

Cabinet

Wednesday 6 December 2023

A meeting of the Cabinet will be held at Shire Hall, Market Place, Warwick on Wednesday 6 December 2023 at 6.00pm.

Councillor I Davison (Chairman)

Councillor E Billiald
Councillor J Chilvers
Councillor J Harrison
Councillor J Kennedy

Councillor C King
Councillor W Roberts
Councillor J Sinnott
Councillor P Wightman

Also attending (but not members of the Cabinet):

Chair of the Overview & Scrutiny Committee
Liberal Democrat Group Observer
Conservative Group Observer
Whitnash Residents Association Group Observer

Councillor A Milton
Councillor A Boad
Councillor A Day
Councillor J Falp

Emergency Procedure

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

Agenda

1. **Apologies for Absence**
2. **Declarations of Interest**

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

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

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

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

3. **Minutes**

To confirm the minutes of the following meetings:

- | | | |
|------------|------------------|--------------------|
| (a) | 2 November 2023 | (To follow) |
| (b) | 15 November 2023 | (To follow) |

Part 1

(Items upon which a decision by Council is required)

4. **Q2 Budget Update 2023/24**

To consider a report from Finance. **(Pages 1 to 19)**

Part 2

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

5. **Replacement of footbridge off Radford Road, Royal Leamington Spa**

To consider a report from Neighbourhood & Assets. **(Pages 1 to 5)**

6. **Climate Change Action Programme**

To consider a report from the Programme Director for Climate Change
(Pages 1 to 11 & Appendices 1 to 7)

7. **Service Area Plans**

To consider a report from the Chief Executive. **(Pages 1 to 7)**
(Appendix 1 to follow)

8. **South Warwickshire Economic Strategy**

To consider a report from Place, Arts & Economy. **(Pages 1 to 63)**

9. **Interim Consultancy Support**

To consider a report from Housing. **(Pages 1 to 4)**

10. **Discretionary Housing Payments**

To consider a report from Customer & Digital Services. **(Pages 1 to 4)**

11. **Significant Business Risk Register**

To consider a report from Finance. **(Page 1 to 25)**

12. **Safe and Legal Cap**

To consider a report from Housing. **(Pages 1 to 6)**

13. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason

of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Numbers	Paragraph Numbers	Reason
14,15,16,17	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Part 1

(Items upon which a decision by Council is required)

14. Associated Costs for the Purchase of Eighty-Two Section 106 Dwellings at The Asps, Banbury Road, Warwick,

To consider a confidential report from Housing. **(Page 1 to 9)**

15. Associated Costs for the Purchase of Twenty-Four Dwellings at The Europa Way Warwick

To consider a confidential report from Housing. **(Page 1 to 9)**

Part 2

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

16. Confidential Appendix to Item 5 – Radford Road Bridge Replacement

To consider a confidential appendix. **(Page 1)**
(Not for publication)

17. Confidential Appendix to Item 10 – Interim Consultancy Support

To consider a confidential appendix. **(Page 1)**
(Not for publication)

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

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Title: Q2 Budget Update 2023/24
Lead Officer: Steven Leathley (01926 456843)
Portfolio Holder: Councillor Chilvers
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	20/11/23	Councillor Chilvers
Finance	20/11/23	Steven Leathley
Legal Services		
Chief Executive	14/11/23	Chris Elliot
Director of Climate Change	14/11/23	Dave Barber
Head of Service(s)	14/11/23	Andrew Rollins
Section 151 Officer	14/11/23	Andrew Rollins
Monitoring Officer	14/11/23	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?		
Accessibility Checked?	Yes	

Summary

The report provides an update on the current financial position as at 30th September 2023, providing a full year forecast for the 2023/24 financial year, and for the medium term through the Financial Strategy. Key variances and changes are highlighted to inform members, with some recommendations also being put forward for their consideration.

The Medium-Term Financial Strategy shows that the Council is still reliant on making further changes to ensure that the Council operates within a balanced sustainable budget in future years, in addition to delivering the service initiatives previously agreed in December 2020, and last updated as part of the 2023/24 Budget Setting. With the significant risks facing the Council's finances in future years, it is important that officers and members take all actions to ensure that the change management programme is developed to enable the Council to achieve this objective.

Recommendation(s)

- (1)** That Cabinet notes the latest current year financial position for (General Fund £0.600m Adverse and Housing Revenue Account £0.436m Adverse), with the key variations that drive these positions.
 - (2)** That Cabinet notes the impact on the Medium Term Financial Strategy (MTFS) due to changes detailed within the report, and how these changes are expected to be accommodated.
 - (3)** That the Council agrees the ongoing forecast deficit outlined in the MTFS is reviewed further as part of a later report to Cabinet once proposals for tackling the deficit have been developed.
 - (4)** The Cabinet notes the current capital variations for schemes originally approved in February 2023 and approves all changes.
 - (5)** That the Cabinet recommend to Council that the members allowance and allowance for the Chairman and Vice Chairman of the Council up rating for 2023/24 be 3.8%.
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1 Current year variances - General Fund

A full review and full year forecast have been completed by all Cost Centre Managers to estimate the total financial commitment for this current year. Accountancy has supported managers in the preparation of these figures. As at 30th September (end of Quarter Two) there is an adverse forecast variance of £0.600m for the 2023/24 financial year to 31st March.

Department / Portfolio	Budget	Forecast Q2	Variance
General Fund	£000	£000	£000
Customer & Digital Services	742	1,147	405
Finance	1,677	962	(715)
Housing Services - GF	3,533	2,213	(1,320)
Neighbourhood & Assets	11,110	12,449	1,339
People and Communication	74	136	62
Place, Arts & Economy	12,551	13,772	1,221
Safer Communities, Leisure & Environment	6,208	6,292	84
Strategic Leadership	1,833	1,357	(476)
General Fund Total	37,728	38,328	600

A summary by Portfolio of major variances is provided below:

Quarter Two Variations		£000	Favorable (F) / Adverse (A)
Customer & Digital Services			
1.1.2.1	Benefits General - Homelessness Rent Rebates	162	A
1.1.2.2	Digital by Default	210	A
Finance			
1.1.3.1	Contingency Budgets	(721)	F
1.1.3.2	External Audit Fee	36	A
Housing Services - General Fund			
1.1.4.1	Housing Strategy & Development	(150)	F
1.1.4.2	Homelessness/Housing Advice	(1,070)	F
1.1.4.3	Rough Sleeping Initiative	(63)	F
Neighbourhood & Assets			
1.1.5.1	Car Parking	160	A
1.1.5.2	Relocation of Riverside House	313	A
1.1.5.3	Crematorium	172	A
1.1.5.4	Waste Management	571	A
People & Communication			
1.1.6.1	Media Team	35	A
1.1.6.2	Centralised Occupational Health	30	A
1.1.6.3	Apprentiship Scheme	(37)	F
1.1.6.4	Team Building	25	A
Place, Arts & Economy			
1.1.7.1	Planning & Development	968	A
1.1.7.2	Building Control	51	A
1.1.7.3	Town Hall	91	A
1.1.7.4	Women's Cycle Tour	(30)	F
1.1.7.5	Enterprise Development	75	A
Safer Communities, Leisure & Environment			
1.1.8.1	Green Spaces	157	A
1.1.8.2	Abbey Field Cycle Track	(160)	F
1.1.8.3	Community Safety	41	A
1.1.8.4	Environmental Protection	23	A
1.1.8.5	Bowling Facilities	17	A
Strategic Leadership			
1.1.9.1	Elections	44	A
1.1.9.2	Trees for Future	(606)	F
1.1.3.3	Climate Emergency	40	A
1.1.3.4	Democratic Representation	35	A

1.1.1 Salary Costs (General Fund).

- 1.1.1.1 As part of the Vacancy Factor process for Q2, a full year forecast for all salary budgets has been completed, with the Vacancy Factor being offset against forecast underspends in salary budgets. This forecasts that 100% of the General Fund Vacancy Factor (£1.132m) has been met. This will be reassessed in Q3 and if any further savings against establishment will be reported.
- 1.1.1.2 Agency use is currently forecast over budget by £0.464m. A further review on the use of agency staffing will be carried out as part of a wider review into long-term vacancies held by the Council, forming part of the ongoing work in improving recruitment.

1.1.2 Customer & Digital Services.

- 1.1.2.1 As reported in Q1. An increase in Homelessness Rent Rebates for which the authority does not receive full government subsidy. The number of residents claiming this allowance, and the duration for which they claim it, has increased in recent years, while the subsidy has remained at a level set back in 2011 (Local Housing Allowance Rate). Further work will take place to look at the accommodation in which people are placed, and whether there is more that can be done to reduce durations, particularly in accommodation such as hotels and B&B's which are not fully reimbursed by the subsidy.
- 1.1.2.2 Digital by Default savings not realized in year. The original plan to introduce Arcus system with the Authority has been withdrawn as agreed by committee report completed by the Head of Service.

1.1.3 Finance.

- 1.1.3.1 As reported in Q1. At budget setting in February 2023, contingency budgets were set to mitigate the unknown rising costs of contracts linked to inflation. These are held and managed centrally by the Head of Finance. In Q1, the contingency budgets have been forecast to offset some of the increased expenditure reflected in this report.
- 1.1.3.2 Increase cost of External Audit for the completion of the 2021/22 Statement of Financial Accounts, this is partly due to the additional work required due to the change of Financial System mid-year of 2021/22, and extra scrutiny required from our External Auditors.

1.1.4 Housing Services – General Fund.

- 1.1.4.1 As reported in Q1. A Service level agreement (SLA) is in place between Warwick District Council (WDC) and Milverton Homes, covering the cost of staff time and consultancy work. This income was not budgeted for at budget setting. The costs relating to this SLA will continue to be updated on an annual basis.
- 1.1.4.2 As reported in Q1. The Council has received an increase in grant for Homelessness Advice, which will be used in conjunction with previously allocated budgets within the homelessness service. The grant is ring-fenced to support the delivery of this specific service.

1.1.4.3 Reduced Move on & Prevention Grant received in year offset against reduce expenditure in donations and Expenses.

1.1.5 Neighborhood & Assets.

1.1.5.1 As reported in Q1. Car Parking. There has been a loss of income due to the closure of Covent Garden Car Park (only the surface car park remains open) of £0.230m. The closure of Linen Street car park means no charges will be made in year, but there are still an ongoing cost for the car park of £0.050m as the basement is still used by tenants. Other car parks in Leamington have had their income projections increased, totaling £120k, as part of assessing data from this year to date and last year, with a driver of this being the displacement of vehicles from Covent Garden. As part of the 2024/25 fees and charges process due to commence at the start of September, a comprehensive review of our Car Parking portfolio will be carried out.

1.1.5.2 As reported in Q1. The original budget set in February 2023 estimated that WDC would move out of Riverside House in June 2023. The additional running costs for continuing to occupy Riverside House is estimated at £0.322m for this financial year.

1.1.5.3 Crematorium. Revised income projection for crematorium fees based on current activity. This adjustment has been reflected within the Fees & Charges report for 2024/25 and is more realistic to the income the service will receive in this financial year and next.

1.1.5.4 Waste Management. It has now been confirmed that WDC will receive Dry Waste Income from the new Sherbourne MRF. This will come into effect in the last quarter of the year. A prediction of income has been incorporated into the Forecast for Q2, once sales are made this will be reviewed and adjusted if required. At Budget setting the overall budget was not set high enough, based on information received from third parties, thus showing an overspend. This service is expected to match estimated cost within the year. The Budget issue will be resolved in Budget setting 2024/25.

1.1.6 People & Communications.

1.1.6.1 Reduced external printing income and reduced internal income from printer clicks estimated in year, this has been partially offset by reduced printing expenditure. Additional costs after HAY review have been included in the forecast and will be revised in Budget Setting 2024/25.

1.1.6.2 As reported in Q1. The centralised Occupational Health Budget is showing a forecast over budget, this estimate is based on the costs for last financial year, which were higher than agreed budget.

1.1.6.3 As reported in Q1. Due to the profile of current Apprentices, there is a surplus forecast within apprenticeship salaries. This relates to new apprentices being employed at initial programme rates.

1.1.6.4 Team Building. Budget to be vired into this account from underspend in previous year Applause Box, not completed in the accounts until 2022/23 closedown completed.

1.1.7 Place, Arts & Economy.

- 1.1.7.1 Planning fees reduced income based on current performance at Q2. This has not improved from Q1 and a lack of larger planning applications through the first half of the year has reduced the Outturn forecast. From 1st April 2024, new legislation allowing the increase in planning fees of 25% for small applications, and 35% for larger application will increase the value of planning income, although the current predictions show this will not meet Budget and will still show under achieved. Within the Service large Staff Agency cost continue which compounds the financial position with the reduction in income. Further review within this service is required for Budget Setting 2024/25 on both cost and income to ensure that it is with Budget constraints.
- 1.1.7.2 Building control reduction of income due to the service provision provided for Daventry returning to West Northamptonshire Council. This has been partially offset by a reduction in service delivery costs.
- 1.1.7.3 As reported in Q1. Due to the partial closure of the Town Hall for development, a loss of income has been forecast of £0.055m as the Council is unable to hire space out during this time.
- 1.1.7.4 As reported in Q1. The Women's cycle tour due to take place in 2023 was unfortunately cancelled. Therefore the £0.030m budget in place will not be used in year. The event is scheduled to go ahead in 2024, and so it is expected that the budget will be carried forward to support this taking place.
- 1.1.7.5 New contract for Softcat install, equipment and managements fees included within this forecast. This will be reviewed for budget setting 2024/25. Lost of rent and able to relet space at the Creative Quarter.

1.1.8 Safer Communities, Leisure & Environment.

- 1.1.8.1 Green Spaces - Extensive works required in the maintenance of our outdoor paddling pools. £0.021m reduction of income from sponsorships and sales of hanging baskets.
- 1.1.8.2 Abbey Field Cycle Track. Budget from New Homes Bonus in 2023/24 will not be used, this is to be deferred to 2024/25.
- 1.1.8.3 Community Safety. Increase in staffing costs approved by ERF to cover sickness.
- 1.1.8.4 Increase in Consultancy and staffing costs within the Service.
- 1.1.8.5 As reported in Q1. Bowls income budget unachievable, this will be reviewed at budget setting 2024/25

1.1.9 Strategic Leadership.

- 1.1.9.1 Elections. Increase in costs relating to new Voter ID now realized after final payroll costs, this has been partially offset by an increase in external grant received.
- 1.1.9.2 Trees for Future. Funding was provided to address the most complex barriers to tree planting, including access to land. To date no land has been purchased (although progress is being made via work with Forestry England) and the approach to the tree project is being reviewed to ensure alignment with the new Corporate Strategy (and links to Biodiversity Action

Programme). Whilst land purchase may still be required (depending on the review) it is unlikely that this will be required in 2023/24 thus leading to the projected underspend.

- 1.1.9.3 Staffing cost increase to include Climate Change Projects and Delivery Officer. This post and overspend is to be funded by approved S106 funds.
- 1.1.9.4 Anticipated costs of the basic allowance showing a forecasted overspend in year. The Service Manager, supported by Accountancy to review and improve the monitoring process for future forecasts, and incorporate this into Budget setting for 2024/25.

1.2 Current year variances – Housing Revenue Account (HRA).

- 1.2.1 Variations have been identified by the Accountancy Team in conjunction with the relevant budget managers, giving a full year adverse variance of £0.436m.

Department / Portfolio	Budget	Forecast Q2	Variance
Housing Revenue Account (HRA)			
Housing Services - HRA	0	436	436
HRA Total	0	436	436

A summary of major variances is provided below:

Quarter Two Variations		£000	Favorable (F) / Adverse (A)
Housing Revenue Account			
1.2.3	Beauchamp House	(93)	F
1.2.4	Warwick Response	171	A
1.2.5	Communal Areas	227	A
1.2.6	Garage Repairs	110	A

- 1.2.2 As part of the Vacancy factor process for Q2, A full year forecast of all Salary budgets has been completed and the Vacancy factor calculations have been made. This forecasts that 100% of the for HRA Vacancy Factor (£0.235m) has been met. This will be reassessed in Q3 and if any further savings against establishment will be reported.
- 1.2.3 Beauchamp House. Rent Rebates received higher than original Budget which is consistent with previous years income. This will be reviewed and updated as part of the Budget Setting 2024/25.
- 1.2.4 Warwick Response. Income received from HEART funding in 2022/23 and accounted for and used within 2023/24. This has been offset against increase staffing costs within the team, including the use of Agency. Increased equipment costs not budgeted (Income received in year but expenditure not budgeted high enough).
- 1.2.5 Communal Areas. Increase in expenditure relating to Cleaning Contract not Budgeted in year.
- 1.2.6 Garage Repairs. Increase in costs of Garage repairs in year compared to budget, estimated based on spend to date and known costs to the end of the Financial Year.

1.3 Medium Term Financial Plan (MTFS). Recommendations 2 & 3

1.3.1 The MTFS was last formally reported to members in February as part of the Budget setting and Council Tax setting reports. At that stage the profile of revenue savings to be found was as follows:

	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Deficit-Savings Req (+)/Surplus (-) future years	0	4,334	2,476	1,525	1,501
Change on previous year	0	4,434	(1,858)	(951)	(24)

1.3.2 In light of the variations highlighted in this report, the MTFS has been updated as outlined below:

	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000
Deficit-Savings Req (+)/Surplus (-) future years	600	4,334	2,476	1,525	1,501
Change on previous year	600	3,734	(1,858)	(951)	(24)

1.3.3 It is expected that some of the variances highlighted at Q2 may become recurrent (housing benefits / waste contract), or are linked to ongoing decisions (Relocation project). Further work will be undertaken to assess their future impact and will be reflected in the Q3 budget review MTFS update.

1.3.4 It should be noted that the above revised MTFS does not include any provision for additional costs associated with the Abbey Fields Leisure Centre Project. Once confidential negotiations are concluded, all Councillors will be informed. If the decision is to then proceed with the project, the MTFS will be updated accordingly. It is expected that this decision will be made in time for inclusion in the MTFS as part of the 2024/25 Budget report in February.

1.3.5 Officers are continuing to review ways of reducing the deficit, including income generation, service efficiency and cost saving schemes, with the expectation that an update will be provided within the Q3 report in March, and help inform decisions for the budget setting process 2024/25.

1.4 Capital Forecast 2023/24 - Recommendation 4.

1.4.1 Capital currently forecasts a reduction in funding requirement in year of £12.662m for General Fund and £7.437m for HRA. A full breakdown of Capital Variances is shown in Appendix 1.

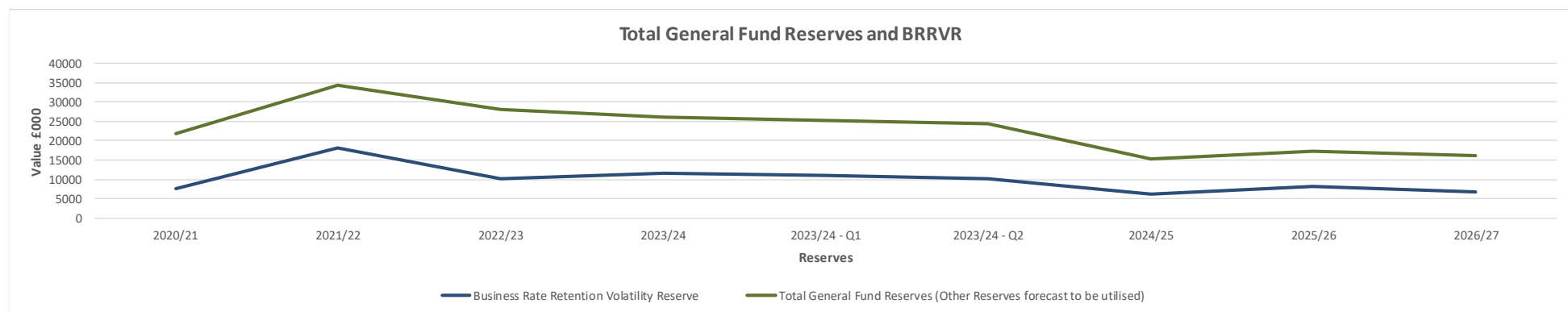
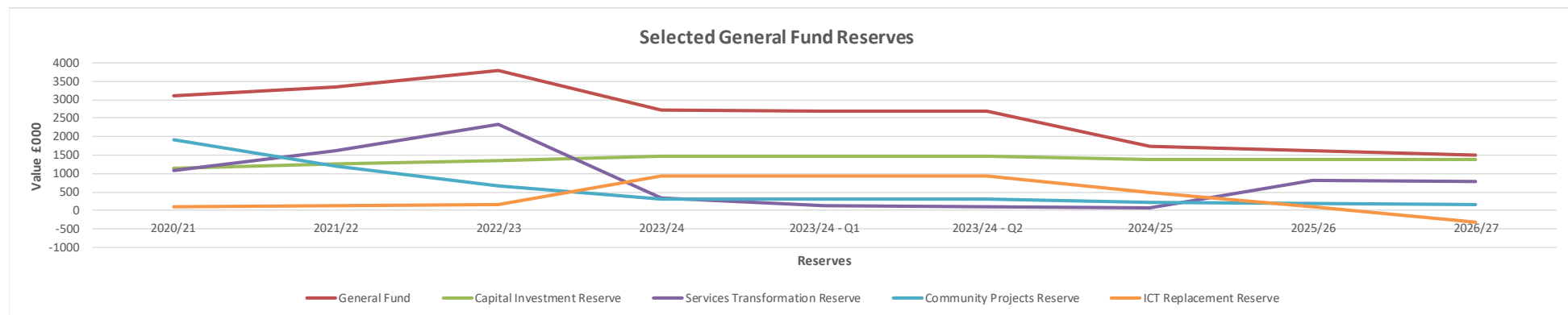
1.5 **Reserves**

- 1.5.1 The below table presents the latest summary of available reserves as at Q2. This reflects non committed, and non-ringfenced balances as at Budget Setting reports approved at Cabinet February each Financial Year, and ranges from 1st April 2020 (Showing previous 3 years and current year) up to 1 April 2027 (the period covered by the current MTFS).

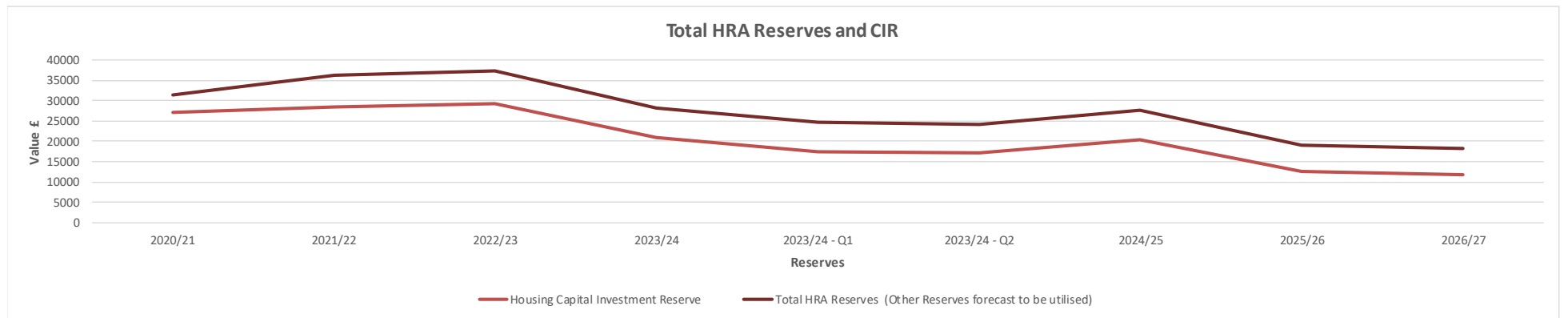
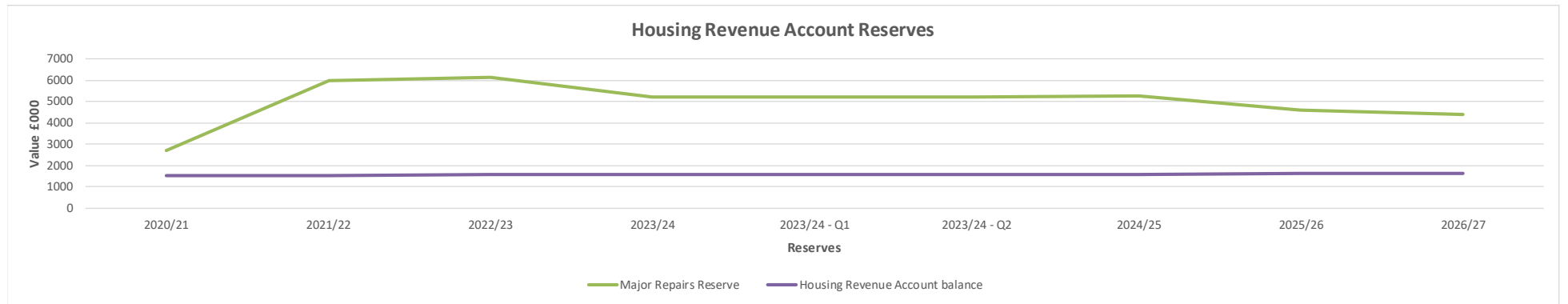
This is subject to the final outturn of 2022/23 financial position, which is being completed as part of the draft statement of accounts process and to be reported to Cabinet.

The adjustments reflect approvals made since Budget Setting by Cabinet, showing those approved and reported in Q1, and those approve between Q1 reporting and now.

General Fund Reserve	Notes	2020/21	2021/22	2022/23	2023/24	2023/24 - Q1	2023/24 - Q2	2024/25	2025/26	2026/27
		1st April	1st April	1st April	Est	Est	Est	Est	Est	Est
		£000	£000	£000	£000	£000	£000	£000	£000	£000
General Fund	minimum agreed balance £1.5m	3,118	3,341	3,776	2,707	2,696	2,696	1,747	1,617	1,493
Capital Investment Reserve	minimum agreed balance £1.0m	1,153	1,256	1,356	1,456	1,456	1,456	1,383	1,383	1,383
Services Transformation Reserve		1,087	1,632	2,330	350	124	106	71	803	778
Community Projects Reserve		1,919	1,210	656	321	321	321	221	196	171
ICT Replacement Reserve		94	132	162	934	934	934	483	112	(309)
Business Rate Retention Volatility Reserve	£10m Agreed Balance ahead of anticipated Business rate reset in 2025/26 is achieved.	7,522	18,110	10,272	11,485	11,001	10,061	6,265	8,118	6,630
Total General Fund Reserves (Other Reserves forecast to be utilised)		21,924	34,443	28,065	26,023	25,228	24,270	15,261	17,204	16,145
Changes in Year			12,519	(6,378)	(2,042)	(795)	(958)	(9,009)	1,943	(1,059)



Housing Revenue Account Reserve	2020/21	2021/22	2022/23	2023/24	2023/24 - Q1	2023/24 - Q2	2024/25	2025/26	2026/27
	1st April	1st April	1st April	Est	Est	Est	Est	Est	Est
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Housing Capital Investment Reserve	27,051	28,495	29,206	21,023	17,495	17,051	20,332	12,462	11,798
Major Repairs Reserve	2,703	5,996	6,150	5,206	5,206	5,206	5,263	4,605	4,408
Housing Revenue Account balance	1,511	1,513	1,552	1,579	1,579	1,579	1,579	1,606	1,637
Housing Early Retirements Reserve	41	21	21	41	41	41	61	81	101
HRA Rough Sleeping Initiative Reserve	61	262	262	262	262	262	262	262	262
Total HRA Reserves (Other Reserves forecast to be utilised)	31,367	36,287	37,191	28,111	24,583	24,139	27,497	19,016	18,206
Changes in Year		4,920	904	(9,080)	(3,528)	(444)	3,358	(8,481)	(810)



1.6 Members Allowance - Recommendation 5

- 1.6.1 The members allowances scheme defines that "[...] shall be increased by the annual local government pay percentage increase as agreed each April (linked to spinal column point 38 of the JNC scheme) to be implemented the following May in that year from the date of the Council Annual Meeting".
- 1.6.2 This year the pay award for all JNC scale points was £1,925. Following consultation with the Leadership Co-ordination Group, it was proposed that 3.8% be the increase for this year. This was based on the basic allowance and how that equated to salaries for officers. The Independent Remuneration Panel for the Council were consulted on this proposal and raised no objections. This will have an adverse effect on the budget of over £16,000 before any on costs (national insurance contributions) are included.
- 1.6.3 In 2023/24, this will be funded from existing staffing budgets, and will be built into future budgets as baseline growth.

2 Alternative Options

- 2.1 No alternative options are presented.

3 Legal Implications

- 3.1.1 The proposals are in line with current legislation where applicable.

4 Financial Services

- 4.1.1 Officers review current year budgets against outturn on a monthly basis at the same time as considering their implications for the medium term. Members are updated on a quarterly basis. As part of this process budget managers are asked to review both their salary position and revenue position through returns with Accountancy, and update / comment as necessary. This process has been strengthened over the last few years through increased formalisation. Further reviews and changes to this process will be implemented through utilisation of the new Financial Management System (FMS).
- 4.1.2 The Budget Review Process provides a planning tool to ensure resources are directed to the Council's priorities. Alongside the Council's own activities, external factors influencing its finances are also taken into consideration, for example Central Government Financing, the Business Rates Retention scheme, changes in legislation and the economy.
- 4.1.3 The Council maintains its Reserves to deliver Capital and other projects, and to ensure that there are sufficient resources available to manage unforeseen demands and continue to deliver its services. Close monitoring of these Reserve balances and Capital Programme, together with plans to replenish them will preserve the financial stability of the organisation for future years.
- 4.1.4 Members will note the significant change in the profile of the Medium Term Financial Strategy as a result of developments within Q1. Therefore, it is essential that the Council continues to work towards delivering new proposals in addition to the proposals agreed in December 2020, and updated as part of the Q1 Budget Report. This will ensure the Council is not being run at a deficit on the provision of services, and can continue to deliver a balanced budget.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 Delivering valued, sustainable services.
- 5.3 Low cost, low carbon energy across the district.
- 5.4 Creating vibrant, safe and healthy communities of the future.

6 Environmental/Climate Change Implications

- 6.1 WDC has a budget of £500,000 per annum for Climate Change. It is proposed to utilise this for 2023/24 to support a number of priorities within the Climate Change Action programme.

7 Analysis of the effects on Equality

- 7.1 Not relevant.

8 Data Protection

- 8.1 Not relevant.

9 Health and Wellbeing

- 9.1 Not relevant.

10 Risk Assessment

- 10.1 The February Budget report detailed the main financial risks facing the Council. Many of these related to local authority funding, notably Business Rate Retention.
- 10.2 Many controls and mitigations are in place to help manage the financial risks facing the Council. These include:
 - 10.2.1 The comprehensive Budget Review process. This entails all budget managers reviewing their budgets on at least a monthly basis, considering previous, current, and future years, along with any possible issues that may impact upon their budgets. As part of this process, regular Budget Review reports are issued to Cabinet and the Senior Leadership Team.
 - 10.2.2 Financial Planning with the MTFS / financial projections, bringing together all issues that will impact on the Council's finances in the medium term.
 - 10.2.3 Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).
 - 10.2.4 Project Management and associated controls.
 - 10.2.5 Trained staff and access to appropriate professional advice (e.g. Legal).
 - 10.2.6 Implementation and continued development of the new Financial Management System.
 - 10.2.7 Risk Management process across the Council, including the on-going review and maintenance of risk registers.
 - 10.2.8 Scrutiny by members of the Council's finances, including Budget Reports, and the financial implications of all proposals.
 - 10.2.9 Reserves – The Council holds a number of reserves, with each being allocated for specific purposes. Whilst much of these reserves have already been

earmarked for agreed projects, it is important that reserves are held for any unforeseen demands. The use of the Business Rate Retention Volatility Reserve does reduce the forecast balance on this reserve to around £10m. It was agreed as part of budget setting in February that the balance should not go below this amount ahead of the business rate reset expected in 2025/26. Therefore any changes to this assumption would require the risks to be analysed.

10.2.10 The General Fund Balance is available to accommodate any unplanned expenditure, or to make up any shortfall in income. However, the Council should seek to maintain the balance of at least £1.5m.

10.2.11 The specific causes of reductions to income or increased expenditure should continue to be managed by the relevant Service Area as part of managing the risks within each Service Risk Register. Each Service Area's Risk Register is presented to Finance and Audit Scrutiny Committee annually on a rolling basis.

Background papers:

Budget setting 23-24 Report (Cabinet 9 February 2023 – Item 7)

Housing Revenue Account (HRA) Budget 2023/24 and Housing Rent Setting (Cabinet 9 February 2023 – Item 8)

Supporting documents:

Appendix 1 – Capital Variations 2023/24.

