

Executive

Wednesday 30 September 2015

A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 30 September 2015 at 6.00pm.

Membership:

Councillor A Mobbs (Chairman)
Councillor M Coker Councillor P Phillips
Councillor S Cross Councillor D Shilton
Councillor Mrs S Gallagher Councillor P Whiting
Councillor Mrs M Grainger

Also attending (but not members of the Executive):

Whitnash Residents Association (Independent) Group Observer Councillor Mrs Falp
Labour Group Observer
Liberal Democrat Group Observer
Chair of the Overview & Scrutiny Committee Councillor Boad
Chair of the Finance & Audit Scrutiny Committee Councillor Barrott

Emergency Procedure

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

Agenda

1. Declarations of Interest

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

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

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

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

2. **Minutes**

To confirm the minutes of the meeting held on 3 September 2015 **(Item 2/Page 1)**

Part 1

(Items upon which a decision by Council is required)

3. **Fees and Charges 2016/17**

To consider a report from Finance **(Item 3/Page 1)**

Part 2

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

4. **Review of WDC/WCC Customer Service Centre & Digital Transformation Initiatives**

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

5. **Air Quality Action Plan**

To consider a report from Health & Community Protection **(Item 5/Page 1)**

6. **Council HQ Relocation Project – Part A**

To consider a report from Development Services **(Item 6/Page 1)**

7. **Additional Temporary Staffing Resource - Housing and Property Services**

To consider a report from the Deputy Chief Executive (BH) **(Item 7/Page 1)**

8. **General Reports**

(A) Significant Business Risk Register

To consider a report from Finance **(Item 8A/Page 1)**

9. **Public and Press**

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

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

10. **Extension of Sustainability Officer's Contract Period**

To consider a report from Health and Community Protection **(Item 10/Page 1)**
(Not for Publication)

11. **Council HQ Relocation Project - Part B**

To consider a report from Development Services

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

12. **Minutes**

To consider the confidential minutes of 3 September 2015

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

Agenda published Friday 18 September 2015

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

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353362.

Executive

Minutes of the meeting held on Thursday 3 September 2015 at the Town Hall, Royal Leamington Spa at 6.00 pm.

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

Also present: Councillor Ashford, Councillor Barrott, Chair of Finance & Audit Scrutiny Committee, Councillor Boad, Chair of Overview & Scrutiny Committee, Councillor Mrs Falp, Whitnash Residents' Association (Independent) Observer; and Councillor Parkins (Labour Group Observer).

32. Declarations of interest

There were no declarations of interest.

33. Minutes

The minutes of the meeting held on 29 July 2015 were agreed as written and signed by the Chairman as a correct record.

Part 1

(Items on which a decision by Council is required)

Nil

Part 2

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

34. St Mary's Lands

The Executive considered a report from the Chief Executive that updated Members on the latest position in respect of the work on the St Mary's Lands (SML) area of Warwick. This was a key project of the Council and the report proposed a number of steps to help move this work forward.

In November 2014 the Council considered a petition in respect of SML and resolved that:

- the Council notes the petition and that also a master plan for St Mary's Lands has yet to be developed;
- the development of the master plan be undertaken involving a reconstituted working party, including two representatives of the Friends of St Mary's Lands Group;
- the resultant draft master plan be the subject of widespread public consultation; and
- only following all of the above would a decision come before the Executive to be made on the master plan.

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This followed a decision made by the Executive on the 1 October 2014, attached at Appendix 1 to the report, in relation to several matters being progressed.

In response to the Full Council decision and following a reallocation of work at CMT level, the Chief Executive called a meeting of the reconstituted Working Party on 27 February 2015. Another meeting was to be arranged but delays occurred initially whilst trying to find suitable dates; then the impact of the election results caused further delay as there was only one Councillor on the Working Party remaining from before the election and nominations were still being sought; and then the impact of the summer holidays. All these factors had combined to cause a significant delay in progressing work on a master plan.

In addition, the February 2015 meeting highlighted the very high extent of antipathy between a number of the attendees, making the Working Party as the engine to drive the preparation of the master plan for SML, very fraught and difficult. It was suggested therefore that, to help address this matter and to drive forward the work of developing a new master plan and to make up for lost time, a different approach was needed. In essence the proposal was to re-engage the consultants, Plincke, who had assisted the Council in the original work on a Strategy, Regeneration Masterplan and Management Plan from 1999 to 2006. The Company and personnel had the background knowledge, experience and independence to assist with a more facilitative, rapid and inclusive development of the work needed, which were not otherwise available within the Council.

The proposal was in 3 stages: (i) to review; (ii) to understand the issues; and, (iii) to build a consensus. These were explained in more detail at Appendix 2 to the report. A fourth stage could be anticipated once the outcome of the first three stages was complete. It was estimated that these stages would cost up to £20,000 and could be funded from the Service Transformation Fund which had £589,000 available. If a fourth stage was required, further consideration and agreement would be needed as to how this was to be funded and procured. The timeframe for this work meant that it was due for completion in January/February 2016. It was envisaged that the Working Party would re commence and would oversee the work of the consultants.

Since the discussion at Full Council in November 2014, a number of other elements had progressed and required decisions to be made by the Council in advance of agreement of an overall master plan. These related to; Racing Club Warwick Football Club, improvements to two Council owned football pitches, installation of a children's play area, Warwick Corps of Drums and Warwick Racecourse.

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

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

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

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

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

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

The letter also set out the wide range of community activities RCWFC ran and wished to expand. However, it also made clear that RCWFC needed considerable help to develop its community hub work, especially with young people, and its sporting activities. This was against a backdrop of poor facilities and very limited revenue finance available. Its accounts for the last financial year have been shared with Council officers.

This new positive approach from RCWFC had led to several meetings with officers, offers of advice, re-establishment of relationships with the Birmingham County FA and constructive discussions about what was needed to help take RCWFC forward on a more sustainable basis. RCWFC was also widening its engagement with other organisations and, for example, was discussing charity matches with UNICEF and Warwick Castle.

As a matter of urgency a range of minor works were needed to keep RCWFC operational in the short term for which they have asked for £20,000. It was suggested that as a gesture of support, the Council should agree to this request to be funded from the Contingency budget which had £215,000 available.

A matter arose when officers met with the new officials of the club concerning a number of outbuildings. There was a large portacabin on site, formerly owned and used by the boxing club (no longer in existence). The portacabin was not RCWFC's responsibility but was clearly being impacted by its derelict state and by its risk as a community safety nuisance and hazard. It was proposed, therefore, that as the freeholder of the land upon which it stood, the Council should remove the building; make good the ground (levelling and tarmac) and fence the area off to protect the area from further nuisance. Whilst doing this, officers felt it made sense, and achieved economy, to remove some other derelict buildings on site at the same time. The existing building layout, and as proposed after removal, were shown on the plan at Appendix 4, to the report. Prices from contractors indicated a cost of £55,000. This work would require a prior approval notification, already actioned, as the buildings were in a Conservation Area and to ensure there was no risk legally, the prior agreement of RCWFC's Trustees. This work could also be funded from the Council's Contingency Budget.

Discussions with officers and visits to the site had highlighted a number of critical issues with RCWFC's facilities which could have a serious impact on its future. One formal complaint from a match official about the state of its facilities had already been received this season and a Football Association Inspection was due shortly. Should RCWFC fail its inspection, this could lead at worst case to relegation for next season or immediately. The impact of this upon an F.A. Charter Standard Community club was that it would need to focus on raising the standard of the senior team to the detriment of its work with its youth teams and the wider community. This would undermine the approach that it was presently trying to develop as a community and sporting hub for the local community. At very worst case it could lead to the club folding and the Council then having to take responsibility directly for maintaining the ground. In such a scenario, the Council would no doubt be liable for investing to upgrade the facilities since the rent level was so low that a rent reduction incentive in exchange for capital investment was not a viable proposition.

The condition of the sporting facilities was clearly poor and without immediate investment the continued operation of the club was at risk. Left as it was, the ground would reflect poorly as much on the Council as on the previous administration of RCWFC. Essentially, a number of things needed to be put right and quickly; replacing the dug outs – which did not conform to FA requirements, replacing the flood lights – which were no longer technically repairable, and replacing the changing rooms.

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

RCWFC would be able to apply for grant aid to a number of bodies. The various eligible funds should be investigated and then the Council could consider how much might be needed to help with match funding. For example, RCWFC had in effect a pre-allocation from the Football

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Association under its Stadium Improvement Facility Fund of up to £100,000 but match funding of at least 30% was required. It was suggested that such match funding be considered also in the context of a sound and credible business plan.

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

As well as making a financial contribution, the Council could also aid RCWFC by:

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

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

Officers of the Council's Green Space team had been looking for a site for a children's play area to serve the Forbes Estate. The proposed works to the RCWFC ground would free up some land, shown as "Y" on the plan at Appendix 4 to the report. Whilst this was on the other side of Hampton Road to the Forbes Estate, as RCWFC was developing itself as a community hub for that estate in any case, it could make sense to bring community activities together. This site should therefore be considered as part of the master plan development. It could be paid for by S106 monies or similar when available.

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

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

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

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

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

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

Owing to the discussions ongoing with the Cadets there again had been a delay in progressing this piece of work but it was now probable that the Cadets would not now relocate to the Corps of Drums site. Consequently, the Corps of Drums had now progressed their own specific proposals. The Corps of Drums had submitted details, at Appendix 5 to the report, which it estimated would cost approximately £110,000. It was clear from

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parallel discussions, though not from the documentation submitted, that the Corps of Drums wanted to consider the use of part of the premises for other purposes, including a children's nursery. This would require planning permission and consent from OFSTED could also be necessary.

Given the lack of written detail of their ambitions and in line with emerging practice on other schemes where the Council was contributing significant financial support, the Council should amend the previous decision to delegate release of the funds and grant landlord's consent to the Chief Executive in consultation with the Cultural Services portfolio holder and the Council also required the following details:

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

Previous reports to Executive had painted a picture of a racing industry that was undergoing seismic changes due to the changes in Bookmaking (and consequently the Levy received from Government) and the various other leisure opportunities available to the paying customer. In fact, over the period 2005 to 2011, the Levy contribution to Warwick Racecourse had reduced by nearly £0.5m to £413k (a reduction of over 50%). This then had a knock-on effect on the level of prize money that could be offered and consequently the quality and number of racehorses entered for races. The manifestation of these challenges had been seen in recent years with the closures of Folkestone and Hereford racecourses and the proposed ending of flat turf racing and laying of an all-weather circuit at Newcastle and Catterick respectively.

This was the landscape that had seen many British racecourses diversify into areas such as conferences, concerts and events because they could no longer survive as viable businesses on just their previously allocated 20-25 race days per year.

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

However, in order to pursue the business model based on the racecourse being for jump racing only, a number of physical improvements were absolutely necessary and indeed were a pre-requisite for the course continuing in operation. The course had had issues about the "ground condition" and about the curvature across part of the track giving rise to safety issues. In response it was proposed to extend the existing reservoir in the northern enclosure to allow for more water to be held to irrigate the course (this was in addition to the current works of repairs to

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the bank owing to damage by trees and removing silt) and to level the track from the start line up to the first bend on the eastern side, as shown on the Plan, at Appendix 6 to the report. The racecourse also wished to improve the entrance (i.e. the turnstiles) to the course. These alterations would require planning permission and so would be subject to public consultation but would also need Landlords consent which it was recommended should be given if planning approval was given. These proposals would represent an investment of several hundred thousands of pounds by Warwick Racecourse Company.

The Council could decide not to pursue any or only a selection of the proposals referred to in the report, or defer them until the master plan was prepared and agreed.

The Council could decide not to appoint consultants but it was clear that to take the master plan scheme forward by a facilitated approach needed an additional resource input to the work that the Council did not possess internally. The Council could decide to tender for the consultancy work but the procurement timescale involved would delay the master plan timetable much further into 2016.

The consequences of not taking those forward for RCWFC, the Corps of Drums and Warwick Racecourse or of delaying a decision was that it would place each of those organisations in jeopardy for their continued operation with far more risk and financial consequence to the Council. There could also be a harmful impact on the local economy especially in respect of the rejection of Warwick Racecourse proposals if it then closed. The impact on the Council of the loss of all or any of these organisations would mean having to take on the responsibility for the properties without at this time having any clear alternative plan of action for them.

The Council could decide not to pursue the proposals for improvements to the two football pitches nor to identify the location for a play area but in respect of the former – the proposal in effect is simply to investigate further and bring a more detailed and costed project forward for consideration for the next financial year. In respect of the children's play area, officers had been seeking a site in the vicinity of the Forbes Estate without success and the timing of its identification was helpful coinciding with the development of a master plan for the area. Neither were outright commitments at this point in time.

The other option was to consider inviting the Cadets to return to their original premises on RCWFC ground and using the £400,000 allocated to their new scheme on the works set out in this report. However, an early investigation by officers had ruled out this option owing to the irreparable damage incurred to relations between the Cadets and RCWFC.

The Overview & Scrutiny Committee noted the report.

The Finance & Audit Scrutiny Committee supported the recommendations in the report. Members were mindful that this report was not only about Racing Club Warwick but recognised that this was a new start and a positive way forward for the club.

The Executive welcomed the comments of the Scrutiny Committee and agreed that this was a small step forward for this area of Warwick and a move to a more positive relationship with all relevant parties especially Racing Club Warwick.

The Executive therefore

Resolved that

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

- (8) subject to the prior submission of, and agreement to, a sound and credible business plan; and, confirmation of changes to Trustees, the Executive agrees in principle to consideration of providing match funding for a programme of necessary works including:
- replacement dug outs;
 - replacement floodlights;
 - putting in place new changing rooms; and
 - fees, project resource and an overall contingency provision.
- (9) in addition, the Council should:
- Assist with raising funds from other sources (e.g. Football Association, King Henry VIII Charitable Trust, etc.) towards the costs;
 - Agree that its property staff manage the building works and contracts, if required in connection with recommendation 2.5 of the report but for which financial provision will be needed;
 - Agree to give landlord's consent to the necessary alterations referred to in recommendation 2.5 of the report and elsewhere in the report subject to the prior submission of appropriate details;
 - Agree to seek all appropriate statutory consents, including planning permissions, for the works described in this report where the club requires such help;
 - Agree to licence the land shown as area "X" on the plan attached at Appendix 4 for a nominal fee of £1 to RCWFC on an annual basis to allow the club to use it for "children's sporting activities", the club to be responsible for any works or alterations needed (and cost thereof) to make the land appropriate for such use;
- (10) officers investigate the causes of the poor drainage to the pitches in the centre of SML and work up and cost a scheme that would make the pitches playable in order that members can then consider whether a proposal should be considered for inclusion within its capital programme for next financial year (2016/17);
- (11) a proposal for the establishment of a children's play area on the land shown as "Y" on the Plan at Appendix 4, adjacent to the RCWFC ground,

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subject to the availability of Section 106 and other similar funds, will be considered within the master plan for SML;

- (12) the Executive modify the decision made in October 2014, from:

"That Executive agrees to make available £50,000 from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services, as a pump-primer to help facilitate much needed investment in the Warwick Corps of Drums building." to "That the release of £50,000 from the Capital Investment Reserve to the Warwick Corps of Drums and landlord's consent for the proposed alterations referred to in Appendix 5 of the report, is delegated to the Chief Executive and the Portfolio Holder for Cultural Services upon receipt of confirmation of the other necessary funding, a sound and credible business plan and that planning permission and any other statutory consents are obtained."; and

- (13) the proposals set out in paragraph 3.11 of the report by the Racecourse seek planning permission to make the course fit for use as a "Jump only" course and grants landlords consent should they be given planning approval, be noted.

(The Portfolio Holder for this item was Councillor Mrs Gallagher)

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

The Executive considered a report from the Deputy Chief Executive (BH) that set out the outcome of a review, by the LLP, of Council owned non-operational assets, as approved by the Executive in November 2014.

There was a separate Part B report on the agenda that set out specific recommendations arising from this work that were commercially confidential and the two reports were read in conjunction.

The Executive considered and approved a proposal to create a Limited Liability Partnership (LLP) between Warwick District Council and Public Sector PLC (PSP) in December 2012. As a result, the Warwick LLP was established in early 2013 as a vehicle to unlock regeneration and assist the Council's asset management.

The list of the significant assets (including Housing Revenue Account (HRA) owned non-residential assets) that the Council owned was set out at Appendix One, to the report. Various initiatives were already underway

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to review the majority of the operational assets so the LLP's review was restricted to those non-operational assets highlighted in bold. The Council's non-operational portfolio of assets generated approximately £900,000 per year in rental income. The LLP was asked to review this portfolio to establish whether there were any opportunities for it to add value to this asset base in some form. Officers worked closely with the LLP's specialist staff, employed by PSP, on this feasibility work.

The LLP assessed the Council's non-operational building assets (the shops and buildings the Council owned but which were not used for delivering Council services) and evaluated their potential for:

- Disposal, to create a capital receipt and/or increased revenue stream and/or reduction in future maintenance liabilities;
- Inclusion in a regeneration scheme;
- Alternative use to maximise revenue income; and
- Investment to maximise revenue income.

The Council's land assets were also evaluated to determine their potential for:

- Housing development;
- Inclusion in a regeneration scheme; and
- Disposal, to create a capital receipt and/or increased revenue stream and/or a reduction in future maintenance liabilities.

The methodology adopted by the LLP was to categorise the land and building assets into four sub-sets, income producing assets, potential develop site assets, ground rent assets and local shopping centre assets. The numbers of these and income per annum for each of these sets, was set out in the report.

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

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

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

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

No alternative options had been considered in respect of this report.

The Executive therefore

Resolved that

- (1) the schedule of the Council's non-operational properties that have been considered by the LLP under this exercise, as set out at Appendix One to the report, be noted;
- (2) the broad conclusion reached by the LLP, be noted; and
- (3) on an on-going basis, officers continue to look at further opportunities within the Council's property portfolio and regeneration projects and that this will include continuing to work with the LLP to identify any new 'added value' opportunities. If any LLP propositions emerge as having further merit they will be reported back to Executive for consideration.

(The Portfolio Holders for this item were Councillors Cross, Mobbs and Whiting)
(Forward Plan reference 721)

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

The Executive considered a report from Housing and Property Services that set out the rationale for undertaking a 100% stock condition survey of Housing Revenue Account (HRA) residential assets to collect condition data for a range of key building components.

It set out the requirement to invest in associated technology to support the survey and the ongoing maintenance of data and requested a budget of £378,000 for the projected cost of delivery of the survey, although all other associated costs would be met from existing HRA budgets. It also requested approval for an additional staffing resource to ensure that the survey process and the use of the resultant data collected was effectively managed.

The Council currently formulated its HRA Housing Investment Programme annually, using a process of annual inspections to identify and prioritise properties for inclusion in cyclical maintenance and improvement programmes. These inspections were used to supplement existing stock condition surveys which had historically been collected on a sample of

different stock types. This current approach of Annual Maintenance Management had several limitations:

- Annual programme setting limits the Council's ability to take a long term approach to forecasting future maintenance requirements and planning the deployment of budgets and resources.
- The limited component age and condition data, based on sample stock condition survey information, hindered informed strategic decision making on the creation of long term maintenance programmes tailored to actual condition and lifecycles of the housing stock and its various components.
- Annual Maintenance Management was resource intensive, reducing the capacity of the service to closely manage works programmes and respond promptly to enquiries and ad hoc work requests.
- The lack of a long term programme was an obstacle in communicating future maintenance plans with and responding to enquiries from contractors and internal and external customers.

It was proposed that the Council should change to a process of Strategic Asset Management for its HRA stock. This was a business process with the underlying purpose of securing the best use of property assets and minimising the opportunity cost of resources tied up in property assets. This could only be achieved by fully understanding the condition of the stock and using that knowledge to put in place evidenced, targeted investment programmes to reduce the overall cost of keeping the stock in a usable condition. Full stock condition surveys gathered the intelligence and interactive databases allowed for this information to be managed together creating an effective Strategic Asset Management process. The benefits of the proposed Strategic Asset Management approach included:

- The Council having the intelligence and the tools to test and prioritise its HRA maintenance and investment programmes.
- Use of medium and long term business and budget planning to enable the Council to prioritise resources based on actual need rather than historical expenditure.
- Supporting effective and pro-active communication between the Council and its customers and contractors and allowing the Council to be clearer when advising tenants and lease-holders works would be undertaken to specific properties.

Having a robust and interactive database in place allowed the Council to assemble, maintain and interrogate data to produce intelligent maintenance policy and provide a basis for strategic decision making on where, when and how to invest in Council housing. Maintaining the data base with up to date information was essential to ensure the success of Strategic Asset Management. This in turn provided opportunities to improve efficiency and generate increased value for money.

Officers in Housing & Property Services and ICT Services had developed the Council's ActiveH database and collated historical investment and maintenance data from a range of housing improvement programmes (for example, kitchen and bathroom replacement, window and door replacement). This information had already been uploaded into the

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ActiveH asset management database and had improved the quality of condition based data for a range of key building components.

However, to support a transition from Annual Maintenance Management to Strategic Asset Management the Council needed to:

- Collect a complete set of data on the presence, age and condition of key building components across its housing stock to create a base-line understanding of its assets, by undertaking a full (100%) survey of its HRA residential assets.
- Allow for the data to be collected, assessed and used as quickly as possible and to ensure that the survey intelligence remained up to date by introducing mobile working practices and technology for Surveyors and Property Maintenance Officers.

The report recommendations provided for an estimated cost of the survey of £378,000. This was considered a prudent and realistic figure based on an evaluation of past costs. In 2010 the Council procured a decent homes survey of eight hundred and seventy nine properties. This cost £34,700, equating to circa £40 per property. Inflating this figure by an average of the Consumer Price Index for the period 2010 to 2015 (3% as calculated using data from the Office of National Statistics) increased the cost per dwelling to £46. The cost of a full 100% stock condition survey for all the HRA housing stock, currently 5,985 separate assets including individual dwellings and communal areas within blocks, based on this figure would therefore be £280,000. However, as this figure had not been market tested and the actual price would not be known until the procurement process was complete, it was considered prudent to allow for a contingency of 35%. Given that this would be a full survey, to a set specification using our own software and requiring considerable field work, taking the estimated cost to £378,000. If the procurement exercised to a cost below this figure, the reduction in the contribution to the Housing Capital Investment Reserve would be reduced accordingly.

The estimated value of the survey exceeded the £173,000 threshold for service contracts and would therefore require procurement in accordance with the Public Contract Regulations. There could be particular frameworks available to the Council to utilise that, if available, would shorten the procurement process timescale. However, if not available then due to the estimated value of the requirement a full OJEU tendering exercise would be required with a potential time period of up to six months. It was intended that the survey would be completed by 31 March 2016 but this was subject to the availability of consultant resources following procurement and rates of access to properties. It was therefore possible that the project may straddle the financial years 2015/16 and 2016/17.

The survey data would be used during 2016/17 by officers to shape the HRA Business Plan to support the investment needs of the Council's housing stock and to inform long term maintenance plans from April 2017 onwards. This would enable a holistic and all-embracing approach to be taken to reshaping the HRA Business Plan and its capacity to support investment needs, in response to the emerging thrust of national policy. At present the detail of the proposed introduction of Right-to-Buy for housing association tenants, funded by local authority stock sales and

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reductions in rent from 2016/17 onwards for four years and the potential impact on rent collection of proposed changes to welfare budgets would be clearer. Until a greater understanding of these changes was known and had been modelled, it was not going to be possible to undertake in the current financial year more than an interim review of the Business Plan.

To ensure that the survey effectively collected all required information in the format required for storage and assessment it was proposed that new mobile working technology was deployed. The Council's current preferred mobile software was Total Mobile. Officers within H&PS and ICT were currently developing Total Mobile survey templates and software that ensured survey data could be collected electronically and uploaded to the ActiveH database without the need for manual data entry. The specification for the Stock Condition Survey would stipulate the use of this technology by the successful surveying contractor.

The Total Mobile survey package was not only necessary to support the initial survey but was also essential for Council officers to maintain the stock condition data on an on-going basis. Licences were required to use the Total Mobile Software, sold as bundles of ten at a cost £750 per licence. Handheld ICT equipment was also required to complete the survey electronically. It was estimated that ten handheld units would be required at a cost of £240 per unit. It was also necessary to purchase a mobile data contract for each of the handhelds at an estimated cost of £48 per handheld unit per year. The total initial cost to invest in the mobile technology to support the survey was therefore circa £10,500 based on these estimates. Each software licence cost £75 a year to maintain; therefore the estimated recurring annual cost to maintain the software licences and mobile data contracts was circa £1,300. It should be noted that the technology was flexible and, once the Survey was complete, it would be used to support other working processes, for example, housing repairs inspections and Tenancy Officer Visits.

To make best use of the data to plan medium and long term investment programmes within necessarily limited and finite budgets, the Council needed to be able to test the future maintenance requirements of the HRA assets based on various scenarios to prioritise maintenance plans, identify opportunities to create value and produce need based budget forecasts to support more intelligent procurement and business planning. This could be efficiently undertaken using the ActiveH Smoothing and Modelling module. This software would allow the Council to model the long term maintenance needs of assets based on stock condition data held in the ActiveH database. The cost to purchase and install the module was £5,890. The annual maintenance costs for the module was £1,160. These costs were based on a quotation from ActiveH which was valid for ninety days from the 21 July 2015.

Managing the proposed stock condition survey and also completing the separate comprehensive structural survey of HRA multi-storey tower blocks and other properties of non-traditional construction types (as approved by Executive 11 March 2015) would require effective management that would require an additional temporary staffing resource.

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It was proposed to recruit, subject to approval by Employment Committee, a 2 year surveyor post at a cost of £85,000. This post, which would be funded from existing non-staffing budgets within the HRA, would enable a permanent member of the current staffing establishment to be assigned to:

- Oversee and manage the Stock Condition Survey
- Oversee and manage the Structural Condition Survey
- Manage the collation, development and initial implementation (including any necessary procurement) of a long term planned and preventative maintenance programme to inform a revised HRA Business Plan
- Complete other supporting work, such as developing and implementing a new Voids Standard and taking forward any stock rationalisation opportunities that may arise from the survey work.

By utilising a permanent member of the team for this work rather than the new temporary post the knowledge and intelligence gained would be embedded within the organisation and the work itself was managed with a view to the long term use and value of the projects

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

At that time, it was not clear whether or not a sample or 100% survey would be needed. Undertaking a sample survey was considered as an option. However, this would not have given the Council the detailed base-line knowledge of each of its properties it needed to be able to plan on an evidenced basis future planned maintenance programmes. A sample survey assumed that properties of a certain age and type shared not only similar types of construction but also similar components by reference to type, condition and age. Because properties were constantly being repaired, were subject to void works and had in the past may have benefitted from works undertaken as part of Annual Maintenance Management based programmes, this was not necessarily the case. As a result, future planning would include a degree of assumptions about properties that may result in programmes not being sufficiently well targeted to secure value for money and investment where it was most needed on a home-by-home basis. Moreover, a sample approach would not create a solid foundation within the database upon which to build an accurate and on-going knowledge of the condition of all Council homes. The value of constantly updating what could not necessarily be an accurate base-line database would therefore be compromised. Accordingly, a sample survey was not recommended.

Further investigation into the extent of the field work needed to achieve the desired outcome of a survey of as close as possible to 100% of the Council's homes showed that it would not be possible to undertake such a survey using only the Council's in-house resources. The need to devote asset management team resources to other priorities, including reviewing and implementing changes to the way the Council delivered day-to-day repairs to its housing stock and supporting the Leisure services Review,

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and the need to maintain at time of unfilled posts within the department, the capacity to deal with responsive repairs across the corporate and municipal housing stock meant that this option would not have been feasible if the Council wished to have the project completed by the end of 2015/16. The in-house option was therefore not recommended. However, because the survey template and database had been designed the Council and the project would be overseen by the Asset management team the Stock Condition Survey would still be able to benefit from local knowledge and sensitivities.

An option to undertake the survey in-house and recruit additional temporary surveying resource to reduce the disruption to core service need had been considered. This option was also not considered to be feasible because of the additional temporary increase in management responsibilities, the risks of unsuccessful recruitment processes and the probable distraction of officers from current operational priorities.

The Council could decide not to undertake a survey of key building components and continue with the current annual maintenance management processes. This option was not recommended for the reasons set out in Section Three of this report.

The Council could decide not to appoint a temporary surveyor for two years to provide the capacity to undertake a range of high profile, resource intensive projects essential to secure effective long term management of the Council's assets. However, this option had been rejected because it would require a reassessment of existing priority work and could potentially adversely impact on projects such as the Leisure Options review, development of the Asset Management Strategy as well as meaning the current inefficient methods of allocating programmed work for the HRA stock would need to be maintained.

An addendum to the report was circulated prior to the meeting updating recommendation 2.2 and paragraph 3.1 of the report. This was to rectify an error in the circulated report. The estimated cost of the data contract for each handheld unit was £576 per year (£48 per month) not £48 per year as set out in item 3.11 of the report. The amendments in this costing did not affect the affordability of the recommendations made in the report.

The Finance & Audit Scrutiny Committee supported the recommendation.

However, Members were concerned that there was no information contained in the report about the benefits of conducting the stock condition survey. They therefore requested that the Executive ask officers to gather further information on the costs and benefits of the survey, possibly by speaking to other similar sized neighbouring authorities who had been through the process.

The Executive were understanding with the views of Finance & Audit Scrutiny Committee and were mindful that Walsall Council had undertaken a similar survey. However, it was difficult to provide comparisons because each Council had its own unique stock portfolio, but they would ask

officers to consider this point and look at any potential benefit this could provide the Council.

The Portfolio Holder highlighted the need to revise the proposed recommendation 2.2 and agreed with the request from Councillor Shilton that recommendation 2.3 of the report should be explicit in stating the length of the temporary contract. On that basis it was proposed, seconded and

Resolved that

- (1) a change to the current HRA budget for 2015/16 and 2016/17 is approved to reduce the contributions made into the HRA Capital Investment Reserve by up to £378,000 to fund a 100% stock condition survey of HRA residential assets and to allow a transition to Strategic Asset Management;
- (2) the estimated cost of £21,550 to purchase and the annual cost of £7,670 to maintain the hardware and software required to support the completion of the survey will be met from existing HRA budgets; and
- (3) subject to approval by Employment Committee, the transfer of £85,000 to the Asset Management staffing budget from existing non-staff HRA budgets to fund the appointment of a temporary surveyor post for a maximum of two years, is approved.

(The Portfolio Holder for this item was Councillor Phillips)

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

The Executive considered a report from the Deputy Chief Executive (AJ) to approve changes to the Council's Sustainable Community Strategy, Fit For the Future programme and agree the Service Area Plans for 2015/16.

At its Council meeting of 22 January 2014, Warwick District Council agreed a refreshed SCS based on five themes; Prosperity; Health & Wellbeing; Housing; Safer Communities; and Sustainability.

Each of these themes had its own strategic aims and priority areas for action which have underpinned Council officers' day-to-day work.

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

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- that the Council should be commercial in its outlook through raising revenue and reducing cost;
- that the Council should encourage economic growth throughout the district;
- that the Council should partner with other organisations and share services where there is an evidence-based business case; and
- that all the district's residents should be able to access the necessary advice and support from the Council.

From these overarching principles, the Council's Executive asked that a programme of work was developed that was complementary to the current SCS priorities but which clearly set out what it wanted to achieve over the next four years. Working with Portfolio Holders, officers had drawn-up additional SCS priorities for the Executive's approval, which were outlined in the report.

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

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

Officers had compiled a programme of work for Members' consideration which they believed could meet the financial challenge whilst at the same time protecting the vast majority of the Council's services. This programme was based on discussions with Portfolio Holders and the proposed priorities as set out at paragraph 3.3 of the report. Executive was therefore asked to endorse the following programme but recognising that many of the initiatives would require business cases and Executive agreement:

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

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- Undertake Support Services Review - Potential saving £100k;
- Restructure Land Charges function - Potential saving £20k;
- Provide investment in the Council's leisure centres to enable income to be maximised and costs reduced - Potential saving/ income £500k;
- Provide investment in the Council's information technology to enable more services to be accessed on-line (Digital by Default) - Potential saving £100k;
- Council's phone and one stop shop services reviewed - Potential saving £170k;
- Review housing advice contract arrangements - Potential saving £20k;
- Review transport support for residents - Potential saving £40k;
- Review car parking strategy - Potential income £50k;
- Transfer/ disposal of the Town Hall to another body - Potential saving £85k;
- Review the number of Warwick District Councillors in tandem with the recently completed review of the County Council's Divisional boundaries - Potential saving £80k;
- Review the role of the Council's Chairman - Potential saving £20k;
- Secure cheaper price for Council's new energy contracts - Potential saving £320k;
- Review various financial contingency provisions - Potential saving £50k;
- Consider alternative investment instruments - Potential income £50k;
- Reduce "discretionary spend" budgets by 5% - Potential saving £415k. 2.5% increases have already been factored into the financial projections for 2016/07 and 2017/18. It was now proposed that these be amalgamated into savings to be included within the 2016/17 Budget.

Should all of the aforementioned initiatives be achieved then officers estimated that savings/ increased income would total £1.83m over and above current MTFS forecasts. This was in excess of the savings requirement currently shown in the financial projections by £743k.

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

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

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

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

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The proposed programme of work was in addition to the following projects that were currently work in progress not all of which would realise savings and so only the first bullet point below had a potential saving against it:

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

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

The proposed change programme would leave a deficit of £182k in year 2016/17. This figure would undoubtedly change as the financial year progressed and officers would continue to develop proposals to meet this shortfall, although the Council did have the benefit of being able to use reserves as a one-off contribution.

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

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

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

Executive members had asked officers to develop a programme of work that detailed their priorities. The table at 3.3 of the report was thought to describe this and so no alternative options were considered.

The Council's FFF change programme had been running since 2010 and had proven to be successful in meeting the financial challenge whilst continuing to invest in services and staff. The updated programme could

contain initiatives very different from those proposed; however, it was thought that the programme best reflected the Executive's priorities.

The Finance & Audit Scrutiny Committee supported the recommendations in the report. Members asked a number of questions around the overall subject of where savings would come from and how income was likely to be generated. Although they were mindful it was early days, the Committee did have genuine concerns and would continue to monitor the situation.

The Overview & Scrutiny Committee wished to know how the Executive would assess the feasibility/business case; financial or community impact? Which would have priority? Additionally, the Overview and Scrutiny Committee had a concern that the programme was over-ambitious.

The Executive thanked the Scrutiny Committees for their comments on this item and recognised the need for each business case to be robust and considered in terms of impact both on the community and the budget. However, tough decisions needed to be made to ensure the Council could continue to deliver its services.

Resolved that

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

(The Portfolio Holders for this item were Councillors Coker and Mobbs)
(Forward Plan reference 724)

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

The Executive considered a report from Finance that provided details of a Rural/Urban Capital Improvement Scheme grant application by Shrewley Village Hall to refurbish their kitchen that had now come to the end of its life span.

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

This project contributed to the Council's Sustainable Community Strategy because without the Village Hall there would be fewer opportunities for the community to enjoy and participate in arts, cultural and physical activities which could potentially result in an increase in anti-social behaviour and disengage and weaken the community. If the kitchen was not refurbished, the facility would eventually need to be closed on Health & Safety grounds which would likely lead to reduced bookings and impact on the financial viability of the hall, detrimental effects may include:

- Potential increase in anti-social behaviour because there would be less opportunity for the community to participate in arts and cultural activities; currently there were regular garden society meetings, social club nights, "live and local" performances and ad-hoc events such as quiz nights, barn dances, flower shows etc which would cease if the hall became unviable;
- Potential increase in obesity, including in children, as there would be less opportunity for the community to be active; currently there were weekly keep fit classes and children's dance classes which would cease if the hall became unviable; and
- Potential disengagement and weakening of the community; the club was managed and run by a wide range of volunteers from across the community and the activities noted above bring people together from across the community which would cease if the hall became unviable

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

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

Councillor Mobbs endorsed the report and the Executive therefore

Resolved that a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Shrewley Village Hall of 50% of the total project costs to refurbish their kitchen that has now come to the end of its life span, as detailed within paragraphs 1.1, 3.2 and 8.1, up to a maximum of £8,154 including VAT as set out at appendix 1 to the report, is approved.

(The Portfolio Holder for this item was Councillor Whiting)

39. Public and Press

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

Minute No.	Para Nos.	Reason
42, 43 & 44	1	Information relating to an Individual
42, 43 & 44	2	Information which is likely to reveal the identity of an individual
40, 41 & 44	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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

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

The Executive approved the recommendations in the report.

41. Resolution of Rent Issues – Cadet's HQ Building

The Executive approved the recommendations in the report.

42. ICT Services - Establishment Changes

The Executive approved the recommendations in the report.


43. Regulatory (Licensing) Team Restructure

The Executive approved the recommendations in the report.

44. Minutes

The confidential minutes of the meetings held on 29 July 2015 were agreed as written and signed by the Chairman as a correct record with the following amendment:

(The meeting ended at 6.56 pm)

 EXECUTIVE 30 September 2015		Agenda Item No. 3
Title		Fees and Charges 2016/17
For further information about this report please contact		Andy Crump (01926 456810) Mike Snow (01926 456800)
Service Area		Finance
Wards of the District directly affected		All
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006		No
Date and meeting when issue was last considered and relevant minute number		
Background Papers		Executive 01 October 2014 - Fees and Charges 2015/16
Contrary to the policy framework:		No
Contrary to the budgetary framework:		No
Key Decision?		Yes
Included within the Forward Plan? (If yes include reference number)		Yes ref
Equality & Sustainability Impact Assessment Undertaken		
Officer/Councillor Approval		
With regard to officer approval all reports <i>must</i> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
Officer Approval	Date	Name
Relevant Director	11/9/15	Andrew Jones
Chief Executive	11/9/15	Chris Elliott
CMT	11/9/15	
Section 151 Officer	11/9/15	Mike Snow
Legal	11/9/15	
Finance	11/9/15	Finance Report
Portfolio Holder(s)	11/9/15	Cllr Whiting
Consultation Undertaken		
Car Parking charges have been discussed with the local Chambers of Trade		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report details the proposals for Fees and Charges in respect of the 2016 calendar year. It also shows the latest Fees and Charges income budgets for 2015/16 and the actual out-turn for 2014/15.

2. RECOMMENDATIONS

- 2.1 To recommend to Council the Fees and Charges identified in Appendix 'A' to operate from 2nd January 2016 unless stated.
- 2.2 Executive notes the detailed exercises undertaken by Service Areas when determining the Council's income levels and fees for next year.
- 2.3 Members note that some Parking Fees are proposed to change for 2016/17, the first change for a while, due to the need to fund car park repairs as well as a result of customer feedback.
- 2.4 Executive notes the significant changes to some licensing fees due to changes in legislation as well as the new charges created for Pre-Application planning advice and for CCTV services.
- 2.5 Executive notes that the income generated by the proposed fees and charges operating from 2nd January 2016 will generate income of **£67,000** above the target set in the MTFS.

3. REASONS FOR THE RECOMMENDATION

- 3.1 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 2016/17. Discretionary Fees and Charges for the forthcoming calendar year have to be approved by Members.
- 3.2 In the current financial climate, it is important that the Council maximises income and therefore minimises the forecast future deficit.
- 3.3 The Contract Services Manager is in the process of formally consulting local Chambers' of Trade, reviewing the current parking charges. The proposed changes for 2016/17 reflect early customer feedback.
- 3.4 The fees charged under the new Building Control Shared Service arrangement that commenced on 1st April 2015 have been amended to ensure consistency of charging amongst the partners, these current charges are proposed to remain unchanged. To ensure consistency with previous years, only the Warwick District Building control fees have been shown in this report. Next year's report, which will have the benefit of more than one year's operating of the service, will give the full picture of income and expenditure for all the areas involved.
- 3.5 There has been further work carried out by the Regulatory Manager on licensing fees due to reflect the current legislation. The fees charged should only reflect the amount of officer time and associated costs needed to generate them. There will now be a two stage process of getting certain licences from this Council. The first stage is paying for an application fee (non refundable), the second is paying

for the actual licence itself, which if refused, is refunded. Details of these changes are shown in Appendix A.

- 3.7 Some additional fees have been created to generate additional income for the service areas concerned and others in response to new legislation. These are highlighted in Appendix A. Other charges have been deleted due to legislation changes or changes in the way the service is provided.
- 3.8 Members agreed in July 2015 to the introduction of Pre-Application Advice charging for Development Control. The report detailed the proposed charges. It is likely that this will happen later this year as it is dependent on the fees being approved by Full Council, which should happen as part of Council approving this report. Initially it is projected that the income generated will cover the additional post agreed to assist with the operation of the scheme. No additional income for this has been included in the report.
- 3.9 CCTV and the Police are working together to prevent crime and increase community safety throughout the district. The police have agreed to pay for certain services.

4. **POLICY FRAMEWORK**

4.1 **Policy Framework**

This report is in accordance with the Council's Financial Strategy as last approved by the Executive in February and the proposed increases outlined in the Budget Review Report in July 2015.

4.2 **Fit for the Future**

One of the key elements of Fit For the Future is ensuring that the Council achieves the required savings to enable it to set a balanced budget whilst maintaining service provision. This report updates some of the key issues needed to be considered in preparing the 2016/17 budget and beyond.

5. **BUDGETARY FRAMEWORK**

- 5.1 The latest financial projections presented to the Executive as part of the Budget Review Report to July Executive showed a deficit of over £1million by 2020-21.
- 5.2 Income Budgets are informed by increases (and occasionally reductions) in price, revising the pricing structure or changes in the level of customer activity. The Council needs to approve the next calendar year's Fees and Charges in the Autumn of the previous year. The levels of expected income from these charges alongside latest usage projections will inform the 2016/17 Budgets to be presented to the Executive in December. The Council should strive to maximise its income to reduce its net expenditure budget and reduce the burden on its Council Tax Payers and recover its costs where possible.
- 5.3 Overall, increased income from discretionary fees and charges, based on the proposed charges, will increase by £688,000 above the 2015/16 Estimate. The Medium Term Financial Strategy assumes income from Fees and Charges will increase by £223,000 (approximately 3%) in 2016/17. The income figures for 2016/17 from Fees and Charges shown in this report exceed those projected in the Council's latest Medium Term Financial Strategy by approximately £465,000. £254,000 of this is accounted for due to the 1-off reduction to the 2015/16 income budget due to the capital works at the Crematorium.

