

Executive

Minutes of the meeting held on Wednesday 13 November 2019 at the Town Hall, Royal Leamington Spa, at 6.00pm.

Present: Councillors Cooke, Day, Falp, Grainger, Hales, Matecki, Norris and Rhead.

Also present: Councillors: Nicholls (Chairman of the Finance & Audit Scrutiny Committee); Davison (Chair of the Overview & Scrutiny Committee); Boad (Liberal Democrat Group Observer); and Cullinan (Labour Group Observer).

65. **Declarations of Interest**

Minute Number 70 – Budget Review to 30 September 2019 and Other Financial Matters

Councillor Falp declared an interest because she was a Whitnash Town Councillor and left the room whilst the item was discussed.

Minute Number 73 – Relocation of Kenilworth Wardens

Councillor Hales declared an interest because he used to be a director of Kenilworth Wardens until 2016.

Minute Number 76 – Creative Quarter – Conclusion of Phase I and Next Steps

Councillor Boad declared a pecuniary interest because he was a Leamington Town Councillor and left the room whilst the item was discussed.

Minute Number 72 – Climate Change Emergency Action Plan Update

At the time of discussing this item, Councillor Nicholls declared an interest because he was a Member of the Climate Change Working Party.

66. **Minutes**

The minutes of the meeting held on 3 October 2019 were taken as read and signed by the Chairman as a correct record.

67. **Public Submission on behalf of Leamington Town Council Regarding Minute Number 76 – Creative Quarter – Conclusion of Phase I and Next Steps**

With the agreement of the Leader, Councillor Bill Gifford addressed the Executive on behalf of Leamington Town Council regarding the Creative Quarter – Conclusion of Phase I and Next Steps report.

Part 1

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

68. Housing Services Redesign – Additional Budget Requirement

The Executive considered a report from Housing setting out the budgetary implications of the proposed re-design of Housing Services.

A consultation exercise with staff and the recognised Trades Union commenced in late 2018 and was completed in September 2019, allowing the Job Descriptions for proposed new or significantly revised posts to be considered by the HAY Panel on 5 November. The outcome of the HAY Panel decisions enabled the potential cost implications of the new structure to be finalised and these were presented in the report, together with proposals as to how the additional costs could be funded.

Government policy was a major driver of the way in which local government worked, and changes in policy or to legislation inevitably impacted on services and the way that services were arranged. The Homeless Reduction Act, Duty to Refer and an Extension to private sector licencing had all been implemented in the last 18 months. In addition, major events such as the tragic incident at Grenfell had required consideration of not just the physical characteristics of their high rise stock, but also how those buildings and the immediate environment were managed. Other external factors such as a growing older population; increases in the number of people sleeping rough in the town; advancements in IT and more flexible working; and, changing customer expectations, all impacted on the way that services needed to be shaped to provide appropriate response. To deliver on these new requirements and deliver on customer obligations, many teams were already operating to temporary structures or were engaged on fixed term contracts. Nevertheless, other key work areas remained under-resourced to deliver the Council's priorities.

It was, therefore, determined that a re-design of the whole housing service was required, based on a business case of devising and implementing a structure that could deliver all the work that was currently being done, build on that work and deliver those issues that current resourcing levels prevented being done.

The current structure of the team was shown at Appendices 1 and 2 to the report. To deliver these desired outcomes, it was proposed to increase both management capacity and build capacity within the teams and, following a consultation process, a proposed new structure was shown at Appendix 3 to the report. This structure and the establishment changes required to implement it would be presented to Employment Committee on 10 December for consideration.

The proposals were for increased management capacity, inbuilt resilience to enable delivery of key work strands, making permanent the temporary arrangements, adding resilience to front line and back office teams. The potential maximum additional cost of the new establishment was £530,215.00 per annum. Details of this requirement were shown in confidential Appendix 4 to the report, Minute Number 86. However, this was a notional maximum based on the potential costs payable if every person in post was to be paid at the top point of their salary grade. Four of the posts in the proposed new structure were Fixed Term three-year temporary positions, so it was possible costs would reduce if these posts were not renewed at the end of this period.

Subject to Employment Committee approval of the new structure shown at Appendix 3 to the report, implementation would commence from 13 December 2019. It was unlikely that recruitment to new or vacant posts would be completed for some months following that date. Temporary arrangements were in place until 31 March 2020, any shortfall would be funded from the HRA Reserves which would facilitate the phasing in of the new structure within existing 2019/20 budgets.

The staffing budget provision for 2019/20 would be closely monitored as it was calculated that part-year costs could be met from the existing staffing budget.

Any future additional funding requirements from 2020/21 onwards would be addressed through the budget setting process and built into the Base Budget.

The Family Support Worker Service Level Agreement with Warwickshire County Council had been in place since March 2017 and had proved invaluable in providing support to vulnerable families whilst addressing tenancy breaches and concerns in relation to sustaining tenancies.

In terms of alternatives, the Executive could choose not to approve the recommendations. The risk associated with this option was that without approval of the potential additional budget, it would only be possible to introduce a sub-optimal staffing structure that did not adequately deliver the desired outcomes from the re-design.

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

The Overview & Scrutiny Committee noted the report and agreed that their monitoring of service benefit would be via the annual Portfolio Holder report to the Scrutiny Committee.

Councillor Matecki proposed the report as laid out.

Recommended to Council that, subject to Employment Committee approval of the proposed new structure and establishment for Housing Services, an additional staffing budget of up to £530,215 per annum, be approved, and the resulting financial impacts being an additional cost of £542,769 to be funded from the Housing Revenue Account and a cost saving of -£12,554 for the General Fund.

Resolved that

- (1) the full year costs of the additional budget from 2020/21 onwards will be built into the base budget through the Council's budget setting process, be noted; and
- (2) the current Service Level Agreement in place with Warwickshire County Council's Strengthening Families Team in line with the national Troubled Families Programme be extended until 31 March 2021 to fund 50% of a Shared Family Support

Worker Post resulting in a financial contribution of £17,500 per annum.

(The Portfolio Holder for this item was Councillor Matecki)
Forward Plan Reference 1,073

69. **Minor Amendments to the Constitution**

The Executive considered a report from Democratic Services bringing forward minor amendments to the Constitution, seeking additional delegations to officers, as well as clarification on delegations to officers and Council Procedure Rules and an updated structure chart of the Council.

The revision proposed to delegation HS (35) was to remove the need for a report to be made to the Executive for information purposes only. The information would be included within the annual reports by Portfolio Holder to Scrutiny but as this was not a formal reporting mechanism, it was advised against referencing this within the Constitution.

The proposed new delegation to the Head of Housing (HS(NEW)) was to make allowance for Registered Providers (RP) in the event that the RP became insolvent and had a mortgage on a site which was subject to a s106 agreement. When RP became insolvent if the site was subject to a mortgage, the mortgagee might exercise their right to take possession of the site in order to recover the monies provided under the mortgage. The standard section 106 clauses provided that so long as the mortgagee made reasonable attempts to resell the Affordable Housing properties to another RP, and followed the process set out in the mortgagee in possession clauses in the relevant s106 agreement, that in the event that they were unable to do so, that they could dispose of the Affordable Housing as open market dwellings. The purpose behind this was that Registered providers often funded new developments or the acquisition of Affordable Housing by raising finance by lending monies against existing sites. If lenders were unable to exercise their right to enter into possession of the charged site and to sell the Affordable Housing as open market dwellings once they had made reasonable attempts to sell to another Registered Providers, they would not lend monies against such sites. The effect of this was that Registered Providers would be unable to fund future Affordable Housing and this would prejudice the delivery of future Affordable Housing schemes in the District. There were time limits within the s106 agreement for the mortgagee in possession and the Council to meet. Therefore, delegated authority was sought to enable the Council to meet those requirements.

The proposed amendment to DS70(i) sought to ensure clarity for all parties on the reason(s) why a District Councillor was asking for a planning application to be considered by Planning Committee. This amendment would ensure requests were thought through and were understood by officers so that the issues could be properly addressed. The amendment sought to reduce the risk of unreasoned referrals in acknowledgment of the significant additional costs involved with making a decision through the Planning Committee.

The proposed amendment to DS(70)(ii) looked to remove the need for applications to come to Committee where representations were received on an application, from the general public and these were subsequently resolved through amendments to the application.

The proposed amendment to DS70(iib) sought to clarify when a planning application would be referred to Planning Committee following comments from a Parish or Town Council. Currently, the delegation implied that even if a material consideration was raised by a Town/Parish Council, it should not go to Planning Committee if a non-material matter was also raised. This was not the intention and it had not been used in this way. However, it was appropriate to clarify its meaning so that the proposed new wording would read: *"where a material matter is raised and the representation is contrary to officers' recommendations, then it should be considered by Planning Committee"*. This involved no reduction in the power of parish or town councils to influence the referral of cases to Planning Committee, but clarified the requirement that the reasons for referrals were material planning considerations.

The addition to DS(48) to include notices under Section 54 of the Planning Listed Buildings and Conservation Areas (LBCA) Act, by their very nature, often needed to be issued urgently and therefore it was proposed that this should be a matter delegated to officers, with appropriate consultation. The current procedure required a report to Planning Committee and this increased the risk that urgent works could not be undertaken when required. The proposed additional delegation under Section 55 of the LBCA went hand-in-glove with Section 54 by allowing service of notice of an intention to recover reasonable expenses associated with works carried out under Section 54. This notice was usually served concurrently with a notice under Section 54, and therefore also needed to be included in the proposed amendments.

The proposed new delegation to the Head of Development Services, in respect of responses to Planning Policy Consultations, was to enable non-strategic responses to consultations to be made without the need for an Executive report and therefore improve responsiveness, particularly where deadlines were short.

The revisions to the rules of debate was intended to provide clarity for Members when considering these options at meetings, to ensure all were aware of the implications.

The revisions to public speaking procedures for Planning Committee were included for clarification for all parties on speaking rights for what was a very emotive subject matter.

The revised structure chart was included as a result of the introduction of the revised Portfolio Holder remit to include Environment and where this fell within the structure.

In terms of alternatives, for the amendments to Council Procedure Rules and revisions to delegation, these were proposed to provide clarity within the Constitution for all interested parties. Therefore, no direct alternative had been considered to them.

In respect of the additional delegations for Housing and Development Services, careful consideration had been given to the best approach to be used. At present, these would be matters where the Executive or Planning Committee would be required to make a decision. This could take a long time to progress for what were either relatively minor or urgent items. After consultation with relevant Councillors, these were considered more expedient and a better use of resources to delegate these matters as suggested.

Councillor Cooke proposed the report as laid out.

Recommended to Council that

- (1) the amendments to the Constitution as set out at Appendix 1 to the report, be approved; and
- (2) the revised structure Chart for the Council as set out at Appendix 2 to the report, be approved.

(The Portfolio Holders for this item were Councillors Cooke, Day and Matecki)
Forward Plan Reference 1,074

70. Budget Review to 30th September 2019 and other Financial Matters

The Executive considered a report from Finance. Since the Budgets were set in February of this year, various changes had been identified and were now presented to Members, for the second time in this financial year, for their consideration and to inform them of the latest financial position for both 2019/20 and in the medium term.

The report also proposed that Members agree to amend the Section 123 list to enable Community Infrastructure Levy contributions to be made to the Whitnash Civic Centre and Library scheme in 2019/20.

This was the second report updating Members on the 2019/20 Budgets since they were last informed in August of this year based on quarter one.

The Accountancy Team had worked with Budget Managers and the following Variations had been identified, with Budget being amended accordingly. The following table shows those for the General Fund reported for quarter two.

2019-20	Service	Variance £	
Variance reported August 2019 Executive (Q2)		148,500 (A)	
Major Variations			
Newbold Comyn masterplan legal fees	Culture	5,000 (A)	Non-Rec
Relocation Kenilworth Wardens – Legal fees	Chief Exec	5,000 (A)	Non-Rec
Stratford Road Legal Fees	Chief Exec	5,000 (A)	
Kenilworth School Legal Fees	Chief Exec	5,000 (A)	
Trade effluent charges ST Nix Pool Sept 16 to June17	Culture	7,400 (A)	Non-Rec
Development control – Consultants Fees	Development	29,900 (A)	Non-Rec
Kenilworth PSC – Fuel Oil	Development	15,000 (F)	Rec
Land Charges income (£39k adv last month, now £33k adverse)	Development	6,000 (F)	Rec
Events income – commercial orgs.	Development	10,000 (F)	Rec
Christmas Lights contract	Development	7,100 (A)	Rec
Burial Income	Neighbourhood	65,000 (A)	Rec
Cremator Maintenance	Neighbourhood	40,000 (A)	Rec
Cremation Fees	Neighbourhood	25,000 (F)	Rec

LPG	Neighbourhood	10,000 (F)	Rec
Commercial property Energy Performance certificates, Valuations, Extractor fan Report	Strategic Leadership	48,100 (A)	Non-Rec
Earmarked Reserves not needed	Several	218,000 (F)	check
M6			
Earmarked Reserve not fully needed Strat Housing Mark Assess	Housing General Fund	30,000 (F)	One off
Salary Changes	Chief Exec	69,300 (F)	One off
Salary Changes	Culture	4,500 (F)	One off
Salary Changes	Development	31,100 (A)	One off
Salary Changes	HCPU	2,300 (A)	One off
Salary Changes	Finance	40,500 (F)	One off
Salary Changes	Neighbourhood	57,700 (F)	One off
Rent free period–Hamilton Terrace	Chief Exec	21,400 (A)	One off
Building Control Rugby Office Rent	Development	11,500 (F)	Recurring
Advertising Fees delayed due to secondment	Development	15,000 (A)	One off
Planning Fees (net of contribution to Planning Investment Reserve) see para 3.4 and appendix B	Development	250,000 (A)	On-off
Insurances		50,000 (F)	Recurring
Interest on borrowing		100,000 (F)	
Investment receipts		200,000 (F)	
Total Minor Variations		2,000 (F)	
Total Major & Minor Variations		163,700 F	

Work was currently on-going in preparing the Base Budget report. As part of this, more detailed work was carried out of many Budgets. This was notably in respect of:

- Insurances – Insurances had recently been re-procured. This had generated some notable savings. Work was still on-going in determining the precise implications for the General Fund and Housing Revenue Account. The saving reported above was believed to be prudent, with the more accurate figure to be reported in December.
- Interest on Borrowing – The original estimates assumed that the Council would take at new borrowing during the year. £12m had recently been secured at 1.8%. This was below the rate included within the 2019/20 Estimates. More details had been included in the half year report to Finance and Audit Scrutiny Committee.
- Investment Receipts – the favourable variance reflected the Council holding higher balances and the non-treasury loans that the Council had made over the last year.

The Base Budget report to Executive in December would present the 2020/21 Base Budgets, prior to the inclusion of any discretionary service and budget changes. Alongside the 2020/21 Budget, more detailed 2019/20 projections would be included. It was also intended to present an update of the Medium Term Financial Strategy.

HRA Revenue – currently a forecast underspend of £109,200, made up of the variations below:

2019-20	Service	Variance £	
Major Variations		8,500 (F) b/f	
Business Transformation Officer post now GF.		£17,000 (F)	Rec
Sayer Court water metered - budget not provided for.		£15,000 (A)	Rec
Open spaces grounds maintenance grass cutting contract Sayer Court – less than previously reported.		£2,100 (F)	Rec
Earmarked Reserve not needed		5,000 (F)	One off
Sayer Court bio-mass boiler		14,500 (A)	Recurring
Commercial rent – 1 Warwick St		16,500 (F)	Recurring
Salary changes	Lifeline	22,400 (F)	One off
Salary changes	Tenancy Mgmt	5,000 (F)	One off
Salary changes	Housing Income	7,200 (F)	One off
Insurances (see paragraph earlier)		50,000 (F)	Recurring
EMR – Survey procurement costs		5,000 (F)	One off
Total		109,200 (F)	

Contingency Budget – Appendix A to the report gave details of the allocations out of this budget with the budget having been fully allocated in the current year. It was proposed to allocate £125,000 from the current year General Fund surplus to the Contingency Budget. It should be noted that there were other requests to make use of this Budget within other reports on the agenda, along with recommendation 2.7 in the report. The Contingency Budget would also be reviewed as part of December's budget report.