Appendix 2 - Reserves

Department - General Fund	Cost Centre Manager	Cost Centre & Description	Revised Budget 2023/24 £000	Full Year Forecast 2023/23 £000	Variance 2023/2024 £000	Comments
Safer Communities, Leisure & Environment - Projects	Ann Hill	103003 - Victoria Park Tennis Court Resurfacing	21	22	1	
Place, Arts & Economy - Projects	Chris Elliott	103007 - Barford Youth & Community Hub/Shop Grant	0	250	250	BYCC are working on the grant conditions, they hope to start drawing down early in 2024
Safer Communities, Leisure & Environment - Projects	David Anderson	100030 - Sabin Drive Play Area	60	80	20	Further expenditure to be funded by PAR
Safer Communities, Leisure & Environment - Projects	David Anderson	101015 - Play Area Disabled Improvements	0	100	100	
Safer Communities, Leisure & Environment - Projects	David Anderson	104014 - Play Area Improvement Programme	275	121	(154)	Sabin Drive (£20,000) Hatton Park (£46,420) and Glendale Avenue (£55,000)
Safer Communities, Leisure & Environment - Projects	David Anderson	104030 - Newbold Comyn Pavilion Refurbishment	1	30	29	
Place, Arts & Economy - Projects	David Barber	101025 - Future High Street-Town Hall	1,435	1,027	(408)	Total FHSF now £1,207,270. Spend deadline officially end of Mar 24, but we are applying to extend that to end of Sept 24
Place, Arts & Economy - Projects	David Barber	101026 - Future High Street- Spencer Yard	3,646	0	(3,646)	All FHSF for SY is now spent.
Place, Arts & Economy - Projects	David Barber	101027 - Future High Street- Former Stoneleigh Arms	1,861	1,985	124	Total FHSF now £2,137,365. Spend deadline officially end of Mar 24, but we are applying to extend that to end of Sept 24.
Place, Arts & Economy - Projects	David Barber	101029 - Future High Street-Sustainable Movement	1,006	0	(1,006)	Project no longer going ahead, budget has been split between Town Hall and Stoneleigh Arms.
Customer & Digital Services - Projects	David Elkington	105000 - Desktop Infrastructure	47	0	(47)	To be reviewed by DE with Lee Millest.
Customer & Digital Services - Projects	David Elkington	105013 - Relocation to Crown Hosting Site	20	0	(20)	This budget will not be required as the Council is not moving to a Crown Hosting site.
Place, Arts & Economy - Projects	Graham Leach	101009 - Leper Hospital Site	284	305	21	Reprofiled in year spend
Housing Services - HRA - Projects	Jon Battell	100019 - Severn Acre Close	10	6	(4)	
Finance - Projects	Keith Eales	103002 - Health & Community Protection IT System	(1)	0	1	
Safer Communities, Leisure & Environment - Projects	Liz Young	103006 - CCTV Cameras	0	96	96	Budget increase agreed with Shalina Janar from UKSPF
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	100017 - Abbey Fields LC New Building	9,068	1,600	(7,468)	Revised Project plan to be approved by Cabinet. Current estimate expenditure in 2023/24, Budget then slipped into future years
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	104028 - Abbey Fields Leisure Centre Demolition	140	400	260	Underspend on 100017 to cover this expenditure
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	100018 - Castle Farm LC New Building	8,876	7,000	(1,876)	Revised forecast of expenditure for 2023/24. Budget to be slipped into future years
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	104027 - Castle Farm Leisure Centre Demolition	0	4	4	Underspend on 100018 to cover this expenditure
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	100028 - Central Ajax Football Club	119	7	(112)	Budget to be slipped into 2024/25.
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	100029 - Acre Close MUGA	35	30	(5)	
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	101023 - Athletics Facility Relocation	0	238	238	
Safer Communities, Leisure & Environment - Projects	Padraig Herlihy	101024 - Myton footpath/cycleway	0	147	147	
Safer Communities, Leisure & Environment - Projects	PROBERTS	104031 - Pump Rooms Roof Repair and Restoration	0	1,644	1,644	Budget should be £1,644,300 as slippage to 24/25 of £1,168,300 and a reduction of £2,923,300. Grant application submitted in Dec 23 and works due to start in May 24
Safer Communities, Leisure & Environment - Projects	Simon Richardson	104008 - Skate Park in St. Nicholas Park	39	0	(39)	Budget to be slipped into 2024/25.
Neighbourhood & Assets - Projects	Zoe Court	104012 - Sherbourne Resource Park	910	0	(910)	Sherbourne MRF Not Capital Spend but Loan Agreement. Removed from Capital Ledger
Neighbourhood & Assets - Projects	Zoe Court	104029 - Frontline Vehicle Fleet (Waste)	98	196	98	Based on Actuals spent to date - Additional Cost to be offset with 50% recharge to external Authority
TOTAL General Fund			27,950	15,288	(12,662)	

Department - Housing Revenue Account	Cost Centre Manager	Cost Centre & Description	Revised Budget 2023/24 £000	Full Year Forecast 2023/23 £000	Variance 2023/2024 £000	Comments
Housing Services - HRA - Projects	Alice Ellis	300037 - LAD 1B BEIS - Green Home Grants	0	2	2	
Housing Services - HRA - Projects	Andy Paul	300014 - Improved Ventilation	18	110	92	Funded from Underspends within the HRA Capital Programme
Housing Services - HRA - Projects	Ben Parkes	300013 - Structural Improvements	262	613	351	Funded from Underspends within the HRA Capital Programme
Housing Services - HRA - Projects	Caroline Russell	300003 - Envir Improvements- Tenant Participation	39	40	1	
Housing Services - HRA - Projects	Jon Battell	300020 - Cloister Way House Purchases	0	3	3	
Housing Services - HRA - Projects	Jon Battell	300023 - Warwick Street Purchase	1,711	225	(1,486)	
Housing Services - HRA - Projects	Jon Battell	300028 - Spring Lane purchases	5	3	(2)	
Housing Services - HRA - Projects	Jon Battell	300029 - Oakley Grove purchases	709	504	(205)	
Housing Services - HRA - Projects	Jon Battell	300030 - Triangle Europa way	150	113	(37)	
Housing Services - HRA - Projects	Jon Battell	300040 - Juniper Way (Golf Lane)	8,751	0	(8,751)	Project not taking place in 2023/24, Budget to be slipped into 2024/25
Housing Services - HRA - Projects	Matthew Hammond	300008 - Window+Door Replacement	560	330	(230)	
Housing Services - HRA - Projects	Matthew Hammond	300009 - Kitchen Fittings / Sanitaryware Replacem	1,047	147	(900)	
Housing Services - HRA - Projects	Sally Kelsall	300048 - LAHF Afghan/Ukrainian Project	3,387	7,111	3,724	Additional Funding Received by Government to fund increased expenditure
Housing Services - HRA - Projects	Simon Hodges	300000 - HIP - Asbestos Survey	209	210	1	
TOTAL HRA			16,848	9,411	(7,437)	

GENERAL FUND AND HOUSING REVENUE ACCOUNT RESERVES AND BALANCES									
Reserve	Use of Reserve 2023/24 to 2026/27	Balance 01/04/2023 £000	Adjustment in year 2023/24 Q1 £000	Adjustment in year 2023/24 Q2 £000	Adjusted Balance 31/03/2024 £000	Estimated Balance 01/04/2024 £000	Estimated Balance 01/04/2025 £000	Estimated Balance 01/04/2026 £000	Estimated Balance 01/04/2027 £000
GENERAL FUND RESERVES - EARMARKED									
Art Gallery Gift Reserve	Balance on this reserve includes monies transferred from Art Fund Reserve. Currently there is no expenditure to be met from this reserve. External donations of approximately £1k per annum will be credited to this reserve.	133	-	-	133	134	135	136	138
Building Control Reserve	The surpluses from this 'trading account' are used to support the service costs.	473	-	-	473	473	473	473	473
Business Rate Retention Volatility Reserve	Reserve set up to 'smooth' receipt of business rate income. Covid-19 grants since 20/21 have distorted the previous trends. Expected to be a Government Business Rate re-set in 2025/26.	11,485	-484	-940	10,061	6,265	8,118	6,630	5,450
Capital Investment Reserve	The reserve will receive £100k top ups in respect of RUCIS capital schemes in 21/22 and 22/23. £1m is the minimum balance recommended for this reserve.	1,456	-	-	1,456	1,383	1,383	1,383	1,383
Car Park Displacement Reserve	The balance was applied to the Commonwealth Games Leamington Spa Station project.	-	-	-	-	-	-	-	-
Car Parking Repairs and Maintenance Reserve	Reserve created in order to provide resources for future years repairs and maintenance programmes. It is currently funding replacement pay & display ticket machines.	122	-	-	122	122	122	122	122
Cemetery Land Purchase Reserve	Reserve established to provide finance for the purchase of land for cemetery extensions. Currently no such purchases are included in the General Fund Capital Programme. Future contributions to the reserve will be provided for by a surcharge imposed on out of area burial fees.	28	-	-	28	28	28	28	28
Commonwealth Games (Bowls) Reserve	This reserve is currently funding the Project Manager salary costs and various ancillary costs.	-	-	-	-	-	-	-	-
Community Projects Reserve	Reserve created from New Homes Bonus to provide finance for various District-wide community projects. Being topped up in 2023/24 with £500k from New Homes Bonus / Funding Guarantee.	466	-145	-	321	221	196	171	146
Corporate Assets Reserve	Reserve created to provide finance for refurbishing facilities following stock condition surveys. It includes General Fund contributions of £500k from 22/23, which are necessary to maintain balances. Drawdown from reserve is subject to future Executive reports.	1,073	-	-	1,073	259	-149	55	263
Covent Garden Multi Storey Reserve	Balance being repurposed towards the 'Future High Street Fund'.	900	-	-	900	-	-	-	-
Election Expenses Reserve	£35k per annum will be credited to the reserve to help defray the costs of General Elections and £105k subsequently released toward funding the General Elections, based on a 4-year cycle.	110	-	-	110	5	40	75	110

GENERAL FUND AND HOUSING REVENUE ACCOUNT RESERVES AND BALANCES									
Reserve	Use of Reserve 2023/24 to 2026/27	Balance 01/04/2023 £000	Adjustment in year 2023/24 Q1 £000	Adjustment in year 2023/24 Q2 £000	Adjusted Balance 31/03/2024 £000	Estimated Balance 01/04/2024 £000	Estimated Balance 01/04/2025 £000	Estimated Balance 01/04/2026 £000	Estimated Balance 01/04/2027 £000
Enterprise Projects Reserve	Reserve being reduced to cover legal commitments only.	218	-	-	218	80	80	80	80
Equipment Renewal Reserve	Projects will be approved by SMT, Chief Executive and relevant Portfolio Holders prior to going ahead. The reserve will receive top ups of £100k per annum and is being used to support a number of projects detailed in Appendix 7.	107	-	-	107	51	103	193	283
Harbury Lane Reserve	This reserve will provide funding towards the proposed travellers site in Harbury Lane	84	-	-	84	84	84	84	84
Homelessness Prevention Reserve	From Government grants received in 18/19 and 19/20 towards Homelessness Prevention.	1,336	-	-	1,336	1,336	1,336	1,336	1,336
ICT Replacement Reserve	This reserve is to provide for planned ICT replacements and revenue costs. The reserve will be topped up by £250k p.a., plus a one-off £500k from the ICT Alignment Reserve in 2022/23 and £1m from General Fund balances in 2023/24, but is projected to become negative at the end of 2025/26.	842	92	-	934	483	112	-309	-592
Insurance Reserve	This reserve will be used to cover self insurance against claims and to provide finance for security improvements to mitigate future claims.	274	-	-	274	274	274	274	274
Investment Volatility Reserve	Set up to smooth possible future fluctuations on equity funds and other treasury investments.	100	-	-	100	100	100	100	100
Leisure Options Reserve	Balance from Phase 1 of leisure improvements, plus funds for Phase 2. New Homes Bonus contributions totalling £740k across 20/21 and 21/22.	765	-	-	765	564	67	67	67
Local Plan Delivery Reserve	The reserve is funding the Tachbrook Country Park capital budget	44	-	-	44	44	44	44	44
Other Commuted Sums Reserve	Contributions of around £29k will be made to the General Fund each year to fund maintenance of adopted land. In addition, the reserve will fund part of the cost of the Green Spaces Team Leader. New developer	1,307	-	-	1,307	1,234	1,162	1,089	1,017
Planning Appeal Reserve	This is funding consultancy for Local Plan, HS2, Kenilworth development brief and site development officer salary etc. costs	444	-15	-	429	421	413	405	397
Planning Investment Reserve	This reserve will receive income from the uplift in planning fees. Various posts e.g. temporary Senior EHO, Development Monitoring Officer, CIL Officer etc. are being funded from this reserve	174	-	-	174	338	502	666	830
Public Amenity Reserve	This reserve will provide the finance for the play equipment capital programme. £270k was added from New Homes Bonus in 22/23.	514	-	-	514	300	300	300	300
Public Open Spaces Planning Gain Reserve	Reserve receives a reduced amount of S106 planning development contributions for one-off improvement of Public Open Spaces. It contributes towards capital play area improvements.	106	-	-	106	107	109	110	111
Services Transformation Reserve	Current approvals from this reserve include contribution to a number of capital projects, 'Transforming Our Workplace' and various temporary posts. The reserve received a top-up from the New Homes Bonus, and the balance on the Service Alignment Reserve in 2022/23, and is used to smooth funding between financial years	350	-226	-18	106	71	803	778	778
Tourism Reserve	Established to help fund tourism initiatives within the District	27	-	-	27	27	27	27	27
Digital By Default Reserve	Used for digitisation projects.	44	-6	-	38	32	26	21	15
Climate Change Reserve	Tackling the climate emergency declaration.	326	-	-	326	817	1,308	1,799	2,290
Community Emergency Response Fund Reserve	Funds for Covid-19 community support	2	-	-	2	2	2	2	2
Newbold Benches Donation Reserve	Donation from a member of public for benches and tree planting	6	-	-	6	6	6	6	6
Service Alignment Reserve	General Fund contribution towards joint working with Stratford District Council. This Reserve has been closed and the balance has been transferred to the Service Transformation Reserve.	-	-	-	-	-	-	-	-

GENERAL FUND AND HOUSING REVENUE ACCOUNT RESERVES AND BALANCES									
Reserve	Use of Reserve 2023/24 to 2026/27	Balance 01/04/2023 £000	Adjustment in year 2023/24 Q1 £000	Adjustment in year 2023/24 Q2 £000	Adjusted Balance 31/03/2024 £000	Estimated Balance 01/04/2024 £000	Estimated Balance 01/04/2025 £000	Estimated Balance 01/04/2026 £000	Estimated Balance 01/04/2027 £000
ICT Service System Alignment Reserve	General Fund contribution towards ICT system developments. Moving to ICT Replacement Reserve in 2022/23.	-	-	-	-	-	-	-	-
GENERAL FUND RESERVE TOTAL		23,316	-784	-958	21,574	15,261	17,204	16,145	15,562
Change in GF reserves (+ increase / - decrease)					-1,742	-6,313	1,943	-1,059	-583
BALANCES									
General Fund	A core balance of at least £1.5m after liabilities will be maintained as a contingency reserve.	2,707	-11	-	2,696	1,747	1,617	1,493	1,498
Housing Revenue Account (HRA):									
Housing Capital Investment Reserve	Under self financing, this reserve provides the finance for investment in new housing stock	21,023	-3,528	-444	17,051	20,332	12,462	11,798	10,939
Major Repairs Reserve	Under Self Financing this reserve provides the major element of funding for capital maintenance works to the Council's housing stock.	5,206	-	-	5,206	5,263	4,605	4,408	4,493
Housing Revenue Account balance	To provide a contingency reserve to protect the Housing Revenue Account against adverse in year revenue or capital cash flows arising from unexpected major repairs etc.	1,579	-	-	1,579	1,579	1,606	1,637	1,667
Housing Early Retirements Reserve	Contributions of £20k in each year will be made.	41	-	-	41	61	81	101	121
HRA Rough Sleeping Initiative Reserve	To support provision of temporary accomodation and services	262	-	-	262	262	262	262	262
HRA TOTAL		28,111	-3,528	-444	24,139	27,497	19,016	18,206	17,482

Title: Replacement of footbridge off Radford Road, Leamington Spa
Lead Officer: Steve Partner
Portfolio Holder: Councillor W Roberts
Wards of the District directly affected: Willes and Clarendon Wards

Approvals required	Date	Name
Portfolio Holder	20/11/23	Cllr W Roberts
Finance	20/11/23	Andrew Rollins
Legal Services		
Chief Executive	20/11/23	Chris Elliott
Director of Climate Change	20/11/23	Dave Barber
Head of Service(s)	20/11/23	Steve Partner Marianne Rolfe
Section 151 Officer		
Monitoring Officer	20/11/23	Graham Leach
Leadership Co-ordination Group	20/11/23	
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item 1,407 – scheduled for 6 December 2023	
Accessibility Checked?	Yes	

Summary

To set out background to the closure of the footbridge off Radford Road, and to recommend that it be replaced.

Recommendations

- (1) That Cabinet agrees to the replacement of the footbridge off Radford Road with a new structure and not seek an interim arrangement
 - (2) The Cabinet delegates authority to the Head of Neighbourhood & Assets to progress this inline with budget set at out in Confidential Appendix 2 including seeking any necessary consents or licences.
 - (3) That the budget as set out in Confidential Appendix 2 to the report, be met from the Assets Reserve in 2024/25
 - (4) That contributory funding be sought from Sustrans and other appropriate organisations.
-

1 Reasons for the Recommendation

- 1.1 There is a timber construction footbridge crosses the River Leam, from the car park adjacent to the allotments off Radford Road over to Newbold Comyn, set out in the location plan at Appendix 1 to the report. This bridge is owned by the Council and predates the introduction of the National Cycle Route
- 1.2 This crossing forms part of Route 41 of the National Cycle Network and is designed only for pedestrian and cycle use.
- 1.3 Budget provision was made for 2023/24 to carry out repairs to the bridge, based on a technical survey previously undertaken. However, when our structural advisers Pick Everard looked at the bridge, they recommended immediate closure as the glulam timber beams forming the main structural element of the bridge were showing significant signs of delamination and decay of the timber beams.
- 1.4 It was initially planned that the bridge could be repaired to at least allow a reopening pending a plan for its replacement, but more intrusive inspections showed that the bridge could not be repaired at economic cost.
- 1.5 Pick Everard, together with WDC surveyors and the Green Spaces team have looked at several options, all of which require consents from the Environment Agency, even for a temporary solution and these consents can take many weeks to obtain.
- 1.6 The bridge is a key crossing point for leisure and sports users and regular media releases have been made to inform on options and progress.
- 1.7 Any temporary bridge could not be in place until March / April 2024, at the earliest, as it will require Environment Agency (EA) consent and it is anticipated the Environment Agency will impose restrictions to protect fish giving timing constraints for certain works until 15 June 2024.
- 1.8 The intention would be to start works on a new bridge as early as possible and the installation of a temporary bridge could delay this. Therefore, it is proposed not to provide a temporary solution and progress with arranging a permanent replacement.

- 1.9 The estimated timeline for a replacement bridge is 31 weeks from the submission of a permit application to remove the existing bridge to the installation of a new bridge, which can be subject to delays, changes and salmonid timing constraints for certain works.
- 1.10 The existing bridge width is 1.4m between parapets and the proposed bridge would be 3.5m between parapets and therefore a significant enhancement and in line with Sustrans standards. Therefore it is recommended that funding is sought from Sustrans and other potential organisations to support the cost.
- 1.11 Initial contact has been made with Sustrans about contributory funding and once the replacement is approved, officers will explore potential funding streams with them to see if / how they can assist. Sustrans could not give a time scale or a guarantee at this stage.

2 Alternative Options

- 2.1 The alternative is to not to replace the bridge, but this would require a rerouting of the national cycle path and the bridge is a key route into Newbold Comyn.
- 2.2 The Council could replace the bridge with one the same width as existing, but this would not allow cyclists to cross at the same time from opposite directions and is unlikely to be eligible for Sustrans funding.
- 2.3 If the new bridge is not installed to meet the EA's deadline of 1 October 2024. A temporary bridge option may need to be explored to be installed for us to June 2025.

3 Legal Implications

- 3.1 Failure to replace would have implications for National Cycle Route 41.

4 Financial Services

- 4.1 A budget estimate has been provided by our advisers, Pick Everard as set out in confidential Appendix 2 to the report. The exact cost will not be known until final design and procurement.
- 4.2 The intention is to apply for Sustrans grant funding, to reduce budget requirement from although this cannot be guaranteed.
- 4.3 It is proposed that the cost is met from the Asset Reserve for 2024/25, which allowing for this and other proposed schemes has a balance of £xxx. This has been significantly drawn on during the year but this is inline with expectation.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 **Delivering valued, sustainable services** - There is no direct contribution to this aim by this project.
- 5.3 **Low cost, low carbon energy across the district** - There is no direct contribution to this aim by this project.
- 5.4 **Creating vibrant, safe and healthy communities of the future** – The proposal will bring forward an enhanced bridge of use by the community which will improve access to Newbold Comyn and the National Cycle Network. The provision of a larger bridge will also provide a safer crossing point for the use of cyclists and pedestrians at the same time.

6 Environmental/Climate Change Implications

- 6.1 The replacement bridge will take into account the needs of ecology, wildlife, and fisheries and that all appropriate consents will be sought and complied with as part of the scheme.

7 Analysis of the effects on Equality

- 7.1 An equality impact assessment will form part of the project plan to ensure that the likely or actual effect of installing a replacement bridge is that it will eliminate discrimination and advance equality of access and opportunity.

8 Data Protection

- 8.1 There are no data protection implications of the proposal.

9 Health and Wellbeing

- 9.1 The replacement of the existing bridge with one that better meets Sustrans standards will enhance the sense of health and wellbeing of residents particularly those who use the bridge to access green open spaces.

10 Risk Assessment

- 10.1 The Council needs ensuring that it has suitable and safe access to its green open spaces for the public to use. Failure to do so would result in the closure / diversion of a National Cycle Route.

11 Consultation

- 11.1 There will be ongoing engagement with the Environment Agency and relevant statutory bodies as the proposal is developed.

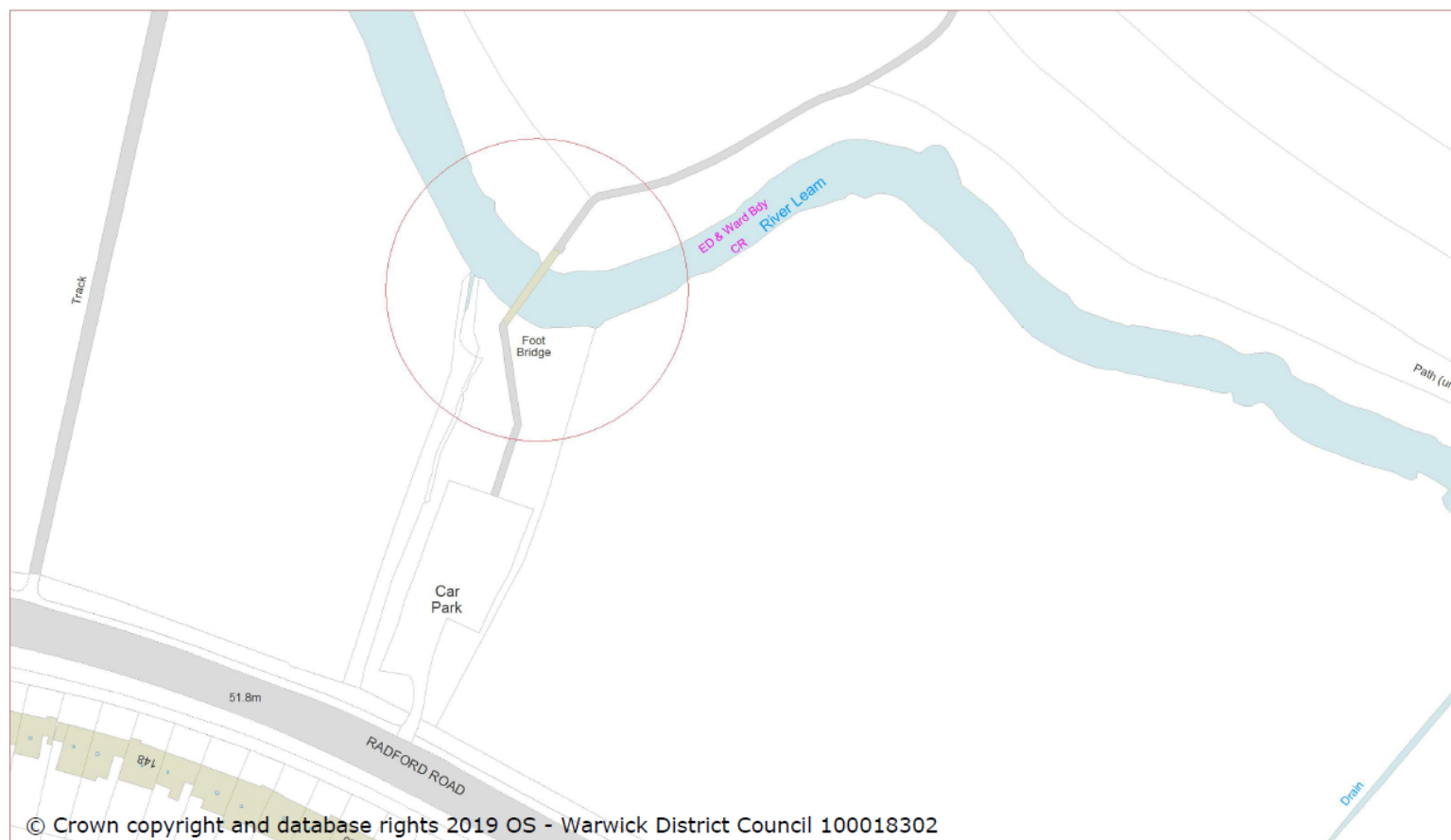
Background papers:

None

Supporting documents:

None

Appendix 1



Title: Plan 1

Description: Radford Road Foot Bridge

Scale: 1:1250

Date: 16th November 2023



Title: Climate Change Action Programme
Lead Officer: Dave Barber
Portfolio Holder: Councillor Ian Davison
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	14/11	Ian Davison
Finance	10/11	Andrew Rollins
Legal Services		
Chief Executive	10/11	Chris Elliott
Director of Climate Change	N/A	Dave Barber
Head of Service(s)	N/A	
Section 151 Officer	10/11	Andrew Rollins
Monitoring Officer	10/11	Graham Leach
Leadership Co-ordination Group	20/11	
Final decision by this Committee or rec to another Cttee / Council?	Yes Recommendation to: Cabinet	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item 1398 scheduled for 6-12-23	
Accessibility Checked?	Yes	

Summary

This report sets out the proposed revisions to the Climate Change Action Programme (CCAP) and how it will change to align with the new Corporate Strategy agreed by the Council in November 2023.

Recommendation(s)

- (1) That the Climate Change Action Programme comprising the Action Plan (Appendix 1), climate adaptation strategy and action plan (Appendix 2), the Communications and Engagement Strategy (Appendix 3), and the Funding Strategy (Appendix 4) are agreed.
- (2) That the Council agrees to deliver and monitor the climate adaptation strategy and action plan (Appendix 2) through joint working with Stratford District Council, subject to Stratford District agreeing a similar approach.
- (3) That the actions listed in Appendix 5 from the 2021-2023 Climate Change Action Programme are no longer pursued.
- (4) That the proposals for utilising the already established Climate Action Fund budget for 2023/24 and 2024/25 as set out in the table at para 1.5, are agreed.
- (5) That authority is delegated to the Programme Director for Climate Change (PDCC), in consultation with the Climate Change Portfolio Holder and Leader of the Council to spend from the Climate Action Fund in line with the proposals set out in para 1.7, including variances of up to 10% from the amounts shown. In addition, authority is delegated to the PDCC, in consultation with the Climate Change Portfolio Holder and Leader of the Council to authorise sums up to £20,000 for spending that is outside the proposals within paragraph 1.7 as long as the PDCC, Climate Change Portfolio Holder and Leader of the Council are satisfied that the spending aligns with the CCAP priorities and that this will not compromise the delivery of the proposals at 1.7.
- (6) That a range of funding sources are explored and utilised for the unfunded actions set out on the CCAP, including future Council budget setting processes.
- (7) That the elements of Climate Change Action Programme relating to Strategic Priority 2 of the Corporate Strategy are removed from the programme

1 Reasons for the Recommendation

- 1.1 Success measures for the new Corporate Strategy have not yet been agreed. Therefore, this current Climate Change Action Programme is structured to deliver progress against the Council's three pre-existing climate change ambitions.

Ambition 1 – Net Zero Carbon Council 2025: to be a net zero carbon organisation by 2025 and that services provided through contractors include carbon reduction targets to deliver net zero by 2030.

Ambition 2 – Low Carbon South Warwickshire 2030: to reduce net carbon emissions from across the district by a minimum of 55% by 2030 and alongside this, plan how to further reduce carbon emissions to net zero by 2050.

Ambition 3 - Adaptation 2050: by 2050 to enable our environment and communities to have adapted to the potential of at least 3 degrees rise in global temperatures by 2100.

- 1.1 This report (along with its appendices) sets out proposals for progressing towards the achievement of those ambitions. The core proposals for climate change mitigation are set out in Appendix 1 and for adaptation in Appendix 2. This Action Programme incorporates high-level commitments and specific actions which will provide the focus for the next three to four years. The Programme draws on a range of sources including the organizational carbon baseline (last updated at Overview and Scrutiny Committee in Oct 2023); the 2021 Warwick People's Inquiry recommendations (see Appendix 6); the 2021 Anthesis report (see Appendix 7); national and local data on change to the climate, including Met Office data and the National Climate Change Risk Assessments prepared by the UK's Climate Change Committee. The CCAP has also been influenced by the cross-party members Climate Change Working Party which has met twice to advise on the contents of the Plan. In line with the Service Area Plans (SAP) report (also on this agenda) it is proposed that the Working Party continues to provide advice on the shape of key projects within CCAP as these are in the early development stages.
- 1.2 The CCAP incorporates a Communications and Engagement Strategy (Appendix 3) and a Funding Strategy (Appendix 4). The Communications and Engagement Strategy draws on the Warwick People's Inquiry which was reported in early 2021 and sets out the principles for ensuring effective communications and dialogue with residents and other stakeholders. This includes a three-month rolling communications plan. The Funding Strategy (Appendix 4) recognizes that the level of spending required to deliver the entire CCAP cannot be accommodated within the Council's direct budgets. It will therefore be necessary to draw on other sources of funding to deliver significant parts of the CCAP. The funding strategy sets out the funding options that will be utilized. It should be noted that accessing many of these funding streams will require significant work themselves. For instance, applying for grants; developing business cases; establishing a local carbon offsetting fund; and providing evidence to justify Section 106 contributions.
- 1.3 At its meeting in October 2023, the Overview and Scrutiny Committee agreed a set of measures that will be reported on a six-monthly basis to the Committee to monitor progress on the CCAP. These measures are also integrated into the Climate Change (and other) Service Area Plans so that they form part of the Council's routine performance management arrangements. It is intended that a climate change dashboard is developed to present these measures in an accessible way for members and also for publication on the website.
- 1.4 To deliver the CCAP, the already-available funding supports a core climate change team to drive forward the Council's work including monitoring and reporting on progress; developing funding streams; supporting services in integrating the CCAP into service plans and projects; addressing areas where there are barriers to progress; delivering cross cutting projects and ensuring the programme is kept up to date. The Climate Adaptation Project Officer also leads the extensive work planned to deliver the adaptation plan set out in Appendix 2. These posts provide the capacity to coordinate and deliver work in this area, particularly working with a range of partners to refine the data, understand specific climate impacts and develop targeted actions and interventions.

- 1.5 The Adaptation Plan (Appendix 2) has been prepared collaboratively with colleagues at Warwickshire County Council and Stratford-on-Avon District Council (SDC). SDC will be considering a similar adaptation plan and, given the nature of the work involved, it is intended to work closely with SDC in delivering and monitoring progress around climate change adaptation.
- 1.6 WDC Climate Change Budget: WDC has previously agreed a budget of £500,000 per annum for Climate Change, to be drawn annually from the Climate Change reserve. Whilst recognizing that further funding will be required for specific initiatives, this report does not seek additional funding over and above that already agreed.
- 1.7 Including underspends accrued from earlier years, the Climate Change reserve had a balance of approximately £1.05m on 1st April 2023. Taking account of staff costs, spending and current commitments, there remains a balance of £450,000 and, assuming the 2024/25 budget setting process continues existing commitments, an additional £500,000 will be made available in 2024/25. This gives a total available spending of approx. £950,000 until the end of March 2025. The table below sets out the key areas of spending planned for this. The table also looks ahead to the remaining period of the current administration, and if the commitment to £500,000 per annum is maintained, sets out how the £1m available for 2025/26 and 2026/27 could be used in line with the Corporate Strategy.

	Warwick Climate Action Fund 2023/24 and 2024/25
Total Available	£950,000
Ambition 1	
WDC Asset Decarbonisation and Renewable and Low Carbon Energy Generation	615,000
HVO Trial for RCVs	20,000*
Ambition 2:	
Existing Act on Energy Able to Pay and Complex Case Worker Contracts	85,000
Extend Able to Pay scheme	100,000
Green Travel Incentives – e.g. Better Points (November 2024 to March 2025)	20,000
Ambition 3	
Other	
Community Engagement and Communications	10,000
Carbon Literacy Training and Adaptation Training	25,000
Community Rail Partnership	5,000
Contingency (e.g. e-Car Clubs; EV charging; HVO for RCVs; additional funding for renewable energy generation; etc)	70,000
Total	950,000

* Potential to fund or part fund through the reallocation of UKSPF being explored,

- 1.8 Referencing the funds available for Ambition 1, there are several grant options available that are worth noting: -

WDC Asset Decarbonisation: In November 2023, grant submission was made to the Public Sector Decarbonisation Scheme (PSDS) Phase 3c, totalling £480,732.00 for Althorpe Energy Hub and Royal Spa Centre for Solar PV and air source heat pumps. If successful WDC contribution will be £65,555. In addition, an application for grant funding was made in October 2023 to the Swimming Pool Support Fund Phase 2 for £526,600. This was for solar PV for St Nicholas Park and Newbold Comyn Leisure Centres. This would require no match funding from WDC if successful.

HVO Trail for RCV's: there is the potential to reallocate UKSPF funding which for 2023/24 has a maximum value of £30k

- 1.9 Inevitably there are significant proposals in the CCAP that remain unfunded. Whilst the contingency budget set out above could be used to contribute to these initiatives, the costs are currently unknown, and it will be necessary to bring forward costed proposals as and when the feasibility work is progressed. Examples include:
- Full cost of retrofitting WDC Assets and supplying renewable and low carbon energy
 - Supporting e-Car Clubs
 - EV charging infrastructure for WDC car parks and other off-street locations such as village halls
 - WDC share of delivering Abbey Fields Cycle Route
 - Cost of using HVO for RCVs if the trial proves successful.
 - Last mile delivery project
 - Cycle parking
- 1.10 It is proposed that a "mid-term" review of the CCAP is conducted in early 2025 to consider updated spending priorities from the Climate Change Fund for 2025/26 and 2026/27.
- 1.11 A range of funding sources will be explored for unfunded CCAP actions as set out in the Funding Strategy (Appendix 4). This will include funding within the Councils' control (such as CIL); applying for grant funding; and other sources that the Council may be able to leverage through working in partnership with other organizations. The level of resources currently committed to Climate Change are unlikely to be sufficient, even if alternative sources are utilized. However, it must be recognized that the Council is currently facing some difficult financial challenges. Any decision to increase spending on climate change must therefore be made in the context of a full understanding of these financial challenges. It is therefore intended that:
- a) Where possible, existing service budgets are also utilized in a way that supports climate change and that the service planning processes give this consideration.
 - b) Future budget setting processes include consideration of the potential to increase the direct climate change budgets where the financial pressures allow.
 - c) Maximum use is made of external funding as set out in the CCAP Funding Strategy
- 1.12 It should be noted that WDC has already utilized funding from within existing service budgets to deliver climate change initiatives. Examples include:

- planning policy budgets for background evidence to support draft low carbon buildings policies.
 - Funding from the Housing Investment Programme to support carbon reduction upgrades for WDC Section 106 housing schemes.
 - Match funding from the Housing Investment Programme to put alongside government grants schemes for retrofitting WDC housing stock.
 - CIL funding to deliver new and improved natural assets and multi modal transport improvements.
- 1.13 The Council has already had considerable success in attracting external funding and grants including:
- Green Homes Grants totaling around £10m
 - AQ Section 106 money, used to support low emission transport solutions
 - Social value contributions from procurement processes
 - Applications have also been made to the Swimming Pool Fund and PSDS which are currently being considered.
- 1.14 In addition to the above items, the Councils may wish to fund significant capital projects to deliver renewable or low carbon energy where this may give rise to a source of income that can help with the financial pressures. For instance, the CCAP includes proposals to explore the potential for investing in solar energy and measures that reduce energy costs. Whilst these could involve significant capital costs these schemes also have the potential to deliver income and/or savings. Each of these schemes will therefore be subject to a feasibility study and business case, including the potential to use green finance and other methods of attracting external funding.
- 1.15 Strategic Priority 2 of the Corporate Strategy is focused on reducing energy consumption and bills in Council civic buildings, Council housing, and helping others to do the same. Therefore, these elements of the Climate Change Action Programme will be moved to strategic priority 2 where success measures will be developed. Success measures for the elements that remain within the CCAP will be reviewed and developed by April 2024.
- 1.16 The CCAP has a close relationship with the emerging Biodiversity Action Programme (BAP), not least in relation to climate change adaptation. Following the declaration of the Climate Emergency in 2022, the development of BAP is progressing well, and it is intended to report the BAP to Cabinet for consideration in March 2024. Once adopted, the BAP will provide complementary actions which will also support the CCAP, particularly Ambition 3 which will require review once the BAP is adopted. However, the BAP will require its own funding, both from within WDC's budgets and externally. The CCAP budget set out above is not intended to cover the costs of delivering the BAP.
- 1.17 In addition to the amount in the Climate Change Fund the Council is also assessing the creation of an investment fund for energy conservation and energy generation projects as set out in 2.1.2 of the corporate strategy. This investment fund would only be for projects that can generate a financial return for the Council at least sufficient to cover borrowing costs during the Medium-Term Financial Strategy (MTFS). This is likely to include solar panel and LED lighting. It may include insulation of Council assets once baseline and energy saving projections are completed. The investment fund would be unlikely to include projects like heat pumps that deliver carbon savings, but not financial

savings. Projects like these would need to be funded from the Climate Change Fund or other sources. If assessments showing the investment fund is viable it will be brought forward as part of the budget process. The fund would likely be planned over an initial 4-year period

2 Alternative Options

- 2.1 The Cabinet could consider whether to include of any alternative commitments/actions in to the CCAP and/or the exclusion of any commitments/actions that are currently proposed.
- 2.2 The Cabinet could consider whether they would recommend any changes to the communications and community engagement strategy or the proposed funding strategy.
- 2.3 The Cabinet could consider whether the spending proposals set out at para 1.7 are appropriate or whether any changes should be made. The Cabinet could consider whether any of the other proposals set out in the CCAP should be included as alternatives.