- 5.4 Car park income is projected to increase by £120,000 more than the 3% increase included in the Financial Strategy. Of this increase £50,000 had been allowed for within the SCS/FFF report to Executive earlier this month. This additional £70,000 income will be needed towards funding the works needed to car parks, which is currently being considered and will be subject to a future report.
- 5.5 Leisure centres and Town Hall are expected to generate an extra £46,000, with the remainder coming from Cremation Fee income. The reduction in cremation income, due to the effect of the opening of Rugby Crematorium, has not been as high as anticipated and this along with the increased fees, above 2%, accounts for the extra income. Building Control income, a ring-fenced account, is estimated to be £50,000 down.
- 5.6 Within the 2015/16 and 2016/17 Budgets, there remains £74,000 "Income Contingency". Part of the increased income now anticipated on specific services should be allocated to the remaining Income Contingency.
- 5.7 The table below sets out the changes highlighted above and the additional income available to the Medium Term Financial Strategy.

	£000
Increased income between 2015/16 and 2016/17 Original	688
Expected increase in income in MTFS	223
Surplus	465
1 off reductions in cremation income budget 2015/16	(254)
Remove ring fenced account income changes	50
Parking – expected reduction in cost of service	(50)
Parking – additional income towards improvement works.	(70)
Income Contingency Budget met	(74)
Additional income available to MTFS	67

The implications from the fees and charges review, and the associated income levels estimated for 2015/16 and 2016/17 will be factored into the Council's Medium Term Financial Strategy which will be presented to members later in the Autumn.

- 5.8 Latest Budgeted Income for 2015/16 and new fees for 2016/17
- 5.8.1 The latest Budget for discretionary Fees and Charges for 2015/16 is £7,079,300 compared to an original figure of £7,086,800, a decrease of £7,500.
- 5.8.2 Some fees for 2016/17 are the same as the previous year (the inflationary increase from 2015/16 to 2016/17 is shown as a percentage in the next column). New charges are shown in bold type in Appendix A and some charges that are no longer relevant/appropriate have been removed, but are shown for information only. There are also some charges, which although not new, have not been previously included in the Fees and Charges reported to Members and these are shown in bold type too.

6 RISKS

- 6.1 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.

- 6.2 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 2016, with the Council's costs of providing the service increasing more than inflation.
- 6.3 Whilst Britain is out of the recession, future economic changes cannot be foreseen. The recent recession saw a decline in the Council's income.
- 6.4 Mitigation - Managers will review activity levels over the next few months, with any revised forecasts being built into the Final 2016/17 Budgets presented to Members in February 2016. Budgets are monitored and reviewed by Managers on at least a monthly basis during 2016/17.

7 ALTERNATIVE OPTION CONSIDERED

- 7.1 The various options affecting individual charges are outlined in the main body of the report, sections 8 to 16.
- 7.2 Fees and Charges for 2016/17 remain static i.e. remain at the same level as for 2015/16, which would substantially increase the savings to be found over the next five years unless additional activity could be generated to offset this.

8. BACKGROUND

8.1 Benchmarking Income

- 8.1.1 With support from Finance, Managers were asked to gather benchmarking data to compare the charges in their Service Areas with similar local authorities. They compared this authority's performance to other "near neighbours" (similar councils) in terms of both the amount of income generated and the percentage of income recovered in proportion to the costs of running the service. WDC rates and charging structure were also compared to private sector competitors where appropriate. Cultural Services, in particular, were at the forefront of this work. Development Services have looked at Pre-Application, Building Control and Land Charges. Licensing have also carried out several in-depth exercises.
- 8.1.2 Managers were tasked to look to the high performing authorities and establish the reasons for this. Managers were then asked to explore the potential to increase our performance to at least the same level. Where our services are charged at rates lower than our comparators Managers were asked to justify reasons if it was not possible to increase these fees to a similar level.
- 8.1.3 Finance has worked with Service Areas and, not long ago, participated in an income benchmarking exercise managed by Deloitte, along with many other Midlands district councils. This exercise considered where our charges were out of line with other authorities, or where there may be new charges or services which may generate additional income.
- 8.1.4 The most significant proposal coming out of the analysis, is the introduction of Pre-Application Advice charging for Development Control. Members have subsequently considered reports on charging for Pre-Application Advice. Other than this, the analysis confirmed most of our charges are in line with other authorities, with any exceptions being able to be justified.

8.2 Fees and Charges Preparation

- 8.2.1 Alongside these pieces of work, Managers also undertook fee comparisons as part of the usual annual Fees and Charges review
- 8.2.2 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, to produce that licence. Each licence should not contain a profit element and breakeven over 3 years, this is a similar methodology to that for Building Control and Land Charges.

8.3 Delegated Authority

- 8.3.1 The Head of Culture has clear delegated authority to negotiate fees for areas such as the Town Hall, Royal Spa Centre and for recreational facilities and this is highlighted in Appendix A. As part of this delegation, the Head of Culture also has authority to run promotions that generate additional income for the Council. The Business Enterprise Manager has similar authority for the Althorpe Enterprise Hub and Court Street Creative Arches. The Bereavement Manager, too, has some minor delegated authority for income setting at the Cemeteries and Crematorium.

9. FEES AND CHARGES GUIDELINES

- 9.1 In accordance with the Financial Strategy and Financial Code of Practice it is appropriate to consider certain other factors when deciding what the Council's Fees and Charges should be:
 - (a) The impact of the Fees and Charges levels on the implementation of Fit for the Future.
 - (b) The level of prices the market can bear including comparisons with neighbouring and other local authorities.
 - (c) The level of prices to be sufficient to recover the cost of the service.
 - (d) The impact of prices on level of usage.
 - (e) The Council's Aspirations and Sustainable Community Strategy.
 - (f) The impact on the Council's future financial projections.

- 9.2 The revenue effects of the proposed Fees and Charges are summarised in the following table.

	Actual	Original Budget	Revised Budget	Original Budget	Change 2015/16 to 2016/17
	2014/15	2015/16	2015/16	2016/17	%
	£	£	£	£	
Chief Executive's Office	36,600	35,000	35,000	35,000	0%
Culture	2,241,651	2,311,700	2,319,600	2,403,600	4%
Development	688,900	749,000	698,000	702,800	-6%
Health & Community Protection	195,758	210,100	211,400	216,700	3%
Housing & Property (GF)	49,800	33,000	33,000	33,000	0%
Neighbourhood	4,238,134	3,748,000	3,782,300	4,383,500	17%
TOTAL ALL SERVICES	7,450,843	7,086,800	7,079,300	7,774,600	10%

- 9.3 The above table shows that the total anticipated income for all services for which the Council can set charges is £7,863,600 in 2016/17, which is **10.0%** more than the original Budget for 2015/16. The increase in income is largely made up by increases in Culture, Neighbourhood and Health and Community Protection. Development income has reduced mainly due to Building Control income falling (this is a ring fenced account and despite the fall in income, costs have fallen too and this account is still likely to be in surplus, prior to it becoming a shared service).
- 9.4 The latest Budget for 2015/16 is now £7,079,300 which is £7,500 less than the original Budget of £7,086,800. Parking income is up by £50,000, although this is offset by a similar fall in Building Control income. The balance is made up of several minor changes.
- 9.5 Each service has carried out a review of their fee-earning activities. The following sections provide details on the major items within this review.

GENERAL FUND

10. HEALTH AND COMMUNITY PROTECTION

10.1 Licensing and Registration

The recent Supreme Court Judgement in the case of Hemming V Westminster, has ruled that licensing authorities are entitled under the LGMPA82 to impose fees for the grant or renewal of licences covering the running and enforcement costs of the licensing scheme. The services directives does not prevent licensing authorities from charging those who receive licences fees that are proportionate to the cost of administering and enforcing the licensing framework for that activity. The court has ruled that it possible to recover the cost of enforcement activity against licenced and unlicensed operators through the licensing fees. This is a definitive ruling in this point.

The court found that a single fee (application and licence) may not be illegal and foresaw problems. They believed that an application fee and a second for licence is permissible under the directive. The Supreme Court have referred the two different fee methods to the European Court of Justice.

The Application fee is not refundable as this is the cost of officer time in dealing with the application. The licence fee is refundable if the licence is not granted.

Sexual Entertainment Establishments:

In addition to the change in the guidance for what may be included in the cost of the fee; the change towards an application fee and a licence fee; officers have been working on the recommendations from Executive following the Task and Finish group. The cost of the officer time for the policy review has been divided over a three year period and included into the fee.

De-regulation of private hire licences

The latest ruling on de-regulation requires Private Hire drivers to have a 5 year licence. When Licensing approached the licensed trade, they asked for a 3 year licence as a 5 year one was not economically viable. Licensing agreed that it was a reasonable request and have agreed to the 3 year licence.

10.1.2 For licences, the general principle applied is now that the fees charged should seek to recover the costs of issuing the licences and enforcement thereof. This is now a formal ring fenced account, the Council would be open to challenge should it be seen to be profiting from licence fees.

10.1.3 Actual income for 2014/15 was encouraging, with it being approximately on target. However, Licensing Services feels that this income will continue at these levels and this is reflected in the Budgets for 2015/16 revised and 2016/17 original.

10.2 CCTV

10.2.1 CCTV work with the Police in providing images that can be used for evidential purposes. The Police value the service provided by the CCTV section.

10.2.2 CCTV want to introduce charges for the CCTV service together with new initiatives to secure income in response to pressures on local government budgets.

10.2.3 From April 2016 the Automated number plate recognition (ANPR) system will not be routed through the WDC Control room but the Police propose to use 3 camera locations being High St, Kenilworth, High St Leamington and Adelaide Road. This work is government funded and this authority still has costs associated with maintaining each camera position, control room and staffing. It is proposed to charge the Police for use of some WDC cameras and associated services.

10.2.4 Income is likely to be around £8,000 in the first year but has not been included in the report as negotiations have not yet been concluded with the police. Details of the proposed charges are included within Appendix B.

11 CHIEF EXECUTIVE'S DEPARTMENT

- 11.1 The GIS section of ICT has amended the Street Name Numbering charges, to ensure consistency, and details are shown in Appendix A. Overall income levels remains good.

12. CULTURE

12.1 Recreation and Sport

- 12.1.1 Culture price increases have varied depending on the service provided and where our charges are below appropriate comparators. Culture have undertaken an extensive benchmarking exercise, with other 'family group' authorities for fees such as swimming, pool hire, galas, badminton, sports hall and all weather pitch hire as well as gym membership and casual use.

12.2 Swimming

- 12.2.1 Benchmarking with similar local authorities showed that WDC stills offer good value for money with its casual swimming charges.

12.3 Membership / Casual Classes

- 12.3.1 WDC classes have continued to perform well. The charge for classes is good value when compared to other classes in the area, so it is proposed to increase the charge to reflect market conditions.

12.4 Income increases

- 12.4.1 The significant increases in income at Newbold Comyn, St Nicholas' Park and Abbey Fields Leisure Centres reflect the extra classes, lessons and programmes that are due to be introduced as part of the Leisure Options work.

13. DEVELOPMENT

13.1 Building Control

The fees charged under the new Building Control Shared Service arrangement that commenced on 1st April 2015 charges have been reviewed to ensure consistency of charging amongst the partners and they took effect from that date.

13.2 Local Land Charges

- 13.2.1 This account is also a ring-fenced account, similar to Building Control, and should break even over a rolling three year period. All costs in these areas are being reviewed and it is intended that the main fee should remain the same as last year, after the significant reduction in fee reported to October 2013 Executive. The income levels shown for Land Charges for 2016/17 would still be closer to the estimate level of expenditure incurred in running this service for that year, if the reduction is maintained.

- 13.2.3 Income levels have been very good over the past 12 months and the 2014/15 income target was exceeded by £72,100. For 2015/16, income is now forecast to be £160,000. Estimates for 2016/17 are based on 2015/16 levels of income although like Building Control these levels can fluctuate significantly.

13.2.4 The table below shows the actual and forecast position for the service from 2014/15 to 2016/17.

	2014/15 Actual	2015/16 Latest	2016/17 Estimate
Income	£168,500	£160,000	£160,000
Expenditure	£96,400	£109,100	£135,000
Surplus/(Deficit)	£72,100	£50,900	£25,000

13.2.5 The service is also undergoing a different way of working, by moving to a more electronic system, with the intention of enabling the customer to access the data required through our website. Members will be regularly informed of how this account is performing and any implications for fee-structure changes.

13.3 Pre-Application Fees

13.3.1 Development has looked at the income from Pre-Application advice. Details of the charges, that are intended to operate from later in 2015, are shown in Appendix C. The income will be used to fund a post to help provide this information, freeing Planning Officer time for other work. No income has been included in this report.

13.4 Markets

13.4.1 The contract for the operation of the Markets went to CJ Events earlier this year. Early indications show that the new working arrangement has bedded in well. However, it is felt that the fees should remain unchanged for 2016-17 in order to help the new contractor build up the market further and attract and keep new business. In the last couple of months consistent numbers of market stalls and loyalty to the market has started to occur. It is felt the council should capitalise on this by keeping fees as they are and then revisit next year, when the contractor will be in a stronger position to deal with any fallout that may occur as a result of increases.

14. **HOUSING and PROPERTY**

14.1 HMO Licensing

14.1.1 HMO licensing fees are required to be set to recover costs. Research carried out by the HIMO Manager indicates that currently our fees are average for England and Wales.

14.1.2 Housing and Property Services have been through a service redesign. As part of that exercise there was a review of if the Council was charging a realistic fee for the services it offered as part of the administration of grant works. WDC needs to have a robust model that stands up to challenge because the National Landlord Association has a campaign and legally challenges what they see to be high fees charged by some Councils.

15. **NEIGHBOURHOOD**

15.1 Car Parking

15.1.1 The table below shows the following situation with car park income:

Income Summary: (Net of V.A.T.)	Actual 2014/15 £	Estimate 2015/16 £	Revised 2015/16 £	Estimate 2016/17 £	%
Car Parking	2,418,400	2,290,000	2,360,000	2,490,000	8.7
Season Tickets	229,300	215,000	215,000	215,000	0
Excess Charges	72,900	95,000	75,000	95,000	0
Other Income	45,300	63,900	63,900	63,900	0
Total Income	2,765,900	2,663,900	2,713,900	2,863,900	7.5

15.1.2 For 2016/17 car park income levels are forecast to increase by 7.5%.

15.1.3 Meetings are taking place as usual with Town Centre Partnerships and Town Councils in September. It is intended that any relevant feedback should be available to the Scrutiny and Executive meetings at the end of the month.

15.1.4 First Proposed Change - An increase to the pay and display budget of £35,000 will be derived from natural growth in car park usage. The trend over the past two years has seen ticket sales steadily increase which now gives us the ability to increase the base level of use and reflect this in the budget.

15.1.5 Second Proposed Change - Remove the lower band charges from the Long Stay car parks in the three towns. This would mean that minimum stay in these car parks would be 1 or 2 hours. It is anticipated that this will support dwell time in each of the town centres. The estimated increase to the pay and display budget from the proposal is circa £80,000.

15.1.6 Third Proposed Change – Increase the all-day parking charge in all of the Long Stay car parks across the District by £0.50. The estimated increase to the pay and display budget from the proposal is circa £85,000.

15.1.7 Pay and Display Income Estimates

	Estimated Income from Lower band removal	Estimated Income from All Day Increase
Leamington Spa	£27,390	£54,413
Warwick	£25,161	£23,948
Kenilworth	£29,327	£7,391
Total Income =	£81,878	£85,752

15.2 Proposed Changes to Charges in Kenilworth

15.2.1 The removal of the 30 minute tariff and reduction of the 1 hour tariff from £0.60 to £0.50 in Abbey End and Square West, the minimum payment in these car parks would become £0.50. Linear charges would then be introduced from the minimum vend of £0.50 for 1 hour, at a rate of 12 minutes for £0.10 up to the all-day rate. The principal is based on bringing Kenilworth in line with the

linear charges in operation on-street and across the District, this will also support longer dwell time.

15.2.2 Increase the all-day parking rates at Abbey End from £3.50 to £4, Square West from £3.50 to £4, Abbey Fields from £3.50 to £4. No other charges are affected in the Kenilworth car parks. To put this in to comparison our all day rates remain low compared other surrounding authorities, rates of all day parking charges at: Stratford upon Avon £8 to £10 Per day, Solihull Metropolitan Borough £8.20 per day, Cheltenham Borough Council £12 per day, Rugby Borough Council £5 per day.

15.3 Season Tickets and Penalty Charge Notices

15.3.1 Season ticket income has performed well and this trend is expected to continue.

15.3.2 Penalty Charge Notices (PCN) income has fallen for 2015/16, as a result of vacancies and a change in working practices following WCC taking back on street parking enforcement. However, the income is expected to be back to earlier levels by 2016/17.

15.4 **Bereavement**

15.4.1. The Cremation Income Target for 2015/16 has been reduced by £150,000 as part of 2014/15 Final Accounts due to slippage of the capital works that are taking place at Oakley Wood Crematorium

15.4.2 Details of some minor changes in charges are shown in Appendix A -these have been done to remove anomalies and to respond to market conditions.

15.4.3 Income details for both the Cemeteries and Crematorium for 2015/16 & 2016/17 are shown in Appendix A of the report.

	Original 2015/16	Latest 2015/16	Original 2016/17
Cemeteries	£288,800	£272,900	£287,900
Crematorium	£865,700	£752,800	£1,184,700

HOUSING REVENUE ACCOUNT

16 **Warwick Response**

16.1 Lifelines and other charges

16.1.1 The income generated from the Warwick Response Fees and Charges is currently credited to the Housing Revenue Account so this does not benefit the General Fund. Increases are proposed as detailed in Appendix A.

FEES and CHARGES 2016/17

		Actual 2014/15 £	Estimate 2015/16 £	Latest Estimate 2015/16 £	Estimate 2016/17 £	
GENERAL FUND SERVICES						
CHIEF EXECUTIVE'S DEPT	(App A2)	36,600	35,000	35,000 0.00%	35,000 0.00%	0.00
CULTURE	(App A3)	2,241,651	2,311,700	2,319,600 0.34%	2,403,600 3.98%	0.04
DEVELOPMENT	(App A34)	688,900	749,000	698,000 -6.81%	702,800 -6.17%	(0.06)
HEALTH & COMM PROTEC	(App A46)	195,758	210,100	211,400 0.62%	216,700 3.14%	0.03
HOUSING & PROPERTY	(App A53)	49,800	33,000	33,000 0.00%	33,000 0.00%	0.00
NEIGHBOURHOOD	(App A56)	4,238,134	3,748,000	3,782,300 0.92%	4,383,500 16.96%	0.17
TOTAL GENERAL FUND SERVICES		7,450,843	7,086,800	7,079,300	7,774,600	0.10
HOUSING REVENUE ACCOUNT						
HOUSING & PROPERTY	(App A67)	232,820	225,000	225,000 0.00%	247,500 10.00%	0.10

NOTES :

- i) Recommended charges to operate from 2nd January 2016 (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)

CHIEF EXECUTIVE'S DEPARTMENT

ICT - GIS section	Current Charge	Proposed Charge	
<u>Street Naming and Numbering</u>	£	From 2/1/16	£
New dwelling//unit following demolition or conversion	70.00	REMOVE	
Rename/number existing property	35.00	36.00	2.86%
Amend a Development Layout	70.00	72.00	2.86%
Add a name to existing numbered property	Nil	Nil	
Naming of a New Street	120.00	125.00	4.17%
<u>Numbering of New Development -</u>			
1-10 plots	150.00	£72 Per Plot	
11+plots	£150 plus £20 per plot	£720 plus £20 per plot	
Additional copies of 'Confirmation of Address' letters	25.00	25.00	0.00%
Renaming of a street	Price upon request	Price upon request	

	Actual 2014/15 £	Estimate 2015/16 £	Latest Estimate 2015/16 £	Estimate 2016/17 £
ICT - GIS section				
<u>Street Naming and Numbering</u>	36,600	35,000	35,000	35,000
Total ICT GIS Section	36,600	35,000	35,000	35,000

CULTURE

	Actual 2014/15 £	Estimate 2015/16 £	Latest Estimate 2015/16 £	Estimate 2016/17 £
Culture and Heritage:				
Royal Spa Centre	71,026	66,500	66,500	67,800
Royal Pump Room	70	100	100	100
Town Hall Room Hire	84,888	78,500	85,000	87,300
	<hr/>	<hr/>	<hr/>	<hr/>
Total Culture and Heritage	155,984	145,100	151,600	155,200
	<hr/>	<hr/>	<hr/>	<hr/>
Recreation and Sport:				
Tennis	3,579	4,500	4,000	4,200
Bowls	16,256	16,200	16,300	16,600
Football, Rugby, Hockey Pitches	15,724	13,000	16,000	16,500
Parks - Car Parking	16,729	16,700	16,700	16,700
Edmondscote Track	14,683	15,000	15,000	15,500
Miscellaneous Charges	13,788	19,500	14,500	15,100
Lillington Recreation Centre	5,974	6,600	6,000	6,100
Meadow Community Sports Ctr	59,197	63,800	65,100	66,400
Myton School Dual Use Sports Ct	59,416	70,000	71,400	72,800
Abbey Fields Swimming Pool	254,275	266,400	267,000	278,500
Castle Farm Recreation Centre	178,660	187,700	188,000	196,000
Newbold Comyn Leisure Centre	904,081	903,700	904,000	935,000
St. Nicholas Park Leisure Centre	543,305	583,500	584,000	609,000
Facilities for Unemployed / Studer	0	0	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
Total Recreation and Sport	2,085,667	2,166,600	2,168,000	2,248,400
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CULTURE	2,241,651	2,311,700	2,319,600	2,403,600
	<hr/>	<hr/>	<hr/>	<hr/>

CULTURE**CULTURE and HERITAGE****ROYAL SPA CENTRE**

(Free of V.A.T. unless otherwise stated)

**Charge
From 2/1/15****Proposed
Charge
From 2/1/16****AVON HALL:****With the exception of below, all charges are by negotiation****Catering:**

When light refreshments are required, these shall be provided by the Royal Spa Centre
, with whom arrangements should be made

When the premises are booked for functions requiring licensed
control of the Council

In the case of bookings of a special nature when the Hirer brings into or
charge shall be charged in addition to the normal booking fee by negotiation, on the basis of a minimum of £75,
£300 maximum based on £3.00 per bottle or £4.50 per litre

Use of kitchen by negotiation - minimum £30, maximum £250.

CULTURE**CULTURE and HERITAGE**

<u>ROYAL SPA CENTRE (Continued)</u> (Free of V.A.T. unless otherwise stated)	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £
<u>NEWBOLD HALL :</u>	by negotiation	by negotiation

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

<u>BALCONY / CONSERVATORY:</u>	by negotiation	by negotiation
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The service of the Duty Manager and/or member of the Technical Staff are included in all the hire charges.

JEPHSON ROOM :

	Actual 2014/15 £	Estimate 2015/16 £	Latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Events	69,617	65,100	65,100	66,400
Additional Facilities	1,409	1,400	1,400	1,400
Total Royal Spa Centre	71,026	66,500	66,500	67,800

CULTURE**CULTURE and HERITAGE**

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>ROYAL PUMP ROOM</u>			
(All prices inclusive of V.A.T. unless otherwise stated)			
ASSEMBLY ROOM:			
(Charges for Local Community Groups non-commercial hire)			
- Private hire (per hour or part thereof)	70.00	71.50	2.14%
- Preparation / rehearsal (per hour or part thereof)	56.00	57.50	2.68%
- Commercial hire (per hour or part thereof)	122.50	125.00	2.04%
- Preparation / rehearsal (per hour or part thereof)	97.00	99.00	2.06%

ANNEXE:			
(Charges for Local Community Groups non-commercial hire)			
- Private hire (per hour or part thereof)	45.00	46.00	2.22%
- Preparation / rehearsal (per hour or part thereof)	35.00	36.00	2.86%
- Commercial hire (per hour or part thereof)	88.00	90.00	2.27%
- Preparation / rehearsal (per hour or part thereof)	70.00	71.50	2.14%

Saturdays, Sundays and Bank Holidays + 50%

All commercial promotions by negotiation in first instance

Minimum 2 hour hire charge for evening events

Non-returnable deposit of 25% or all of any minimum income

Commercial Hire is defined as private individuals or private sector commercial promotions.

Kudos manage the Assembly Room and Annexe on behalf of the Council and offer a full range of catering services. They will negotiate all-inclusive rates for special events, dinners and conferences.

EDUCATION ROOM:

Schools, Colleges & Educational Groups:

- per day	36.00	37.00	2.78%
- per session (Half day)	28.00	29.00	3.57%

Commercial or non-educational hirers - by negotiation with the Head of Cultural Services with a minimum charge of £10 per hour)

Additional Facilities :

Piano (Per booking)	76.00	76.00
	+ VAT	+ VAT

ART GALLERY AND MUSEUM:

Art Exhibitions :

- commission on pictures sold	10%	10%
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	Actual 2014/15 £	Estimate 2015/16 £	Revised 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Assembly Room, Annexe, Education Ro	70	0	0	0
Art Exhibitions - Commission on sales	0	100	100	100
Total Royal Pump Room	70	100	100	100

CULTURECULTURE and HERITAGE

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £
<u>TOWN HALL ROOM HIRE</u>		
(Free from V.A.T.)		

All charges are by negotiation

PRIVATE, NON-COMMERCIAL BOOKINGS:

COMMERCIAL BOOKINGS:

VOLUNTARY ORGANISATIONS:

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Town Hall Room Hire	84,888	78,500	85,000	87,300

CULTURERECREATION and SPORT

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>TENNIS</u>			
Per court per hour			
(Excluding All Weather Pitch)			
Casual Usage	4.20	4.30	2.38%
Senior Citizens	2.10	2.15	2.38%
Under 18's / Disabled / Unemployed	2.10	2.15	2.38%
Under 5s	Free		
Floodlit Tennis Hire - Victoria Park			
Casual Usage	6.30	6.40	1.59%
Senior Citizens	4.20	4.30	2.38%
Under 18's / Disabled / Unemployed	4.20	4.30	2.38%
Club Member	2.65	2.70	1.89%
		latest	
INCOME (Net of V.A.T.)	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £
Total Tennis	3,579	4,500	4,000
			4,200

<u>BOWLS</u>	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Per person - per hour	4.20	4.30	2.38%
Senior Citizens	2.10	2.15	2.38%
Under 18's / Disabled / Unemployed	2.10	2.15	2.38%
Under 5s	Free	Free	
Season Ticket	63.50	65.00	2.36%
Club Season Ticket	32.00	32.50	1.56%
Club Member Season Ticket	32.00	32.50	1.56%

Hire of Green (for morning, afternoon or evening session) 140.00 by negotiation

Club Bookings Subject to negotiation and agreement by Heads
of Finance and Cultural Services

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Individuals	1,775	1,500	1,800	1,900
Clubs, bookings etc.	5,807	5,500	5,800	5,900
Local club rentals	8,674	9,200	8,700	8,800
Total Bowls	16,256	16,200	16,300	16,600

CULTURERECREATION and SPORTFOOTBALL, RUGBY, HOCKEY, ROUNDERS PITCHES - CHANGING ROOMS AND SHOWERS

	CHARGE 2015/16 SEASON		PROPOSED CHARGE 2016/17 SEASON	
	Adult	Junior	Adult	Junior
	£	£	£	£
Hire of Pitch:				
a) Pitch only	35.00	19.00	36.00	19.50
b) With Dressing Room / Showers	57.00	34.50	58.00	35.00
Hire of Pitch for Season (Once a week):				
a) Pitch only *	505.00	252.50	515.00	265.00
b) With Dressing Room / Showers *	905.00	452.50	930.00	465.00
Hire of Pitch for Season (Once fortnightly):				
a) Pitch only *	252.50	130.00	257.50	132.50
b) With Dressing Room / Showers *	455.00	227.50	465.00	232.50
Rounders Pitch	30.00	N/A		N/A

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Football, Rugby, Hockey Pitches	15,724	13,000	16,000	16,500

* 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.

CULTURERECREATION and SPORT

<u>PARKS - CAR PARKING</u>	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Victoria Park:			
Car Parking:			
- E. W. B. A. Bowls Events - per day	5.00	5.00	0.00%
- 5 Day Parking Pass	20.00	20.00	0.00%

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Car Parking - Victoria Park - EWBA	16,729	16,700	16,700	16,700

CULTURERECREATION and SPORT

<u>EDMONDSCOTE ATHLETIC TRACK</u>	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Athletic Track:			
Day Tickets:			
- Adults	4.30	4.40	2.33%
- Juniors / Senior Citizens	2.45	2.50	2.04%
Season Tickets:			
- Adults *	112.00	115.00	2.68%
- Juniors / Senior Citizens *	56.00	57.50	2.68%
* 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	49.00	50.00	2.04%
- Schools / Junior	38.00	39.00	2.63%
Sports Meetings - per session of four hours or part thereof:			
Weekdays:			
- Schools / Junior	56.00	58.00	3.57%
each additional hour or part thereof	19.00	19.50	2.63%
- Others	84.00	86.00	2.38%
each additional hour or part thereof	28.50	29.50	3.51%
Saturdays:			
- Schools / Junior	81.50	83.50	2.45%
each additional hour or part thereof	28.50	29.50	3.51%
- Others	121.00	123.50	2.07%
each additional hour or part thereof	42.50	43.50	2.35%
Sundays:			
- Schools / Junior	101.00	103.00	1.98%
each additional hour or part thereof	36.00	37.00	2.78%
- Others	156.50	160.00	2.24%
each additional hour or part thereof	54.50	56.00	2.75%
Use Of Floodlighting - per hour or part thereof	37.00	38.00	2.70%
Use of P.A. System - per period	23.50	24.00	2.13%
Use of Pavilion Facilities - per 4 hour period	41.00	42.00	2.44%
- each additional hour (or part)	17.00	17.50	2.94%

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Edmondscote Track	14,683	15,000	15,000	15,500

CULTURE**RECREATION and SPORT**

<u>MISCELLANEOUS CHARGES</u>	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>CRICKET :</u>			
(Exclusive of VAT. However, if bookings do not fulfil Customs and Excise criteria for VAT free charge, VAT must be added)			
Newbold Comyn)) Including	50.00	N/A	
Castle Farm &)) Dressing			
Victoria Park -)) Room and	65.00	N/A	
Harbury Lane)) Showers			
<u>PAVILION HIRE:</u>			
Victoria Park Tennis Pavilion Per day - external hirers	150.00	150.00	0.00%
Victoria Park Tennis Pavilion Per day - internal hirers	38.00	38.00	0.00%
Hire of Victoria Park Bowls Pavilion - external hirers (per ho	40.00	40.00	0.00%
Hire of Victoria Park Bowls Pavilion - internal hirers per day	50.00	50.00	0.00%
Hire of Victoria Park Bowls Pavilion - internal hirers up to 3 l	38.00	38.00	0.00%
<u>EVENTS WITHIN PARKS AND OPEN SPACES</u>			
Charitable, community and non-commercial events: (Exempt from VAT)			
Anticipated attendance <100 Daily charge	60.00	60.00	0.00%
Anticipated attendance 101-250 Daily charge	105.00	105.00	0.00%
Anticipated attendance 251-500 Daily charge	135.00	135.00	0.00%
Anticipated attendance >500 Daily charge	180.00	180.00	0.00%
Non-ticketed commercial events: (Exempt from VAT)			
1-15 Trading units - High demand parks Daily charge	300.00	300.00	0.00%
16-35 Trading units - High demand park Daily charge	700.00	700.00	0.00%
35-60 Trading units - High demand park Daily charge	1,200.00	1,200.00	0.00%
High demand Parks are as follows:-			
Jephson Gardens, Pump Rooms Gardens, Victoria Park, St.Nicholas Park and Abbey Fields			
1-15 Trading units - Other Parks Daily charge	180.00	180.00	0.00%
16-35 Trading units - Other Parks Daily charge	420.00	420.00	0.00%
35-60 Trading units - Other Parks Daily charge	720.00	720.00	0.00%
Other Charges:			
Corporate/Commercial promo stands Daily charge	600.00	600.00	0.00%
(Exempt from VAT)			
- Waste/cleansing charge at cost (if required)			
(VAT should be added)			
Ticketed Commercial Events			
(Exempt from VAT)	By negotiation	By negotiation	
Set-up and break-down days- percentage of day rates above	35%	35%	0.00%
(Exempt from VAT)			
Additional cleansing recharged at cost	Item 3 / Page		

- per 6 cubic yard skip	55.00	55.00	0.00%
+ VAT			
- per additional litter pick	20.00	20.00	0.00%
+ VAT			

Deposits: (VAT not applicable)

Charitable/Community events <250 people	100.00	100.00	0.00%
Other Charitable/Community events	250.00	250.00	0.00%
Commercial with 15 or under trading units	250.00	250.00	0.00%
Commercial with over 15 trading units	500.00	500.00	0.00%
Fairs with 5 or fewer rides	500.00	500.00	0.00%
Fairs with over 5 rides	1,000.00	1,000.00	0.00%

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

CIRCUSES AND FAIRS - up to seven days

(Exempt from V.A.T.)

Each additional day or part thereof (subject to negotiation and agreement by Heads of Finance and Cultural Services).	332.00	332.00	0.00%
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PUMP ROOM GARDENS CORNER SITE (per day):

(Exempt from V.A.T.)

minimum

(Subject to negotiation and agreement by Heads of Finance & Cultural Services)

Hire of North and South Lodges, Jephson Gardens (Per 3 Hours)

(V.A.T. not applicable)

by negotiation

by negotiation

COMMUNITY SPORTS DEVELOPMENT

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.

	Actual	Estimate	latest Estimate	Estimate
INCOME (Net of V.A.T.)	2014/15	2015/16	2015/16	2016/17
	£	£	£	£
Events in Parks & Open Spaces	9,468	13,500	10,000	10,500
Cricket	0	0	Delete	Delete
Circuses and Fairs	4,320	6,000	4,500	4,600
Total Miscellaneous Charges	13,788	19,500	14,500	15,100

CULTURERECREATION and SPORT

<u>LILLINGTON RECREATION CENTRE</u>	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Sporting and Youth Organisations:			
- per morning / afternoon	20.00	20.50	2.50%
- per evening / weekend (per 2 hour session)	20.00	20.50	2.50%
- each additional hour or part thereof	10.00	10.25	2.50%
Other Organisations:	by negotiation	by negotiation	

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Lillington Recreation Centre	5,974	6,600	6,000	6,100

CULTURE**RECREATION and SPORT****MEADOW COMMUNITY SPORTS CENTRE (KENILWORTH)**

	CURRENT CHARGE		PROPOSED CHARGE	
	Adult	Junior	Adult	Junior
	£	£	£	£
Badminton (per court per 55 minutes):				
- Peak	11.30		11.50	
- Off-Peak	8.80	5.80	9.00	6.00
Hire of Badminton Rackets	1.65	1.65	2.00	2.00
Tennis (per 55 minutes)	4.25	4.25	Delete Not sold	Delete Not sold
(a) Hire of Sports Hall (per 55 minutes):				
- Peak	45.20	32.00	46.00	33.00
- Full Hall	22.60	16.00	23.00	16.50
- Half Hall	35.20	23.20	36.00	24.00
- Off-Peak	17.60	11.60	18.00	12.00

NOTE: Off-Peak is up to 6 pm weekdays and all weekend - all other times are peak

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Bouncy Castle party 2 staff	100.00	102.00	2.00%
Bouncy Castle party 1 staff	80.00	82.00	2.50%
Sport Hall / Football Party no staff	50.00	51.00	2.00%
Sport Hall (Multi Sport / Play) / Football Party 1 staff	80.00	82.00	2.50%
Sport Hall / Football Party 2 staff	90.00	92.00	2.22%

(b) Commercial usage or hire of Centre By negotiation

Hire of Centre - subject to negotiation and agreement by Heads of Finance and Cultural Services

ALL WEATHER PITCH

(Charges per 55 minutes)

	2015/16 Current Charge		2016/17 PROPOSED CHARGE	
	Adult	Junior	Adult	Junior
	£	£	£	£
Hire of Pitch (including floodlights / showers)				
- Full Pitch	52.50	34.00	55.00	35.00
- Peak	36.00	26.00	37.00	26.50
- Off-Peak	36.00	25.75	39.00	26.50
- Half Pitch	26.75	17.00	27.50	17.50
- Peak				
- Off-Peak				

(Match fee 90 minutes)

- Full Pitch	- Peak	Adult	Junior	Adult	Junior
	- Off-Peak	£	£	£	£
- Half Pitch	- Peak	77.50	49.00	79.00	50.00
	- Off-Peak	52.00	37.50	53.00	38.50
		52.00	37.50	53.00	38.50
NOTE: Off-Peak is up to 5 pm weekdays - all other tir		39.00	24.00	40.00	25.00

latest

	Actual	Estimate	Estimate	Estimate
INCOME (Net of V.A.T.)	2014/15	2015/16	2015/16	2016/17
	£	£	£	£
Total Meadow Community Sports Cer	59,197	63,800	65,100	66,400

CULTURE**RECREATION and SPORT****MYTON SCHOOL DUAL USE SPORTS CENTRE**

	2015/16		2016/17	
	Current Charge		PROPOSED CHARGE	
	Adult £	Junior £	Adult £	Junior £
Badminton (per court per 55 minutes):				
- Peak	11.30		11.50	
- Off-Peak	8.80	5.80	9.00	6.00
Hire of Badminton Rackets	1.65	1.65	2.00	2.00

(a) Hire of Sports Hall (per 55 minutes):				
- Peak	45.20	32.00	46.00	33.00
- Full Hall				
- Half Hall	22.60	16.00	23.00	16.50
- Off-Peak	35.20	23.20	36.00	24.00
- Full Hall				
- Half Hall	17.60	11.60	18.00	12.00

NOTE: Off-Peak is up to 6 pm weekdays and all weekend - all other times are peak

(b) Commercial usage or hire of Centre By negotiation

Hire of Room - subject to negotiation and agreement by Heads of Finance and Cultural Services

Hire of Centre - subject to negotiation and agreement by Heads of Finance and Cultural Services

ALL WEATHER PITCH

(Charges per 55 minutes)				
	Adult £	Junior £	Adult £	Junior £
Hire of Pitch (including floodlights / showers)				
- Full Pitch	52.50	34.00	55.00	35.00
- Peak				
- Off-Peak	36.00	26.00	37.00	26.50
- Half Pitch	36.00	25.75	39.00	26.50
- Peak				
- Off-Peak	26.75	17.00	27.50	17.50

NOTE: Off-Peak is up to 5 pm weekdays - all other times are peak

	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Myton School Dual Use	59,416	70,000	71,400	72,800

CULTURE**RECREATION and SPORT**

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>ABBEEY FIELDS SWIMMING POOL:</u>			
Adult Swimmers	3.95	4.00	1.27%
Junior Swimmers	2.40	2.45	2.08%
Under 4's			
Senior Citizens	2.40	2.45	2.08%
Disabled Swimmers	2.40	2.45	2.08%
Family Swim Ticket (2 Adults & 2 Children)	11.70	11.90	1.71%
Splosh - Adult	3.95	4.00	1.27%
Splosh - Junior	2.75	2.85	3.64%
Splosh - Under 4s			
Splosh - Senior Citizens	2.75	2.85	3.64%
Splosh - Disabled Swimmers	2.75	2.85	3.64%
Splosh - Family Ticket (2 Adults & 2 Children)	12.40	12.70	2.42%
Swim / Sauna	7.30	7.45	2.05%
Swim / Sauna concession	6.00	6.15	2.50%
Sauna Only	4.35	4.45	2.30%
Sauna Concession	3.30	3.40	3.03%
Galas - per 3 hour session	266.00	275.00	3.38%
- each additional hour or part thereof	89.00	92.00	3.37%
Children's Pool Parties	118.00	120.00	1.69%
Spectators - all times	1.20	1.30	8.33%
Tuition Classes (30 minutes) - Juniors (Excluding V.A.T.)	5.00	5.00	0.00%
Junior Club (New)		5.10	
Tuition Classes - Adult (Excluding V.A.T.)	See below		
Tuition Classes - Senior Citizens (Excluding V.A.T.)	See below		
Schools (per pupil) from 1 September to 31 August (Acader	0.90	0.95	5.56%
Lifesaving (per pupil) from 1 September to 31 August (Acad	0.35	0.40	14.29%
Parent & Toddler - Tuition* (Excluding V.A.T.)	4.35	4.45	2.30%
Sun lounger	Free	Delete	
Shower Only	2.50	2.55	2.00%
Swimming Clubs (per hour) *	63.00	65.00	3.17%
Swim charge after use of Fitness Room:		Delete	
Casual Usage WDC promoted events	By negotiation		
Tennis - Tarmac Court	N/A	5.70	
	New charge		
Additional staffing requirements	At Cost	At Cost	
Refund of Sports / Swimming Course fees - admin charge	7.60	7.75	1.97%
Sporting Stars Swim	1.20	1.25	4.17%
Sporting Stars Aquafit	2.30	2.35	2.17%
Sporting Stars Sauna	1.65	1.70	3.03%
Adult Lesson Member (Exclusive of V.A.T.)	16.00	16.00	0.00%
Adult Lesson Concession Member (Exclusive of V.A.T.)	8.00	8.00	0.00%
Adult Lesson Fee (Exclusive of V.A.T.)	7.00	7.00	0.00%
Concession Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Student Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Senior Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Antenatal	4.85	5.00	3.09%
One to One Tuition 30 mins Disabled rate (new charge)	11.70	11.70	0.00%

One to One Tuition 30 mins	15.00	15.00	0.00%
One to One Tuition 1 hr	30.00	30.00	0.00%
Deep Water Aqua	5.60	5.70	1.79%
AquaFit Adult	5.60	5.70	1.79%
AquaFit Concession	4.60	4.70	2.17%
Swimfit (not previously listed)	4.70	4.80	2.13%
Lost Card (not previously listed)	6.50	6.50	0.00%