Major Income – Appendix B to the report showed a detailed breakdown over several years of the Council's Major Income Budgets. The first six months' actuals had been profiled to project the potential out-turn for 2019/20, based upon prior year. Where available, the Manager's projections were also included, but these projections might fluctuate with various other factors impacting upon income.

Capital –The following proposed changes to the Capital Budget had been identified:

1. Castle Farm Pitch Drainage - £73,000 slippage to 2020/21 as connected to the Kenilworth Leisure Centre Phase 2 projects.
2. Leisure Centre Refurbishment Phase 1- £1,600 additional Section 106 contributions being used towards final items of scheme expenditure.
3. Leisure Centre Refurbishment Phase 2 - £44,100 increase in capital budget due to funds being transferred from revenue earmarked reserve. The earmarked reserve was initially intended for work to RIBA stage 1 (revenue) but was now required for RIBA 3 onwards (capital).
4. St Peters Pay on Foot Parking Machines - following the installation of new Pay and Display machines in Council car parks, it was now proposed to upgrade the Pay on Foot Machines within St Peter's car park. This would include number plate recognition and payment by bank card facilities. This was estimated to cost £76,000. It was proposed to fund this from:
 - £40,000 underspend on the new Pay and Display machines; and
 - £36,000 from the Parking Displacement Budget. The requirement and timing for parking displacement in Leamington related to the proposed redevelopment of Covent Garden Multi Storey was still uncertain. However, the new Station Approach car park was operational from November. The proposed use of grounds at Edmonscote Track for further parking were not now thought feasible. Consequently, it was proposed to utilise £36,000 of the parking displacement budget.

Warwick District Council had previously agreed to support the Whitnash Town Council project through the provision of grant and officer time to build a new Civic Centre and Library in Acre Close Playing Fields (Executive minutes 28/11/18 minute 100 and 28/6/17 minute 21).

The project to build a new community centre sought to fulfil the wish of the Whitnash community (Neighbourhood Plan Referendum November 2015). Incorporating a community sports hall, this project was closely aligned with the District Council's Leisure Development Programme, which sought to upgrade and modernise the District Council's leisure facilities in Warwick, Leamington and Kenilworth. The Civic Centre and Library would see the delivery of modern leisure facilities in Whitnash town. In doing so, all four of the District's town would offer quality leisure facilities to meet the growing needs of the area's local populations.

Following a procurement process, tender prices had been received which had resulted in the most competitive bidder, Deeley Construction Limited, undertaking a value engineering exercise to reduce the construction cost of the scheme. The current estimated total project cost, including pitch works and client contingency was now £2,110,541. There remained uncertainty about the costs for storm drainage. This was the last major risk factor with regards to construction cost. Surveys had been instructed which would help to inform this risk. However, it was advised that an additional allowance of £100k should be included to cover the risk that a costlier drainage solution needed to be implemented.

Source	Previous budget Nov 18	Current position
WDC Grant	£1,000,000	£1,000,000
Sport England	£150,000	£150,000

WCC library	£150,000	£150,000
WTC loan	£250,000	£250,000
External grants	£60,000	£20,000
S106 money previously agreed*	£231,400	£234,768
Assumed S106	£380,607	£0
Total	£2,222,007	£1,801,400

*W/13/0858 (off site, indoor and outdoor sports) and W/13/1207 (£231k)

The assumed S106 referred to funding from sites allocated in the Local Plan, East of Whitnash and Golf Lane anticipated for this project as below:

- East of Whitnash - H03 (S106 site specific) - £172,640
- Hazelmere and Little Acre, Golf Lane - H45 (Town Council proportion of Community Infrastructure Levy (CIL)) - £155,317
- Windfalls (WTC proportion of CIL) - £52,650

In 2017, Members were advised of the risk that this S106 funding would not materialise. Unfortunately, this risk had been realised and it was accepted that the funding would not now come forward within an appropriate timeframe as explained below.

Ongoing access issues to the East of Whitnash site had delayed progress with the development, meaning that it would not be possible to agree a S106 agreement within appropriate timescales.

With regards to the Golf Lane site, there was a strong potential for this site to come forward for 100% affordable housing. Affordable housing was CIL exempt, meaning that when this scheme did come forward, it would not create a CIL receipt to the Town Council.

The evolving position with these two sites had meant that it was not possible to anticipate these issues when previous WDC support for this scheme was agreed by the Executive.

Similarity with regard to the windfalls, no windfall money had been received to date. This funding was inherently difficult as it was by definition unexpected. It was therefore considered unwise at this point to include windfall CIL receipts within the income profile for this project.

The impact of these issues had led to a current project budget shortfall as below:

Total income	£1,804,768
Total expenditure	£2,110,541
Shortfall	£305,773

The District Council had previously agreed an in-principle loan for the Town Council to provide cash flow to the Town Council until receipt of the S106/CIL was received. However, the difficulties with the development sites (H03 and H45), now meant that it was likely that no S106/CIL from these sites would be

agreed for the Whitnash Project. The District Council was prepared to review the proposed loan arrangement but recognised that the loan period would need to be extended over a considerable period. In line with required accountancy practices, and specifically allowing for Minimum Revenue Provision, the interest rate on the loan would remain at 2% plus base rate however the Town Council would also be required to make an additional annual repayment of the loan principal at 4%.

If the Town Council were to borrow all of the current shortfall of £305,773, this would result in annual payment of approx. £20,640 which WTC had confirmed would be unaffordable to their Council. Not only was there currently no realistic prospect for significant amounts of S106 contributions or Town Council CIL to come forward, but also the Town Council did not have available alternative income streams to repay the loan principal.

It was therefore considered that the most feasible and timely solution to address the project shortfall was to utilise the District Council's CIL funding. This would enable the project to be adequately funded and limit the Town Council's borrowing to a level that would be affordable to the Town Council and acceptable to the local residents in terms of the increase to the precept.

It was therefore recommended that up to £410,000 of District Council CIL funding should be allocated to this scheme to ensure that the community centre could be delivered. This sum allowed for the current shortfall and an additional allowance to cover the drainage risk.

Members were reminded that in March 2019, the Executive agreed the projects that would be supported by CIL contributions in 2019/20 (the "CIL Regulation 123 list"). In conjunction with infrastructure providers, the Council had identified a number of schemes which, taken together, would fully spend anticipated CIL contributions over the next five years. These schemes were:

- Improvements to Destination parks (St Nicholas, Warwick and Abbey Fields, Kenilworth)
- Bath Street improvement scheme (WCC scheme)
- Emscote Road Multi Modal Corridor Improvements (WCC scheme)
- Warwick Town Centre Improvement works (WCC scheme)
- Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre
- Medical facilities - N Leamington (Cubbington/Lillington) (South Warwickshire CCG)
- Wayfinding in Leamington, Kenilworth and Warwick.

In order for £410,000 to be allocated from CIL, it needed to be diverted from one of these projects. The Council had already entered legal agreements to fund the contributions to WCC and the CCG and so this money needed to be found from other WDC-led projects. It was proposed that the CIL contribution should be taken from the "Improvements to Destination parks" project for which £3 million had been earmarked for 2019/2023. The total allocated to the Destination parks would therefore reduce to £2,590,000.

In March 2019, the Executive also agreed the apportionment of CIL contributions in 2019/20. Not all CIL schemes required contributions in 2019/20, and a total of £958,000 was allocated. The Destination parks project was not one of these, however, sufficient CIL contributions had been received in 2019/20 to allow this additional payment to be made this financial year.

It was therefore recommended that the list of CIL projects contained in Appendix 1 to the Executive report in March 2019 should be amended to include the Whitnash Civic Centre and Library. It was furthermore recommended that £410,000 should be allocated to this project and that this contribution was made available (if required in full) in 2019/20. The apportionment of CIL contributions in 2019/20 was therefore to be revised (amending the table in paragraph 3.13 of the March Executive report) as below:

Infrastructure Project	Proposed 19/20	Percentage
Destination Parks	Nil	-
Bath Street Improvement Scheme	£195,000	14.3
Emscote Road Multi Modal Corridor Improvements	£200,000	14.7
Warwick Town Centre Improvement works	£373,000	27.2
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	Nil	-
Medical facilities - N Leamington (Cublington/Lillington)	£60,000	4.3
Wayfinding in Leamington, Kenilworth and Warwick	£70,000	5.1
Whitnash Civic Centre and Library	£410,000	30
PLUS CIL Administrative charge	£60,000	4.3
Total	£1,368,000	

Other options considered by WTC to address the shortfall, but discounted, included:

- an additional PWLB loan funded by an increase to the Town Council precept;
- request for additional grant from WDC;
- request for additional development contribution from Warwickshire County Council.

The Town Council had previously agreed to limit the increase to the Town Council precept to £5pa for a Band D property. The current PWLB loan currently resulted in a £4.95 increase to Whitnash residents and any further loans or precepts would result in exceeding this limit. The options to take an additional loan and/or increase the precept were therefore discounted.

With regards to an additional grant from WDC funded from the Community Project Reserve, the District Council had already contributed funding up to £1million from this source and was therefore unlikely to consider a further request for funding from WTC for this project.

Likewise, Warwickshire County Council had confirmed that there was no additional funding available for this project over and above the £150k that had previously been agreed.

In relation to Recommendation 2.7 in the report, during the undertaking of urgent works to protect the Listed Masters House building, the contractors acting for the Council had identified that the previously proposed installation of a tarpaulin as the final element of the building's protection would be unsuitable in the particular circumstances that had now come to light. The reasons for this arose from:

- the potential impact on the existing tiles on the building, the condition of which had now become clearer, and the risk of them being dislodged; and
- the recent continually damp conditions, resulting in the need to provide a breathable feature, unlike a tarpaulin, which would provide the optimum opportunity for the building timbers to dry out or at a minimum not become more wet.

Consequently, the Council's advisors were now indicating that the most appropriate solution was a freestanding canopy feature which would not be in contact with the structure itself and provide a breathable solution for the reason summarised above.

Officers were currently seeking tenders for that work which provided the optimum solution at an appropriate cost, however, the estimates so far were in the region of £50 - £60k.

Members should note that the expenditure would be secured by way of a charge on the land. The report covering this matter at the October Executive addressed the risks and risk mitigation associated with the urgent repair process.

In terms of alternatives, it would be possible to adjust budgets for the variances identified now. However, being early in the financial year, officers were considering how these variances could be accommodated ahead of taking this possible course of action.

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

Councillor Hales, the Portfolio Holder for Finance, passed his thanks to Members of the Finance & Audit Scrutiny Committee and thanked Councillor Nicholls, the Chairman, for his hard work.

Councillor Hales proposed the report as laid out.

Recommended to Council that

- (1) the latest variances for the General Fund budget and the projected outturn for 2019/20 and how these will be included within the Base budget report to be considered by Executive in December 2019 as per paragraph 3.1.1 in the report, be noted;
- (2) the latest variance for the Housing Revenue Account for 2019/20 as per paragraph 3.2 in the report, be noted;
- (3) the transfer of £125,000 from the 2019/20 General Fund forecast surplus to the Contingency Budget as per paragraph 3.3 in the report, be agreed;
- (4) the Major Income projections within Appendix B and how these continue to be closely monitored as per paragraph 3.4 in the report, be noted;

- (5) changes to the Capital Programme, including the slippage to 2020/21, the increases in budgets for 2019/20 from S106 or revenue funding and movement of budgets between schemes as per paragraph 3.5 in the report, be agreed;
- (6) amending the Section 123 List to include Whitnash Civic Centre and Library, with £410,000 allocated in 2019/20, and amending the Capital Programme to reflect the forecast expenditure and funding as discussed in section 3.6, be agreed; and
- (7) the release of up to £60k from the Contingency Budget for the work described at paragraph 3.7 in the report, be agreed.

(The Portfolio Holder for this item was Councillor Hales)

71. **Council Tax Reduction Scheme 2020/2021**

The Executive considered a report from Finance. In April 2019, a new Council Tax Reduction banded scheme was introduced for claimants in receipt of Universal Credit. It was proposed that this would be rolled out to the remaining caseload from April 2020. At the time of the proposal, it was anticipated that the majority of claimants would have moved over to Universal Credit. However, the migration of existing case load to Universal credit had been stalled by the Department of Work and Pensions and there was no firm commitment as to when and how this process might take place.

The Council agreed to introduced the Council Tax Reduction banded scheme in April 2019 for claimants in receipt of Universal Credit. At that time, the Department for Work and Pensions planned to migrate the existing Housing Benefit working age claims onto Universal Credit during 2019/20. However, the Department for Work and Pensions had halted the migration process, and to date, there was no information available about how and when the existing case load might be migrated. Therefore, only new Benefit claimants and those who had certain changes in their circumstances could claim Universal Credit.

The new banded Council Tax Reduction scheme had been designed to align closer with the Universal Credit scheme, and to be easier for claimants to understand, and to be easier to administer. Prior to April 2019, all working age claims for Council Tax Reduction were assessed based on a means tested Council Tax Benefit scheme which was broadly similar to the Housing Benefit scheme.

The original intention was for all working age Council Tax Reduction claimants to be moved on to the banded scheme from April 2020, in line with them moving onto Universal Credit. Eventually, it was anticipated that these customers would be gradually moved from Housing Benefit to Universal Credit. It would be more sensible to move them to the banded scheme at that point. Further migration to the banded scheme should be reconsidered by the Council in 12 months' time based on the latest information on the rollout of Universal Credit.

If the migration of claimants to Universal Credit was further delayed, or did not happen, it was proposed to be delegated to the Head of Finance in consultation

with the Finance portfolio to agree any further deferment of the roll out of the banded scheme.

Council Tax Recution claimants on pensionable age were to continue to receive benefit in line with the former Council Tax Benefit scheme. These claimants were not planned by the DWP to be moved onto Universal Credit.

In terms of alternatives, all working age claimants could be moved to a banded reduction scheme, however, this would require a new scheme writing for non-Universal Credit customers and would be more complex to administer than the current means tested and banded schemes.

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

Councillor Hales proposed the report as laid out.

Recommended to Council that

- (1) the banded Council Tax Reduction scheme continues for Universal Credit customers only; and
- (2) delegated authority be given to the Head of Finance in consultation with the Finance Portfolio Holder to agree any further annual deferment of the roll out of the banded scheme.

(The Portfolio Holder for this item was Councillor Hales)
Forward Plan Reference 1,020

(Councillor Grainger joined the meeting during this item.)

Part 2

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

72. Climate Change Emergency Action Plan Update

The Executive considered a report from the Chief Executive outlining the Council's progress in developing a Climate Change Action Plan to comply with its commitments in a motion agreed in June 2019 in respect of declaration of a Climate Change Emergency and moving towards the Council becoming a Net-Zero carbon organisation by 2025 and facilitating the District towards zero net emissions by 2030.

A 'Climate Emergency' motion was put to Full Council in June 2019. The motion called on the Council to provide resource to prepare a report within six months:

- to establish how Warwick District Council could become a net zero carbon organisation by 2025 including contracted services in terms of scope 1, 2 and 3 emissions; and
- facilitate the decarbonisation of businesses, organisations and residents so that the District's carbon emissions would be close to net zero by 2030.

In order to achieve this, the agreed motion required the Council to:

- work with local councils to lobby central Government to help address the above points by changing funding and regulation;

- engage with and listen to local stakeholders regarding approaches to tackling climate emergency;
- ensure that it was central to the Council's strategic business strategy; and
- work with One Carbon World in order to achieve UN climate neutral status.