3 Legal Implications

- 3.1 There are no legal or human rights implications of the proposals.

4 Financial Services

- 4.1 There is no additional funding required to directly support this report. Unfunded elements of the CCAP will be subject to separate funding reports as and when the costs and business cases have been established.
- 4.2 The high-level financial implications are set out within the CCAP (Appendices 1 and 2) and the associated funding strategy (Appendix 4). The proposals set out at para 1.7 can be funded from the Council's climate change reserve.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.
- 5.2 Delivering valued, sustainable services – the CCAP continues to ensure that the Council delivers valued and sustainable services by recognising that residents expect our services to minimise impact on climate change. It has been developed to make use of external investment.
- 5.3 Low cost, low carbon energy across the district - the CCAP has a significant focus on initiatives that seek to deliver low-cost, low carbon energy both for the Council's own activities and for our residents and businesses. In particular, the CCAP includes a commitment to accelerate activity in this area by developing more ambitious proposal for low carbon energy in the District and by exploring ways to draw more funding in to this area of work. (Low cost, low carbon energy across the district.
- 5.4 Creating vibrant, safe and healthy communities of the future – the CCAP include a climate adaptation strategy and action plan which seeks to minimise the impact of changing weather patterns on our District's residents, businesses and environment. Further the CCAP includes initiatives which will enhance active travel and healthy lifestyles.

6 Environmental/Climate Change Implications

- 6.1 The CCAP has been prepared to directly respond to the Councils' Climate Change ambitions.

7 Analysis of the effects on Equality

- 7.1 An Equality Impact Assessment was prepared in 2021 alongside the development of CCAP proposals. This review of the CCAP continues to pay particular attention to the potential impacts of decarbonisation proposals (energy, travel etc) on low-income households who may be at risk of fuel poverty.

8 Data Protection

- 8.1 There are no data protection of the proposals.

9 Health and Wellbeing

- 9.1 The proposals to respond to Ambition 3 reflect the predicted climate changes and weather patterns across south Warwickshire. This includes warmer, wetter winters and hotter, drier summers. Both these shifts in weather patterns could have significant impacts on human health and it is therefore vital that the proposals ensure we support adaptation to climate change as a way of minimising negative impacts on health and wellbeing. It is anticipated that we will work closely with health partners on this.

10 Risk Assessment

- 10.1 Two climate change risks have been incorporated into the Significant Business Risk Register (SBRR). The SBRR is due to be reviewed to align with the new Corporate Strategy, but it worth noting the nature of these risks and the mitigation measures that have been put in place as follows:

	Possible Triggers	Possible Consequences	Risk Mitigation
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<p>16. Failure to meet District's ambition to be carbon neutral within specified timeframes</p>	<ul style="list-style-type: none"> • Lack of expertise. • Lack of finance. • Failure to reduce carbon footprint. • Lack of support from partners / community / Government. • Conflict between current govt. legislation guidance ambition. • Loss of political unity / support. • Lack of staff resource / capacity. • Competing priorities e.g. addressing Coronavirus. • Major shock to the organisation due to a significant adverse national or international event. 	<ul style="list-style-type: none"> • Budgetary impacts. • Service changes required if long recovery phase. • Loss of reputation and external censure. • Disruption to services. • Public health issues. • Failure to adapt to 'New Normal' caused by climate change. • Political consequences. • Organisation ill-prepared to deal with impact on finances, service delivery and staff. 	<ul style="list-style-type: none"> • Delivery of Business Strategy 2019-2023 and delivery of Climate Change Action Plan allowing members to determine extent of measures/projects to mitigate climate change and other environmental challenges that are to be included. (SLT) • Climate Change Director in post. • The Council's 2030 climate change ambitions have been more closely defined – agreed by Cabinet in July 2021. • The Climate Change Action Programme incorporates a more detailed risk register to manage specific risks associated with delivering the programme. • A Climate Change Action Programme has been adopted and delivery is underway. However, progress is balanced against the ever-reducing time horizon's which means the likelihood is unchanged for this risk. • Climate Change Action Fund agreed. • Implementing a Change Programme. (SLT)
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17. Failure to adequately prepare for the impacts of climate changes arising from higher global temperatures, colder changes and increased rain fall/flooding .	<ul style="list-style-type: none"> • Lack of expertise. • Lack of hard data about potential impacts • Scale of the challenge • Not entirely within Council's control (major reliance on partners) • Lack of finance. • partners / community / Government. • Conflict between current govt. legislation guidance ambition. • Loss of political unity / support. • Lack of staff resource / capacity. • Competing priorities • Major shock to the organisation due to a significant adverse national or international event. 	<ul style="list-style-type: none"> • Impacts on quality of life of our residence and particularly the most vulnerable • Impacts on the local economy • Impacts on the local environment and ecology • Loss of reputation and external censure. • Disruption to services. • Public health issues. • Failure to adapt to 'New Normal' caused by climate change. • Political consequences. • Organisation ill-prepared to deal with impact on finances, service delivery and staff. 	<ul style="list-style-type: none"> • Climate Change Director in post and Climate Adaptation Officer in post • Active dialogue with the Met Office to consider implications of climatic changes for the District. • Membership of West Midlands Adaptation Steering Group and alignment with West Midlands Adaptation Plan. • More detailed adaptation plan to be developed proposed in this report • A Climate Change Action Programme has been adopted and delivery is underway. • Climate Action Fund agreed. • The Climate Change Service Area Plan incorporates a more detailed risk register to manage specific risks associated with delivering the programme. • Implementing a Change Programme. (SLT) • Working with partners to address local risks – e.g. Severn Trent Water on water quality issues caused by storm overflows. (SLT) • Emergency planning arrangement and community engagement programmes. (SLT)
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10.2 In addition to the SBRR, a CCAP risk register has been developed and has been regularly reviewed with the most recent report to Overview and Scrutiny in July 2023. The most up to date risk register is now incorporated in the Climate Change Service Area Plan, which is part of the SAP report, also on this agenda. Incorporating the risk register into the SAP will ensure it is managed through the corporate risk management processes that applies for all services.

11 Consultation

11.1 The Council held a "People's Inquiry" into climate change in 2021 to inform the Climate Change Action Programme adopted in November that year. A summary of the Inquiry's 15 highest priority recommendations is shown at Appendix 6. However, it should be noted that in total the Inquiry made 33 recommendations. The Council provided a response to all the recommendations (see supporting papers below) and incorporated actions to address the vast majority of the of the recommendations. Feedback was provided to the Inquiry members in 2022. The recommendations remain relevant now in informing the updated CCAP.

11.2 The Climate Change Working Party has met twice to review the CCAP. These

meetings have provided advice on several of the actions – both in terms of which to continue and which to delete. In addition, the Working Party members have been able to review and comment on the whole of CCAP through a Teams Channel. The comments of the Working Party have been incorporated into the review documents.

Background papers:

Appendix 1: Climate Change Action Programme 2023

Appendix 2: Climate Adaptation Strategy and Action Plan 2023

Appendix 3: Climate Change Communications and Engagement Strategy

Appendix 4: Climate Change Funding Strategy

Appendix 5: List of actions from 2021-2023 Climate Change Action Programme which have not been carried forward.

Appendix 6: Summary of highest priority recommendations from the Warwick District People's Inquiry into Climate Change 2021

Appendix 7: Executive Summary Anthesis Report 2021 – South Warwickshire Climate Action Support and Carbon Reduction Pathways Report

Supporting documents:

Report to Overview and Scrutiny 31-10-23 – Carbon Emissions Data and Climate Change Measures: [Document.ashx \(warwickdc.gov.uk\)](#)

Warwick District People's Inquiry into Climate Change 2021 Full Report:

[The district of Warwick People's Inquiry on climate Change 2020 21.pdf](#)

Warwick District Council Response to People's Inquiry Recommendations 2021:

[Document.ashx \(warwickdc.gov.uk\)](#)

Anthesis Report 2021 (Full Report): [Warwick & Stratford-on-Avon District Councils – South Warwickshire Climate Action Support, Anthesis, June 2021 - Download - Warwick District Council \(warwickdc.gov.uk\)](#)

Key	Continue	Included in 2021 CCAP but to be retained
	Revised	Similar action included in 2021 CCAP, but now revised or updated
	New	New action

Ambition 1: Net Zero Carbon Council 2025:WDC is net zero carbon by 2025/26 and that services provided through contractors include carbon reduction targets to deliver net zero by 2030.

Theme	Target Annual Carbon Savings by 2025/ 2030	Commitment	Action	Timescale	Budget and Funding	Portfolio Lead	Service Lead	Based on the 2021 CCAP: Continued /Revised/ New	Progress Update Oct 2023
1 Decarbonising Council Buildings	3251.14 tCO2e by 2025	1.1 We will develop a programme of works to decarbonise Council buildings	Appoint a qualified surveyor or consultant to support the development of a programme and to deliver priority decarbonisation projects	2024	£50,000 recurring . Requires budget growth	Climate Change	Neighbourhood and Assets	Revised	Job Description agreed
			Working with APSE Energy, set out an overview of the building estate to identify how and where to spend resources to greatest effect (in terms of both carbon and financial savings). The strategy will identify: a.elements that can deliver short/medium payback such as solar PV and fabric improvements; b.elements (especially heat decarbonisation) which will involve longer payback periods (or may even be an additional cost) which can be used for bids to PSDS;	2023	£70,000, Climate Action Fund	Climate Change	Climate Change	Revised	APSE Energy appointed and due to report by March 2024
			Identify opportunities to maximise renewable energy supply: rooftop/ground mounted solar; direct wire or PPA with local solar farm for inclusion in the Programme.	2023	£20,000, Climate Action Fund	Climate Change	Climate Change	Continue	Szygy Energy appointed and due to report by December 2023
			Design and deliver building by building decarbonisation schemes	Start 2023/24 and then ongoing	Case by case consideration. Funding from CAF, PSDS; green finance; external	Climate Change	AssetsNeighbourhood and Assets	Continue	Work underway for Jubilee House, Temperate House, Althorpe Syt and Spa Centre. Requires new post to accelerate progress on these schemes.
			Ensure building projects that are being brought forward for other reasons, deliver carbon reductions	2024 and then ongoing	Case by case consideration	Housing and Assets	Neighbourhood and Assets	Continue	
		1.2 Prioritise investment to deliver the decarbonisation programme by balancing feasibility, costs, financial savings and carbon savings	Apply for PSDF or other grant help when opportunities arise	PSDS Phase 3c - 2023. Thereafter as	Nil	Climate Change	Climate Change	Continue	Options paper being developed for the Temperate house to consider lowering the temperature, re-planting and energy efficiency measures. Proposals for Jubilee House being progress - reengineering proposals to maximise carbon savings and value for money. . t St
			Use the Climate Action Fund to develop quick wins including Jubilee House and the Spa Centre	2024	Up to £500,000 per year	Climate Change	Climate Change	Continue	Peters Car Park lighting replacement already being implemented. Application for PSDS Phase 3c already underway
			Ensure decarbonisation opportunities are explored where build works are taking place for other reasons including the Pump Rooms and the Town Hall	2024	TBC	Climate Change	Neighbourhood and Assets	Continue	
		1.3 Where the measures implemented in year result in revenue savings as a result of reduced energy costs, where ever possible, these savings will be used to deliver further carbon savings in future years	Ensure financial savings and payback periods are clearly identified in all decarbonisation projects so that savings totals can be collated and used for further decarbonisation whenever appropriate	2023/23 and the ongoing	Nil	Climate Change	Climate Change	Revised	Seeking alternative schemes for remainder of 12 key buildings including Newbold Compyn and St Nicholas Park Leisure Centres, which should in turn support further funding for capital measures through Public Sector Decarbonisation Fund
		1.4 We will ensure all electricity used by the Councils is from renewable sources.	Explore off-taker arrangements through direct wire or Power Purchase Agreements and direct investment with local renewable energy providers	2024	Nil - potential cost saving (unless there is a case for investment by	Climate Change	Climate Change	Continue	Renewable energy study for WDC assets being prepared. Ongoing discussions with solar farm provider iwht potential for direct wore to Council facilities
			Explore the potential to utilise roof space on Council assets to generate electricity for the Council's building estate	2024		Climate Change	Neighbourhood and Assets	Continue	Renewable energy study for WDC assets being prepared
		1.5 Any residual carbon emissions arising from Council buildings after 2025/26 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund.	Options for housing retrofit offsetting schemes to be explored and cosidered	2023/24	Nil	Climate Change	Climate Change	Revised	HACT ad similar schemes beng explored to ensure offset monies will be used locally and appropriately to deliver value for money. Warwickshire Carbon Offset Market protocol now established. WDC working with WCC on governance arrangement for this
			Report to O&S to set out cosiderations relating to carbon offsetting	2024	Nil	Climate Change	Climate Change	Revised	
		2.1 We will ensure all the vehicles fleet directly operated by the Councils is fully electric by 2025	Assess EV charging infrastructure requirements (numbers, speed, locations)	2024	TBC	Climate Change	Climate Change	Continue	
			Procure an EV Charger Installer to provide for WDC's requirements	2024	Nil	Climate Change	Climate Change	Continue	
		2.2 We will incentivise staff to undertake business journeys by bike, foot or public transport where this can be achieved efficiently and without impacting on service quality	Promote the "Choose how you move" initiative through Better Points for staff (NB Better Points also promoted to residents see Ambition 2 Commitment 1.2)	2023/24 (align with move to Saltisford)	£20,000	Climate Change	Climate Change	Continue	Better Points Apprentice started at the beginning of June 2023. Consultation with Better Points about a Green Travel Plan Incentive for the move to the new offices. Currently in an extension with Better Points until May 2024
		2.3 We will enable staff to switch personal vehicles that are used on Council business to electric vehicles by •Incentivising the lease and or purchase of electric vehicles; •Ensuring sufficient EV charging infrastructure is available at, or close to, places of work	Assess EV charging infrastructure requirements (numbers, speed, locations) and procuring an installer to meet needs	2023/24	TBC - subject to separate report if additional fundingrequired	Climate Change	Climate Change	Continue	
		2.4 Any residual carbon emissions arising from Council travel after 2025 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund.	Procure an EV Charger Installer to provide for WDC's requirements	See 1.5 above	See 1.5 above	Climate Change	Climate Change	Continue	See 1.5 above

3 Decarbonising Council Contracts	4729.0 tCO2e by 2030	3.1 We will ensure all new major Council contracts incorporate a Carbon Reduction Plan to demonstrate progress towards net zero operations by 2030 and will manage progress on these Plans throughout the life of the contract	As major contractors are renewed, specifications, will require contracts to incorporate Carbon Reduction Plans to demonstrate progress towards net zero operations by 2030	Various - as and when major contractos are renewed	Within proposed contract budgets	Resources - with detail across various portfolios (according to contract)	Finance - with details across vaious services	Continue	Waste contract include Carbon reduction. Collaboration taking place with Idverde (grounds and strett cleaning) to decarbonise those contracts in line with contract requirements. Work taking place with Everyone Active regarding decarbonisation of leisure centrss.
			We will work with contractors holding existing major contracts to annually agree carbon reduction measures to be delivered. Initially Idverde and Everyone Active will be prioritised	2024 and ongoing	Expected to be within existing budgets. Where increased csts could be incurred, these will be subject to formal contract	Neighbourhood (Idverde) and SCLC (Everyone Active)	Neighbourhood and Assets; SCLC	Revised	Waste contract includes Carbon Reduction Plan. Collaboration taking place with Idverde (grounds and street cleaning) to decarbonise those contracts in line with contract requirements. Work taking place with Everyone Active regarding decarbonisation of leisure centres.
		3.2 We will explore opportunities to work with existing contractors to invest in processes, facilities and infrastructure to minimise carbon emissions - including for instance leisure centres, depots, vehicles and equipment	Consider the potential to use Hydrogenated Vegetable Oil (HVO) to decarbonise the Refuse Collection Vehicle fleet during the life of the current contract	2024	If pursued, there is likely to be an additional cost. This will be set out in the options paper.	Neighbourhood	Neighborhood and Assets	New	Hydrogen project is to be paused (Cabinet report Nov 2023). Alternatives to be considered included HVO
		3.3 Review procurement policies and practices to ensure climate change mitigation and adaptation are incorporated in to specifications, are given weight in evaluations and are managed throughout the life of the contract	Ensure implementation of the National Procurement Policy incorporates opportunities to tackle climate change through the social value processes in all WDC procurements	2024/25	Nil	Resources	Finance	New	
			Provide training to ensure that contract management staff are aware of climate change issues and opportunities and are able to effectively manage carbon reduction plans during the lifetime of contracts	2024	Nil	Resurces	Climate Change	Continue	No further updates
4 Council Finance	N/A	4.1 We will review the funds in which the Councils' hold their cash to divest from all fossil fuels	As part of the annual review of Treasury Management, further refinemenets to our investment practices will be considered wjhere there is evidence of climate impacts within the wider invesment portfolio.	Annually	Nil	Resources	Finance	New	Whilst we have no direct investments in fossil fuels, the chain of investors in the various funds the Council users requires further analysis.

Key	Continue	Included in 2021 CCAP but to be retained
	Revised	Similar action included in 2021 CCAP, but now revised or updated
	New	New action

Ambition 2 – Low Carbon South Warwickshire 2030: to reduce net carbon emissions from across the District by a minimum of 55% by 2030 and alongside this, plan how to further reduce carbon emissions to net zero by 2050.

Theme	Target Total Carbon Savings by 2030	Commitment	Action	Timescale	Budget and Funding	Portfolio Lead	Service Lead	Based on the 2021 CCAP: Continued/Revised/New	Progress Update Oct 2023 and Comments
1 On Road Transport	3192 ktCO2e (this includes the contribution made by aviation)	1.1 Travelling shorter distances: we will work with our partners and communities to reduce the average number of miles travelled by car per person by 25% by 2030.	Ensuring the SWLP spatial strategy and policies minimise the need to travel to access employment, schools, services and leisure	2024 to 2027	Nil	Place	PAE	Continue	SWLP Issues & Options Consultation complete. Work now progressing to analyse representations received to consultation and also to look at suitability of sites for inclusion in the plan, including those submitted through 2 rounds of call for sites (through the HELAA process). Various workstreams will assist with considering this: including strategic transport work and climate change work (both currently being undertaken)
			Consider new contract to incentivise active travel and public transport (e.g Better Points) in the District (NB Better Points also promoted to residents see Ambition 1 Commitment 2.2)	Aug-24	£30,000	Climate Change	Climate Change	Continue	
		1.2 Driving less: we will work with our partners and communities to increase the percentage of journeys undertaken by foot, bicycle or public transport from 20% to 25% by 2030.	Consult on and implement of a cycle route through Abbey Fields Park, Kenilworth linking into National Cycle Route 52	Consultation early 2024. Implement 2024/25	Circa £500000 (TBC). Partly funded by WDC (contributions expected)	Place	Climate Change	Revised	Undertaking the procurement of the initial design of the preferred route as agreed in March 2023
			Support introduction and use of local car clubs (and e-car clubs) through close collaboration with the car club providers, WCC and Active Travel charities	2024	£25,000 (Climate Action Fund)	Climate Change	Climate Change	Continue	In talks with CoMoUK with the plan to use this national charity as a consultant for the way forward with regards to Car Clubs within South Warwickshire
			Explore the potential with WCC for Park and Ride Schemes within South Warwickshire that also act as wider hubs for sustainable travel (Mobility Hubs)	2025	TBC	Place	PAE	Continue	To be considered alongside Local Plan preferred options
		1.3 Switching to low carbon vehicles: where residents and business need to rely on road vehicles, we will seek to support an increase in the percentage of Ultra-Low Emission Vehicles owned by residents in south Warwickshire from 2.9% in 2019 to 89% by 2030	Actively liaise with WCC to ensure the Local Transport (LPT4) Plan proposals for infrastructure for low emission vehicles are incorporated in the SWLP policies	2024-2027	Nil	Place	PAE	Continue	Part of the responsibilities of the Transport & Connectivity Climate Change Sub-Group of the South Warwickshire Local Plan
			Work with WCC to encourage and enable the use of Ultra Low Emission Vehicles (ULEV) within the District by coordinating off street and on street EV infrastructure planning	Report to Cabinet early 2024 and ongoing	Nil	Climate Change	Climate Change	Continue	EV charging infrastructure options report nearing completion - due Dec 23 or Jan 24
			Ensure the SWLP includes robust policies to require EV charging infrastructure for new developments	2024-2027	Nil	Place	PAE	Continue	As Above
			Explore the potential for the introduction of electric taxis	2024	Nil	SCLE	SCLE	Continue	To be considered in review of taxi licensing policy which is getting underway
			Develop and deliver costed proposals for EV charging in WDC carparks	Report to cabinet in early 2024 and ongoing	TBC	Climate Change	Climate Change	New	Report being prepared with detailed costings
			Introduce a package of support and guidance to enable Town and Parish Councils to introduce off street EV charging in rural areas (e.g village halls) and at other locations not serviced by WDC car parks	Report to cabinet in early 2024 and ongoing	TBC	Climate Change	Climate Change	New	Report being prepared with proposals
		1.4 Improving freight emissions by reducing the emissions per mile by 75% and reducing on road freight mileage by 9%	Support the low carbon "Last Mile Delivery" concept in South Warwickshire Towns, including through SWLP	2025 to 2027	TBC	Place	PAE	Continue	Unlikely to be accommodated at New House Farm. At present there are no active options under consideration. Proposed that this is retained and explored through SWLP
		NB: Commitment 2 regarding Aviation has been deleted. See "Actions not Carried Forward"							
		3.1 We will deliver a carbon retrofit of all	Social Housing - Develop a Housing Decarbonisation and Energy Strategy for WDC dwellings	2024	Within existing HRA budget	Climate Change.	Housing and Communities	Continue	Proposed strategy to be referred to Cabinet for adoption. Strategy needs to be developed in the context of firesafety and mould/damp issues. Date is to be confirmed.
			Identify a programme of works to deliver the Decarbonisation and Energy Strategy	2024 onwards	Very costly. HIP and Government funding where	Climate Change.	Housing and Communities	Continue	Retrofit works underway including utilising government grants and combining decarbonisation measures with other decent homes improvement measures.

Council owned dwellings below EPC C by 2030	Continue to apply for external funding sources from DESNZ (eg LADs) and other organisations	Whenever DESNZ schemes are launched	Where WDC Council involved, match funding from the HIP	Climate Change.	Housing and Communities	Continue	HUG2 private funding 'off gas' has been applied for. Just under £1m for 2023/24 and £1.5m in 2024/25 to upgrade 75 properties of which 10% can be social.
	Consider potential to register our housing stock with a carbon offset scheme (such as HACT) as a way of attracting decarbonisation funding	Proposal 2024	TBC	Climate Change	Climate Change	New	
3.3 We will support landlords and homeowners to improve the energy performance of their properties including exploring funding opportunities such as through DESNZ schemes and others.	Support low income households by accessing Green Homes Grants and delivering decarbonisation measures with our delivery partner (currently EoN)	Ongoing as and when GHGs are available	Nil	Climate Change	Climate Change	Continue	The current scheme completed in September 2023. So far, 145 measures have been installed a combination of solar PV, air source heat pumps, loft, cavity wall, smart heating controls and high heat retention storage heaters. Successful planning applications for external wall insulation and applications for solar PV within conservation areas and one on a grade II listed building. Further schemes expected in the future
	Develop and expand retrofit advice and support service for Able to Pay Service for landlords and homeowners by providing and publicising support with retrofitting their property through Act on Energy.	Review and expand in 2024	Currently £40,000, potential to expand subject to availability	Climate Change	Climate Change	Continue	Scheme launched Summer 2023. Uptake beginning to grow.
	With advice from Climate Change Working Party, consider purchasing a thermal imaging camera which can be made available to parish councils community groups, landlords and other interested parties to identify opportunities to improve thermal efficiency of buildings.	2024	£1,000	Climate Change	Climate Change	New	Suggestion of CC Working Party
	Explore green finance and other innovative funding opportunities with a view to establishing a retrofit and renewable energy investment fund to accelerate investment in decarbonisation of housing	Develop proposals 2024	Nil	Climate Change	Climate Change	New	
	Consider the potential of establishing a local energy partnership with an energy provider	2024 (and if agreed, establish in 2025)	Procurement costs (TBC)	Climate Change	Climate Change	New	
	Review building conservation policies to ensure an appropriate balance is achieved between protecting the significance of heritage assets whilst enabling retrofitting of homes to reduce carbon emissions (such as rooftop solar or cavity wall insulation).	2023/24	Nil	Place	PAE	Continue	Still progressing as set out in December 2022
3.5 We will ensure all new houses (whether for affordable or market) that are developed by the Council will be net zero carbon in operation once the electricity grid is fully decarbonised	Develop a Net Zero Carbon definition for WDC housing developments (including S106 sites) which will set out the Council's aspiration and which will provide the starting point for discussions with delivery partners and housebuilders.	2024	Nil	Climate Change	Climate Change	Revised	Progressing as set out in December 2022
	Where the Council is developing housing sites or is taking on S106 properties, the aspiration will be net zero carbon in operation (in line with the Councils NZC definition), subject to viability and deliverability considerations	2024 to 2027	Costs to be identified and considered for each scheme	Housing and Assets	Climate Change	Revised	Progressing as planned. A review of performance of housing in operation will be commissioned so that we can learn lessons for future schemes
	In line with the Net Zero Carbon DPD, explore how to effectively address embodied carbon in Council developments (e.g. reusing material; modern methods of construction etc)	2024 and ongoing	Costs to be identified and considered for each scheme	Housing and Assets	Climate Change	Continue	Taking account affordability, this will be considered for all future schemes, learning from experiments with Turpin Court
	In line with the NZC DPD and any additional requirements arising from the Council definition of Net Zero Carbon (see above), all housing delivered by or behalf the Councils, will include measures of the in-use performance gap to ensure this is minimised	2024 and ongoing	Costs to be identified and considered for each scheme	Housing and Assets	Climate Change	Continue	A review of performance of housing in operation will be commissioned so that we can learn lessons for future schemes
3.6 We will require new build housing to be net zero carbon in operation through the introduction of planning policies (WDC NZC DPD and SWLP) which set clear building standards for energy efficiency, heating systems, renewable and low carbon energy sources and (if necessary) carbon offsetting.	Put in place expertise and training to enable planning officers and the planning committee to make informed judgements regarding compliance with the Net Zero Carbon DPD	2023/24	£50,000. Additional staff resource required	Place	PAE	New	
	In preparing the South Warwickshire Local Plan an evidence base will be collated to justify robust policies to require net zero carbon buildings for all new development, taking account of sustainable building material, methods of construction, to address embodied and construction carbon emissions	2024 to 2027	Within agreed budgets	Place	PAE	Continue	The NZC DPD will be a starting point for considering this through the SWLP. Consultants, Arup, have been commissioned to provide evidence and support for the SWLP in developing policy relating to net zero carbon buildings AC
4.1 We will work with partners and businesses to improve energy (thermal and electrical) efficiency in non domestic buildings to enable a 17% reduction in space heating and hot water by 2030 and 10% increase in electric fuel	Develop retrofit loan scheme for community buildings and commercial buildings where WDC can ensure a return on investment whilst accelerating decarbonisation measures.	2025	Subject to decisions regarding green finance funding set out in 3.3 above.	Climate Change	Climate Change	New	

4 Non-Domestic Energy	796 ktCO2e	4.2 We will work with partners and businesses to enable 39% of non domestic buildings to shift off gas heating to low carbon or electric by 2030	Ensure new buildings that are supported or funded by the Councils utilise non-fossil fuel based heating systems	2024 onwards	Within project funds	Housing and Assets	Climate Change	Continue	No new proposals have been developed over last six months
			Incorporate policies in to the SWLP to support low carbon infrastructure for new commercial developments, including District Heating schemes	2024 to 2027	Nil	Place	PAE	Continue	The NZC DPD includes policies that also apply to commercial buildings and will be a starting point for considering this through the SWLP. Consultants, Arup, have been commissioned to provide evidence and support for the SWLP in developing policy on matters relating to low carbon development AC
		Commitments 5 (Waste) and 6 (Natural Assets) delted from here and dealt with elsewhere							
7 Energy Supply	2,088,000 tCO2e	7.1 We will support an increase renewable energy generation across South Warwickshire from approximately 121MW capacity in 2019 to 730MW capacity by 2030	Encouraging additional large scale solar generation by introducing policies within the South Warwickshire Local Plan which support renewable energy generation infrastructure	2024 to 2027	Within existing budget	Place	PAE	Continue	Representations to the Issues & Options consultation have yet to be analysed. Consultants, Arup have been tasked with looking at assessing the potential of sites for large scale renewable energy installations across South Warwickshire. The SWLP is not yet at the stage where detailed policies have been written
			Incentivising additional large scale solar generation in rural areas by exploring ways to accelerate renewable energy generation through utilising public funds (e.g direct investment in a solar farm project)- particularly where this gives rise to a potential ongoing income source and /or savings	2025	Subject to decisions regarding green fiancne funding set out in 3.3	Climate Change	Climate Change	Continue	Discussions with solar farm providers are ongoing
			Delivering and supporting rooftop solar generation on public buildings including the potential to export surplus generation to the grid or other local uses by a) working with public sector partners; b) reviewing all WDC buildings to consider the potential for roof top solar energy generation c) exploring the potential to partner with Energy Companies	2024	Within existing resources	Climate Change	Climate Change	Continue	Syzygy report will provide starting point for this work to enable specific proposals to be prioritised for action.
			Ensure SWLP provides policies which support the retrofitting of rooftop solar and other low carbon technologies on existing buildings, including effect policies to achieve appropriate carbon reductions in conservation areas and other heritage assets	2024 to 2027	Within existing budget	Place	PAE	Continue	Significant retrofitting is difficult to achieve as planning can only control development that requires planning permission. Engagement to be held with Conservation Officer in due course
			Setting an example by ensuring Council new developments incorporate solar energy generation	As and when schemes arise	Within project budgets	Climate Change	Neighbourhood and Assets	Continue	
			Lobbying developers, housebuilders and the government to introduce policies and practices which incorporate the use of renewable energy generation in all new developments	2024	Nil	Place	PAE	Continue	
			In conjunction with the allocation of Local Plan sites and supported by Local Plan policies, undertake a study of renewable heat sources that can be used to provide low carbon, low cost heating for new homes on allocated sites.	2024 to 2027	Within existing budget	Place	PAE	Continue	Renewable energy study to support SWLP is complete
			Investigate the potential for solar canopies over car parks	2024 (and then oning)	TBC - included within project	Climate Change	Climate Change	Continue	Syzygy report will provide starting point for this work to enable specific proposals to be prioritised for action.
			Liaise with WPD to ensure there is grid capacity to support additional generation and demand - and working WPD develop a strategic approach to future investment in local power connections	2024	Nil	Climate Change	Neighbourhood and Assets	Continue	No further updates since December 2022
8 General	N/A	8.1 Work to ensure we enable others to play their part in supporting carbon reduction	Develop and maintain a communications and community engagement strategy	Reviewed quarterly	£5000pa	Strategic Leadership	Climate Change	Continue	Work is continuing - weekly planning meetings, quarterly action plan
			Continue to lobby national government on all elements that have identified "national support requirements"	Ongoing as necessary	Nil	Strategic Leadership	Climate Change	Continue	
			For all unfunded actions, proactively work to identify external sources of funding, including grants.	Ongoing	Nil	Strategic Leadership	Climate Change	Continue	
			Six monthly reports to Overview and Scrutiny setting out progress against measures	Six monthly	Nil	Strategic Leadership	Climate Change	New	

Warwick District Council Climate Change Adaptation Plan

1. Introduction

The degree to which the climate continues to change depends on the extent to which greenhouse gas emissions are reduced. However, even if the emission of all greenhouse gases stopped tomorrow, the gases already in the atmosphere would continue to drive climate change for at least the next 30 years. In short, climate change is now unavoidable. Preparations to deal with its impacts must therefore be made. This process is known as climate adaptation.

Data from the Met Office shows that in the UK, climate change is likely to result in warmer, wetter winters and hotter, drier summers. In addition, the frequency and intensity of extreme weather events such as storms and high winds are expected to increase. Climate adaptation should focus on increasing resilience to the likely impacts of these weather trends.

Councils have important roles to play in their local areas through their functions as service providers, estate managers and community leaders. They are also Category 1 Responders under the Civil Contingencies Act 2004 and have responsibility for planning, preparing and responding to emergencies, included those related to extreme weather and climate change impacts.

National context

Under the 2008 Climate Change Act, the Climate Change Committee (CCC) was established as an independent statutory body with a responsibility to advise the UK government on preparing for climate change and to update Parliament on implementation of climate programmes, including the Government's National Adaptation Programme.

In June 2021, the CCC published the third [UK Climate Change Risk Assessment \(CCRA3\)](#) which sets out the priority climate change risks and opportunities for the UK. In response to CCRA3, the UK Government published the third [National Adaptation Programme \(NAP3\)](#) in July 2023 which sets out the actions that will be taken to adapt to the impacts of climate change in the UK.

Regional context

Warwickshire County Council (WCC) published their [Climate Change Adaptation Plan](#) in 2023. It includes a localised assessment of climate change hazards, a full risk assessment based on the risks and opportunities identified in CCRA3 and a framework for delivering adaptation across Warwickshire split into 4 different themes: 1) Mainstreaming resilience into Council operations; 2) Water, land and biodiversity; 3) Infrastructure, places and people; and 4) Mainstreaming climate change into emergency planning and response.

The [West Midlands Climate Change Adaptation Plan](#) was published in 2021. It sets out the adaptation actions that should be considered for implementation by decision makers in the West Midlands, to ensure that the natural environment, people, infrastructure, buildings and businesses are prepared for the

impacts of climate change. It provides climate projections for the West Midlands, a list of climate risks based on those identified in the CCRA3 and an adaptation plan that sets out a series of possible responses to the risks and their impacts.

Local context

In 2019 Warwick District Council declared a Climate Emergency and subsequently developed a [Climate Change Action Programme \(CCAP\)](#) which was agreed and published in 2021. The CCAP sets out 3 ambitions:

Ambition 1 – To ensure the Council is net zero carbon by 2025 and that services provided through contractors include carbon reduction targets to deliver net zero by 2030.

Ambition 2 – To reduce net carbon emissions from across South Warwickshire by a minimum of 55% by 2030, with plans to further reduce carbon emissions to net zero by 2050.

Ambition 3 – To enable our environment and communities to have adapted to the potential of at least 3 degrees rise in global temperatures by 2100.