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

CULTURE**RECREATION and SPORT****CASTLE FARM RECREATION CENTR**

	2015/16		2016/17	
	Current Charge		PROPOSED CHARGE	
	Adult £	Junior £	Adult £	Junior £
Badminton (per court per 55 minutes)				
- Peak	11.30		11.50	
- Off-Peak	8.80	5.80	9.00	6.00
Hire of Badminton Rackets	1.65	1.65	2.00	2.00
Table Tennis (per table per 55 minutes):	N/A	N/A		
- Peak	11.30	N/A	11.50	
- Off-Peak	5.60	N/A	5.75	
Adult Badminton Club (not previously listed)	5.60		5.75	
Short Mat Bowls (not previously listed)				
- Peak	11.30		11.50	
- Off-Peak	8.80	5.80	9.00	6.00
Hire of Rooms (per 55 minutes) :				
- Hire of Sports Hall:				
- Peak				
- Full Hall	45.20	32.00	46.00	33.00
- Half Hall	22.60	16.00	23.00	16.50
- Off-Peak				
- Full Hall	35.20	23.20	36.00	24.00
- Half Hall	17.60	11.60	18.00	12.00
- Hire of Rooms - hourly charges by no of rooms				
Minimum	23.00		25.00	8.70%
Maximum	87.00		90.00	3.45%
Senior Club 50+	2.30		2.35	2.17%
Senior Club 60+ (also table tennis club U3A)	1.90		1.95	2.63%
Bouncy Castle party 2 staff	100.00		102.00	2.00%
Bouncy Castle party 1 staff	80.00		82.00	2.50%
Under 4 party x 2 staff	92.00		94.00	2.17%
Under 4 party x 3 staff	113.00		115.00	1.77%
Sport Hall / Football Party no staff	50.00		51.00	2.00%
Sport Hall / Football Party 1 staff	80.00		82.00	2.50%
Sport Hall / Football Party 2 staff	90.00		92.00	2.22%
Sport Hall / Football Party 1 staff (2 hours)	134.00		137.00	2.24%
Sporting Stars fitness classes	2.00		2.05	2.50%
Sporting Stars Hall Activity	1.30		1.35	3.85%
Shower Only (not previously listed)	2.50		2.55	2.00%
Fitness Classes Adult	5.00		5.10	2.00%
Fitness Classes Concession Off Peak times only	4.00		4.10	2.50%
Yoga Class 1.5 hrs	7.25		7.40	2.07%
Yoga Class concession 1.5 hrs	5.40		5.55	2.78%

Fun day Std (not previously listed)	11.00	11.25	2.27%
Concession Sibling (not previously listed)	8.50	8.70	2.35%
Holiday activity session 2hr activity (not previously listed)	3.00	3.10	3.33%
Lost Card (not previously listed)	6.50	6.50	0.00%
GP Referral registration fee	11.00	11.00	0.00%
GR Referral book of vouchers	21.00	17.00	-19.05%

- Commercial usage or hire of centre

Hire of Centre - subject to negotiation and agreement by Heads of Finance and Cultural Services

CULTURE**RECREATION and SPORT**

<u>NEWBOLD COMYN LEISURE CENTRE:</u>	Charge From 2/1/15 £	Proposed Charge From 2/1/16	
Adult Swimmers	4.50	4.60	2.22%
Junior Swimmers	2.85	2.95	3.51%
Under 4's	Free		
Senior Citizens	2.70	2.80	3.70%
Disabled Swimmers	2.70	2.80	3.70%
Student Swim	2.85	2.90	1.75%
Splosh - Adult	4.50	4.60	2.22%
Splosh - Junior	3.40	3.50	2.94%
Splosh - Under 4s	Free		
Splosh - Senior Citizens	3.00	3.00	0.00%
Splosh - Disabled Swimmers	3.00	3.00	0.00%
Splosh - Family Ticket (2 Adults & 2 Children)	14.80	15.20	2.70%
Family Swim Ticket (2 Adults & 2 Children)	13.70	14.00	2.19%
Swim / Sauna	7.30	7.45	2.05%
Swim / Sauna Concession Not previously listed	5.00	5.10	2.00%
Gym Peak & Sauna	N/A	Delete	
Gym Off Peak & Sauna	N/A	Delete	
Gym & Sauna Concession	N/A	Delete	
Swim & Gym Peak	10.00	10.20	2.00%
Swim & Gym Off Peak	N/A	Delete	
Swim & Gym Concession	N/A	Delete	
Swim, Gym Peak & Sauna	12.00	12.25	2.08%
Swim, Gym Off Peak & Sauna	11.00	11.25	2.27%
Swim, Gym & Sauna Concession	7.00	7.15	2.14%
Galas - Per 3 hour session	266.00	275.00	3.38%
Each additional hour or part hour thereof	89.00	92.00	3.37%
Tornado Party	118.00	120.00	1.69%
Aqua party (Not previously listed)	65.00	67.00	3.08%
Wet 'n' Wild party (Not previously listed)	75.00	76.50	2.00%
Spectators - all times	1.20	1.30	8.33%
Tuition Classes (30 minutes) - Juniors (Excluding V.A.T.)	5.00	5.00	0.00%
Junior Club	5.00	5.10	2.00%
Tuition Classes - Adult (Excluding V.A.T.)	See below		
Tuition Classes - Senior Citizens (Excluding V.A.T.)	See below		
Schools (per pupil) from 1 September to 31 August (+ VAT)	0.90	0.95	5.56%
Lifesaving (per pupil) from 1 Sept to 31 August (+ VAT when	0.35	0.40	14.29%
Shower Only	2.50	2.55	2.00%
Parent & Toddler - Tuition* (Excluding V.A.T.)	4.35	4.45	2.30%
Swimming Clubs (per hour) *	63.00	65.00	3.17%
Casual Usage for WDC promoted event	By Negotiation		
Additional staffing requirements	At Cost		
Refund of Sports / Swimming Course fees - administration c	7.60	7.75	1.97%
Table Tennis (per 55 minutes)	5.60	5.70	1.79%
Hire of Aerobics Studio - by n Minimum	23.00	25.00	8.70%
Maximum	87.00	90.00	3.45%
Sporting Stars Swim	1.45	1.50	3.45%

Sporting Stars fitness classes	2.00	2.05	2.50%
Adult Lesson Member (Exclusive of V.A.T.)	16.00	16.00	0.00%
Adult Lesson Concession Member (Exclusive of V.A.T.)	8.00	8.00	0.00%
Adult Lesson Fee (Exclusive of V.A.T.)	7.00	7.00	0.00%
Adult Sauna after lesson (not previously listed)	5.00	5.10	2.00%
Concession sauna after lesson	3.50	3.60	
Concession Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Student Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Senior Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Antenatal	4.85	5.00	3.09%
One to One Tuition 30 mins	15.00	15.00	0.00%
One to One Tuition 1 hr	30.00	30.00	0.00%
One to One Tuition 30 mins Disabled rate (new charge)	11.70	11.70	0.00%
Deep Water Aqua	5.60	5.70	1.79%
Aquafit Adult	5.60	5.70	1.79%
Aquafit Concession	4.60	4.70	2.17%
Swimfit (not previously listed)	4.70	4.80	2.13%
Classes Adult	5.00	5.10	2.00%
Classes Concession Off Peak times only	4.00	4.10	2.50%
Yoga Class 1.5 hrs	7.25	7.40	2.07%
Yoga Class concession 1.5 hrs	5.40	5.55	2.78%
Fifty Plus Club Table Tennis (not previously listed)	2.60	2.65	1.92%
Swim 100 club standard price	58.00	59.00	1.72%
Swim 100 club concession price	28.00	29.50	5.36%
Swim 100 club Family price (not previously listed)	125.00	127.50	2.00%
Fun day Std (not previously listed)	11.00	11.25	2.27%
Concession Sibling (not previously listed)	8.50	8.70	2.35%
Holiday session 2hr activity (not previously listed)	3.00	3.10	3.33%
Lost Card (not previously listed)	6.50	6.50	0.00%
GP Referral registration fee	11.00	11.00	0.00%
GR Referral book of vouchers	21.00	17.00	-19.05%
Hire of Fitness Testing Room - by negotiation			
Hire of Centre - subject to negotiation and agreement by Heads of Finance and Cultural Services.			

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

CULTURE**RECREATION and SPORT**

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>ST. NICHOLAS PARK LEISURE CENTRE:</u>			
Adult Swimmers	3.95	4.00	1.27%
Junior Swimmers	2.40	2.45	2.08%
Under 4's	Free	Free	
Senior Citizens	2.40	2.45	2.08%
Disabled Swimmers	2.40	2.45	2.08%
Family Swim Ticket (2 Adults & 2 Children)	11.70	11.90	1.71%
Splosh - Adult	3.95	4.00	1.27%
Splosh - Junior	2.75	2.85	3.64%
Splosh - Under 4s	Free	Free	
Splosh - Senior Citizens	2.75	2.85	3.64%
Splosh - Disabled Swimmers	2.75	2.85	3.64%
Splosh - Family Ticket (2 Adults & 2 Children)	12.40	12.70	2.42%
Swim / Sauna	7.30	7.45	2.05%
Sauna Only	4.35	4.45	2.30%
Swim / Sauna Concession Not previously listed	6.00	6.15	2.50%
Sauna Concession	3.30	3.40	3.03%
Sauna 60+	N/A	Delete	
Gym Peak & Sauna	8.00	8.20	2.50%
Gym Off Peak & Sauna	7.00	7.15	2.14%
Gym & Sauna Concession	5.50	5.60	1.82%
Swim & Gym Peak	8.00	8.20	2.50%
Swim & Gym Off Peak	7.00	7.15	2.14%
Swim & Gym Concession	4.50	4.60	2.22%
Swim, Gym Peak & Sauna	9.70	9.90	2.06%
Swim, Gym Off Peak & Sauna	8.70	8.90	2.30%
Swim, Gym & Sauna Concession	6.50	6.60	1.54%
Galas - per 3 hour session	266.00	275.00	3.38%
- each additional hour or part thereof	89.00	92.00	3.37%
Children's Pool Parties	118.00	120.00	1.69%
Bouncy Castle Party (2 staff)	100.00	102.00	2.00%
Sport Hall / Football Party (1 staff)	80.00	82.00	2.50%
Spectators - all times	1.20	1.30	8.33%
Tuition Classes (30 minutes) - Juniors (Excluding V.A.T.)	5.00	5.00	0.00%
Junior Club		5.10	
Tuition Classes - Adult (Excluding V.A.T.)	See below		
Tuition Classes - Senior Citizens (Excluding V.A.T.)	See below		
Schools (per pupil) from 1 September to 31 August (+ VAT)	0.90	0.95	5.56%
Lifesaving (per pupil) from 1 Sept to 31 August (+ VAT when applicable)	0.35	0.40	14.29%
Parent & Toddler - Tuition* (Excluding V.A.T.)	4.35	4.45	2.30%
Shower Only	2.50	2.55	2.00%
Swimming Clubs (per hour) *	63.00	65.00	3.17%
Casual Usage for WDC promoted event			
Additional staffing requirements	At Cost		
Refund of Sports / Swimming Course fees - administration charges	7.60	7.75	1.97%
Tennis - Tarmac Court	5.60	5.70	1.79%
Senior Club 60+	1.90	2.00	5.26%

Sporting Stars Swim	1.20	1.25	4.17%
Sporting Stars Aquafit	2.30	2.35	2.17%
Sporting Stars fitness classes	2.00	2.05	2.50%
Sporting Stars Sauna	1.65	1.70	3.03%
Sporting Stars Hall Activity	1.65	1.70	3.03%
Adult Lesson Member (Exclusive of V.A.T.)	16.00	16.00	0.00%
Adult Lesson Concession Member (Exclusive of V.A.T.)	8.00	8.00	0.00%
Adult Lesson Fee (Exclusive of V.A.T.)	7.00	7.00	0.00%
Concession Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Student Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Senior Lesson Fee (Exclusive of V.A.T.)	5.00	5.10	2.00%
Antenatal	4.85	5.00	3.09%
One to One Tuition 30 mins	15.00	15.00	0.00%
One to One Tuition 1 hr	30.00	30.00	0.00%
One to One Tuition 30 mins Disabled rate (new charge)	11.70	11.70	0.00%
Deep Water Aqua	5.60	5.70	1.79%
Aquafit Adult	5.60	5.70	1.79%
Aquafit Concession	4.60	4.70	2.17%
Swimfit	4.70	4.80	2.13%
Classes Adult	5.00	5.10	2.00%
Classes Concession Off Peak times only	4.00	4.10	2.50%
Fun day Std (not previously listed)	11.00	11.25	2.27%
Concession Sibling (not previously listed)	8.50	8.70	2.35%
Holiday session 2hr activity (not previously listed)	3.00	3.10	3.33%
Lost Card (not previously listed)	6.50	6.50	0.00%
GP Referral registration fee	11.00	11.00	0.00%
GP Referral book of vouchers	21.00	17.00	-19.05%

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

CULTURE**RECREATION and SPORT****ST. NICHOLAS PARK LEISURE CENT****SPORTS HALL:**

	2015/16		2016/17	
	Current Charge		PROPOSED CHARGE	
	Adult £	Junior £	Adult £	Junior £
Badminton (per court per 55 minutes) - Peak	11.10		11.40	
- Off-Peak	8.35	5.80	8.55	6.00
Hire of Badminton Rackets	1.65	1.65	1.70	1.70

Hire of Sports Hall (per 55 minutes):					
- Peak	- Full Hall	66.60	47.50	68.40	48.50
	- Half Hall	33.30	23.75	34.20	24.25
- Off-Peak	- Full Hall	50.10	34.80	51.30	36.00
	- Half Hall	25.05	17.40	25.65	18.00

	Charge From 2/1/15 £	Proposed Charge From 2/1/16	
		£	
Table Tennis (per table per 55 minutes)	N/A		
- Peak	11.10	11.30	1.80%
- Off-Peak	5.60	5.65	0.89%
Commercial Hire of Rooms			
Minimum per hour	23.00	25.00	8.70%
Maximum per hour	87.00	90.00	3.45%

Hire of Centre - subject to negotiation and agreement by Heads of Finance and Cultural Services

		2015/16		2016/17	
		Current Charge		PROPOSED CHARGE	
		Adult	Junior	Adult	Junior
		£	£	£	£
Climbing wall					
- Peak	- per 55 minutes	3.20	2.00	3.30	2.10
- Off-Peak	- per 55 minutes	2.75	1.65	2.80	1.70
- Season Ticket:	- 12 Months	175.00	100.00	180.00	102.00
	- 1 Oct to 31 March	140.00	70.00	143.00	72.00

CULTURE**RECREATION and SPORT****ST. NICHOLAS PARK LEISURE CENTRE - ALL WEATHER PITCH:**

	2015/16		2016/17	
	Current Charge		PROPOSED CHARGE	
	Adult	Junior	Adult	Junior
	£	£	£	£
Hire of pitch (inc. floodlights / showers) - charges per 55 minutes				
Full Pitch - Peak	52.50	34.00	55.00	35.00
Full Pitch - Off Peak	36.00	26.00	37.00	26.50
Half Pitch - Peak	36.00	25.75	39.00	26.50
Half Pitch - Off Peak	26.75	17.00	27.50	17.50

* Exclusive of VAT. However, if the 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.

CULTURE**RECREATION and SPORT**

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>HEALTH and FITNESS ANNUAL MEMBERSHIP / DIREC</u>			
Month by Month Wellness Membership (no minimum period)			
Gym / Swim / Sauna / In-house Aerobics / Aquafit	50.00	50.00	0.00%
ACTIVE WELLNESS MEMBERSHIP (60+, Students, Disabled)			
Gym / Swim / Sauna / In-house Aerobics / Aquafit			
- Membership - monthly direct debit	25.00	26.00	4.00%
- One annual payment	250.00	260.00	4.00%
CLUB WELLNESS			
Gym / Swim / Sauna / In-house Aerobics / Aquafit			
- Membership - monthly direct debit	35.00	35.00	0.00%
- One annual payment	350.00	350.00	0.00%
FAMILY WELLNESS			
Swim / tennis / table tennis / badminton (off peak) / one hoop basketball (off peak) / crèche			
- First child monthly direct debit	15.00	15.00	0.00%
- One annual payment	150.00	150.00	0.00%
- Subsequent child monthly direct debit (each)	10.00	10.00	0.00%
- One annual payment (each)	100.00	100.00	0.00%
GYM ONLY OFF PEAK MEMBERSHIP			
Gym only / off peak times only (no usage allowed during pe	15.00	17.00	13.33%
- Membership - monthly direct debit	150.00	170.00	13.33%
- One annual payment			
CLUB SPA			
Swim / Sauna			
- Single Spa membership - monthly direct debit	29.50	29.50	0.00%
- One annual payment	295.00	295.00	0.00%
ACTIVE SPA (60+, Students, Disabled)			
Swim / Sauna			
- Single Spa membership - monthly direct debit	17.50	17.50	0.00%
- One annual payment	175.00	175.00	0.00%
HEALTH and FITNESS CASUAL USE			
Joining Fee	50.00	50.00	0.00%
Youth 16 / 17 yrs Annual Membership Joining Fee	20.00	20.00	0.00%
Consultation	10.00	10.00	0.00%
Personal Programme	10.00	10.00	0.00%
Annual Membership fee	30.00	30.00	0.00%
Youth 16 / 17 yrs Annual Membership Renewal Fee	10.00	10.00	0.00%
Peak - 4pm to 9pm Monday to Friday	5.50	5.60	1.82%
Off-Peak	4.50	4.60	2.22%
Sixty Plus / Disabled / Unemployed	2.70	2.75	1.85%
Youth (16 / 17 year olds) - 7am to 4pm Monday to Friday	2.70	2.75	1.85%
Fitness Test	12.00	12.50	4.17%

Personal Training	26.00	27.00	3.85%
Guest Pass Gym	11.00	11.00	0.00%
Guest Pass Gym / Swim / Sauna	16.00	16.00	0.00%
Sporting Stars Consultation & Programme	N/A	Delete	
Sporting Stars Membership	10.00		-100.00%
Sporting Stars Gym Peak	N/A	Delete	
Sporting Stars Gym Off Peak	1.35	1.40	3.70%

Note: St.Nicholas Park Leisure Centre Gym off peak casual fee reduced by 20p per visit as parking not included
10p Sporting Stars

CORPORATE MEMBERSHIP

Available to Companies and/or groups of people on the same basis as the annual /monthly fees above, subject

Note: St.Nicholas Park Leisure Centre Gym off peak casual fee reduced by 20p per visit as parking not included
10p Sporting Stars

CORPORATE MEMBERSHIP

Available to Companies and/or groups of people on the same basis as the annual /monthly fees above, subject
to negotiation with the business support officer

CULTURERECREATION and SPORT

	Actual	Estimate	latest Estimate	Estimate
INCOME (Net of V.A.T.)	2014/15	2015/16	2015/16	2016/17
	£	£	£	£
Abbey Fields Swimming Pool	254,275	266,400	267,000	278,500
Castle Farm Recreation Centre	178,660	187,700	188,000	196,000
Newbold Comyn Leisure Centre	904,081	903,700	904,000	935,000
St. Nicholas Park Leisure Centre	543,305	583,500	584,000	609,000
Total Sports and Leisure Facilities	1,880,321	1,941,300	1,943,000	2,018,500

CULTURE**RECREATION and SPORT****FACILITIES FOR PERSONS IN RECEIPT OF UNEMPLOYMENT BENEFIT AND INCOME SUPPORT
AND STUDENTS**

1. Facilities available free of charge during times shown. If no time is shown it is during all normal hours the activity is available.

Tennis (Beauchamp Gardens)

Edmondscote Athletic Track - Monday to Thursday: 9 a.m. to 5.30 p.m., Friday : 9 a.m. to 4.00 p.m.
(sometimes restricted by bookings)

Newbold Hall / Jephson Room, Spa Ce

CULTURE**RECREATION and SPORT****FACILITIES FOR PERSONS IN RECEIPT OF UNEMPLOYMENT BENEFIT AND INCOME SUPPORT AND STUDENTS**

2. Facilities available at reduced charges during times shown.

Swimming - Casual: Abbey Fields, St. Nicholas Park and Newbold Comyn:

(Free Junior swimmer for child of Adult who is Unemployed / on Income Support only)

Swimming - Abbey Fields, St. Nicholas Park and Newbold Comyn
paying Annual fee, by Direct Debit

Swimming Lessons - daytime

Swimming Season Tickets

Fitness Suites - (Monday to Friday 7 am to 4 pm, last ticket 4 pm)

- Sauna
- Swim / Sauna
- Gym / Swim / Sauna

Bowls - Casual usage 10 a.m. to 5 p.m.

Badminton* - 9 a.m. to 5 p.m. Monday to Sunday

Table Tennis* - 9 a.m. to 5 p.m. Monday to Sunday

Edmondscote Athletic Track - Monday to Thursday 5.30 onwards
and Sunday mornings

Aerobics

Coaching Courses

Art Gallery / Craft Courses

Royal Spa Centre

* At least 50% of players must fulfil eligibility criteria

CULTURE**RECREATION and SPORT****FACILITIES FOR PERSONS IN RECEIPT OF UNEMPLOYMENT BENEFIT AND INCOME SUPPORT AND STUDENTS**

3. 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 are also free.

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

DEVELOPMENT

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
Building Control				
Building Control Fees	342,400	400,000	350,000	350,000
Total Building Control	342,400	400,000	350,000	350,000
Development Control				
Development Control	2,000	2,000	2,000	2,000
Total Development Control	2,000	2,000	2,000	2,000
Enterprise Team				
Enterprise Team	148,500	150,000	150,000	154,000
Total Enterprise Team	148,500	150,000	150,000	154,000
Markets				
Markets	27,500	37,000	36,000	36,800
Total Markets	27,500	37,000	36,000	36,800
Land Charges				
Local Land Charges	168,500	160,000	160,000	160,000
Total Land Charges	168,500	160,000	160,000	160,000
TOTAL DEVELOPMENT	<u>688,900</u>	<u>749,000</u>	<u>698,000</u>	<u>702,800</u>

DEVELOPMENT**THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010****TABLE 1: NEW BUILD OF HOUSES OR FLATS (Dwellings / flats up to 300m²)****Notes:**

1. 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.
3. Fees exclude V.A.T.

Number Of Dwellings	Charge From 2/1/15 £	Proposed Charge From 2/1/16	
<u>Full Plans Application: Submission</u>			
1	£300.00	£300.00	0.00%
2	£360.00	£360.00	0.00%
3	£420.00	£420.00	0.00%
4	£480.00	£480.00	0.00%
5	£540.00	£540.00	0.00%
6	£600.00	£600.00	0.00%
<u>Full Plans Application: Inspection Fee</u>			
1	£540.00	£540.00	0.00%
2	£696.00	£696.00	0.00%
3	£852.00	£852.00	0.00%
4	£1,008.00	£1,008.00	0.00%
5	£1,164.00	£1,164.00	0.00%
6	£1,320.00	£1,320.00	0.00%
<u>Building Notice</u>			
1	£840.00	£840.00	0.00%
2	£1,056.00	£1,056.00	0.00%
3	£1,272.00	£1,272.00	0.00%
4	£1,488.00	£1,488.00	0.00%
5	£1,704.00	£1,704.00	0.00%
6	£1,920.00	£1,920.00	0.00%

For sites with more than 6 dwellings please contact us.

For the fee for 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 latter option will incur a £25 admin fee.

DEVELOPMENT**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 for further information.
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. However the inspection fee could be paid when the application is made therefore avoiding an additional invoice fee of £25.
5. the external walls.
6. Fees exclude V.A.T.

DEVELOPMENT**THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010****TABLE 2: CERTAIN BUILDING WORK IN DWELLINGS (Continued)**

	Charge From 2/1/15 £	Proposed Charge From 2/1/16	
<u>Full Plans Application: Submission Fee</u>			
1 Full (or part) garage conversion	£276.00	£276.00	0.00%
1 Replacement windows	£120.00	£120.00	0.00%
1 Domestic Re-roofing up to £10,000 value	£180.00	£180.00	0.00%
Solar panels and replacement thermal elements	£180.00	£180.00	0.00%
2 Erection of a garage or car port up to 60m ²	£276.00	£276.00	0.00%
Domestic extensions up to 40m ²	£168.00	£168.00	0.00%
3 Domestic extensions from 40m ² - 60m ²	£198.00	£198.00	0.00%
3 Loft or basement conversions up to 40m ²	£168.00	£168.00	0.00%
3 Loft or basement conversion from 40m ² - 60m ²	£198.00	£198.00	0.00%
4 Underpinning	£360.00	£360.00	0.00%

Full Plans Application: Inspection Fee (+£25 per invoice)

1 Full (or part) garage conversion	nil	nil	
1 Replacement windows	nil	nil	
1 Domestic Re-roofing up to £10,000 value	nil	nil	
Solar panels and replacement thermal elements	nil	nil	
2 Erection of a garage or car port up to 60m ²	nil	nil	
Domestic extensions up to 40m ²	£264.00	£264.00	0.00%
3 Domestic extensions from 40m ² - 60m ²	£366.00	£366.00	0.00%
3 Loft or basement conversions up to 40m ²	£264.00	£264.00	0.00%
3 Loft or basement conversion from 40m ² - 60m ²	£366.00	£366.00	0.00%
4 Underpinning	nil	nil	

Building Notice

1 Full (or part) garage conversion	£276.00	£276.00	0.00%
1 Replacement windows	£120.00	£120.00	0.00%
1 Domestic Re-roofing up to £10,000 value	£180.00	£180.00	0.00%
Solar panels and replacement thermal elements	£180.00	£180.00	0.00%
2 Erection of a garage or car port up to 60m ²	£276.00	£276.00	0.00%
Domestic extensions up to 40m ²	£432.00	£432.00	0.00%
3 Domestic extensions from 40m ² - 60m ²	£564.00	£564.00	0.00%
3 Loft or basement conversions up to 40m ²	£432.00	£432.00	0.00%
3 Loft or basement conversion from 40m ² - 60m ²	£564.00	£564.00	0.00%
4 Underpinning	£360.00	£360.00	0.00%

- There is a 50% discount for replacement windows, replacement roof, garage conversion or other works up to £5,000 value (not including loft or basement conversions) if these works are taking place at the same time as a domestic extension
- Garages in excess of 60m² should be calculated using Table 3.
- Domestic extensions over 60m² should be calculated using Table 3. There is a minimum fee of £470.
- The fees for loft and basement conversions in excess of 60m² should be calculated using Table 3.
- 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 could be paid with the submission fee therefore avoiding the additional invoice of £25

DEVELOPMENT**THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010****TABLE 3: ALL OTHER BUILDING WORK****Notes:**

1. fee of £470
2. For domestic extensions over 60m² there is a minimum fee of £470
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, at the additional cost of £25, will be sent on commencement of the work for the remaining 60%, which forms the 'inspection fee'.
4. 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 for further information.
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.
7. Fees exclude V.A.T.

DEVELOPMENT**THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010****TABLE 3: ALL OTHER BUILDING WORK (Continued)**

Estimated Cost of Building Work	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>Full Plans Application: Submission Fee</u>			
£0 to £2,000	£144.00	£144.00	0.00%
£2,001 to £5,000	£216.00	£216.00	0.00%
£5,001 to £10,000	£276.00	£276.00	0.00%
£10,001 to £15,000	£132.00	£132.00	0.00%
£15,001 to £20,000	£156.00	£156.00	0.00%
£20,001 to £30,000	£180.00	£180.00	0.00%
£20,001 to £40,000	£204.00	£204.00	0.00%
£40,001 to £50,000	£228.00	£228.00	0.00%
£50,001 to £60,000	£252.00	£252.00	0.00%

For works valued over £60,000 please contact us

Full Plans Application: Inspection Fee + £25 per invoice

£0 to £2,000	nil	nil	
£2,001 to £5,000	nil	nil	
£5,001 to £10,000	nil	nil	
£10,001 to £15,000	£204.00	£204.00	0.00%
£15,001 to £20,000	£240.00	£240.00	0.00%
£20,001 to £30,000	£276.00	£276.00	0.00%
£20,001 to £40,000	£213.00	£213.00	0.00%
£40,001 to £50,000	£348.00	£348.00	0.00%
£50,001 to £60,000	£384.00	£384.00	0.00%

For works valued over £60,000 please contact us

Building Notice

£0 to £2,000	£144.00	£144.00	0.00%
£2,001 to £5,000	£216.00	£216.00	0.00%
£5,001 to £10,000	£276.00	£276.00	0.00%
£10,001 to £15,000	£336.00	£336.00	0.00%
£15,001 to £20,000	£396.00	£396.00	0.00%
£20,001 to £30,000	£456.00	£456.00	0.00%
£20,001 to £40,000	£516.00	£516.00	0.00%
£40,001 to £50,000	£576.00	£576.00	0.00%
£50,001 to £60,000	£636.00	£636.00	0.00%

For works valued over £60,000 please contact us

There is a 50% discount for replacement windows, replacement roof, garage conversion or other works 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

Fees exclude V.A.T.

	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Building Control Fees	342,400	400,000	350,000	350,000

DEVELOPMENT**DEVELOPMENT CONTROL**

		Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Permitted Development Enquiries (Self Assessment online free)		36.00	36.00	
Pre-Application Advice Fees (See Appendix C)				
INCOME (Net of V.A.T.)	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2015/16 £	Estimate 2016/17 £
Development Control	2,000	2,000	2,000	2,000

DEVELOPMENT**ENTERPRISE TEAM**

		Charge From 1/4/15 £	Proposed Charge From 1/4/16 £
<u>Court Street Creative Arches</u>			
Annual Rent Excluding V.A.T. - which should be added at the prevailing rate.			
All Units	Single or Double Arch	by negotiation	by negotiation

Althorpe Enterprise Hub

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

Unit Number	No of Desks			
1	3	412	436	5.71%
2	3	430	455	5.76%
3	4	519	550	5.94%
4	3	465	493	6.09%
5	2	349	369	5.87%
6	2	321	339	5.49%
7	2	321	339	5.49%
8	2	321	339	5.49%
9	2	349	369	5.87%
10	3	465	493	6.09%
11	4	519	550	5.94%
12	3	395	418	5.93%
13	12	1,540	1,691	9.82%
14	3	460	486	5.76%
15	3	448	475	6.04%
16	3	460	486	5.76%
17	12	1,540	1,704	10.67%

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

DEVELOPMENT**ENTERPRISE TEAM**

		Charge From 1/4/15 £	Proposed Charge From 1/4/16 £	
<u>Althorpe Enterprise Hub</u>				
<u>Conference Room Hire Charges (excluding V.A.T. - which should be added at the prevailing rate)</u>				
<u>Althorpe Enterprise Hub Tenants:</u>				
Per Hour		14.50	15.00	3.45%
Half Day	Morning 9.00 am to 12.30 pm	44.25	45.00	1.69%
	Afternoon 1.00 pm to 4.30 pm	44.25	45.00	1.69%
Full Day	9.00 am to 5.00 pm	88.50	90.00	1.69%

Althorpe Enterprise Hub Other Organisations:

Half Day	Morning 9.00 am to 12.30 pm	59.00	60.00	1.69%
	Afternoon 1.00 pm to 4.30 pm	59.00	60.00	1.69%
Full Day	9.00 am to 5.00 pm	118.00	120.00	1.69%

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

Work Station Tariff (excluding V.A.T.- which should be added at the prevailing rate)

Daily Licence	19	19	0.00%
Weekly Licence	70	70	0.00%
Monthly Licence	280	280	0.00%

Subscription Packages (including V.A.T.)

Option 1 (16 hours per month)	32	32	0.00%
Option 2 (32 hours per month with added facilities)	65	67	3.08%
Option 3 (Unlimited hours with added facilities)	225	230	2.22%

	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Enterprise Team	148,500	150,000	150,000	154,000

DEVELOPMENT**26 H.T.**

Unit Number	No. of Desks	Charge From 1/4/15 £	Proposed Charge From 1/4/16 £	
1	8	824.51	824.50	0.00%
2	8	894.01	894.00	0.00%
3	3	373.65	373.65	0.00%
4	10	976.86	976.90	0.00%
5	5	486.64	486.60	-0.01%
6	4	471.63	471.60	-0.01%
7	4	471.63	471.60	-0.01%

MARKETS**MARKETS**

(Free of V.A.T. unless otherwise stated)

Farmers' Market charge per stall per market to stallholders:

- Warwick (4-5 per year)	32.00	32.00
- Leamington	32.00	32.00

Market Contractor charge per stall per market to stallholders:

- Leamington and Warwick	32.00	32.00
- Kenilworth	28.50	28.50

% of stall income due to Warwick District Council:

Number of Stalls:	%	%
Up to 29	n/a	20%
Up to 39	n/a	25%
Up to 49	n/a	30%
Up to 59	n/a	35%
60-79	n/a	40%
Over 80	n/a	50%

<u>INCOME (Net of V.A.T.)</u>	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2014/15 £	Estimate 2015/16 £
Total Markets	27,500	37,000	31,000	32,000

DEVELOPMENT**LOCAL LAND CHARGES**

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
Local Land Charges				
Local Land Charges	168,500	160,000	160,000	160,000
TOTAL LOCAL LAND CHARGES	168,500	160,000	160,000	160,000

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>Search Fee (non-electronic)</u>			
Full Search Fee (LLC1 & CON29R)	95.00	95.00	0.00%
LLC1	15.00	15.00	0.00%
CON29R Official Search	80.00	80.00	0.00%
<u>Part II - Optional Enquiries</u>			
CON290 (PARTII)	10.00	10.00	0.00%
CON290 (PARTII) Enquiry 22 (refer direct to County Council)	10.80	0.00	-100.00%
<u>Other Work</u>			
Additional (Non-standard) Questions	20.00	20.00	0.00%
Additonal land parcel (all search types)	10.00	10.00	0.00%

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

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Local Land Charges	168,500	160,000	160,000	160,000

DEVELOPMENT**LEGAL SERVICES**

	Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>CHARGES FOR LOCAL AUTHORITY LEGAL WORK</u>			
<u>Disposals, Licences, Easements, etc.</u>			
Disposals (excluding those on the open market)	At cost	At cost	
Leases	At cost	At cost	
Licences	At cost	At cost	
Licence to plant in Highway - Initial Fee	At cost	At cost	
Rights of Way / Easements	At cost	At cost	
Licenses to Assign (Commercial / Residential)	At cost	At cost	
(refer to County Council if possible)			
<u>Mortgages</u>			
Supply of Epitome and Abstract of Title: Photocopying	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	82.00	82.00	0.00%
Release of one party to mortgage	230.00	230.00	0.00%
Applic for retrospective consents to Property Alteratio	58.50	58.50	0.00%
<u>Miscellaneous Agreements concerning the Development of Land</u>			
Sect 106 Agreements - Town & Country Plan Act 199	0	available via website	
<u>Photocopying (Inclusive of V.A.T.)</u>			
A4 Single sided	0.11	0.10	-9.09%
A4 Single sided - colour	0.80	0.80	0.00%
A4 Double sided	0.20	0.20	0.00%
A4 Double sided - colour	1.40	1.45	3.57%
A3 Single sided	0.21	0.20	-4.76%
A3 Single sided - colour	1.60	1.65	3.12%
A3 Double sided	0.39	0.40	2.56%
A3 Double sided - colour	2.72	2.80	2.94%
A0 Plans	15.73	16.00	1.72%
A0 Plans - colour	57.55	58.25	1.22%

HEALTH & COMMUNITY PROTECTION**LICENSING**

	Actual	Estimate	latest	Estimate
	2014/15	2015/16	Estimate	Estimate
	£	£	2015/16	2016/17
			£	£
Licensing and Registration				
Licensing and Registration	181,500	192,900	197,400	201,700
Total Licensing and Registration	181,500	192,900	197,400	201,700

HEALTH & COMMUNITY PROTECTION

	Charge	Proposed Charge	
	From 2/1/15	From 2/1/16	
	£	£	
<u>LICENSING and REGISTRATION:</u>			
(V.A.T. not applicable)			
Hackney Carriage / Private Hire Licence +Horse Drawn Vehicles:			
Vehicle Licence (PH) - Annual	129.00		-100.00%
Vehicle Licence (PH) - Application Fee		37.00	
Vehicle Licence (PH)		130.00	
Vehicle Licence (PH) Renewal- Application Fee		37.00	
Vehicle Licence Renewal (PH)		126.00	
Vehicle Licence (HC) - Application Fee		37.00	
Vehicle Licence (PH)		143.00	
Vehicle Licence (PH) Renewal- Application Fee		37.00	
Vehicle Licence Renewal (PH)		140.00	
Vehicle Licence (PH) with Dispensation- Application Fee		50.00	
Vehicle Licence with Dispensation (PH)		126.00	
Vehicle Licence (PH) Renewal with Dispensation- Application Fee		49.00	
Vehicle Licence Renewal with Dispensation (PH)		126.00	
Vehicle Licence - Transfer of Vehicle	35.00	40.00	14.29%
Medical Administration fee (included with new/renewal)	7.00	6.00	-14.29%
Annual Medical (without Application)	0.00	10.00	
Driving Licence - 3 Year Licence: New Application	246.00	n/a	
Driving Licence - 3 Year Licence: Renewals	245.00	n/a	
Driving Licence - 1 Year Licence: Renewals	112.00	n/a	
HC/PH driver licence - grant 3years (new) -application		73.00	
HC/PH driver licence - grant 3years (new) - licence		224.00	
HC/PH driver licence - renewal 3years (new) -application		34.00	
HC/PH driver licence - renewal 3years (new) - licence		214.00	
HC/PH driver licence - renewal 1year (new) -application		34.00	
HC/PH driver licence - renewal 1year (new) - licence		71.00	
Replacement Driver's Badge	17.00	18.00	5.88%
Replacement Driver's or Vehicle's Paper Licence	7.00	8.00	14.29%
Replacement Vehicle Plate	14.00	13.00	-7.14%
New Driver's Knowledge Test	40.00	52.00	30.00%
Operator's Licence - New	102.00	n/a	
Operator's Licence - renewal	80.00	n/a	
Private Hire Operator's Licence (3year) - New Application		85.00	
Private Hire Operator's (3year) -Licence		365.00	
Private Hire Operator's Licence (3year) -renew Application		29.00	
Private Hire Operator's (3year) - Renew Licence		365.00	
Taxi drivers DBS checks including £11 Administration Fee	55.00	55.50	0.91%
Drivers application package	10.00	n/a	
Local Government (Misc. Provisions) Act 1982			
Sex Establishments Licence - new	7,600.00	n/a	
Sex Establishments Licence - renewal	7,600.00	n/a	
Sex Establishments Licence - new Application		5,856	
Sex Establishments Licence - new Licence		3,335	
Sex Establishments Licence -renewal Application		5,856	
Sex Establishments Licence -renewal Licence		3,335	
Transfer	4,200.00	5,856	
Variation	4,200.00	5,856	
Street Trading Consent Licence:			
Static Pitch -	581.00	n/a	
Static Pitch - new application		50.00	

Static Pitch - licence		559.00		
Static Pitch - renew	557.00	n/a		
Touring Pitch - new	559.00	n/a		
Touring Pitch - new application		30.00		
Touring Pitch - licence		559.00		
Touring Pitch - renew	558.00	n/a		
Small Lotteries - renewal	20.00	20.00	0.00%	
Small Lotteries -new	40.00	40.00	0.00%	
Scrap Metal				
Site Licence (3 year)	520.00	520.00	0.00%	
Additional Site licence	195.00	195.00	0.00%	
Renewal of Site licence	520.00	520.00	0.00%	
Variation of Site licence	135.00	135.00	0.00%	
Collectors licence (renewal)	180.00	180.00	0.00%	
Collectors Licence (3 year)	180.00	180.00	0.00%	
Variation Collectors Licence	135.00	135.00	0.00%	
Replace or copy licences	25.00	25.00	0.00%	
Change of licence details (trading name, address etc.)	45.00	45.00	0.00%	
Change of site manager	70.00	70.00	0.00%	
Change of site	175.00	175.00	0.00%	

	Actual	Estimate	latest Estimate	Estimate
INCOME (Net of V.A.T.)	2014/15	2015/16	2015/16	2016/17
	£	£	£	£
Sex Establishments	2,300	2,300	7,600	9,200
Consent for Street Trading	9,600	8,000	8,000	8,500
Small Lotteries	2,800	2,600	2,600	2,800
Hackney Carriages / Private Hire	164,500	178,000	178,000	180,000
Scrap Metal	2,300	2,000	1,200	1,200
Total Licences	181,500	192,900	197,400	201,700

HEALTH & COMMUNITY PROTECTION

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
Licensing	181,500	192,900	197,400	201,700
Environmental Health:				
Pest Control	3,063	2,400	2,400	2,400
Food Safety	0	100	100	100
Pollution Control	1,090	1,800	1,500	1,500
Licensing	10,105	12,900	10,000	11,000
Total Environmental Health	14,258	17,200	14,000	15,000
TOTAL HEALTH & COMM PROTECTI	195,758	210,100	211,400	216,700

HEALTH & COMMUNITY PROTECTION**ENVIRONMENTAL HEALTH****PEST CONTROL**

(Inclusive of V.A.T.)