There were not that many complete examples of climate action plans already in place within other councils in response to climate change emergency motions from which WDC could learn. However, a useful document had been prepared by a national consultancy that set out a step by step approach, albeit at a high level. This was set out at Appendix 1 to the report and it was suggested that this methodology should be followed.

Since this declaration, the Council had agreed that Climate Change should be put at the heart of its emerging Business Strategy (agreed for consultation amongst Councillors in October) which aligned this work with the District Council's vision to make Warwick District a great place live, work and visit, delivered through the Fit for the Future programme and the strategic theme priority of 'Clean, Green and Safe'. It was also now suggested in addition, that the Council's vision should be amended to read "Making Warwick District a great place to live, work and visit – carbon neutral by 2030".

Developing the actions for how Warwick District Council could work towards becoming carbon neutral depended on a sound understanding of the total carbon footprint for the District and the various sectors and the impact of each action on the remaining gap to attaining carbon neutrality.

The Council had been awarded a grant to take part in the UN Climate Neutral Now initiative, with One Carbon World as the delivery organisation. One Carbon World was assisting the Council in defining its own carbon baseline (2018/19) which would be verified by the University of Liverpool. The information was attached at Appendix 2a to the report.

The Council emissions were currently estimated at 3000 tons CO2 per year. The table below highlighted what emissions had been included and excluded from that calculation.

Scope 1,2 or 3 and type of emission	Emissions included in the 2018/19 Baseline	Comment
Scope 1 - Direct emissions. Activities that were owned or controlled by the Council and involved the release of emissions straight into the atmosphere. Examples included combustion emissions from gas boilers in our buildings and from council owned vehicles.		
Gas emissions from buildings where WDC was the bill payer.	Yes	28 buildings.
Council owned vehicles	Yes	
Gas emissions from social housing	No	Sheltered accommodation included. Other social properties included with District emissions.

Scope 2 - Energy indirect emissions. These emissions were associated with the consumption of purchased electricity, heat, and steam and cooling. These emissions arose as a consequence of the Council's activities but were not owned or controlled by the Council as they were released at power stations where the electricity was generated.		
Electric emissions from buildings where WDC was the bill payer	Yes	300 buildings and other sites.
Electric emissions from social housing	No	Sheltered accommodation included. Other social properties included within District emissions.
Scope 3 - indirect emissions. These were emissions that were a consequence of the Council's actions that occurred at sources that were not directly owned or controlled. Examples included outsourced activities, business travel by staff using their own vehicles and at work air and rail travel. Optional to include emissions arising from air conditioning, waste, water use and commuter travel by staff.		
Outsourced activities (Contractors)	No	Unable to establish a baseline currently. Would address through the action plan.
Vehicle business travel	Yes	Did not have data on individual vehicle make and model only total mileage.
Rail business travel	Yes	Data not available
Air business travel	Yes	No Flights taken
Bus business travel	Yes	Data not available
Air conditioning	No	A complex area of different gas types and estimating gas use. Actions to be included within action plan.
Waste from Council owned buildings	No	Waste was unable to be weighed from Riverside House and some other council buildings. Actions to be included within action plan.
Water from Council owned buildings	No	Actions to be included within action plan.
Staff travelling to and from work in their own vehicles (commuter emissions)	No	Would encourage staff to travel by green methods. Actions to be included within action plan.

The wider district carbon emissions baseline had been defined using SCATTER, which was a globally recognised tool to define emissions in a given local authority area which used a comparable formula also being used by other local authorities.

The full carbon footprint (2018/19) for the District had been estimated at approximately 1,060 Kt CO₂e (1,060,000 tons of Carbon Dioxide equivalent gases). The District carbon footprint was described in Appendix 3 to the report.

Going forward, the SCATTER tool would help the Council to understand which sectors to prioritise and to estimate carbon reductions from each action. In addition, it would enable carbon reduction projections to be made against a number of different carbon reduction scenarios over time.

Warwick District Council only had direct control over a small proportion of the total emissions of Warwick District (estimated at 0.3%). Therefore, consideration had to be given to spheres of influence within the developed action plan.

Having a comprehensive understanding of the Council's baseline emissions and our spheres of influence would help support the discussions with stakeholders e.g. businesses; community organisations; schools; resident groups etc. to identify the changes that needed to be made to the way of life in Warwick District to create priority programme.

The Climate Change Emergency Action Plan would outline and prioritise clear actions for change, highlighting the estimated outcomes in carbon reduction, the costs of actions and the likely impact. This approach required an agreed strategic direction and the flexibility to contribute to the road map produced through agile responses to opportunities.

The strategic direction proposed as the high level action plan prepared in response to the Climate Change Emergency declaration was detailed in Appendix 4 to the report. This would be reinforced as part of the first phase of the action planning.

Given the scale, complexity and urgency of responding to climate change, it was proposed that the Action Plan should be recognised as iterative in nature. This would allow emergent gaps and actions to be updated, revisited and managed. It would also enable new and emerging technologies to be introduced where appropriate.

The responsible organisations and individuals charged with delivery of the Action Plan would clarify proposals for introduction and timing of measures and interventions deemed to be priorities and having the most impact. They would be responsible for reporting progress against the agreed programme. Appropriate governance structures would be put in place within Warwick District Council to oversee and report on progress, although the responsibility for implementing and delivering a change programme of this scale did not reside with any one individual or organisation.

The report set out the scale of the challenge, and the nature and scope of our focus in the determination of the detailed action plan. In order to produce an effective plan, work needed to be undertaken to understand and engage with partners and residents. The next steps were identified as:

- develop a communications plan which would highlight the work of the Council to reduce its carbon footprint;
- work with and consult partners, stakeholders, businesses and residents to gather their contributions and create a sense of ownership and commitment to the development and delivery of the Climate Change Emergency Action Plan;
- align the proposals to the 2020/21 Budget process; and
- mobilise resources to deliver the priority programme.

To make this practical, the Council had commissioned external help to develop the Climate Change Emergency Action Plan relating to the Council's own carbon footprint and to that of the District, its businesses and communities, more widely. This had been done at a cost of £27,000 funded from the Service Transformation Fund. This would be completed in time to report in February 2020 and would feed into the Council's Business Strategy and the Annual and subsequent Budgets.

Warwick District had had a Sustainability and Climate Change Approach in place since 2014 and had been taking action on adapting to climate change impacts. Appendix 5 to the report detailed the activities which had been undertaken in this regard.

Positive steps had been made in the right direction but like the rest of the UK, had also been subject to often conflicting policies and models of growth, which had increased the extent to which fossil fuels were used locally in lifestyles, jobs and transportation and as a consequence, risk increasing greenhouse gas emissions.

In addition, alongside work on the Sustainability Action Plan, a number of other practical steps had been taken. These included:

- a) the prominence given within the Council's Business Strategy to achieving Carbon Neutrality;
- b) giving priority to the preparation of a planning policy Development Plan Document (DPD) on Climate Change and Sustainable Buildings;
- c) submitting a bid to the LEP for the Commonwealth Games which included proposals to help develop Leamington Station as a Transport Hub with Electric Charging points for buses, taxis, cars and a community bike scheme;
- d) Soft Market Testing for a community bike hire scheme;
- e) launching a tree planting campaign in late November as part of a national scheme but with the intention of planting a tree for every person in the District by 2025;
- f) submitting a bid proposing to improve air quality in Leamington – focusing on a community bike hire scheme;
- g) preparing for another Office for Low Emission Vehicles (OLEV) bid – ultra low emissions vehicles;
- h) working up options for consideration within the procurement for the Council's new Waste Management contract, including lower emission vehicles;
- i) making adjustments to the Council's Senior Management Structure to create additional staff capacity to give the Climate Change Emergency appropriate high level priority;
- j) discussing the Council's renewable energy sources of origins with its energy broker to increase the level of renewable uptake;
- k) supporting WCC in its bid for capital monies to implement the K2L cycle scheme and with Sustrans to implement the Lias Line to Rugby/Southam as well as developing a Warwick/Leamington cycleway through the riverside green parks and spaces;
- l) Staff Car Share Scheme. ICT had developed and were now ready to test an internal car share scheme for staff. A postcode mapping exercise undertaken with Liftshare.com highlighted that 38% of staff would benefit from car sharing. Liftshare.com could help set up a WDC internal scheme but this was excessively costly. So, an internal scheme was being developed to sit on WDC's own Intranet. The scheme would be supported

by 15 car share bays at RSH and a guaranteed ride home policy to provide emergency 'get you home' transport in the unlikely event should staff need it;

- m) Electric Vehicles. There were now six electric vehicles which had been nicely branded. An additional two vehicles would be procured soon for Environmental Health and the new civic car. The civic car was to be relocated to either RSH or Acorn Court. An additional dual charger to be installed at RSH with budget to do this for charging the Council's own vehicles. Discussions involved putting in a bank of trickle / slow chargers for staff charging to encourage electric vehicle take-up. This would then help promote the wider workplace charging funding that OLEV provided. There was a need to check on capacity for the additional slow charge points;
- n) Electric Charge points. Heads of Terms had been drawn up by County to tender for the installer of the OLEV-funded electric chargers. WDC's had been signed off. As a reminder, there would be eight chargers in the District with some on-street charging. It was very slow progress and very few chargers, but a step in the right direction;
- o) development of feasibility studies and grant bids for electric taxi and electric bus projects were on-going;
- p) Solar Farm. Sharing information with Lightsource BP on the assessment of a solar farm in the District. Joining up with other smaller solar farm sites that County Council had also investigated to make these schemes collectively become more viable. They were keen to progress ASAP because some of these already had planning permission and the Western Power Distribution works assessments were only valid for so many months and were costly to undertake;
- q) Nottingham Energy Hub. Various work being supported by BEIS funded Hub, including the solar farm, District Heating project to explore HNIP funding along with energy and solar assessments for our own buildings to support the Assets Strategy work and £30,000 energy savings;
- r) Plastics Policy. There were now 50 plastic free champions in Leamington & Warwick – a combination of schools and businesses. Refill scheme was operating in over 93 locations across the District. WDC were supporting Plastic Free Leamington & Warwick on developing a short film to promote the great work undertaken. Application was going into Coastlines (Surfers Against Sewage) to achieve Plastic Free Status for the towns. Some great work was also happening in Kenilworth;
- s) WDC had had two students from the University of Warwick working during August and they undertook some great research into air quality projects including vehicle idling and proposed media campaign work, wood burning stoves information for residents, green barriers and off-street electric vehicle charging recommendations, as detailed in Appendices 5b to 5e to the report;
- t) some promotional work was also happening to support Green GB Week in November, with a number of social media messages lined up around climate emergency, fuel poverty, transport and waste reduction; and
- u) to have run a pilot reward scheme "betterpoints" as an incentive for those walking, cycling, etc.

The Climate Change emergency response had to engage the wider community and businesses if it was to be successful. A number of approaches could be deployed to do this, especially in the context of the development of the detailed action plan. Suggestions had been made for a Citizens Assembly approach but there were other approaches and they needed to be carefully considered. It was suggested therefore that the Climate Change Emergency

Working Party (CCEWP) should be tasked to explore the best option on how to engage the wider resident, business, public and voluntary sector communities and for this to be reported alongside the detailed action plan by February 2020. The CCEWP's work would also consider the task involved with Recommendation 2.11 in the report.

The Council had been approached about the investments made by the Warwickshire Pension Fund and that some of them were not compatible with supporting a Climate Change Emergency. The Council was not in control over the Fund though it contributed to it. It was therefore suggested that the Council approached the Pension Fund to ask if it would report annually on the carbon footprint of its investments and adopt a strategy that would disinvest from fossil fuel based investments in a sound and practical way by a stated date. Additionally, the Council also held a number of investments that do or might have a negative carbon impact and it was only right that its own investment strategy should be reviewed in the context of the Council's declaration of a Climate Emergency, with a view to disinvesting from any such investments by 2025. This, would however, need to be the subject of a separate detailed report so this complex matter could be considered in the round.

The Council was party to a Biodiversity Action Plan for the Coventry, Solihull and Warwickshire Sub Region. It was important that Climate Change was taken into account in the plan as it went forward and so it was suggested that the Council asked its sub regional partners that a review process should be undertaken to update the plan.

In terms of the carbon footprint of the Warwick District area, the Council occupied only a small component. However, the District was also home to a number of other significant public agencies – Warwickshire County Council, Warwickshire College, University of Warwick, Warwick General Hospital, South Warwickshire CCG, and Warwickshire Police. If these organisations also undertook the same step, then carbon reduction could be achieved more rapidly. The same was true for other significant sized organisations based in the District. It was proposed therefore that the Council approached these organisations to ask if they would declare their own Climate Change emergency and take similar steps to this Council. Implicitly, this suggested the District Council taking the leadership role in enabling this course of action.

It was recognised that the role of smaller companies and organisations was equally important but, given the current resource level available to pursue initiatives, it was felt at this point in time that a significant outcome could be achieved with a more minor effort on the Council's part by focussing on organisations with a large carbon footprint and the likelihood that they had their own resources to declare and work upon such an emergency. The resource to work with smaller companies and organisations would need to be considered as part of the action plan – and they would be included as an important target group in the Council's climate change emergency dissemination programme. The engagement process involved by this recommendation would be advised by the CCEWP as it would for recommendation 2.7 in the report.

In terms of alternatives, the Council motion was not a legal requirement and consequently there was no legal duty for the Council to undertake actions and activities in support of the target. However, the Council had agreed a motion that established expectations and this report set out its initial response.

An addendum circulated prior to the meeting advised Members of Warwick District Council's response to the Government's consultation regarding Building Regulation standards. The addendum sought approval to submit the response on behalf of Warwick District Council to the Government consultation "The Future Homes Standard: changes to Part L (energy) and Part F (ventilation) of the Building Regulations for new dwellings".

The Council declared a Climate Change Emergency on 27 June 2019 and immediately commenced work on its Climate Change Strategy. Subsequently, work had also commenced on a Development Plan Document (DPD) which would contain planning policies dealing with new developments in the District and laying down higher standards of design to meet the local and national targets for reducing carbon emissions.

As part of the work on the DPD, a cross-party Members Reference Group had been formed to provide strategic direction to officers. The response in Appendix 1 to the addendum had been drafted following a meeting of the MRG and had the support of those members.

The Government's consultation document "The Future Homes Standard: changes to Part L and Part F of the Building Regulations for new dwellings" was published in October 2019. It had been anticipated for some months in the expectation that it would provide the legislative framework for much higher standards of energy efficiency and ventilation to enable ambitious targets in a shorter time period than initially envisaged, working toward a zero carbon future.

The published document outlined two options for consultees to comment upon. The first would offer a 20% reduction in CO₂ over current standards, for new dwellings (based on a three-bedroom semi-detached house) utilising very high fabric standards to minimise heat loss from windows, walls, floors and roofs (typically with triple glazing), a gas boiler and a waste water heat recovery system. It was estimated that this would add £2557 to the build-cost of a new home and would save households £59 a year on energy bills.

Option two would offer a 31% reduction in CO₂ over current standards and was the Government's preferred option. It was based on an increase in fabric standards (but not as high an increase as in Option 1, likely to have double rather than triple glazing), a gas boiler, waste water heat recovery system and photovoltaic panels. It was estimated that this option would add £4,847 to the build-cost of a new home and would save households £257 a year on energy bills.

These options would be considered again and potentially increased in 2025. The consultation document had a total of 69 questions split into sections, however as most of this was technical in nature and more relevant to building control officers, members of the working party involved in steering the DPD would like to submit a much broader response on behalf of Warwick District Council. The views of all Building Control officers would be presented by the national body, Local Authority Building Control (LABC). There would therefore not be a separate response from Building Control, although officers from both Planning Policy and Building Control were comparing responses to ensure no anomalies occurred. The consultation would end on 10 January 2020.