This document contributes to the delivery of Ambition 3.

Purpose of this plan

This plan sets out the climate change adaptation actions that should be considered for implementation by Warwick District Council (WDC) to ensure that our natural environment, people, buildings and businesses are prepared for the impacts of climate change. It uses the findings from the West Midlands and Warwickshire County Council Adaptation Plans, along with the outcomes of CCRA3 and NAP3, to create a localised plan for Warwick District. It is primarily a document for Warwick District Council to use, focusing on actions within the Council's areas of influence and those actions it has direct control over. However, it does not discount partnership working to seek other opportunities for wider climate change adaptation.

This document provides:

- A summary of climate projections for Warwick District, outlining how the climate is likely to change.
- An overview of potential climate change impacts on Warwick District Council operations and services.
- An Adaptation Action Plan which sets out a series of measures to be delivered by Warwick District Council to help build resilience to climate change.

2. Warwick District Climate Change Projections

The changes in climate that we are already experiencing are projected to continue and intensify. In the second half of the century, the amount of change that occurs will depend strongly on how successful we are in reducing greenhouse gas emissions globally.

This section provides an overview of the projected changes in climate we may experience in Warwick District. Table 1 shows climate projections for Warwick District taken from the UK Met Office UKCP18 data and based on a Representative Concentration Pathway (RCP) of 6.0 at the 50th percentile (median estimate). Results have been averaged and as such do not represent possible extreme conditions. The RCP 6.0 scenario is a medium emissions scenario where emissions peak around 2080, then start to decline. Under RCP 6.0 global mean surface temperature is expected to increase by 2.8°C by 2100 (compared to pre-industrial levels). The selection of RCP 6.0, rather than a lower emissions scenario, ensures that adaptation plans are conservative and consider the more severe risks of climate change that would result if global climate action is not sufficient to reduce emissions against the baseline.

	2030s	2050s	2070s	2090s	
Mean Annual Temperature	+0.8°C	+1.2°C	+1.9°C	+2.9°C	↑
Mean Summer Temperature	+1.1°C	+1.6°C	+2.6°C	+4.0°C	↑
Mean Winter Temperature	+0.7°C	+1.1°C	+1.6°C	+2.4°C	↑
Mean Summer Precipitation	-10%	-16%	-23%	-34%	↓
Mean Winter Precipitation	+7%	+8%	+12%	+17%	↑

Table 1: UK Met Office UKCP18 climate projections for a 25km grid square covering most of Warwick District using RCP 6.0 at the 50th percentile. Results are calculated as change from the baseline period: 1981-2000. Summer: June, July and August. Winter: December, January and February. Precipitation is relative change (%) in mm per day.

Temperature

Met Office projections show that an increase in global average temperature is now inevitable. They also show that extreme temperature events are likely to increase in the future. In Warwick District, annual temperatures are expected to rise by 1.2°C by the 2050s and 2.9°C by the end of the century from a 1981-2000 baseline. Summer temperatures are expected to rise by a slightly greater extent compared to winter temperatures, heightening the concerns around this greater risk of heatwave prevalence.

High temperatures and heatwaves can have a range of impacts including health and mortality, increased transmission of food and water borne diseases, reduced air quality, reduced water quality, increased risk of accidents such as drowning, potential disruption to infrastructure (power supply, water supply, transport routes, etc.), damage to the natural environment, greater risk of wildfire, and impacts on agriculture leading to potential issues with food supply.

The impacts of high temperatures and heatwaves on the health and wellbeing of communities are of particular concern. During the high temperatures and heatwaves of Summer 2022, over 3,000 excess deaths were recorded in England and Wales. The July 2022 heatwave caused the Met Office to issue its first ever red weather warning for extreme heat, and a level 4 health alert. The impacts of high temperatures can be felt disproportionately by vulnerable people (such as low-income families/communities and the elderly) and risks are higher in urban areas as a result of the urban heat island effect.

Rainfall

Met Office projections for future rainfall in Warwick District show seasonal differences. In winter, rainfall is expected to increase by approximately 8% by the 2050s and 17% by the end of the century from a 1981-2000 baseline. Conversely, summer rainfall is expected to decrease by approximately 16% by the 2050s and 34% by the end of the century. Furthermore, the intensity of rainfall is projected to increase, so that despite summer becoming drier overall, when it does rain the rainfall will be more intense.

Periods of water scarcity are projected to become more prevalent under these scenarios, and the risk of flooding is expected to increase.

Under the Flood and Water Management Act 2010, County Councils are designated as Lead Local Flood Authorities. Therefore, Warwickshire County Council is the strategic leader for flood risk management within Warwickshire related to surface water, groundwater and ordinary watercourses. The Environment Agency has responsibility for strategic reduction of flood risk from main rivers. [Warwickshire County Council's Local Flood Risk Management Strategy](#) sets out how flooding will be managed in the local area.

The role of Warwick District Council in preventing and responding to flooding lies in three main areas; ensuring development is delivered in a manner which does not cause flooding impacts to worsen, working with partner organisations to deliver habitat enhancements which act as natural flood management measures, and to provide emergency response during periods of flooding.

High winds and storms

High winds present a hazard to transport, infrastructure, buildings, agriculture and people. Notable storms in Warwick District include Winter 2013 (the stormiest winter on record for 143 years), and Storms Eunice and Franklin in February 2022. In addition, since 2019 there have also been an average of 27 thunderstorm warnings issued in Warwickshire each year. There is no clear evidence for increased storminess in the UK based on analysis of long-term data sets, however the CCRA3 recognises that future winter weather may be dominated by more storms which may bring higher incidence of strong winds.

3. How Climate Change Could Impact Council Operations and Services

The following table provides an overview of potential climate change impacts on Warwick District Council operations and services.

Service Area	Key Impacts
Council Assets and Housing	Suitability of Council housing, particularly sheltered housing schemes and tower blocks, to provide comfortable living environments in the longer term. Damage to Council buildings due to heat, excess rainfall and storms. Displacement and rehoming of residents/tenants. Increased risk from trees on Council land (tree fall or branch drop).
Economy and Events	Cancellation of events due to inaccessible event sites, risk of ill health or risk to life, grass fire risk, etc. Impacts on local economy including tourism, town centres, high streets, agriculture, etc.
Health and Community Protection	Air quality - potentially exacerbated by extreme weather - affecting public health. Increased anti-social behaviour and incidence of potentially dangerous open water swimming during hot weather. Impacts on quality of private water supplies - levels of contamination and potential for increased water-borne diseases and pests. Risk to food quality and safety – food-borne diseases, safe storage of food, etc. Increased support for vulnerable communities, groups or individuals (e.g. flood risk, power failures, drought, etc.)
Parks and Open spaces	Increased incidence of grass fires. Loss of trees and other green infrastructure. Increased footfall putting pressure on natural environment. Managing increased incidence of pests and invasive species. Increased management of blue infrastructure (e.g. rivers, streams, sustainable urban drainage systems (SuDs), etc.) to ensure function and quality.
Sports and Leisure	Suitability of sports pitches/facilities following extreme weather leading to cancellation of sporting events. Continued provision of paddling pools in parks. Continued provision of bowling greens to meet the required standard for national events.
Corporate	Suitability of office buildings to provide a comfortable working environment in the longer term. Loss of productivity due to overheating, flooding, etc. Disruption to services. Increased costs such as insurance for buildings. Increased frequency of emergency response to severe weather events e.g. flooding, storms, etc. – resource and cost implications. Stronger requirement for business continuity arrangements to ensure continuation of vital and/or statutory services.

4. Adaptation Action Plan

This section sets out a series of actions for implementation by Warwick District Council to help our natural environment, people, buildings and businesses prepare for the impacts of climate change. As described in the introduction, the action plan is primarily a document for Warwick District Council to use, focusing on actions it can influence or has direct control over. However, some of the actions also look to support partners to help achieve wider climate change adaptation across Warwick District.

The actions in this plan have been put together based on the risks and actions identified in local and national climate change adaptation plans, along with engagement with service managers across Warwick District Council and some external stakeholders.

The actions fall under the following themes:

Theme 1: Mainstreaming climate resilience into Council operations/services

Theme 2: Natural environment

Theme 3: Health, communities and the built environment

Theme 4: Supporting the local economy

Theme 1: Mainstreaming climate resilience into council operations/services

Action	Lead Service Area/Officer	Supporting Service Area/s	Timescales
Develop and roll out a climate adaptation training programme for all members of staff and Councillors.	Climate Change	HR	2024/25
Warwick District Council Health and Safety Committee to provide guidance on adaptive work processes to minimise health risks to the workforce during extreme weather events, including contractors. For example, changes to work patterns, provision of PPE, measures for creating a comfortable working environment, etc. Guidance to be disseminated to all Warwick District Council staff and Contract Managers to discuss with external contractors.	Health and Safety Committee	All	2024/25

Build sufficient flexibility into external contracts, at the point of contract relet or as part of the procurement of new contracts, to assist with emergency response and clean-up operations due to extreme weather events (e.g. clean-up of debris after flooding, tree clearance after storms, etc.).	Assets and Neighbourhood	Procurement	Upon contract relet or procurement of new contracts
Build on the work done with the 2023/24 Service Area Plans and Risk Registers to ensure that climate change risks are embedded into the next iteration of plans in 2025/2026 to mitigate climate change impacts on Warwick District Council service delivery.	All Heads of Service	Climate Change Adaptation Officer	2025/26
Review Warwick District Council Business Continuity Plans to ensure that climate change risks are embedded and potential impacts on service delivery are mitigated.	All Heads of Service	Climate Change Adaptation Officer	2024/25
Mainstream climate change resilience into Warwick District Council project planning and prioritisation processes – consider introducing a requirement to risk assess the impacts of future climate change at the project design stage to enable resilience measures to be integrated into the project.	Climate Change	All	2024/25
Further develop communications systems to alert the public to any impacts on Warwick District Council service delivery due to extreme weather events.	Climate Change Adaptation Officer	Media Team	2024/25
Continue to work with the Local Resilience Forum and Coventry, Solihull and Warwickshire (CSW) Resilience to ensure that emergency response planning and testing incorporates climate change potential impacts.	Emergency Planning	Climate Change Adaptation Officer	2024 (and ongoing)
Increase public awareness around Warwick District Council's role in responding to climate-based emergencies.	Emergency Planning	Climate Change Adaptation Officer and Media Team	2024 (and ongoing)

Theme 2: Natural Environment

Action	Lead Service Area/Officer	Supporting Service Area/s	Timescales
Water			
Explore ways to increase natural flood mitigation and water storage in Warwick District Council parks and open spaces (e.g. rain gardens, swales, scrapes, ditches, etc.).	Green Spaces	Climate Change Adaptation Officer	2024-2026 (in line with Green Space Strategy review)
Include more stringent requirements on the provision of Sustainable Urban Drainage Systems (SuDs) in new developments as part of the local planning process, to include a requirement for applicants to provide full structural and maintenance plans and a completion certificate for compliance against construction plans to ensure appropriate future maintenance by Warwick District Council (where adopted).	Green Spaces and Assets	Planning and Climate Change Adaptation Officer	2024-2027 (in line with South Warwickshire Local Plan timescales)
Ensure all existing and new Sustainable Urban Drainage Systems (SuDs) under Warwick District Council management, including Cubbington Flood Alleviation Scheme, are subject to regular monitoring and maintenance procedures to ensure continued, long-term effectiveness. Ensure sufficient budget, expertise and resources are in place to achieve this.	Green Spaces and Assets	Planning and Climate Change Adaptation Officer	2024 (and ongoing)
Review the current practices of the local planning system to ensure that planning decisions adhere to the National Planning and Policy Framework (NPPF), which states that new developments avoid flood risk areas in accordance with the sequential test in the NPPF and inappropriate development is directed away from areas of existing or future flood risk.	Climate Change Adaptation Officer	Planning	2024
Land			
Ensure that a sufficient inspection regime is in place for trees on Warwick District Council land to minimise risks associated with storms, heatwaves, drought and the spread of disease.	Green Spaces, Housing and Assets		Start 2023/24 and then ongoing

Use the local planning process to safeguard areas in Warwick District with high carbon sequestration value (existing and/or potential) from development. Require developers to follow the hierarchy of avoid, mitigate, compensate to help protect carbon sequestration. Consider the introduction of requirements in the South Warwickshire Local Plan to mitigate loss on site using nature-based solutions or compensate for loss off site through local nature markets.	Planning	Climate Change Adaptation Officer	2024-2027 (in line with South Warwickshire Local Plan timescales)
Further develop a process for mitigating wildfire in our parks and open spaces in line with a national Wildfire Strategy and Action Plan due to be developed as part of commitments made in the National Adaptation Programme (NAP 3). Provide signage and guidance at sites most prone to wildfire to encourage users not to exacerbate the risk. Consider a formal ban (permanent or seasonal) on BBQs and campfires and enforcement through Public Space Protection Orders.	Community Safety	Green Spaces and Climate Change Adaptation Officer	2024/25
Review the Council's grounds maintenance practices and consider changes that support climate change adaptation in terms of flood risk reduction and resilience, soil health, drought resilience, water conservation, carbon sequestration and storage, etc. along with continued service provision (e.g. sports pitches, bowling greens, etc.).	Contract Services and Green Spaces	Climate Change Adaptation Officer	In line with Biodiversity Action Programme
Embed climate adaptation into new or revised Council green space strategies and management plans, ensuring that resilience in terms of users and biodiversity is considered.	Green Spaces	Contract Services and Climate Change Adaptation Officer	2024-2026 (in line with Green Space Strategy review)
Support local food production, including allotments. Enhance policies in the Local Plan to ensure allotments are prioritised as part of green infrastructure. Consider ways to increase food production in our parks and open spaces (e.g. fruit bushes, community orchards, etc.).	Planning and Green Spaces	Climate Change Adaptation Officer	2024-2027 (in line with South Warwickshire Local Plan timescales)
Biodiversity			
Ensure climate adaptation is a key consideration in the Warwick District Biodiversity Action Programme and reporting requirements under the new statutory Biodiversity Duty effective from January 2024.	Climate Change Adaptation Officer	Green Spaces and Planning	2023/24

Support the development of Warwickshire's Local Nature Recovery Strategy, ensuring that climate adaptation is a key consideration.	Climate Change Adaptation Officer	Green Spaces and Planning	2024/25
Support the development of a Warwickshire Environmental Net Gain Policy and consider its implementation in Warwick District through the Local Plan, ensuring that climate adaptation is a key consideration.	Climate Change Adaptation Officer	Green Spaces and Planning	2024-2027 (in line with South Warwickshire Local Plan timescales)
Ensure climate adaptation is a key consideration in the delivery of Biodiversity Net Gain and capitalise on opportunities for nature-based solutions to provide benefits for climate change mitigation and adaptation.	Climate Change Adaptation Officer	Green Spaces, Planning and Programme Team	2024 (and ongoing)
Support the development of a Tree and Woodland Management Strategy for Warwickshire, ensuring that climate adaptation is a key consideration (e.g. resilience to pests and diseases, appropriate species selection, etc.). Support implementation of the strategy in Warwick District or revise as necessary into a local strategy for Warwick District to ensure appropriate protection and management of these important natural assets.	Programme Team	Green Spaces and Climate Change Adaptation Officer	2024/25
Review the 'Trees for our Future' project objectives to ensure that future tree planting proposals contribute to climate adaptation objectives (e.g. reducing flood risk, urban cooling, air quality improvements, habitat connectivity, carbon sequestration, rewilding, etc.) and are consistent with the principal of planting the 'right tree in the right place'.	Programme Team	Green Spaces and Climate Change Adaptation Officer	2024/25

Theme 3: Health, communities and the built environment

Action	Lead Service Area/Officer	Supporting Service Area/s	Timescales
Built Environment			
Develop a Supplementary Planning Document (SPD) on climate change adaptation to support policies in the Local Plan and ensure that new developments (residential, commercial and industrial) in the district are designed to be resilient and minimise negative impacts on climate change.	Climate Change Adaptation Officer	Planning	2024
Consider the inclusion of water efficiency measures in the South Warwickshire Local Plan that go beyond national Building Regulation requirements.	Planning	Climate Change Adaptation Officer	2024-2027 (in line with South Warwickshire Local Plan timescales)
All newly built Warwick District Council homes will include climate adaptation measures, in line with local planning policies.	Planning	Housing	2024 (and ongoing)
All Warwick District Council owned homes will comply with any new requirements of the Decent Homes Standard (currently under review) to ensure comfortable and healthy living conditions for residents/tenants.	Housing and Assets		2024 (and ongoing)
Identify opportunities for incorporating climate adaptation measures into refurbishment programmes for Warwick District Council corporate and commercial properties.	Assets		Upon lease renewal or inclusion in new leases
Review and update planning policies to integrate climate adaptation into the design and specification for new public open space and green infrastructure assets.	Green Spaces	Planning and Climate Change Adaptation Officer	2024-2027 (in line with South Warwickshire Local Plan timescales)
Deliver best practice urban design for climate adaptation in town centre regeneration projects, to include green and blue infrastructure for temperature regulation, shading, air quality, carbon sequestration and biodiversity benefits.	Place, Arts and Economy	Climate Change Adaptation Officer	2024/25

Ensure that the Council's own estate is subjected to continuous risk assessment of potential damage to on-site infrastructure from extreme weather events, as per requirements identified in service area risk registers.	Assets		2023 (and ongoing)
Maintain appropriate levels of insurance cover for Warwick District Council against climate change related impacts (e.g. flooding, storm damage, etc.). Include sufficient climate change uplifts to any future insurance contracts to ensure adequate cover is in place.	Finance, Audit and Risk		2023 (and ongoing)
Health and Communities			
Support public awareness and preparation for extreme weather to reduce the risk to public health, including high temperatures and heatwaves, cold temperatures, flooding, drought and storms.	Climate Change Adaptation Officer	Media Team and Emergency Planning	2024 (and ongoing)
Support Warwickshire County Council in providing advice, guidance and reactive services to residents affected by flooding.	Emergency Planning	Media Team and Climate Change Adaptation Officer	2024 (and ongoing)
Ensure that service areas are aware of relevant responsibilities/guidance under the UK Health Security Agency (UKHSA) Adverse Weather and Health Plan and support the development of a local Warwickshire Adverse Weather Plan.	Climate Change Adaptation Officer	Media Team and Emergency Planning	2025/26
Continue to review and activate the Severe Weather Emergency Protocol during periods of extreme weather (heat and cold) to ensure homeless people have access to shelter. Consider appropriate triggers to activate the protocol (e.g. UKHSA health alert system, Met Office weather warning system, Public Health triggers, etc.).	Housing	Media Team	2024 (and ongoing)
Continue to monitor air quality that pose a risk to environmental and public health. Share information on social media channels of current and predicted alerts for air pollution. https://uk-air.defra.gov.uk/latest/alerts	Environmental Health	Media Team	2024 (and ongoing)

Continue to risk assess and monitor private water supplies in Warwick District in line with requirements of the Private Water Supplies Regulations 2016 to ensure the continued quality of supply and management of contamination.	Environmental Health		2024 (and ongoing)
Work with Town and Parish Councils to understand how to further support them and their communities in terms of climate resilience.	Climate Change Adaptation Officer		2024/25

Theme 4: Supporting the local economy

Action	Lead Service Area/Officer	Supporting Service Area/s	Timescales
Support the development of a Warwickshire training initiative for businesses on climate risk assessment and action planning.	Climate Change Adaptation Officer	Economic Development and Media Team	2025/26
Produce a communications campaign which seeks to teach local businesses about the importance of climate adaptation, including the dissemination of 'Weathering the Storm: A guide to Saving and Making Money in a Changing Climate.'	Climate Change Adaptation Officer	Economic Development and Media Team	2025/26
Encourage businesses, especially those in flood vulnerable areas, to sign up to the Environment Agency flood warnings service to allow effective preparation for flooding and minimise potential cost impacts.	Climate Change Adaptation Officer	Economic Development and Media Team	2025/26
Ensure climate adaptation and resilience is embedded in the South Warwickshire Economic Strategy and other relevant plans.	Climate Change Adaptation Officer	Economic Development	2023/24
In line with the National Adaptation Programme (NAP 3), use the local planning system to support on-farm water storage and irrigation infrastructure to help maintain food production during times of drought.	Planning	Climate Change Adaptation Officer	2024-2027 (in line with South Warwickshire Local Plan timescales)

Work with the National Farmers Union (NFU), Local Farm Networks and other partners to understand how to further support local farmers in terms of climate resilience.	Climate Change Adaptation Officer	Economic Development and Planning	2024/25
Follow the emerging work of the Food Standards Agency (FSA) in investigating and monitoring risks in food from increased pathogens and other hazards due to climate change, as outlined in the National Adaptation Programme (NAP 3), and provide support in disseminating advice to local businesses on activities to manage risks.	Environmental Health	Climate Change Adaptation Officer	2024/25

Climate Change Communications and Community Engagement Strategy

November 2023

1 Aims

The Climate Change Communications Strategy has three key aims.

1. **Tell** – To get our own house in order and communicate with communities, partners, businesses, Members, and staff about our progress.
2. **Provide** – Provide community leadership on climate change working with a range of stakeholders and partners.
3. **Mobilise** – to enable the mobilisation of residents, communities, and organisations to accept responsibility and adapt their behaviours.

2 Background

The Climate Change Action Plan provides a clear path to understand the actions the Council must now take to meet its key ambitions.

Climate change requires a huge effort by all sectors of the community. In a post-Covid climate, it is recognised that some communities desperately want to see the way we live change to a more environmentally sustainable one. But this is also balanced against some residents living in financial hardship and in this case, climate change will certainly not be at the forefront of people's minds.

Climate change action requires a huge amount of motivation and continued positivity. Those working together on this agenda must recognise that every action counts and share in the successes. Different people will be motivated to act for different reasons. We recognise that message around climate change must also cover co-benefits and that we need to repeat messages and utilise a variety of channels.

3 Communications Objectives

Our communities

- To develop a clear narrative around the shared ambition towards achieving the Council's goals.
- To raise awareness within our communities about climate change risks (global and local) and the impacts this will and could have on our daily lives.
- To set an example and motivate others to do likewise.
- To help our communities (residents and visitors,) understand how they can play their part in mitigating and adapting to climate change.

- To inform our communities about the work Warwick District Council is doing in relation to climate change, particularly where this provides opportunities for local people or visitors to adapt their behaviours.
- To listen to the ideas and initiatives that our communities have in relation to climate change so that we can consider how to align our work with local ideas.

Our Partners and Business

- To raise awareness within our communities about climate change risks (global and local) and the impacts this will and could have on our daily lives.
- To share respective climate change priorities, targets opportunities and challenges with partners and business
- To help local businesses and organisations understand how they can play their part in mitigating and adapting to climate change.
- To listen to the ideas and concerns of local businesses and organisations and use these to inform the action plan.
- To inform businesses about the work the District Council is doing in relation to climate change.

Our Staff and Members

- To raise awareness about climate change risks (global and local) and the impacts this will and could have on our daily lives.
- To inform staff and Members on the work we are doing on climate change and motivate to support the work in meeting the climate change targets.
- To enable staff to champion climate change initiatives and narrative when they have contact with residents and other customers.

4 Key Activities

- Gain expert comments and quotes to reinforce messages and build trust.
- Planned, regular themed messages on an ongoing basis.
- Develop a suite of case studies to reflect progress, so that it can be seen to be real and achievable and to celebrate successes.
- Identify stakeholder involvement to discuss the work programme and be helpful 'critical friends' in the process. This will include a variety of forums for dialogue with these stakeholders.
- Ensure staff and councillors have the highest levels of awareness to play their part in climate communications through everyday communication mechanism.
- Use all our channels to reach all groups of our community and recognise that different channels will be important for different parts of our communities.

- Coordinate with partners (especially WCC) to support mutual messaging and to channel messaging through the most effective “mouthpiece”.
- Link to co-benefits such as health, improved air quality, warmer homes, cost of living etc
- Think about how people make changes: the need, the capability, opportunity and motivation.

5 Communications Channels

There are a range of communication channels we can use. These need to be used to align with the message and the audience at different times and in different ways. Communication channels must consider the 'every contact count's means of using effective and existing mechanisms or channels to deliver messages to the widest of audiences. All communications should consider which of these should be utilised at any given time and are broken down into internal and external action methods.

Internal	External
Member briefings and emails	Website updates
Staff updates - Intranet	Press releases
Webinars and carbon literacy training	Social Media
Staff briefings	Resident's newsletters including Social Tenants newsletters
Sustainability Officers Group	Webinars and short videos
Clear and constant message from senior managers	Stakeholder groups and other partner organisations
Team meetings	Conferences

6. Measuring Success

The measure of success with fully engaging with the community to drive down carbon emissions could realistically come from the bottom-line carbon emissions reduction data, for example from the domestic sector, although this is always two years behind.

There are also more immediate ways to establish the success of a communications exercise, and these are already monitored by the Media team as follows.

- Engagement – the number of people interacting with a social media post in some way (reacting, commenting, sharing).
- Link clicks – a measure of engagement which usually forms part of a call to action.
- Impressions – these are numbers given by the social media platforms that tell us how many accounts will have seen our post in their timeline. The more impressions, the more people who will potentially engage with our content.
- Press coverage – Where the press release has been picked up by the local newspapers for coverage. Whether the press release has been adapted (if

and the overall tone of the newspaper's coverage (negative, neutral, positive).

- Website – Traffic to the climate change web page, how many visits, how long someone spends on the web page and number of people that have completed a form/survey/quiz.
- Events and Webinars – Numbers of people attending and feeling or 'vibe' of the event (negative, neutral, positive).

7 Governance and Reporting Progress

Progress reporting on the Communications Strategy will be through the WDC Overview and Scrutiny Committee on a quarterly basis. The three-month rolling programme and outcomes as set out in section 6 will form the basis of this reporting and, recognising the vital role of members in communications, will provide members with the opportunity to advice on the ongoing review of the rolling programme.

CCAP Funding Strategy

Approach to Funding the CCAP

The Council is committed to exploring all reasonable options to fund the Climate Change ambitions. This means we are open to exploring innovative funding arrangements and to working in partnership with other public sector or private sector partners. This includes taking reasonable risks in investing in projects which deliver longer term benefits and potential income. We will seek to anticipate and be ready for grant funding opportunities where these align with our CCAP. In exploring options, the current and long-term financial stability of our organisations will always be paramount.

We recognise that direct Council funding cannot support all the areas of work required to deliver the CCAP. There will therefore inevitably be significant projects that we cannot demonstrably fund from the start. However, through this strategy we will seek to utilise alternative funding sources as and when we can.

The table below sets out the funding sources we will explore for the various types of cost that are likely to arise from the CCAP.

Sources of Funding	Proposed Focus	Comments
1 Direct Council Funding <ul style="list-style-type: none"> • WDC Climate Action Fund • Using established Service budgets in a way that addresses climate change 	<ul style="list-style-type: none"> • Investment in Council building assets • Investment in Council fleet vehicles • Staff resources to manage and deliver CCAP • Evidence and feasibility studies to develop projects and approaches • Project set up costs and match funding for grants • Community engagement and communications 	<p>Prioritising and utilising existing climate change budgets</p> <p>Redirecting existing service spending will be explored</p> <p>This also involves utilising and refocusing established service budgets to support climate change activities (for example the Housing Investment Programme; low carbon project delivery; green space and biodiversity delivery; etc)</p>
2 Government Grants <p>Examples include PSDf; LADs; Active Travel Grants; Regeneration/Levelling-Up and Town Centres; Innovation</p>	<ul style="list-style-type: none"> • Investment in Council building assets • Evidence and feasibility studies to develop projects and approaches • Project set up costs • Project delivery • Various initiatives relating to ambitions 2 and 3 	<ul style="list-style-type: none"> • Ensure we keep abreast of government priorities and initiatives • Many schemes need technical expertise for successful bid and all need staff time • Grants schemes are usually short deadlines so ensure we have pipeline of projects • Match funding may be required
3 Other grant schemes <p>WMCA</p>	<ul style="list-style-type: none"> • Tree planting • Biodiversity 	<ul style="list-style-type: none"> • Unknown opportunities • May be important for some projects but they are an unreliable source

CWLEP Charitable trusts Business Sponsored grants		
4 Private Sector Investments Examples <ul style="list-style-type: none"> • Sponsorship • Private investments • Contractors 	<ul style="list-style-type: none"> • Sponsorship for high profile public projects and good causes (eg ebikes; tree planting) • Private investment for income generating projects (renewable energy; hydrogen hub; eBike schemes; EV charging) • Contractor contributions where consistent with Social Value requirements of contracts and/or where consistent with the company's corporate commitments 	<ul style="list-style-type: none"> • If private investment is used, the Councils should consider whether it (also) wants to invest to deliver a longer term income
5 Borrowing <ul style="list-style-type: none"> • PWLB 	<ul style="list-style-type: none"> • Upfront funding for major capital investments • Where an income can be achieved (over and above borrowing costs) which delivers Councils' aims, this may be a way of securing an income. • Examples: District heating; Decarbonisation where savings are accrued; Solar farm investment 	
6 Community Municipal Investment Bonds	<ul style="list-style-type: none"> • Upfront funding for major capital investments • Where an income can be achieved (over and above borrowing costs) which delivers Councils' aims, this may be a way of securing an income. • Examples: District heating; Assets Decarbonisation; Solar investment 	Regulated by FCA In effect this is another form of borrowing but with two significant differences to PWLB <ul style="list-style-type: none"> a) The cost of borrowing may be cheaper b) The method of raising money allows local stakeholders/residents to invest in local green schemes (community engagement)
7 Maximising impact by aligning our spending with public sector organisations For example working with WCC and Town and Parish Councils to lever their funding for	<ul style="list-style-type: none"> • Transport projects • Public sector retrofit and heating schemes • Local tree planting and biodiversity schemes • Local community energy efficiency projects • Local renewable energy generation projects 	Mutual benefit for the whole public sector Will require some resource to communicate and coordinate efforts so that we are all aware of the opportunities

mutually beneficial projects		
8 Community Infrastructure Levy	<p>Can be used for low carbon infrastructure. Examples could include:</p> <ul style="list-style-type: none"> • Green space and biodiversity • Cycle and walking infrastructure • Low carbon public transport • Renewable energy supply infrastructure • Improvement to local service (carbon reduction criteria) 	<p>There are many competing demands for CIL.</p> <p>Carbon reduction should be a key criterion for the assessment of CIL scheme and give this significant weighting in decisions</p>
9 Section 106	<p>Can be used for low carbon infrastructure directly associated with new development:</p> <p>Examples could include:</p> <ul style="list-style-type: none"> • Green space and biodiversity • Cycle and walking infrastructure • Low carbon public transport • Renewable energy supply infrastructure • Improvement to local service (carbon reduction criteria) 	<p>Needs to be backed by clear evidence and policies that shows the direct link between new development and the infrastructure requirement</p>
<p>10 Carbon Offsetting Fund</p> <p>This fund could be resourced in two ways.</p> <p>a) by requiring developers who fail to comply with Net Zero Carbon building standards (as required by Planning Policy) to pay into a fund.</p> <p>b) Secondly by offering a local carbon offset market to local organisations who are seeking to demonstrate net zero carbon</p>	<ul style="list-style-type: none"> • Tree planting and other carbon sequestration • Retrofitting of existing homes and buildings 	<p>Need to develop a local natural carbon offsetting market (with WCC)</p> <p>Need to prepare evidence to demonstrate how funds could support retrofitting of homes and other buildings</p> <p>NB this may take several years to develop</p>

Appendix 5: Actions not carried forward

Theme	Action to be deleted from CCAP	Updated position and comments
Ambition 1: Net Zero Carbon Council 2025:WDC is net zero carbon by 2025/26 and that services provided through contractors include carbon reduction targets to deliver net zero by 2030.		
Commitment 2.1: We will ensure all the vehicles fleet directly operated by the Councils is fully electric by 2025	Prepare a comprehensive vehicle decarbonisation plan for mileage undertaken on Council business .	There is only one diesel vehicle left within the WDC internal fleet. This has specific operational requirements. Hybrid options are being explored for this. With reference to charging infrastructure for WDC fleet, an assessment of infrastructure requirements has been made in light of the move to Saltisford. As the one vehicle involved is being addressed it is proposed to remove this as a priority for the CCAP being addressed. y
	Services and Climate Change Team to discuss operational requirements of each vehicle with service managers to ensure EV is feasible	
Commitment 2.2 We will incentivise staff to undertake business journeys by bike, foot or public transport where this can be achieved efficiently and without impacting on service quality	Consider the procurement of a South Warwickshire Active Travel initiative across South Warwickshire beyond 2022	SDC chose not to take part at that time. The action is no longer relevant to the CCAP
	Procure "Tusker" or similar for a salary sacrifice lease car scheme to encourage staff to procure EV's	Completed, launched an EV Salary Sacrifice Scheme at the beginning of June 2023 with NHS Fleet Solutions GFS
	Ensure that the South Warwickshire authorities work as early as possible with local Distribution Network Operator (DNO), Western Power as a partner as early as possible	This is now built in to EV charging and building retrofit programmes
Commitment 3.2 We will explore opportunities to work with existing contractors to invest in processes, facilities and infrastructure to minimise carbon emissions - including for instance leisure centres, depots, vehicles and equipment	Ensure all light vehicles within the new waste contract fleet are electric vehicles	Complete. All light vehicles are electric
	As required by through the contract, work with the new waste contractor to develop a plan for decarbonising the vehicle fleet during the life of the contract including alternative fuels (such as HVO); introducing new or converted electric or hydrogen vehicles; supporting the development of necessary infrastructure for alternative fuels	Decision in November 2023 not to pursue hydrogen for the time being
Commitment 3.3 Review procurement policies and practices to ensure climate change mitigation and adaptation are incorporated in to specifications, are given weight in evaluations and are managed throughout the life of the contract	Review the Procurement Strategy, Procurement Code of Practice and other operational procedures relating to procurement to ensure that social value and in particular climate change are consider in procurement processes and are given significant weight in the evaluation of tenders	Complete. The Procurement Strategy and Code of Practice have been amended to include stringer requirements to incorporate climate change considerations in to specifications and tender processes
Commitment 4.1 We will review the funds in which the Councils' hold their cash to divest from all fossil fuels	Take a report to SDC's Cash Working Party to explore options for divesting from fossil fuels. This will include an appraisal of potential financial impacts	Only relevant to Stratford DC.
	In line with the agreed commitments set out in WDC's CEAP, we will switch WDC's investments away from fossil fuels funds by April 2023	Complete - WDC has no direct investments in fossil fuels
Ambition 2 – Low Carbon South Warwickshire 2030: to reduce net carbon emissions from across the District by a minimum of 55% by 2030 and alongside this, plan how to further reduce carbon emissions to net zero by 2050.		
Commitment 1.1 Travelling shorter distances: we will work with our partners and communities to reduce the	Supporting our staff to continue to work from home where this is possible and encouraging other organisations to do likewise	WDC agile working approach established and reflected in new office accommodation. Staff are supported to work from home subject to balancing business requirements.