**Proposed
Charge
From 2/1/15
£**

**Proposed
Charge
From 2/1/16
£**

RODENT CONTROL:

(Control of Rat & Mice Infestation)

Non Domestic Premises (without contract):

- One man and van per hour	79.50	81.00	1.89%
- Two men and van per hour	105.50	107.50	1.90%

Domestic Premises:**Rat Infestation**

Free

Free

Mice Infestation:

- Standard Charge	69.00	70.00	1.45%
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- Persons in receipt of Inc Support or Job seekers Allowance

Free

Free

Persons in receipt of a State pension/Pension Credits

Persons Registered Disabled

34.50

35.00

1.45%

TREATMENT FOR OTHER PESTS:

- Standard Charge			
- Bedbugs	74.00	75.50	2.03%
- Persons in receipt of Inc Support or Job seekers Allowance			
- Fleas and Cockroaches	74.00	75.50	2.03%

Persons in receipt of a State pension/Pension Credits

Persons Registered Disabled

- Bedbugs

Free

Free

- Fleas and Cockroaches

Free

Free

- Persons aged 60+ not in receipt of Income Support and Registered Disabled Persons

- Bedbugs	37.00	37.75	2.03%
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- Fleas and Cockroaches	37.00	37.75	2.03%
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STRAY DOGS:

- Administration charge for processing stray dogs	16.00	16.50	3.13%
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	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Pest Control	2,490	1,700	1,700	1,700
Stray Dogs processing- administration	573	700	700	700
Total Pest Control	3,063	2,400	2,400	2,400

HEALTH & COMMUNITY PROTECTION**ENVIRONMENTAL HEALTH**

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>FOOD SAFETY:</u>			
Food Inspection:			
- Non-Statutory Inspections	109.00	112.00	2.75%

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Food Safety Charges	0	100	100	100

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>POLLUTION CONTROL:</u>			
Contaminated Land Search	95.00	97.00	2.11%

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Pollution Control Charges	1,090	1,800	1,500	1,500

HEALTH & COMMUNITY PROTECTION**ENVIRONMENTAL HEALTH****LICENSING**

(V.A.T. not applicable)

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Animal Boarding Establishments Act 1963	167.00	170.00	1.80%
Breeding of Dogs Act 1973	167.00	170.00	1.80%
Pet Animals Act 1951	167.00	170.00	1.80%
Dangerous Wild Animals Act	395.00	403.00	2.03%
Riding Establishments Act	277.00	327.00	18.05% Riding Establ
Zoo Licence (plus Vets inspection fees)	542.00	553.00	2.03%

Local Government (Misc. Provisions) Act 1982

Premises Registration Ear Piercing, Tattooing (Registration)	152.00		-100.00%
Premises Registration Ear Piercing, Tattooing (Application)		70.00	
Premises Registration Ear Piercing, Tattooing (Licence Fee)		89.00	
Personal Registration Electrolysis, Acupuncture (Registratic	166.00		-100.00%
Personal Registration Electrolysis, Acupuncture (Application)		76.00	
Personal Registration Electrolysis, Acupuncture (Licence Fee)		89.00	
Premises (repeat within two years)	100.00		-100.00%
Premises (Application)		20.00	
Premises (Licence Fee)		89.00	
Personal (Repeat within two years)	107.00		-100.00%
Personal (Application)		26.00	
Personal (Licence Fee)		89.00	
Temporary Tattoo Events - Cost per Day	121.00		-100.00%
Temporary Event Premises registration (per business at event) -Applic		39.00	
Temporary Event Premises registration (per business at event) -Licence		89.00	

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Total Licensing - Skin Piercing/Tattooing	1,861	6,500	1,800	1,800
Total Licensing - Animal Estab./Motor S	8,244	6,400	8,200	9,200
Total Licensing	10,105	12,900	10,000	11,000

Proposed CCTV Fees (see Appendix B)

HOUSING and PROPERTY

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
Private Sector Housing Renewal				
Improvement Grants Administratic	49,800	33,000	33,000	33,000
TOTAL HOUSING and PROPERTY	<u>49,800</u>	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>

HOUSING and PROPERTYPRIVATE SECTOR HOUSING RENEWAL

		Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Charges for The Administration of Improvement Grants		at cost	at cost	
Home Improvement Agency fee		15% of cost of works	15% of cost of works	
Immigration Inspection Fee		£131.20	£131.2 + VAT	
Statutory Notice Administrative Fee		at cost	at cost	
			latest	
INCOME (Net of V.A.T.)	Actual 2014/15 £	Estimate 2015/16 £	Estimate 2015/16 £	Estimate 2016/17 £
Improvement Grant Admin. Charges	49,800	33,000	33,000	33,000

HOUSING and PROPERTY
Housing in Multiple Occupation Licensing

		Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>New Applications:</u>	<u>Number of Occupants</u>			
Full Fee	5 only	787.07	787.10	0.00%
	6 to 12	905.13	905.10	0.00%
	13 to 20	1,040.90	1,040.90	0.00%
	21+	1,197.04	1,197.00	0.00%
Multiple Discounted Fee *				
	5 only	752.07	752.10	0.00%
	6 to 12	870.13	870.10	0.00%
	13 to 20	1,005.90	1,005.90	0.00%
	21+	1,162.04	1,162.00	0.00%
<u>Licence Renewal Fees:</u>				
Full Fee	5 only	579.45	579.45	0.00%
	6 to 12	666.37	666.40	0.00%
	13 to 20	766.33	766.30	0.00%
	21+	881.28	881.30	0.00%
Multiple Discounted Fee *	5 only	544.45	544.45	0.00%
	6 to 12	631.37	631.40	0.00%
	13 to 20	731.33	731.30	0.00%
	21+	846.28	846.30	0.00%
* Payable for any application beyond initial application				
Late Licence Application Fee (after initial reminder letter)		101.00	101.00	0.00%
Appointment of Manager Fee:	Manager Fee	52.50	52.50	0.00%
	Discounted Fee**	28.25	28.25	0.00%
** Payable where manager has been 'fit and proper person' checked in the last 5 years				
<u>Administrative Charges:</u>				
	Repeat requests for documents	50.50	50.50	0.00%
Finder's Fee for unlicensed HMO (penalty)		150.00	150.00	0.00%
(If the landlord/owner has failed to notify wdc of the licensable HMO)				
Photocopying Charges:	Additional copying (Per Document)	5.10	5.10	0.00%

Mobile Homes Act 2013 Fees

Mobile Home Site New Application/Variation Fee

sites with up to 10 units	£260.21	£260.20	0.00%
sites with 11 to 50 units	£290.93	£290.90	-0.01%
sites with 51 to 100 units	£321.65	£321.65	0.00%
sites with more than 100 units	at cost	at cost	

Mobile Home Site Annual Inspection Fee

sites with up to 10 units	£208.79	£208.80	0.00%
sites with 11 to 50 units	£239.51	£239.50	0.00%
sites with 51 to 100 units	£270.23	£270.20	-0.01%
sites with more than 100 units	at cost	at cost	

Mobile Home Site Re-inspection Fee	£76.80	£76.80	0.00%
Mobile Home Site Administrative Fee	£30.72	£30.70	-0.07%

NEIGHBOURHOOD

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
Car Parking				
Car Parking	2,834,800	2,663,900	2,713,900	2,863,900
Total Car Parking	<u>2,834,800</u>	<u>2,663,900</u>	<u>2,713,900</u>	<u>2,863,900</u>
Waste Collection:				
Refuse Collection	46,300	42,700	42,700	47,000
Total Waste Collection	<u>46,300</u>	<u>42,700</u>	<u>42,700</u>	<u>47,000</u>
Bereavement Services:				
Cemeteries	305,522	288,800	272,900	287,900
Crematorium	1,051,512	752,600	752,800	1,184,700
Total Bereavement Services	<u>1,357,034</u>	<u>1,041,400</u>	<u>1,025,700</u>	<u>1,472,600</u>
TOTAL NEIGHBOURHOOD	<u>4,238,134</u>	<u>3,748,000</u>	<u>3,782,300</u>	<u>4,383,500</u>

BEREAVEMENT SERVICES**CEMETERIES**

(Free of V.A.T. unless otherwise stated)

SALE OF BURIAL RIGHTS * (For a period of 50 years)

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Each Grave - Area without kerbstones	see below	see below	
Each Grave - Area with kerbstones	see below	see below	
Standard grave with/without kerbstone to accommodate cof 6'9" x 25"	990.00	1,040.00	5.05%
Large Grave	1,237.00	1,300.00	5.09%
Selection Fee (Grave space chosen out of rotation)	280.00	330.00	17.86%
Selection Fee (Grave space chosen out of rotation) for child	110.00	120.00	9.09%
Child's grave	467.00	475.00	1.71%
Half size grave for Cremated Remains	467.00	475.00	1.71%
Exclusive Burial Rights - Garden of Remembrance	120.00	135.00	12.50%
Extension of expired rights (standard* grave 5 year extensic	99.00	105.00	6.06%

* extension of expired rights for non-standard size graves will be calculated pro-rata per square foot.

Graves purchased for future use will be charged out of rotation fee in addition to the fee for the exclusive right of burial

INTERMENT *

Person aged 17 years and above :

Adult interment (irrespective of depth)

750.00 replaces fees based on depth

Depth up to 6' 0"	675.00	Delete	
Depth up to 7' 9"	735.00	Delete	
Depth up to 9' 6"	770.00	Delete	
Cremated Remains	97.00	105.00	8.25%
Cremated Remains - St. Nicholas Church Yard	97.00	105.00	8.25%
Interment in Existing Vault	135.00	145.00	7.41%
Children :			
Still-born to not exceeding 1 month	97.00	97.00	0.00%
Child aged between 1 month and 16 years	128.00	128.00	0.00%
Woodland Burial (Oakley Wood)	1,200.00	1,220.00	1.67%
Surcharge of 50% for non-residents			

MEMORIAL FEES :

Headstone and other memorials up to 3' 6" - incl 1st inscript	153.00	165.00	7.84%
Vase and other memorials under 1' 0" - incl 1st inscript	153.00	165.00	7.84%
Additional Inscription	49.00	55.00	12.24%
Kerbstones	see below	see below	
Kerbset memorials (including the first inscription)	343.00	365.00	6.41%

OTHER CHARGES:

Manual search of Burial Registers (per30mins or part thereof)	see below	see below	
	incl VAT	incl VAT	
Search burial register for genealogical research,per decease	8.50	10.00	17.65%
- Includes email confirmation of details.	incl VAT		
Search burial register for genealogical research,per decease	15.50	18.00	16.13%
- Includes confirmation of details sent by post	incl VAT		
Use of Kenilworth Cemetery Chapel	93.00	95.00	2.15%
Late arrival (charged after 10 mins and for every subsequent	110.00	120.00	9.09%
Transfer exclusive right of burial	46.00	50.00	8.70%

Preparing documents for relinquish of grant (new fee)

50.00

Marking out grave (new fee)

30.00

Temporary grave marker (request delegated authority to Head of Service in conjunction with portfolio holder)

* Surcharge of 100% for non-residents on sale of burial rights and interments

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Burial Rights	139,795	123,100	153,400	159,600
Interments	139,207	138,600	92,400	99,600
Memorials	26,520	27,100	27,100	28,700
Total Cemeteries	305,522	288,800	272,900	287,900

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £
CREMATORIUM		
(Free of V.A.T. unless otherwise stated)		

CREMATION FEE: (Including use of music system and/or Organ)

Foetal remains and still-born to 1 month	81.00	90.00	11.11%
Child - aged between 1 month and 16 years	110.00	120.00	9.09%
Person aged 17 years and above	610.00	630.00	3.28%
Person aged 17 years and above - non-resident	610.00	630.00	3.28%
Body Parts	81.00	90.00	11.11%
Additional Service Time - per half hour	100.00	105.00	5.00%
late arrival	110.00	120.00	9.09%
Communal cremation of foetal remains	110.00	120.00	9.09%

CASKETS AND CONTAINERS

Full size caskets (excluding name plate)

Miniature keepsake urns (From)

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

OTHER SERVICES

Disposal of remains from other Crematoria	68.00	70.00	2.94%
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Certified copy of an entry in the Cremation register	8.50	8.80	3.53%
Temporary retention of Cremated Remains (per month) - chargeable from the third month following Cremation service	18.00	20.00	11.11%
Despatch of Cremated Remains by courier	175.00	180.00	2.86%

BOOK OF REMEMBRANCE (inclusive of VAT)

2 Line Inscription	80.00	82.00	2.50%
5 Line Inscription	114.00	117.00	2.63%
8 Line Inscription	148.00	151.00	2.03%
Crests, etc.	69.00	71.00	2.90%

REMEMBRANCE CARDS (inclusive of VAT)

With 2 Line Inscription	40.00	41.00	2.50%
With 5 Line Inscription	57.00	58.00	1.75%
With 8 Line Inscription	74.00	75.00	1.35%
Crests, etc.	69.00	71.00	2.90%

MEMORIAL GARDEN (inclusive of VAT):

Sanctum 2000 Unit	- Supply and 10 year lease including inscription of up to 80 letters	780.00	795.00	1.92%
	- Additional 10 year lease	237.00	245.00	3.38%
	- New plaque (includes inscription)	237.00	245.00	3.38%
	- Inscribed designs A	125.00	130.00	4.00%
	- Inscribed designs B	178.00	185.00	3.93%
	- each additional letter	2.25	2.30	new
	- refurbish existing plaque		110.00	
	- 2nd interment inc 80 letters i	237.00	245.00	3.38%
Vase Block and Inscribed relief tablet - Supply and 10 year		410.00	420.00	2.44%
	- Additional 10 year lease	123.00	125.00	1.63%
	New plaque (relief)	123.00	125.00	1.63%
	new plaque (gilded)	133.00	135.00	
	- refurbish existing plaque		90.00	
Wooden Memorial Benches		1,040.00	1,115.00	7.21%
Granite Memorial Benches (with one plaque)		800.00	840.00	5.00%
Granite Memorial Bench (with two plaques)		923.00	945.00	new
Granite Memorial Bench (with three plaques)		1,040.00	1,100.00	new
Plaque on communal memorial bench		270.00	275.00	1.85%
Refurbish memorial bench			Cost + 15%	new
Memorial tree			Cost + 15%	new
Habitat memorial (eg bird or bat box)	from		85.00	new

Any other type of commemoration

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

	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
INCOME (Net of V.A.T.)				
Cremation	1,014,828	715,700	722,300	1,153,500
Book of Remembrance & Remembrance	25,382	25,700	18,700	19,100
Memorial Garden	11,302	11,200	11,800	12,100
Total Crematorium	1,051,512	752,600	752,800	1,184,700

Bereavement Services:

Cemeteries	305,522	288,800	272,900	287,900
Crematorium	1,051,512	752,600	752,800	1,184,700

Total Bereavement Services	<u>1,357,034</u>	<u>1,041,400</u>	<u>1,025,700</u>	<u>1,472,600</u>
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NEIGHBOURHOODPARKING SERVICESLEAMINGTON**Linear charges - - 6 minutes for £0.10 still active from minimum vend**

Bedford St, Chandos St, Covent Garden Surface

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
12 minutes (minimum charge)	0.20	0.20	0.00%
30 minutes	0.50	0.50	0.00%
1 Hour	1.00	1.00	0.00%
2 hours	2.00	2.00	0.00%
2 hours	3.00	3.00	0.00%
4 hours	4.00	4.00	0.00%
Overnight Charge	0.50	0.50	0.00%

Adelaide Bridge as above except no overnight charge and free on Sundays

Rosefield St as above except free on Sundays

Linear charges -old town - 12minutes for £0.10 still active from minimum vend

(Bath Place, Court St, Packington Place)

24 minutes (minimum charge)	0.20	0.20	0.00%
1 Hour	0.50	0.50	0.00%
2 hours	1.00	1.00	0.00%
3 hours	1.50	1.50	0.00%
4 hours	2.00	2.00	0.00%
All day	4.00	4.00	0.00%
6 hours (maximum charge)	3.00	3.00	0.00%
Overnight Charge	0.50	0.50	0.00%
Sundays	Free	Free	

Pay on Foot (Royal Priors)**Linear charges -Pay on foot - 30 minutes for £0.50**

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%

Pay on Foot: Covent Garden multi-storey car park**Linear charges - - 6 minutes for £0.10 still active from minimum vend**

30 minutes	0.50	0.50	0.00%
1 Hour	1.00	1.00	0.00%
2 hours	2.00	2.00	0.00%
3 hours	3.00	3.00	0.00%
4 hours - new		4.00	
All day - new		4.50	

Pay on Foot: Covent Garden surface car park

Linear charges - - 6 minutes for £0.10 still active from minimum vend

12 minutes (minimum charge)	0.20	0.20	0.00%
30 minutes	0.50	0.50	0.00%
1 Hour	1.00	1.00	0.00%
2 hours	2.00	2.00	0.00%
3 hours	3.00	3.00	0.00%
4 hours -	4.00	4.00	0.00%

Pay on Foot (St. Peter's multi-storey)**Linear charges - - 6 minutes for £0.10 still active from minimum vend**

2 hours	2.00	2.00	0.00%
3 hours	3.00	3.00	0.00%
4 hours	4.00	4.00	0.00%
All day - new	n/a	4.50	

KENILWORTH (Abbey End & Square West)**Linear charges - 12 minutes for £0.10 still active from minimum vend**

Up to 30 minutes	0.20	n/a	
30 minutes to 1 hour	0.60	n/a	
1 Hour	0.00	0.50	
2 hours	n/a	1.00	
3 hours	n/a	1.50	
4 hours	n/a	2.00	
All day - new	n/a	4.00	
Overnight Charge 6pm to 8am	0.50	0.50	0.00%
Sundays	Free	Free	

ABBEY FIELDS**Linear charges - 12 minutes for £0.10 still active from minimum vend**

Up to 2 hours	Free	Free	
3 hours	1.50	1.50	0.00%
4 hours	2.00	2.00	0.00%
All day - new	0.00	4.00	
Overnight Charge 6pm to 8am	0.50	0.50	0.00%
Sundays	Free	Free	

WARWICK**St. Nicholas Park: (Charges apply 8am - 6pm)****Linear charges - - 6 minutes for £0.10 still active from minimum vend**

12 minutes (minimum charge)	0.20	0.20	0.00%
30 minutes	0.50	0.50	0.00%
1 hour	1.00	1.00	0.00%
2 hours	2.00	2.00	0.00%
3 hours	3.00	3.00	0.00%
4 hours	n/a	4.00	
All day - new	n/a	4.50	

SHORT STAY: Linen Street**Linear charges - - 6 minutes for £0.10 still active from minimum vend**

12 minutes (minimum charge)	0.20	n/a	
30 minutes	0.50	n/a	
1 hour	1.00	n/a	
2 hours	2.00	2.00	0.00%
3 hours	3.00	3.00	0.00%
4 hours	7.00	4.00	-42.86%
All day - new	-	4.50	

LIMITED STAY (up to 3 hours): New Street / Westgate**Linear charges - - 6 minutes for £0.10 still active from minimum vend**

12 minutes (minimum charge)	0.20	0.20
30 minutes	0.50	0.50
1 hour	1.00	1.00
2 hours	n/a	2.00
3 hours	n/a	3.00
4 hours	n/a	4.00
All day -	0.00	n/a

St. Mary's Lands Area 2

up to 6 hours	0.10	n/a
Over 6 hours	1.00	n/a
All day - new	n/a	1.00

ST. MARY'S LANDS - Area 3

up to 3 hours	2.00	2.00	0.00%
3 to 4 hours	2.80	3.00	0.00%

ST. MARY'S LANDS - Area 4

2 hours	n/a	2.00
3 hours	n/a	3.00
4 hours	n/a	4.00
All day -	n/a	4.50

MYTON FIELDS PICNIC AREA

up to 4 hours	3.00	3.00	0.00%
All day	4.50	4.50	0.00%

OTHER TOWN CENTRE CAR PARKS:**Linear charges - - 6 minutes for £0.10 still active from minimum vend**

2 hours	n/a	2.00
3 hours	n/a	3.00
4 hours	n/a	4.00
All day -	n/a	4.50

Town Centre Car Parks:

Over night charges (6pm - 8am)	0.50	0.50	0.00%
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COACHES

- Designated Car Parks only

5.00	5.00	0.00%
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PENALTY CHARGE NOTICES (Exempt from V.A.T.)**(Set by Central Government)**

Higher Rate (50% discount if paid within	70.00	70.00	0.00%
Lower Rate (50% discount if paid within	50.00	50.00	0.00%

**NEIGHBOURHOOD
PARKING SERVICES**

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>SEASON TICKETS</u> (One vehicle registration per ticket)			
Charges exclude V.A.T. which should be added at the prevailing rate			
<u>Leamington Spa, Warwick & Kenilworth</u>			
Long Stay ONLY (Excluding Pay on Foot Car Parks)			
- Per Annum	612.77	612.80	0.00%
- Per Month	63.83	63.80	0.00%
<u>Leamington Spa Restricted Locations</u>			
St. Peter's Pay on Foot (200 spaces only)			
- Per Annum	493.62	493.60	0.00%
- Per Month	55.32	55.30	0.00%
- Overnight Parking: 6 pm to 9 am only	42.55	42.55	0.00%
<u>Leamington Spa Restricted Locations</u>			
Covent Garden Pay on Foot (200 spaces only)			
- Per Annum	297.87	297.90	0.00%
- Per Month	40.85	40.85	0.00%
Royal Priors Multi Storey (50 spaces only)			
-Per Month	93.62	93.60	0.00%
Adelaide Road (20 passes only)			
- Per Annum	402.13	402.10	0.00%
- Per Month	46.81	46.80	0.00%
Rosefield Street (20 spaces only)			
- Per Annum	402.13	402.10	0.00%
- Per Month	46.81	46.80	0.00%
<u>Leamington Spa Old Town</u>			
- Per Annum	313.19	313.20	0.00%
- Per Month	34.04	34.00	0.00%
<u>Warwick Restricted Location Car Parks</u>			
St. Nicholas Park, Warwick (100 spaces only)			
- Per Annum	357.45	357.45	0.00%
- Per Month	38.30	38.30	0.00%
West Rock (40 spaces only)			
- Per Annum	357.45	357.45	0.00%
- Per Month	38.30	38.30	0.00%
St Mary's Lands Area 2 (150 spaces)			
- Per Annum	165.96	166.00	0.00%
- Per Month	17.02	17.00	0.00%
St Mary's Lands Area 4 (50 spaces)			
- Per Annum	357.45	357.45	0.00%
- Per Month	38.30	38.30	0.00%
Linen Street Multi Storey (50 spaces)			
- Per Annum	561.70	400.00	0.00%
- Per Month	68.09	50.00	0.00%
Priory Road, Warwick (10 spaces only)			
- Per Annum	357.45	357.45	0.00%
- Per Month	38.30	38.30	0.00%
<u>Kenilworth Restricted Location Car Parks</u>			
Square West (50 spaces only)			
- Per Annum	312.77	312.80	0.00%
- Per Month	34.04	34.00	0.00%
Abbey End (50 spaces only)			

- Per Annum	312.77	312.80	0.00%
- Per Month	34.04	34.00	0.00%
Abbey Fields (50 spaces only)			
- Per Annum	312.77	312.80	0.00%
- Per Month	34.04	34.00	0.00%
-resident 12 month permit	25.00	25.00	0.00%
Administration charge for Season Ticket Amend / Refunds	6.00	6.00	0.00%

NEIGHBOURHOODPARKING SERVICES

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
Release of vehicles from Multi-Storey car parks	50.00	50.00	0.00%
Special Event Charge	6.00	6.00	0.00%
Skips and Scaffolds on car parks:			
per day	50.00	50.00	0.00%
per week	200.00	200.00	0.00%

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 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £	
Car Parking Charges	2,486,300	2,290,000	2,360,000	2,490,000	0.087
Season Tickets	229,300	215,000	215,000	215,000	0.000
Excess Charges	72,900	95,000	75,000	95,000	0.000
Other Income	46,300	63,900	63,900	63,900	0.000
Total Income	2,834,800	2,663,900	2,713,900	2,863,900	0.075

NEIGHBOURHOOD**WASTE COLLECTION**

	Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>REFUSE COLLECTION:</u>			
(V.A.T. not applicable)			
Nappy Bins - Grey: annual charge (VAT included)	39.00	39.00	0.00%
Additional Green Bin: one-off charge (VAT included)	39.00	39.00	0.00%
Bulky Refuse Tickets:			
Collection of 1 item	35.00	35.00	0.00%
Collection of 2 items	35.00	35.00	0.00%
Collection of 3 items	35.00	35.00	0.00%
Collection of 4 items	45.00	45.00	0.00%
Collection of 5 items	45.00	45.00	0.00%
- Senior Citizens / Persons in receipt of Income Support or addition to state pension and Registered Disabled Persons			
Collection of 1 item	15.00	17.00	13.33%
Collection of 2 items	18.00	20.00	11.11%
Collection of 3 items	21.00	23.00	9.52%
Collection of 4 items	25.00	26.00	4.00%
Collection of 5 items	31.00	31.00	0.00%
Removal of Abandoned Vehicles	160.00	160.00	0.00%

Income Summary: (Net of V.A.T.)	Actual 2014/15 £	Estimate 2015/16 £	latest Estimate 2015/16 £	Estimate 2016/17 £
Additional Green Bins	10,200	8,000	8,000	10,500
Bulky Refuse Tickets	36,100	34,700	34,700	36,500
Total Refuse Collection	<u>46,300</u>	<u>42,700</u>	<u>42,700</u>	<u>47,000</u>

HOUSING REVENUE ACCOUNT

		Proposed Charge From 2/1/15 £	Proposed Charge From 2/1/16 £	
<u>WARWICK RESPONSE</u>				
(V.A.T. not applicable)				
	Weekly charges			
Monitoring Service only		1.26	1.50	19.05%
Monitoring Service and Equipment Rental		2.78	3.00	7.91%
Use of Guest Room (per night)		8.50	9.00	5.88%
Replacement Keys		At cost	At cost	
Replacement Pendants		At cost	At cost	
Income Summary:	Actual	Estimate	latest Estimate	Estimate
(Net of V.A.T.)	2014/15	2015/16	2015/16	2016/17
	£	£	£	£
Total Warwick Response	<u>232,820</u>	<u>225,000</u>	<u>225,000</u>	<u>247,500</u>

CCTV INCOME

APPENDIX B

2.1 Service – rental for Police ANPR on WDC camera poles	Time	Rate
<p>Calculation based on 40% of the annual cost per camera plus depreciation. $\text{£472,700 divided by 190 cameras} = \text{£2,487.89 plus } \times 40\% = \text{£995.15}$ $\text{£26,160 divided by 190 cameras } \times 40\% = \text{£55.07}$</p> <p>Calculation of depreciation is a ten year life for a CCTV room, cost of £261,600 divided by 10. A review of ANPR has been carried out by Warwickshire Police utilising Central Government funding to combat terrorism. It is envisaged that from April there will be a minimum of one WDC camera and maximum of 3 WDC cameras utilised.</p>	Per ANPR camera	£1,050.22
2.21 Service – request to view footage	Time	Rate
Manager receiving letter/e-mail, acknowledge, request service, check footage (found or not), assess if found, inform requestor in terms of usefulness, raise and process invoice.	Minimum 1hr (whole or part thereof) plus on-costs	£17.89 inc on-costs
Operator checking footage (found or not)	Minimum half hour (whole or part thereof) plus on-costs	£8.28 inc on-costs
<p>Contribution to premises, equipment and depreciation Calculation: Cost of premises and equipment (£472,700) less staff = £300,100 divided by 365.25 days divided by 24 hours divided by 2 = £17.29 Calculation of depreciation is a ten year life for a CCTV room, cost of £261,600 divided by 10 divided by 365.25 divided by 24 hours divided by 2 = £1.49</p>	per half hour (minimum half hour)	£18.78 inc on-costs
2.22 Service – Burn to disc		
Manager burning original evidence on a DVD with a working copy, secured and tagged in an evidence bag with witness statement. (Assumes DVD and evidence bags provided and collected)	Minimum 1hr (whole or part thereof)	£17.89 inc on-costs
2.23 Service - Sundries where disc, evidence bags not supplied/ collected		
<ul style="list-style-type: none"> • DVD disc • DVD hard shell case • Jiffy Bag • Printing DVD release form • • Signed for 1st Class postage • Pre-paid return envelope 	Per disc	0.23 0.82 0.16 0.05 2.06 0.55


Warwick District Council Pre-Application Service Charges

Tier 1: Self service advice via the WDC website: No charge.
Tier 2A: Request for a written response as to whether planning permission is required. Fee of £35 for a written response.
Tier 2B: Request for a written response as to the acceptability of a minor proposal: Fee of £50 for householders or £150 for other proposals.
Tier 2C: Provision of verbal advice at the Development Management/Building Control householder drop in session: free of charge.
Tier 3: Provision of pre-application advice for small scale non-householder proposals which do not fall with tiers 4 – 6: Fee of £150 per meeting or written response; or £300 for both.
Tier 4: Provision of pre-application advice for proposals which fall within the “minor” development category: i.e. residential proposals of 1-9 dwellings or involving a site area up to 0.5 ha; commercial proposals involving less than 1,000 sq m of floor space or a site area of less than 1 ha: Fee of £300 per meeting or written response; or £600 for both.
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 1000 and 9999 sq m of floor space or a site area of 1 -2 ha: Fee of £600 per meeting or written response; or £1,200 for both.
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 10000 sq m or more of floor space or a site area of 2 ha or more: Fee of £900 per meeting or written response; or £1,800 for both.

All fees are inclusive of VAT

A fee will not be charged for advice which:-

- is provided to small locally based charitable organisations and local community organisations including housing associations;
- relates to schemes which are brought forward to assist disabled people;
- relates to proposals which require Listed Building consent , or
- relates to development which is supported through the Local Enterprise Partnership.

 EXECUTIVE 30th September 2015		Agenda Item No. 4
Title	Review of WDC/WCC Customer Service Centre & Digital Transformation initiatives	
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	Not applicable	

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

Officer/Councillor Approval	Date	Name
Chief Executive	7 th September 2015	Chris Elliott
CMT	7 th September 2015	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	7 th September 2015	Mike Snow
Monitoring Officer	2 nd September 2015	Author
Portfolio Holder(s)	14 th September 2015	Cllrs Shilton, Mobbs & Coker

Consultation & Community Engagement	
Warwick District Council (WDC) staff and recognised Trade Unions have been briefed on the proposals by WDC senior officers and HR officers. Warwickshire County Council has conducted its own briefing sessions.	
Final Decision?	Yes

1 SUMMARY

- 1.1 The report seeks approval from the Executive to end its joint Customer Service Centre arrangement with Warwickshire County Council and return the handling of customer phone enquiries to Riverside House. It also requests that officers complete the business case for further investment in the digitisation of Council services, thereby improving the customer experience and reducing costs, so that a further report can be submitted to the Executive for its consideration.

2 RECOMMENDATIONS

- 2.1 That Executive notes at Appendix A the service delivery performance over the last two years of the Customer Service Centre (CSC) (based at Warwickshire County Council, Shire Hall).
- 2.2 That Executive notes at Appendix B the options appraisal of different phone service delivery models and agrees that in accordance with the licence agreement between Warwick District Council (WDC) and Warwickshire County Council (WCC) dated 6th January 2010, officers give 12 months' notice of WDC's intention to vacate Shire Hall and establish a headquarters phone service based at Riverside House.
- 2.3 That subject to agreeing recommendation 2.2, Executive agrees that officers work with staff and the recognised Trade Unions to ensure that Warwick District Council staff affected by the change to service delivery are managed in accordance with the Fit For the Future Employment Procedures with a report being submitted to Employment Committee at the appropriate time.
- 2.4 That subject to agreeing recommendation 2.2, Executive notes that officers anticipate ongoing revenue savings of c£170k (as opposed to a potential c£250k increase under the current model) by financial year 2018/19 through the phone service changes and agrees to release £50k from the Service Transformation Reserve to implement the project.
- 2.5 That Executive agrees that a further report is submitted to 2nd December 2015 Executive Committee which will provide a full business case for investment in *Digital Transformation* technology to deliver further substantial ongoing revenue savings both as a consequence of the proposed phone service changes but also due to other business design and process changes.
- 2.6 That subject to agreeing recommendation 2.5, Executive agrees that:
- a. in conjunction with WCC, officers review the joint One Stop Shop Service;
 - b. a review of the Council's cash handling service and customer payment options is undertaken; and
 - c. a review of the Council's approach to e-mail is undertaken...
- with any recommendations for service changes being submitted to a future Executive Committee.
- 2.7 That subject to agreeing recommendations 2.1-2.6, Executive agrees to receive a Customer Access Strategy for Warwick District Council at its Executive Committee meeting of 2nd December 2015 based upon the principles described in paragraph 3.71.

3 REASONS FOR THE RECOMMENDATIONS

3.1 Recommendation 2.1

- 3.11 In 2009, WDC moved its CSC operation (handling the vast majority of this Council's phone calls) to WCC's headquarters at Shire Hall, Warwick where a joint team of relocated WDC, and WCC staff had been set-up to handle the phone calls of customers making enquiries in respect of either or both of the Council's services. This initiative was on the back of a customer service programme of improvement taking place across all of the Council's in Warwickshire and underpinned by joint Customer Relationship Management and phone ICT systems overseen by the Warwickshire Direct Partnership (a Councillor/ Officer Forum made up of all the Councils in Warwickshire).
- 3.12 At the vanguard of this customer service programme was the "partnership" between WDC and WCC which by the time joint CSC was established had delivered four joint one stop shops enabling customers to make Council enquiries (of both District and County tier-level) in a single visit. Therefore the decision to move WDC's phone operation to WCC premises was a natural progression in the programme of work.
- 3.13 For a four-year period the joined-up phone service operated reasonably successfully, although not to the levels that had originally been anticipated, but over the course of the last two years, service can at best be described as poor with complaints from both customers and elected Members. Details of the performance can be seen at Appendix A.
- 3.14 Throughout the period of co-location both Councils have worked very hard to make the arrangement a success. Many initiatives have been tried including investment in training, workforce planning, resource planning and ICT development. Many of the staff at the CSC have been there since the operation's inception and their dedication and efforts must be recognised.

3.2 Recommendation 2.2

- 3.21 With both WDC and WCC being dissatisfied with the levels of CSC performance, officers at WCC undertook work to establish what investment in the CSC would be necessary to significantly improve customer service response times. In tandem with this, officers at WDC undertook an options appraisal of different phone service delivery models so that they could be compared against the findings of the WCC study.
- 3.22 Details of the options appraisal can be found at Appendix B and it is officers' recommendation that WDC repatriates its phone service to Riverside House but rather than re-establishing a WDC-only CSC, it creates phone services that are managed by the individual service areas. Officers anticipate that by handling calls in this fashion they will be able to redesign the Council's services so that the work of customer service, business support and administration staff is looked at in a joined-up fashion, thereby cutting out inefficiencies and providing an improved customer experience.
- 3.23 Should Members agree with the recommended approach then Deputy Chief Executive (AJ) will write to WCC giving the required 12 months' notice under the licence agreement to vacate the Shire Hall premises. However, it is anticipated that this would be the maximum period of time to relocate WDC's phone service and it is hoped that the necessary changes can commence soon

after the necessary staffing approvals have been received from Employment Committee.

3.3 Recommendation 2.3

3.31 WDC has 11 staff employed at the joint CSC or in its supporting infrastructure team (Members should be aware that ICT arrangements enable three of these staff to operate out of a WCC-run CSC in Bedworth but for the purposes of this report, they are treated as part of the Shire Hall operation) and so if Members agree recommendation 2.2, officers will work with the affected staff and recognised Trade Unions in accordance with agreed consultation and redeployment agreements. At this point it is not possible to say what the individual outcomes will be for the staff affected but a future report to Employment Committee will make the position clearer.

3.32 Members should be aware that successful redeployment may not be possible in every case and if necessary a future report will be submitted to Executive to seek the funding for any redundancy payment.

3.4 Recommendation 2.4

3.41 The approach recommended by officers would mean that the current annual staffing budget for the CSC arrangements of £526k could reduce by £170k. Members will recall that a review of the CSC was an element of the *Sustainable Community Strategy & Fit For the Future Update* report agreed by the Executive at its meeting of 3rd September 2015. That report explained how the Council would realise the necessary savings/ increased income to set a balanced budget whilst protecting services to the customer.

3.42 Members should also note that in contrast to the recommendation in this report, the option proposed by WCC would have required extra investment of £162.5k this year and a further £100-150k in 2016/2017. The impact on the Council's Medium Term Financial Strategy would be an extra £200-250k to find each year.

3.43 In order to implement the project it is estimated that a budget of £50k will be required. It is recommended that this budget is made available from the Service Transformation Reserve.

3.5 Recommendation 2.5

3.51 As described in paragraph 3.22, officers do not consider that simply re-establishing a CSC at Riverside House is the way forward for WDC. The CSC was originally established at Riverside House over ten years ago for good reasons: the default channel for contacting the Council was via the phone service but increasingly customers would prefer to transact with the Council via the website (whether this be through a pc or smart phone). This change can be demonstrated by the tremendous growth in WDC website visits over the last 10 years from approx. 15,000 visits per month in 2005 to over 150,000 visits per month in 2015.

3.52 As WDC has invested further in its website then usage has continued to grow. In 2013, the Council improved and upgraded its Content Management System. Whilst this was primarily a necessary upgrade to back office software it allowed WDC to significantly improve how the site appears and works on mobile phones for our customers. As a consequence usage on mobiles has increased by 41%

between 2014 and 2015 and overall usage by 10%. In addition WDC is ranked in the top 10 council websites for customer success rates (i.e. customers can find/do what they want to) and in the top 3 councils for customer satisfaction and success rates on mobile devices (SOCITM Better Connected 2015).

- 3.53 Therefore, as well as redesigning processes to reduce the number of staff a customer needs to interact with, officers are undertaking work to determine what further investment can be made in the website to improve the customer experience and reduce costs whilst at the same time recognising that some of our customers will always need to speak with or visit a member of staff. Consequently, officers propose to bring a report to the 2nd December 2015 Executive setting out a full business case for what is being described as the *Digital Transformation* agenda.

3.6 Recommendation 2.6

- 3.61 Should Members agree to the submission of a full business case for further investment in a *Digital Transformation* agenda then officers believe that there are some key areas that should be covered by the business case which require Members' explicit approval for consideration. These areas are:
- a. in conjunction with WCC, officers review the joint One Stop Shop Service;
 - b. a review of the Council's cash handling service and customer payment options is undertaken; and
 - c. a review of the Council's approach to e-mail is undertaken.
- 3.62 WDC and WCC currently provide five joint one stop shops throughout the District based in Kenilworth, Leamington Spa, Lillington, Warwick and Whitnash respectively. The customer numbers and demand for types of service varies significantly by location and officers consider it appropriate that each of these operations is reviewed to ensure that they are meeting customer expectations and providing value for money.
- 3.63 Customers are able to make payments to the Council in a variety of ways, for example by direct debit, phone, on-line or via Allpay. However, the Council still receives a significant number of cheque and cash payments which are resource intensive to process. With the number of alternative payment options available to the customer, it is considered appropriate that officers review the full suite of payment facilities to determine whether they are all still appropriate.
- 3.64 WDC has an approach to e-mail that is very inefficient when it comes to dealing with customer enquiries. The system does not enable work to be managed in a structured fashion and it provides the customer with a number of e-mail addresses to register a query. Officers consider that WDC's whole approach to e-mail should be examined to ensure it is fit for purpose.

3.7 Recommendation 2.7

- 3.71 Officers have started to develop a Customer Access Strategy based on the recommendations in this report and the following set of principles:
- Digitisation of services will be prioritised based on transaction data and customer feedback. The council should not seek to deliver 100% of services electronically. Digital services will only be implemented where the benefits outweigh the development, support and maintenance costs. Resources should

be focused on services with high transaction volumes, high delivery costs and/or customer demand.

- The 80/20 rule will be applied to all digital services to reduce delivery times and improve benefits realisation. If the solution is appropriate for 80% of the target audience and/or will deal with 80% of the anticipated transactions, the service will be considered fit for initial deployment.
- The entire transaction will form part of the service scope from the digital interaction to service fulfilment. For transactions with lengthy fulfilment periods, notifications and self-service status checking will be included by default. Where possible, market leading best practice will be used to benchmark our approach to keeping the customer informed.
- All designs must be user tested prior to launch. This means testing real tasks with real citizens. Customers will not use solutions that are not usable/user-friendly - leading to more complaints and failure demand.
- With all solutions we will adopt an approach of continuous improvement, not launch and leave. We will use data, testing and feedback to fine-tune solutions.
- Off-the-shelf solutions which meet the 80/20 rule will be utilised where possible, providing a suitable business case can be provided.
- All solutions must be responsive so that they detect the user's screen size and orientation, changing the solution's layout accordingly.
- Services must be designed to reduce paper handling at inception, processing and fulfilment.
- Further work will be carried out to understand the impact and opportunities afforded by social media to inform, transact and comment on council services.
- All digital services must maintain the confidentiality and integrity of the data, with design decisions based on data classification. Risk and security controls should be balanced according to business objectives – security controls should be proportionate to risk. In addition, security should be user transparent and not cause users undue extra effort.

3.72 Subject to Members agreeing the aforementioned principles and recommendations contained in this report it is proposed that a Customer Access Strategy is submitted to 2nd December 2015 Executive in tandem with the business case for investment in a *Digital Transformation* agenda.

4 POLICY FRAMEWORK

4.1 At its meeting of 3rd September 2015, Members agreed that a review of the CSC should be an element of the Fit For the Future (FFF) programme. The approach advocated in this report will provide an improved customer experience whilst at the same time reducing costs. It is acknowledged that there will be a direct impact on staff but it is hoped that any adverse impact will be mitigated through the redeployment agreement.

5 BUDGETARY FRAMEWORK

5.1 The staffing budgets for the two cost centres affected by these proposals total £526k. Officers' options appraisal indicates that an ongoing saving of £170k per year could be achieved. The FFF programme suggests that these savings will be fully achieved by financial year 2018/19, however, it may be possible to achieve the savings more quickly. Officers will have more certainty as the project gathers pace. It is proposed that a more accurate savings profile will be available for Members' consideration by the time Council debates its budget for 2016/2017.

- 5.2 At this point it is not possible to state what if any redundancy costs will be necessary as a consequence of these proposals. Should redundancy become a factor, a further report will be submitted to Executive to consider releasing the necessary funding.
- 5.3 As a consequence of the way the CSC working arrangement is structured, a number of staff (currently 11.3 over and above those employed by WDC) are employed by WCC but funded by WDC. This arrangement was agreed to avoid the situation whereby officers at the CSC could be employed by one of two organisations. However, a consequence of the recommendation in this report is that WCC could have staff that no longer have a funding stream attached to them. The legal position has been checked and whilst WDC has no legal obligation to these staff there is a moral question to be considered. Officers have committed to working with WCC colleagues to try and find alternative employment for those staff affected and it is hoped that there will be a limited number of staff who have not found an alternative role.
- 5.4 The project team estimate that a budget of c£50k will be required to undertake the return of the call handling function. This cost is made up of:
- Upgrade of Mail Order/ Telephone Order (MOTO) to ManagedPaye.Net in order to take payments;
 - Implementation of Call Secure to ensure security of payment transactions; and
 - Replacement of the Council's existing analogue telephone lines with Session Initiation Protocol (SIP) trunks.
- 5.5 It is recommended that the £50k is released from the Service Transformation Reserve which currently stands at £579,000 (subject to any other reports on the agenda).

6 RISKS

- 6.1 The most significant risks to the Council are that the phone service does not improve with the return of call-handling to Riverside House and/or the expected savings do not materialise. These risks will be mitigated with careful project management and implementation and to that end a project team has already been established with the appropriate project documentation being developed.
- 6.2 There are also some specific risks around business continuity arrangements, Payment Card Industry Data Security Standard compliance and line capacity and these will be addressed through the course of the project.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 A number of phone service delivery options were considered and can be seen at Appendix B.