The consultation response set out the Council's disappointment that neither of the options offered were far reaching enough and did not allow this Council to

meet its own targets as set out in the Climate Change Emergency declaration. Furthermore, the government intended to revoke the powers of local authorities to exceed any standards within the Building Regulations in the future, which put this Council at a severe disadvantage when tackling its local issues and contributing to the national targets of becoming net-zero carbon by 2050.

The implementation of the new standards would initially set up some confusion among developers as to which standards would apply on sites already in development. To ensure that dwellings were built to current rather than new standards, developers were likely to make 'starts' on plots which would not then progress for many months or even years. This was not acceptable when local targets were in place to exceed current standards and make serious progress toward a net-zero future. There were already too many arguments around viability and any delay or under achievement would allow this to continue, devaluing the work that the Council was putting in to achieve its own targets and contribute more than was required to improve upon the situation nationally.

Alternatively, the Council could decide not to respond to the consultation. There was a risk in not responding that the request for even higher standards wanted by this Council would not be recorded. Additionally, the warning that the proposed standards would impede progress to meet local and national targets on climate change would not be explicit.

The Council's objection to the revocation of the powers for local planning authorities to exceed the new standards was of particular importance for government to note, given that the levels proposed were lower than those required to meet local targets.

The Council could request an alternative response be drafted. However, Appendix 1 to the addendum was the conclusion of the appropriate Members Reference Group and was therefore the most appropriate position of the Council.

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

The Overview & Scrutiny Committee welcomed the report on the initial work, the steps being taken and the proposed action plan. The Committee asked the Executive to arrange a presentation to all Councillors on the work being undertaken and proposed when the action plan came forward.

Councillors Boad, Falp, Hales, Matecki, Cooke, Norris and Rhead thanked the Chief Executive and the Head of Health and Community Protection for a very well-written and informative report. Members also thanked the Climate Change Emergency Working Party and its Chairman for their hard work which was extremely valuable.

Councillor Matecki also expressed his thanks and asked the Working Party to consider the wider implications in terms of electric cars, and how environmentally friendly they were.

Councillor Rhead, the Portfolio Holder for Environment and Business, emphasised that the report was only the very beginning of this work, and that Members would need to make a great resolve and prioritise this project in spite of the cost involved, details of which would be brought forward to the Executive in February 2020. He thanked the Scrutiny Committees for their very valuable work and then proposed the recommendations in the report and addendum as laid out.

Resolved that

- (1) the high level steps to develop and implement the Climate Change Action Plan as set out in Appendix 1 to the report, be agreed;
- (2) including an addition to the Council vision "Making Warwick District a Great place to live, work and visit" the words ", carbon neutral by 2030" when recommending the final version of Business Strategy to Council, be agreed;
- (3) the identified carbon footprint of the Council and of the District area as set out in Appendices 2a, b and c and 3 to the report, be noted, and the measures identified be used to prioritise actions and provide the baseline against which to monitor progress in reaching carbon neutrality by the intended dates on an annual basis, be agreed;
- (4) the strategic direction for addressing the Climate Change Emergency declaration as set out at Appendix 4 to the report, be agreed;
- (5) the planned next steps to complete a detailed Climate Change Action Plan with specific costed and measured actions to reduce to zero, the Council's carbon footprint by 2025 and the District's carbon footprint by 2030 with the aim of reporting in February 2020 along with the Council's Business Strategy and Budget proposals, be noted. This is to be accompanied by a specific risk register for the action plan;
- (6) the work that has and is currently being undertaken by the Council currently to address the impacts of Climate Change, to improve air quality and to encourage sustainable measures and behaviours, be noted and supported;
- (7) the Climate Change Emergency Working Party (CCEWP) be tasked to report on the most appropriate approaches to engaging the wider resident, business, public and voluntary communities and organisations in the District to support the adoption of measures that will respond to the Climate Change Emergency and lead to the District being close to net zero carbon by 2030, and to report back with its conclusions and recommendations by February 2020. This work on engagement will also relate to (11) below'
- (8) the County Council Pension Fund (and the other Council Member organisations of the Pension Fund for their support) be asked to provide annual impact

reports on the tonnes of carbon dioxide generated by its investments funds and that in addition it be requested to adopt a strategy for disinvesting from fossil fuel investments by a stated date;

- (9) a report be commissioned and provided to it no later than March 2020, which:
 - a) reviews all investments held by Warwick District Council, identifying funds which invest in direct ownership of fossil fuel companies or commingled funds that include fossil fuel public equities and corporate bonds and to report its findings; and
 - b) evaluates a potential approach for the Council's Investment Strategy for 2020/21 and beyond, of divesting from direct ownership of fossil fuels companies or commingled funds that include fossil fuel public equities and corporate bonds by no later than 2025.
- (10) partner agencies (e.g. the other Councils in the sub region and Warwickshire Wildlife Trust) be asked to consider how the Coventry, Solihull and Warwickshire Bio-Diversity Action Plan may be usefully updated to reflect the Climate Change Emergency Declarations;
- (11) engaging with the principal public agencies and largest employers, within the District, as listed in Paragraph 3.25 of the report, to support the Climate Change Emergency by them declaring an Emergency, be agreed. The CCEWP to advise on the engagement process to be deployed as part of its work within (7) above;
- (12) the content of the consultation response attached as Appendix 1 to the addendum, be noted, and officers submit this to the Government on behalf of the Council, be agreed; and
- (13) a presentation to all Councillors be arranged at a suitable date on the work being undertaken when the action plan comes forward.

(The Portfolio Holder for this item was Councillor Rhead)

73. Relocation of Kenilworth Wardens

The Executive considered a report from Development Services providing Members with an update on the relocation of Kenilworth Wardens (hereafter referred to as KW) to Castle Farm and asking Members to consider whether it wishes to take further proactive steps to help facilitate the development of Castle Farm for sporting use.

KW was circa 30 years into the 999-year lease for its site at Glasshouse Lane. Its plan was that in tandem with its landlord, their respective interests in the land were surrendered contemporaneously to a third party in consideration of a capital sum to enable the allocated housing delivery. Whilst detailed financial appraisals relating to the new facilities at Castle Farm were still being carried out, the capital sum released would be the key element in enabling the relocation of the club; an endowment put aside to ensure the long term future of KW; payments to freeholders of land at Castle Farm; and a payment made to Stoneleigh Estates, the freeholder of the Glasshouse Lane site. Discussions had been taking place between KW and Stoneleigh Estates over a number of years and they were in agreement to this approach.

The capital sum to be paid to Stoneleigh Estates had still to be agreed between the parties. However, KW had been clear that this sum had to take account of the need to develop the Castle Farm site and provide the endowment. If these elements could be agreed, then KW would be unable to move and given the length of tenure benefitting KW, Stoneleigh Estates would receive no capital sum.

KW and Warwick District Council (WDC) officers had been working closely over the last four years to arrive at the position where Local Plan policies were in place to facilitate KW's move; Executive approval had been given to support KW's relocation; and KW was working with Council officers to ensure its plans were aligned with the aspirations the Council had for the redevelopment of Castle Farm Recreation Centre. This relationship led KW to consider whether it would be advantageous for the Club to enter into a deal with the Council whereby the Council would take a freehold interest in KW's current site. KW had therefore stated that if the Council was able to meet its valuation of the site then it would do a private deal with the Council. Stoneleigh Estates was also agreeable to this approach.

The following strategic approach was currently being followed with regards to KW's relocation to Castle Farm:

- the Council purchased the land at Castle Farm that was currently in third-party ownership but which was required for KW's relocation;
- KW would fund the construction of the new facilities at Castle Farm with the funds it got from the sale of the current site;
- KW was granted a long lease by WDC of the Castle Farm land paying a nominal rent for the site and relocates there;
- WDC promoted and/or developed the Thickthorn land for housing;
- the development of the Thickthorn land resulted in the following:
 - o A share for Stoneleigh Estates
 - o A share for WDC/commission for promoting and/or developing the land
 - o KW share arising from its interest in the land
 - o A share for KW to pay for the construction of the facilities on site.

Officers instructed the Council's valuers, Bruton Knowles, to assess the KW site and a valuation had been provided. This valuation was based on the fact that the Council's Local Plan allocated this site for housing.

The Executive had made it clear that it wished to take a more proactive role in the housing market but had been stymied by the Council's lack of land in its ownership available for development. This meant that any significant house-building programme would rely on the purchase of land at market rate. The

proposal put forward by KW enabled offices to explore land purchase of a significant scale.

At its 31 May 2018 meeting, the Executive agreed to progress this proposal by way of an 'Option' agreement between the three parties: WDC, KW and Stoneleigh Estates. The option set out the various pre-conditions that would need to be satisfied before WDC could exercise its option to call for a conveyance of the land. Various pre-conditions would be agreed by the parties, e.g. a mechanism for fixing the value to be paid, the obtaining of planning permission, and various others. This approach was agreeable to both KW and Stoneleigh Estates.

Since the 31 May 2018 Executive meeting, and with Executive approval for the Council to procure any necessary services to develop its position by drawing down funding from the Local Plan Delivery Reserve, further feasibility work had been undertaken by WDC officers with expert advice from planning and urban design consultants, Land Use Consultants (LUC) and also valuers Bruton Knowles to determine what the market value of the existing KW's site was. This work was to be concluded in the near future and would form the basis of what was an acceptable amount for the Council to offer for the land. Given its commercial sensitivity, the headline figure from the most up-to-date valuation from Bruton Knowles was provided in Private and Confidential Appendix 2 to the report, Minute Number 85.

KW commenced marketing of their existing site in October and officers and consultants would be reviewing the marketing details in order to refine a valuation and determine what a reasonable offer for the site would be. As agreed at the 31 May 2018 Executive, should officers determine that they wished to recommend to Executive that an offer should be made for the site and satisfactorily negotiate with KW, then a report(s) would be submitted to Executive and/or Council for the necessary permissions and release of funding. Council officers expected to know whether the Council was likely to be in a strong position to purchase the site by the end of November 2019.

The opportunity to purchase KW's current site made possible the Council's long-held ambition of delivering an extensive house-building programme. However, this opportunity only arose if in effect the Council was prepared to put itself "in the shoes" of a developer.

KW was a Community Sports Club and had limited funds. To take its plan forward, KW was relying on a developer providing up-front at-risk funding so that KW could achieve the necessary planning consent to hopefully move to the Castle Farm site. At the time of the 31 May 2018 Executive, KW estimated that the cost of this work would be up to £400k. The developer's position would be that in return for providing this funding, it would have secured an option on the Thickthorn land so that it would ultimately be the freeholder when KW moved.

If the Council wished to secure the land with the prospect of developing housing, it would need to act in a commercial manner by providing the up-front funding. However, there was a way to do this and release the up-front funding to KW without waiting for all the legal agreements for land purchase to be completed.

On 31 May 2018, the Executive agreed with the recommendations of officers which included making £400k available from the Community Projects Reserve to enable the Wardens to complete all the necessary steps to submit a planning

application and achieve all the necessary consents for its relocation, subject to appropriate security being put in place.

Following the Executive's decision on 31 May 2018, a formal Project Agreement (the 'Agreement') between KW and the Council was made on 5 April 2019 between both parties for the following Project: 'Development of the Thickthorn Land and Relocation of Kenilworth Wardens'. The Agreement set out how the two parties would work together on the Project. Included within the Agreement was that the Council should fund all preliminary work undertaken by the Wardens (in accordance with a number of clauses), up to a value of £400k.

The Agreement included details of the security that the Council had over this forward funding, which was through a Charge on the existing land. The Charge would remain in force until the preliminary funding was repaid to the Council either by: a) If the project proceeded to Phase 2 (Acquisition and Disposals), the preliminary work funding paid by the Council would be deducted from the Wardens' return when the Council purchased the Thickthorn Land (unless otherwise agreed by the Parties); or b) In the event that the project did not proceed to Phase 2 and the Thickthorn Land was disposed of at any point in the future, the preliminary work funding paid by the Council should be repaid within five working days of the Thickthorn Land being disposed of.

The Agreement acknowledged that there might be a requirement for additional funding in excess of £400k to carry out the preliminary work and under such circumstances, both parties should agree whether or not to continue with the Project and if so, how the remainder of the preliminary work would be funded.

KW was anticipating a significant capital receipt for the sale of land at Glasshouse Lane. However, costs associated with delivering the scheme at Castle Farm might be greater therefore resulting in a deficit. Officers were exploring a potential external funding opportunity to bridge this funding gap. Private and Confidential Appendix 1 to the report, Minute Number 85, provided more details on the financial viability of the scheme and the potential external funding.

KW had continued to develop their proposals for the Castle Farm site and had done so paying due regard to the Council's emerging proposals for the redevelopment of Castle Farm Recreation Centre as part of the Council's Phase II Leisure programme. In early October 2019 KW delivered presentations to elected Members of Warwick District Council, to Kenilworth Town Council and also provided an update to Jeremy Wright MP. In late October/November both KW and the Council would commence a public consultation on the two developments in advance of the submission of planning applications.

KW had approached officers for additional forward funding of £300k for the same reasons as in May 2018 as it was now apparent that the initial £400k would not be sufficient to achieve these aims. Council officers had reviewed cost information provided by KW and this additional cost could be justified as being necessary in order to deliver the project.

It was possible that should WDC provide up-front funding and planning permission was not achieved or the land values did not provide enough funding to enable KW to move then WDC would have a charge against land that could not be developed. This was a risk that Members considered in taking a decision on the initial £400k funding and remained a risk for any additional forward funding that Members would again need to consider.

Council officers remained committed to supporting KW relocation project as it would enable the delivery of Local Plan housing and outdoor sport allocations; enable the comprehensive development of allocated land in east Kenilworth in accordance with the Local Plan and the Land East of Kenilworth Development Brief; and would provide residents of the District with new and enhanced outdoor sports facilities. Without additional forward funding, there was a risk that the project would stall and impact upon the delivery of housing on the existing site.

One of the potential accesses into the site was off John O’Gaunt Road. In order to utilise this as an access, two small areas of land would need to be crossed, one in private ownership and the other was unregistered land. Officers and KW would like to explore the deliverability of this potential access arrangement further and therefore needed to establish and approach the landowners. Therefore, in addition to the £300k requested by KW, there was a need for up to a further £12k to enable officers to instruct a qualified surveyor to contact and negotiate with the landowner of a small parcel of land and the potential landowner of unregistered land, and to cover legal costs relating to the potential purchase of these land parcels.

As with the initial forward funding of £400k, the Council would want to ensure security for any additional forward funding. Having discussed the issue with solicitors, the most appropriate form of security would be a further Charge on the land for the additional £312k. Subject to this security, Council officers recommended to Members that additional forward funding was supported.

If Members agreed to this approach, then it was recommended that the Executive agreed to make available up to £312k to enable KW to complete all the necessary steps to submit a planning application and take the scheme to the end of RIBA Stage 4, subject to appropriate security being put in place. The Council’s Head of Finance and Deputy Chief Executive & Monitoring Officer (DCX (AJ)), in consultation with the Portfolio Holder for Finance, would work with the Council’s solicitors to ensure that the necessary security was achieved.

The purchase of land at Castle Farm was essential to enable the relocation of KW. An agricultural field of 6.9 hectares in size currently in private ownership was required to deliver KW masterplan (the field was identified as ‘Field 3’, in Appendix 1 to the report). Fields 1 and 2 were already in the control of the Council. Field 1 would be used by WDC/KW and fields 2 and 3 would be developed and occupied by KW. Public access around the perimeter of field 2 would be retained and the public bridleway would be retained albeit following a realigned route.

Officers had engaged with the landowner and an informal agreement had been reached regarding the sale of the land to the Council. Details of the offer were contained in Private and Confidential Appendix 2 to the report, Minute Number 85, owing to commercial sensitivity.