average number of miles travelled by car per person by 25% by 2030.	Proactively work with Warwickshire County Council to ensure the Local Transport (LPT4) Plan proposals for South Warwickshire prioritise alternatives to cars wherever possible	Complete: WDC influenced LPT4 Plan in a timely fashion
Commitment 1.2 Driving less: we will work with our partners and communities to increase the percentage of journeys undertaken by foot, bicycle or public transport from 20% to 25% by 2030.	Consider the procurement of "Choose How You Move" initiative going forward as South Warwickshire and/or with neighbouring authorities	Complete. Better Points in operation
	Launch an e-cargo bike hire scheme within the Stratford District Area	N/A - SDC only
	Use data from SDC eCargo Bike to consider expansion of the scheme to Warwick District	Insufficient evidence to date from the SDC scheme to suggest this should be prioritised
	Based on the LTP, develop a shared local strategy for active travel by strengthening cross-sectoral working between WCC and South Warwickshire, as well as key local agencies.	Primarily WCC responsibility. WDC will continue to support as appropriate, but not a specific action for the CCAP
	Implement Asps Park and Ride in Warwick	Now primarily WCC responsibility
	Explore the implementation of a bike share model within South Warwickshire that best suits our area, either unilaterally or in partnership with other schemes with the West Midlands area	Research indicates this is too expensive in the form originally envisaged. Officer will continue to monitor and will bring forward opportunities for consideration should they arise. For the time being there is no affordable option available.
	Work with WCC and other relevant organisations, alongside local charities/pressure groups to support a network of suitable cycle routes	WDC has already enabled improvements at St Nicholas Park, Woodloes, Newbold Comyn, with work ongoing at Abbey Fields. Whilst WDC may be to provide support in other locations, this is primarily a WCC responsibility to lead
	Work in partnership with WCC, neighbouring authorities, transport providers and other key stakeholders to improve active travel and public transport options for rural communities	This is primarily a WCC responsibility. Propose that WDC focus on supporting car clubs and EV charging for rural communities - actions for these are included in the CCAP. .
	Explore ways to improve high speed broadband connections in rural areas, potentially utilising 5G	No progress. Most relevant to the more rural areas of south Warwickshire in Stratford District. Not considered a priority for the CCAP
Commitment 1.3 Switching to low carbon vehicles: where residents and business need to rely on road vehicles, we will seek to support an increase in the percentage of Ultra-Low Emission Vehicles owned by residents in south Warwickshire from 2.9% in 2019 to 89% by 2030.	Work alongside WCC and partners to ensure that the proposed work on the Leamington Railway Station forecourt for the Commonwealth Games provides a sustainable travel hub going forward	Most of the works are complete and outstanding actions (including enhanced cycle parking) are WCC and Chiltern Railways responsibility
Commitment 1.4 Improving freight emissions by reducing the emissions per mile by 75% and reducing on road freight mileage by 9%	Explore potential for autonomous (driverless) pods to enable mobility and deliveries	No further progress. Not considered to be a priority for current CCAP
	Implement the e-cargo bike loan scheme within SDC with the potential to undertake similar schemes across South Warwickshire	SDC scheme - see note in 1.2 above
	Undertake feasibility work on a "Hydrogen Hub" (see theme 7 below)	Decision to pause the Hydrogen Project - see report to Cabinet November 2023
Commitment 2.1 Reducing aviation emissions. Consideration as to whether we can influence emissions from aviation	Potentially work with Coventry Airport and Wellesbourne Airport to help reduce their on-site CO2 emissions i.e. ULEV on-site transport, investing in sustainable energy/lighting etc.	Not currently a priority

	Work with the tourism sector to reduce the impact of this sector within South Warwickshire and adopt environmentally friendly policies and potentially a green tourism certification system	Not currently a priority
Commitment 3.1 We will deliver a carbon retrofit of all Council owned dwellings below EPC C by 2030	Implement new software to map EPC ratings of all Council owned properties to inform investment decisions	Complete, being used to inform next steps
	Social Housing - Assess solar PV and solar thermal suitability for every property	To be included within the Housing Decarbonisation and Energy Strategy so not a separate action
Commitment 3.2 We will work with local Housing Associations in accessing and utilising funding to deliver a deep carbon reduction retrofit of all Council owned dwellings below EPC C by 2030	Support Housing Associations and work together on consortium bids to maximise funding available to all residents living in social housing.	HAs are able to apply for their own grants and access their own funding without WDC assistance. Therefore not a priority
Commitment 3.4 Promoting help and support available through Act on Energy	Behaviour change campaign to be developed and launched. Every household to be aware of support available to decarbonise their home.	Covered in actions within Commitment 3.3. Delete from here
Commitment 3.6 We will require new build housing to be net zero carbon in operation through the introduction of planning policies (WDC NZC DPD and SWLP) which set clear building standards for energy efficiency, heating systems, renewable and low carbon energy sources and (if necessary) carbon offsetting.	For Warwick District a Net Zero Carbon Buildings Development Plan will be prepared for examination and adoption	Complete. Awaiting inspector final report
Commitment 4.1 We will work with partners and businesses to improve energy (thermal and electrical) efficiency in non domestic buildings to enable a 17% reduction in space heating and hot water by 2030 and 10% increase in electric fuel	Develop a network of public sector and educational partners to explore approaches to improving thermal efficiency including the potential for utilising savings for further investment in carbon reductions	Not considered to be a priority without an effective "offer" to businesses
	Work with business organisations and networks to explore barriers to investment in thermal efficiency for businesses and to promote the financial, environmental and reputational benefits of thermal efficiency measures	Not considered to be a priority without an effective "offer" to businesses
	Encourage businesses and other institutions to connect to local 100% renewable sources of electricity (e.g direct wire or local Power Purchase Agreements) (see also theme 7 below)	Not considered to be a priority without an effective "offer" to businesses
	Work with WMCA, CWLEP, WCC and other partners to develop an energy efficiency advice service for businesses.	Not considered to be a priority without an effective "offer" to businesses
	Consider retrofit grant/loan scheme for assets managed/owned by community groups and town and parish councils	Complete: RUCIS now includes a stronger focus on environment and decarbonisation benefits. The scheme will continue to be promoted to local groups as a way of reducing environmental and climate impacts.

	Work with Sustainability West Midlands or similar networking organisation to develop (or expand an existing) a Greener Business Network as a forum for good practice, learning and knowledge sharing	Not considered to be a priority without an effective "offer" to businesses
Commitment 4.2 We will work with partners and businesses to enable 39% of non domestic buildings to shift off gas heating to low carbon or electric by 2030	Explore the potential for investment in District Heating systems which local businesses can connect to including the Stratford Canal Quarter	SDC Only
	Review discretionary business rates policy to incentivise carbon reduction and disincentivise carbon hungry buildings	No progress
Commitment 5.1 As part of the new waste contract, we will introduce a new 1-2-3 collection service which will seek to reduce greenhouse gas emissions from waste5.1	Mobilise the new waste contract	Complete
5.2 We will invest in a new local Multi-Recycling Facility	Continue to be an active partner in the development of the Warwickshire and Coventry MRF	Complete
Commitment 6.1 Land and Natural Assets	See Ambition 3, themes 1, 2, 3, 4	To be addressed through the BAP and separate adaptation plan
Commitment 7.1 We will support an increase renewable energy generation across South Warwickshire from approximately 121MW capacity in 2019 to 730MW capacity by 2030	Appoint project officer to develop New House Farm Low Carbon Development and associated solar generation	New House Farm project is no longer active. Discussions with Solar Farm providers are continuing - included elsewhere in CCAP
	Specifically explore a local renewable energy generation source to provide an energy source for a new hydrogen production facility	No longer relevant whilst hydrogen project is on paused
	Encouraging new homes and commercial/institutional buildings to install rooftop or other small scale solar generation through planning policies that require net zero carbon buildings including implementing the NZC Building DPD in Warwick District and incorporating policies with the South Warwickshire Local Plan.	Complete: NZC DPD about to be adopted
Commitment 7.2 Recognising the importance of green hydrogen as a low carbon fuel, we will explore the feasibility of a green hydrogen production, storage and fuelling facility in south Warwickshire	Explore sites within the vicinity of M40 motorway junctions that could support hydrogen infrastructure	Hydrogen project is on hold
	Undertake a full feasibility study / business case for hydrogen production including generating both demand and supply	Hydrogen project is on hold
	Explore the potential for external funding (government/private sector) as a way of funding local hydrogen infrastructure and as a way of generating demand	Hydrogen project is on hold
	Implementation of a hydrogen hub in South Warwickshire	Hydrogen project is on hold

Warwick District People's Inquiry on Climate Change 2021

Summary of top 15 Recommendations

Theme	People's Inquiry Recommendation
1 TRANSPORT	Promote and encourage more people to take up cycling through:
2 HOUSING	Every new house must be carbon neutral both in construction and in their future use.
3 COMMUNICATIONS AND EDUCATION	A coordinated and collaborative communications campaign to encourage everyone to take action and make lifestyle changes.
4 FINANCE AND OTHERS (Including carbon recapture)	Develop a programme of carbon recapture in all council owned green and currently unused areas (even small ones e.g. corners at the end of streets) to include appropriate native trees, shrubs, wildflowers for wildlife, create wild meadow areas instead of mowing and a promotion to encourage the public to develop their gardens in the same way.
5 WASTE AND RECYCLING	Encourage the reuse of items to reduce landfill. We would like a centralised management and information platform administered by the Council to increase awareness and availability of systems for obtaining or disposing of reusable items that would otherwise go to landfill.
6 TRANSPORT	Make public buses more attractive as an alternative to cars
7 HOUSING	Refuse all future planning applications for any new housing that is not carbon zero
8 COMMUNICATIONS AND EDUCATION	The Council must feedback to the Inquiry group and district residents
9 HOUSING	Retrofitting must take place of all public buildings and council owned housing. Energy generation, efficiency and conservation plans must be in place with measurable targets.
10 COMMUNICATIONS AND EDUCATION	Local schools and other public service premises (e.g. council offices, police stations) should have targets to establish a zero waste approach
11 HOUSING	Retrofitting of private housing. A team of independent and experienced coordinators should be in place to cover all housing to give unbiased information and guidance of how to holistically address energy use and generation in people's houses. They will visit, assess and advise and explain the providers available.
12 WASTE AND RECYCLING	Investigate and put in place specific measures to ensure that flats are effectively included in all recycling and food waste initiatives and given access to community composting options.
13 FINANCE AND OTHERS	Investigate ways to reduce the environmental impact of commuting e.g. encouraging people to work from home, use public transport, provide more local housing for those who work in the area
14 WASTE AND RECYCLING	When rolling out the 2022 plans for waste and recycling, make sure that there is a good awareness campaign on recycling and other waste options (e.g. food waste) BEFORE making black/grey bin collection every three weeks
15 TRANSPORT	Better information through a good quality dedicated 'live' app for journey planning & running times etc.

EXECUTIVE SUMMARY SOUTH WARWICKSHIRE'S CLIMATE EMERGENCY

Report Overview & Scope

This report was jointly commissioned by Warwick District Council and Stratford-on-Avon District Council in response to their climate emergency declarations and ambitions to achieve district-wide net zero emissions by 2030. Both Councils recognise that climate issues do not stop at the district boundary and that there is considerable value in working collaboratively to tackle climate change across South Warwickshire. This report will be used to help inform the nature and extent of interventions needed to quickly and effectively achieve emissions reduction within South Warwickshire.

Report Objectives:

1. Provide a better understanding of South Warwickshire's carbon footprint using a location-based accounting approach and build on existing work to date;
2. Explore the science-based carbon budget and emissions reduction pathways for both Districts;
3. Analyse the land use and agricultural footprint as well as carbon sequestration potential for Stratford-on-Avon District, given its rural nature; and
4. Reaffirm and identify a number of emission reduction interventions and milestones for both Districts.

Warwick & Stratford-on-Avon District Councils | Executive Summary

South Warwickshire's Carbon Footprint

The chart below shows South Warwickshire's emissions profile for 2017, compiled using the SCATTER Inventory Tool. The profile below includes all emissions generated within both district-boundaries (scopes 1, 2 & 3). In 2017, South Warwickshire's energy system was responsible for net emissions totalling 2744.5 ktCO₂e. This is composed of 1259.6 ktCO₂e from Warwick District and 1484.9 ktCO₂e from Stratford-on-Avon District. The majority of emissions across South Warwickshire resulted from buildings & facilities (40.6%) and transport (52.4%).

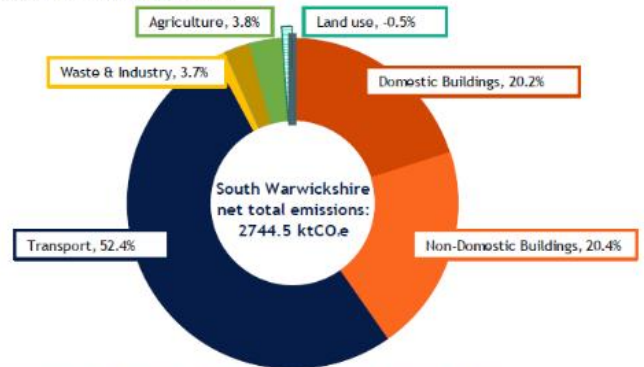


Figure 1: SCATTER 2017 inventory for South Warwickshire, shown by sub-sector.

Anthesis 2

EXECUTIVE SUMMARY LAND & AGRICULTURAL EMISSIONS STRATFORD-ON-AVON

Land & Agricultural Emissions Overview

This section of the report provides further analysis into emissions from the natural environment and agriculture within Stratford-on-Avon, given the more rural nature of the District.

Total gross emissions from agriculture and land use have been estimated at 155 ktCO₂e according to the most recent data. A breakdown of the emissions can be seen opposite in figure 2.

Of the gross emissions, livestock is the dominant source, responsible for approximately 94 ktCO₂e (64% of the gross total for agriculture and land use emissions). Emissions from fertiliser are responsible for approximately 32 ktCO₂e (22% of the total).

The net figure for emissions is lower, at just under 146 ktCO₂e, owing to land use changes within the district acting as a net carbon sink. Land use, land use change and forestry (LULUCF) is responsible for 8 ktCO₂e of net sequestration, or removal of carbon emissions from the atmosphere, giving a net total of 146 ktCO₂e.

Detailed analysis of these key agriculture & land use emission sources and emissions reduction scenarios can be found in Chapter 3 of the main report.

Warwick & Stratford-on-Avon District Councils | Executive Summary

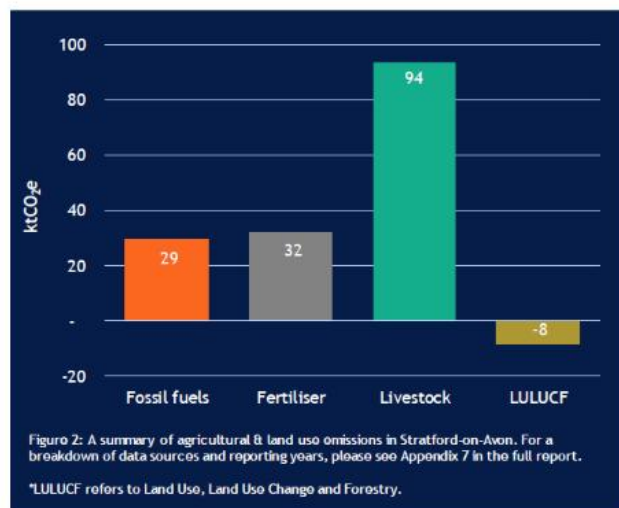


Figure 2: A summary of agricultural & land use emissions in Stratford-on-Avon. For a breakdown of data sources and reporting years, please see Appendix 7 in the full report.

*LULUCF refers to Land Use, Land Use Change and Forestry.

Anthesis 3

EXECUTIVE SUMMARY

SOUTH WARWICKSHIRE'S DECARBONISATION PATHWAY

South Warwickshire's SCATTER Pathway

The graph to the right shows two possible future emissions pathways for South Warwickshire as modelled by the SCATTER Pathways Tool compared to a Paris-aligned recommended reduction pathway.

The blue line represents the "business-as-usual" (BAU) emissions trajectory if no significant action was to be taken other than the greening of the National Grid. The green line tracks maximum ambition, requiring South Warwickshire to act significantly beyond national policy. Adoption of a High Ambition Pathway delivers emissions reductions of 55% by 2030.

Despite aggressive climate change action, hard-to-remove residual emissions persist. Whilst emissions from most sectors are greatly reduced, the scale of improvement is not enough to reach net zero by 2030. Further ambition and additional technological and nature-based solutions will need to be considered to close this "gap".

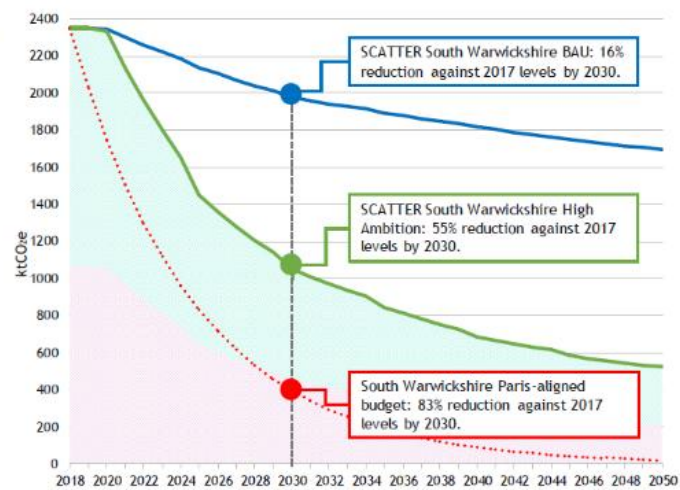


Figure 3: Future emissions pathways for South Warwickshire (2018-2050), with Stratford-on-Avon's high ambition pathway highlighted in teal and Warwick's high ambition pathway highlighted in purple.

EXECUTIVE SUMMARY

SUMMARY OF INTERVENTION MEASURES

Emissions Reduction Interventions

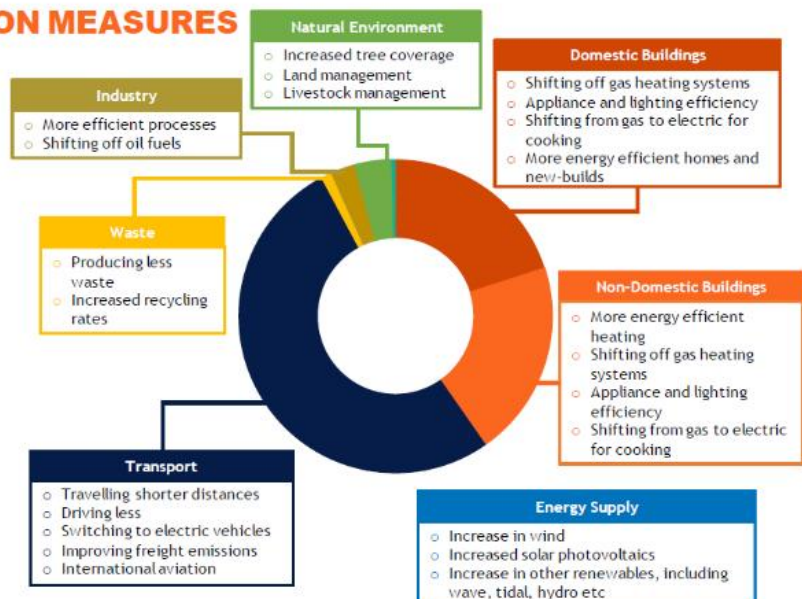
The report assesses a number of emission reduction intervention measures considered within the SCATTER Pathways Tool (summarised opposite). Activity in each of these areas underpins the pathways' trajectories.

Measures have been grouped into different sectors, which also link directly to the sectors described within the annual emissions profile.

Each group of measures has activity focused on demand-side reductions, switching to electrified systems, or greening energy supply.

The SCATTER measures are not exhaustive, but help to define "what needs to happen" rather than answering the question of "how will Warwick and Stratford-on-Avon get there?".

Further detail on the level of ambition and milestones of each intervention are provided in detail in the full report.



EXECUTIVE SUMMARY

CARBON SAVINGS TO 2030 & RECOMMENDATIONS

Carbon Savings Analysis

SCATTER also provides insights into the activities that have the most significant effect on reducing the emissions total within the model. The table opposite acts as a means of “ranking” the importance of these interventions in terms of their carbon impact. Emissions savings are presented as a cumulative total for the period 2020 - 2030.

Under this analysis, on-road transport interventions demonstrate the highest potential for emissions savings and improvements to domestic and non-domestic space heating and hot water also offer significant savings potential. Energy supply savings must be considered in isolation of demand-side measure savings to avoid double counting.

Recommendations

Further discussion will be needed to understand Warwick District Council and Stratford-on-Avon District Council's potential to influence and the feasibility of each measure. In order to achieve a 55% emissions reduction by 2030, both Council's should consider the following:

- Working together to develop a joint Climate Action Plan
- Continue to engage with key local stakeholders
- Consider a variety of funding streams to support financing carbon reduction
- Combine efforts to decarbonise council-owned assets, enabling both District Councils to take a leadership role and demonstrate best practice

Warwick & Stratford-on-Avon District Councils | Executive Summary

Sector	Subsector	Cumulative Savings (2020 - 2030)	
		Warwick	Stratford-on-Avon
Domestic Buildings	Domestic space heating and hot water	526 ktCO ₂ e	518 ktCO ₂ e
	Domestic lighting, appliances, and cooking	90 ktCO ₂ e	79 ktCO ₂ e
Non-Domestic Buildings	Commercial space heating, cooling and hot water	195 ktCO ₂ e	231 ktCO ₂ e
	Commercial lighting, appliances, equipment, and catering	95 ktCO ₂ e	81 ktCO ₂ e
	Industrial buildings & facilities	103 ktCO ₂ e	91 ktCO ₂ e
Transport	On-road transportation	1,464 ktCO ₂ e	1,705 ktCO ₂ e
	Aviation	12 ktCO ₂ e	11 ktCO ₂ e
Waste	Solid waste disposal	4 ktCO ₂ e	4 ktCO ₂ e
Industry	Industrial processes	29 ktCO ₂ e	51 ktCO ₂ e
Natural Environments	Land use and livestock	14 ktCO ₂ e	52 ktCO ₂ e
	Land use	7 ktCO ₂ e	17 ktCO ₂ e
Energy Supply	Renewable energy generation	1,037 ktCO ₂ e	1,051 ktCO ₂ e

Table 1: Summary of Cumulative Carbon Savings (2020 - 2030) across Warwick and Stratford-on-Avon.

Title: 2023-2025 Service Area Plans

Lead Officer: Dave Barber on behalf of SLT

Portfolio Holder: Cllr Ian Davison and all Portfolio Holders

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	14-11	Ian Davison
Finance	10-11	Andrew Rollins
Legal Services		
Chief Executive	10-11	Chris Elliott
Director of Climate Change	10-11	Dave Barber
Head of Service(s)	16-11	All
Section 151 Officer	10-11	Andrew Rollins
Monitoring Officer	10-11	Graham Leach
Leadership Co-ordination Group	20-11	
Final decision by this Committee or rec to another Cttee / Council?	Yes Recommendation to: Cabinet	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item 1387 scheduled for 6-12-23	
Accessibility Checked?	Yes	

Summary

This report sets out two key elements of the golden thread for the delivery of the Corporate Strategy. Firstly, it seeks agreement for the Service Area Plans (SAPs) for the remainder of 2023/24 and 2024/25, recognising that the SAPs have been prepared to align with the new Corporate Strategy and provide a key part of the way the Council will deliver the Corporate Strategy. Secondly, it sets out how the three Strategic Priorities of the Corporate Strategy will be overseen by programme boards, along with their relationship to Overview and Scrutiny Committee and working parties.

Recommendation(s)

- (1)** That the Service Area Plans 2023/24 to 2024/25 as set out in Appendices 1 to 7 are agreed, noting that any additional resource requirements for 2024/25 arising from the SAPs that have not already been agreed will be subject to consideration as part of the 2024/25 budget setting report.
 - (2)** That approval of the Service Area Plans for Housing, Health and Communities; and, for Neighbourhood and Assets be delegated to the Deputy Chief Executive in consultation with the relevant portfolio holders and the Chair of Overview and Scrutiny and be reported for noting retrospectively before the start of the 2024/25 financial year.
 - (3)** That, as set out in paragraphs 1.5 to 1.11 Programme Boards are established to drive forward the delivery of the Corporate Strategy's Strategic Priorities.
 - (4)** That, as set out in paragraph 1.14, 2 cross-party Members Working Parties are set up to provide advice to Programme Boards on the development of projects and initiatives within Strategic Priorities 1 and 2. The terms of reference of the Working Parties will be delegated to the Chief Executive in consultation with Group Leaders.
-

1 Reasons for the Recommendation

Service Area Plans

- 1.1 As shown in Figure 1, the Service Area Plans (SAPs) are an important part of the "golden thread" linking the Corporate Strategy to projects and frontline service delivery. The SAPs have been prepared to align with the Corporate Strategy. In turn the SAPs provide the framework for Team Operational Plans, staff appraisals and one to ones, thereby enabling every team and every member of staff to consider how they contribute to the strategic priorities in their work.
- 1.2 The SAPs include an overview of the major workstreams for each service, along with the key performance measures to enable progress and performance to be tracked. The performance measures will be collated on a quarterly or annual basis (depending on the specific measure) and will be considered by SLT as part of the performance management framework. The performance measures will also enable progress against the Corporate Strategy to be reported to Overview and Scrutiny Committee.

Figure 1



- 1.3 The SAPs set out in Appendix 1 cover the period from December 2023 to April 2025. SAPs are usually prepared on annual basis to tie in with budget setting and appraisals. However, 2023/24 has seen elections and the development of a new Corporate Strategy. In that context it was decided not to carry out the review of SAP in April/May, instead it was decided to wait until after the new Corporate Strategy had been developed. As the SAPs have been developed so late in the year, it has been decided to incorporate the remainder of 2023/24 and the whole of 2024/25 within them. There is of course a risk that some or all of the plans will require a further review when the budget for 2024/25 is set. Any growth requirements for 2024/25 arising from the SAPs will be subject to approval through the 2024/25 budget setting process unless there has already been formal agreement. Where this gives rise to substantive changes, these will either be approved through the 2024/25 budget report or will require a further report to be considered by Cabinet to agree the changes.
- 1.4 Because of the impact of the assessment of Housing Asset compliance the Service Area Plans for Housing Health and Communities and, for Neighbourhood and Assets are being re-evaluated and updated and so are not ready for consideration. It is proposed that the work on these two SAPs be completed before the beginning of the new financial year and that approval of them is delegated to the Deputy Chief Executive in consultation with the relevant portfolio holders and the Chair of Overview and Scrutiny Committee.

Governance for the Corporate Strategy Strategic Priorities

- 1.5 Whilst the Service Area Plans set out how each service will resource and deliver its key workstreams (core services and projects), the delivery of the Corporate Strategy is also dependent on ensuring good governance arrangements are in place to deliver cross-service/cross-portfolio projects and initiatives. To achieve this, it is proposed that Programme Boards are established for Strategic Priorities 1 and 2 of the Corporate Strategy. Each Programme Board will be led by a Programme Sponsor and will include relevant officers and appropriate portfolio holder(s).
- 1.6 **Strategic Priority 1 - Delivering Valued and Sustainable Services**
Recognising that so much of what the Council currently does is high quality and value for money it is proposed a Programme Board for the Change Programme is established to oversee key areas for improvement. This Programme Board will cover delivery of projects and initiatives to:
- ensure sustainability is at the heart of our decision making.
 - ensure the Council's finances remain on a firm and sustainable footing.
 - achieve and demonstrate delivery of high-quality services.
 - attract and retain the best talent to deliver our ambitions.
 - ensure the best use of the Council's assets and resources to deliver the Council's wider corporate aims and support the circular economy.
- 1.7 It is proposed that the Deputy Chief Executive is the programme sponsor for this area. A further report will be brought to Cabinet setting out the scope, governance and main workstreams of the Change Programme, including the more details about the membership of the Programme Board. The Change Programme will therefore focus on those elements that require improvement to deliver this priority of the Corporate Strategy.
- 1.8 **Strategic Priority 2 - Low Cost, Low Carbon Energy Across the District**
The level of priority given to this aspect of the Council's work indicates that there is a need to accelerate progress in relation to energy costs and decarbonisation. This will require input from a range of Council services and portfolios. To ensure this work is given the priority it needs and is effectively coordinated, a Programme Board will be established to develop and deliver projects and initiatives to:
- reduce energy consumption and carbon emissions from our public buildings
 - reduce energy consumption and carbon emissions from the existing Council Housing
 - provide homes which are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes.
 - ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges.
 - Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs.

- 1.9 It is proposed that the Programme Director for Climate Change is the programme sponsor for this area. The Climate Change Action Programme (CCAP - also on this agenda) sets out some of the work already in train to address this element of the Corporate Strategy and progress is already being made on those actions. It is proposed that the CCAP be split in two so that those aspects relating to "Low cost, low carbon energy across the district" will be part of Strategic Aim 2 and the remaining elements of the CCAP will be in Strategic Aim 3 (i.e., 3.2.4 of the Corporate Strategy).
- 1.10 The CCAP includes actions which will provide the basis for establishing the specific workstreams of this Programme Board and in that context, it is proposed the Programme draws on the CCAP to establish priorities. Membership of the Programme will be made up officers from Climate Change, Neighbourhood and Assets, Housing and Place Arts and Economy, along with relevant portfolio holders.
- 1.11 **Strategic Priority 3 - Creating vibrant, safe and healthy communities of the future**
Due to the diverse nature of this strategic goal and the necessity to focus at this time on the Asset Compliance it is proposed that establishing the Member Working Party is delayed until next year so as to give time for the work on asset compliance to be completed. The projects that fall into this area will in the meantime be subject to a quarterly overall report on progress.
- 1.12 It is proposed that the Chief Executive be the Programme Sponsor for the Board which will have an overview across this Strategic Priority to ensure coordination between projects and work on delivering the priorities set out in this area. Membership of this Board will be from across the Council's services areas and have the relevant portfolio holders upon it. It should also be noted that the South Warwickshire Local Plan is another key element for the delivery of the Corporate Strategy. This has not been included within this suggested Programme Boards because it has its own governance arrangements.

Role of Overview and Scrutiny and Working Parties

- 1.13 The Corporate Strategy contains provisions for Overview and Scrutiny Committee to undertake an annual review of the Strategy. At the discretion of the Overview and Scrutiny Committee, specific aspects of the Strategy may be scrutinised between these annual reviews.
- 1.14 It is also proposed that cross party members working parties are established to develop policy and provide advice to the Programme Boards regarding Strategic Priorities 1 and 2. These working parties will not duplicate the scrutiny function provided by Overview and Scrutiny Committee, instead they will provide an opportunity for informal cross-party advice from members which will feed in to work of the Programme Boards. The terms of reference for the Working Parties, will be delegated to be agreed by the Chief Executive in consultation with Group Leaders.

Reporting on Management of Risk and of Progress

- 1.15 The report also on the same agenda as this report relates to the Significant Business Risk Register (SBRR) and this will be revised to reflect the new Corporate Strategy. This will report on a quarterly basis as it has continued to be so for as long as the Council has reported on risk at this level.
- 1.16 Reporting on overall progress of the Strategy is expected to be also on a quarterly basis to Cabinet with an annual report for Council. The Overview and

Scrutiny would also be able to scrutinise and comment on both. Reporting on the Service Area Plans will also be quarterly from the next financial year. The Services Area Plans will be published on the Council's website along with updated performance data each quarter. though with the intention of making the data available real time for Councillors as soon as practically possible via Sharepoint. Finally, there will also be the quarterly reporting of the Council's financial position.

- 1.17 There will then be a significant range of reporting tools for the Council to assess progress at a number of levels and topics.

2 Alternative Options

- 2.1 The Cabinet could decide to amend the Service Area Plans in a range of ways to better reflect the ambitions of the Administration.
- 2.2 The Cabinet could decide not to establish the Programme Boards and the other governance arrangements to support the Corporate Strategy and instead could agree alternative governance arrangements or indeed no governance arrangements.
- 2.3 The Cabinet could decide to establish the Programme Boards with a different scope – with the responsibilities for projects split differently, especially in relation to the third strategic priority of the Corporate Strategy.

3 Legal Implications

- 3.1 The proposals set out in this report are consistent with the Council's constitution.

4 Financial Services

- 4.1 There are no direct financial implications. Each Service Area Plan does include reference to budgetary implications and where this requires resources that are not currently in place, these will either be the subject of separate reports or will be subject to consideration for growth requests as part of the 2024/25 budget setting decisions.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. The service area plans have been developed to align with the Corporate Strategy. Indeed, the timing of this report has been designed to coordinate with the Corporate Strategy.
- 5.2 **Delivering valued, sustainable services** – the service area plans have been developed to ensure the Council's resources focus on high priority work and deliver valued services for our customers. In combination with team operational plans, appraisals, staff one to one and other elements of the "golden thread", the service area plans ensure this aspect of the corporate Strategy is addressed.
- 5.3 **Low cost, low carbon energy across the district** - the service area plans have been developed to ensure the Council's resources focus on high priority work including low cost, low carbon energy. In combination with team operational plans, appraisals, staff one to one and other elements of the "golden thread", the service area plans ensure this aspect of the Corporate Strategy is addressed.
- 5.4 **Creating vibrant, safe and healthy communities of the future** - the service area plans have been developed to ensure the Council's resources focus on high priority work and projects. In combination with team operational plans,

appraisals, staff one to one and other elements of the “golden thread”, the service area plans ensure this aspect of the Corporate Strategy is addressed.

6 Environmental/Climate Change Implications

- 6.1 Meeting have been held between the Climate Change Team and the Heads of Service to ensure alignment between the Service Area Plans and the revised Climate Change Action Programme (CCAP - see separate report on this agenda). The SAPs are therefore consistent with the proposal included in the CCAP.
- 6.2 The Climate Change Team Service Area Plan sets out how the corporate climate change resources will be focused on the delivery of the CCAP during 2024/25.

7 Analysis of the effects on Equality

- 7.1 Each service and each corporate project is responsible for considering equalities impacts. Beyond that, there are no equalities impacts directly associated with this report.

8 Data Protection

- 8.1 There are no data protection issues associated with this report.

9 Health and Wellbeing

- 9.1 Each service is responsible for considering health and wellbeing as part of the Service Area Plan.

10 Risk Assessment

- 10.1 Each Service Area incorporates a risk register which forms the basis of ongoing risk management. Individual projects also have their own risk registers. In addition, the SBRR will be updated to provide the overall risk assessment for the Council’s Corporate Strategy and the Council as a whole.

Background papers:

WDC Corporate Strategy 2023

Appendices:

Service Area Plans 2023 to 2025:

- Safer Communities, Leisure and Environment
- Place Economy and Arts
- Finance
- Governance
- HR and Communications
- Digital and Customer Services
- Climate Change

Service Plan 23/24 - Provisional 24/25

Service Area :	Safer Communities, Leisure & Environment
Service Area Manager:	Marianne Rolfe
Deputy Chief Executive:	Dave Barber
Portfolio Holder(s):	Jim Sinnott (Communities and Leisure), Will Roberts (Neighbourhood), Shadows - Hema Yellapragada (Communities and Leisure), TBC (Neighbourhood)
PABS	???