Appendix B - Customer Service Centre Options Appraisal:

Option considered	Costs	Staffing	Issues	Benefits
1. Continue the current service arrangements with WCC	£650k recurring (excluding support service costs)	Customer Service Manager x 1 Team Leader x 2 Trainer x 1 Customer Service Advisors x 20 Planning and Information Officer x 1	<ul style="list-style-type: none"> • Services issues have increased during the last 24 months – please refer to Appendix A • Recruiting staff has been difficult and staff turnover is higher than the council average with staff finding other suitable employment within both councils • Customer complaints are increasing • Service area requests for improvements are not quickly actioned as WCC IT staff are required to carry them out • Struggling to create service efficiencies through integration • Service accountability is diluted by separating frontline and back-office functions across organisations 	<ul style="list-style-type: none"> • By leaving the CSC in situ, officers would work in partnership to deliver the Digital Transformation required to improve and enable customer self-serve • The CSC is PCI DSS compliant • Offers business resilience by separating front-line service delivery from back-office functions • Provides a business continuity solution

<p>2. Accept WCC proposal for service improvements i.e. investment in staffing and ICT development</p>	<p>As above plus c£100k one-off and £200k-£250k recurring</p>	<p>As above but with the extra cost to remove WCC "subsidy". (It is WCC's view that they are subsidising the service).</p>	<ul style="list-style-type: none"> • The additional costs impact the council's medium term financial strategy requiring additional savings which may mean services cannot be delivered/ will need to be cut • The use of the Firmstep CRM system constrains WDC's freedom to develop its own Digital Transformation programme or requires WDC to duplicate work and comes with an open-ended cost. • The proposed investment achieves WDC's minimum service requirements. However, going forward many of the issues identified in Option 1 remain; complex change control, recruitment, accountability 	<ul style="list-style-type: none"> • By leaving the CSC in situ, officers would work in partnership to deliver the Digital Transformation required to improve and enable customer self-serve • The CSC is PCI DSS compliant • Service levels should improve
<p>3. Return the CSC to WDC in its current</p>	<p>As above plus accommodation</p>	<p>As per option 1</p>	<ul style="list-style-type: none"> • By transferring the CSC in its current form 	<ul style="list-style-type: none"> • Improved communication (service

form	change and ICT infrastructure costs		<p>(i.e. a centralised operation WDC would not achieve any significant savings.</p> <ul style="list-style-type: none"> • A secure environment needs to be created to manage the payment calls in accordance with PCI DSS • The WDC corporate network comes within scope of PCI DSS requiring significant investment to manage and ensure security is tight • Additional ICT staff will be required to develop and manage the Firmstep CRM solution • A business continuity solution for telephony services will need developing. 	<p>ownership / accountability) between WDC and the CSC can be established, with CSC staff feeling part of WDC once more</p> <ul style="list-style-type: none"> • Service improvements can be actioned more quickly
4. Return the calls to Service Areas	Based on the call statistics, it is anticipated that savings will be in the region of £170k	Customer Service Advisor roles will be returned to service areas based on the call volumes currently taken in the CSC for each area	<ul style="list-style-type: none"> • Former CSC staff are affected by change and the current service levels drop while the project progresses • Former CSC staff require some retraining to build a deeper understanding 	<ul style="list-style-type: none"> • Calls are handled in service areas by the professional in that area. The recent systems thinking work has indicated that the customer is best served by the person who is knowledgeable in each

			<p>of their new area of calls</p> <ul style="list-style-type: none"> • General business calls need to be managed via a switchboard • Payment calls need to be managed in accordance with PCI DSS • A business continuity solution for telephony services will need developing. 	<p>service area</p> <ul style="list-style-type: none"> • Repeat calls are diminished, therefore the overall call volumes diminish • Service areas continue to develop digital services to reduce telephone calls, improving the business administration of that area and the service to customers • A CRM solution is not required as all customer requests will be directed straight into the relevant software application for that area therefore these costs and any integration costs can be removed • Initial conversations with the council's e-payment provider (Capita) confirm there are digital solutions for payment calls for which a secure environment is not required
5. Outsource the service	A tender process would be required to	Outsource company will provide staffing –	<ul style="list-style-type: none"> • Soft market evidence indicates that the operation is too small 	<ul style="list-style-type: none"> • Payment calls would be taken in a PCI DSS secure environment

	<p>establish an alternative service provider. This is a time consuming process taking up to 6 months</p>	<p>they may well be based anywhere so TUPE may not be appropriate</p>	<p>to attract interest from an external provider</p> <ul style="list-style-type: none"> • Contract management required to ensure the service is delivered in accordance with the contract metrics • CSC staff are affected by change and the current service levels drop while the project progresses • CSC staff are likely to seek alternative employment in advance of any new provider starting resulting in a diminished service • General business calls need to be managed via a switchboard • The contract would be awarded on current call volumes which are anticipated to reduce as officers work to implement Digital Transformation meaning that the council could be paying too much for the service 	
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			<ul style="list-style-type: none">• Linked to the above, unknown cost of adding or removing services.• The issues associated with service accountability would transfer to the new supplier.	
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Appendix A - Customer Service Centre Performance

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14
Answered	14033	11753	10502	13107	11566	13764	12989	12050	10226	13900	12263	14498	12877	12331
Abandoned	4622	2556	3602	3332	1327	1531	2305	1780	1282	2088	1207	3478	3214	4479
Call Volumes	18655	14309	14104	16439	12893	15295	15294	13830	11508	15988	13470	17976	16091	16810
% Abandoned	25%	18%	26%	20%	10%	10%	15%	13%	11%	13%	9%	19%	20%	27%

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14
Grade of Service %	16.3	26.3	20.3	24.6	47.1	27.8	40.4	48.3	52.3	45.5	58.4	29.7	20	26.6
Target %	70	70	70	70	70	70	70	70	70	70	70	70	70	70

Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15
12204	14658	11613	11732	11879	9749	8690	11441	10188	13224	13954	11615	11079	12894
4018	4263	4572	5665	3092	2535	2337	3622	989	2696	1569	1754	1457	1258
16222	18921	16185	17397	14971	13017	11827	15463	11424	15920	15523	13369	12536	14152
25%	23%	28%	33%	21%	19%	20%	23%	9%	17%	10%	13%	12%	9%

Appendix A - Customer Service Centre Performance

Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15
24.8	22.5	14.3	8.7	23.6	26.3	26.9	21.7	54.3	36.6	54	49	52	50
70	70	70	70	70	70	70	70	70	70	70	70	70	70

Executive 30th September 2015


Review of WDC/WCC Customer Service Centre & Digital Transformation initiatives - Item 4 - Additional recommendation

Recommendation 2.8

That Executive agrees that following a comprehensive redeployment process at both WDC and WCC, should there be any WCC staff funded by WDC who are in a redundancy situation, this Council agrees to meet 50% of the redundancy costs noting that the maximum liability at this point is c£68k.

Reason for Recommendation 2.8

Paragraph 5.3 of the report explains the position with regard to the 11.3 Full Time Equivalent staff that are employed by WCC but funded by WDC. Whilst it is hoped that these staff will secure alternative employment with WDC or WCC, there may be a situation whereby staff are made redundant. If this proves to be the case, then it is reasonable that this Council should meet 50% of any redundancy costs. At the time of writing the maximum liability for this Council would be c£68k but this would only be the case if none of the staff were able to find alternative employment.

 Executive 30 September 2015		Agenda Item No. 5
Title	Air Quality Action Plan	
For further information about this report please contact	Grahame Helm (01926 456714) environment@warwickdc.gov.uk	
Wards of the District directly affected	All, but primarily Saltisford, Aylesford, Leam, Brunswick, Abbey & St John's	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	Emailed consultation responses as summarised in Annex 1.	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes (ref 716)
Equality and Sustainability Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	07.09.15	Chris Elliott
Head of Service	07.09.15	Richard Hall
CMT	07.09.15	Andrew Jones
Section 151 Officer	07.09.15	Mike Snow
Monitoring Officer	07.09.15	Andrew Jones
Finance	07.09.15	Mike Snow
Portfolio Holder(s)	08.09.15	Councillor Moira-Ann Grainger
Consultation & Community Engagement		
<div>The following organisations have been consulted –</div> <div><div>DEFRA</div><div>Environment Agency</div><div>Highways England</div><div>Sustrans</div><div>Warwickshire County Council</div><div>Warwickshire Public Health</div><div>Neighbouring District/Borough Councils</div><div>Public consultation has been delivered via the Council’s website and ‘Ask Warwickshire’.</div></div> <div><div>Kenilworth Town Council</div><div>Leamington Town Council</div><div>Warwick Town Council</div><div>Local Chambers of Trade</div><div>Leamington Society</div><div>Warwick Society</div><div>Cycleways</div></div>		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 The report invites the Executive to adopt an updated Air Quality Action Plan which will replace the original document published in 2008.

2. **RECOMMENDATION**

- 2.1 To adopt the Air Quality Action Plan 2015 as contained in Annex 2.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 An Air Quality Action Plan is required to be prepared as part of every local authority's statutory duties as defined within Part IV of the Environment Act 1995. Whilst there does not appear to be any obligation to update a plan, it is considered that locally this is an appropriate time to produce a new plan to reflect current policies and strategies.
- 3.2 As local air quality is chiefly influenced by vehicle emissions, the 2008 Plan was written with reference to the first Warwickshire Local Transport Plan (LTP). The third LTP (LTP3) came into effect in 2011 covering the period 2011-2026. Since then, the County has also produced the Warwick and Leamington Spa Transport Strategy and this Council has undertaken a Low Emission Zone Feasibility Study. The draft Local Plan made reference to air quality and the Arden Health Protection Strategy for Coventry & Warwickshire has identified air quality as a priority.

4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – One of the strategic aims of the Sustainable Community Strategy is to protect and enhance the built and natural environment. Together with the priorities of the Warwickshire Health and Wellbeing Strategy, actions to improve local air quality are considered essential contributors to delivering these objectives.
- 4.2 **Fit for the Future** – The Council's purpose is to improve the quality of life for everyone who lives in, works in or visits Warwick District. With our partners, we aspire to build sustainable, safer, stronger and healthier communities. As traffic congestion is the main source of air pollution, any actions promoting modal shift to reduce car dependency will not only improve air quality but also enhance healthier lifestyles.
- 4.3 **Impact Assessments** – It is not considered that the Air Quality Action Plan has any adverse impact in respect of Equalities.

5. **BUDGETARY FRAMEWORK**

- 5.1 There are no budgetary implications arising from this report. Local air quality management is contained within the core service provision.

6. RISKS

- 6.1 Delivery of an Air Quality Action Plan is largely dependent on support from the County Council. As the 2008 Plan no longer reflects the County's strategic priorities, there is a need to produce a new set of actions which have a realistic chance of success.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 The Air Quality Action Plan 2015 reflects the current priorities of partner agencies and therefore no alternative is proposed.

8. BACKGROUND

- 8.1 Within Warwick District, air quality is generally good. However there are locations in the town centres where nitrogen dioxide levels regularly exceed the national objective. This has led to the Council declaring five air quality management areas (AQMAs) with on-going monitoring in these areas.
- 8.2 There are two air quality management areas in Warwick, one covering Jury Street, High Street, Bowling Green Street, Theatre Street, Northgate, The Butts, Smith Street, St Nicholas Church Street and part of Saltisford; the other covering the east side of Coventry Road from the junction with St Johns/Coten End incorporating the Crown Hotel, Montgomery Court, and properties fronting on to Coventry Road only. There is one in Leamington centred on High Street, Clemens Street and Bath Street. And there are two in Kenilworth, one covering Warwick Road from the junction of Station Road to the junction with Waverley Road; the other covering New Street from the junction of Bridge Street/Fieldgate Lane up to and including no 17.
- 8.3 The single contributory factor to nitrogen dioxide concentrations in these areas is vehicle emissions. As such, any improvement is largely dependent on the cooperation of Warwickshire County Council to implement schemes aimed at reducing traffic congestion. Warwickshire Public Health also has a key role in promoting modal shift away from the car to encourage healthier lifestyles.
- 8.4 The Air Quality Action Plan 2015 has therefore been drafted in close liaison with Warwickshire County Council's transport planners and Warwickshire Public Health together with this Council's Planning Policy Manager, Development Control Manager and Business Manager (Town Centres). It has been agreed that references to the Council's draft Local Plan should remain as air quality statements will always be included in the document.
- 8.5 The Plan has been subject to a wide consultation exercise during July with 15 responses having been received as summarised in Annex 1 below. Several respondents have challenged the Council's focus on nitrogen dioxide and the perceived lack of interest in particulate matter. Whilst the health impact of particulates (mainly from diesel engines) is recognised,

the local AQMAs were designated due to the only exceedence of the national objectives being nitrogen dioxide. Levels of particulates measured at the two DEFRA real-time monitoring units in Leamington (Rugby Road and Hamilton Terrace) have not shown any exceedences. For the Council to consider further particulate monitoring, there would be a capital cost of £20,000+ per unit with on-going annual maintenance/data management costs estimated at £2,000 per unit. If Members were minded to consider this approach, accurate costings could be obtained and reported to a future meeting but this would have to be considered as a 'growth' budgetary item.

- 8.6 The other common response has been the perceived impact on local air quality of new large-scale development in the district. Low Emission Strategy Guidance for Developers was adopted by the Executive on 16 April 2014 (minute 180) which requires all new developments to provide mitigation measures aimed at reducing this impact. Members should also note that an air quality assessment for the Local Plan was commissioned in late 2013 which concluded that concentrations of nitrogen dioxide (and particulates) would be much lower by 2028 than in 2011. Warwickshire Public Health is also currently discussing the formation of an 'Air Quality Alliance' to include planning officers and environmental health together with County transport colleagues with a view to strengthening alignment with the Public Health Agenda relating to air quality.

Annex 1

Respondent	Response	Officer Comments
Kenilworth Town Council	Consider the known issues in Kenilworth to be under control and trust that officers will continue to monitor the air quality situation as the town develops. Request that they be kept abreast of developments as they occur, particularly as they are preparing their own Neighbourhood Plan.	There are no current plans to reduce the level of air quality monitoring.
Royal Leamington Spa Town Council	The Council is aware that some areas of the town that are not currently monitored are subject to high levels of vehicle congestion including Dale Street, Avenue Road, Princes Drive and the Upper Parade. Asked that consideration is given to amending the areas under review to take account of these "hot spots".	The Town Council has been advised that consideration will be given to monitoring these additional sites but the Upper Parade has been previously assessed when no exceedences of the national objective were found.
Warwick Town Council	The Council accepts that an Action Plan was an important issue in so far as the road layout within Warwick provides that all through traffic routes are within an AQMA. Members very much identified the role of the Highway Authority but the Warwickshire Local Transport Plan appears to be directed to climate change and not to address the issue identified by the Director of Public Health (DPH)	

	<p>that the use of motor vehicles was a prime cause of avoidable deaths. The Council resolved that:</p> <ol style="list-style-type: none"> 1. They endorse the Plan. 2. Recommend to seek advice from the DPH regarding location and number of monitoring units. 3. Ensure that units record and assess diesel particulates as well. 4. Urge that adequate resources are allocated to secure air quality improvements. 5. Urge that major development planning decisions be considered against any negative impact on the AQMAs. 6. The Action Plan should be implemented in conjunction with the Highway Authority (LTP3) to actively reduce town centre through traffic. 7. Areas identified as air quality action targets be reflected in the Town's Neighbourhood Plan. 	<p>The reference to particulates is well made but under DEFRA's local air quality management guidance, priority has to be given to measuring NO2 as this is the only pollutant that exceeds the national objective in the district.</p> <p>Particulates (10 micron size and 2.5 micron size) are measured at both our 'real time' monitoring sites in Leamington Spa as part of DEFRA's national network.</p> <p>The Council adopted its Low Emission Guidance for Developers last April and this is already applied to new development. The Action Plan is also cross-referenced in the County Council's Warwick and Leamington Spa Transport Strategy.</p>
Cycleways	<p>AQMAs were set by the Council in 2008 but we have seen no evidence of any action to address the problems relating to them. These AQMAs only referred to nitrogen dioxide as does the draft Action Plan. No mention is made of pollution by particulates which are also a recognised potential health hazard.</p>	<p>The reference to particulates is well made but under DEFRA's local air quality management guidance, priority has to be given to measuring NO2 as this is the only pollutant that exceeds the national objective in the AQMAs.</p> <p>Particulates (10 micron and 2.5 micron) are measured at both our 'real time'</p>

		monitoring sites in Leamington Spa as part of DEFRA's national network.
Chairman, Leamington Society	<p>The picture locally as well as nationally is mainly of monitoring and describing the problem but very little action to tackle the situation. WDC should be monitoring the health dangers of particulates as well as nitrogen dioxide whether or not they are currently under a legal compulsion to do so. There needs to be targeted leadership to deliver actions led by a senior officer.</p> <p>There needs to be a shift in personal choices away from the car but without committed and sustained public policies it will never happen. Action 4 refers to the use of the planning system but if a development generates too much traffic, how can it be 'mitigated'. Even then the mitigation is almost entirely devoted to keeping the traffic moving, rather than encouraging alternative modes of transport.</p>	<p>The reference to particulates is well made but under DEFRA's local air quality management guidance, priority has to be given to measuring NO2 as this is the only pollutant that exceeds the national objective in the district. Particulates (10 micron size and 2.5 micron size) are measured at both our 'real time' monitoring sites in Leamington Spa as part of DEFRA's national network.</p> <p>These suggestions have been included by the County Council in their Warwick and Leamington Spa Transport Strategy.</p>
Resident of Leam Terrace, Leamington & Consultant Respiratory Physician, Warwick Hospital	<p>This report is very welcome. It is well researched and argued and deserves the Council's full support. I would add the following comments –</p> <p>Cycle paths in Warwick/Leamington area are poorly developed and do not</p>	<p>These suggestions have been included by the County Council in their Warwick and Leamington Spa Transport Strategy.</p>

	<p>encourage cycling. The school run needs to be tackled – would you consider some form of congestion charging or the schools to create their own action plans. I would fully support all of the measures outlined in section 3.4. On behalf of my current & future patients I urge you to take this report and its recommendations seriously.</p>	
Resident of Charles Street, Warwick	<p>1. Considering the housing development plans for the District and lack of success in reducing pollutants in the Warwick AQMAs, the actions look rather timid</p> <p>2. Action 4 on the face of it seems a little "after the horse has started to bolt" when considering the housing development plans for the District. WDC and the other Authorities need to be robust to ensure such developments do not add to and compound air quality, or therefore traffic congestion in the District.</p> <p>3. Action 5 is lacking in detail. I'm not sure reducing the speed limit to 20 mph will meaningfully improve upon peak traffic congestion in the AQMA or along the Emscote Road or on the main routes into/through Warwick such as the Banbury Road, Birmingham Road and Coventry Road. Over</p>	<p>The Council adopted its Low Emission Guidance for Developers last April and this is already applied to new development.</p> <p>20 mph zones are only one of the options described in Action 5.</p>

	<p>recent years traffic has started to build up along Wharf Street to Charles Street and Emscote Road, and vice versa, and therefore possibly contributing to pollution at peak times. Action to remove the narrowing of the Birmingham Road by the Punch Bowl tavern would surely alleviate flows through and thus reduce the levels of non-dispersed pollutants. Maybe any development of the ex-Police Station could enable some remodelling of this area to improve flows to/from the Birmingham Road, Cape Road, Priory Road, as well improving non-motorists safe passage.</p> <p>4. As a long term resident I have over the years reduced my driving through Warwick Town and seriously doubt many choose to drive through it where there is a reasonable alternative.</p>	
Resident of The Butts, Warwick	<p>This is another perfect example of how local government tries to manipulate surveys and then actively trying to hide information. Those responsible for approving the 13,000+ new homes seem to "forget" – ignore – that it is the local resident that pays the salaries and would like to be treated with respect & not disdain. This report fails miserably in recognising the real</p>	

	problems & delivering needed solutions.	
Resident of Carter Drive, Barford	It is clear that permitting more development close to Warwick will generate more traffic and cause a deterioration in air quality. I wish WDC to formulate a District Plan which does not include development south of Warwick and to recognise that permitting further development will cause WDC to fail to meet its obligations to reduce pollution.	As part of the Local Plan preparation, the Council engaged consultants to model the impact of new development on air quality. This concluded that due to improvements in engine technology, air quality would not be affected, and could improve, in the longer term.
Member of the public – no address provided	I read the action plan with deep concern. It is clear that WDC must focus on taking serious actions to reduce traffic through seriously limiting the amount of new homes being built south of the River Avon and restricting through (as opposed to local) traffic in the town and so reduce toxins, improving quality of life for us who live here.	As above.
Resident of Bridge End, Warwick	According to the Environmental Audit committee (third report 2014) recommendations to improve air quality in its last two reports have not been implemented locally in this district. The obsession with building 12,000 houses to the south of Warwick will clearly worsen this situation dramatically. The Action Plan proposes very little of substance	As above.

	<p>beyond some soft measures like encouraging people to walk or cycle rather than driving. Far more dramatic measures are needed including perhaps pedestrianized zones. Creating bicycle lanes and encouraging sustainable transport is all well and good, but it pales into insignificance when set against the context of uncontrolled housing development.</p>	
<p>Resident of Bridge End, Warwick</p>	<p>The consultation should have been properly advertised, burying it in "other news" on the website looks very like deliberate concealment. Its proposals are feeble and appear to be paying lip service to prepare plans to address air pollution. Priority needs to be given to measuring particulates rather than NO2. The dangers of exposure to toxins are far wider than the plan suggests. In many respects the plan is worthy but there is little that convinces there would be any force in carrying it through. It should contain costed actions and a recommendation for appropriate budget allocation. The action plan cannot reverse the approval of housing south of Warwick but a first step towards addressing the issues that the development decisions have landed us with would be for the</p>	<p>The consultation was publicised in the 'News' section on the home page of the WDC website and via the County Council's 'Ask Warwickshire' consultation website. It was also sent direct to various stakeholders as listed in the body of this report.</p> <p>The reference to particulates is well made but under DEFRA's local air quality management guidance, priority has to be given to measuring NO2 as this is the only pollutant that exceeds the national objective in the district.</p>

	<p>plan to contain recommendations directed at the transport planners to undertake traffic management in the town centres. To succeed, it requires health to be given a higher priority in planning and transport policy decisions. The District and County Councils are taking some hesitant steps in the right direction but this plan does not take us far enough, quickly enough.</p>	<p>Warwickshire Public Health was fully engaged in producing this Plan and has worked closely with both the County and District Council on other recent projects.</p>
<p>Resident of Archery Fields, Warwick</p>	<p>Since 2010 we have learnt the major impact from air pollution comes from the micro particles associated with diesel fumes rather than nitrogen dioxide. Why therefore does the Council continue to measure NO2 rather than the threat of these particulates to public health. There are no teeth to this plan. Restrictions to the growth of traffic in the AQMAs should be fundamental. The local plan development policies work against the health objective by promoting housing estates to the south of Warwick that will flood the towns with even more traffic. In response, WCC proposes £34million mitigation measures but still predict increased peak journey times through Warwick of 25 – 50%.</p>	<p>The reference to particulates is well made but under DEFRA's local air quality management guidance, priority has to be given to measuring NO2 as this is the only pollutant that exceeds the national objective in the district. Particulates (10 micron size and 2.5 micron size) are measured at both our 'real time' monitoring sites in Leamington Spa as part of DEFRA's national network.</p>

Member of the public – no address provided	Please can you give priority to improving air quality when considering all changes to housing & transport within Warwick, Leamington & Kenilworth.	
Resident of St Nicholas Church Street, Warwick	<p>Considers the Action plan to be a disgraceful document, given the amount of effort expended by many people over the last decade on this very topic and proposes an alternative action plan –</p> <ol style="list-style-type: none"> 1. Appoint a project manager to deliver an air quality improvement programme. 2. Undertake a new registration match survey to ensure up to date trip data is available. 3. Confirm the availability of funding. 4. Prioritise which traffic reduction measures may be carried out immediately. 5. WCC carry out those traffic reduction measures and monitor outcomes. 6. Identify other currently unfunded approaches and seek funding. 7. Deliver progress reports to WDC and WCC on a 3 monthly basis. 	

WDC Air Quality Action Plan 2015**Executive Summary**

This Air Quality Action Plan sets out seven broad actions and for each of them, specific measures have been included. The actions are as follows:

- Action 1: Promote Smarter Travel Choices;
- Action 2: Actively promote low emission vehicles and supporting infrastructure;
- Action 3: Use the procurement system to ensure that air quality is a consideration within contracts for Warwick District Council;
- Action 4: Use the planning system to ensure that air quality is fully considered for new development;
- Action 5: Use traffic management to reduce emissions in locations with AQMAs;
- Action 6: Work with Public Health colleagues to inform the public about health impacts of Air Pollution and how they can change behaviour to reduce emissions and reduce exposure; and
- Action 7: Continue to monitor and assess air quality in line with Government guidance on Local Air Quality Management.

The Actions are evaluated in terms of their impacts on:

- air quality;
- cost;
- feasibility or practicability; and
- timescale for implementation.

An implementation plan is outlined, which includes targets for each measure and a time scale for implementation. Ultimately the delivery of this action plan is dependent on adequate levels of resourcing, both for capital costs and staffing and suggestions of funding sources for specific measures have been included in the evaluation.

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1 Introduction and Aims of the Plan

- A1.1 It is now well documented that air pollution adversely affects human health. Poor air quality has both long- and short-term health impacts, particularly for respiratory and cardiovascular health, including increased hospital admissions and premature death. The impacts are not distributed equally, with the effect on life expectancy being greatest for the elderly and those with pre-existing heart and lung conditions¹. The World Health Organisation estimates that some 80% of outdoor air pollution-related premature deaths worldwide are due to heart disease and strokes, while 14% of deaths are due to chronic obstructive pulmonary disease or acute lower respiratory infections and 6% of deaths are due to lung cancer. The majority of health evidence relates to particulate matter (PM), but evidence associating nitrogen dioxide (NO₂) with health effects has strengthened substantially in recent years (Committee on the Medical Effects of Air Pollution, 2015).
- A1.2 Within Warwick District air quality is generally good. However, there are locations where pollutant levels are high, with the highest levels of pollution being experienced along the narrow congested street canyons (i.e. roads with properties close to the road on either side of the street) in Warwick and Leamington Spa. Kenilworth has lower levels of pollution but has still experienced exceedences of relevant objectives in recent years.
- A1.3 This Action Plan aims to reduce nitrogen dioxide concentrations, as this is the pollutant for which Warwick District Council is not currently achieving relevant air quality objectives. There is a growing body of evidence of the health effects of both nitrogen dioxide and particulate matter and it is important that measures that reduce nitrogen dioxide do not inadvertently increase emissions of particulate matter, as there is no threshold for health effects of particulate matter.
- A1.4 This Action Plan is published in response to both local and national calls for action on air pollution. Locally, there has been recent political pressure to ensure that improvements in air quality are forthcoming. At a national level, the Environmental Audit Committee published its third report on Air Quality in December 2014, which concluded that recommendations from the previous two reports had not been implemented. It concluded that the Government must act urgently to:

Meet EU nitrogen dioxide targets as soon as possible;

Engage with local authorities to establish best practice in tackling air pollution across the UK;

Adjust planning guidance to protect air quality in local planning and development; and

¹ Within Warwick District it is estimated to account for up to 64 premature deaths per annum attributable to particulate matter PM_{2.5}
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/332854/PHE_CRCE_010.pdf

Examine fiscal and other measures to gradually encourage a move away from diesel vehicles towards low emission option.

- A1.5 Road transport is the main source of emissions in relation to nitrogen dioxide, and to a lesser extent for particulate matter, with diesel cars having the highest sector of emissions within the AQMAs. In particular stop-start traffic (i.e. acceleration and deceleration) results in higher emissions.
- A1.6 This revised Air Quality Action Plan aims to reduce air pollution across Warwick District Council, focussing on the AQMAs, in order to reduce the health impacts of current concentrations. It sets out how Warwick District Council, and its partners will act to reduce emissions of relevant pollutants.

2 Context of Air Quality and Transport within Warwick District Council

Air Quality

A1.7 Under Part IV of the Environment Act 1995, Local Authorities are required to review and assess air quality in their areas and to report against objectives for specified pollutants of concern, to the Department for Environment, Food and Rural Affairs (Defra). For each air quality objective in the Regulations, local authorities have to consider whether the objective is likely to be achieved. Where it appears likely that the air quality objectives are not being met, the authority must declare an Air Quality Management Area (AQMA). Following the declaration of an AQMA, the authority must then develop an Air Quality Action Plan (AQAP) which sets out the local measures to be implemented in pursuit of the air quality objectives. Prompted by the Review and Assessment process, Air Quality Management Areas have been declared in Warwick, Leamington Spa and Kenilworth and an Air Quality Action Plan published in 2008 outlining 16 measures to improve air quality within the AQMAs.

A1.8 The Council currently has 5 Air Quality Management Areas (AQMAs) declared for nitrogen dioxide (NO₂). These are described below and shown in **Figure 1** to **Figure 5**.

AQMA No. 2: Warwick centre including properties on Jury Street, High Street, Bowling Green Street, Theatre Street, Northgate, The Butts, Smith Street, St Nicholas Church Street and Saltisford

AQMA No. 7: Warwick, Coventry Road near junction with Coten End

AQMA No. 1: Leamington Spa. South Town centred on High Street, Clements Street and Bath Street

AQMA No. 4: Kenilworth, part of Warwick Road

AQMA No.5: Kenilworth, part of New Street

A1.9 All of the AQMAs have been declared for nitrogen dioxide, with the main source of emissions being from road traffic (particularly where congested), often exacerbated by a lack of dispersion due to surrounding buildings.

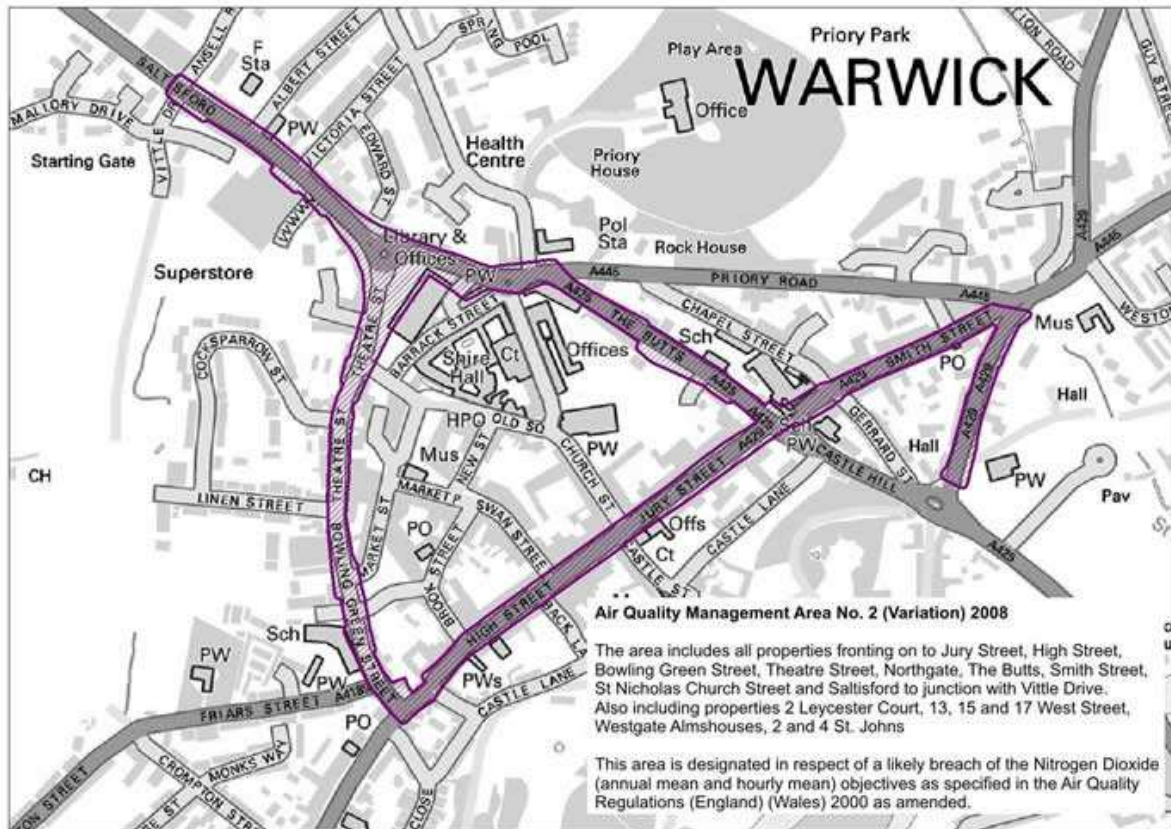


Figure 1: AQMA declared in Warwick

A1.10 The Warwick AQMA (AQMA No.2) experiences the highest concentrations of nitrogen dioxide of all the AQMAs, particularly along Jury Street, where a real time analyser is situated. There is no strong evidence for nitrogen dioxide concentrations having reduced at this monitoring location over the last 5 years, although diffusion tube data do suggest that there has been a reduction in concentrations in Warwick. Data are published annually as part of the Review and Assessment process (Warwick District Council, 2014), (Warwick District Council, 2013), (Warwick District Council, 2012).

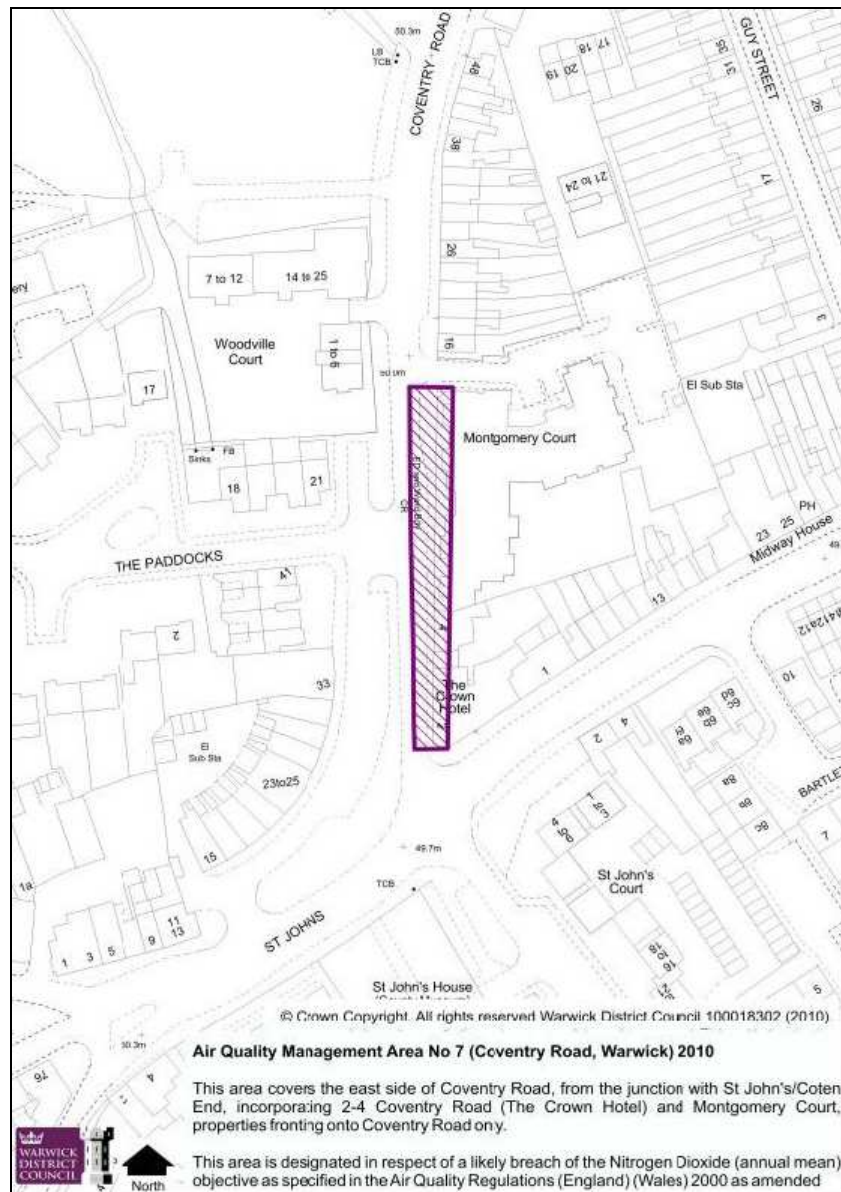


Figure 2: AQMA declared in Coventry Road, Warwick

A1.11 Coventry Road in Warwick was declared in 2010 (AQMA No.7), following a Detailed Assessment based on monitoring along Coventry Road. Exceedences are apparent where properties lie close to the carriageway such as Montgomery Court and Woodville Court. There are 6 diffusion tubes along Coventry Road, with 2 of them having had exceedences over many years (Crown Hotel and Montgomery Court). There is evidence that concentrations have reduced over the last 5 years.

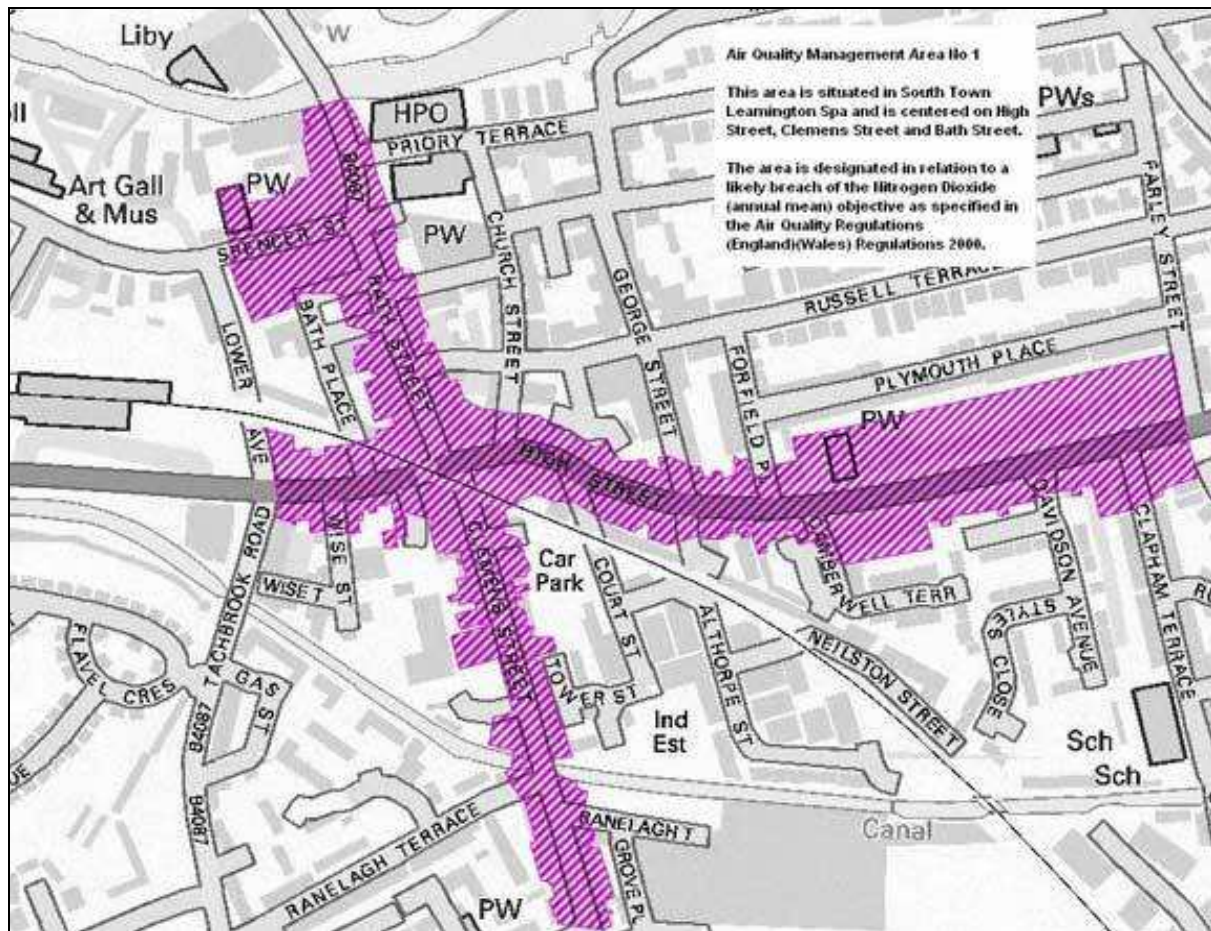


Figure 3: AQMA declared in Leamington Spa

A1.12 The Leamington Spa AQMA (AQMA No.1) is geographically smaller than in Warwick with exceedences of the objectives along Wise Street, Tachbrook Road, Old Warwick Road and Bath Street. As in Warwick, road traffic is the main source of local emissions giving rise to the exceedences. There is some evidence for concentrations reducing over the last 5 years in Leamington Spa.

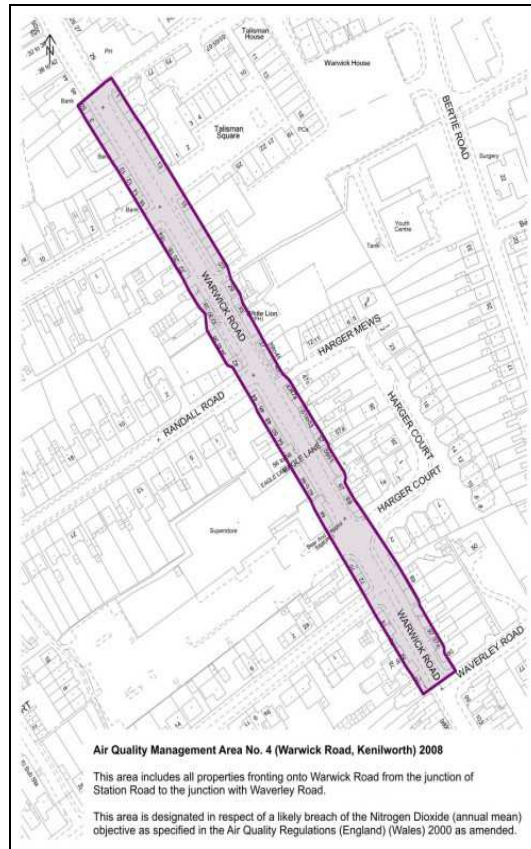


Figure 4: AQMA declared in Warwick Road, Kenilworth

- A1.13 The AQMA in Warwick Road, Kenilworth (AQMA No.4) currently has 5 diffusion tubes in place along its length. There have been no exceedences of the objectives since 2010 and there is evidence that concentrations are reducing. For this reason, the AQMA has not been included explicitly within this action plan, although the measures proposed should also contribute to reductions of emissions in Kenilworth.

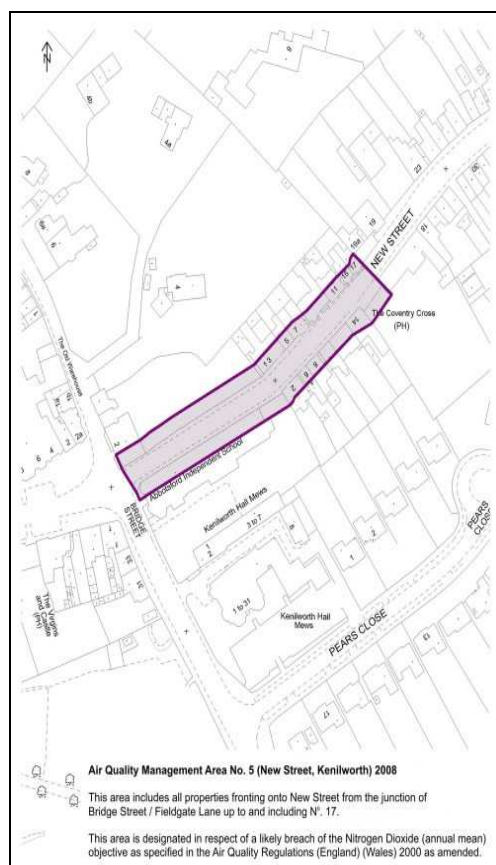


Figure 5: AQMA declared in New Street, Kenilworth

- A1.14 The AQMA declared in New Street Kenilworth (AQMA No.5) has 4 diffusion tubes along its length. Two of these sites are comfortably within the objectives, with the other 2 very close to the objective and above in 2010.