In terms of alternatives, Members could choose not to provide the funding for the sporting development at Castle Farm or to purchase land required to deliver the relocation of KW. However, not undertaking this role meant that the Council had less influence on the scheme’s development and the delivery of Local Plan allocated sites. It also placed the original up-front funding at greater risk as the charge on the land which would result in repayment to WDC was only realised if KW were able to relocate.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but noted the risks concerning the possible sustainability and long term financial stability of Kenilworth Wardens Limited and asked the Executive that these risks be looked at carefully in the future.

Councillor Hales thanked Mr Malcolm Whitehall for all his hard work over the many years of volunteering with Kenilworth Wardens.

Members asked the Deputy Chief Executive (AJ) to seek reassurance from Kenilworth Wardens Limited regarding its governance arrangements, in particular, regarding the risks concerning the possible sustainability and long term financial stability of Kenilworth Wardens Limited.

Resolved that

- (1) the financial principles underpinning KW's plan to move to a new site and the progress in relation to KW's relocation and the Council's involvement to date in supporting and facilitating this, be noted;
- (2) making available up to £312k to enable KW to complete all the necessary steps to submit a planning application and achieve all the necessary consents for its relocation, subject to appropriate security being put in place as agreed by the Council's Head of Finance and Deputy Chief Executive & Monitoring Officer (AJ), in consultation with the Portfolio Holder for Finance, having taken appropriate advice from the Council's solicitors, be agreed. The source of the funding to be determined by the Head of Finance;
- (3) the informal offer made to the landowner for land at Castle Farm, as stated in private and confidential Appendix 2, minute number 85, be agreed, and based on this offer, officers are asked to enter into detailed negotiations with all landowners of land at Castle Farm required to be purchased to enable the relocation of KW; and
- (4) subject to negotiations referred to above leading to a satisfactory conclusion and that KW has a viable relocation scheme, a report be submitted to a future Executive meeting for approval of KW's relocation to Castle Farm and a recommendation to Council for the release of the necessary funding.

(The Portfolio Holders for this item were Councillors Cooke, Hales and Matecki)
Forward Plan Reference 1,068

74. Further technical work relating to Land East of Kenilworth Development

The Executive considered a report from Development Services regarding further technical work relating to Land East of Kenilworth Development. Following a

public consultation, the Land East of Kenilworth Development Brief SPD was adopted by Executive on 6 March 2019.

Following further public comment, additional technical study work was proposed to ensure the robustness of the SPD.

During the consultation for the Land East of Kenilworth Development Brief, concern was raised regarding reference to the potential for a limited number of dwellings to be accessed of Thickthorn Close.

The provision of this access was considered to be appropriate, with controls to ensure that there was no through-route to the proposed spine road.

A report was considered by the Executive in March 2019 seeking approval to adopt the Development Brief, in line with responses to representations and proposed changes, where deemed appropriate, were identified within an appendix. The representations raised by residents of Thickthorn Close were specifically set out within the Executive report of March 2019 as a key matter arising from the public consultation. However, aside from changes to clarify matters relating to Thickthorn Close, there were no changes proposed that would remove reference to the potential use of Thickthorn Close as an access to serve a small number of dwellings. Members approved the recommendation to adopt an amended version of the Development Brief, with amendments in accordance with the report and appendix.

However, dialogue had continued between Council officers, Councillors and residents and it was considered prudent to commission appropriately detailed technical work that would establish whether there was capacity on Thickthorn Close and the surrounding network to support a limited number of dwellings, either now or at a point in the future.

Should the outcomes of this study demonstrate that an amendment should be made to the SPD, then this would need to be subject to public consultation. A further report would then be brought to Executive to update Members on representations received to the consultation and with a recommendation for whether the Development Brief should be amended.

In terms of alternatives, Members could decide that the Development Brief had already gone through public consultation, with this issue considered, and had already been adopted and published and therefore not pursue the undertaking of any additional technical work. However, given the public concern regarding this specific issue this alternative would not give additional, detailed evidence in order to provide the most robust Development Brief possible.

The Executive could decide not to pursue a change to the Development Brief without the further technical study. However, as there would therefore be no evidence-based reason for the change, any such change would be unlikely to withstand legal scrutiny.

The Overview & Scrutiny Committee supported the recommendations. With the support of the Portfolio Holder, the Committee asked that when the additional highway study was completed if the view of the Head of Development Services was that further public consultation was not required, this should be a matter that the Executive take to enable public scrutiny of the decision.

The Chair of the Overview & Scrutiny Committee advised Members that the recommendation from the Committee had slightly changed, and the Head of Development Services was in agreement with this change.

Councillor Cooke, the Portfolio Holder for Development Services, proposed the report as laid out, subject to an amendment to recommendation 2.3, to add at the end of the sentence: *"but if the decision is not to proceed to consultation, a further report will be presented to Executive setting out the reasons and seeking approval for the Design Brief to be confirmed as currently written."*

Resolved that

- (1) the work already undertaken on the Land East of Kenilworth Development Brief and that the document was formally adopted as a Supplementary Planning Document in March 2019, be noted;
- (2) expenditure of up to £15,000 be authorised to enable the commissioning of an additional detailed highways study specifically relating to impacts arising from any new potential residential development accessed off Thickthorn Close and authority be delegated to the Head of Development Services in consultation with the Portfolio Holder for Development Services to:
 - a) determine the scope of the study; and
 - b) consider the conclusions of the technical study and determine whether it would be desirable to undertake a further public consultation on amendments to the Development Brief relating to this specific matter.
- (3) if a further public consultation is deemed to be desirable by the Head of Development Services in consultation with the Portfolio Holder for Development Services, that Executive approves the undertaking of a further public consultation specifically on the matter identified in (2), but if the decision is not to proceed to consultation, a further report be presented to Executive setting out the reasons and seeking approval for the Design Brief to be confirmed as currently written; and
- (4) if a further public consultation is carried out, a further report be brought to Executive to update Members on representations received to the consultation and the report shall include a recommendation for whether the Development Brief should be amended.

(The Portfolio Holder for this item was Councillor Cooke)
Forward Plan Reference 1,042

75. Local Development Scheme (LDS)

The Executive considered a report from Development Services seeking approval for a refreshed Local Development Scheme (LDS). The LDS set out the work of the Planning Policy team over the next three years in terms of the production of planning documents, and was a requirement of the Planning and Compulsory Purchase Act 2004 and was updated annually.

The adoption and publication of a Local Development Scheme was a statutory requirement of the Planning and Compulsory Purchase Act 2004, which laid out the coverage and duration of the document required. This included a provision for an annual review of the Scheme to ensure it remained relevant and up-to-date, although there was provision to refresh the LDS more frequently if required.

The Warwick District Local Plan (2011–2029) was adopted in September 2017, and as such, a revision of the LDS was required to detail the Development Plan Documents (DPD) and Supplementary Planning Documents (SPDs) that were required to support the Local Plan and add further detail for applicants and decision makers.

Much of the programme of work was driven by commitments within the recently adopted Local Plan. As well as these commitments, additional work would arise in response to either local planning issues or changes in national legislature.

The 2018/19 LDS was adopted by Executive in February 2019. However, following the local elections, a new strategic requirement had arisen to address the environmental implications of planning, through a Development Plan Document. This had meant that alterations to the LDS had been made, and an opportunity for other amendments to take place.

Two SPDs had been removed from the LDS; South of Coventry and East of Whitnash. The South of Coventry SPD had been rendered unnecessary by the continued progress of the Kings Hill and A46 applications. The significant access issues at East of Whitnash, as well as a comprehensive suite of policies in the Local Plan and the Whitnash Neighbourhood Plan, had meant that the East of Whitnash SPD was no longer required. Finally, the proposed Developer Design Framework SPD would come forward as Guidance, utilising existing Local Plan policies and their connection to the Building For Life 12 principles as well as the recently released Planning Practice Guidance (PPG) on Design.

Two new documents had been added to the LDS. Firstly, as mentioned above, the Climate Change and Sustainable Buildings DPD, which replaced the Sustainable Buildings SPD. Secondly, a Developer Contributions SPD which would lay out the contributions that should be expected from developments.

The final change was that, following public consultation, the Purpose Built Student Accommodation (PBSA) SPD had been replaced with a PBSA DPD and would be drafted once the Climate Change DPD was adopted.

It should be noted that central government was currently consulting in proposed changes to Part L of the Building Regulations. This related to energy efficiency of buildings, and might in part cover the outputs of the Climate Change and Sustainable Buildings DPD. Furthermore, one of the proposed changes removed the ability of Local Planning Authorities to require standards greater than the revised Building Regulations. It was, however, not proposed to cease the work on the DPD for two specific reasons. The outcomes of the current consultation were uncertain, and although the stated aim of

government was to adopt new Regulations in 2020, there was a degree of uncertainty regarding precisely when they would be introduced. Furthermore, the proposed DPD looked at areas of policy beyond the energy efficiency of buildings and in the event the revised Regulations prevent locally-set efficiency standards the DPD would solely address these other matters.

In terms of alternatives, the Council could choose not to adopt this Local Development Scheme, and instead to suggest a different range of priorities for the identified documents. However, the LDS had been developed to bring forward the right documents as swiftly and efficiently as possible.

The Council could choose not to adopt this LDS and retain the previously approved version. This, however, would mean that it would not produce policy relevant to the environmental agenda and would instead concentrate on other, lower priority, work.

The preparation and maintenance of a LDS is a requirement of the Planning and Compulsory Purchase Act 2004, and so not adopting a LDS had been discounted as an option.

Councillor Cooke proposed the report as laid out.

Resolved that the content of the LDS attached as Appendix 1 to the report, be noted, and the adoption of the LDS and its proposals for delivery of planning documents over the forthcoming three years, be agreed.

(The Portfolio Holder for this item was Councillor Cooke)
Forward Plan Reference 1,039

76. **Creative Quarter – conclusion of Phase I and next steps**

The Executive considered a report from Development Services updating Members on the progress of the Creative Quarter initiative. In March 2019, the Executive approved "the Big Picture" document which had been prepared by the Council's Creative Quarter partner, Complex Development Projects Ltd (CDP). This document set out an overarching vision for the delivery of the Council's long-term aspirations for the Creative Quarter. It also formed the basis of the "Masterplan" required from CDP and which needed to be signed off under the Collaboration Agreement to signify the completion of phase 1 of the partnership.

The report provided an update on the work carried out since that time. In order to complete the "Masterplan", CDP had prepared a "Phase One Report" and the report sought approval of that "Phase One Report" (subject to, in respect of the Town Hall only, further work being done by the Council in order for the Council to be satisfied that it wanted to continue with that part of the Phase One Report with CDP). If these appraisals were approved, this would bring phase 1 of the Council's partnership with CDP to a close and commence phase 2, under which CDP would continue to work with the Council to bring forward and deliver the specific projects.

The Creative Quarter initiative was a major potential programme of works that the Council was seeking to undertake to support creative industries in Leamington, regenerate the Old Town area and make better use of some key Council assets. The Creative Quarter initiative emerged following a series of

decisions in 2014 and 2015 which sought to consider potential alternative uses for a number of key Council assets and how these could support the wider regeneration of the Old Town area. Background information on the Creative Quarter, and an overview of the work done to date on the Creative Quarter initiative was contained in Section 8 of the report.

The Creative Quarter was last considered by the Executive at its meeting in March. At this time, Members approved a document titled "Leamington Creative Quarter: The Big Picture" as the basis for the future development of the Creative Quarter. Approving the "Big Picture" was an important step towards CDP meeting its requirements to produce a masterplan under phase 1 of its Collaboration Agreement with the Council.

In order to fully complete the Masterplan, and bring phase 1 of the partnership to a conclusion, however, CDP was required to undertake further work. Specifically, this included preparing a high-level technical appraisal of the potential use of Council owned assets. This appraisal was to include:

- the list of Council owned assets which might be required to support the regeneration principles set out in the Big Picture (including but not limited to the examples contained in Appendix 6 of that document);
- an initial, high-level business case and risk analysis for any projects involving these assets which set:
 - o potential alternative uses;
 - o potential funding arrangements to deliver these alternative uses;
 - o any potential requirement for changes to ownership or tenure (i.e. would a future freehold disposal be required for any asset on the list, which might require revised leasehold arrangements and at what indicative rent e.g. market or peppercorn etc.); and
 - o potential returns on investment and how these would be distributed.

The report considered this high level appraisal.

In March 2019, Members recognised that the further work referred to above would be required to enable phase 1 to be signed off. Specifically, resolution 2.4 from that report stated:

"the approval of "The Big Picture" document does not bring phase 1 of the Creative Quarter project with CDP to a close and authority is delegated to the Deputy Chief Executive (BH) and s151 Officer, in consultation with the Leader of the Council, the Finance and Business Portfolio Holders and Group Leaders to agree the conclusion of phase 1 once further work on the Masterplan required under the Collaboration Agreement has been concluded."

At the time, it was anticipated by CDP that this further work could be completed fairly quickly, and Members were mindful of the forthcoming elections and purdah period, during which no further Executive decisions on key matters including the Creative Quarter could be made. Under the Collaboration Agreement, the Council was required to inform CDP whether it was able to approve the masterplan within 20 working days of receiving this. Whilst this did not prevent the Council from agreeing to extend the time needed for any consideration, it was considered reasonable that the Council could respond in a timely manner when the Masterplan was produced. It was for these reasons that the delegated authority to officers to agree the conclusion of phase 1 was made.

As it had transpired, it had taken longer than anticipated for CDP to complete the work required to fulfil phase 1. In view of this, and the importance of making sure that both Executive and scrutiny committees had the opportunity to be fully involved in this important decision on the Creative Quarter, officers considered that the Executive should now make the final decision on the signing off of phase 1.

In fulfilment of the requirements to complete phase 1, and thereby complete the Masterplan as required by the Collaboration Agreement, CDP had prepared a "Phase One Report", attached as appendix A to the report.

In now considering this Phase One Report, the following should be noted:

1. The document drew on the outline vision contained within the "Big Picture" and as such, focused on four key locations, all of which were Council assets. These were:
 - Spencer Yard (including the former United Reformed Church on Spencer Street);
 - Bath Place car park;
 - The Town Hall; and
 - Court Street car park (and the former Stoneleigh Arms pub on Clemens Street).
2. The report provided a high level business case for each of these sites. This included a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, either a preferred option or a range of options and a high level financial summary.
3. The Report also proposed a phasing strategy. CDP had identified two initial projects for short term delivery, as detailed in Section 3 of the Report. These were Spencer Yard and Bath Place. Two further projects (Court Street car park/Stoneleigh Arms and the Town Hall) were proposed for the medium/longer term, as detailed in Section 4 of the report.
4. For each project, an initial assessment was made as to whether grant funding was likely to be required and whether CDP was recommending that a change of ownership/control of the asset was required. Across the different sites, ownership recommendations ranged from WDC retaining ownership, transferring the asset to CDP (either by freehold sale or a long leasehold interest) or transfer into charitable ownership.
5. For each site, there was a section bringing together all of the site specific recommendations / next steps for each site. Members' attention was drawn to appendix 3 of the Phase One Report (within appendix A to the Executive report) which contained a schedule of these.