Sections:

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

Linkages to Council Strategy - Warwick 2030			
Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	In order to support the theme, the district requires monitoring, overview and targeted interventions to deliver improvements to safeguard against environmental impacts in our communities, businesses, environment, district and services. The service ensures delivery against this corporate theme by: Ensuring that sustainability is a key focus of our processes; Seeking opportunities to make environmental improvements through service delivery; Ensuring the environment is protected so as to maintain or improve the current status; Ensure that we represent sustainable values in our own organisation; Promote sustainability within our communities; Provide advice and support to our communities; Ensure that all of our decisions, policies and strategies take clean environment and carbon footprint into account; Work in partnership with agencies to deliver wider aims; Investigate opportunities and programmes which promote our aims; Deliver sustainability interventions both in the community and of the councils own impacts; Air quality monitoring and interventions; Contaminated land monitoring; Private water supply monitoring; Environmental process permitting; Activities and projects to promote carbon emission reduction; Maintain Woodlands, nature reserves, wildflower meadows and watercourse; Projects to improve quality of parks and open spaces; Delivering new green spaces that reduce road transport and increase biodiversity, providing green infrastructure; Development of existing green spaces to make them sustainable for future use.	
	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.	In order to maintain or improve services operated by SCLE and ensure they remain on within their financial envelope, the services strive for continuous improvement and take advantage of opportunities. The service ensures delivery against this corporate theme by: Ensuring good financial governance of the service and the projects that it delivers; Operates a full cost recovery in the calculation of its fees (within legislative boundaries); Continually develops services which operate in a cost effective manner; Investigate and take advantage of commercial and technical opportunities; Deliver payment solutions; Seek investment and partners in order to deliver specialised services; Successful management of facilities that generate income for the council and financially sustainable; Continuous review its activities to ensure that it is providing value for money.	
Continue to ensure the council's finances remain on a firm and sustainable footing	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.		
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	In order to demonstrate and improve high quality services, the services strive for continuous improvement and take advantage of opportunities. The service ensures delivery against this corporate theme by: Benchmarking and auditing the services that we provide against neighbours and in our statutory returns to overseeing regulators (Food standards Agency, Health & Safety Executive, Gambling Commissions, DEFRA, etc); Monitoring our performance and the services that we provide; By learning from compliments and complaints about the services provided; Making services accessible remotely to customers and staff; Ensuring the staff have the required competence; Developing services in order to meet the needs of the future demand; Ensure that staff are developed in order to meet the need of the future service; Investigating opportunities and programmes of work; Developing commercial opportunities and experience; Overseeing transformation projects, Direct delivery of services working along side contractors and leases as appropriate, Working to improve the digital accessibility of our services and the information available to customers to self serve; Ensuring the continuation of award winning services; Good contract, lease and procurement management.	
	The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.		
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services		
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.	Employees are the key to the successful delivery of the services of SCLE. Diversity, health and safety, workplace conditions, personal development, work/life balance and remuneration are all issues that responsible employers need to address to ensure a happy, motivated, competent workforce. The service ensures delivery against this corporate theme by: Ensure every member of staff has a personal development plan; Ensure staff understand their role and contributions to the service plan and how their performance will be assessed; Promote shadowing, mentoring within teams and across service areas; Ensure that staff are treated fairly and that policies are consistently applied; Fully involving the team in development of team operational plans and performance review; Ensuring Healthy work life balance; Ensuring mentoring to increase specialist skills ; Supporting with learning and development opportunities; Offering apprenticeship opportunities; Ensure that staff are developed in order to meet the need of the future service; Ensure the staff have the required competence.	
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.	The service has few assets that it operates itself and a number which are operated by stakeholders on the councils behalf. The service ensures delivery against this corporate theme by: Ensuring we make the most of our assets, That we ensure maximum social value from our services and grants, That we deliver against the regulators food business charter, Ensure good contract and lease management.	
	We will continue to develop our approach for maximising social value though our place shaping initiatives and investments, to recycle the Warwick District Pound		
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	The service has few assets that it operates itself and a number which are operated by stakeholders on the councils behalf. The service ensures delivery against this corporate theme by: working with partners and stakeholder to reduce energy consumption in the assets we lease or hire or those operated on our behalf.	
	Assess the creation of an investment fund for energy conservation and energy generation projects.		

Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		
Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.	The service ensures delivery against this corporate theme by: assessing planning applications for impacting in relation to nuisance, contaminated land, and air quality; using monies from s106/Cil and other development agreements to deliver against air quality and green spaces projects which support the climate change agenda.	
Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs	The service ensures delivery against this corporate theme by: assessing planning applications for impacting in relation to nuisance, contaminated land, and air quality; using monies from s106/Cil and other development agreements to deliver against air quality and green spaces projects which support the climate change agenda; air quality action plan delivery.	
Creating Vibrant, Safe and Healthy Communities of the Future			
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identify with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	In order for businesses to compete, grow and stay current, they need support and to engage with councils. Critical to this is that businesses find it easy to access the council support and services. Equally critical is that the council listens and considers the changing needs of the business. Work with growth hubs to develop a cohesive system of business support that is effective, sustainable and adds value that a business understands. The service ensures delivery against this corporate theme by: Regular engagement with businesses and business community; Work in partnership with other local authorities to engage with business; Take steps to engage with businesses which are hard to reach; Data share regarding business needs, confidence etc. ; Embed 'Better Business for all' ethos (BBFA) to help promote business and economic development; Promote & deliver Primary Authority Arrangements; Provide appropriate advice and guidance to assist in regulatory compliance; Take graduated enforcement action to address non-compliance; Providing technical support and project management where appropriate for corporate projects; Encouraging greater use and diversity of our town centres attractions by delivering the outputs of Corporate Strategy; Embed social value, return and sustainability into our procurement activities; Well maintained facilities that are financially sustainable; working with partners to address crime and disorder; delivery active lifestyle opportunities for all; supporting all levels of sport both internal and national sports; encourage persons to have a more active lifestyle; ensuring good quality greens spaces are accessible to all; green spaces opportunities for all user needs;	
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.		
	Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.		
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.		
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.	In order for businesses to compete, grow and stay current, they need support and to engage with councils. Critical to this is that businesses find it easy to access the council support and services. Equally critical is that the council listens and considers the changing needs of the business. Work with growth hubs to develop a cohesive system of business support that is effective, sustainable and adds value that a business understands. The service ensures delivery against this corporate theme by: Regular engagement with businesses and business community; Work in partnership with other local authorities to engage with business; Take steps to engage with businesses which are hard to reach; Data share regarding business needs, confidence etc. ; Embed 'Better Business for all' ethos (BBFA) to help promote business and economic development; Promote & deliver Primary Authority Arrangements; Provide appropriate advice and guidance to assist in regulatory compliance; Take graduated enforcement action to address non-compliance; Providing technical support and project management where appropriate for corporate projects; Encouraging greater use and diversity of our town centres attractions by delivering the outputs of Corporate Strategy; Embed social value, return and sustainability into our procurement activities; Well maintained facilities that are financially sustainable; working with partners to address crime and disorder; delivery active lifestyle opportunities for all; supporting all levels of sport both internal and national sports; encourage persons to have a more active lifestyle; ensuring good quality greens spaces are accessible to all; green spaces opportunities for all user needs; Designing out crime and nuisance from new developments; Attend local community meetings to give updates and gain feedback; Promotion of greater personal responsibility. i.e. good neighbour guide and Going Out & Staying Safe.	
	Build on our reputation as a home for national and international sporting events.		
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.		
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.		

Enhance the Biodiversity of the District	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.	<p>In order to deliver an environment which meets the community needs, the district requires monitoring, overview and targeted interventions to deliver improvements to safeguard our environment. In order that residents, workers and visitors within our communities feel safe, the district requires monitoring, overview, and targeted interventions to deliver crime reduction, community cohesion and environmental health protection. The service ensures delivery against this corporate theme by: Creating good quality green spaces through our the district, Supporting biodiversity gain, Ensuring developments include green spaces of a high standard; Measuring our spaces against green flag standards, Creating biodiversity rich spaces and using supportive practises; Working with groups to support projects which support biodiversity and quality green spaces; Working with stakeholders in the community to address the agenda; Support Community Groups and new partners to deliver initiatives; Ensuring the environment is protected so as to maintain or improve the current status; Ensure that we represent sustainable values in our own organisation; Promote sustainability within our communities; Provide advice and support to our communities; Ensure that all of our decisions, policies and strategies take clean environment and carbon footprint into account; Work in partnership with agencies to deliver wider aims; Investigate opportunities and programmes which promote our aims; Deliver sustainability interventions both in the community and of the councils own impacts; Contaminated land monitoring; private water supply monitoring; Environmental process permitting; Maintaining Woodlands, nature reserves, wildflower meadows and watercourses; Projects to improve quality of parks and open spaces; Delivering new green spaces that reduce road transport and increase biodiversity, Providing green infrastructure; Development of existing green spaces to make them sustainable for future use.</p>	
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.	<p>In order for individuals and communities to remain healthy, they need to be supported in order to establish resilient self-reliant and suitably graduated care packages. The individual, the community and the specialist. The service ensures delivery against this corporate theme by: Analyse data and deliver suitable targeted interventions based on evidence; Use evidence to direct priorities; Work in partnership with other local authorities and agencies to ensure a coordinated holistic approach'; Engage with those communities which are hard to reach; Identify gaps in available service provision and helping to establish mechanisms and arrangement to fill those gaps; Concentrating on those with the greatest need; Ensure that all of our decisions, policies and strategies promote health and wellbeing as a consideration; Provision of parks and open spaces gives an opportunity for exercise, sporting activities and play; Advice and guidance through 'making every contact count' and other Health & Wellbeing mechanisms; Delivering interventions in partnership to contribute to improvements in health and wellbeing; Joint working on the Priority Families county-wide programme and on Anti-social behaviour issues.; Co-ordinated response to Civil Emergency incident and recovery help & assistance; Building facilities and opportunities for individuals live active lifestyles and benefit from the provision of open green spaces; monitoring air pollution and supporting the opportunities to improve air quality; delivering community safety initiatives which reduce the fear of crime; through the food hygiene and safety interventions and food poisoning investigations; Promotion of greater personal responsibility. i.e. good neighbour guide and Going Out & Staying Safe; Coordination and leading of ASB multi agency groups; Undertaking Food Hygiene and Safety interventions. Inc illegally imported food; Undertaking Health and Safety interventions. Inc accident investigations; Licensing application processing and compliance interventions; Advice provision to ensure a safe & secure Events programme of WDC and third party events across the District; Community Safety multi-agency partnership initiatives to deliver the priorities of the South Warwickshire Community Safety Partnership; Work with the voluntary sector and Neighbourhood Watch to reduce the opportunity for crime and disorder; Mitigation against malicious disruption to Crowded places in the Districts Towns with our multi-agency partners; Emergency & Business Continuity planning; Delivering a number of projects to improve security of parks and open spaces across the district; Analyse data in order to identify and agree priorities; Work in partnership with other local authorities and agencies to deliver targeted interventions; Ensure that all of our decisions, policies and strategies promote safer communities as a consideration; Ensure that all of our decisions, policies and strategies promote safer communities as a consideration; CCTV service; Crime and disorder, ASB and public places interventions;</p>	
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socio-economic or isolated backgrounds.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

Service Overview							
	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests			Actual Workload to date 23/24 (updated half yearly)	Percentage of estimated workload experienced 23/24
			Estimated Expected Workload 23/24	Estimated Expected Workload 24/25 (subject to review April 24)	Notes		
Community Safety & Wellbeing	CCTV & Emergencies	Observed Incidents	14000	14000		8806	<div><div>63%</div></div>
		Major incidents observed	850	850		446	<div><div>52%</div></div>
		Identification of incidents and reporting to the police					
		Identification and monitoring of suspicious individuals					
		Identification of missing persons, vulnerable persons etc.					
		Event CCTV monitoring of relevant events					
		Monitoring of Retail radio, rangers, police and events radios					
		Work to support statutory local authority duties as Category 1 responder.					
		Continuous review of Emergency Plan and Business Continuity Plans			Annual Review of plans		
		Checking of Business continuityPlans					
		Testing of Emergency and Business Continuity Plans	2	2	Event. 12 mnth training programme being created. 2 scheduled.		0%
		Representing the Council at Warwickshire LRF Tactical Group Strategic LRF and all subgroups			Monthly meetings		
		Training programme to ensure complete understanding of roles responsibilities through organisation					
		Annual audit of all council CCTV systems	53	53		1	<div><div>2%</div></div>
		Delivery on new statutory duty - prepare and protect					
	Crime and Disorder	Address community safety concerns raised by the community i.e. CIOG					
		Monitoring of the Street Marshal Service					
		Participate in the conduct of Domestic Homicide Reviews	6	6	1 DHR on hold due to police investigation	5	<div><div>83%</div></div>
		Reducing incidents of anti-social behaviour	51	51	Warning letters to perpetrators	6	<div><div>12%</div></div>
		Reducing the risk to victims of high risk ASB cases	82	82	Victim profiles created	35	<div><div>43%</div></div>
		Support for Community Safety Partnerships and the action plans produced in order to deliver against the priorities of the Community Safety Partnership			Meetings and associated document production		
		Safeguarding referrals made	61	61	Total number	52	<div><div>85%</div></div>
			12	12	Children	3	<div><div>25%</div></div>
			20	20	Families	17	<div><div>84%</div></div>
			38	38	Adults	32	<div><div>84%</div></div>
		Participate in Child safeguarding practise reviews	0	0		0	<div><div>0%</div></div>
		Participate in Adult safeguarding reviews	0	0		0	<div><div>0%</div></div>
	Food Safety	Number of Food businesses	1558	1558			
		Delivery of Food business inspection programme as part of FSA agreed recovery work plan	30	30	Advisory Inspections	17	<div><div>57%</div></div>
			1491	1491	Programmed Inspections as required	319	<div><div>21%</div></div>
			230	230	None Programmed inspections	106	<div><div>46%</div></div>
			15	15	FHRS rescore requests	14	<div><div>93%</div></div>
			75	75	Programmed inspections – Remote Interventions & Alternative strategy	15	<div><div>20%</div></div>
			195	195	New Premises Registrations	106	<div><div>54%</div></div>
		Revisits	30	30	Revisits	68	<div><div>227%</div></div>
		Investigation of food complaints			included in the SRU number		
		Service requests - Food Safety advice, enquiries, registrations, hygiene complaints etc.	1068	1068		567	<div><div>53%</div></div>
		Response to imported food notifications (kava kava)	110	110		6	<div><div>5%</div></div>
		Investigation of appropriate infectious disease notifications	131	131		81	<div><div>62%</div></div>
		Written warnings issues	11	11		3	<div><div>27%</div></div>
		formal notices issued	22	22		7	<div><div>32%</div></div>
		Enforcement action taken	1	1		0	<div><div>0%</div></div>
		Business Closures	2	2		5	<div><div>250%</div></div>
		Understanding of service costs to progress commercialisation opportunities					
		Delivery of Primary Authority Services	5	5	PAP agreements. Now 5 instead of 6.	5	<div><div>100%</div></div>
		Sampling visits	40	40		25	<div><div>63%</div></div>
	Health and Safety Enforcement	Number of workplaces	3452	3452	Enforced by LA in WDC		
		Intervention inc visits	81	81	Interventions	28	<div><div>35%</div></div>
		Complaints and enquires	445	445		148	<div><div>33%</div></div>
		Accident reports received	76	76	Expected number of reported accidents	27	<div><div>36%</div></div>
		Accidents investigated	61	61		27	<div><div>44%</div></div>
		Informal written warnings	275	275		9	<div><div>3%</div></div>
		Formal Notices Served	21	21		2	<div><div>10%</div></div>
		Enforcement action taken	1	1		0	<div><div>0%</div></div>
		Delivery of Primary Authority Services	1	1	PAP agreements. Now 1 instaead of 2.	1	<div><div>100%</div></div>
	Alcohol & Regulated Entertainment Licensing		96	96	Premises compliance visits	38	<div><div>40%</div></div>
			29	29	new premises applications received	13	<div><div>45%</div></div>
			20	20	variations premises received	7	<div><div>35%</div></div>
			132	132	DPS variation licences	73	<div><div>55%</div></div>
			73	73	Personal Licence Applications	33	<div><div>45%</div></div>
			559	559	Temporary Events	229	<div><div>41%</div></div>
		Taxi Licenses	18	18	New HC & PC drivers	18	<div><div>100%</div></div>
			72	72	Renewing Drivers	60	<div><div>100%</div></div>
			1	1	Granted HC & PH drivers	1	<div><div>33%</div></div>
			3	3	Refused HC & PH drivers	1	<div><div>33%</div></div>
			0	0	Suspended HC & PH drivers	0	<div><div>100%</div></div>
			0	0	Revoked HC & PH drivers	1	<div><div>100%</div></div>
			177	177	Vehicle Licences (PH)	136	<div><div>77%</div></div>
			192	192	Vehicle Licences (HC)	130	<div><div>68%</div></div>
			6	6	New Operators Licences	5	<div><div>83%</div></div>
			18	18	Renewing Operators Licences	23	<div><div>128%</div></div>
			46	46	HC & PH compliance inspections	35	<div><div>76%</div></div>
		Complaints and enquiries	380	380		424	<div><div>112%</div></div>
		Personal treatment registrations	30	30	Applications received	17	<div><div>57%</div></div>

Environmental Health & Licensing	Licensing	Personal treatment registrations	30	30	Applications granted	17	<div><div></div></div> 57%		
		Street Trading Consents and Collections	16	16	New Street Trading consents	6	<div><div></div></div> 38%		
			20	20	Renew Street Trading consents	7	<div><div></div></div> 35%		
			15	15	Street Collections	7	<div><div></div></div> 47%		
			29	29	House to House Collections	7	<div><div></div></div> 24%		
		Animal Licensing	8	8	New applications Boarding Establishments	1	<div><div></div></div> 13%		
			11	11	renewing applications Boarding establishments	1	<div><div></div></div> 9%		
			2	2	New applications Breeding Establishments	0	<div><div></div></div> 0%		
			2	2	renewing applications Breeding establishments	1	<div><div></div></div> 50%		
			1	1	New applications Performing animals	0	<div><div></div></div> 0%		
			0	0	renewing applications performing animals	0	<div><div></div></div> 100%		
			0	0	New applications pet shops	0	<div><div></div></div> 100%		
			1	1	Renewing applications for pet shops	0	<div><div></div></div> 0%		
			1	1	New applications riding establishments	0	<div><div></div></div> 0%		
			4	4	Renewing applications for Riding establishments	1	<div><div></div></div> 25%		
			0	0	New applications for Dangerous Wild animals	0	<div><div></div></div> 100%		
			0	0	Renewing applications for Dangerous wild animals	0	<div><div></div></div> 100%		
			0	0	New applications for Zoos	0	<div><div></div></div> 100%		
			1	1	Renewing applications for Zoos	1	<div><div></div></div> 100%		
			27	27	animal licensing Inspections	10	<div><div></div></div> 37%		
			Gambling Licences	0	0	Gaming permit applications	0	<div><div></div></div> 100%	
				0	0	New Gambling License application	0	<div><div></div></div> 100%	
				1	1	Renewed Gambling License	0	<div><div></div></div> 0%	
				3	3	Club machine permits	1	<div><div></div></div> 33%	
		9		9	Renewed club machine permits	5	<div><div></div></div> 56%		
		1		1	New Alcohol gambling machine permit received	0	<div><div></div></div> 0%		
		15		15	Renewed Alcohol Gambling machine permits	5	<div><div></div></div> 33%		
		6		6	New Alcohol Premises automatic entitlements	3	<div><div></div></div> 50%		
		6		6	Granted Alcohol Premises automatic entitlements	3	<div><div></div></div> 50%		
		95		95	Continuing Alcohol Premises automatic entitlements	59	<div><div></div></div> 62%		
		9		9	Gambling compliance visits	0	<div><div></div></div> 0%		
		19		19	New Small Lotteries	6	<div><div></div></div> 32%		
		19		19	Granted Small lotteries	6	<div><div></div></div> 32%		
		63		63	Renewing Small Lotteries	40	<div><div></div></div> 63%		
		Pavement licensing		46	46	New & extending licences	22	<div><div></div></div> 48%	
		Sex Entertainment Venus	1	1	Applications received	1	<div><div></div></div> 100%		
		Scrap Metal	1	1	SEV compliance inspection	0	<div><div></div></div> 0%		
			1	1	New licence applications	0	<div><div></div></div> 0%		
			1	1	renewal licence applications	1	<div><div></div></div> 100%		
		0	0	compliance visits	0	<div><div></div></div> 100%			
		Animal Warden	Collection of Stray Dogs	7	7	No. of incidents	10	<div><div></div></div> 143%	
			Provide advice regarding those effected by and allegedly causing noise nuisance as a result of dogs			included in the SRU number			
			Promotion and education activities for responsible dog ownership						
			Investigation of dog service requests	332	332	No. of incidents	172	<div><div></div></div> 52%	
Environmental Protection	Advice to Planning on Environmental Protection issues	360	360		255	<div><div></div></div> 71%			
	Referred noise complaints to HS2	20	20	Not investigated	0	<div><div></div></div> 0%			
	Expert noise input on HS2	28	28	Requests for detailed site information	13	<div><div></div></div> 46%			
	Investigated noise complaints	770	770		288	<div><div></div></div> 37%			
	Drainage service requests	56	56		32	<div><div></div></div> 57%			
	Air quality service requests	160	160		66	<div><div></div></div> 41%			
	Monitoring of air quality – Operation of monitoring stations and equipment, preparation of reports as required by legislation.	3	3		3	<div><div></div></div> 100%			
	Diffusion tubes locations	65	65	Monitoring sites. (66 tubes 1 of which is a blank for testing)	65	<div><div></div></div> 100%			
	Delivery against the Air Quality Action Plan								
	Delivery of Air Quality projects in partnership with community and agencies								
	Advice to Licensing as a 'responsible authority' (public nuisance)	355	355		228	<div><div></div></div> 64%			
	Number of business requiring a IPPC permit	60	36						
	Permitting of polluting businesses inspections	41	20	Petrol stations to be inspected Jan 2024					
	Audit by other means (polluting businesses)	19	16		8	<div><div></div></div> 42%			
	new/variations or surrender applications for permits	7	2		2	<div><div></div></div> 29%			
	exemptions for permitting businesses	1	1		1	<div><div></div></div> 100%			
	investigation of complaints polluting businesses	1	1		1	<div><div></div></div> 100%			
	Public Health Funerals	7	7		6	<div><div></div></div> 86%			
	Contaminated Land advice and monitoring	49	26		13	<div><div></div></div> 27%			
	Private Water Supplies	33	33						
	Private Water Sampling & risk assessment	33	33		1	<div><div></div></div> 3%			
	Water service requests	17	17		13	<div><div></div></div> 76%			
	Radiation related service requested	16	16		8	<div><div></div></div> 50%			
	miscellaneous service request	130	130	including pest control srs.	280	<div><div></div></div> 215%			
	Delivery of Primary Authority Arrangements	1	1	PAP agreements	1	<div><div></div></div> 100%			
	Sports, Leisure and Active Communities	Sports, Leisure and Active Communities	Manage the contract for Everyone Active (Newbold Comyn, St Nicholas Park, Meadow Community, John Atkinson + Castle Farm and Abbey fields)	48	48	Compliance inspections of Leisure centre	24	<div><div></div></div> 50%	
Manage sports and leisure buildings & facilities (Newbold Comyn pavilion, Harbury lane, Victoria park bowls, Victoria park cricket pavilion, Edmondscote track, old Illington library)			312	312	Weekly inspections for cleaning and maintenance	156	<div><div></div></div> 50%		
			192	192	Inspections to ensure safety of facilities	96	<div><div></div></div> 50%		
Manage condition of the Tennis Courts (Victoria park, Christchurch gardens, St Nicholas Park)			36	36	Inspection over the three sites of all courts	18	<div><div></div></div> 50%		
Manage condition of the Football Pitches (Newbold Comyn, Harbury Lane, St Nicholas Park, St Marys Lands)			42	42	Inspection over the four sites of all pitches	14	<div><div></div></div> 33%		
Coordinate bookings of bowling greens; football pitches and athletics			8500	8500	Facilitated over 2500 football matches on WDC football pitches and involved over 75,000 players. Edmondscote Athletics Track has had over 6000 visits by athletes in the last 12 months.	5334	<div><div></div></div> 63%		
Stakeholder Engagement Activities			37	37	Everyone Active, We Do Tennis, Leamington Bowls Club, LC&AC, LAA, Football Clubs, Leamington Lions, Bowls England, Park Run etc	20	<div><div></div></div> 54%		
Support interventions to increase persons/communities activity levels									

		Advise local sports clubs on project development, funding applications, coach education, safeguarding					
		Allocate Small Sports Grants	16	16		9	<div><div></div></div> 56%
Green Spaces	Green Space Planning and Outdoor Sports Planning- Development Control	Informing development briefs					
		Reviewing developer contributions and reporting (assisting planning)					
		Transfer contributions to third parties					
		CIL funding requests e.g. St Nicholas and Abbey Fields					
		Monitor s106 payments					
		Review commented sums for maintenance calculator (inc. support costs an offsite contribution calculator.					
		Local Plan South Warwickshire involvement					
		Pre application discussion with developers and Planners					
		Planning application responses					
		Calculating commuted sums and offsite contributions					
		Drafting s106 agreements					
		Reviewing s106 agreements					
		Site delivery and quality monitoring					
		Internal planning applications					
		Enforcement work related (assisting Planning)					
	Jephson G Management	Managing Jephson Gardens	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		Management of Glasshouse Technician					
		Implement JG MP Action Plan	1	1	Review and update as part of the Green Flag application.	0.5	<div><div></div></div> 50%
	Major Parks Management	Hiring of rooms	15	15	Bookings (20 tbc)	20	<div><div></div></div> 133%
		Myton Green	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		Abbey Fields	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		St. Nicholas Park	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		Spa Gardens	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		Priory Park	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		St. Marys Lands	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
		Newbold Comyn	12	12	Formal Monthly meetings	6	<div><div></div></div> 50%
	Sports Pitch Management	Management of VP bowling greens	5	5	Bowling Greens		
		Management of sports pitches	30	30	Football pitches		
		Sports pitch improvements					
	Wildlife Management	Local Nature Reserves and Local Wildlife Sites	10	10	Local sites	5	<div><div></div></div> 50%
		LNR management plan reviews					
		GM related works – 1 in 5, tall herbs, eco hedge, meadows and sustainable planting					
		Ecological Enhancements					
		Bird and bat box management	700	700	Bird and bat boxes		
	Tree management	Biodiversity offsetting other sites tbc.					
		Tree Survey	6300	6300	Trees		
		Programming tree works	6	6	Formal Monthly meetings	3	<div><div></div></div> 50%
		Parks tree maintenance - reactive	260	260	requests for service	6	<div><div></div></div> 2%
		Tree donations within parks	20	20	enquiries (tbc)	10	<div><div></div></div> 50%
	Woodland Management	Insurance claims	5	5		3	<div><div></div></div> 60%
		Oakley Wood			details of actions listed in other areas of this section. Not listed so as not to repeat.		
		North Enclosure tbc			details of actions listed in other areas of this section. Not listed so as not to repeat.		
		Newbold Comyn			details of actions listed in other areas of this section. Not listed so as not to repeat.		
		Crackley			details of actions listed in other areas of this section. Not listed so as not to repeat.		
	Landscaping	Kenilworth Common			details of actions listed in other areas of this section. Not listed so as not to repeat.		
		Gapping up various areas TBC	10	10		10	<div><div></div></div> 100%
		Spring bedding (msg)	1900	1900		1200	<div><div></div></div> 63%
		Summer Hanging baskets	410	410		260	<div><div></div></div> 63%
	Green Flag	Summer bedding (msg)	1900	1900		1200	<div><div></div></div> 63%
		Green Flag Application & assessment	4	4	plus addition 2 judging visits	5	<div><div></div></div> 125%
		Green Flag Judging	4	4	provided for another authority	5	<div><div></div></div> 125%
	Parks Improvement Team						
	PPM Open Spaces including footpaths						
	Events	Managing Parks Improvement Team (VO Team)					
		PPM Open Spaces					
	Developing and supporting new community groups	Major planning events in parks					
		Responding to event apps.	120	120		60	<div><div></div></div> 50%
	Communications	event reinstatement works	3	3		10	<div><div></div></div> 333%
		Projects and bids tbc.					
	Customer surveys	Interpretation and signage					
		Website development and intranet					
		Comms Plan Delivery (publicity)					
		Online parks survey (survey monkey)					
	Sponsorship	St. Nicholas Park					
		Abbey Fields					
		Jephson Gardens					
		Post improvement projects					
	Play area management and maintenance	Bench donations	30	30	enquiries	30	<div><div></div></div> 100%
		Tree donations	70	70	received donations (tbc)		0%
		New sponsorship to be explored					
	Review and manage contracts, leases and agreements		56004	56004	Play areas & items (weekly inspections)	28002	<div><div></div></div> 50%
		Inspections and repairs	3	3	Skate Parks	3	<div><div></div></div> 100%
			12	12	outdoor gyms	12	<div><div></div></div> 100%
		Current					
		Tree SLA					
		Café St. Nicholas Park	3	3	Formal meetings	2	<div><div></div></div> 67%
		Myton Fields Kiosk					
		Warwick Boat Centre					
		Warwick Amusements					
		Leam Boat Centre					
		Crazy Golf					
		KHAS licence					

		Abbey Fields catering					
		Newbold catering tbc					
Grounds Maintenance Contract		GM Contract Management	12	12	Formal meetings	10	<div><div></div></div> 83%
		Risk Assessments of Individual spaces.					
		GM Contract Amendments					
Service Management	Budget	Regular budget monitoring (including accountants)					
		Delivering service within budget					
		Savings to be achieved with as little service impact as possible					
		Reviewing opportunities to gain income for services					
		Ongoing budget management training					
	Procurement	Attendance of key officers at in-house Ongoing training			Ongoing training of officers and those participating in procurement.		
		Regular meetings with procurement officers					
		Procurement project meetings for major projects including - Back office system procurement.					
		Planned Procurement exercises in 23/24:			Scheduled procurement exercises and review of long term service level agreements.		
		ECINS					Mar-24
		CIVICA App					Jun-23
		BT Fibre Rental CCTV					Apr-23
		Air Quality monitoring					Jan-24
		Mini Golf Conession					Mar-24
		Emergency Kennelling of Stray Animals					Mar-24
		Planned Procurement exercises in 24/25:					
		Maintenance CCTV systems					Jun-24
		Playing Ptich			may not be renewed		Jun-24
		Public health Funerals					Sep-24
		DPS Mts for Taxis					Oct-24
		annual play area review					Feb-25
		BT Fibre Line rental					Apr-24
		Paddling Pool maintenance					May-24
		Service level Agreements (annually renewed)					
		Prevent					Mar-24
		DHRS					Mar-24
		Marac					Mar-24
		LRF					Mar-24
	Contract Management	No. Contracts due for renewal during the year (as identified above)			Ongoing training of officers and those managing contracts.		
		Training in relation to contract monitoring					
		Quarterly update of the contract register					
	Audits	External Audit programme (annual audits)					
		Intra-Authority audit of Food Safety					delayed until 24/25
		Peer Review of Health & Safety					delayed until 24/25
		British Standard 7958 Management & Operation of Closed Circuit Television					Awarded June 23
		Internal audit programme 2023/24					
		CIVICA App					Substantial
		Leisure and Recreation Facilities					Jan-24
		Sports Development					Substantial
		Internal audit programme 2024/25 - provisional					
		TBC					TBC
	Risk Register	Regular review at departmental management meetings					
		Annual review					
		Quarterly PH review					
		Implementation of mitigation and control					
	Service Assurance	Actions arising out of Annual SA document include: -					
		Monitoring of customer measures					
		Refresher training in procurement and finance procedures, where appropriate					
		Update of Business Continuity Plan					
		Completion of the statutory returns.					
	Corporate Health and Safety	Completion of the statutory Regulatory Service Plan					
		Ongoing reviews of fire assessments					
		Asset Management					
		Ongoing reviews of risk assessments					
	Service Delivery	Horizon forecasting review					
		Integration of horizon forecast within service plan team operational plans and statutory service plans					
		Keeping up to date with key change programmes from statutory agencies					
		Monitoring growth and demand for service need					
	Workforce Planning and Development	Establishment	53.94	TBC			
		Vacancies (1st April 2023)	2	TBC			
		Review of the service organisation structure					
		Recruitment to vacant posts.					
		Keeping up to date with key change programmes from statutory agencies					
		Workforce planning including apprenticeships					
		Continuing development of post holders					
		Continuing development of councillors					

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

Change/Project	Reference Code on Corporate Project List	Sponsor/Lead Officer	Budget Impact	Input Needed from other Services	Impact on other Services	Milestones	Date	RAG	Comments
Budgetary Pressures - Following corporate decisions		Marianne Rolfe	TBC	Finance	TBC	TBC	Mar-24	green	
Budgetary Pressures- Discretionary Savings		Marianne Rolfe	TBC	Finance	TBC	TBC	Mar-24	Green	
Budgetary Pressures - review of services where fee can be levied		Marianne Rolfe	Within existing budget	Governance, Finance	TBC	TBC	Mar-24	Amber	In progress
Corporate Projects - relocation to new office	24F	Strategic	TBC	ALL	ALL	Jun-23	Mar-24	Amber	Project owned by other service area. Storage and Laboratory cleared/cleansed. Scanning in progress where appropriate.
Digital transformation -Development of new specification for back office system		Elizabeth Young	Within existing budget	ICT, Finance	ICT ,Finance	TBC	Mar-24	amber	In progress
Digital transformation - Further online form integration activities		Marianne Rolfe	Within existing budget	ICT	ICT ,Finance	Within work programme	Within work programme	Amber	In progress
Digital transformation - Continuous improvement of information for customers on website		Elizabeth Young	Within existing budget	HRC	ICT ,Finance	Within work programme	Within work programme	Amber	In progress
Digital transformation - future of the ECINs system and identification of a replacement.		Elizabeth Young	TBC	ICT	ICT ,Finance	TBC	Mar-24	amber	potential continue with same product one more year
Digital transformation - Digitisation of remaining paper records		Lorna Hudson	TBC	ICT	ICT ,Finance	TBC	Mar-24	amber	In progress
Digital Transformation - review of cheque handling for remaining services		Lorna Hudson	Within existing budget	Finance, ICT, Governance	ICT ,Finance	TBC	Mar-24	amber	In progress
Digital transformation - review of payment methods and monitoring for s106, Hs2 and others		Lorna Hudson	Within existing budget	PAE, Finance	ICT ,Finance	TBC	Mar-24	amber	In progress
Air Quality - Delivery against the air quality action plan		Lorna Hudson	Within existing budget	Climate Change, PAE, Finance	Place and Economy	September 2023 Annual air quality status submission to Defra for Approval. Circulated to Councillors and HCP PH for comment. Published on approval from DEFRA	Mar-24	Amber	In progress
Air Quality - Review of the Air quality action plan		Lorna Hudson	Within existing budget, raised grant funding	PAE, Finance	TBC	Publication from DEFRA of new guidance on PM2.5 TBC, Procurement of new modelling software by WCC TBC	Sep-24	Amber	In progress. Conducting review of district first. Requires the DEFRA guidance publication after new legislation and new modelling software at WCC.
Air Quality - Investigation of opportunities and programmes which would enhance air quality		Lorna Hudson	Within existing budget, raised grant funding	Climate Change, PAE, Finance	PAE, Climate Change	TBC	Mar-24	Amber	In progress. Smoke Control areas under review following new legislation. Aim Cabinet report October 23 (public consultation permission), Clean Air day activities - anti idling, art installation, working on projects with climate change team.
Air Quality - Ensure linked to the Climate Change Action Plan. (i.e. park and ride, transport options, sharing air quality data, promotion of flood alerts)		Lorna Hudson	Within existing budget, raised grant funding	Climate Change, PAE, Finance	Place and Economy, Climate Change	TBC	Mar-24	Amber	In progress. Close partnership working taking place.
Air Quality - Engage in strategy development where air quality can be influenced		Lorna Hudson	Within existing budget, raised grant funding	Climate Change, PAE, Finance	Place and Economy, Climate Change	TBC	Mar-24	Amber	In progress
Air Quality - Review and implementation planning for new government PM targets		Lorna Hudson	Within existing budget, raised grant funding	TBC	ICT ,Finance, Climate Change	Publication from DEFRA of new guidance on PM2.5 TBC, Procurement of new modelling software by WCC TBC	Mar-24	Amber	In progress
Regulation - Review of existing Public space protection orders		Elizabeth Young/Lorna Hudson	Within existing budget	ALL	Governance, DCX,	Sep-23	Sep-24	Amber	In progress
Regulation - Re-establish IPPC inspection regime		Lorna Hudson	Within existing budget	TBC	TBC	TBC	Mar-24	amber	in progress
Regulation - re-establish private water supply inspection & risk assessment regime		Lorna Hudson	Within existing budget	TBC	TBC	TBC	Mar-24	Red	
Regulation - Phase 2 review of the Noise Policy		Lorna Hudson	Within existing budget	Housing	Housing	TBC	Mar-24	Amber	In Progress
Regulation - Delivery of SPOC CCTV functions		Elizabeth Young	Within existing budget	ALL	TBC	TBC	Mar-24	Amber	In progress. First system reviewed in detail. Report to be allocated to HOS.
Grants - delivery of UKPF projects	14P	PAE	Grants	SCLE, Finance	PAE	TBC	Mar-24	Amber	In progress. Year 1 delivered. Planning year 2 & 3 delivery. Year 2 delivery underway
Grants - delivery of other grant programmes		Elizabeth Young/ Ann Hill	Grants	TBC	TBC	TBC	Mar-24	Amber	In progress (OPCC & safer streets, serious violence) successful monies awarded for safer street 5, energy offsets for leisure centres. Application for solar PV for leisure centres underway
Sports and Leisure - Review of the park permits scheme		Ann Hill	Within Existing budgets	TBC	TBC	TBC	Jul-23	Amber	In progress and final report with PH for consideration and discussion with HOS. Agreed to progress with scheme and alter T&Cs. Cabinet report to come forward in due course.
Sports and Leisure - Review of grant scheme		Ann Hill	Within Existing budgets	Finance	TBC	TBC	Mar-24	Amber	in progress
Sports and leisure - dual use agreements for schools		Projects	Within Existing budgets	SCLE	TBC	monitored by owner	Sep-24	Amber	Kenilworth school terminated dual use agreement for new school. Meadows will close at the end of August. Team decommissioning the facility in September. Oakley Grove in progress. School opens in
Sports and leisure -Planning & Delivery of the bowls nationals		Ann Hill	Within Existing budgets	Place and Economy	Bowls England, PAE	TBC	Sep-24	Green	Completed.
Sports and leisure - Refurbishment of tennis facilities		Ann Hill	External Funding	Strategic, Finance	Lawn Tennis Association	TBC	Jun-24	Green	Completed - LED lights installed and resurfacing New contractor in place and delivering - against contract.