Source apportionment

- A1.15 The overall contribution made by emissions of nitrogen oxides from motor vehicles, which includes both nitric oxide and nitrogen dioxide, to measured nitrogen dioxide concentrations depends on a number of factors, including how the emissions react in the atmosphere; in particular the reaction of nitric oxide with ozone, and the amount that is emitted directly as nitrogen dioxide (primary NO_2). **Figure 6** shows the contribution from different vehicle types to total predicted annual mean nitrogen dioxide concentrations at each of the diffusion tube monitoring locations where the air quality objective was being exceeded within the Warwick AQMA in 2011. Diesel cars and diesel light goods vehicles make the largest contribution from traffic.

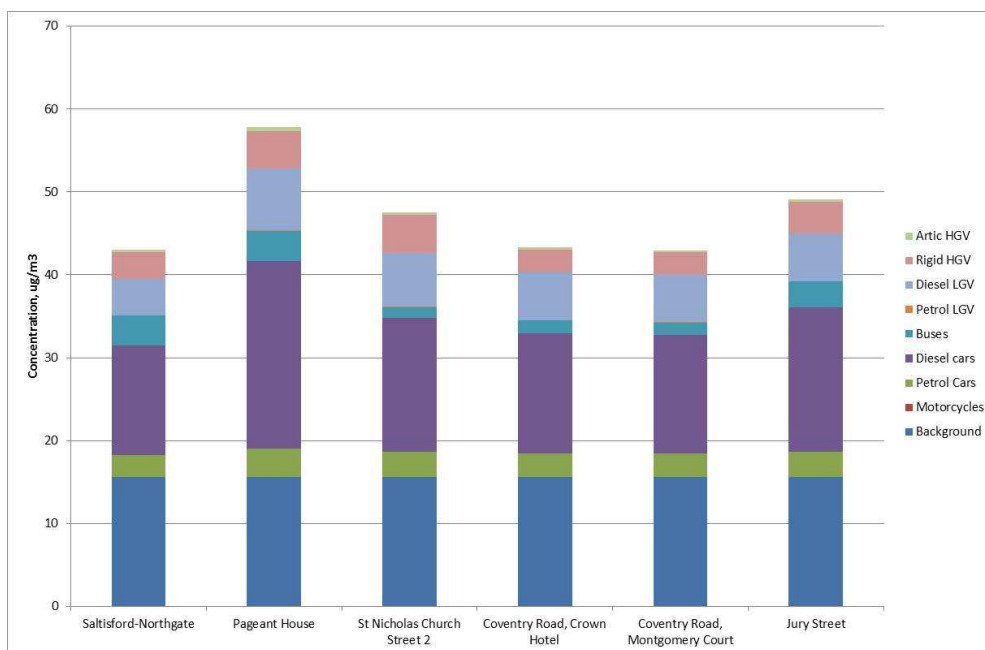


Figure 6: Source Apportionment at of Nitrogen Dioxide at Diffusion Tubes in Warwick (Ricardo-AEA, 2013)

A1.16 **Figure 7** shows the contribution from different vehicle types to total predicted annual mean nitrogen dioxide concentrations at each of the diffusion tube monitoring locations which are exceeding the air quality objective within the Leamington Spa AQMA in 2011. Diesel cars make the largest contribution from traffic at the High Street, Wise Street and Tachbrook Road monitoring sites. Buses make the largest contribution at the Bath Street and Spencer Street sites

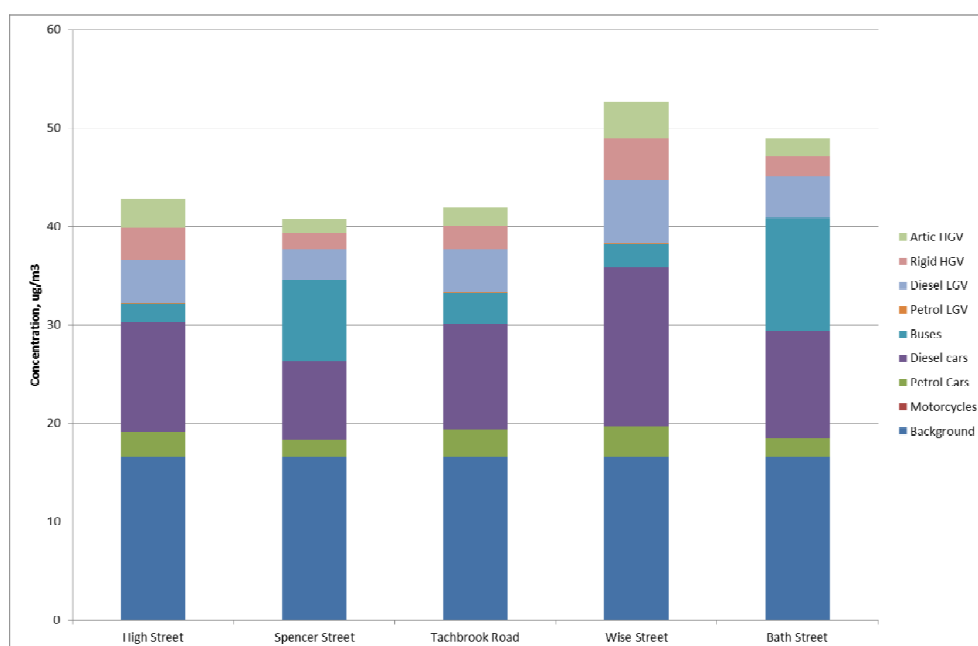


Figure 7: Source Apportionment of Nitrogen Dioxide at Diffusion Tubes in Leamington Spa (Ricardo-AEA, 2013)

Air Quality Action Plan 2008

A1.17 The 2008 Air Quality Action Plan (Warwick DC, 2008) sets out 16 actions grouped in the following themes:

specific proposals related to the AQMAs;

non-specific proposals for improving air quality throughout the district;

vehicle emission reduction;

improvement in alternative transport/ public transport; and

other non-transport related measures.

A1.18 The actions include large scale measures such as improvements to junctions 13, 14 and 15 of the M40, development of Intelligent Transport Systems (ITS) in Warwick and Leamington Spa, implementation of various elements of the LTP (to which the Action Plan was appended), as well as more indirect measures such as encouragement of School Travel Plans and the implementation of the Sustainable Freight Distribution Strategy etc..

Transport

A1.19 Work undertaken for the Warwick and Leamington Spa Transport Strategy has identified a number of contributory factors which affect the existing and future performance of transport networks in the urban areas of Warwick and Leamington Spa. These factors are equally important for this Action Plan.

A1.20 Census data show 61% and 57% of travel-to-work trips are undertaken by car as single passenger trips in Warwick and Leamington Spa respectively (54% average in England and Wales). In addition, the proportion of households in both Leamington Spa and Warwick owning one or more cars exceeds 75% and 81% respectively, compared to 74% nationally.

A1.21 Bluetooth data extracted from mobile phones and satnav technology have been used and show that approximately 69% to 74% of car trips in the peak periods are generated from within the Warwick and Leamington Spa urban areas. Influencing local travel behaviours will therefore need to be a key priority. A very high proportion of these trips are short distance local trips. One in four journeys to work are less than 2 km, with a further one in five being in the 2 km to 5 km range (Census 2011 Journey to Work data). A key challenge is therefore to encourage local residents to consider use of sustainable modes for short distance trips. Providing cycling and walking infrastructure, together with the associated promotional activities to encourage greater uptake of active travel modes, will be a key challenge looking forward. Ensuring cycle and walking routes are safe and well connected for users will be fundamental in achieving mode shift from car for shorter journeys.

A1.22 Around 30% of pupils attending local authority schools in Warwick and Leamington Spa do so by car. Car use increases in the private schools to around 60%. Traffic counts have shown

that traffic during the school holidays was 23% lower in the AM peak period (7-10 am). The differences are most evident on Banbury Road, Myton and Hampton Road where three large schools are located in close proximity. It is evident from historic traffic surveys comparing school term-time and non-term-time traffic levels that school traffic is a contributor to local peak hour congestion during term times.

A1.23 Various sources of evidence suggest that key deterrents to greater use of public transport, cycling and walking are:

- perceived and actual safety concerns associated with alternative modes (particularly walking and cycling);

- perceived high costs of bus travel;

- lack of journey time competitiveness against the car;

- alignment with life style/ household travel requirements;

- lack of information about what realistic alternatives exist; and

- poor quality infrastructure to make travel by these modes attractive.

A1.24 There is a plentiful supply of relatively low cost or free private and public long-stay parking within Warwick and Leamington Spa. This combined with a plentiful supply of free parking provided by local employers (conservative estimate of 13,000 spaces) provides ideal conditions for high car dependency. Achieving modal shift will require both trip attractors and generators to implement effective sustainable travel behaviours. Encouraging more businesses to promote sustainable travel behaviours will be a key challenge.

Existing Policies and Strategies

Warwickshire Local Transport Plan

A1.25 The third Warwickshire Local Transport Plan (LTP3) came into effect on 1st April 2011. LTP3 sets out the transport policies and strategies for the County for period 2011-2026. The objectives of the LTP are as follows:

1. To promote greater equality of opportunity for all citizens in order to promote a fairer, more inclusive society;
2. To seek reliable and efficient transport networks which will help promote full employment and a strong, sustainable local and sub-regional economy;
3. To reduce the impact of transport on people and the [built and natural] environment and improve the journey experience of transport users;
4. To improve the safety, security and health of people by reducing the risk of death, injury or illness arising from transport, and by promoting travel modes that are beneficial to health;
5. To encourage integration of transport, both in terms of policy planning and the physical interchange of modes; and
6. To reduce transport's emissions of carbon dioxide and other greenhouse gases, and address the need to adapt to climate change.

A1.26 The LTP contains an Air Quality Strategy which focuses on road transport as the main contributor of polluting emissions in Warwickshire, and presents an Air Quality Action Plan for reducing these emissions which includes actions such as improving air quality through partnership working, and using information and education to promote the use of public transport, walking and cycling as alternative methods of transport to the private car, in parallel with changing travel behaviour initiatives such as travel plans for schools and workplaces. Many of the schemes and initiatives outlined in the Action Plan have common, interlinked approaches, which complement the wider objectives of the LTP. The vision of the County Council's Air Quality Strategy is: *'To take a proactive approach to maintaining and improving air quality within the County where transport is causing unacceptable levels of air pollution, in order to improve health and quality of life for all'.*

A1.27 The 2008 Air Quality Action Plan also forms part of the LTP (Appendix C contains Action Plans for Warwickshire).

Warwick and Leamington Spa Transport Strategy

A1.28 The evidence and the option assessment, including feedback from stakeholders, suggests that the future transport strategy for Warwick and Leamington Spa should consist of:

Comprehensive area wide improvements to walking and cycling infrastructure and way-finding information;

Targeted road space re-allocation to prioritise movement of pedestrians, cyclists, car share and public transport users;

Local authority led Smarter Choices and Travel Planning programme;

Targeted bus stop infrastructure upgrades on key public transport corridors to improve passenger experience, including provision of real time information;

Introduction of Park and Ride north and south of Warwick and Leamington Spa as previously identified by WCC;

Consideration of other complementary measures which improve the local environment for pedestrians and cyclists which could include lower speed limits and regulated parking; and

Medium-term consideration of harder demand management measures such as Workplace Parking Levy.

Warwick Local Plan

A1.29 Warwick District Council is preparing a new Local Plan for Warwick District, which will guide the area's future development up to 2029. The Local Plan was submitted on 30 January 2015 for examination and the outcomes of this initial examination are currently being considered. The draft Plan includes policies on Transport including TR2 Traffic Generation which states:

“All large scale developments (both residential and non-residential) which result in the generation of significant traffic movements, should be supported by a Transport Assessment and where necessary a Travel Plan, to demonstrate practical and effective measures to be taken to avoid the adverse impacts of traffic. Any development that results in significant negative impacts on health and wellbeing of people in the area as a result of pollution, noise or vibration caused by traffic generation will not be permitted unless effective mitigation can be achieved.

Development will not be approved that results in a significant increase in traffic and results in associated measures to facilitate this increase in traffic which harms the significance of the heritage assets, unless appropriate mitigation can be achieved, or be justified in accordance with national planning policy. Any development that results in significant negative impacts on air quality within identified Air Quality Management Areas or on the health and wellbeing of people in the area as a result of pollution should be supported an

air quality assessment and, where necessary, a mitigation plan to demonstrate practical and effective measures to be taken to avoid the adverse impacts".

- A1.30 The Plan also seeks to ensure that investment is made into Low Emission Vehicle Infrastructure. Furthermore, *"Unless it can be demonstrated that it would undermine the viability of development, recharging points should be provided in line with the Low Emission Strategy Guidance for Developers (April 2014) or subsequent revisions of this."*
- A1.31 As part of the evidence base for the Local Plan, an air quality assessment was undertaken which used the transport modelling undertaken to investigate the impacts of the proposals, which had already been undertaken using the S-Paramics model. The work used the outputs of the S-Paramics traffic model, to assess air quality impacts (in terms of concentrations) on the AQMAs in Warwick and Leamington Spa. Two scenarios, the 'Revised Allocation' and the 'Revised Allocation Without Warwick Town Centre Improvements', were compared with the 'Reference' scenario.

Warwick Town Centre Area Action Plan

- A1.32 Warwick District Council in partnership with Warwickshire County Council, Warwick Town Council, Warwick Chamber of Trade and Warwick Society, are preparing a Town Centre Plan for Warwick. The first stage of the process was to identify the issues that need to be addressed within the Town Centre. The next stage of the process has been to consider a 'vision' for the town and how the issues identified can be addressed. The Partnership will commence work on a Draft Plan once the Warwick District Local Plan has been adopted². Many of its emerging proposals have been subsumed into the Local Plan.

LEZ Feasibility Study

- A1.33 A study was undertaken which focuses specifically on the potential for Low Emission Zones that might address the most polluted 'hotspots' that have been identified in Warwick, Leamington Spa and Kenilworth. The study examined LEZ designs that could be implemented (there are many types of low emission zones and low emission schemes) and developed the evidence base necessary to assist policy and decision makers in their consideration of the adoption of LEZs. Implementation of an LEZ in Warwick would mean that most of the owners of non-compliant vehicles would be required to replace them with vehicles meeting the required standards if they wish to gain access to the LEZ. The cost (net present value at 2014 base year prices) of replacing Warwick residents' non-compliant diesel cars and light goods vehicles was estimated to be approximately £4.1 million. The implementation of the LEZ was expected to result in health benefits for the inhabitants of the LEZ, reducing the number of life-years lost over 100 years from chronic mortality effects by 1.3 years. For Leamington Spa the equivalent cost of replacing

² <http://www.warwicktowncentreplan.org/>

Leamington Spa residents' non-compliant diesel cars and non-compliant buses within the scheduled bus fleet was estimated to be approximately £4.6 million. The implementation of the LEZ was expected to result in health benefits for the inhabitants of the LEZ, reducing the number of life-years lost over 100 years from chronic mortality effects by 1.0 year.

- A1.34 Nitrogen dioxide concentrations at monitoring locations in the Kenilworth AQMA have exceeded the annual limit value of $40 \mu\text{g m}^{-3}$ in recent years. However, concentrations were less than the limit value throughout the AQMA in 2011 and are expected to decrease in future years as older, more polluting vehicles are replaced. It was concluded that an LEZ would not be necessary to achieve the objective.

Low Emission Guidance for Developers

- A1.35 The Low Emission Strategy Guidance for Developers (April 2014) forms part of Warwick District Council's Air Quality Action Plan. It provides a template for integrating air quality considerations into land use planning and development management policies, providing a protocol for development scheme assessment, mitigation and compensation. Essentially it states when an air quality assessment is required, and what mitigation would be considered acceptable. In addition to mitigation set out, electric vehicle recharging provision is expected at a rate set out in the guidance. For residential developments this constitutes 1 charging point per unit for a property with dedicated parking or 1 charging point per 10 spaces for unallocated parking.

Warwickshire Health and Wellbeing Strategy

- A1.36 The Warwickshire Health and Wellbeing Board provides a countywide approach to improving local health and social care, public health and community services, so that individuals, service-users and the public experience more 'joined up' care. Looking after the health and wellbeing of the population of Warwickshire is not the responsibility of one single body. Statutory and non-statutory organisations, including the voluntary sector, across the county all play a part in impacting on our health and wellbeing and influencing our behaviour. The Health and Wellbeing Strategy provides Warwickshire residents and organisations with a picture of what the Health and Wellbeing Board, through its members and wider partners, will need to deliver over the next 5 years and how we will work together to achieve this. Air pollution is one cause of ill health to be considered.

The Arden Health Protection Strategy for Coventry and Warwickshire (2013-2015)

- A1.37 The Arden Health Protection Committee has agreed air quality as an environmental health priority for this strategy (Arden Health Committee, 2013). The strategy recognises that improvement in air quality is heavily dependent upon traffic management and increased collaboration between stakeholders is required to ensure improvement. The strategy aims to do this by raising the

importance of air quality in the decision making process of transport planning and providing increased understanding and health impacts of PM_{2.5} levels in each local authority area.

Climate Change

- A1.38 Warwick District Council is committed to taking a lead in dealing with the issues presented by the climate change agenda. The Council is a signatory to the LGA Climate Local Initiative and has an agreed climate change strategy in place. There are a number of energy efficiency schemes within Council properties, including solar and biomass schemes, and the Council works to promote energy efficiency amongst the community, including enhanced building insulation. In the 'Strategic Approach to Sustainability and Climate Change for Warwick District Council' (Warwick DC, 2015), three strategic aims and objectives are set out, which are followed by specific actions to be implemented to achieve these aims. Actions include raising staff awareness, making housing stock more energy efficient, providing more energy from renewable and low carbon sources, reducing transport-related carbon dioxide emissions and ensuring sustainability is fully integrated into procurement activities. Most of the actions included are complementary to those within this action plan. There are, though, potential conflicts around biomass burning which can reduce our reliance on fossil fuels, hence reducing greenhouse gas emissions, but conversely have an adverse effect on air quality and public health, particularly in densely populated urban areas.

3 Actions for Improving Air Quality

A1.39 Some of the following actions are already underway, but within this Action Plan they will continue to be improved upon. Others are in the early planning stages, or do not have funding associated with them yet. The actions therefore have different likely implementation times. There are 7 broad actions and for each of them, specific measures have been included. The actions are evaluated in relation to their expected impact on:

- air quality (i.e. reduction in emissions or concentrations);
- cost;
- feasibility or practicability of option (including the wider non-air quality impacts); and
- timescale for implementation.

Air Quality Impact

A1.40 Air quality impacts have been classified using a score of 1 to 3 to represent 'low' to 'high' impact. The higher the score, the greater the improvement in air quality, i.e. the greater the reduction in NO₂ concentrations. For each action, the expected reduction in annual mean NO₂ concentrations has been determined based on professional judgement, drawing, wherever possible, on experience gained from other studies. It should be noted that the impacts on air quality are judged in relation to the impacts within the AQMA(s). So, for example, an action may have wide reaching benefits, but only be slightly beneficial within the AQMA(s). The following classification scheme has been used:

Low: *imperceptible* (a step in the right direction). Improvements unlikely to be detected within the uncertainties of monitoring and modelling;

Medium: *perceptible* (a demonstrable improvement in air quality). An improvement of up to 2µg/m³ NO₂, which could be shown by a modelling scenario. Improvement is not likely to be shown by monitoring due to confounding factors of the weather; and

High: *significant*. Improvement of more than 2µg/m³ NO₂. Can be clearly demonstrated by modelling or monitoring (a significant improvement is likely to be delivered by a package of options rather than by a single intervention).

Cost

A1.41 The implementation of the measures set out in this draft Action Plan are dependent on securing a sufficient and consistent level of funding both to support any additional staff that may be required, and to deliver the programme. In line with current Government guidance, it is not necessary to

carry out a detailed cost-benefit analysis. Rather the aim is to provide a broad indication of costs so that the proposed measures can be ranked according to the cost and the expected improvement to air quality. A score of 1 to 5 represents “very high” to “very low” costs, as follows:

‘Very Low’ cost is taken to be £10K and under;

‘Low’ cost is taken to be £10 - £50K;

‘Medium’ cost is £50 - 500K;

‘High’ cost is £500K - £2 million; and

‘Very High’ cost is over £2 million.

Feasibility

A1.42 The feasibility of individual measures is not straightforward to quantify. The following factors have been taken into consideration:

Alignment / synergies with other WDC Council initiatives, strategic initiatives such as the Warwick and Leamington Transport Strategy, The Local Plan or Local Transport Plans;

Wider non-air quality impacts (social, environmental or economic);

Stakeholder acceptance / “political” feasibility; and

Source of funding available or possible.

The Feasibility has been scored as 1 to 3, representing “low” to “high” feasibility:

Low feasibility;

Medium feasibility;

High feasibility.

Timescale

A1.43 The timescale for the implementation of measures has also been considered. The following classifications have been used: **Short-term** relates to those measures that can be implemented within the 2015/16 financial year; **Medium-term** relates to those implemented within 3-5 years; **Long-term** options are those which are 6+ years.

Action 1: Promote Smarter Travel Choices

A1.44 This action will have a number of strands, some of which are ongoing already, largely in partnership with Warwickshire County Council. The Warwick and Leamington Spa Transport Strategy has already evaluated a range of sustainable transport options to address transport

issues in the area, and identified a package of improvements which will best address the identified transport issues. These include comprehensive area- wide improvements to walking and cycling infrastructure, targeted re-allocation of road space to prioritise and facilitate movement of pedestrians, cyclists, public transport and car share users, a smarter choices and Travel Planning Programme and targeted bus-stop infrastructure upgrades on key public transport corridors. In addition there is to be further consideration of the introduction of Park and Ride sites north and south of the urban areas using existing bus services. Recent modelling suggests there would be a considerable level of demand for both sites and discussions with stagecoach indicate that the sites could be served by existing bus services operating at 10 minute frequency during peak periods.

A1.45 Specific actions will therefore include;

area wide improvements to walking and cycling infrastructure;

a smarter choices and Travel Planning Programme, including continued liaison with bus companies regarding business and schools liaison;

targeted bus stop infrastructure upgrades on key public transport corridors (including real time bus information were appropriate);

improving infrastructure to improve walking and cycling signage;

Hearts and Minds campaign to encourage modal shift away from private car use;

further consideration of Park and Ride (north and south of urban areas);

consideration of a car club; and

Publicising CarShare Coventry and Warwickshire (<https://carsharewarwickshire.liftshare.com>)

Table 1: Evaluation of Action 1

ACTION 1	Promote Smarter Travel Choices
Air Quality Impact	Emissions from transport form the biggest single contributor to NO ₂ concentrations in Warwick and Leamington Spa. Increasing the use of public transport and active travel, such as walking and cycling, should reduce single occupancy car use and hence improve air quality, as well as mitigate against climate change. It is judged that initially benefits to air quality would be Low , but should progressively increase over time depending on the level of investment. Medium impact should be achievable.
Cost	The cost of implementing smarter choices options as an overall package would be High to Very High , although the costs of individual options would be Low to Medium .
Feasibility	High feasibility as politically acceptable. Aligns with Warwick District Council and Warwickshire County Council policies etc. Positive impacts for health, climate change gas emissions and potentially noise.

ACTION 1	Promote Smarter Travel Choices
Ownership	Mainly implemented by Warwickshire County Council, through the Warwick and Leamington Transport Strategy
Partners	Public Health; Public Transport Operators; employers; Cycling Forum.
Funding	CIL and Section 106
Timescale	Short to Long term.

Action 2: Actively promote low emission vehicles and supporting infrastructure

A1.46 Warwick District Council, in partnership with Warwickshire County Council is already promoting Electric Vehicles, in part through its “Low Emission Strategy Guidance for Developers” which sets out requirements for developers for electric vehicle recharging provision, but also through the installation of electric charging points in two of the car parks in Leamington Spa, where drivers can recharge at no cost. This Action Plan will enhance the promotion of Electric Vehicles in particular, and Low Emission Vehicles more widely.

A1.47 Specific actions will include:

- supporting future opportunities for funding for Low Emission Vehicles, in particular for vehicle charging infrastructure;
- use of the planning system to ensure a more widespread infrastructure for low emission vehicles;
- moving the Warwick DC fleet to electric vehicles where practicable;
- working to set up an Ecostars scheme in Warwick District Council whereby fleet operators can join for free and work to reduce their environmental impacts;
- working with Warwickshire County Council and bus operators to encourage lower emission buses (either retrofitting existing buses, or use of alternative fuels);
- ensuring that the electric taxi within Warwick District Council is utilised to promote Low Emission Vehicles to commercial operators and the public;
- promotion of electric vehicles through the Warwickshire Drive Electric Website³;

³ <http://www.warwickshire.gov.uk/driveelectric>

- use the Hackney carriage (taxis) and private hire licensing system to try and reduce emissions from taxis and private hire vehicles. Currently taxis must be new and of a type approved by the Council with wheelchair access. There are no restrictions on emissions from private hire vehicles.

Table 2: Evaluation of Action 2

ACTION 2	Actively promote low emission vehicles and supporting infrastructure
Air Quality Impact	As the proportion of Ultra Low Emission Vehicles such as electric vehicles increases, emissions of NO _x and PM ₁₀ will decrease and concentrations will reduce. There will need to be a large swing towards electric vehicles before improvements are measurable. Therefore initially benefits to air quality would be Low , but should progressively increase over time depending on the level of investment.
Cost	Costs will largely be dependent on the level of investment gained. In order to make a difference to the vehicle parc, it is considered that the overall investment would be High or Very High . As for the previous action, the costs of individual options would be Low to Medium .
Feasibility	Medium feasibility. Some measures are very feasible (such as including infrastructure for electric vehicles within the planning system and promotion of the electric taxi), with others being less feasible and dependent on achieving funding (such as Ecostars and expansion of electric vehicle charging network).
Ownership	Warwick District Council
Partners	Warwickshire District Council, developers, public transport operators, taxi operators.
Funding	Section 106, CIL, Air Quality Grants.
Timescale	Short to Long term.

Action 3: Using the procurement system to ensure that air quality is a consideration within contracts for Warwick District Council

A1.48 The impact to carbon emissions of the supply chain is well documented, but the resulting emissions of NO_x and PM₁₀ are often not considered in procurement policy decisions. The public sector is a major consumer and procures, indirectly, a significant number of road transport vehicles. There is considerable scope to drive down emissions through the adoption of fit for purpose procurement strategies. The public sector can play a leading role in improving the emissions arising from the vehicle parc by specifying vehicles that have lower emissions, based on life cycle information, through the potential for cost reduction of low emission technologies associated with volume purchasing power and adopting an innovative approach to vehicle purchasing, including the development of partnerships with the private sector.

A1.49 There are various guidance documents available on sustainable procurement, including that published by the Low Emission Strategy Partnership. In the main guidance is aimed at fleet purchase (Warwick District Council has a very restricted fleet, so this would not be applicable) but also covers procurement policy in general. Appendix 1 includes some useful weblinks for procurement policy. The Low Emission Strategy Partnership has published a toolkit for sustainable procurement (which can be downloaded from the website: http://www.lowemissionstrategies.org/downloads/Sefton_Procurement_Toolkit.zip), which covers different areas of procurement. It is suggested that Warwick District Council initially use this as basis on which to proceed.

A1.50 Specific Actions will include:

- Investigation with procurement colleagues within Warwick District Council to produce a sustainable procurement guide, specifying particular clauses within contracts to ensure transport emissions are as low as possible.

Table 3: Evaluation of Action 3

ACTION 3	Using the procurement system to ensure that air quality is a consideration within contracts for WDC
Air Quality Impact	Low air quality impact within Warwick and Leamington Spa AQMAs.
Cost	Very Low to Low for Warwick District Council. May be some cost to contractors and suppliers of Warwick District Council.
Feasibility	High Feasibility as long as there is political and management support.
Ownership	Warwick District Council
Partners	Contractors and suppliers to Warwick District Council
Funding	Unlikely to need external funding. Could potentially apply for Defra Air Quality Grant.
Timescale	Investigation to take place 2015-2016 financial year, with implementation in the Medium to Long term.

Action 4: Using the planning system to ensure that air quality is fully considered for new development

A1.51 This action will enhance work which is ongoing both through the Local Plan process and through development control. There is a specific policy on traffic generation which includes air quality, as well as on Healthy Safe and Inclusive Communities.

A1.52 Policy TR2 on Traffic Generation, sets out that *“Any development that results in significant negative impacts on air quality within identified Air Quality Management Areas or on the health and wellbeing of people in the area as a result of pollution should be supported an air quality*

assessment and, where necessary, a mitigation plan to demonstrate practical and effective measures to be taken to avoid the adverse impacts.”

A1.53 Policy HS1 on Healthy, Safe and Inclusive Communities, sets out that *“The potential for creating healthy, safe and inclusive communities will be taken into account when considering all development proposals. Support will be given to proposals which: d) contribute to the development of a high quality, safe and convenient walking and cycling network.”* This policy is reinforced by Policy HS6 on Creating Healthy Communities.

A1.54 Large Scale developments to the south of Warwick are already coming through the planning system and transport improvements / infrastructure will be funded through this process (both via Section 106 agreements and the Community Infrastructure Levy (CIL)).

A1.55 Specific Actions will include:

- ensuring that the Warwick Low Emission Strategy Guidance for Developers is kept up to date, and implemented (particularly in relation to updates of national guidance etc);
- working with planning policy colleagues to ensure that the Local Plan fully addresses air quality issues with appropriate policies included;
- working with planning colleagues and developers to ensure that new developments are based around the ‘five-minute walkable neighbourhood’, thereby encouraging active travel as the preferred methods of transport to access local facilities;
- ensure that green infrastructure is integrated into all residential and commercial developments, in line with the National Planning Policy Framework (NPPF);
- ensuring that planning applications with potential air quality impacts are fully assessed for their impacts, at relevant locations using appropriate methodologies (as specified in the Low Emission Strategy Guidance);
- ensuring that where possible, cumulative impacts are taken into account. Any committed developments should be included within a given air quality assessment; and
- ensuring that appropriate mitigation is implemented where any relevant impacts are identified.

Table 4: Evaluation of Action 4

ACTION 4	Using the planning system to ensure that air quality is fully considered for new development
Air Quality Impact	In the longer term, the air quality impact of siting new development in the locations which take air quality into consideration is likely to have a High impact on air quality, particularly in locations which are most sensitive. In the shorter term the impact will be Low .
Cost	Low cost for Warwick District Council.
Feasibility	High feasibility assuming political will.
Ownership	Warwick District Council
Partners	Warwickshire County Council, developers.
Funding	Section 106 Agreements and CIL
Timescale	Ongoing over the timescale of the Local Plan (and beyond)

Action 5: Traffic management to reduce emissions in locations within AQMAs

A1.56 Traffic management was explored within the previous Action Plan and also to some extent within the Warwick and Leamington Spa Transport Strategy work. Since the last Action Plan was published, Intelligent Transport Systems have been implemented in Warwick and Leamington Spa. The Warwick and Leamington Spa Transport Strategy has considered the role of 20mph zones, traffic calming, re-routing, vehicle restrictions (movements or vehicle types), turning restrictions, reallocation of road space to public transport, cyclists and pedestrians, and signage and information improvements. Specific Actions will include:

- junction improvements on key travel corridors in Warwick and Leamington Spa AQMAs are proposed which include junction/ highway modifications, improvements for walking and cycling and bus priority measures. Where these coincide with the AQMA, these are likely to provide significant improvements to air quality.
- an investigation of 20 mph zones as part of the wider transport strategy, where this will smooth traffic flow;
- targeted re-allocation of road space to prioritise and facilitate movement of pedestrians, cyclists, public transport and car share users; and
- managing deliveries across Warwick District to ensure that no additional congestion is caused by stationary delivery vehicles in busy locations.

- A1.57 In terms of this action plan it is recommended that 20 mph zones are investigated as part of the wider transport strategy. 20 mph zones may impact positively on emissions where they smooth traffic flow and reduce congestion.

Table 5: Evaluation of Action 5

ACTION 5	Traffic management to reduce emissions in locations within AQMAs
Air Quality Impact	As a package, traffic management measures as a whole may have a High impact on air quality. Individual measures are likely to have a Low impact.
Cost	As a package traffic management measures as a whole are likely to have a High to Very High cost, with individual measures costing varying amounts.
Feasibility	Very feasible
Ownership	Warwickshire County Council.
Partners	Warwick District Council
Funding	LTP, CIL and Section 106. DfT if any relevant funding streams.
Timescale	Short to Long term.

Action 6: Work with Public Health colleagues to inform the public about health impacts of air pollution and how they can change behaviour to reduce emissions and reduce exposure

- A1.58 Air quality is a key issue for Public Health as exposure to high levels of air pollution can have adverse effects on the health of the population. This is because pollutants can exacerbate conditions such as asthma, and contribute to the risk of developing respiratory and cardiovascular disease, as well as lung cancer. These conditions are more likely to be present in people living in areas of deprivation, and nationally, evidence highlights linkages between the most deprived areas experiencing the worst air quality, thereby exacerbating health inequalities.
- A1.59 Active travel would lessen these health inequalities, as well as improve the health and wellbeing of people and achieve positive public health outcomes. For example, if people choose to walk and cycle more there would be a reduction in transport pollution as well as an increase in physical activity. Not only will this increased activity lead to a reduction in obesity levels, and health conditions associated with obesity, evidence shows that exercise improves mental wellbeing, leading to greater feelings of revitalisation and a reduction in depression and anxiety.
- A1.60 Funding streams are currently being investigated to develop a website with the specific objective to influence behaviours that will have a measureable impact on air

quality, increase the use of public and sustainable transport and decrease reliance on private motor vehicles, especially diesel. The approach proposed uses innovative communication and educational activities to deliver the above objectives and would reflect the understanding of the different user groups on the website and wider district community.

A1.61 Specific Actions will include:

- re-investigate funding for a website to engage with the public on air quality, the health impacts of poor air quality, sustainable transport and strategies to improve air quality;
- working with planners and developers to embed Public Health's Evidence for Planning guidance, thereby encouraging any new developments to support access to active travel, both improving air quality and residents' health and wellbeing; and
- investigating the implementation of a campaign aimed at vulnerable members of the public (i.e. those with existing respiratory or cardio vascular conditions) in order that they could change behaviour to reduce exposure when pollution levels are high.

Table 6: Evaluation of Action 6

ACTION 6	Work with Public Health colleagues to inform the public about health impacts of Air Pollution and how they can change behaviour to reduce emissions and reduce exposure
Air Quality Impact	Low over the AQMAs as a whole, but required as a complimentary measure to traffic management, Smarter Travel and Low Emission Vehicles.
Cost	Low cost for each of the elements of this measure. As a whole the action is likely to be Medium cost.
Feasibility	Highly feasible option as fits well with Warwick District Council policy and Warwickshire Health and Wellbeing Strategy.
Ownership	Warwick District Council
Partners	Warwickshire County Council Public Health Team
Funding	Defra Air Quality Grants and through bidding for Public Health funding against countywide strategies.
Timescale	Medium term.

Action 7: Continue to monitor and assess air quality in line with Government guidance on Local Air Quality Management

A1.62 The Government is currently consulting on changes to Local Air Quality Management with changes to the reporting process likely to simplify procedures for local authorities. It is also likely that some objectives will be dropped from LAQM, with PM_{2.5} potentially being included within the process.

Warwick District Council currently monitors extensively for nitrogen dioxide and this action will retain this commitment. The monitoring will assist in assessing the impacts of this Air Quality Action Plan as well as ensuring that new development does not cause exceedences of the air quality objectives.

A1.63 Specific Actions will include:

- continuation of monitoring within Warwick District Council, focussed on AQMAs, but also in other strategic locations;
- regular assessment of air quality against air quality objectives as specified by the LAQM process with reports to Defra and the public;
- review of measures set out in this Air Quality Action Plan on a regular basis to ensure they are up to date and being implemented.

Table 7: Evaluation of Action 7

ACTION 7	Continue to monitor and assess air quality in line with Government guidance on Local Air Quality Management
Air Quality Impact	None directly in relation to LAQM but acts as evidence base for measures.
Cost	Low cost (per annum) to Warwick District Council.
Feasibility	High Feasibility
Ownership	Warwick District Council
Partners	Warwickshire County Council (particularly in relation to reviewing measures in this Air Quality Action Plan).
Funding	Internal budget.
Timescale	Ongoing.

4 Consultation

A1.64 Under Schedule 11 of the Environment Act, local authorities are required to consult on their draft Air Quality Action Plan. It is important to have involvement of all local stakeholders to ensure the success of the Action Plan. This updated Action Plan has been drafted through a partnership approach in particular with Warwickshire County Council (transport and public health), planners, sustainability officers and town centre managers.

A1.65 The next stage will be to consult more widely on this document including both internal and external stakeholders. External stakeholders will include:

The Secretary of State

The Environment Agency

Highways England

Warwickshire County Council Public Health

WDC and WCC Councillors and Officers

Neighbouring local authorities

Local residents within and bordering the AQMAs

Relevant local businesses, community groups and forums.

5 Implementation Plan

- A1.66 To implement the Action Plan measures Warwick District Council will work jointly with all relevant partners, particularly planners and transport planners and operators. To secure the necessary air quality improvements, all local stakeholders and Warwick District Council must be involved.
- A1.67 Ultimately the delivery of this Action Plan is dependent on adequate levels of resourcing, both for capital costs and staffing. Funding sources have been highlighted in the evaluation tables.
- A1.68 The implementation and effectiveness of the AQAP will be carefully monitored through the monitoring of NO₂ concentrations at relevant locations within both Warwick and Leamington Spa. In addition, other indicators such as traffic flow, proportions of different categories of vehicles, use of public transport and levels of cycling will be incorporated. There will be regular reviews of the Action Planning proposals, which will be reported on an annual basis to Defra. These reviews will include both direct air quality monitoring information, as well as information on proxy measures for monitoring specific proposals. The following tables include a more refined timescale for implementation.

Table 2: Measures to be Included in the Air Quality Action Plan

Action	Proposed Measure	Timescale
1	Area Wide improvements to walking and cycling infrastructure	Ongoing
	Smarter Choices and Travel Planning programme	By 2020
	Targeted bus stop infrastructure upgrades on key public transport corridors	By 2020
	Improving infrastructure to improve walking and cycling signage	By 2020
	Hearts and Minds campaign to encourage modal shift away from private car use	By 2018
	Further consideration of Park and Ride	By 2020
	Consideration of a car club	By 2017
	Publicising CarShare Coventry and Warwickshire	On-going
2	Supporting future opportunities for funding for Low Emission Vehicles, in particular for vehicle charging infrastructure	On-going
	Use of the planning system to ensure a more widespread infrastructure for low emission vehicles	Implemented
	Moving the Warwick DC fleet to electric vehicles where practicable	By 2016
	Strive to set up an Ecostars scheme in Warwick District Council whereby fleet operators can join for free and strive to reduce their environmental impacts.	By 2017
	Working with Warwickshire County Council and bus operators to encourage lower emission buses (either retrofitting existing buses, or use of alternative fuels).	On-going
	Ensuring that the electric taxi within Warwick District Council is utilised to promote Low Emission Vehicles to commercial operators and the public.	On-going
	Promotion of electric vehicles through the Warwickshire Drive Electric Website. http://www.warwickshire.gov.uk/driveelectric	On-going
	Use the taxi and private hire licensing system to try and reduce emissions from taxis and private hire vehicles.	By 2017
3	Investigation with procurement colleagues to produce a sustainable procurement guide to ensure transport emissions are as low as possible.	By 2016
4	Ensuring that the Warwick Low Emission Strategy Guidance for Developers is kept up to date, and implemented.	On-going
	Working with planning policy colleagues to ensure that the Local Plan fully addresses air quality issues with appropriate policies included	On-going
	Working with planning colleagues and developers to ensure that new developments are based around the 'five-minute walkable neighbourhood', thereby encouraging active travel as the preferred methods of transport to access local facilities	On-going
	Ensure that green infrastructure is integrated into all residential and commercial developments, in line with the National Planning Policy Framework (NPPF)	On-going

Action	Proposed Measure	Timescale
	Ensuring that planning applications with potential air quality impacts are fully assessed for their impacts, at relevant locations using appropriate methodologies (as specified in the Low Emission Strategy Guidance)	On-going
	Ensuring that where possible, cumulative impacts are taken into account. Any committed developments should be included within a given air quality assessment	On-going
	Ensuring that appropriate mitigation is implemented where any relevant impacts are identified	On-going
5	Junction improvements on key travel corridors in Warwick and Leamington Spa AQMAs are proposed which include junction/ highway modifications, improvements for walking and cycling and bus priority measures. Where these coincide with the AQMA, these are likely to provide significant improvements to air quality concentrations.	By 2020
	An investigation of 20 mph zones as part of the wider transport strategy, where this will smooth traffic flow	By 2017
	Targeted re-allocation of road space to prioritise and facilitate movement of pedestrians, cyclists, public transport and car share users	By 2022
	Manage deliveries across Warwick District Council to ensure that no additional congestion is caused by stationary delivery vehicles in busy locations	By 2020
6	Re-investigate funding for a website to engage with the public on air quality, the health impacts of poor air quality, sustainable transport and strategies to improve air quality	On-going
	Working with planners and developers to embed Public Health's Evidence for Planning guidance, thereby encouraging any new developments to support access to active travel, both improving air quality and residents' health and wellbeing	On-going
	Investigate implementing a campaign aimed at vulnerable members of the public (i.e. those with existing respiratory or cardio vascular conditions) in order that they could change behaviour to reduce exposure when pollution levels are high	By 2016
7	Continuation of monitoring within Warwick District Council, focussed on AQMAs, but also in other strategic locations	On-going
	Regular assessment of air quality against air quality objectives as specified by the LAQM process with reports to defra and the public	Annual
	Review of measures set out in this Air Quality Action Plan on a regular basis to ensure they are up to date and being implemented	Annual

5.1 To summarise, initial actions (in the 2015/16 financial year) will involve:

- Apply to Defra for a grant to implement the Ecostars scheme;
- Moving the Warwick DC fleet to include electric vehicles;

- Investigation of a sustainable procurement Guide;
- Investigation of a public health campaign (behaviour change)

On-going actions:

- Improvements to walking and cycling infrastructure;
- Publicising car share Coventry and Warwickshire;
- Supporting future opportunities for funding Low Emission Vehicles;
- Encouraging Lower Emission Buses;
- Utilising the electric taxi for promotional purposes;
- Promotion of electric vehicles;
- Ensuring that the Warwick Low Emission Strategy Guidance is implemented and up to date;
- Working with planning colleagues to ensure that the Local Plan fully addresses air quality issues, that new developments are based around the 'five-minute walkable neighbourhood, ensuring that planning applications are fully assessed for their impacts, including cumulative impacts where possible and that appropriate mitigation is implemented;
- Re-investigate funding for a website to engage the public on air quality;
- Working with planners to embed Public Health's Evidence for planning guidance;
- Continuation of air quality monitoring, assessment of air quality and reviewing measures within this Action Plan.