A summary of proposals for each of the sites is shown in the following table:

Site	Proposed / potential uses	Likelihood that grant funding needed?	Potential change of ownership?	Priority
Spencer Yard / URC	The URC church, former Dole Office and nursery are all proposed to be re-purposed for creative business space with the open space in the yard made available as pop-up events space.	No	Transfer of freehold or long leasehold to CDP	Short term
Bath Place car park	The car park is recommended for a live/work development (including affordable housing), with active ground floor uses that could compliment the arches. The arches and potentially part of the car park site could be a new hub for food, markets, and creative retail businesses.	No	WDC retain ownership OR transfer of freehold or long leasehold to CDP	Short term
Town Hall	<p>The space to be repurposed for leisure and community uses in consultation with existing tenants and with an aim to maximise footfall and accessibility. Three possible options are considered.</p> <p>The preferred option would include restaurant space, potentially a cinema on the upper floors, and could also potentially accommodate some of the existing meeting requirements through flexible use of the space.</p> <p>An alternative option would be to create a meeting place for creative businesses combined with some shared business space.</p> <p>A third option would maintain existing uses with a basic refurbishment being carried out.</p>	Yes	WDC retain OR consider charitable ownership (Trust)	Medium/long term
Court Street car park & Stoneleigh Arms	<p>Four options are considered.</p> <p>Option 1: Do nothing. This would maintain the existing (extended) car park only.</p>	No	Transfer of freehold or long leasehold to CDP	Medium/long term

Site	Proposed / potential uses	Likelihood that grant funding needed?	Potential change of ownership?	Priority
	<p>Option 2: New Car Park with Office Space. The Stoneleigh Arms would be refurbished for café use with residential above and commercial units to the rear.</p> <p>Option 3: Similar to option 2 but with greater creative office space (and consequently fewer additional parking spaces).</p> <p>Option 4: Residential / Live-Work. There would still be potential to incorporate some office and retail uses, but the massing and layout of the site would be amended to suit a residential led scheme.</p>			

The Creative Quarter Project Board had now asked the Council to consider the Phase One Report. It should be noted that the Creative Quarter Member Reference Group also had the opportunity to consider the Phase One Report and had met on two occasions in August and October to review it.

Reflecting on the report and comments made by the Member Reference Group, it was considered that the appraisals for Spencer Yard, Bath Place Car Park and Court Street could be supported in their current form and accordingly, the Masterplan (as defined by the Collaboration Agreement) should be approved in respect of these sites. Furthermore, it was considered that in respect of the Town Hall, the proposals in the Phase 1 Report might provide a way forward for this building, however, these should be further scrutinised by the Council before this element was allowed to proceed.

With regard to Spencer Yard and the URC, this proposal had the opportunity to breathe new life into this area. Spencer Yard was already a focus for creative activity with the Loft Theatre and two buildings (the North Hall and West Wing) which were owned and managed by the Council's Enterprise Team as workspace for creative industries following extensive refurbishment approximately 10 years ago. These units were currently occupied by a number of tenants, including Motionhouse dance company and Heartbreak Productions. It was always intended that the URC, which also passed into Council ownership a decade ago, would be refurbished to bring new life into this area. The remaining two Council-owned buildings (the nursery and former Dole Office) could also support this and add to the critical mass of any offering in this area. The yard itself had the opportunity to host outdoor events and become a destination for creative events within Leamington.

With regard to Bath Place, this car park did have some constraints limiting what could be built there. However, it might have the capacity for some creative live/work space. If this could be delivered, it could provide a focus for encouraging creatives to move into the area and also provide space to be a hub

for food, markets or creative businesses. Discussions to date indicated that any such housing could potentially be developed for ownership and management by the Council. Any food or other retail offer would need to have regard to Leamington's retail policies in the Local Plan (and in the emerging Neighbourhood Plan) however it could provide a destination for creative enterprises.

With regard to Court Street, this site was currently constrained by the fact that the existing public car parking here had been augmented in recent months by additional parking spaces. These had been intended to provide displacement parking capacity in the event of the Covent Garden car park being temporarily closed. As such, the car park was unlikely to be available in the short term for redevelopment/investment, even if this was seeking to provide additional car parking (as was proposed in some options). It was for this reason that Court Street had been identified for medium/long term delivery in the Phase One Report.

Looking beyond any time when there was a need for additional displacement parking capacity, the proposals for the site did offer an opportunity to breathe new life into this area, linking with existing enterprise initiatives at the Court Street creative arches (managed by the Council's Enterprise Team), and utilising surplus space in this area to provide a hub for creative workspace.

The Council purchased the former Stoneleigh Arms Public House (and the land to the rear) in 2018 to provide a short term opportunity to increase car parking capacity in the area but, more importantly, to provide an opportunity to support the Creative Quarter. The site as a whole created strong links between the pub (which would be refurbished in CDP's proposals) and the "backland" area of the Court Street car park. A variety of options were proposed, and all could be explored when a timetable for freeing up some of the additional car parking capacity was known. The Member Reference Group was keen to emphasise the importance of delivering a high quality scheme in this area which created a strong sense of place.

It was worth noting in respect of all of these projects that whilst CDP would be delivering them, it might not be managing the business spaces once completed. CDP would welcome the opportunity to consider how the business space would be managed, including through the Council's Enterprise Service (which currently managed a number of business units including at the Althorpe Enterprise Hub, Spencer Yard and the railway arches at Court Street). This would be explored more fully when individual projects would come before the Council for final approval.

With regard to the Town Hall, the Phase One Report recognised that this building was a key asset for the Council and an important public building in the town. It was significant that CDP was not recommending that this building should be sold to it, but in view of its strategic and community importance remained in public (or possibly charitable) ownership.

In considering CDP's proposals for the Town Hall, the Member Reference Group was mindful that the future of this building should be considered very carefully, and was keen to understand possible future development and management options before it made a final decision in relation to CDP's proposals. It also wished to be assured that there had been thorough engagement with key partners and stakeholders, in particular the Town Council, before any decision was made.

Reflecting on the Phase One Report, and comments made by the Member Reference Group, it was therefore considered that the appraisal for the Town Hall needed further assessment before this site could be considered for progression to phase 2. This further work should broadly cover the following elements:

- scoping and assessment of different management and ownership models (including retaining in public ownership and formation of a charitable trust) that could provide a viable future for the building;
- review of different uses / development opportunities which recognised the buildings location within the Creative Quarter (and therefore its ability to support the aims of the Creative Quarter), and the desire to see the building maintained as far as possible as a public building to which the public had access;
- full engagement with the Town Council and other key tenants of the building; and
- it should be recognised that full surveys of the building might be required to support this work.

The Council did not have the in-house expertise to undertake this work, and so it was recommended that before agreeing how it wished to shape the future use and management of this building, the Council commissioned an independent study (and other work as necessary) into these matters. This should properly be funded and carried out independently of CDP.

In terms of funding and delivering this work, it was relevant and helpful that the Council had been allocated £75,000 by Government to progress proposals under the Future High Streets Fund. Executive in October agreed the creation of a Programme Manager post to take this work forward. It might be that, subject to discussion with other stakeholders, this work could be carried out as part of this wider exercise, using some of the funds made available for that purpose. If, however, it was felt that the Town Hall should not be the focus of the Future High Streets initiative, then existing resources were available to deliver this work up to a total of £20,000.

In approving this report, Members would also be formally recognising that phase one of the Creative Quarter partnership had ended and therefore that the Creative Quarter partnership now moved to phase 2 (noting that formal approval to progress the Town Hall into phase 2 would need to await the Council's independent assessment set out above). In phase 2, the Council and CDP would work together to deliver the approved projects set out in the Phase One Report.

The detailed work on each project would involve (1) the testing and refining of the high level proposals and options set out in the Phase One Report, (2) assessing any other – complementary – uses that might emerge as part of this work, (3) further stakeholder engagement as needed and (4) the detailed planning and design of both the delivery and ongoing management of schemes.

This work would be led by CDP, however, it would be carried out in partnership with the Council and there would continue to be significant input from council officers. Although CDP would use relevant professional advisers to help develop projects, there were likely to be times where the Council would need to take independent advice on key issues, for example, on matters of property

valuation, in order that Councillors could be properly advised when decisions needed to be made.

CDP would continue to work “at risk” on these projects. As had been the case to date, the Council would not be liable for any of CDP’s costs for the further detailed work on these projects unless:

- the Council was in Material Breach of any obligations set out in the Collaboration Agreement (for example, if the Council decided unreasonably not to proceed with any of the schemes which had been approved in phase 1), or
- the Council unilaterally chose to give three months’ notice that it wished to terminate the agreement. In certain circumstances the Council might then be required to compensate CDP for losses that CDP had incurred. An example of why this might happen would be if the Council was to choose to sell to a third party a property within the Creative Quarter that was part of a scheme that had already been approved by the Council.

As detailed proposals and business cases were prepared for specific projects, these would need to be agreed by the Creative Quarter Project Board and then brought forward on an individual basis to be formally approved by the Council before they could proceed in accordance with the stages set out in the report. Therefore, approval of the recommendations in the report did not mean that the Council was agreeing now to a specific proposition for any Council asset. What the Council was agreeing to, if it approved any part of the Phase One Report, was to embark on phase 2 (in respect of those sites), and in doing so work positively, and in a spirit of partnership with CDP, to bring specific projects forward in line with the recommendations set out in the Phase One Report and, where appropriate, identify new projects. The collaboration agreement required CDP to deliver the projects in accordance with a “Masterplan”. For the purposes of this partnership, the “Masterplan” comprised the “Big Picture” document together with the Phase One Report. The Council could, where reasonable, determine that a particular scheme should not proceed and in which case the “Masterplan” would be amended. Therefore, the Council was committing to pursue this project in line with the recommendations set out in the Phase One Report with CDP unless it had good reason not to.

Members needed to be clear as to the implications of approving projects to progress to phase 2. Whilst they would have a further opportunity to finally approve any proposals, their future decisions would be limited to considering the merits of the proposals within the parameters agreed in the Masterplan. It would not extend to considering whether to partner with CDP to deliver the project.

As specific projects came forward for further consideration by the Council in the future, detailed development agreements would need to be entered into in order to protect the Council’s interests and the integrity of the project moving forward. The Collaboration Agreement between the Council and CDP recognised this, and set out a form of agreement that would provide the starting point for any detailed discussions.

Future work on each project, once phase 1 was signed off, would therefore include the following steps (to be funded by CDP):

- 1) CDP would undertake detailed survey work to inform detailed proposals;

- 2) CDP would appoint architects and other consultants to develop the proposals to RIBA Stage 3;
- 3) CDP would work up Heads of Terms for a Development Agreement for approval by WDC;
- 4) CDP would seek pre-application feedback from the relevant planning officers at WDC, including conservation where appropriate (e.g. Spencer Yard);
- 5) CDP would undertake a pre-application public consultation. The scope of this would be decided by CDP but would include, at least, a public exhibition of the proposals;
- 6) the Development Agreement for the scheme would be concluded;
- 7) CDP would submit planning applications for the proposal as necessary; and
- 8) subject to receiving planning permission, CDP would deliver the scheme.

Members should also note that the Phase 1 Report referred to the fact that CDP might seek to work with third parties in respect of their assets in the Creative Quarter. Approving the Phase 1 Report did not commit the Council to taking any action in respect of these, except where specifically stated. If CDP wished the Council to become involved in any way in these, this would be the subject of a separate request for which the appropriate approvals would be sought.

Members were aware that under phase 1, the Council was subject to limitations on disposing of assets within the red line whilst CDP was working on the Masterplan (CDP had similar limitations in respect of acquiring assets.). Once phase 2 commenced, those limitations no longer applied and the Council was free to explore other options within the red line, where they did not form part of the Phase One report.

The "Big Picture" included a vision for the Pump Rooms, and following that document's approval, CDP continued to work up proposals for this building. As with the Town Hall, CDP recommended that the freehold ownership of this building should either remain with the Council or be transferred into charitable ownership. It considered that Pump Rooms would be enlivened with the introduction of a creative/food market in the library to sit alongside the continued public use of the museum and gallery.

CDP always recognised that any development in the Pump Rooms would likely be a long term project, requiring both the resources and a site to relocate the library, and that it could only be done following extensive consultation with the County Council. The Member Reference Group expressed concerns about the long term uncertainty that this would create around a key asset and a key service in the town. The Project Board subsequently agreed not to include the Pump Rooms as a project that was to be taken forward at this time.

In terms of alternatives, the Council could decide not to support recommendation 2.2 in the report and retain delegated authority with officers to approve the Phase One Report. For the reasons set out in the report, this option was not supported.

The Council could decide not to sign off the Phase One Report. This had been discounted for the reasons set out in the report. It was considered that, where specified, the Phase One Report offered a positive opportunity for bringing forward regeneration of key Council assets and in doing so supporting the development of a Creative Quarter, in particular by providing new creative workspace. Alternatively, the Council could decide to support the Town Hall proposal without undertaking further work. This had been discounted for the reasons set out in the report as more work was considered to be required

before the Council could be satisfied that it wanted to continue to include this site.

The Council could decide to ask CDP to reinstate the Pump Rooms now as a project to be taken forward by the partnership as part of the Creative Quarter. For the reasons set out in the report, this option was not supported.

The Council could decide not to proceed with the partnership with CDP. This had been discounted for the same reasons that were set out in the March 2019 Executive report when CDP concluded public consultation on the Big Picture document. It was considered that CDP had carried out sufficient initial work to produce a vision and now proposals that offered an exciting opportunity to regenerate this part of the town, which could be taken forward in partnership with the Council.

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

The Overview & Scrutiny Committee unanimously supported the recommendations in the report.

In answer to Councillor B Gifford's speech at the beginning of the meeting, Councillor Rhead, the Portfolio Holder for Environment and Business, reaffirmed that the Town Council would be consulted, and proposed the report as laid out.

Resolved that

- (1) the significant work undertaken by Complex Development Projects Ltd (CDP) to date on the Creative Quarter initiative, including that undertaken since the approval of the Big Picture document in March 2019, be noted;
- (2) in March 2019 authority was "delegated to the Deputy Chief Executive (BH) and s151 Officer, in consultation with the Leader of the Council, the Finance and Business Portfolio Holders and Group Leaders to agree the conclusion of phase 1 once further work on the Masterplan required under the Collaboration Agreement has been concluded" (minute 152 (7), be noted, but it now amends this resolution to remove the delegated authority given to officers at that time and that decision be made by the Executive;
- (3) approval of the Phase One Report attached as appendix A to the report, be agreed, subject to, in respect of the Town Hall only, the Council undertaking its own assessment as set out in paragraph 3.3.13 in the report, and being satisfied that it wishes to continue to work with CDP to deliver this part of the Phase One Report;
- (4) it is approving the Masterplan as defined by the Collaboration Agreement, and that in respect of the Town Hall only, a further report will be brought to

Executive before a final decision on the role the Town Hall within the wider Creative Quarter project is made, be noted; and

- (5) no proposals for the Pump Rooms will be taken forward as part of the Creative Quarter at the present time with CDP and therefore this building has not been included in the Phase One Report, be noted.

(The Portfolio Holders for this item were Councillor Day, Grainger and Rhead)
Forward Plan Reference 1,038

77. Supplementary Planning Documents (SPDs) – Request to Consult

The Executive considered a report from Development Services. The Warwick District Local Plan 2011-2029 was adopted in September 2017 and contained commitments to bring forward Supplementary Planning Documents (SPDs) on a variety of matters, including Affordable Housing.

A further commitment was made in the Local Development Scheme to produce relevant SPDs on emerging planning issues that had developed since the adoption of the Local Plan, such as Developer Contributions.

The provision of suitable and sufficient Affordable Housing was a requirement of the Local Plan and of national planning policy.

The Affordable Housing SPD refreshed and updated the previous Affordable Housing SPD adopted in 2008, ensuring that the evidence base and subsequent requirements were robust and appropriate, whilst adapting to changes in the National Planning Policy Framework (NPPF), case law and other legislation.

The SPD had been the result of collaborative work with the Housing team to ensure that the guidance was deliverable and desirable.

When determining planning applications, Local Planning Authorities considered the need to apply specific conditions, restrictions, activities, operations and contributions, necessary to make the development acceptable in planning terms. These were referred to as 'planning obligations' (also referred to as developer contributions).

The purpose of the Developer Contributions SPD was to provide clarity regarding Warwick District Councils approach to seeking developer contributions that were necessary to provide the physical, social and green infrastructure to support high quality development outcomes and sustainable planning objectives.