Sports and leisure - Implementation of the tennis contract		Ann Hill	External Funding	Strategic, Finance	Lawn Tennis Association	TBC	Jun-24	Green	Completed -ongoing monitoring
Sports and leisure -Outdoor Sports Review of the existing pitches and track delivery		Ann Hill	Within Existing budgets	Strategic	Projects, Sports England	TBC	Mar-24	Amber	in progress.
Sports and leisure -Track delivery review		Ann Hill	Within Existing budgets	Strategic	Projects, Sports England	TBC	Mar-24	Amber	in progress. Everyone Active to begin running from TBC 30/11/23
Sports and leisure - Kenilworth Rugby Club relocation	03E	Strategic	TBC	SCLE	Projects, Sports England	monitored by owner	Mar-25	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Sports and leisure - Europa Way Stadium	16F	Strategic	TBC	SCLE	Projects, Sports England	monitored by owner	Mar-25	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Sports and leisure - Europa Way Athletics track	17P	Strategic	TBC	SCLE	Projects, Sports England	monitored by owner	Mar-25	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Sports and leisure - Construction of Castle Farm Leisure Centre	05F	Strategic	Within existing budgets	SCLE	Projects, Sports England	monitored by owner	Dec-23	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Sports and leisure & Green Spaces - Commissioning of Castle Farm Leisure Centre &Football Pitches	05F	SLCE	Within existing budgets	Strategic	Projects, Sports England	Handover from project owner December for commissioning	Jan-24	Amber	commissioning work in progress.
Sports and leisure - Construction of Abbey Fields Leisure Centre	06F	Strategic	Within existing budgets & other	SCLE	Projects, Sports England	monitored by owner	Apr-24	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Sports and leisure - Construction of cycle trails	04F	Strategic	Within existing budgets & other	SCLE	Projects, Sports England	monitored by owner	Jul-23	green	trails constructed and awaiting final sign offs. Project outside of service delivery but impacts on other team work areas.
Sports and leisure & Green Spaces - Commissioning of cycle trails (interim deliver)	04F	SCLE	Within existing budgets & other	Strategic	Projects, Sports England, N&A,	Handover from project owner August for commissioning	Aug-23	Green	Opening the trails on the 26th October 2023.
Sports and leisure & Green Spaces - Commissioning of cycle trails - long term	04F	Strategic	Within existing budgets & other	SCLE	Projects, Sports England, N&A,	monitored by owner	Aug-23	Amber	in progress.
Sports and leisure - Production of Playing Pitch Strategy for South Warwickshire Local Plan		PAE	Within existing budgets & other	SCLE	Sports England, Contractors	monitored by owner	Mar-24	Amber	inception meeting for contractors undertaken,.
Sports and leisure - Improvement to Community Use facilities. i.e. Myton School		Ann Hill	Within existing budgets & other	Finance, Strategic	Sports England, Contractors	construction July 24	Dec-24	Amber	discussions in progress
Green Spaces - Projects to support climate change and biodiversity		Dave Anderson	TBC	Climate Change	Climate Change	TBC	Mar-24	Amber	Awaiting action plan development but ongoing routine actions and considerations for bio diversity.
Green Spaces - Review of the paddling pool maintenance requirements		Dave Anderson	TBC	Finance	Finance, N&A	TBC	Oct-23	Amber	In progress - final report due for consideration with budget report in February 2024
Green Spaces - Green Space Strategy Play Area and Open Space Improvements		Dave Anderson	£199,000 from Public Amenity reserve	TBC	N&A	TBC	Mar-24	Amber	In progress. Some slippage but new resources now in place. Weston under weathery possible complete end of week. tender out for Bishops. Specification due out for Hatton park. Reviewing the next sites.
Green Spaces - Park projects funded by developer contributions		Dave Anderson	TBC	TBC	TBC	TBC	Mar-24	Amber	In progress. Starting to allocating to projects.
Green Spaces - Project to improve accessibility of play areas/spaces		Dave Anderson	Grant £100,000	TBC	N&A	TBC	Mar-24	Amber	In progress. Developing a project plan for the spending of the funds.
Green Spaces - Parks and Open Space Planned Preventative Maintenance (PPM)		Dave Anderson	£500,000	TBC	N&A	TBC	Mar-24	Amber	Quotes obtained for some of the work but no expenditure yet.
Green Spaces - Supporting the feasibility studies for New Queen Elizabeth park	20P	Strategic	TBC	SCLE, Finance	N&A	monitored by owner	Mar-26	Amber	In progress. Work mainly outside service area but linked to other work areas of the team.
Green Spaces - Supporting the feasibility studies for Tachbrook Country park Phase 2	21P	Strategic	TBC	SCLE, Finance	N&A	monitored by owner	Mar-26	Amber	In progress. Work mainly outside service area but linked to other work areas of the team.
Green Spaces - Tachbrook Country park Phase 1	21P?	Strategic	TBC	SCLE, Finance	N&A	monitored by owner	Mar-26	Amber	In progress. Work mainly outside service area but linked to other work areas of the team. Working to ensure project delivery, planting and planning etc.
Green Spaces - Newbold Comyn Masterplan	36F	Strategic	TBC	SCLE, Finance	N&A	monitored by owner	Mar-26	Amber	In progress. Work mainly outside service area but linked to other work areas of the team.
Green Spaces - Adoption of major sites (e.g. South Whitley Country Park)		Dave Anderson	In receipt of commuted sums from developers	TBC	Finance, Legal, N&A	TBC	Mar-24	Amber	Ongoing. Have adopted RAFF Centenary Park (Tapping Way), Myton Green Allotments transfer in progress.
Emergencies - Awareness and understanding of the impacts of new statutory duty 'prepare and protect'		Liz Young	TBC	ALL	All	Publication of new legislation TBC	Mar-24	Amber	In Progress. SLT training held. Councillor Training later in year
Community Safety - future of Covent garden feasibility studies	23F	Strategic	TBC	SCLE, Finance	Finance	TBC	Mar-24	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Community Safety - Future of Christine Ledger		Housing	TBC	SCLE, Finance	Finance	TBC	Mar-24	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.
Community Safety - future of linen street feasibility studies		Housing	TBC	SCLE, Finance	Finance	TBC	Mar-24	Amber	in progress. Work mainly outside service area but linked to other work areas of the team.

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress should be	Progress	Comments	Current Status	Lead Officer	October-23
SCLE1	Delivering Valued, Sustainable Services	Yes	Percentage requests for service received, first response to within defined target times	95%	Higher	99%	0	green	Marianne Rolfe	As Heading
SCLE2	Delivering Valued, Sustainable Services	Yes	Percentage requests for service received, completed within defined target time	86%	Higher	92%	0	green	Marianne Rolfe	As Heading
SCLE3	Creating Vibrant, Safe and Healthy Communities of the Future	No	Percentage of Anti-Social Behaviour (ASB) high-risk victims, where through coordinated multi-agency interventions, the risk is reduced to a lower level within 6 months.	80%	Higher	81%	0	green	Jon Barnett	Q2 Jul -Sept
SCLE4	Creating Vibrant, Safe and Healthy Communities of the Future	No	Percentage of ASB perpetrators deterred at first intervention (incl. ASB Advisory/ASB Warning/ Acceptable Behaviour Contract/Community Protection Warning [excl. begging]).	80%	Higher	92%	0	green	Jon Barnett	Q2 Jul -Sept
SCLE5	Creating Vibrant, Safe and Healthy Communities of the Future	No	Percentage of CCTV incidents self sourced	55%	Higher	81%	1055	green	Martin Riley	As Heading
SCLE6	Creating Vibrant, Safe and Healthy Communities of the Future	No	Percentage of time CCTV full staffed	95%	Higher	99%	0	green	Martin Riley	As Heading
SCLE7	Creating Vibrant, Safe and Healthy Communities of the Future	No	Percentage of operational CCTV cameras	90%	Higher	99%	0	green	Martin Riley	As Heading
SCLE8	Delivering Valued, Sustainable Services	Yes	Average time to resolve noise nuisance	53	Lower	34.0	0	green	Frances Taylor	As Heading
SCLE9	Delivering Valued, Sustainable Services	No	Percentage Completion of IPPC inspection programme (60 premises)	58%	Higher	11%	1 completed plus ongoing work on 3 inspections that have taken place.		Frances Taylor	As Heading
SCLE10	Delivering Valued, Sustainable Services	No	Percentage of planning consultations requests responded to within statutory time limits	80%	Higher	100%	0	green	Frances Taylor	As Heading
SCLE11	Creating Vibrant, Safe and Healthy Communities of the Future	Yes	Background Air quality does not exceed 200um/m3 as an hourly mean (measured in events)	1.50	Lower	0.99	0	green	Frances Taylor	As Heading
SCLE12	Delivering Valued, Sustainable Services	No	Percentage of completed food hygiene inspections from annual programme accumulative (1295 due).	58%	Higher	20%	Target increases monthly as measure accumulative. Inspections not evenly spaced throughout year		Nicola Hoare	As Heading
SCLE13	Creating Vibrant, Safe and Healthy Communities of the Future	No	Number of green flags (including heritage) across the district	4	Higher	5	Achieved on reinspection in July 2023 - 4 green flags and 1 heritage green flag	green	Dave Anderson	Full Year
SCLE14	Creating Vibrant, Safe and Healthy Communities of the Future	Yes	At the end of park improvements all parks will achieve 'good' quality standard	100%	Higher	0%	reported march 2024		Dave Anderson	Full Year

Appendix 1

SCLE15	Creating Vibrant, Safe and Healthy Communities of the Future	No	Number of event days on Bowling Greens	40	Higher	40	Various booking and taken place during this period, which include Bowls Nationals Championships, Deaf Bowls Championships and County championships.	green	Ann Hill	Q2 Jul -Sept
SCLE16	Creating Vibrant, Safe and Healthy Communities of the Future	No	Number of football teams (reflection of pitch usage)	#N/A	Higher	0	#N/A		Ben Thomas	Full Year
SCLE17	Low cost, low carbon energy across the District	No	CO2 emissions from WDC leisure centres as a result of gas and electricity consumption up-date on Leisure Centre Energy consumption. (CO2e kgs)	#####	0	0%	St Nicholas & Newbold Only. Estimated quarterly target for 22/23. To be reviewed in 24/25 as moving from annual to quartley KPI		Callium Ringer (Climate Change Team)	Q2 Jul -Sept

Service Plan 23/24 & provisional 24/25

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

Sections:

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

Linkages to Council Strategy - Warwick 2030

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

Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
Creating Vibrant, Safe and Healthy Communities of the Future			
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	A number of work streams within Place, Arts & Economy support this goal. These include the following: place making initiatives including the work of the Leamington Transformation Board, support for events in town centres to increase footfall, and delivery of key place-making and economic development programmes such as those under the Future High Streets Fund (including improvements to the Town Hall and various projects which also fall within the Creative Quarter programme). Furthermore, place making work is underpinned by the development of good planning policies for town centres.	
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.	The Investment Zone site within Warwick District focuses on the gigafactory site on land at Coventry airport. We will work to ensure that this helps to deliver a green economy and consider how this site sits alongside others in the district through the South Warwickshire Local Plan and South Warwickshire Economic Strategy.	
	Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.	The South Warwickshire Local Plan and South Warwickshire Economic Strategy will support the delivery of this goal.	
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council’s and Milverton Homes’ home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.		
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.	The Arts Team within PAE will work with the Creative Compact to lead on the delivery of a review of the Creative Framework. This will provide strategic leadership for the district’s creative industries and a new platform to connect the sector. Warwick District Council will work with a wider range of partners to deliver this.	
	Build on our reputation as a home for national and international sporting events.		
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.	The preparation of the South Warwickshire Local Plan is a major work stream for the planning policy service. It will work with other departments of the Council as well as a wider range of stakeholders and colleagues and elected members from Stratford-on-Avon District Council.	
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.	Place, Arts & Economy will work with WCC to implement schemes that emerge from the Local Transport Plan (LTP4). The SWLP will provide strategic policies to support this goal and other initiatives (such as the work of the Leamington Transformation board) will also support this.	
Enhance the Biodiversity of the District	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.	Alongside the adoption of the Net Zero Carbon DPD, Place, Arts & Economy is leading on the preparation of supplementary planning guidance to support the document’s implementation. A programme of training and additional staff resources, will also enable the implementation of this policy.	
	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.		
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.		
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socio-economic or isolated backgrounds.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

Service Overview

	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests	
			Estimated Expected Workload	Notes
Development	Development Management	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	Up to 2500 planning applications per year and 200 pre-application requests per year	
		Defending planning and enforcement decisions through the appeal process.	Approx 50 appeals per year	
		Addressing harmful unauthorised development through planning enforcement.	Up to 500 enforcement complaints per year	
		Protecting the historic heritage of the District through conservation work.	Key areas of work include advising on development proposals; advising on the protection of heritage assets; making and keeping under review Conservation Areas and the Local List of Buildings.	
		Protecting important trees which provide the character of the District through TPO and related safeguards.	Making TPOs and considering approximately 200 tree related submissions per year.	
		Supporting the housing market through processing property searches.	1600 full searches per year	
	Building Control	Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry.	3709 B/Regs applications received 2021/22	
		Providing expertise in dealing with dangerous structures, demolitions and safety at sports grounds.	90 Dangerous Structures in 2021/2249 Demolitions Total in 2021/22	
		Number of Building Control Site Inspections	12,000	
		Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HMO's.	50 FRA's carried out in 2021/2220 Advice HIMOS 2021/22	
		Implementation of new building regulations anticipated in 2022	New regulations relating to Part B and Part L expected in June and Dec 2022	
	Planning Policy & Major Site Delivery	Coordination of S106 contributions processes and monitoring of Section 106 contributions.	30-40 active agreements monitored per year	
		Processing CIL demands and liabilities	Approx 12 CIL demand notices issued per year	
		Contributing to the delivery of the Climate Change Action Programme, particularly the adoption and implemntation of the Net Zero Carbon DPD, continuing with review of the Local Plan through the SWLP (which places the climate emergency at its heart) and work with WCC and other relevant organisations to develop a sustainable transport strategy for the District and the region	Identified as priorities in the Climate Change Action Programme (ambitions 2 (Low carbon South Warwickshire by 2030) and 3 (Adaption 2050).	
		Planning and funding for infrastructure including CIL spending plans (formerly the Reg 123 list) and the Infrastructure Funding Statement	Maintenance of the Infrastructure Delivery Plan, CIL Spending Plans and IFS to ensure £ms expenditure per year is focused on highest priorities. An estimated £23m (net) of CIL income 2022/2027.	
		Implementing the Local Development Scheme, including adoption of the Net Zero Carbon DPD and supporting SWLP.	As well as the SWLP, workload areas include adopting the Net Zero Carbon DPD, reviewing the Statement of Community Involvement and work on Purpose Built Student accommodation. The LDS needs updating to refect the latest position on the SWLP.	
		Delivering strategic allocations and providing a facilitating role to assist development though to implementation, including infrastructure requirements	Three strategic growth areas identified in district: (1) south of Warwick/Leamington, (2) Kenilworth, (3) south of Coventry	
		Support for masterplanning work in areas south of Coventry	Establishment of project board, appointment of officer to support work and commencement of work (year 1 of a 2 yar initial project).	
		Supporting neighbourhood plans	10 Neighbourhood Plans "made" since 2016. A further 3 are currently in preparation.	
		Working with partners in the sub-region to deal with sub-regional strategic policy and development	Preparation of a joint evidence currently in progress to include sub-regional Housing & Economic Development Needs Assessment - due for completion summer 2022.	
		Monitoring of development and production of Authority Monitoring Report and Housing Trajectory	Housing trajectory to be completed July/August 22 and AMR by December 22.	
		Supporting DM with policy advice at pre-application and planning application stages	60-70 pa	
		Providing policy advice to the public, councillors, town/parish councils and to other departments within the organisation		
		Collaborative working with partner organisations to progress business cases and funding bids for major infrastructure projects	Project can vary but may include A46 Link Road; K2L; A452 Corridor Improvements; Europa Way;	
	Projects & economic development	Understanding & analysis of the local economy	Annual data provided by WCC	
		Close collaborative working with external partners in respect of Business Support and intelligence - Growth Hub, CWCC, WCC, WMCA (including the emerging Investment and Levelling Up Zones)	Proactive work	
		Active management and promotion of Town Centres through development and close joint working with key stakeholders, including Future of High St Fund	Proactive work	
		Manage programme of sustainable events. Markets, mops and TV and Filming production across the district.	Approximately 100-130 events per year	
		Targeted interventions in specific business sectors to enable growth and innovation, including encouraging a cluster of "environmental enhancing industries and companies" in the District	Annual event – Interactive Futures. Plus range of ongoing proactive work	
		Promotion of the District to attract and deliver Inward Investment opportunities including encouraging a cluster of "environmental enhancing industries and companies" in the District	Proactive work	
		Support for the tourism industry via Destination Management Organisation (Shakespeare's England Ltd), including developing and delivery of Destination Management Plan	Proactive work	
		Economic Development Strategy (across South Warwickshire - to include Stratford-on-Avon District).	Proactive work	
		Undertaking feasibility and other studies to support Council decision-making on key corporate project.	Projects have different milestones as set out in part 5 below.	
		Delivering key corporate projects working with partner organisations, landowners and developers	See key projects set out in part 5 below.	
		Coordinating the distribution and delivery of WDC's share of the UK Shared Prosperity Fund.	UKSPF projects have individual outputs and outcomes to ne co-ordinated and reported to DHLUHC as well as to Cabinet annually and SLT quarterly	

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

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

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

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

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

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

Service Plan 22/23

Service Area :	Finance
Service Area Manager:	Andrew Rollins - Head of Finance
Deputy Chief Executive:	Darren Knight
Portfolio Holder(s):	Councillor Jonathan Chilvers
PABS	N/A

Sections:

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

Linkages to Council Strategy - Warwick 2030

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.		
Continue to ensure the council's finances remain on a firm and sustainable footing	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.	Ensuring the Council's finances are on a firm footing is a key priority for Finance. Procurement works with Accountancy to ensure any budgetary savings made through a Procurement activity are recorded and removed from budgets to making Corporate savings.	Finance provides the funds to enable service provision, and seeks to ensure that funds are correctly used, whilst presenting value for money. The Audit and Risk service provides an assurance framework to ensure all resources are correctly deployed, whilst providing value for money.
	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.	Finance work closely with service areas to ensure staff are trained and understand their requirements in service delivery within agreed budgets through the use of the Finance Management System, established financial processes and effective budget monitoring.	
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	Procurement are partnering with other services to empower them to carry out best procurement practices effectively	
	The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.		
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services		The Procurement service provides a contract management framework to ensure contracts achieve value for money and best performance. It has also introduced a new approach to raising purchase orders and monitor contract spend to create greater spend transparency for the council and reduce the risk of non-compliant procurement; and will be helping services make informed decisions on spend by developing and launching a live spend analysis tool
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		The procurement strategy and Code of Procurement practice is instrumental in ensuring the decarbonisation through contracted services to help meet the Councils target of being a net-zero carbon district by 2030. The Procurement Team is tasked with ensuring the strategy and consideration of sustainability in award criteria is considered during all sourcing activity for contracts above £50,000. Procurement is also tasked with reviewing and updating the Procurement policies regarding Social Value and Sourcing to aid service areas in taking green, clean, safe and carbon neutral objectives into account during all procurement activities
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		Ensure appropriate budget is approved to support the required delivery through the Housing Revenue Account (HRA), for current year, future years (via the HRA Business Plan) and the Housing Investment Plan. Compliance demonstrated through internal audit via the agreed programme.

We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.		
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	<p>A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place <u>shaping ambitions</u>.</p> <p>We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound</p>		
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity <u>where possible</u> .		Support delivery of services with performance and monitoring data, and professional advice.
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and <u>assess impact</u> .	Delivery of grant funded work against agreed criteria.	
Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		
Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
Creating Vibrant, Safe and Healthy Communities of the Future			

Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	Direct involvement in the Council's work on the Investment Zone, focusing on the delivery to 'no detriment', and assessing the opportunities and benefits from inclusion. The Governance framework in place for Milverton Homes has the Section 151 Officer as the shareholder representative, with effect from 1st August 2023	The Finance Service links with wider strategies and policies guidelines across the Council, supporting enabling of such strategies through the provision of financial resourcing, systems training, financial performance monitoring and forecasting
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.		
	Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.		
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.		
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.		
	Build on our reputation as a home for national and international sporting events.		
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.		

	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.		
Enhance the Biodiversity of the District	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.		
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.		
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

Service Overview

	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests	
			Estimated Expected Workload	Notes
Accountancy	Accountancy	Budget / Council Tax Setting		Ensure council tax and budget setting complies with legislation, meets Council priorities and is within available resources.
		Budget Review		To monitor income and expenditure on an on-going basis and assess implications for medium term financial strategy, reporting regularly to SMT and members.
		Final Accounts		Ensure annual accounts closed down correctly and promptly. Production of Annual Statement of Accounts within statutory deadlines. Liaison with external auditors.
		Fees and Charges		Ensure fees and charges are set through liaison with service areas and reported to members
		Financial Advice		Advise officers and members of the financial implications of proposed actions and decisions and provide appropriate challenge.
		Financial Planning		Forecast the Council's income and expenditure for the General Fund and Housing Revenue Account as part of the Medium Term Financial Strategy and HRA Business Plan.
		Parish / town council support		Arrange payments to parish/town council in respect of precepts.
	Treasury Management	Investments		Manage the Council's investments to minimise risk whilst securing the optimum return.
		Cashflow		Manage the Council's banking, cashflow and borrowing requirements.
		Capital		Funding the Council's Capital Programme.
		Rural and Urban Capital Initiatives Scheme		Manage the Council's RUCI scheme, making recommendations to Executive on grant awards, payment and monitoring of awards agreed.
Audit, Risk & insurance	Audit, Risk & Insurance	Internal Audit		Provision of comprehensive internal audit service for management in line with the Internal Audit Strategic Plan.
		Risk Management		Promote and advise on good risk management across the authority.
		Insurances		Ensure that the Council is appropriately insured in the provision of its services and manage any resulting claims.
		Investigations		Undertake ad-hoc internal investigations on behalf of management.
		Fraud Investigation		Undertake investigations into fraud against the council in respect of services such as council tax, business rates, house lettings. Promotion of fraud awareness.
Revenues		Collection of Council Tax		Maintenance of council tax records, award of reliefs, calculation of tax due, billing and recovery thereof.
	Revenues	Collection of Business Rates		Maintenance of business rates records, award of reliefs, calculation of rates due, billing and recovery thereof.
		Recovery of CT, BR and benefit overpayments		Take appropriate action to recover sums due to the Council, including use of magistrates courts.

Procurement	Procurement Team	Lead / Manage corporate procurement		Review and develop the Council's approach to procurement, management of the Council's Procurement Strategy and completion of the Procurement Action Plan.
		Maintain contracts register		Work with officers across the Council to ensure that the Council's contract register is correct, is duly published, and contracts within the register are appropriately managed.
		Lead / advise on procurement and tenders		Advise and assist officers in the procurement of goods and services in line with the Council's Code of Procurement Practice and UK Regulations.
		Lead / advise on Corporate purchasing and spend		Manage, maintain and improve the purchasing and contracts functionality of the Finance Management Solution.
		Lead / advise on Contract Management		Advise and assist officers on good contract management practices in line with the Council's Code of Procurement Practice and UK Regulations.
	Financial Services Team	Payment of suppliers		Arrange payment to suppliers for goods ordered.
		Recovery of sundry debts		Raise sundry debt accounts for sums due to the Council, and recovery thereof.
Service Management	Budget	Regular budget monitoring		
		Delivering services within budget		
	Procurement	Attendance of key officers at in-house Ongoing training		Ongoing training of officers and those participating in procurement
		Regular meetings with procurement officers		
		Procurement project meetings for major projects including - Back office system procurement.		
		Planned Procurement exercises in year:		Scheduled procurement exercises and review of long term service level agreements.
		Electronic payment system		
		Revenues & Benefits system		
		Service level Agreements		
		AMS T1 Support		
		Bristol & Suitor - Enforcement agent		
		Oxford City Council		
	Contract Management	No. Contracts due for renewal during the year (as identified above)		Ongoing training
		Training in relation to contract monitoring		
		Quarterly update of the contract register		
	Audits	External Audit programme 2022/23		
		Statement of Accounts 2021/22, including VFM		
		Statement of Accounts 2022/23, including VFM		
		Housing Benefits		
		Internal audit programme 2023/2024		
		Financial Strategy, Planning and Budgetary Control		
		Main Accounting System		
		Treasury Management		
		Sundry Debtors		
		Payment of creditors		
	Risk Register	Regular review at departmental management meetings		
		Annual review		
		Quarterly PH review		
		Peer Review at SMT, by Risk Manager and Insurance Officer		

	Implementation of mitigation and control		
	Service Assurance	Actions arising out of Annual SA document include: -	
		Monitoring of customer measures	
		Refresher training in procurement and finance procedures, where appropriate	
		Update of Business Continuity Plan	
		Completion of the statutory returns.	
	Corporate Health and Safety	Ongoing reviews of risk assessment (Covid and standard)	
	Workforce Planning and Development	Establishment	
		Vacancies	
		Recruitment to vacant posts.	
		Continuing development of post holders	

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

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date	RAG	Comments
Budget Pressures							
Following Corporate Decisions	Head of Finance - Andrew Rollins	TBC	Unknown	Qtrly Budget Reviews	Feb-24	Green	Presenting a balanced budget and ongoing sustainable position through the Medium Term Financial Strategy will require delivery of exising budgetary proposals, delivery within already agreed budgets and for further schemes to be developed.
Change Management programme	Head of Finance - Andrew Rollins	TBC	All services contribute to the change process and will need to outline areas for	Qtrly Budget Reviews	Feb-24	Green	
New Financial Management System - Phase 2	Principal Accountant (Systems) - Tony Sidhu	£30k support contract agreed in place currently for 23/24	Delivery of phase will focus on tailored reporting and refining information to		Jun-24	Green	
Production of audited 2021/22 Accounts, including VFM	Strategic Finance Manager - Steven Leathley	Additional budget required due to additional work required. Report in Q1 and Q2 budget reports 23/24	All services contribute to the closure process and need to adhere to internally set deadlines to ensure delivery to statutory deadlines	Draft Accounts Published 1 August. Audited Accounts signed and published December	Dec-23	Amber	
Production of audited 2022/23 Accounts, including VFM	Strategic Finance Manager - Steven Leathley	Within agreed budget	All services contribute to the closure process and need to adhere to internally set deadlines to ensure delivery to statutory deadlines	Draft Accounts Published Jan Audited Accounts signed and published 31 March	Mar-24	Amber	
Production of audited 2023/24 Accounts, including VFM	Strategic Finance Manager - Steven Leathley	Within agreed budget	All services contribute to the closure process and need to adhere to internally set deadlines to ensure delivery to statutory deadlines	Draft Accounts Published 31 May Audited Accounts signed and published 30 September	Sep-24	Green	
Transforming Public Procurement	Strategic Procurement and Creditors Manager - Rebecca Reading	TBC	All services contribute to effective procurement	Monthly procurement board meeting	Oct-24	Green	New procurement bill redefined the procurement principles and objectives for the UK as: •Delivering value for money •Maximising public benefit •Sharing info to allow suppliers and others to understand the Authority's procurement policies and decisions •Acting and being seen to act with integrity

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress should be	Progress	Comments	Current Status	Lead Officer	April-23
F1	Maintain or Improve services	No	Prompt payment of invoices within 30 day payment terms	0.95	Higher	0	0		Rebecca Reading	Full Year
F2	Firm Financial Footing over long term	Yes	Unqualified audit statement on Statement of Accounts by 30th November	0	Higher	0	0		Andrew Rollins	Full Year
F3	Firm Financial Footing over long term	Yes	Timely and informed Budget and Financial Forecasts	1	Higher	0	0		Steven Leathley	As Heading
F4	Firm Financial Footing over long term	No	Efficient and timely council tax processing (Age of oldest item) - Days	30	Lower	42	0		Paul Town	As Heading
F5	Maintain or Improve services	No	Number of Council Tax correspondence awaiting processing	1000	Lower	1784	0		Paul Town	As Heading
F6	Maintain or Improve services	No	Efficient and timely NNDR processing (Age of oldest item) - Days	30	Lower	30	0	green	Paul Town	As Heading
F7	Maintain or Improve services	No	Number of formal legal challenges received and upheld against the total number of tenders	0	Lower	0	0		Rebecca Reading	Q1 Apr - Jun
F8	Firm Financial Footing over long term	No	Number of local suppliers actively registered on CSWJETS E Portal	0	Higher	0	0		Rebecca Reading	As Heading
F9	Firm Financial Footing over long term	No	Sundry Debt balance outstanding over 90 days	0	Higher	0	0		Rebecca Reading	As Heading
F10	Firm Financial Footing over long term	No	Number of transactions - orders, creditor invoices, Supplier Credit Notes, sundry debtor Credit notes & invoices AND Write Offs (This excludes Non-order transactions and receipting/income cash transactions, Direct Debit, rejections etc)	0	Higher	0	0		Rebecca Reading	Q1 Apr - Jun
F11	Firm Financial Footing over long term	No	Value cashable and non-cashable fraud savings detected	0	Higher	69010	0		Richard Barr	Q1 Apr - Jun
F12	Firm Financial Footing over long term	No	Council tax collection rate	24.6%	Higher	0.2865	0	green	Paul Town	Q1 Apr - Jun
F13	Firm Financial Footing over long term	No	NNDR collection rate	24.3%	Higher	0.2716	0	green	Paul Town	Q1 Apr - Jun
F14	Firm Financial Footing over long term	No	Business Rate Growth (Rateable value)	0	Higher	292910	0		Paul Town	As Heading
F15	Maintain or Improve services	Yes	Completion of Internal Audit Plan (% variation to profiled plan)	4	Higher	5	0	green	Richard Barr	Q1 Apr - Jun
F16	Firm Financial Footing over long term	No	Number of outstanding appeals (Business Rates)	0	Lower	45	This is all in the hands of the VOA - nothing WDC can do to change this		Paul Town	Q1 Apr - Jun
F17	Maintain or Improve services	No	Number of new collaborative projects	0	Higher	4	Hybrid Mail, Debt collection, Built environment software, Mapping software		Rebecca Reading	As Heading

Service Plan Governance December 2023 to 31 March 2025

Service Area :	Governance Service
Service Area Manager:	Graham Leach
Chief Executive:	Chris Elliott
Portfolio Holder(s):	Ian Davison
PABS	Strategic Leadership

Sections:

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

Linkages to Council Strategy - Warwick 2030

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.		
Continue to ensure the council's finances remain on a firm and sustainable footing	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.		Review of delivery of service to ensure best practice through efficient use of resource. This will include improving the use of IT as set out within the major workstreams for procurement of two IT systems. This will also see the development of the information governance system for handlign requests more effectively.
	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.		
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.	The Service area will provide overall insight in performance across the Council supporting Service Areas in identifying appropaiate benchmarking data while helpign to understand the characteristics of Warwick District in respect of the community and service delivery.	The team continue to look at the contracts they are responsible for and delivering incremental benefits within the scope of the contract and over their lifetime to deliver improved sustainabbility within them
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services	The Service Area will provide overall guidance for the Council in anaylsis of performance and reporting for Councillors and the wider community. This will be provided ina clear format to make it easily understandable on how well the Council is core services.	
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.		
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.		
	We will continue to develop our approach for maximising social value though our place shaping initiatives and investments, to recycle the Warwick District Pound		
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.		
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		
Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		
Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
Creating Vibrant, Safe and Healthy Communities of the Future			
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identify with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.		
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.		
	Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.		
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.		
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.		
	Build on our reputation as a home for national and international sporting events.		
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.		
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
Enhance the Biodiversity of the District	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.		
	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.		
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.		
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