Longer term strategic measures include:

- Smarter choices and travel planning programme;
- Targeted bus stop infrastructure upgrades;
- Improving walking and cycling signage;
- Hearts and minds campaign to encourage modal shift from private car use;
- Further consideration of Park and Ride scheme;
- Consideration of a car club;
- Trying to reduce emissions from taxis and private hire vehicles;
- Junction improvements on key travel corridors in Warwick and Leamington Spa;
- An investigation of 20 mph zones as part of the wider transport strategy;

- Targeted re-allocation of road space to prioritise and facilitate movement of pedestrians, cyclists, public transport and car share users;
- Managing deliveries across Warwick District Council to ensure that no additional congestion is caused by stationary delivery vehicles in busy locations.

6 Summary and Conclusions

A1.69 This Air Quality Action Plan sets 7 broad Actions on which some stakeholders have been consulted. For each action, specific measures have been included. The actions are as follows:

- Action 1: Promote Smarter Travel Choices.
- Action 2: Actively promote low emission vehicles and supporting infrastructure.
- Action 3: Using the procurement system to ensure that air quality is a consideration within contracts for Warwick District Council.
- Action 4: Using the planning system to ensure that air quality is fully considered for new development.
- Action 5: Traffic management to reduce emissions in locations with AQMAs.
- Action 6: Work with Public Health colleagues to inform the public about health impacts of Air Pollution and how they can change behaviour to reduce emissions and reduce exposure.
- Action 7: Continue to monitor and assess air quality in line with Government guidance on Local Air Quality Management.

A1.70 At this stage, it has not been possible to quantify emissions reductions for specific actions. It is considered that the measure with the greatest potential impact on NO₂ concentrations within the AQMAs is Action1 and in the longer term Action 4 and Action 2. The document has, where possible, included targets for particular measures. Based on professional judgement, and the improvements in air quality required at locations in Warwick and Leamington Spa it is considered that the air quality objectives will not be met until post 2020, although AQMAs should reduce in size.

A1.71 The measures highlighted in this Air Quality Action Plan should reduce concentrations of NO₂ at the relevant sensitive receptors, although it is too early to say exactly what impact they will have on improving air quality. The Council is continuing to monitor air quality at several locations within the AQMAs. The results of the monitoring will be made available through the annual review and assessment reports along with proxy measures for quantifying improvements.

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Glossary

AQMA	Air Quality Management Area
AURN	Automatic Urban and Rural Network
DCLG	Department for Communities and Local Government
Defra	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
EPUK	Environmental Protection UK
Exceedence	A period of time when the concentration of a pollutant is greater than the appropriate air quality objective. This applies to specified locations with relevant exposure
IAQM	Institute of Air Quality Management
LAQM	Local Air Quality Management
LEZ	Low Emission Zone
µg/m³	Microgrammes per cubic metre
NO	Nitric oxide
NO₂	Nitrogen dioxide
NO_x	Nitrogen oxides (taken to be NO ₂ + NO)
NPPF	National Planning Policy Framework
Objectives	A nationally defined set of health-based concentrations for nine pollutants, seven of which are incorporated in Regulations, setting out the extent to which the standards should be achieved by a defined date. There are also vegetation-based objectives for sulphur dioxide and nitrogen oxides
PM₁₀	Small airborne particles, more specifically particulate matter less than 10 micrometres in aerodynamic diameter
PM_{2.5}	Small airborne particles less than 2.5 micrometres in aerodynamic diameter
Standards	A nationally defined set of concentrations for nine pollutants below which health effects do not occur or are minimal

Appendices

[A1](#) [Procurement Websites](#)53

[A2](#) [Professional Experience](#).....54

Useful Procurement Websites

Low Emission Strategies Guidance. Using Public Procurement to Reduce Road Transport Emissions
http://www.lowemissionstrategies.org/downloads/LES_Procurement_Guidance.pdf

Low Emission Strategy partnership. Sefton Procurement Tool.
http://www.lowemissionstrategies.org/tools_and_resources.html

West Midlands Low Emissions Towns & Cities Programme. Good Practice Air Quality Procurement Guidance
http://cms.walsall.gov.uk/low_emissions_towns_and_cities_programme

City of London 'A practical procurement guide to reduce the emission profile of the business'
<http://www.cityoflondon.gov.uk/business/environmental-health/environmental-protection/air-quality/Documents/improving-air-quality-city-of-london-practical-procurement-guide.pdf>

Forum for the Future Sustainable Procurement Toolkit <https://www.forumforthefuture.org/project/buying-better-world-sustainable-procurement-toolkit/overview>

Professional Experience


Prof. Duncan Laxen, BSc (Hons) MSc PhD MEnvSc FIAQM

Prof Laxen is the Managing Director of Air Quality Consultants, a company which he founded in 1993. He has over forty years' experience in environmental sciences and has been a member of Defra's Air Quality Expert Group and the Department of Health's Committee on the Medical Effects of Air Pollution. He has been involved in major studies of air quality, including nitrogen dioxide, lead, dust, acid rain, PM₁₀, PM_{2.5} and ozone and was responsible for setting up the UK's urban air quality monitoring network. Prof Laxen has been responsible for appraisals of all local authorities' air quality Review & Assessment reports and for providing guidance and support to local authorities carrying out their local air quality management duties. He has carried out air quality assessments for power stations; road schemes; ports; airports; railways; mineral and landfill sites; and residential/commercial developments. He has also been involved in numerous investigations into industrial emissions; ambient air quality; indoor air quality; nuisance dust and transport emissions. Prof Laxen has prepared specialist reviews on air quality topics and contributed to the development of air quality management in the UK. He has been an expert witness at numerous Public Inquiries, published over 70 scientific papers and given numerous presentations at conferences. He is a Fellow of the Institute of Air Quality Management.

Dr Clare Beattie, BSc (Hons) MSc PhD CSci MEnvSc MIAQM

Dr Beattie is a Principal Consultant with AQC, with more than fourteen years' relevant experience. She has been involved in air quality management and assessment, and policy formulation in both an academic and consultancy environment. She has prepared air quality review and assessment reports, strategies and action plans for local authorities and has developed guidance documents on air quality management on behalf of central government, local government and NGOs. Dr Beattie has appraised local authority air quality assessments on behalf of the UK governments, and provided support to the Review and Assessment helpdesk. She has also provided support to the integration of air quality considerations into Local Transport Plans and planning policy processes. She has carried out numerous assessments for new residential and commercial developments, including the negotiation of mitigation measures where relevant. Clare also works closely with Defra and is currently managing the Defra Air Quality Grant Appraisal contract. She is the Secretary of the Institute of Air Quality Management.

Full CVs are available at www.aqconsultants.co.uk.

	Executive – 30 September 2015	Agenda Item No. 6
Title	Council HQ Relocation Project – Part A	
For further information about this report please contact	Bill Hunt Deputy Chief Executive bill.hunt@warwickdc.gov.uk 01926 456014 Duncan Elliott Senior Project Coordinator duncan.elliott@warwickdc.gov.uk 01926 456072	
Wards of the District directly affected	Leamington Clarendon	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive 3 December 2014 Minute number 87	
Background Papers	Executive 3 December 2014 – Council HQ relocation project – update report; Council June 2104; Executive May 2104 – Council HQ Relocation Project – Update Report. Executive Mar 2014 – Relocation of the Council’s HQ offices, Parts A and B and Addendums; Executive Dec 2012 – Proposed Regeneration LLP, Parts A and B; Executive May 2012 – Feasibility Study of Leamington Assets, Parts A and B; Executive Feb 2011 – Feasibility Study of various WDC assets in Leamington; Executive June 2010 – Customer Access in Leamington; Executive April 2010 – Accommodation Review. EC Harris Asset Optimisation feasibility study report and background working papers, 2010/11 Accommodation Review background working papers 2010 One Stop Shop background working papers 2009	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes

Included within the Forward Plan? (If yes include reference number)	Yes
Equality & Sustainability Impact Assessment Undertaken	No
.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	n/a	Joint author
Head of Service		n/a
CMT	17/09/15	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	17/09/15	Mike Snow
Monitoring Officer	17/09/15	Andrew Jones
Finance	17/09/15	Mike Snow
Portfolio Holder(s)	17/09/15	Cllr. Mobbs, Cllr. Cross, Cllr. Whiting
Consultation & Community Engagement		
N/A		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
Report back to Executive in January 2016		

1. SUMMARY

- 1.1 On 3 December 2014 Executive approved a short-list of potential site options for its HQ offices and instructed officers to work with the Warwick Limited Liability Partnership (LLP) to carry out further analysis. The purpose of this report is to set out the outcomes of that work and the justification for recommending that the Council commits to a detailed feasibility study of the preferred option: a comprehensive development of the current site of the Council's Covent Garden car parks (surface and multi-storey) which would include the Council's new HQ offices and new car parking in lieu of the existing provision.
- 1.2 There is a separate Part B report on the agenda containing further information that is commercially confidential, although all the recommendations are within this Part A report. The two reports should be read in conjunction to enable members to form a balanced view of the recommendations below.

2. RECOMMENDATIONS

- 2.1 That Executive notes the outcome of the site option feasibility work as set out at **Appendix One**.
- 2.2 That Executive selects the Covent Garden site as the preferred location of its new HQ offices and agrees that no further work will be undertaken on any other site options at this stage.
- 2.3 That Executive agrees that the LLP is instructed to undertake a full feasibility and viability assessment of a comprehensive redevelopment of the Covent Garden site, to include new HQ offices and new car parking in lieu of the current provision.
- 2.4 That Executive agrees that officers will work with the LLP to develop a funding strategy for the relocation project, based on the principle of the development scheme being broadly capital cost neutral.
- 2.5 That Executive agrees that the LLP is instructed to investigate the potential for disposal/alternative use of other WDC owned assets to generate value added capital receipts to support the funding strategy.
- 2.6 That Executive notes that a further report will be presented to the January 2016 meeting allowing a decision to be made on whether the project should progress to the delivery phase.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 The Executive meeting of 3 December 2014 approved a shortlist of potential sites for new or refurbished Council HQ offices for further assessment:
 - Court Street
 - Spa Centre site
 - Riverside House (refurbishment)
 - Covent Garden
- 3.2 Officers have also been continuing discussions with our previously selected developer partner, Wilson Bowden, in respect of the option to bring forward retail-led development on the site of the Chandos Street car park site. These discussions have considered the potential for an office component to any future

scheme. Consequently, and for completeness, this fifth potential site option has also been assessed.

- 3.3 Details of the outcomes of the assessment of these five options are set out at **Appendix One**, with further commercially sensitive cost analysis information appearing in the confidential Part B report. The outcomes can be summarised as:

Site option	Conclusion
Court Street site	Discount this site as not being suitable for the new HQ offices but bring forward separate housing-led regeneration proposals (Note: a separate fast-track residential development scheme option is being developed by the LLP and will be reported to a future Executive).
Spa Centre site	Discount this site as not being suitable for the new HQ offices. Review any future development options for the site in the context of any wider review of the Spa Centre
Riverside House	Discount both the new-build and refurbishment options as not being cost effective. Site to be sold/developed by the LLP to generate the maximum possible value added capital receipt to part fund the new HQ offices project.
Chandos Street	Discount the option of development as part of a wider retail-led scheme as being neither cost effective, nor deliverable within our required timescale, nor potentially compliant in procurement law terms with the existing scheme contracted to Wilson Bowden. (see section 9 – Part B report for further details) Discount the option of a stand-alone development on the site as not maximising the strategic and commercial potential of this prime town centre site.
Covent Garden	Discount the option of stand-alone development on the surface car park as it does not address the strategic and financial considerations in respect of the adjacent multi-storey car park. Approve the whole site (surface and multi-storey car parks) as the Council's preferred site option and investigate a comprehensive development to provide the optimum strategic solution.

- 3.4 The Council has been considering site options since December 2012 and has had differing 'preferred options' at different points in the intervening period. An exhaustive search for potential sites led to the production of the 'longlist' considered in December 2014 and a further iterative assessment has now concluded that of the 'shortlist' options it is Covent Garden should be investigated in detail. It is, therefore, recommended that the Council makes a final decision on a preferred site option and discontinues any further assessment work on alternatives, freeing up the resources that have been devoted to the task. Alternative site options would, therefore, only be considered in the future if the detailed feasibility and viability appraisals that will now be undertaken conclude that the Covent Garden option should be discounted rather than the project moving from its current feasibility phase to a future delivery phase.

- 3.5 Members will be aware that the LLP was created in 2012 as a vehicle to specifically advance and unlock complex development projects such as this one and to identify innovative ways to create added value to ensure their delivery. Integral to its establishment was the core principle that any project that is to be delivered through the LLP vehicle has to demonstrate, through independent validation, that it is better than any other potential delivery options open to the Council. The LLP has undertaken, and funded, all the site option feasibility work undertaken to date at its own risk. As risk funder it now requires clarity on our preferred site before it invests further time and energy in taking forward the next stages of the project feasibility and evaluation processes.
- 3.6 Subject to approval of recommendation 2.2 the LLP will now undertake detailed feasibility and viability assessments of the Covent Garden site, currently occupied by a surface car park and a multi-storey car park (MSCP). Officers have full confidence that the LLP's credentials to undertake this work have been previously proven. This view has been further endorsed by the Executive's decisions in November 2014 and September 2015 that they be authorised to look at the Council's non-operational property assets and assess how these could potentially be used to drive and capture added value to support future revenue expenditure and service provision.
- 3.7 The LLP has already undertaken site feasibility appraisal work for previous preferred options, including a range of financial feasibility and development modelling work, and some of these detailed assessments can be used, with appropriate updating, to ensure the proposed assessments for the Covent Garden site are completed as quickly as possible. Ensuring that this process is undertaken speedily is important given that the previously agreed £300,000 per annum revenue savings attributable to this project have already been included within the Medium Term Financial Strategy (MTFS) as being deliverable from April 2018 onwards.
- 3.8 The viability appraisals will include the development of a funding strategy for the project, critical to achievement of the principle, integral to all previous decisions made on this project, that it should be broadly capital cost neutral. Delivery of this principle is increasingly important to the overall finances of the Council given the potential future calls on capital expenditure and/or borrowing and consequent revenue saving pressures that are explored in more detail in Section 5.
- 3.9 However, it is clear that the sale of the Riverside House site will not generate sufficient capital to cover the costs of construction of a new HQ office building and the re-provision of sufficient new car parking on the Covent Garden site to ensure that the overall car parking capacity needs of the town centre are met, now and in the future. Further information is provided within the Part B report.
- 3.10 Consequently, the Council either has to abandon the principle of the project being broadly capital cost neutral and accept that borrowing would be required, (the costs of which would eat into the planned £300,000 per annum revenue savings that the new HQ would generate) or it has to develop a wider funding strategy to close the gap between the Riverside House site receipt and the cost of the project. Officers will continue to work closely with the LLP on this issue and the outcomes of this work will be reported back as part of the overall feasibility and viability studies.
- 3.11 The emerging funding strategy has a number of components:

Potential funding contribution	
1)	The 'value added' capital receipt from disposing of the Riverside House site, with this sum maximised by the LLP.
2)	The additional commercial value that the LLP is able to drive out of a comprehensive development scheme for the Covent Garden site, on a site which is larger than needed to solely accommodate the Council's office and car parking needs.
3)	The value derived from any new innovative financing or leaseback initiatives that the LLP may be able to offer.
4)	Re-investment of any 'value added' capital receipt arising from the LLP's emerging Court Street site residential development proposals.
5)	Re-investment of any revenue savings or capital receipt that might flow from the potential future disposal of the Town Hall (as approved in principle by the 3 September Executive 'Fit for the Future' report).
6)	Re-investment of any new revenue or capital receipts arising from the alternative use or disposal of any other WDC assets, whether achieved through the use of the LLP or in-house resources

- 3.12 Recommendation 2.5 seeks approval for the LLP to be instructed to consider the potential disposal or alternative use of other WDC assets within this overall funding strategy (point 6 in the table above). No firm decisions will need to be made on any proposals for such alternative uses or disposals at this stage, as it will not be known until the next stage feasibility and viability options are completed what the size of any potential funding gap would be and therefore whether or not this option needs to be exercised. Consequently, the January 2016 report will address whether the funding gap can be addressed through points 1-4 above or whether consideration of points 5 and 6 is also required.
- 3.13 At this stage it is envisaged that the LLP consideration of other assets will only extend to other WDC owned car parks in Leamington town centre. Such an examination would explore the potential contribution their alternative use could contribute to this project and/or the overall financial position of the Council. This work would be informed by a separate examination of the car parking capacity needs of the town centre. This work will not impact on the decision making as to whether or not they could be decommissioned as car parks but also inform the decision as to what level of car parking re-provision is required on a redeveloped Covent Garden site.
- 3.14 Subject to approval of the recommendations in this report the next stage will be the completion of detailed feasibility and viability appraisals. This work will comprise of:
- An evaluation of a comprehensive development scheme on the Covent Garden site that includes:
 - The Council's new HQ offices; including a new Council Chamber and CCTV control room, relocated from the Town Hall.
 - Sufficient car parking re-provision in lieu of the current surface car park and MSCP.
 - Further appropriate commercial and/or residential elements to 'add value' to the project.
 - A review of the anticipated revenue savings.
 - Scheme deliverability and risk assessments.

- An updated programme timetable

- 3.15 As with all LLP projects there will need to be a formal 'sign-off' of a viable scheme from both Executive and the LLP Members' Board, on which WDC has 50% representation. There will, therefore, also be a need to prepare:
- A provisional Heads of Terms agreement (between the Council and the LLP) for a scheme and its delivery.
 - The formal independent evaluation of the project, necessary to demonstrate that the LLP's proposition is better than any other option open to the Council.

These elements of the project will require the approval of the LLP's Operations and Member Boards prior to their formal sign-off by Executive. However, the final decision on moving from this current evaluation stage to a delivery project will be made by the January 2016 Executive.

- 3.16 The current outline timetable for the project is set out below. This is designed to enable the Council to take up occupation of the new HQ offices by March 2018, assuring delivery of the planned revenue savings on the timetable already built into the Medium Term Financial Strategy.

Date	Activity
30 September 2015	<ul style="list-style-type: none"> • Executive approves the recommendations and selects Covent Garden as its preferred site.
October – December 2015	<ul style="list-style-type: none"> • LLP undertakes further feasibility work and the external Validation processes. • Draft Heads of Terms for proposal agreed between WDC and the LLP.
13 January 2016	<ul style="list-style-type: none"> • Report back to Executive. • If a viable project is approved LLP will then allocate forward funding of c£600,000 for the next stage of the project.
January – July 2016	<ul style="list-style-type: none"> • LLP undertake detailed design assessments; obtains planning consent; secures draft conditional construction contracts
July 2016	<ul style="list-style-type: none"> • Executive approves final detailed project package and commits to proceed with project.
August 2016	<ul style="list-style-type: none"> • Completion of legal agreements.
September 2016	<ul style="list-style-type: none"> • Works commence
March 2018	<ul style="list-style-type: none"> • New HQ opens.

- 3.17 This is clearly an ambitious timetable. Its deliverability will be carefully reviewed as part of the proposed feasibility and viability appraisals and the conclusions reported back in the January report. If, for any reason, it is felt that this timetable might not be deliverable any ensuing consequences for the Medium Term Financial Strategy will be considered within that report.

4. POLICY FRAMEWORK

- 4.1 The Council's Fit for the Future programme is designed to ensure that the Council meets the challenges of decreasing finances, increasing expectations and changing demands. The recommendations in this report are fully consistent with the Fit for the Future programme's principles. A more efficient new HQ building will enable service delivery to be reconfigured to the benefit of customers, facilitate behavioural change amongst the Council's workforce to the same end and deliver substantial revenue savings.

- 4.2 The principle of using assets efficiently and seeking regeneration opportunities is also consistent with the Council's Vision and the Sustainable Community Strategy's general focus of furthering economic, social and environmental well-being for the district, with a specific focus on the town centres of Leamington, Warwick and Kenilworth to underpin and develop economic activity.

5. BUDGETARY FRAMEWORK

- 5.1 Further details of the potential project costs are contained within the Part B report but the headline figures based on current estimates are:

	New-build HQ
Gross costs	£8.26m
Potential net receipts from Riverside House sale	£4.42m
Potential funding gap	£3.84m
	Like for like replacement MSCP
Gross costs	£8.0m
	HQ and new MSCP
Potential total funding gap	£11.84m

- 5.2 However, both officers and the LLP are confident that the current funding gap can be significantly closed by the consideration of the funding strategy set out in paragraph 3.11. This will be finalised during the next stage of the project and will form part of the report to the January 2016 Executive meeting, as the next stage of viability and feasibility assessments will be crucial to determining whether or not this project should progress to its delivery phase.
- 5.3 In addition to the detailed examination of the potential options to close any capital cost funding gap officers will also be confirming the cost of the future repair liabilities of the existing MSCP (which are due to be reported to the November Executive meeting). Given that these liabilities would be extinguished if a comprehensive development of the Covent Garden site is approved the possibility of capitalising the costs to support the project will also be investigated.
- 5.4 Obviously, any development proposals that involve decommissioning car parking provision could have an adverse impact on the Council's revenue income unless those displaced move to other Council owned car parks until the new parking re-provision is available. The viability appraisals of the project will also include the necessary evaluation of this potential impact.
- 5.5 As discussed in section 3, consideration will be given to a funding strategy to address any funding shortfall and determine how it may be reduced, or ideally removed altogether. If there is still a funding shortfall, members will need to consider how this may be met before the Council determines whether or not to go ahead with the project in January 2016, when the detailed feasibility and viability appraisals are complete.

- 5.6 Options to address any remaining shortfall could entail borrowing or using reserves (assuming suitable levels remain). In either case, this would need to be factored into the business case for the project and consideration given as to how any such requirement would impact on the Council's overall finances. Consideration will also need to be given to the potential impact on the other projects and aspirations of the Council.
- 5.7 The Council must ensure that it always has sufficient resources to manage its risks. By taking on additional projects, it is also taking on further risks. It is quite possible that the Council will not have sufficient capacity, resources, or risk appetite to be able to accommodate all the projects that are currently being worked upon and may require significant finance.
- 5.8 The current operating costs (including business rates) of Riverside House are c£589k per annum. Whilst the new HQ office building has yet to be designed and specified, making it difficult to precisely ascertain its future operating costs, it is possible to make robust estimates of these likely costs using industry standard rates for new buildings of this type and actual running costs of new buildings being operated by other local authorities. Our current estimates are that the annual gross operating costs (including business rates) will be c£281k per annum, providing for an annual revenue saving of £308k per annum. Further details are set out in the Part B report.
- 5.9 Whilst there is a high degree of confidence that the required annual savings target of £300k can be achieved it should be noted that part of this overall saving comes from a reduction in the Council's business rate liabilities. The Council receives an income from retained business rates so, perversely, any saving from this source could potentially have an adverse impact on its overall finances. Under current rules 20% of the business rate reduction, c£30k, would have to be accounted for as a potential loss of income. However, the treatment of business rates is complex and the impact would need to be considered in the context of all other business rates (positive or adverse) impacting on the Council at the time that the project is completed. This will be considered further through future budget reports and reviews of the MTFS.
- 5.10 There is also the issue of when the future revenue savings, now built into the Medium Term Financial Statement (MTFS) from 2018/19 onwards, are capable of being realised and whether a comprehensive development scheme of the whole Covent Garden site compromises the timetable set out in paragraph 3.16. There are no current indications that the revenue savings would be delayed but this will be examined in detail during the next stages of the project and reviewed as part of the January 2016 report.
- 5.11 The Council has 50% share in the LLP, with our partner Public Sector PLC (PSP) holding the other 50%. The LLP will put in the upfront funding for the feasibility work referred to in paragraph 3.14. At this stage, the costs of the proposed should not be significant. However, if the scheme continues to Stage 2 (see paragraph 8.1), the LLP will be putting £600k of forward funding into the project. Assuming the project then continues to Stage 3, these costs will be part of the overall project costs to be recovered. However, if the project does not progress from Stage 2 to 3, the Council will be liable for 50% of these costs, plus interest thereon. It may be possible to recover any such 'abort costs' from another future LLP project (on the assumption that a suitably profitable scheme comes forward) but if not the Council would need to make good any shortfall from reserves or an allocation of revenue funding.

6. RISKS

- 6.1 The risks around the proposed approach are negligible at this stage in the project. The recommended next-stage work would be undertaken by the LLP at its cost and risk. Any proposals arising from the work would be subject to a further report to, and approval by, Executive. At this stage members are not being requested to make a firm commitment to the project but instead being asked to approve the detailed feasibility and viability appraisals necessary to inform that decision.
- 6.2 The Budget Review Report presented to the July Executive showed the level and profile of savings required by 2020/21. The savings profile continues to include £300k savings from the proposed office move, deliverable from 2018/19 onwards. If the office move is delayed, this will impact upon the timing of the savings to be delivered. If the move is not agreed, this will increase the savings to be delivered further.
- 6.3 An updated project Risk Register is set out at **Appendix Two**. This would be updated appropriately as the project develops, with any significant risks reflected in the corporate Significant Business Risk Register.

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 Executive could choose not to progress the recommended approach and select an alternative site. This option has been discounted as the summary of the site appraisal work, set out in **Appendix One**, shows that the Covent Garden site is the best option available to the Council. Selection of a sub-optimal site would require further work, worsen the potential viability of the scheme and compromise the Council's ability to deliver the required revenue savings on schedule.
- 7.2 Executive could decide not to progress the project and remain in occupation of Riverside House. This option has been discounted as this would add c£1.5m to the currently unfunded assets maintenance liability and could compromise the delivery of the required revenue savings.
- 7.3 Executive could decide to undertake the next-stage feasibility work in-house rather than through the LLP. This option has been discounted as it would place all the risk onto the Council, have a significant cost and resourcing impact and would be likely to delay the completion of the next stage, compromising the ability to deliver the required savings on schedule. The LLP was established for exactly this purpose and has the necessary expertise and resource to undertake the required work on the timescale envisaged. Not utilising the LLP would also fundamentally undermine the proposed funding strategy as it would effectively rule out the ability to capture 'value added' capital receipts from other assets.

8. BACKGROUND

- 8.1 The relocation project has been designed to be undertaken in 3 distinct stages:

Stage 1 – Proposal development and approval

- Project proposals finalised
- Formal evaluation undertaken by the LLP Operations Board
- Formal sign off by the LLP Members Board
- Agreement of Head of Terms and any other appropriate legal agreements between the LLP and Council
- Formal approval of project by the Council

Stage 2 - Design and Assessment

- The LLP would forward fund, and put in place, a Project Budget of c.£600k (to be clarified and confirmed) to fund the following detailed work:
- The preparation of detailed designs for the two sites
- Planning permissions sought and secured for each site (one for the Riverside House site's disposal, and the other for the new HQ's development).
- Tenders sought for the construction of the new office building, and a suitable Design and Build contract provisionally let subject to satisfactory completion of the viability test
- Development partner procured by the LLP (subject to agreement of the Council) for the development of the Riverside House site.
- Full and final scheme viability test undertaken
- Sign-off of the viability test by both the LLP and Council.

Stage 3 - Construction

- Phase 1 of the residential development commences on the eastern part of the Riverside House site (visitors car park).
- New Covent Garden development (HQ + MSCP etc.) construction commences
- Phase 2 of the residential development of the Riverside House site commences once the Council occupies the new offices and vacates the site.

- 8.2 This approach provides for a 'gateway' at the end of Stages 1 and 2, progression through which requires the formal approval of both the LLP Members Board (on which the Council has 50% representation) and Executive. The Stage 1 gateway 'sign-off' would be considered by Executive in January next year. Stage 2 would then commence, and a further report would be brought back to Executive once the full scheme design assessments had been completed and planning approval obtained for the Covent Garden site (and any other linked sites, as determined by the funding strategy). It is currently envisaged that Stage 2 would be completed to allow a report back to the July 2016 Executive. However, as described in paragraph 3.17, the timetable is ambitious and its deliverability will be reviewed as part of the January 2016 report.
- 8.3 Whatever the final date for completion of Stage 2, progression through the next 'gateway', to Stage 3 (construction) would not just be a formality. Members would be making an informed decision based on further detailed technical and financial appraisals, a principle enshrined within each of the 3 stages of the project.

Appendix One

SUMMARY ANALYSIS OF THE RELOCATION SITE OPTIONS

1. COURT STREET:

The site:

The Council own the Freehold interest of the Court Street car park and the former tyre depot as shown edged red below. The LLP owns the former Stoneleigh Arms Pub edged yellow below and has a formal 5-year Option to develop the Council's land.



Option:

A stand-alone HQ office building with limited capacity for on-site car parking could be developed on the Council and LLP owned land.

Analysis:

The site is on 'back-land' with limited visibility and penetrability from Clemens Street and in a very poor location for commercial development. This means the office market would not follow our investment lead to stimulate a wider regeneration of the area and the site location would reduce the valuation of the new HQ asset that would be created. Crucially there is no viable or realistic solution for staff car parking on site or in the immediate local area. Visitor car parking could be accommodated by reducing the car

parking provision for the Creative Arches, potentially reducing their commercial viability.

The Council has a long term aim to regenerate the area and the relocation project was originally partially conceived as a means of delivering this aim. However, this aim could be delivered through a housing-led regeneration scheme rather than office-led development. A planning application is currently being considered for student accommodation on the depot car park site at the top right of the aerial view above.

The LLP has been designing (at its own risk) a regeneration scheme utilising both its own landholding and the optioned Council land to deliver c.44 new housing units, pending the outcome of the Council's HQ site decision.

Major constraint: Car Parking:

This is the main challenge for this site. There are no local council owned sites or other options to accommodate staff and member car parking. A new HQ office is likely to generate a need for 120 spaces which at this site could only be accommodated via a basement car park. This is an expensive solution, normally only adopted for projects producing a high end-value, which would not be possible in this location. Such a solution would add c. £3m+ to the build costs making the scheme unaffordable.

Off-site car parking solutions would either impact on car parking revenue, e.g. by displacing revenue generating car parking at St.Peter's, compromising the delivery of the required MTFS savings, or would impact on on-street parking in surrounding residential areas.

Recommendation:

- Discount this site option for new HQ.
- Support the LLP's alternative fast-track housing led regeneration and receive a separate further report back recommending a detailed LLP residential development proposal for this site.
- Endorse the concept of that capital receipt from any LLP scheme should be considered for re-investment into the main HQ office project delivered on an alternative site.

2. SPA CENTRE:

The site:

The Council owns the freehold of the land occupied by the Spa Centre, the adjacent land edged yellow (the site recommended for development of a new HQ building in the report presented to Council in May 2014) and the Rosefield Street car park to the top right of the aerial view below:

**Option:**

Council develops a new landmark office building on the open site adjacent to the entrance of the Spa Centre on the land edged yellow. This building would be connected to the Spa Centre by means of a shared atrium space, providing operational synergies, e.g. shared entrance and reception facilities, but also providing the future option of separation and alternative use of either site.

Analysis:

There was high profile public opposition to the previous recommendation for development on this site, based on (i) opposition to any development of the open space, (ii) perceived negative impact on the setting of the adjacent Jephson Gardens (immediately below the view above), (iii) the lack of parking for the new scheme, and (iv) perceived negative impacts on the successful operation of the Spa Centre.

The site is capable of accommodating a stand-alone HQ building of the required size, with immediately adjacent disabled parking and visitor parking in the existing Rosefield Street car park. However, although development on this site could deliver a high profile landmark building that could be a major asset to the town, the planning considerations of the site's proximity to Jephson Gardens are likely to require a more expensive design solution at this high profile site than would be required at an alternative location. It is assumed that these design modifications would increase build costs by c£800k.

Major constraint: Car Parking:

Aside from the potentially higher build costs this is the main technical challenge for this site. Apart from the adjacent Rosefield Street car park,

there are no local council owned sites or other options to fully accommodate staff and visitor car parking need. While the Rosefield Street could accommodate visitor parking this would displace fee-earning users and reduce car park revenue income unless the current policy of free visitor parking was ended. As with Court Street the likely requirement for 120 staff and member car parking spaces could only be accommodated via a basement car park, increasing the already inflated build costs. Again, as with Court Street, no other value producing development could be accommodated on the site making the scheme unaffordable. The previously considered off-site car parking solution of utilising current spare capacity at the Covent Garden MSCP is compromised by the cost of maintaining the car park.

Recommendation:

- Discount this site for new HQ.
- Review any future development options for the site in the context of any wider review of the Spa Centre

3. RIVERSIDE HOUSE:

The site:

The Council own the Freehold interest of the area edged red below:



Options:

(i) Comprehensive refurbishment of the existing building. WDC HQ offices would require around half of the building and the remainder could be leased to another occupier at a commercial rent (or potentially sold).

(ii) Develop new offices on the existing visitor car parking area, relocate and subsequently demolish or refurbish the existing building

Analysis:

(i) We already own the building so refurbishment is a potentially attractive option. However, the building is of a non-standard design and was constructed in phases meaning sub-division, whether vertical or horizontal, difficult and costly. The current poor ratio of gross area to net usable space and, dependent on the future occupier(s), any requirement to develop separate access and reception facilities, add to the potential refurbishment costs. In addition the building requires significant repairs to its fabric, e.g. roof, windows and balconies and plant and services, e.g. lifts, ventilation and electrical services. These are unfunded and only day to day maintenance has been undertaken over the last 3 years while the relocation project has been developed. These maintenance costs would have to be addressed as part of any refurbishment, adding to the baseline cost. The ability to finance the refurbishment costs through a 'value added' capital receipt from development elsewhere on the site is reduced were this option to be selected as, by staying on the site, the potential development area is significantly reduced.

As the Council would only need half of the building it would be refurbishing twice the space needed and, given that the up-front cost would be significant, a pre-letting agreement would be required to give the Council the confidence that it could deliver the necessary return on investment to produce the required MTFS outcome. In this scenario the ability to drive revenue savings from a refurbished building would be relatively modest but the required £300k per annum contribution to the MTFS could be delivered, potentially through a combination of revenue savings and increased income from the letting. Officers have been exploring the potential for a pre-letting agreement with another organisation. These negotiations are commercially sensitive but explained in detail in the separate Part B report elsewhere on the agenda.

(ii) This option is feasible but, as with (i) above the Council's ability to fund the cost of the new build offices is reduced as, by staying on this site, the potential capital receipt is reduced as the development area is much smaller. Build costs for new offices on the current car park would also be higher than on other sites due to the additional cost of bridging over or relocating large sewer pipes, an estimated additional cost of c£300k

Car parking is also a major constraint with either option. Depending on the eventual occupier of a refurbished building the estimated staff and visitor parking would be in excess of 250 spaces. Any development of the existing car parking areas not in the floodplain would reduce the number of spaces on site to c100 with displacement of WDC staff parking either impacting on car parking revenue or affecting on-street parking in nearby residential areas. This issue could be further exacerbated by option (ii) depending on what type of development came forward on the site of the existing building.

Recommendation:

- Discount this site for new HQ.

- Bring forward residential development of this site to create a 'value added' capital receipt to contribute to the cost of a new build HQ.

4. CHANDOS STREET:

The site:

The Council owns the freehold of the site edged red below:



Options:

- (i) Inclusion of new HQ offices within a mixed use scheme to comprehensively develop the site brought forward by our existing development partner.
- (ii) Development of stand-alone HQ offices on part of the site or included within a wider development scheme brought forward by the LLP.

Analysis:

This would be an excellent location for the public to access our services. However, it is the prime development site within the town centre, attractive to a range of commercial development options so there is a high opportunity cost of bringing forward office development on the site. The existence of the longstanding partnership with Wilson Bowden, the development partner selected to bring forward a retail-led development of

this site, makes the analysis of this option commercially sensitive so it is covered in detail in the part B report elsewhere on the agenda. However, in summary officers believe that although a partial development of the site for offices only under option (ii) would enable an early start to the project giving the greatest level of confidence to the Council that the timetable for the realisation of the MTFS savings could be achieved it has a major disadvantage in that it would leave the site partially developed, fettering the potential to develop the remainder of what is the town's prime development site. A wider comprehensive development under options (i) or (ii) is likely to take longer, particularly if pre-lets for complementary commercial uses needed to be secured but the commercial opportunities the site could deliver would still be potentially compromised by the inclusion of office accommodation within the scheme. On balance, officers believe that the attraction of developing this site is less than the Covent Garden option considered below.

Recommendation:

- Discount this site for new HQ
- Pursue alternative commercial development options for the site subject to assurances that the necessary car parking capacity needed to sustain the town centre can be maintained
- Conclude the ongoing discussions with the Council's development partner and report back to Executive as soon as possible.

5. COVENT GARDEN:

The site:

The Council owns the multi-storey car park (MSCP) and the adjoining surface car park, as shown on the view below:

**Options:**

- (i) Develop a new HQ on the surface car park, potentially incorporating other commercial elements into the building (e.g. offices above ground floor A3 café/restaurant uses).
- (ii) Inclusion of new HQ offices within a mixed use scheme to comprehensively develop the whole site (surface car park and MSCP)

Analysis:

In common with Chandos Street this would be an excellent location for the public to access our services, located near all main bus routes and town centre car parks.

Both options are technically feasible and could, unlike all other site options, provide an on-site car parking solution for staff, members and visitors. With option (i) the lost surface car parking spaces could be accommodated within the adjacent MSCP which also currently has sufficient under-capacity to accommodate the likely staff car parking needs.

However, the emerging findings of the specialist technical report into the maintenance needs of the MSCP which will be reported to Executive in November when the consultant's report has been finalised and fully evaluated raise significant issues as to the potential viability of this option, given the likely need for major, as yet unfunded, repair work to the concrete structure of the existing MSCP.

This issue is explored in more detail in the Part B report elsewhere on the agenda but, in summary, the conclusion is that it would be preferable to explore option (ii) and comprehensive development of the site.

This option allows the future maintenance liabilities of the MSCP to be set aside (in the same way as the unfunded maintenance needs of Riverside House would be if any relocation option is selected) and, instead, addressed through the relocation project. Re-provision of the car parking currently provided by the surface car park and MSCP would add to the project costs but there is also the potential to offset this by maximising the size of the development site and its ability to accommodate value enhancing commercial options as part of a wider funding strategy.

A comprehensive development would provide a more cohesive and efficient design solution for this strategic site. For example, the current surface car park site is partially sterilised by the in/out entrances indicated by the two yellow arrows on the above aerial photo. These could be rearranged to maximise the overall development footprint and therefore the mass of any new development. A joint single development building contract could also produce construction cost savings. Any new scheme would also produce a modern attractive MSCP (in contrast to the present facility) that would be an attractive entry point to the town centre shopping offer and a car park that the public would want to use.