The SPD would also provide a template Section 106 Legal Document to assist developers in the drafting and execution of their legal obligations.

Members noted that consultations were usually for six weeks, but as the consultation fell over the Christmas period, this had been extended to eight weeks to allow greater opportunity to provide responses.

In terms of alternative options, Members could decide not to pursue publication of an Affordable Housing SPD. However, this would be contrary to the

commitments made in the Local Plan and would not provide officers with a solid policy basis for the future provision of Affordable Housing.

Members could also decide not to pursue publication of a Developer Contributions SPD. However, this could undermine delivering the appropriate financial contributions from development.

The Overview & Scrutiny Committee noted the report.

Councillor Cooke, the Portfolio Holder for Development Services, proposed the report as laid out, subject to an amendment to recommendation 2.1 to replace "for an eight-week public consultation" with "for a twelve-week public consultation".

Resolved that

- (1) the content of Appendices 1 and 2 to the report, be noted and approved for a twelve-week public consultation, in accordance with the Council's adopted Statement of Community Involvement (SCI); and
- (2) following the public consultation, a final version of each of the SPDs be brought before the Executive and if approved, they will subsequently be a material consideration in the determination of planning applications.

(The Portfolio Holder for this item was Councillor Cooke)
Forward Plan Reference 1,065

78. Review of Final Accounts 2018/19

The Executive considered a report from Finance updating Members on the review of Final Accounts 2018/19. Progress on the closure of accounts and audit for 2018/19 had been subject to regular reports to Members over the last year, with the Audit Findings report to sign off the Statement of Accounts being reported to Finance and Audit Scrutiny Committee on 30 July. A further report giving an update on the progress on the agreed action plan following the Audit Finding Report was presented to Finance and Audit Scrutiny Committee on 20 August.

In accordance with Executive recommendations following sign off of the 2018/19 Audited Statement of Accounts, and receipt of the External Auditor's Audit Findings Report, a review of the Final Accounts process had been carried out.

An examination of the above subject area had been undertaken and the report presented the findings and conclusions drawn from the audit for information and action where appropriate. The report presented the outcome of that review.

Following successful completion and audit of the 2018/19 Statement of Accounts, a review of the process had been carried out in conjunction with key stakeholders, including external providers, external audit and staff, both within the Finance Department and within the wider organisation.

The action plan followed on from the action plan that was agreed in the report on the Review of the Closure of Accounts 2017/18 in October 2018. This set out a requirement to report weekly in writing on the progress of the project plan to CMT, with a monthly report going to Finance and Audit Scrutiny Committee and Executive. Reports were provided until August 2019, following auditor sign off by the statutory deadline of 31 July 2019. A copy of the most recent agreed action plan was included as Appendix 1 to the report.

Most actions had now been concluded, with only some either on track to be completed by their respective deadlines, or covered within the actions highlighted in the report through meeting the recommendations of the Audit Findings Report, and the outcomes following the internal review of the final accounts process.

External auditors, through the Audit Findings Report presented to Finance and Audit Scrutiny Committee in July, and reaffirmed through the Annual Audit Letter presented to Finance and Audit Scrutiny Committee in September, presented an action plan. This proposed three key recommendations for the Council as a result of issues identified during the course of the audit. These recommendations, agreed with management would have their progress monitored during the course of the 2019/20 audit.

The three key recommendations were highlighted in the report, along with how management had planned to achieve successful delivery against these recommendations.

Property, Plant and Equipment - To reduce the risk of carrying value being materially different to current value, the Council should value its assets as at the balance sheet date. The Council should also thoroughly check valuation information provided by the valuer and ensure this was both in line with the agreed Terms of Engagement and information within the report had been scrutinised for accuracy.

A meeting was arranged with the Council's valuers, Carter Jonas, with attendees from Finance and Asset Management teams present. The meeting, which took place in early September, focused on reviewing the valuation process to ensure that it resulted in timely, accurate information being received from the valuer, while also looking at efficiencies for Finance.

The process used during Final Accounts 2018/19 involved valuations taking place at different times of the year dependent on the asset type. For instance, housing assets were valued as at 1 April 2019, whereas 20% of the corporate assets (on a five-year rolling programme) were valued in November. This was originally established to reduce workload at year end, but ultimately created other issues, particularly when reconciling the data.

It had been established in the meeting that a single date would be used going forward to get all necessary valuations completed, with the date likely to be at the end of February. This would give the valuers sufficient time to complete their work and get the information sent across before the Accountancy team's busy April period, helping to alleviate some of the capacity issues faced with the team.

Property, Plant and Equipment - The Council should thoroughly check valuation information provided by the valuer and ensure this was both in line with the

agreed Terms of Engagement and information within the report had been scrutinised for accuracy.

Following the meeting with the valuer, and agreeing to bring forward the date of the valuation report ahead of the busy April period of the process, it would give more time for both the valuer and the Accountancy team to review the information provided. This should help to eliminate some of the issues faced during the 2018/19 final accounts process, where some of the data presented in supporting working papers was derived from earlier drafts of the valuation information. Having this information earlier would enable the team to ensure this information was up to date, accurate and consistent.

Year-end procedures - The Council should focus on its succession planning within the finance team, including robust handover processes.

Following the issues faced with completion of the 2017/18 Statement of Accounts, a number of additional staff were brought in to assist, including two former experienced Principal Accountants who had recently retired. An agency staff member, originally brought in to assist with a specific area of closedown, was extended to manage the closedown process.

It was agreed that these staff members would be extended to 31 July 2019 with a number of key objectives:

- To ensure a robust project plan was implemented and managed against key deadlines and deliverables, managed by a dedicated Project Manager in conjunction with the Strategic Finance Manager.
- To ensure successful completion of the 2018/19 Statement of Accounts
- To ensure sufficient handover and procedures were completed with substantive staff in areas where knowledge and expertise may have been limited.

This was particularly important as there had been a lot of change within the staffing of the Accountancy department over the last two years following the retirements referenced in section 3.7.1 of the report. The Capital and Treasury post in this time had been covered by four members of staff, two of which had been temporary. Two further Principal Accountants had been appointed, one as a result of an internal promotion of a new Strategic Finance Manager following the retirement of the previous manager in December. This had resulted in the team having senior members of the team who were inexperienced in the processes of the Council.

Handovers of key tasks relating to Final Accounts were carried out during the closedown process, with the additional returning staff taking on a supporting role in the team, with the substantive members leading on assigned tasks within the project plan. Procedure notes were produced while working on the specific tasks to ensure they were up to date, relevant and understandable.

Following the completion of the Statement of Accounts by 31 May, in addition to supporting the audit process, the additional staff liaised with the substantive staff to go over areas requiring further understanding, and to give their views on where further improvement could be made. Procedures were refined as necessary.

The Project Manager met with the Strategic Finance Manager on a number of occasions to review the closedown process, identifying areas where the timetable could be changed going forward, and also hand over a number of key

tasks on which they led during the project. These tasks were handed over with procedure notes in advance of their departure, and were reviewed and amended as necessary in consultation with the Strategic Finance Manager. The Strategic Finance Manager would be leading the closedown project for 2019/20.

Since the completion of the audit and the departure of the temporary resourcing, the Accountancy team had increased in size with the appointment of two new members of staff, a Principal Accountant (three-year fixed term contract) and an Apprentice. Both staff members would be expected to support the closedown process in 2019/20, either directly through assigned tasks, or indirectly by managing some of the ongoing tasks within the department, freeing capacity for the rest of the team to prioritise final accounts while continuing to deliver support to other departments in the Council. Specifically, the Principal Accountant had been appointed to focus on the supporting the delivery of key Council projects which might have been delayed or not prioritised in the past in order to meet statutory deadlines.

In addition to the above, a number of review meetings had been held with key stakeholders in the final accounts process. From these meetings, the following would be implemented.

Training sessions to be mandated again for all Budget Holders (and also open to colleagues who supported their teams with closedown) – to be held in February and March 2020. To cover key areas including the closedown timetable and issues faced during 2018/19 final accounts process, including transaction miscoding. Attendance last year was generally good, but some prospective attendees did require numerous invites to emphasise the importance of the sessions.

The Closure of Accounts guidance and timetable were to be released much earlier this year, with a view of having it distributed at the start of January (as opposed to mid-February in 2018/19). The guidance would emphasise that support to the closedown process by budget holders and service areas was critical to a successful and timely completion. Suitable cover for planned and unplanned absence across all Service Areas should be accommodated during key phases of closedown process, to ensure requested information was provided by due deadlines.

An earlier distribution of the timetable would also incorporate changes to completion dates of tasks. Some tasks which could be completed earlier could be brought forward to help mitigate the risk of bottlenecks in the programme. The timetable would also be updated based on feedback received during the 2018-19 closedown process. Feedback included the timetable becoming bloated, with some tasks being duplicated and the completion dates of some tasks not fitting in to the critical path of the process.

Review and update of last year's working papers to ensure any issues raised through the audit or handover processes, were rectified. This might be issues with external users / viewers of the working papers having difficulty in understanding what the working paper was showing. A good working paper should be clear, concise and accurate, and not require further clarification from the author. The new working papers could be established and set up in the 2019/20 final accounts file structure on the system in advance of busy periods to reduce levels of administrative at these times. Working papers would also be linked where possible to reduce manual input requirements, with appropriate easy to follow instructions to ensure resilience.

Known knowledge gaps would continue to be addressed, developing technical knowledge for key members of the team to ensure it was adequate to prepare Statement of Accounts. This would be addressed through the use of in-house training, working groups and attendance on external courses, in particular one provided by our external auditors, with a focus on key changes to the Code of Practice.

It was important to stress that a number of these actions would be ongoing, and that change and improvement would be a continuous process, and would not be solely focused upon the closure of accounts. All areas of the Accountancy team's work would be continually evaluated (including budget setting and budget monitoring) to adapt practices that would benefit the services and the ability to meet our statutory obligations. They would also assist in the preparation for the implementation of the new financial system, due in 2021. It was important to continue to develop and improve relationships with budget holders so that they remained engaged and committed to the process, and through that provide the right information to the team in a timely manner.

The team did not have any current vacancies, but would have two Principal Accountants leaving in January following recent resignations. In order to mitigate the issues this presented, and meet the recommendations and changes following the action plan, Audit Findings Report and interview review highlighted in the above paragraphs, resilience was being built into the team as part of wider succession planning. A number of key tasks could be picked up by more than one member of the team, ensuring that when there were substantive gaps within the team, driven by factors such as annual leave, and sickness in addition to resignations (including retirement), service could be maintained in most instances. This was an ongoing task, and with the further recent resignations in the team, the team would be continuing to ensure tasks led by the individuals in question were documented, with procedure notes being available and handovers taking place ahead of their departures.

To ensure tasks relating to final accounts were successfully handed over, it was proposed that a temporary Principal Accountant should be appointed. The post would commence ahead of the Principal Accountant (Revenue) departing in mid-January, possibly as early as December, to ensure suitable overlap between the incoming and departing staff. Recruitment to replace the substantive staff permanently was due to commence imminently, with interviews scheduled for early December. Typical lead time on getting successful candidates into post was around three months, which would present a significant risk to the closedown process, which was due to commence in January. The overlap should help mitigate some of the issues faced in 2017/18, when retirements resulted in new staff being appointed. Handovers were minimal, which meant that key knowledge and expertise were lost, and in turn being a contributing factor in the delay to the Closure of Accounts that year.

The post would require a maximum budget of £56,000, to be funded from Contingency Reserve.

In terms of alternative options, various actions were considered in the development of the action plan but what was proposed was considered to be an appropriate response to the issues which had been identified.

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

Councillor Nicholls, Chairman of the Finance & Audit Scrutiny Committee, congratulated the Head of Finance for his team's hard work, and emphasised the importance of building resilience within the team.

Resolved that

- (1) the progress against the 2018/19 Accounts Closedown Action Plan at Appendix 1 to the report, be noted;
- (2) the response to the recommendations of the Audit Findings Report at paragraphs 3.3 – 3.7.7 in the report, be noted;
- (3) the changes that have been made in working practices and procedures at paragraphs 3.8 – 3.8.5 in the report, be noted; and
- (4) the release of £56,000 from Contingency Budget for the appointment of a Fixed Term Principal Accountant (Final Accounts) as referenced in paragraphs 3.10 – 3.10.3 in the report, be agreed.

(The Portfolio Holder for this item was Councillor Hales)

79. Asset Management Strategy

The Executive considered a report from Assets proposing an Asset Management Strategy for the Council's varied asset portfolio and an Action Plan covering the period 2019-2023.

The proposed Strategy would allow Members to ensure that the Council was managing its property and land assets in a way that provided value for money and which supported the delivery of the Council's Corporate Objectives.

The Asset Management Strategy, attached as Appendix 1 to the report, set out the principles of active asset management that would be applied to ensure that the Council's existing assets were used effectively to support the achievement of the authority's strategic objectives and policy commitments, including its response to the declaration of a climate emergency. The Strategy not only encompassed the review of existing assets including providing a means to assess options, including disposal for under-performing assets or those which no longer supported corporate objectives or delivery of high quality services, but also acted as a tool to assess the suitability and desirability of the acquisition of new assets, as part of a Commercial Strategy.

The strategic approach to asset management needed to promote effective resource management that delivered both the service requirements and the Council's investment and development agenda within budget and, where possible, generated additional income. It had to provide for and anticipate the future needs of asset users through the pursuit and development of innovative and flexible service delivery models, robust data collection and usage, effective use of technology; and the enterprising pursuit of external resources and assessment of asset development opportunities, including inward investment

and collaborative working with all sectors. All of this had to be delivered under a robust and secure data handling regime.

The Council had a varied property portfolio held within both the Housing Revenue Account (HRA) and the General Fund. Regardless of how the asset was accounted for, each separate asset could be classified as follows:

- Class 1 - Operational: Assets held to support service delivery including the HQ offices, Spa Centre, Town Hall, Art Gallery & Museum, Leisure Centres, Crematorium and open cemeteries, HRA homes, hostels and garages;
- Class 2 – Community: Assets held for the benefit of the community including parks, play areas, woodland, open spaces, closed cemeteries, sports pitches and pavilions, monuments, heritage and cultural assets and land holdings used for sustainable urban drainage schemes (SUDS);
- Class 3 - Economic: Assets held to support local and regional economic development objectives and to promote business start-ups and growth;
- Class 4 - Commercial: Assets let on a commercial basis and expected to make an appropriate rate of return including HRA and General Fund shops and lettings such as the Library at the Royal Pump Rooms; and
- Class 5 – Investment: Assets held for disposal, development or alternative use.

The proposed Strategy set out how the Council would manage its property estate. It contained the vision, objectives and priorities, and evaluation tools and measures that would be deployed to ensure that the asset portfolio owned by the Council was fit for purpose, with the right assets to support corporate outcomes, if necessary through disposals of existing assets or acquisitions of new ones.

An initial Action Plan, covering the period 2019-2023, was attached at Appendix 2 to the report and set out prioritised actions to take forward the Strategy. This would be reviewed annually by the Assets Steering Group, in consultation with the Portfolio Holder and over the lifetime of the Action Plan all existing assets would be assessed using one of the two assessment tools contained within the strategy (these varied depending on whether the asset was managed within the HRA or General Fund). This would ensure that every asset was categorised on a 1-6 rating as per the table in section 6 of the Strategy attached to the report.

The purpose of the six categories was to allow for a tailored approach to be developed for each asset, concentrating initially on the poorer performing assets, to inform decisions on investment, future use or disposal. Using a range of information held for each asset, those placed in Category 1 would require the least intervention over the life of the Action Plan, with those in Category 5 were likely to need the most urgent intervention and options appraisal. (Assets in Category 6 were those which were generally not of a commercial or service plan linked nature but nevertheless had to be retained by the Council, for example SUDS schemes, pumping stations or electricity sub-stations).

This approach would allow the Council to deal with those assets most in need of interventions at an early stage.