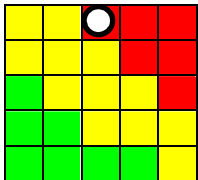
Recommendation:

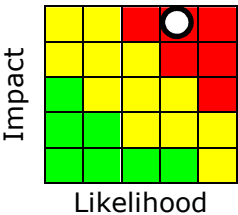
- Select this site for a new build office HQ
- Select option (ii)
- Commission independent analysis of the car parking capacity requirements of the town centre to inform the amount of car parking re-provision required within the development site
- Instruct the LLP to undertake detailed feasibility and viability studies of the option
- Make a final decision whether or not to proceed at the January 2016 Executive when the outcome of these studies is known

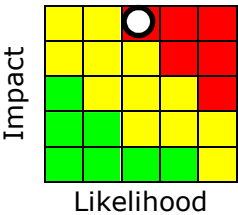
Appendix Two

Riverside House Relocation Project – Risk Register 14 September 2015

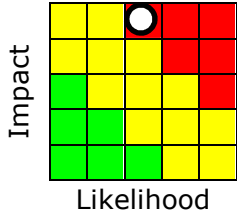
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
STRATEGIC –									
S 1	Council unilaterally pulls out of project.	<ul style="list-style-type: none"> Council's lack of commitment to seeing through this complex and challenging project. Change of political control at WDC; and possible withdrawal of support for the project. 	<ul style="list-style-type: none"> Substantial cost and timing implications. . Council would have to re-mobilise and plan for an alternative new project and/or find another way to save £300k p.a. revenue savings 	<ul style="list-style-type: none"> Executive in principle approval originally obtained (Dec. 2012). Reports taken k to Executive on 26 March, 8 May, Council on 25 June 2014, and Executive on 3 December 2014. Project Governance processes. CMT consider project weekly. Senior members regularly briefed throughout. Cross-party Members Reference Group previously briefed and 	Project Board	<ul style="list-style-type: none"> 3 December Executive asked officers to report back on the further feasibility analysis of its approved short-list of four site options. This is to be reported back to Executive on 30 September. 	Project Board	Ongoing	<p>Impact</p> <p>Likelihood</p>

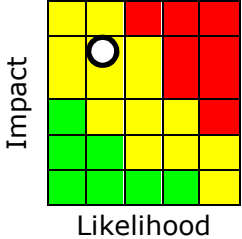
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
				<p>consulted throughout the project's life.</p> <ul style="list-style-type: none"> Continue to seek ongoing commitment and Council's formal approvals for this project, and throughout project's life. 					
FINANCIAL -									
F1	LLP/PSP fail to perform.	<ul style="list-style-type: none"> LLP/PSP pull out of project. LLP/PSP's proposals do not stand up to external validation, and/or do not pass the full project viability tests. LLP/PSP fail to deliver any elements of the design and delivery 	<ul style="list-style-type: none"> Delay in programme and opening of new offices. Reduction in programmed capital receipts from the two residential development sites. LLP project possibly aborted. WDC would lose 	<ul style="list-style-type: none"> Constant scrutiny of PSP/LLP's proposals and performance through monthly LLP working and board meetings, Scrutiny of LLP's project via evaluation processes. Ongoing private 	Project Board	<ul style="list-style-type: none"> Constant comprehensive scrutiny as set in the 'Risk Mitigation/Control' section. Note: LLP/PSP involvement in this project has been put on hold until 30 September Executive has approved its preferred relocation option site, and further 	Project Board	Ongoing	 <p>Impact</p> <p>Likelihood</p>

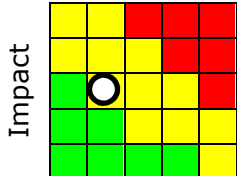
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		of their complex proposals.	significant time, and incur significant costs, in producing a new HQ via another delivery method.	liaison with other PSP local authority partners. • Legal agreements will further lock-in PSP as the project progresses.		more detailed feasibility work.			
F2	Project delays.	<ul style="list-style-type: none"> Delay in the Council choosing a preferred relocation site option Council changing its mind as to what it wants or deferring decisions Delay in agreeing new offices' design and specification. Delays in resolving affordable housing solutions. Delays in 	<ul style="list-style-type: none"> New offices not delivered on time. Delay in delivering the planned £300k p.a. revenue savings, Possible need to review relationship with LLP and other partners. Reputational damage of Council on ability to deliver projects on time and within budget 	<ul style="list-style-type: none"> Project governance processes. Initial Project Programme reviewed for deliverability at bi-weekly Project Team meetings; Project Board meetings and formal monthly LLP Board meetings. Not necessarily fatal, but would push back opening date of new offices, and the cash flow 	Project Board	<ul style="list-style-type: none"> Report to 30 September Executive. This will report back a recommended single relocation site option, for further feasibility scrutiny. A further report back to Executive in January 2016 with the outcome of the above work, and seeking further commitment to this project. 	Project Manager	Ongoing	


	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		procuring planning consents and development partners. • Delays in signing-off full viability tests. • Market changes. • Adverse weather conditions. • Any other programme slippage.		of the programmed £300k p.a. savings. • Any financial impacts would have to be re-scheduled. • Continual engagement of Members via Member Reference Group					
F3	Project fails to stack-up financially	• The LLP's proposed overall development package being uneconomic and/or undeliverable, and not providing new Council offices on a 'cost neutral' basis. • Project fails viability tests • Cost	• New Council offices might not be deliverable on cost-neutral basis. • Additional Council gap funding might be required. • Capital cost could escalate with 'project creep'. • Delay in project programme	• If Executive approves the 30 September report the following work will be commenced and concluded: Heads of Terms; LLP feasibility evaluations, and initial project Validation. • After the	Project Board	• Report back to 30 September Executive.	Project Manager And Project Board	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
		<p>escalations.</p> <ul style="list-style-type: none"> Failure to procure suitable developer partner offering the projected capital receipts. 	as a consequence	<p>planned January 2016 Executive report further full project viability testing will be completed before any final Executive report seeking project commitment by WDC.</p> <ul style="list-style-type: none"> Project Board to monitor throughout 					

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F4	Failing to obtain planning permissions.	<ul style="list-style-type: none"> Project's affordable housing solutions fail to stack-up. Outline proposals not complying with planning policy. Possible successful planning objections. Planning Committee make a decision contrary to officers recommendations 	<ul style="list-style-type: none"> Not obtaining planning permission for the agreed relocation site(s) Cost and time delays. Reputational damage of Council to support its own projects 	<ul style="list-style-type: none"> Outline massing exercises will be undertaken and initial pre-app meetings held for chosen site when known/agreed. Stage 2 work will then subsequently provide full designs and details, leading to submission of planning applications. Pro-active member, partner and public consultations will be programmed. 	Project Team	<ul style="list-style-type: none"> Further pre-application discussions with WDC planners once preferred site option chosen, and initial design work is commenced. 	Project Manager (with LLP design Team)	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F5	Not achieving projected £300k p.a. new building operational savings.	<ul style="list-style-type: none"> Initial estimates prove to be wrong. Increased occupation cost incurred once WDC occupy the building. 	<ul style="list-style-type: none"> Higher than anticipated occupation costs. Revenue savings not achieved WDC might need to invest in additional building efficiency features to guarantee projected revenue saving or find other savings? 	<ul style="list-style-type: none"> Initial robust estimates based on industry standards, and detailed decisions undertaken with other LA's who have implemented similar projects. Detailed scrutiny will continue as design details of the new building emerge as part of the Stage 2 work. Further full evaluation at the end of Stage 2. 	Project Team	<ul style="list-style-type: none"> Pro-active input into the emerging design of the new office building, to re-test the present running cost estimates. Space Planner consultants work has already been completed to provide an initial 'visual brief/sizing review' to inform and validate the above 	Project Manager	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
F6	'Different Ways of Working' not implemented	<ul style="list-style-type: none"> New working practices not agreed or implemented. Resistance to change by staff. 	<ul style="list-style-type: none"> Additional on-site staff facilities required. Increased or changed building size and specification required. Cost increases/lack of full amount of savings achieved and consequent need to find other ways to save money 	<ul style="list-style-type: none"> SMT overseeing programme of DWOW. Substantial liaison to date with other LA's who are ahead of us in this field re: implementation Pro-active staff involvement strategy. 	Project Team +SMT	<ul style="list-style-type: none"> Pro-active ongoing consultations with: Service Heads, staff, Staff Voice and HR colleagues. Working with new office design team to ensure new building's layouts and specifications are suitable for our new working needs. SMT now considering an initial phase of DWoW roll-out prior to the office move. 	SMT and Project Team.	Ongoing	 <p>Impact</p> <p>Likelihood</p>

 Executive 30th September 2015		Agenda Item No. 7
Title	Additional Temporary Staffing Resource – Housing & Property Services	
For further information about this report please contact	<p>Bill Hunt Deputy Chief Executive 01926 456014 bill.hunt@warwickdc.gov.uk</p> <p>Andy Thompson Head of Housing & Property Services 01926 456043 andy.thompson@warwickdc.gov.uk</p> <p>Matt Jones Asset Manager 01926 456034 matthew.jones@warwickdc.gov.uk</p>	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	11 March 2015, Executive Minute number 151	
Background Papers	Asset Management Redesign Update, Executive, 11 March 2015, Improvement Programme III - Reshaping the Organisation, Employment Committee, 27 January 2015	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Co-author
Head of Service		Andy Thompson
CMT	9/9/15	
Section 151 Officer	10/9/15	Mike Snow
Monitoring Officer	9/9/15	Andrew Jones
Finance	10/9/15	Mark Smith

HR	10/9/15	Sue Firminger
Portfolio Holder(s)	10/9/15	Councillor Phillips
Consultation & Community Engagement		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report sets out proposals to address capacity issues within the Assets Team of Housing & Property Services that are currently impacting on service delivery and workforce development.

2. **RECOMMENDATIONS**

- 2.1 That Executive approves funding of a maximum of £33,999 from the Service Transformation Reserve and a reallocation of the existing Housing Revenue Account (HRA) budget that will reduce the current contribution to the HRA Capital Investment Reserve by a maximum of £71,129, to cover the costs of:
- 1 temporary Project Manager post at salary grade E1 for 24 months
 - 1 temporary Property Maintenance Officer at salary grade F for the period ending March 31st 2017
- 2.2 That Executive approves a maximum budget allocation of £100,000 to cover the costs of deploying resource procured via a 'call-off' arrangement through a procurement compliant framework agreement, to be funded by a £70,000 allocation from the Service Transformation Reserve and a reallocation of the existing Housing Revenue Account (HRA) budget, that will reduce the current contribution to the HRA Capital Investment Reserve by a maximum of £30,000.

3. **REASONS FOR THE RECOMMENDATIONS**

- 3.1 On 27 January 2015 the previous Employment Committee approved a significant redesign of the Asset Management Team within Housing & Property Services.
- 3.2 On 11 March 2015 the previous Executive considered the budgetary issues arising from the redesign proposals and the outcome of the internal matching process which required further provision to be made for redundancy costs. Their approval of the proposals in this report enabled an external recruitment process to commence. The staffing structure approved as a result of these two reports is attached at **Appendix One**.
- 3.3 Overall, the recruitment process, both internal and external has proved to be more protracted than anticipated, with the final vacant post due to be filled this month, subject to satisfactory interviews. Whilst the process has been underway there has been significant internal staff movement which has proved disruptive, particularly in respect of the Energy and Plant Management Team, where the two staff previously undertaking the Contract Administrator roles secured new positions within the Housing and Void Repairs Team.
- 3.4 The internal staff movements and the successful completion of the external recruitment process has meant that the objectives of the redesign have been met and staff appointed to the new structure with the appropriate skills to deliver an enhanced service. However, there are now a large number of new starters within each of the three teams:
- 2 new building surveyors and 1 Clerk of Works within the Building Surveying Team,
 - 2 new Contract Administrators within the Energy and Plant Management Team,
 - 3 new Contract Administrators, a Resident Liaison Officer and a Property Maintenance Officer within the Housing and Void Repairs Team.

- 3.5 The protracted and disruptive recruitment process and the relatively high proportion of new starters within the teams has had several consequences:
- Planned work has needed to be rescheduled.
 - Managers have been unable to delegate work until staff have been appointed and settled into their (new) role.
 - Managers have been unable to progress staff training and development as quickly as desirable as they have lacked the resources to do so.
- Each of these issues impacts adversely on the other issues and all have been compounded by long term sickness issues within the Building Surveying Team affecting 4 staff, 1 of whom remains on long term sick leave and another has returned to work but awaits surgery and a three week recovery period.
- 3.6 The net result has been the build-up of a backlog of work, delays to the commencement of projects and an inability for the teams to effectively support colleagues working on key corporate and strategic initiatives. The latter issue, in particular, has been aired at recent Asset Strategy Group and Senior Management Team meetings and the Corporate Management Team (CMT) is consequently bringing forward these proposals to address the current capacity issues.
- 3.7 These capacity issues have resulted in key initiatives to review the effectiveness of the current Open Book contracting arrangements for housing and void repairs, update HRA stock condition information, introduce a new strategic approach to planning Housing Investment Programme expenditure and introduce a comprehensive corporate asset management strategy all being delayed, in addition to the procurement and mobilisation of specific contracts and/or framework agreements for both HRA and corporate properties. Resource has been redirected to other key corporate projects, for example the Leisure Options Review and St. Marys Lands at short notice and the lack of capacity has meant that these contributions have been less efficient and effective than if they had been planned.
- 3.8 It is therefore proposed to recruit a Project Manager for 24 months, working direct to the Asset Manager, to concentrate on the Open Book contracts review, process changes to the existing contract in advance of the review's completion and to assist with the co-ordination of a new approach to corporate asset management. This will free up the Asset Manager to focus on strategic issues and team leadership and development and free up the Housing and Void Repairs Manager to concentrate on operational issues and the effective integration and personal development of the new starters within their team.
- 3.9 An additional Property Maintenance Officer (PMO) is also proposed for the period ending 31 March 2017. This post will enable additional operational capacity to be deployed to increase the level of pre and post-inspections on existing contracts while the strategic review is underway. The capacity will also enable the Housing Repairs and Voids Manager to focus on revised operational arrangements for repair reporting. The fixed timescale is proposed to tie in with the likely timescales relating to the proposed review of the WDC/WCC Customer Service Centre which is the subject of a report being presented to Executive on 30 September 2015.
- 3.10 The proposed posts will slot into the current structure shown at **Appendix One**. The Project Manager post would report direct to the Asset Manager and the Property Maintenance Officer would report to the Housing and Void Repairs Manager.

- 3.11 Members will recall that the Executive of 3 September 2015 note approved the recruitment of a temporary Building Surveyor for a period of up to two years. This post is separate to the proposals set out in this report and is needed to provide the necessary capacity to ensure that the full stock condition survey of the HRA stock and subsequent transition to a strategic asset management process designed to ensure that the survey data is used effectively. There is no duplication between the capacity released by this post and the proposals in this report as it is for an entirely discrete new initiative.
- 3.12 Despite this planned new post the existing resources within the Building Surveying team will continue to be stretched in the short to medium term. Some project work, e.g. the Oakley Wood improvement scheme, will come to a natural end in the next few weeks which will release capacity and the Building Surveying Manager has also undertaken a thorough review of current and future work allocations to ensure that existing capacity is being utilised in the most effective way. This will, in turn, free up the Building Surveying Manager and allow the Asset Manager to delegate additional operational issues to them.
- 3.13 The additional resource now available within the Procurement Team will also assist the backlog issues within the Building Surveying Team allowing tender specifications to be agreed so that contracts for work such as door entry system maintenance, engineering works and fire risk assessments can be procured and the necessary contractor mobilisation subsequently put in place. However, there are still likely to be resource bottlenecks within this team, partly as a result of work backlogs, partly as a result of the need to develop the new starters and to address this it will be recommended to Executive that budget is made available to allow specific tasks to be undertaken by deploying resources secured through a 'call-off' mechanism with contractor(s) selected through a procurement compliant framework agreement(s). After careful consideration it has been assessed that this arrangement will provide the team with optimum flexibility, allowing resources to be drawn down on a 'as and when needed' basis, a more cost effective solution than tying up cost in temporary staff resource which is likely to be under-utilised as a result of the 'lumpy' profile of the work programme in the coming months.

4. **POLICY FRAMEWORK**

- 4.1 The internal element of the Fit for the Future programme has the three objectives of improving the quality of the range of services offered by the Council whilst achieving value for money and developing people. These recommendations directly support the programme in ensuring adequate resource is available to support the effective delivery of key corporate priorities.

5. **BUDGETARY FRAMEWORK**

- 5.1 The projected costs of the proposed posts are as follows:

	Salary range (£)	Maximum On-costs (pension, NI, car allowance, mileage)	Annual cost (bottom of salary range)	Annual cost (top of salary range)	Total cost of proposal (£)
Project Manager	23,698-26,293	7,706	30,677	33,999	61,354 - 67,998

(E1)					
Property Maintenance Officer (F)	20,849 - 22,937	6,767	27,031	29,704	33,789 - 37,130*

* Assumes postholder can be recruited from January 2016 onwards. End date is fixed so any delays in recruitment will mean total cost is lower. projected costs of the proposed posts are as follows:

- 5.2 It is proposed that the Property Maintenance post would be wholly funded from the Housing Revenue Account (HRA) which will reduce the contribution to the HRA Capital Investment Reserve that is within the current HRA budget.
- 5.3 The Project Manager role will work on issues affecting both HRA and corporate assets as referred to in paragraph 3.8. The costs of this post would need to be split 50:50 between the HRA and the General Fund.
- 5.4 The proposed split of costs arising from these proposals is therefore as follows:

HRA	General Fund
£64,466 - £71,129	£30,677-£33,999

- 5.5 It is proposed that the General Fund costs are funded through the Service Transformation Reserve.
- 5.6 The separate cost of the 'call-off' arrangements set out in paragraph 3.13 is unknown but will not exceed £100,000. The anticipated split of this work is 70% General Fund and 30% HRA. Again, costs would be split between the HRA and the Service Transformation Reserve.
- 5.7 The actual split of costs between the HRA and General Fund would be reviewed at Year End, based on the actual split of tasks undertaken by the postholders, with any necessary adjustments made as appropriate.
- 5.8 The Service Transformation Reserve currently has a balance of £579,000. The maximum anticipated cost falling on this Reserve (based on the split of costs set out above in paragraphs 5.5 and 5.7) would be £103,999, reducing this balance to £475,000.
- 5.9 Based on the same assumptions the maximum cost to the HRA would be £101,129. This would have no significant effect upon the HRA Business Plan, at most reducing the number of new homes that can be provided by one.

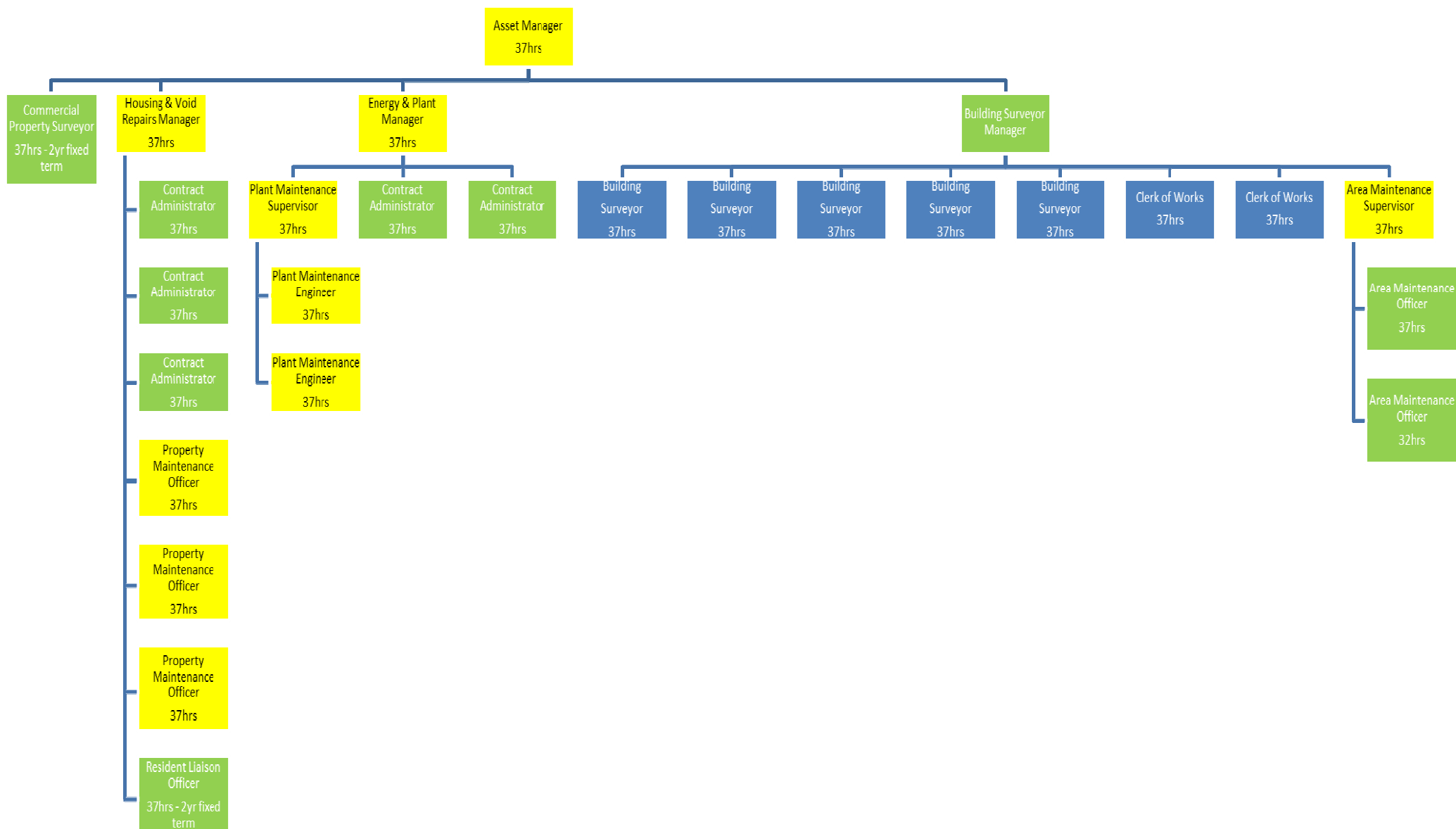
6. RISKS


- 6.1 There is inevitably a risk that the recruitment of the proposed staff will be protracted, delaying the intended service improvements or ultimately unsuccessful. Subject to the approval of the recommendations the recruitment exercise will be fast-tracked. Whilst there is recent evidence of success in recruiting to posts at the proposed grades the recruitment process will be closely monitored and, if necessary, expedited though potentially more costly options of recruiting through Commensura or through a framework agreement.

- 6.2 There is a risk that the proposed 'call-off' arrangement will not prove to be cost effective or will not deliver the appropriately trained staff to undertake the required tasks. The first issue will be mitigated through close budget monitoring and a thorough pre-procurement assessment of the most suitable framework agreement. The second issue will again be closely monitored with the option of changing the approach and using the budget allocation to engage, via a framework agreement, a short term placement of a suitably qualified surveyor.
- 6.3 The overall risk of the proposed arrangements failing to effectively address the current issues will be mitigated by the Head of Service and the Asset Manager prioritising the monitoring of the revised arrangements within the Asset Management Team to ensure that if any corrective action needs to be made this is done on a timely basis and within budget.

7. ALTERNATIVE OPTION(S) CONSIDERED

- 7.1 One option would be not to put additional temporary resource into the Housing & Property Services area. This 'do nothing' option has been discounted as it would not address the current backlogs and capacity issues compromising the service area's ability to deliver an effective service on all corporate priorities.
- 7.2 Another option would be to recruit two additional temporary staff into the Building Surveying Team rather than use the recommended funding allocation to establish the proposed 'call-off' arrangements. This has been discounted as the additional management responsibilities falling on the team manager would not result in any additional capacity being released, compromising both the ability of the Asset Manager to delegate work and free up their capacity and the Building Surveying Manager's ability to develop the existing new starters within their team.



 EXECUTIVE 30 SEPTEMBER 2015		Agenda Item No. 8A
Title	Significant Business Risk Register	
For further information about this report please contact	Richard Barr Tel: (01926) 456815 E Mail: richard.barr@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	29 July 2015 – Executive	
Background Papers	Minutes of Senior Management Team	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	No (N/A: no direct service implications)

Officer/Councillor Approval		
With regard to officer approval all reports <i>must</i> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	7 Sept 2015	Chris Elliott / Andrew Jones
CMT	7 Sept 2015	CMT
Head of Service	19 Aug 2015	SMT
Section 151 Officer	2 Sept 2015	Mike Snow
Monitoring Officer	7 Sept 2015	Andrew Jones
Finance	2 Sept 2015	As S151 Officer
Portfolio Holder(s)	15 Sept 2015	Councillor Mobbs
Consultation & Community Engagement		
Senior Management Team review of Significant Business Risk Register.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1 SUMMARY

- 1.1 This report sets out the latest version of the Council's Significant Business Risk Register for review by the Executive. It has been drafted following a review by the Council's Senior Management Team and then the Leader of the Council in consultation with the Corporate Management Team, the Section 151 Officer, and the Audit & Risk Manager.

2 RECOMMENDATIONS

- 2.1 That Executive should review the Significant Business Risk Register attached at Appendix 1 and consider if any further actions should be taken to manage the risks facing the organisation.

3 REASON FOR THE RECOMMENDATIONS

- 3.1 To assist members fulfil their role in overseeing the organisation's risk management framework (see section 7, below).

4 POLICY FRAMEWORK

- 4.1 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 needs to be discussed and debated and mitigation put in place, in order to prevent them materialising. It does not mean however, that all risks referred to are immediately impending or are likely to happen. Ironically, to not debate risks is to help them more likely to materialise.
- 4.2 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.

5 BUDGETARY FRAMEWORK

- 5.1 Although there are no direct budgetary implications arising from this report, risk management performs a key role in corporate governance including that of the Budgetary Framework. An effective control framework ensures that the Authority manages its resources and achieves its objectives economically, efficiently and effectively.
- 5.2 The risk register sets out when the realisation of risks might have financial consequences. One of the criteria for severity is based on the financial impact.

6 RISKS

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

7 **ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 This report is not concerned with recommending a particular option in preference to others so this section is not applicable but paragraph 4.1 above is also relevant here.

8 **RESPONSIBILITY FOR RISK MANAGEMENT**

- 8.1 In its management paper "Worth the risk: improving risk management in local government", the Audit Commission sets out clearly the responsibilities of members and officers with regard to risk management:

"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."

9 **SIGNIFICANT BUSINESS RISK REGISTER**

- 9.1 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.

- 9.2 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.
- 9.3 The latest version of the SBRR is set out as Appendix 1 to this report.
- 9.4 A summary of all the risks and their position on the risk matrix, as currently assessed, is set out as Appendix 2.
- 9.5 The scoring criteria for the risk register are judgemental and are 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.
- 9.6 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 the matrix were in colour, 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.
- 9.7 Any movements in the risk scores over the last six months are shown on the risk matrices in Appendix 1.
- 9.8 Six months ago there were three risks in the "red zone" (Risks 4, 6 & 16). The last time that the SBRR was reported to the Executive (29 July) Members were advised that, following the introduction of additional controls and mitigations, a further risk – Risk 4: 'Risk of corporate governance arrangements not maintained effectively' – had its score reduced to move it out of the red zone. The main factors here were:
- § Group Leaders signing up to an informal protocol with regard to sanctions imposed by Standards against errant Members.
 - § Well-attended induction training sessions, thus far, for new Members.
- 9.9 As part of the current review of the SBRR, a further risk, Risk 6: 'Risk of insufficient finance to enable the Council to meet its objectives (including insufficient reduction in operational costs)' has been removed from the red zone. The agreement to various projects set out in the FFF report to Executive on 3 September 2015 reduces significantly the likelihood of this risk occurring.
- 9.10 This currently leaves just Risk 16: 'Risk of Local Plan being unsound' in the red zone. This is discussed below.

Risk 16 – Risk of Local Plan being unsound

The Planning Inspector considering our Local Plan advised that the plan in its current form would be found unsound unless we withdraw it. Having considered this, we have now written to the Inspector to ask that he re-considers and suspends the plan to allow time for the authorities in the sub-region to agree how they will deal with un-met need from Coventry, together with addressing our windfall allowance. Until the new local plan is agreed the Authority is exposed to the possible consequences that are detailed in the Local Plan Risk Register. It is also the case that until the whole of the Local Plan process is complete this risk will be likely to remain in the red zone. The consequences of

the risk have been expanded to outline the impact the delay in the local plan may have on infrastructure funding and the Sustainable Community Strategy.

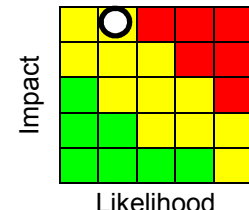
- 9.11 As part of the process of assessing the significant business risks for the Council, some issues have been identified which at this stage do not necessarily represent a significant risk, or even a risk at all, but as more detail emerges may become one. They include:

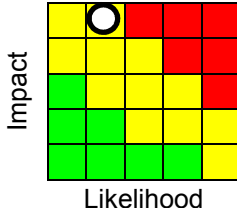
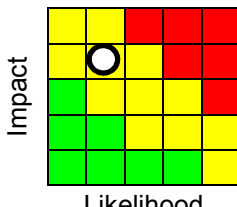
Staff recruitment and retention

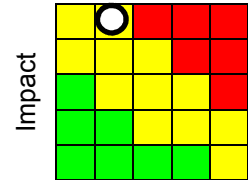
The impact of national housing policy proposals on the Council's ability to remain a viable landlord.

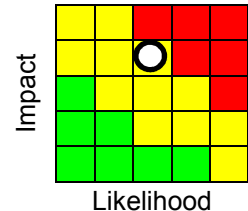
Officers will look in more detail at these areas and update the SBRR as necessary and will continue to scan to identify other potentially emerging risks.

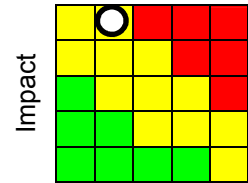
Significant Business Risk Register

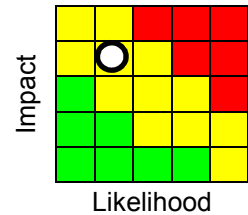
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks				
1. Fit for the Future Change Programme not managed appropriately/effectively	<p>Poor organisational communication.</p> <p>Conflicting priorities and priorities increasing in number.</p> <p>Unable to dedicate appropriate resources due to the impact on existing services.</p> <p>Poor management.</p> <p>Ineffective use of project management or systems thinking.</p> <p>Lack of funding.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Demoralised and de-motivated staff.</p>	<p>New OD team in place. (HoC&CS)</p> <p>Project prioritisation. (SMT)</p> <p>SMT are Programme Board. (SMT)</p> <p>Fit for the Future change programme and associated governance arrangements. (SMT)</p> <p>Budget monitoring process. (HoF)</p> <p>Clear communications, staff focus group. (SAMS)</p> <p>People Strategy Action plan. (SMT)</p> <p>Additional training for staff involved with project management. (HoC&CS)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SAMS)</p> <p>Securing additional resources to support existing service provision. (CMT)</p> <p>Projects drawn up within RIBA framework.</p>	 <p>Impact</p> <p>Likelihood</p>

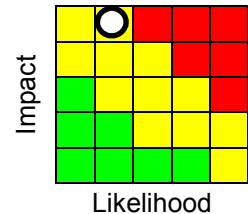
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks (Cont.)				
2. Risk of sustained service quality reduction.	<p>Shortage of staff resources and staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities.</p> <p>Cannot afford cost of maintaining service quality.</p> <p>Partners such as WCC make service cuts.</p> <p>Pandemic.</p> <p>Contractor failure.</p>	<p>Poor customer service and reductions in income.</p> <p>Lack of direction with critical projects and services being compromised</p> <p>Public lose confidence in Council's ability to deliver.</p> <p>Demoralised and de-motivated staff.</p>	<p>Effective Management of Change Programme. (CMT)</p> <p>Agreeing additional resources where service quality is reduced. (CMT)</p> <p>Strong leadership to manage priorities to a deliverable level. (SAMS)</p> <p>Effective vacancy control. (SAMS)</p> <p>Service Reviews. (SAMS)</p> <p>Workforce Planning. (SAMS)</p> <p>Enhanced Performance Management System (SMT)</p> <p>Use of Measures/KPIs (SMT)</p>	
3. Risk of major contractor going into administration.	<p>Poor procurement of contractor.</p> <p>Poor contract management.</p> <p>Poor management of company.</p> <p>External factors.</p> <p>State of economy.</p> <p>Introduction of Living Wage.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p>	<p>Properly procured contracts. (SAMS)</p> <p>Active contract management. (SAMS)</p> <p>Business Continuity Plan. (SAMS)</p> <p>Consult with contractors concerning Living Wage. (SAMS)</p>	

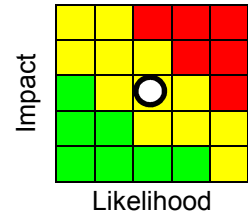
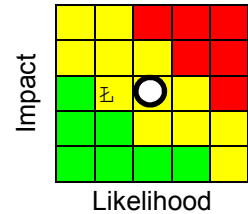
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Corporate Governance Risks				
4. Risk of corporate governance arrangements not maintained effectively.	<p>Ineffective political and senior management leadership.</p> <p>Complacent attitudes.</p> <p>Delays in making, or failure to make, key decisions by Council Members.</p> <p>Breakdown of member-officer relationships.</p> <p>Election of new members.</p>	Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.	<p>Council's constitution. (DCE(AJ))</p> <p>Council's strategies and policies, including Code of Financial Practice. (SMT)</p> <p>Strong scrutiny arrangements. (SMT)</p> <p>Effective internal audit function. (HoF)</p> <p>Annual Governance Statement. (DCE(AJ))</p> <p>Codes of Conduct. (Members)</p> <p>Effective Political Group discipline. (Group Leaders)</p> <p>Councillor training (CMT)</p> <p>New Member/Officer Protocol introduced.</p>	

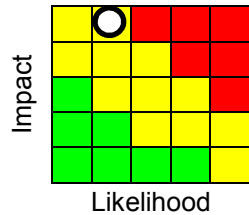
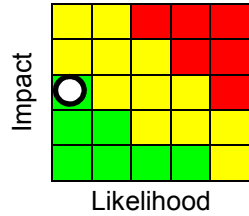
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Human Resources Risks				
5. Risk of staff not developed effectively.	<p>Ineffective workforce strategies.</p> <p>Not managing staffing resources efficiently and effectively.</p> <p>Possible insufficient training budget.</p>	<p>Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities.</p> <p>Poor customer service.</p> <p>‘Industrial’ action.</p>	<p>People Strategy. (SMT)</p> <p>Management development programme. (HoC&CS)</p> <p>Succession planning. (SAMS)</p> <p>Prioritisation of work. (SAMS)</p> <p>Appropriate use of external resources. (SAMS)</p>	

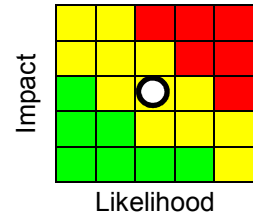
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks				
6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs).	<p>Poor financial planning.</p> <p>Unexpected loss of income and/ or increase in expenditure.</p> <p>FFF Projects do not achieve sufficient savings.</p> <p>Risk of poor Revenue Support Grant Settlement.</p> <p>Business Rate Retention.</p> <p>Council Tax income base reducing.</p> <p>National Economy declines.</p> <p>Local economy declines</p> <p>Tightening of Government fiscal policy.</p> <p>Changes to Government Policy.</p> <p>Reduced Government grants.</p> <p>Demographic changes.</p> <p>Focus on FFF priorities which compromise existing service delivery.</p> <p>Weak financial planning and forecasts.</p> <p>External competition.</p> <p>Member decision making.</p> <p>Council policy framework not conducive to enterprise development.</p> <p>Increased contract costs (from intro of LW)</p>	<p>Forced to make large scale redundancies.</p> <p>Forced to make urgent decisions without appropriate planning.</p> <p>Forced to make service cuts.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Effective internal audit function. (HoF)</p> <p>External audit of financial accounts. (HoF)</p> <p>Effective management of FFF Projects. (SAMS)</p> <p>All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF)</p> <p>Council's constitution. (DCE(AJ))</p> <p>Financial training. (HoF)</p> <p>Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF)</p> <p>Regular review of Financial Strategy. (HoF/SMT)</p> <p>Funding agreed for Prosperity Agenda.</p> <p>Code of Financial Practice Training being provided.</p> <p>Deloitte's Fees & Charges Review Completed.</p> <p>To continue to develop and deliver plan to fill the anticipated budget shortfall. (HoF/SMT)</p> <p>Provide Code of Financial Practice Training. (HoF/SMT)</p> <p>Implement Prosperity Agenda. (DCE-BH)</p> <p>BILL TO SUPPLY FRESH WORDING re EDR</p> <p>Complete Deloitte's Fees & charges Review (HoF/SMT)</p> <p>Complete Leisure Options Review. (HoCS/CMT)</p> <p>Discuss implications of LW with contractors and with HR. (SAMS / DCE(BH))</p> <p>FFF Savings options agreed by Executive. (Pending.)</p>	 <p>Executive has approved the FFF savings plan which has significantly reduced the likelihood of the Council having insufficient finances to maintain services. (Pending.)</p>

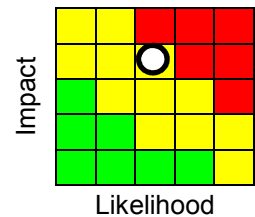
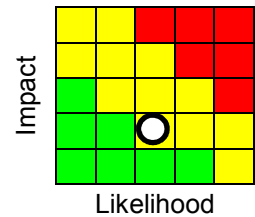
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks (Cont.)				
7. Risk of additional financial liabilities.	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</p> <p>Risk of increase in superannuation fund contributions.</p> <p>Uninsured loss.</p> <p>Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital)</p> <p>Legal challenge e.g. relating to a planning development.</p>	<p>Greater level of savings to be sought.</p> <p>Forced to make sub-optimum and short term decision without proper planning.</p> <p>Reduced levels of service.</p> <p>Payment of compensation.</p> <p>Failure to deliver service.</p>	<p>Fit for the Future change programme. (CMT)</p> <p>Project Risk Registers. (SAMS)</p> <p>Project Management. (SAMS)</p> <p>Asset Management. (HoH&PS)</p> <p>More effective financial planning and scenario analysis. (HoF)</p> <p>Regular monitoring of Fit for the Future. (SMT)</p> <p>Legal advice on projects. (SAMS)</p> <p>Projects drawn up within RIBA framework.</p> <p>Use of reserves to smooth impact of fluctuations in income.</p> <p>Reserves used to smooth impact of fluctuations in income.</p>	 <p>Impact</p> <p>Likelihood</p>

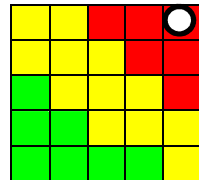
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks (Cont.)				
8. Risk of not investigating potential income sources.	Ineffective management. Complacency. Lack of resources to investigate. Other priorities.	More loss making services. Reduced income for the Housing Revenue Account that could compromise banking covenants.	<p>FFF Programme. (SMT)</p> <p>Effective fees and charges schemes. (HoF)</p> <p>Communications & Marketing Strategy. (SAMS)</p> <p>Regular review of financial forecasts to ensure income projections are up to date. (HoF)</p> <p>Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF)</p> <p>Funding agreed for Prosperity Agenda.</p> <p>Implement Prosperity Agenda. (DCE(BH))</p> <p>Introduce effective Local Plan. (Members)</p> <p>Appointment of Grant-Funding Advisor (HoDS)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Procurement Risks				
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/SAMS) Monitoring of departmental procurement. (SMT) Procurement Strategy (incl. action plan). (HoF) Code of Procurement Practice and related documents updated.	 <p>Impact</p> <p>Likelihood</p>
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. Possible repatriation of calls to Riverside House.	Required outcomes not achieved. Increased costs. Reduced level of service or failure to deliver service. Worsening relationship with WCC.	Ongoing scrutiny of partnerships. (DCE(AJ)) Normal management arrangements. (SAMS) Partnership checklists. (DCE(AJ))/SAMS Annual healthcheck completed by senior officers. (DCE(AJ))/SAMS Scrutiny committee regular review. (DCE(AJ)) Audit of partnership arrangements. (DCE(AJ)) Project Groups for significant services. (SAMS) Maintain dialogue with WCC. (DCE(AJ))	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Legal Risks				
11. Risk of not complying with key legislation or legal requirements, including failure to protect data.	Breakdown in governance.	External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation.	Constitution. (DCE(AJ)) External legal advice. (DCE(AJ)) Ongoing monitoring of all Executive recommendations. (DCE(AJ)) Ongoing professional training. (SMT)	
Information Management Risks				
12. Risk of ineffective utilisation of information and communications technology.	Poor management of IT function. Lack of specialist staffing. Lack of finance. Lack of trained staff.	Costly services. Inefficient services. Poor customer service. Data disclosures.	ICT Strategy. (DCE (AJ)) Fully-resourced, effective and secure IT function. (DCE (AJ)) Training for staff. (DCE (AJ))	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Asset Management Risks				
13. Risk of failing to provide, protect and maintain Council-owned property.	<p>Poor management.</p> <p>Lack of finance.</p> <p>Ineffective asset management.</p> <p>Incomplete data on asset conditions.</p> <p>Lack of effective asset management planning.</p> <p>Insufficient resources to maintain assets.</p> <p>Inaction re multi-storey car parks.</p>	<p>Lack of a suitable and safe living or working environment for residents, staff and visitors.</p> <p>Sub optimum asset decisions that are poor value for money.</p> <p>Building closure.</p> <p>Closure of car parks with resultant loss of income.</p>	<p>End-to-end systems intervention of the Property Service undertaken.</p> <p>New Asset Management Strategy developed linked to Asset Database. (HoH&PS)</p> <p>Overall strategic decisions regarding Council's corporate assets managed by multi-disciplinary Strategic Asset Management Group (SAG) Asset Strategy Group – chaired by Deputy Chief Executive. (HoH&PS)</p> <p>The operational management of the corporate repairs budget is overseen by the Corporate Property Investment Board (CPIB) – chaired by Property Manager. (HoH&PS) Body no longer exists.</p> <p>Improvements made to end to end systems to manage electrical testing, asbestos and gas servicing. (HoH&PS)</p> <p>Completion of condition survey. (HoH&PS)</p> <p>Completion of specialist survey of multi-storey car parks. (HoNS)</p>	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Emergency Response and Business Continuity Risks				
14. Risk of a major incident not responded to effectively.	Numerous causes including terrorism, natural disaster, loss of ICT facilities/data and pandemic such as bird flu.	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.	Emergency plan reviewed every 6 months. (CMT) Business continuity plan reviewed every 6 months. (CMT) Training for SMT – exercises and reviews. (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)	 <p>Impact</p> <p>Likelihood</p>
Environmental Risks				
15. Risk of climate change challenges not responded to effectively.	Lack of expertise. Lack of finance. Failure to reduce carbon footprint.	Budgetary impacts. Service changes required if long recovery phase. Loss of reputation and external censure. Disruption to services. Public health issues.	Climate Change Strategy in place.	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Planning Risks				
16. Risk of Local Plan being unsound or delayed .	Developer challenge before local plan complete. Political procrastination. Lack of involvement of external key players. Local Plan not evidenced properly. Failure to identify suitable sites for Gypsies and Travellers. Sub-Regional Housing Allocation not addressed.	Non or reduced achievement of objectives. Adverse financial impacts such as failure to set the Community Infrastructure Levy. Reputational damage. Possible legal action for damages. Development not where required. Increased costs. Additional work. Local Plan found unsound. Reduction in investment in area. Increase in appeals. Risk of insufficient Infrastructure Funding. Impact on Sustainable Community Strategy (SCS) objectives.	Published timetable. (HoDS) Plan based on robust evidence. (HoDS) Project management. (HoDS) Local Plan Programme Board. (HoDS) Local Plan Risk Register. (HoDS) Agree Gypsy and Traveller sites. (Members) Appeal letter sent to Greg Clarke, Secretary of state for DCLG. (HoDS) Letter to the Planning Inspector sent to request a suspension to the plan.	 <p>Impact</p> <p>Likelihood</p>

Key:

New narrative

Narrative transferred

Deleted narrative

Comment

⬅ = Current risk score

etc = Previous risk scores

↔ etc = trail (direction) of changes

CMT : Corporate Management Team

SMT : Senior Management Team

DCE(AJ) : Deputy Chief Executive – Andrew Jones

HoC&CS : Head of Corporate & Community Services

HoF : Head of Finance

HoDS : Head of Development Services

HoH&CP : Head of Health & Community Protection

HoNS : Head of Neighbourhood Services

Summary of Significant Business Risks

APPENDIX 2

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

Methodology for assessing risk: Criteria for scoring residual risk rating

Probability of Occurrence

Estimation	Description	Indicators
5: High (Probable)	Likely to occur each year (defined as more than 25% chance of occurrence in any one of the years covered by the assessment).	<ul style="list-style-type: none"> 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 (defined as between 2% and 25% chance of occurrence in any one of the years covered by the assessment).	<ul style="list-style-type: none"> Could occur more than once within the specified period (for example - ten years). Could be difficult to control due to some external influences. Is there a history of occurrence?
2: Low to Medium	Apply judgement	Apply judgement
1: Low (Remote)	Not likely to occur in a 10 year period (defined as less than 2% chance of occurrence in any one of the years covered by the assessment).	<ul style="list-style-type: none"> Has not occurred. Unlikely to occur.

Consequences

Estimation	Description
5: High	<ul style="list-style-type: none"> Financial impact on the organisation is likely to exceed £500K Significant impact on the organisation's strategy or operational activities Significant stakeholder concern
4: Medium to High	Apply judgement
3: Medium	<ul style="list-style-type: none"> Financial impact on the organisation likely to be between £100K and £250K Moderate impact on the organisation's strategy or operational activities Moderate stakeholder concern
2: Low to Medium	Apply judgement
1: Low	<ul style="list-style-type: none"> Financial impact on the organisation likely to be less than £10K Low impact on the organisation's strategy or operational activities Low stakeholder concern