A key factor in the categorisation assessment would be the consideration of the energy efficiency and carbon footprint of an asset and how it could contribute to meeting the Council's response to the climate emergency. Outcomes would be weighted towards solutions that contributed most effectively closely to the Council's climate emergency policy.

The Action Plan proposed that all General Fund assets would be assessed over the four-year period, with initial emphasis on the assets set out in recommendation 2.3 of the report. For HRA assets, the initial emphasis would be on shops and other non-domestic buildings excluding garages. It was not intended to apply the assessment tool to every individual HRA home or garage, but to use it to inform future investment priorities at a property type, estate or garage site area.

The proposed approach would include a full assessment of the properties let to community organisations within the Adelaide Bridge area. A number of organisations within this area had ambitious plans to expand their operations for the benefit of the local community and the proposed approach would allow the Council to assess how best to support these aspirations. To allow sufficient time for a comprehensive assessment to be completed, it was proposed that existing temporary leases were extended until March 2021.

In terms of alternatives, corporate assets could be managed on an ad-hoc basis with no overriding principles to guide investment, retention and disposals. However, this would run the risk that assets may not support the Council's service delivery or wider corporate objectives or drive decisions on future investment, disposals and acquisitions.

Members could choose to recommend that only work covered by the recurring base budget should be undertaken, and to not seek to invest, acquire, divest or adapt corporate assets to meet changing service needs. However, officers considered that it would be prudent to manage the assets in a coordinated and structured way so that service needs and corporate projects could be met going forwards.

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

Resolved that

- (1) the Asset Management Strategy attached at Appendix 1 to the report and the 2019-2023 Action Plan attached at Appendix 2 to the report, be approved;
- (2) the Asset Management Strategy will apply to all Council owned properties and land, be noted;
- (3) the initial priority for assessments of General Fund assets will be all assets in Classes 3, 4 and 5 and buildings only within Class 2 and for Housing Revenue Account (HRA) assets will be shops and non-domestic buildings within Class 1, be agreed;
- (4) decisions relating to HRA assets will be reported as a future revision to the HRA Business Plan, be noted; and
- (5) temporary leases and licences for assets within the Adelaide Bridge area will be extended by 12 months

to allow the proposed assessment process to be completed, be noted.

(The Portfolio Holder for this item was Councillor Matecki)
Forward Plan Reference 641

80. Beehive Hill Allotment Site, Kenilworth

The Executive considered a report from Asset Management bringing forward proposals concerning the Beehive Hill Allotment Site.

The report arose from the request received from Kenilworth Town Council (KTC) for the Beehive Hill Allotment Site to be transferred to KTC, with each side meeting its own legal fees.

The Beehive Hill Allotment Site was created by KTC back in 2008, following an agreement between Warwick District Council (WDC) and KTC for the land to be leased to KTC exclusively for allotment purposes.

The land had previously been part of the large Beehive Hill Recreation Ground, which was never fully utilised, so it was believed that the use of this part of the Recreation Ground as an allotment site would be a more appropriate use.

The lease commenced on 1 January 2008 for a five-year term, and this continued on a five-yearly basis until 1 January 2018 when KTC approached WDC with this request for the land to be transferred over to KTC, exclusively as allotment land and subject to the same head terms that had been agreed with the local, neighbouring, Town/Parish Councils when WDC had agreed to transfer all of its other allotment sites over to them in the Executive meeting of 18 March 2009.

In terms of alternatives, Members could decide to refuse the transfer, which might result in KTC terminating the agreement for the land and handing it back to WDC to re-use, once more, as part of Beehive Hill Recreation Ground, which would increase WDC's Grounds Maintenance costs.

Resolved that the transfer of the Beehive Hill Allotment Site, as attached on Plan 1 to the report, to Kenilworth Town Council, be approved, subject to Head Terms noted in Confidential Appendix 1, Minute Number 84.

(The Portfolio Holder for this item was Councillor Norris)
Forward Plan Reference 1,072

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

The Executive considered a report from Finance providing details of a Rural/Urban Capital Improvement Scheme grant application by Old Milverton Parish Room to provide internal & external LED lighting, install dimmer control, rationalize existing wiring and remove redundant wiring.

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

The project contributed to the Council's Fit for the Future Strategy; without the Parish Room, there would be fewer opportunities for the community to enjoy and participate in physical, social, arts and cultural activities which could potentially result in disengaging and weakening the community and an increase in anti-social behaviour and obesity. If the project work was not carried out, current health & safety concerns would continue and an opportunity would have been missed to help the environment through installing environmentally friendly LED lighting.

In terms of alternatives, the Council had only 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 might choose not to approve the grant funding, or to vary the amount awarded.

Resolved that a Rural/Urban Capital Improvement Grant from the rural cost centre budget for Old Milverton Parish Room of 80% of the total project costs to provide internal & external LED lighting, install dimmer control, rationalise existing wiring and remove redundant wiring, as detailed in the report, up to a maximum of £5,194 including vat, be approved, subject to receipt of written confirmation from Old Milverton & Blackdown Parish Council to approve a capital grant of £500 (if the application is declined or a reduced amount is offered the budget shortfall will be covered by Old Milverton Parish Room's cash reserves which have been evidenced through their annual accounts and the provision of recent bank statements).

(The Portfolio Holder for this item was Councillor Hales)

82. **Public and Press**

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

Minute Nos.	Para Nos.	Reason
83	1	Information relating to an individual
83	2	Information which is likely to reveal the identity of an individual
83 -87	3	Information relating to the financial or business affairs of any particular person (including the authority

The items below were considered in confidential session and the full details of these were included in the confidential minutes of this meeting.

83. **Urgent Decision made under delegation CE(16)i & CE(4)**

The Executive considered a confidential report from Human Resources.

The recommendations in the report were approved.

(The Portfolio Holder for this item was Councillor Day)
Forward Plan Reference 1,077

84. **Confidential Appendix 1 to Agenda Item 15, Minute 80 – Beehive Hill Allotment Site, Kenilworth**

The Executive considered a confidential appendix from Assets Management.

Resolved that the transfer of the Beehive Hill Allotment Site, as attached on Plan 1 to the report, to Kenilworth Town Council, be approved, subject to the Heads of Terms in Confidential Minute Number 84.

(The Portfolio Holder for this item was Councillor Norris)
Forward Plan Reference 1,072

85. **Confidential Appendix 2 to Agenda Item 8, Minute 73 – Relocation of Kenilworth Wardens**

The Executive considered a confidential appendix from Development Services.

The appendix was approved.

(The Portfolio Holders for this item were Councillors Cooke, Hales and Matecki)
Forward Plan Reference 1,068

86. **Confidential Appendices 3 & 4 to Agenda Item 3, Minute 68 – Housing Services Redesign – Additional Budget Requirement**

The Executive considered two confidential appendices from Housing.

The appendices were noted.

(The Portfolio Holder for this item was Councillor Matecki)

87. **Minutes**

The confidential minutes of 3 October 2019 were approved and signed by the Chairman as a correct record.

(The meeting ended at 7.49pm)

CHAIRMAN
18 December 2019

Revisions to the Warwick District Council Constitution

Additions are set out in *italics* and removals are ~~struck through~~

**Part 3 - Section 4 Scheme of Delegation
Proposed Amendments**

- HS (35) re-purchase former Council owned dwellings within the agreed criteria and with the assistance of an independent valuation subject to resources being made available ~~report back to the Executive on each purchase made.~~
- HS (NEW) *to approve the release of affordable housing secured under a section 106 agreement for sale as open market dwellings and to discharge the obligation under the S106 agreement restricting the use of the affordable housing where the Registered Provider has become insolvent and defaulted on a mortgage secured against the relevant site and the Registered Providers Mortgagee has exercised their power to enter into possession of the relevant site subject to the Mortgagee having first acted in accordance with the mortgagee in possession provisions in the relevant section 106 agreement.*
- DS (70) Determine all applications submitted to Warwick District Council as required by the Town and Country Planning Act 1990 (as amended), Town and Country Planning (Control of Advertisement) Regulations 1992, and Planning (Listed Buildings and Conservation Areas) Regulations 1990, with the exception of the following:
- (i) Applications where a written request is received from a Member of Warwick District Council within the specified consultation period (i.e. 21 days), that Committee referral is required. *Such requests should clearly state the reasons why a Committee referral is required.*
 - (ii) ~~Applications where 5 or more written objections (or letters of support) or a petition (including one of support) with 5 or more signatures has been received, or more valid representations are received where these recommendation is are contrary to the representations that have been made officers' recommendation unless the Head of Development Services is satisfied that the plans have been amended to address the concerns raised so that there are no more than four contrary representations.~~
 - (iii) Applications where the recommendation of the Head of Development Services i.e. Grant/Refuse is contrary to the representations made by a Parish/Town Council, i.e. Object/Support, except in the following circumstances:
 - a. the Head of Development Services is satisfied that the plans have been amended to address the concerns of the Parish/Town Council;
 - b. where the representations made by the Parish/Town Council *do not raise any* ~~raise~~ issues which are ~~not~~ material to the planning assessment of the particular application; or
 - c. where the concerns of the Parish/Town Council have been previously considered as part of the assessment of an extant permission on the site and there has been no change in circumstances.
- DS (48) Serve and withdraw notices in respect of the following: Town and Country Planning Act 1990 (TCPA) and Planning (Listed Buildings and Conservation Areas) Act 1990 (LBCAA) as amended
- (xii) Section 54 (LBCA): Urgent works to preserve listed buildings*
(xiii) Section 55 (LBCA): Recovery of expenses of works under s. 54.

- DS (New) *In consultation with the relevant portfolio holder, make representations in relation to Planning Policy consultations that may affect Warwick District undertaken by neighbouring or overlapping authorities. This does not include the following:*
- *National Planning Policy and other national planning-related consultations; and*
 - *Where in the judgement of the Head of Development Services or the relevant portfolio holder, the issues arising from the consultation are such that they have important strategic implications for Warwick District.*

Part 4 Rules of Procedure **Council Procedure Rules**

13. Rules of Debate for meetings

*To provide clarification within the rules of debate that to adjourn the debate for an item would seek to defer consideration of the item to a future meeting when different information could be available and different members could consider the matter. **To adjourn the meeting** would be to pause the meeting for it reconvene on a future date with the same membership and agenda items as it is a continuation of the original meeting.*

34. Public speaking (c) Committees - Planning Committee

*People wishing to speak will fall into five categories, and these are:
Parish/Town Council;
Warwick District Towns Conservation Area Advisory Forum;
Objector(s) to the application;
Applicants/Supporters of the application; and
Warwick District Councillor.*

That Parish/Town Councils, CAF and WDC Councillors be allowed to speak on planning applications when they have registered to do so. This is unless they are speaking as the applicant, in which case they will have to speak in the applicants/supporters category.

Parish/Town Council representatives, Warwick District Towns Conservation Advisory Forum representatives and Warwick District Councillors can only speak either in favour or objecting to the application.

To ensure equity, applicants/supporters of the application will only be allowed to address the Committee if somebody has registered to speak in the objectors category for the application, except for cases where the recommendation is to refuse. An objector to the application may only address the Committee if an Applicant/Supporter is registered to speak on the application, except for cases where the recommendation is to grant.

There is a time limit of three minutes for each category of speaker, excluding District Councillors, on all applications.

If there is more than one speaker in the same category for an item, the three minutes will be shared among them.

This is with the exception of major applications, where up to four speakers will be permitted to address the Committee in both the Objectors and Applicants/Supporters categories for a maximum of three minutes each.

The times allocated for Parish & Town Councils, CAF, Objectors and Applicants/Supporters may be varied at the discretion of the Chairman of the Planning Committee, when they believe there is significant public interest in an application, for example, regional developments such as the former gateway proposal and the passenger terminal at Coventry Airport.

Warwick District Councillors are not permitted to address the Planning Committee for more than five minutes on any application. Unless they are providing contrary views or representing views from different District Wards, no more than one Warwick District Councillor will be permitted to address the Committee on any application.

The time for District Councillors to address the Planning Committee may be increased, at the discretion of the Chairman of the Planning Committee, when they believe there is significant public interest in an application.

Appendix 2

Chief Executive Chris Elliott	Deputy Chief Executive, Monitoring Officer & Legal Client Manager Andrew Jones				Deputy Chief Executive Bill Hunt		
Andrew Day - Leader	Moria-Ann Grainger Portfolio Holder and Deputy Leader Cultural Services	Richard Hales Portfolio Holder Finance	Judy Falp Portfolio Holder Health & Community Protection	Alan Rhead Portfolio Holder Environment & Business	John Cooke Portfolio Holder Development Services	David Norris Portfolio Holder Neighbourhood Services	Jan Matecki Portfolio Holder Housing Services
Human Resources Corporate HR People Management Learning & Development Corporate Payroll Media Website Tracy Dolphin (reporting direct to Chris Elliott, Chief Executive)	Head of Cultural Services Rose Winship	Head of Finance & Section 151 Officer Mike Snow	Head of Health & Community Protection Marianne Rolfe		Head of Development Services Dave Barber	Head of Neighbourhood Services Robert Hoof	Head of Housing Services Lisa Barker
ICT Services Desktop Services incl Helpdesk/Infrastructure Services/Application Support/Geographical Information Systems (GIS) Digital Mapping Services/Local Land & Property Gazetteer (LLPG)/Street Naming & Numbering Ty Walter (reporting direct to Andrew Jones, Deputy Chief Executive)	Arts Royal Spa Centre & Theatre Town Hall Royal Pump Rooms Art Gallery & Museum Arts Development David Guiding	Accountancy All Council Accountancy Services Andrew Rollins	Community Partnership Team Community Leadership Community Forums & Voluntary Sector Contracts Health and Wellbeing Elizabeth Young		Development Management Enforcement Land Charges Conservation Gary Fisher	Contract Services Refuse & Recycling Collections Parks & Open Space Maintenance Street Cleansing Gary Charlton	Housing Needs Homelessness and Housing Advice Private Sector Housing Disabled Adaptations Rough Sleeper Initiative Elaine Wallace
Democratic Services Elections/Electoral Registration/Committee Registration/Councillors/FOI/Data Protection/Complaints/Civic Support/Corporate Support Team Graham Leach (reporting direct to Andrew Jones, Deputy Chief Executive)	Sports & Leisure Stuart Winslow	Audit & Risk Corporate Insurance Richard Barr	Regulatory Food Safety, Health & Safety and Licensing Lorna Hudson		Building Control Consortium Phil Rook	Bereavement Services Pam Chilvers	Sustaining Tenancies Landlord Services to Council Tenants Collecting Rent Estate Management Ensuring Tenancy Conditions are Complied with Caroline Russell
Asset Management Maintenance & Repair of Corporate Property Assets and Council Houses Steve Partner (reporting direct to Bill Hunt, Deputy Chief Executive)	Programme Manager for future sport service options Padraig Herithy	Exchequer Council Tax and Business Rates Rate Collection Sundry Debt Collection Corporate Invoice Payment Dave Leach	Safer Communities Domestic Noise Anti-Social Behaviour Dog Warden Pest Control & Animal Licensing CCTV Environmental Protection Pete Cutts		Policy & Projects Local Plan & Planning policy development Major sites implementation Corporate feasibility studies Economic Development Business Support & Events Philip Clarke	Green Spaces Green Space Strategy St Marys Land Wildlife Habitats Dave Anderson	Housing Strategy and Development Housing Strategy New Affordable Housing Developments inc Council House Building Tenants Participation Sally Kelsall
		Benefits & Fraud (Impact of UC) Housing Benefits & Council Tax Reduction Corporate Fraud One Stop Shop - managed with WCC Andrea Wyatt				Business Support & Development Graham Folkes-Skinner	
		Procurement Compliance with Legislation Support & Advice on Procurement Contracts Rebecca Reading				Car Parks Off Street Parking Zoe Court	