Service Overview

	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests		
			Estimated Expected Workload	Input needed from other services	Notes
Governance Services	Civic & Committee Services	Delivery of Council, Cabinet Committee and Sub-Committee meetings	88 formal meeting	Town Hall Team & Media Team	In addition to the 88 Formal meetings the team also expect to support a further 30 informal meetings.
		Support to invidual councillors			
		Support to the Chairman & Vice-Chairman of the Council in their civic roles	2 Civic Dinners		
		Support the Scrutiny process for the Council			
		Managing the Members Allowances Scheme	Circa £400,000 expenditure		
		Overall Management the Member Development			
		Despatch of outgoing Council mail	£300,000 per annum expenditure on postal delivery		The number of complaints received is expected to increase with revised process and policy being introduced in the year inline with the Housing Ombudsman & Local Government & Social Care Ombudsman proposed code for complaints.
		Management of Incoming mail and deliveries			
		Management of the Coporate Document Store			
	Policy Performance & Complaints Management	Oversee and Support the Coporate Complaints process	55 Stage 1 complaints and 14 Stage 2 Complaints For 2022/23		
		Delivery of Performance information to the Senior Leadership Team and Councillors			
		To oversee Corporate Policy and Service Area planning to deliver a consistent approach			
		Support to back office teams across the Council			
	Electoral Services	Delivery of the Electoral Registration Service			The Retiurnign Officer for the PCC election is North Warwickshire Borough Council. Therefore WDC will need to be guided by them on delivery elections. WDC also planning for UKPGE on sem day as PCC to ensure preapred.
		Introduction of Elections Act 2022 Phase 2			
		Delivery of the 2024 PCC Elections		Established election project Board	
	Information Governance	Delivery of the Information Governance Framework for the Council			
		Overall responsibility for the management and response to information requests	circa 500 informatio requests per annum		
	Legal Services	Providing legal service and advice for the Council.			The Legal Service is a shared service with Stratford-on-Avon-District Council. The Service delivery is monitored through KPI's as set out in the Service Level Agreement
	Budget	Regular budget monitoring (including accountants)			
		Delivering service within budget			
		Savings to be achieved with as little service impact as possible			
		Reviewing opportunities to gain income for services			
		Ongoing budget management training			
	Procurement	Attendance of key officers at in-house Ongoing training			Ongoing training of officers and those participating in procurement.
		Regular meetings with procurement officers			
		Procurement project meetings for major projects including - Back office system procurement.			
		Planned Procurement exercises in year:			Within the SAP there will be prrocurment of contracts for Committee Managemnen System, Electoral Management System and completion of the Hybrid Mail contract procurement
		in accordance with contract programme			

Service Management	Contract Management	Contracts due for renewal during the year (as identified above)			Ongoing training of officers and those managing contracts.
		Training in relation to contract monitoring			
		Quarterly update of the contract register			
		Internal audit programme			
		in accordance with audit programme			
	Risk Register	Regular review at departmental management meetings			
		Annual review			
		Quarterly PH review			
		Peer Review at SLT, by Risk Manager and Insurance Officer			
		Implementation of mitigation and control			
	Service Assurance	Actions arising out of Annual SA document include: -			
		Monitoring of customer measures			
		Refresher training in procurement and finance procedures, where appropriate			
		Update of Business Continuity Plan			
	Corporate Health and Safety	Ongoing reviews of risk assessment (Covid and standard)			
	Workforce Planning and Development	Establishment	21		During the year there will be a minor review to structures within the teams.
		Vacancies (November 2023)	2		
		Review of the service organisation structure			
		Recruitment to vacant posts.			
		Keeping up to date with key change programmes from statutory agencies			
		Authorisation review			
		Continuing development of post holders			
		Continuing development of councillors			

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

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date	RAG	Comments
Councillor Induction 2023	Patricia Tuckwell		Most Service Areas for introduction to the Council and what the	Separate Project plan to be agreed	September 2022 through to May 2024	Amber	Work required to follow up and delivery mandatory training for those Councillors who have not attended.
Corporate Complaint Policy update	Graham Leach	Minimal expenditure expected	All Services for awareness and training	SLT in November 2023 and Cabinet in December 2023	01/12/2024	Red	Revised timeline beign developed for adoption by Cabinet in February 2024
Introduction of Elections Act 2022	Leanne Marlow	£98,000 provided in new burdens funding for phase 1, awaiting cofnirmation of phase 2 new budrdens funding	Unknown at present	Seperate Project Plan	December 2022 - May 2024	Amber	Tranche 1 was introduced for May 23 elections. Tranche 2 is starting to be implemented from October 23. Lots of sections to tranche 2 which have different implementation dates from October 23 onwards. Awaiting secondary legislation.
Information Governance Framework Refresh	Information Governance Panager				Nat-23	TBC	Timescale to be considered following arrival of new IG Manager in line with the Data Protection & Digital Information (No. 2) Bill
PCC Election	eanne Marlow/ Chris Elliot	Awaiting notification of propsoed budget from Electoral Claims Unit.	All Services due to staff resources for delivery	Separate Project Plan	Jan 2024 to November 2024	Amber	Expected proposed budget from ECU to insufficient as they are now setting maximum allowance for staff payments below the values set by Warwick District for Presiding Officers, Poll Clerks and Count Staff. Any extra costs would have to be met from WDC budgets
Potential UKPGE	Leanne Marlow/ Chris Elliott	Awaiting notification of propsoed budget from Electoral Claims Unit.	All Services due to staff resources for delivery		Unknown	Amber	Expected proposed budget from ECU to insufficient as they are now setting maximum allowance for staff payments below the values set by Warwick District for Presiding Officers, Poll Clerks and Count Staff. Any extra costs would have to be met from WDC budgets
Polling Place Review	Leanne Marlow	Minimal expenditure expected	Housing due to use of some of their buildings for stations	Report to Audit & Standards Committee in December	Dec-24	Green	
Review of the Constitution	Graham Leach				01/12/2024	TBC	Timetable beign developed for review
Procurement of Committee Mangement System	Patricia Tuckwell	Budget provision made for intial procurement and plan for ongoing to be met within savings in Team budget	ICT, Procurement and Finance involved. The system will see move to work flow fore report writing to reduce waste of report writing process	Procurement by December 2024, role out of new system in spring summer 2024 followed by development of workflow	Dec-24	Green	Supplierdemonstrations under GCloud13 requirements takign place in November 2023
Prourement of Electoral Services System	Leanne Marlow	Potential increase in costs due to inflation impact on support costs			Dec-24	Amber	
Review of Resources within Service Area to meet additional demand form new roles	Graham Leach	Anticipated small increase in budget costs	HR to support review	Consultation with relevant officers in December 2024	01/12/2024	Amber	
Review of Elections Fees	Leanne Marlow	Potential for increase budget cost due to allowign for increase in	HR for advice on calcuting salary costs	Report to Audit & Standards Committee in December	Dec-24	Amber	Identified that the Poll Clerk Fee at present is very close to the minimum wage and needs to be reviewed. There are potential other changes to improve clarity over payments to
Moving Committee meetings to Shire Hall / S1	Patricia Tuckwell	£9,000	Support from Town Hall and Media team for new arrangment for recording and uploading videos of meetings after the meeting	February 2023 for Licensing Panels to move to Saltisford 1	Mar-24	Green	Final stage of implemenation due to commence in January 2024 with move of Licensing Panels from Town Hall to Warwick.
Review of the Service Area Planning and performance management approach includign IT used to deliver these	Policy, Performance & Complaints Manager		Support from ICT and Deputy Chief Executive	Appointment of PPC Manager		TBC	New role due to be advertised in December 2024.

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress should be	Progress	Comments	Current Status	Lead Officer	April-23
GS1	Maintain or Improve services	Yes	Percentage of Freedom of Information Requests Responded to on time	90%	Higher	0	0		ormation Governance Offic	As Heading
GS2	Maintain or Improve services	Yes	Percentage of Subject Access Requests Responded to on time	100%	Higher	0	0		ormation Governance Offic	As Heading
GS3	Maintain or Improve services	Yes	Percentage of Complaints upheld by either the the Local Government & Social Care Ombudsman or Housing Ombudsman	0%	Lower	0	0		overnance Services Manag	As Heading
GS4	Maintain or Improve services	Yes	Percentage of Complaints Up held by the Information Commissioner	0	Lower	0	0		overnance Services Manag	As Heading

Service Plan 23/24

Service Area :	People & Communications
Service Area Manager:	Tracy Dolphin
Chief Executive:	Chris Elliott
Portfolio Holder(s):	Jess Harrison
PABS	Transformation

Sections:

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

Linkages to Council Strategy - Warwick 2030

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	The purpose of the 'People Strategy' is to create a framework for the effective leadership and workforce planning of our people in order to provide the organisational capacity to meet our corporate objectives in delivering excellent services. Aims of the strategy are to establish our strategic approach to ensure we have the right people in the right place with the right knowledge and skills, working in an inclusive, positive, and supportive culture in relation to the following themes: <input type="checkbox"/> Smarter Working & the Working Environment <input type="checkbox"/> People (Workforce) Planning, Organisational Development & Performance <input type="checkbox"/> People Recruitment, Retention and Brand Identity <input type="checkbox"/> People Equality Diversity & Inclusion <input type="checkbox"/> People Learning and Development <input type="checkbox"/> People Health & Well-being <input type="checkbox"/> People Communications & Engagement This relates directly to how we want to attract and retain the best talent to deliver our ambitions. The People and Communications Theme includes links to the Marketing and Communications Strategy which aims to deliver a first class, effective and efficient communication service for the Council. Our communications are credible, consistent accross all platforms and reflect the customer journey. Our aims are to: Deliver the council's news in a clear, balanced format; promote and celebrate the council's successes; promote a responsive and decisive decision making process; develop and improve our digital capabilites to use them effectively; demonstrate collaboration with partners and stakeholders and engage and inform staff through our internal engagement processes.	
Continue to ensure the council's finances remain on a firm and sustainable footing	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.		
	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs		
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.		
	The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels		
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services		
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.		
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.		
	We will continue to develop our approach for maximising social value though our place shaping initiatives and investments, to recycle the Warwick District Pound		
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	A theme of the People Strategy is 'Smarter Working and the Working Environment' - We understand that smarter working empowers us all to make the right decisons about where, when and how we work, optimising the use of 'agile' workplaces and technology and reducing our carbon footprint. To improve the focus on outputs and enable a positive worklife balance.	Support delivery of services with people advice and resource data.
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		
Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		
Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
Creating Vibrant, Safe and Healthy Communities of the Future			
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identify with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	A number of work streams within People and Communications support this goal including links with our People Health and Well being theme; People Communications and Engagement where we understand the importance of two way communication.	The People & Communications Service links with wider strategies and policies guidelines across the Council Health and Well being; Safeguarding; supporting enabling of the Digital Strategy through training and links with the People Strategy.
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.		
	games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and		
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness		

Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support
	Build on our reputation as a home for national and international sporting events.
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.
Enhance the Biodiversity of the District To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.
	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities
	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs. Develop and implement an asset based community development strategy where the Council and Working with partners to deliver community safety interventions to address ASB and fear of crime

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

Smarter Working & the Working Environment - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
Review of Flexi Time	Review of Flex and Time Recording Policy linked to Agile Working Guidelines	Consulted with WOW/Staff Voice/Unison		
Review of Agile 'Ways of Working'	Review of Agile linked to office Move/Pulse survey/Green Survey/Peer Review	Analysis of data and next steps		
Cycle to Work Scheme	Review support and update amount to be contributed	Increased from 1000 to 2500		
Passenger Payments	Review implementation of passenger payments to support carbon footprint	Completed		
Review use of flex recording system	Work with ICT to design a more modern approach to complement Agile Working Policy	To be scoped		
People (Workforce) Planning, Organisational Development & Performance - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
Generic Role Profiles	To support improvements in recruitment and retention, encourage flexibility within job roles and an overall increase in skills and knowledge	Work with WME - benchmarking, groupings, role profile templates, buy in, implementation		
Data and Monitoring - Trends and Analysis for service plans, HRBPs	To regularly review and analyse data trends to help support Service Area plans	Work with I Trent to review reports and data analysis provision		
Hay Job Evaluation	To review use of Hay Job Evaluation scheme to enable a flexible, agile and rmore responsive process	Work with Service Area Hay reps to implement revised process		
Employment Policies	To regularly review and update Employment policies, in line with changes in legislation, for clarity and to make improvements for the organisation and staff	Consider the policies that are priority to review		
Hay Benchmarking	Salary comparisons against Hay points	Benchmarking Review		
Data and Monitoring - Trends and Analysis for service plans, HRBPs	Reporting - establishment, turnover, recruitment, vacancies, sickness, starters, leavers, gender pay, ethnicity pay gap, pension care4	Reports written and communicated within HR for use with HofS		
I-Trent Improvements	Self Cert/RTW form updated	Menopause reasons added		
HR Handbook (Intranet Review)	Intranet content cleansed and updated	Continue to review		
People Recruitment, Retention and Brand Identity - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
How we recruit	To review potential use of different application forms for different roles eg Apprentices, casuals, internal	Work with Recruiting Managers and make changes to I Trent		
	To introduce use of CVs as an alternative to application form	Changes to I Trent		
	To review use of advertising media	Analysis of recruitment media/individual recruitment campaigns		
	To review Onboarding and Induction of internal and external applicants	Work with WME - focus groups for recent recruits and recruiting managers, analyse data, engagement		
	To review overall look and feel of WDC website re recruitment	Research into competitor / best practice websites and methods of recruitment		
	To implement digital Right to Work checks (IDVT)	Work with Trust ID to implement within HR		
	To review WDC use of DBS/BPSS checks	Implement a clear procedure		
	To explore use of recruitment incentives (eg welcome payment, MFS, refer a friend) and retention payments	Action if appropriate		
	To consider the Peer Review feedback on the theme of Recruitment & Retention	Review feedback against Themes and priorities		
	To consider any actions from the Recruitment Audit	Action if appropriate		
Support for Managers	To write and implement new intranet recruitment pages – "how to" guides, Recruitment flowchart	Benchmark other organisations for best practice		

Appendix 5

	To write and implment a Recruitment Tool Kit for managers	To include advert wording, shortlisting, interview pack/questions, how to onboard, templates, induction		
	To provide Manager access to Recruitment portal to review applications	Changes to I Trent		
	Update workflows re candidates withdrawing from process	Changes to I Trent		
	Pro rata holiday for FTC staff on I trent	Changes to I Trent		
Grow our Own	To undertake a review of Apprentices 2023	To include onboarding, induction, support, career progression, providers		
	To implement a WDC work experience programme	To include a Work Experience week July 2023, information on website, liaison with schools, commitment from managers		
	To review other methods to "grow our own" Review of T levels	To include T levels, paid internships,post grad Uni students		
	To review WDC Career Grades	Consdider consistency in approach		
Refreshing the Benefits	To undertake a review of WDC existing benefits	To include promotion of existing benefits, review of Intranet pages		
	To undertake a review of other possible benefits	Consdider merits of Buying / selling annual leave		
		Salary sacrifice workplace giving		
		IVF support / fertility treatment leave		
	Salary Sacrifice Car Lease Scheme	Implemented		
	Review cycle to work scheme	Increased to £2,500, include electric bikes		
Leavers	To analyse staff turnover	To identify trends, areas for concern		
	Leaver reason analysis	To identify reasons, trends and actions to address		
	To provide leavers with an online Exit interview form	To enable analysis of data from exit interviews		
Reward & Recognition	To implement Working for Warwick Scheme	Monitor take up and impact		
Systems/Data	To action changes to annual leave year - on request	To action annually on staff request		
	To add location to I Trent	To enable accurate data to be gathered following office move		
	To increase availability of reports	Recruitment Reports		
	To change WDC's probationary periods	Reviews at 1, 3, 5 months		
	Reports - Turnover/Establishment/Finance Details	Continue to support Service Areas to review data		
	New mileage elements - passenger/Electric car	Completed		
	To add contracts & T&Cs to I Trent	Completed		
Election May 2023	694 Right to Work checks completed on backlog of Elections staff, liaised with Elections re payments, staff paid June 2023	Completed		
Agency - Comensura and other agencies	To review guidelines and how to support Managers	Improvements and communication completed		
Applause 1	Implementing and communicating Applause package			
People Equality Diversity & Inclusion - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
EDI Strategy	To review a comprehensive EDI Plan linked to the People Strategy	Benchmark other organisations		
	Recruitment of EDI specialist	Completed		
Task & Finish Group recommendations	To review the recommendations and feasibility	Break down each area to review impact		
Equality Impact Assessments	Provide training and specialist support from EDIBP	Training to be reviewed		
Gender Pay Gap/Equality Pay Gap report analysis	Prepare as part of Workforce Profiling	Employment Committee March 2024		
Accessibility & Inclusivity of comms eg E&D	Review as part of Comms Plan	Ongoing		
Link to RRR project to promote incusivity in all our recruitment		Link to timeline of Theme 3		

Appendix 5

People Health & Well-being - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
Health Officers Group Actions	Continued meetings to support health and well being across the Council	Regualr agenda and minutes that are relevant		
Health & Well-being Strategy	Link to the Well-Being Themes	To review at HOG meetings		
BUPA - Health & Well-being	Ongoing review of claims and analysis	Review further promotions of scheme		
Occupational Health (Enhanced appointments)	Link to Applause / Working for Warwick	Review of impact link to Silver Thrive Awards 2023 survey		
People Learning and Development - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
Workforce Planning - Link to Service Area Plans	Service Area Workforce planning	SAP Update 2023/24		
Appraisals	Review of Systems to support process	Link to Learning and Development Group to review		
Personal Development Plans	Review PDP process linked to Appraisals	To review quality and impact		
The way we deliver	Consider delivery method as part of Peer Review feedback on hybrid working	Link to Learning and Development Group for further consideration		
Evaluation	Blended training - Evaluation	Review of evaluation process and governance		
E-Learning	How can we use more effectively	Review of present E Learning options		
People Communications & Engagement - Subject	Commitment	Action	Comments /Update	RAG Status - Red - Not started Amber - In Progress Green Completed
Marketing Strategy - review and update	Reference Business Strategy, EDI	To link to new Corporate Strategy		
Social Media strategy - review and update	Reference EDI	To link to new Corporate Strategy and Projects		
Internal comms strategy	Supports organisational devt & performance and smarter working	To link to new Corporate Strategy		
Develop WDC Brand - employees	As part of actions with the recruitment, retention & brand identity	To link to new Corporate Strategy		
Develop WDC brand - external	Link to customer journey	To link to new Corporate Strategy		
Refresh mission/vision	Align with recruitment, retention & brand identity	To link to new Corporate Strategy		
Refresh values	Align with internal and external brand	To link to new Corporate Strategy		
Support for councillors as spokespeople	To support external brand, deliver vision/mission	To provide any training/coaching		
Review Website	Link to digital strategy, customer journey	To link to new Corporate Strategy		
Support and promote corporate groups	Eg. Staff Voice, HWB, WOW, WSG MF	Link to Peer Review recommendations in how we can utilise key groups to suppor our actions		
Developing and using customer insight eg. Surveys	To support external brand, deliver vision/mission	Consider engagement and how we implement/evaluate		
Support managers with communicating news	Links to support for managers	Regular updates and ensure briefings are clear		
Review and improve all communications platforms	Both Internal and external	Benchmark other organisations		

Service Overview				
	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests	
			Estimated Expected Workload	Notes
	Human Resources (EDI, Health and Well being)	Develop and manage the People Strategy and associated action plan to meet the Council's priorities.		Quarterly
		To ensure the Council Policies and practices are fit for purpose and acts within legislation in order to maintain its role as a fair and equitable employer		Annual
		To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs.		Quarterly
		To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
		To support services with Employee Relations issues and ongoing training to empower managers with the skills and knowledge to manage performance management/conflict issues confidently		
		To support the internal Health Officers Group to ensure a robust Health and Well being plan		
		Continued review of EDI priorities		Quarterly
	Payroll	To liaise with Warwickshire County Council to co-ordinate payroll and HR transactional services		Monthly
		To ensure people management information – FTE, absence etc is up to date on a regular basis		Monthly
		To co-ordinate pension information between WDC and WCC		Monthly
		To provide 'Self Serve' to all staff and Councillors which includes Expenses, Overtime, and Mileage (Annual Leave and training for staff)		
	Learning & Development	To review key indicators, to determine corporate training needs		Quarterly
		To support Service Areas to complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan through the LMS system		6 monthly
		To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning.		E-Learning/Hybrid/Face to Face
	Marketing & Communications	To coordinate and manage all corporate communications, both internally and externally, providing advice and assistance where necessary and in line with the Council's Communications Strategy. Ie. Right information in the right format at the right time; ensure the reputation of the Council is paramount.		
		To support the Local Resilience Forum in delivering the County-wide Emergency Plan		News/content coverage/Tweets per month/Facebook followers
		Manage and deliver the council's emergency communications across all platforms		
		To provide communications and marketing support across the Council to help promote services across all platforms		
		To communicate and engage staff in corporate projects and initiatives to ensure they are positive ambassadors for the council		
		To provide a comprehensive graphic design service to all service areas		
		To support Staff Voice and ensure they are utilised as a communication tool in the Council		
	Website	To manage the corporate web site, developing best practice and ensuring service areas present information and digital services appropriately for our customers.		WDC residents, businesses and visitors
	Budgets	Monthly budget monitoring as part of Finance's corporate budgetary control	N/A	N/A
		Delivering service within budget		
		Annual review of the Equipment Reserve		
		Undertake Finance year-end training		
	Procurement	Attendance of key officers at in-house/external ongoing training	N/A	N/A
		Regular meetings with procurement officers		
		Procurement project meetings for major projects		
		Appropriate training for all officers undertaking procurement.		
		Early involvement of the procurement team in relevant procurement exercises.		
	Contract Management	Identify contracts due for renewal during the year	N/A	N/A
		Training in relation to contract monitoring		
		Quarterly update of the contract register		
	Audits	Plan for Audit programme 2023 - 2025	N/A	N/A
		Implementation of outstanding audit recommendations		
		Regular review at departmental management meetings		
		Annual review		

Service Management	Risk Register	Peer Review at SLT, by Risk Manager and Insurance Officer	N/A	N/A
		Implementation of mitigation and control		
		Team Operational Plan risks are reviewed monthly by the management team.		
		Review of Risk register quarterly as part of 1-1 with Line Manager if required		
		Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks.		
	Service Assurance	Actions arising out of Annual SA document	N/A	N/A
		Monitoring of customer measures		
		Refresher training in procurement and finance procedures, where appropriate		
		Update of Business Continuity Plan		
	Corporate Health and Safety	Ongoing reviews of risk assessments where relevant	N/A	N/A
	Service Delivery	Responding to and supporting business change throughout the Council.	N/A	N/A
		Change in how services are delivered and impact on resource to manage the change		
	Workforce Planning and Developoment	Establishment	16.28 FTE	
		Vacancies		
		Continuing development of post holders		
		Recruitment to vacant posts.	1	
		Review critical posts and activities to ensure continuity of service.		
		Completion of the PDPs as part of the appraisal process		

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress	Comments	Current Status	Lead Officer	Reporting Month
									Q1 Apr - Jun
PC1	Effective Staff	Yes	Staff Turnover percentage of Headcount	3.9%	0.0%	0		Karen Weatherburn	Q1 Apr - Jun
PC2	Effective Staff	Yes	Average Number of working days lost per	2.50	0.00	0		Karen Weatherburn	Q1 Apr - Jun
PC3	Maintain or Improve services	Yes	Number of impressions across Social Media	600000	0	0		Nicki Curwood	Q1 Apr - Jun
PC4	Maintain or Improve services	Yes	Website satisfaction levels	60%	0%	0		Nicki Curwood	April-23
PC5	Maintain or Improve services	Yes	Web form completions	2500	0	0		Nicki Curwood	April-23
PC6	Maintain or Improve services	Yes	Task success in searches - achieve what you set	60%	0%	0		Nicki Curwood	April-23

Service Plan 23/24 - Provisional 24/25

Service Area :	Customer and Digital Services
Service Area Manager:	David Elkington
Deputy Chief Executive:	Darren Knight
Portfolio Holder(s):	Jessica Harison (Transformation)

Sections:

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

Linkages to Council Strategy - Warwick 2030			
Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	C&DS provides the Council's corporate Geographic Information System and maintains the Local Land and Property Gazetteer. These tools can be actively used to look at how climate and sustainability can be improved across the district and help in the analysis or presentation of data to assist decision making.	C&DS indirectly supports the delivery of most services within the Council, either to customers through the provision of online facilities or through the provision of Information and Communication Technology which other teams depend on to deliver their outcomes.
Continue to ensure the council's finances remain on a firm and sustainable footing	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.	C&DS is responsible for the Council's Benefits service, which administers a number of schemes which have a direct financial bearing on the wellbeing of the authority.	
	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.	C&DS will take a leading role in the Council's Change Programme, facilitating services growing their potential for automation, optimising their operations to remove waste and ensuring that staff have the correct tools to do their jobs.	
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	C&DS will look to introduce customer facing systems over the next 2 years which facilitate the complete measurement of customer outcomes and service performance.	Customer and Digital Services will assist other service areas with the introduction of new technology and services that can assist with contract management and the delivery of services to our communities. Customer and Digital Services can assist our housing team in the administration of their housing management system, to ensure that appropriate tools are in place for customers to report issues with their homes and monitor the subsequent actions taken. We can also assist the housing team to ensure that they have timely and adequate information to base decisions on, and ensure that critical tasks, such as those regarding safety, are carried out appropriately and promptly.
	The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.	C&DS will take a leading role in the Council's Change Programme, facilitating services growing their potential for automation, optimising their operations to remove waste and ensuring that staff have the correct tools to do their jobs. This will include the introduction of a Customer Relationship Management system, to fully optimise the availability of online services from our website and app, 24x7x365.	
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services	C&DS are responsible for the Councils ICT, GIS and Customer facing operations. The service is ideally placed to help develop the data analysis capacity of the organisation and champion the use of customer insight to assist in the delivery of decisions.	
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.	C&DS can assist with this by ensuring that staff have the right tools to perform their job properly and that technology is not a detrimental factor. We can also assist in the transformation of services to ensure that highly skilled staff are used in the best possible way and that effective escalation processes for customer transactions exist.	
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.		
	We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound		
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	C&DS can assist with the introduction of smart technology which will provide more powerful insight into the energy usage of Council buildings with the aim of reducing our overall consumption.	
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		
Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		
Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
Creating Vibrant, Safe and Healthy Communities of the Future			
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.		
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.		
	Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.		
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.		
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.		
	Build on our reputation as a home for national and international sporting events.		
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.		
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
Enhance the Biodiversity of the District	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.		
	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.		
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.	C&DS will look to work with partner organisations on the introduction of services which can directly impact on the positive Health and Wellbeing of our communities through the services that we offer and the actions that we take.	
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

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Service Overview							
	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests			Actual Workload to date 23/24 (updated half yearly)	Percentage of estimated workload experienced 23/24
			Estimated Expected Workload 23/24	Estimated Expected Workload 24/25 (subject to review April 24)	Notes		
Desktop Services	Service Desk	Response to ICT incidents					
		Completion of fulfilment requests					
		Provision of advice					
		Problem management					
		Account and access management					
		ICT asset preparation and distribution					
		Desktop software update and release management					
		Environment monitoring					
		Event management					
		Cyber response					
		Change management					
		Transition support					
		Supplier relationship management					
		Procurement of ICT goods and services					
		ID card / Door access management					
		Mobile phone support and procurement					
	Desktop Productivity	Expert support for desktop environment					
		Software distribution management					
		Mobile and compute device management					
		Complex license and compliance management					
		Public Service Network management					
		Cybersecurity management					
		Transition co-ordination					
		Requirements specification					
		Office 365 administration					
		Printers and Printing Management					
		Proxy Server					
Infrastructure Team	Network and Communications	Expert support for network environment					
		Environment and performance monitoring					
		Configuration and maintenance of physical devices					
		Patching and connection					
		Address scheme management					
		DNS record maintenance					
		Firewall configuration and maintenance					
		VPN and RDS Gateway maintenance					
		Software patching and upgrades					
		Intrusion detection and monitoring					
		Procurement and asset management					
		Change management					
		Supplier relationship management					
		Wide area network management					
		Telephony configuration and development					
		Contact Centre Support					
		PSN Network Configuration and Management					
	Server and Storage	Expert support for physical server environment					
		Expert support for virtual server environment					
		Environment and performance monitoring					
		Configuration and maintenance					
		Hardware procurement					
		Core software support and maintenance					
		Hypervisor maintenance					
		Procurement and asset management					
		Change management					
		Supplier relationship management					
		Maintenance and Optimisation of storage					
		Capacity management and planning					
		Backup operations, maintenance and testing					
		Disaster recovery operations					
		Business Continuity					
		Cybersecurity monitoring and response					
		Cloud integration support					
		Database Administration					
		Azure and Active Directory Management					
		Antivirus Administration					
		Software Patching					
		Server and Client Central Management (SCCM)					
		Office 365 Administration					
		Certificate Management					
Application Support Team	Application Support	Expert support for line of business applications					
		Application performance and usage monitoring					
		Configuration and maintenance of supporting software					
		Co-ordination with Infrastructure Team					
		Co-ordination with Desktop Team					
		Software patching and upgrades					
		Service transition support					
		Change management					
		Supplier relationship management					
		Sharepoint technology support					
		Database optimisation and support					
		OS optimisation and support					

	Application Development	Application development (coded) Development/Integration of COTS solutions Data transformation and transference Project support Requirements gathering					
GIS Team	Street Naming and Numbering	Delivery of Street Naming and Numbering process Co-ordination with internal and external stakeholders Management of internal SNN policy Collection of SNN fees					
	Mapping and Spatial Data Management	Delivery of the Local Land and Property Gazetteer Spatial data capture and management Support for Planning service					
	Project Management	Management of ICT and Digital related projects Identification of future Digitalisation opportunities Coordination with services and other ICT groups.					
	User Centred Design	Co-ordination of business process modifications Identification of future process improvements Identification of service training requirements					
Benefits and Customer Services	Benefits	Housing Benefits Council Tax reduction			Assessment and payment of claims for housing benefit in line with DWP scheme. Assessment of council tax reduction claims in line with Council's scheme. Including administering discretionary housing payments to housing benefit and universal credit customers.		
	Customer Service	Customer Service Team Reception / One Stop Shops			Take Revenues, Benefits and Switchboard telephone calls To work with WCC to ensure customers can obtain the services they need efficiently and effectively as possible.		
	Budget Management	Delivery of C&DS services and projects within budget Regular meetings with finance officers Financial planning short/medium term Identification / Monitoring of savings opportunities Monitoring of financial performance Telephony Billing					
	Procurement	Attendance of key officers at in-house training Regular meetings with procurement officers Procurement project meetings for major projects including - Back office system procurement.					
Service Management	Contract Management	No. Contracts due for renewal during the year (as identified above) Training in relation to contract monitoring Quarterly update of the contract register					
	Audits	External Audit programme 2023/24 Contribution to general Council audit. Internal audit programme 2023/2024 Change Management Account Management Application Audit					
	Risk Register	Migration of risks to online platform Regular review at departmental management meetings Annual review Quarterly Portfolio Holder review SLT Peer Review SLT (Risk Mgr. and Insurance Officer) Implementation of mitigation and control Monitoring of control measures and incident reporting					
	Service Assurance	Actions arising out of Annual SA document include: - Monitoring of customer measures Corporate "refresher" training Business Continuity Plan maintenance Completion of the statutory returns					
	Corporate Health and Safety	Ongoing reviews of risk assessment					
	Service Delivery	Co-ordination of ICT efforts with other services Horizon-scanning to meet service needs Responding to statutory changes Monitoring service performance and quality					
	Workforce Planning and Development	Establishment Vacancies (April 2022) Review of service structure Establishment of a Digital Delivery team Recruitment to vacant posts. Keeping up to date with future technology opportunities Continuing professional development of C&DS Team					

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

Change/Project	Reference Code on Corporate Project List	Sponsor/Lead Officer	Budget Impact	Input Needed from other Services	Impact on other Services	Milestones	Date	RAG	Comments
C&DS - Warwick 2030 Overall programme of transformation and digitalisation of Council services to take advantage of new technologies and promote efficient ways of working.		David Elkington	CapEx - Within existing Digital Seed Funding to commence programme Revenue - Will need to be assessed on a per-initiative basis	TBC	All (directly)	TBC	Apr-30	Green	Preparation work has started to develop the C&DS driven components of the Change Programme
C&DS - Corporate CRM Introduction of a centralised Customer Relationship Management System to co-ordinate the fulfilment of customer interactions and service requests.		David Elkington	CapEx - Within existing Digital Seed Funding to commence programme Revenue - Will require growth funding for Year 2 onwards	Finance Governance	All (Directly)	Mar 24 - Report to Cabinet Apr 24 - Procurement of supplier June 24 - First service live	Apr-25	Green	Preparation work has commenced for the development of a business case for procurement.
C&DS - Corporate HQ Relocation Support for the potential relocation of services out of Riverside House and the establishment of alternative office and customer facing spaces.		David Elkington	Within existing budget	Assets	All (Directly)	Migration of production server environment - Dec 23 Retirement of legacy DC environment - March 24	Apr-24	Amber	Work is already underway and significant progress has been made to date. Most of the remaining workload is "behind the scenes" and will not be immediately visible to most users.
ICT - ESA Renewal Replacement of the Council's Microsoft Enterprise Agreement		Lee Millest	Revenue - Additional growth from Year 2 onwards.	Finance	NA	Dec 23 - Procurement and Contract signed Jan 23 - Go Live Mar 24 - First use of HM for Ctax bill postage	Jun-24	Amber	Work is already underway and a supplier has been selected. Overall project status is Amber due to internal resourcing delays.
ICT - Hybrid Mail Introduction of Hybrid Mail facilities across WDC services for the distribution of 2nd and 1st class post.		Tass Smith	Revenue - Within existing budgets across services	Governance	All (directly)	Dec 23 - Contract signed Jan 23 - First Service live	Feb-24	Green	Work is already underway. Authorisation has been sought from Cabinet and Procurement have been engaged.
ICT - Telephony Refresh Migration of the Council's general telephony services to Teams and Contact Centre to Cisco Cloud.		Michelle Gilligan	CapEx - Within existing budget	NA	All (indirectly)	Dec 23 - Contract for SIP migration signed Jan 23 - First Service live (Teams) Feb 23 - Contact Centre move to Cisco Cloud	Apr-24	Green	Work is already underway. Procurement has been undertaken to secure a supplier for the SIP migration and Cisco Contact Centre work.
ICT - Regulatory Services Software Replacement of the Civica APP Regulatory Services, Licensing and Private Sector Housing software solution.		TBC	CapEx - Unfunded Revenue - Unfunded	Safer Communities	Safer Communities	TBC	TBC		Not started.
ICT - One Drive Migration & File store Cleardown Migration of individual, service area and shared data from on-premise storage systems to One Drive or SharePoint Storage (part of MS Teams). Includes review of existing on-premise file stores, structure, technology, content and decommissioning of L drive.		Lee Millest	Within existing budget	Governance	All (Directly)	Apr 24 - Project Commences	Apr-25		Will require significant input regarding Data Protection aspects and work from services to reduce online storage.
ICT - Cybersecurity Review Ongoing review of the Council's cybersecurity arrangements.		David Elkington	Revenue - Will require growth funding for ongoing service needs	NA	All (indirectly)			Green	
ICT - Policy Review Complete review of ICT's existing policies which govern the delivery of the service.		David Elkington	Within existing budget	NA	All (indirectly)	One policy per month, starting Dec 23	Apr-25	Green	
ICT - Retirement of RSA and AnyConnect Replacement of the Council's current RSA SecureID token system and Cisco AnyConnect VPN system with Microsoft Authenticator and Always ON VPN		Lee Millest	Within existing budget	NA	All (Directly)	Apr 24 - Project Commences	Dec-24		
ICT - Website Review Appraisal of the Council's website and hosting solution to identify potential improvements to usability, design, integration and resilience.		Tass Smith	CapEx - Unfunded Revenue - Unfunded	Communications	All (Directly)	TBC	TBC		This is significantly dependent on the Communications team and the direction of the Change Programme.
ICT - DC Software Replacement Replacement of the Accolade system		Michelle Gilligan	CapEx - Funded up to £300,000 Revenue - Will most likely require growth funding year 2 onwards	Place, Arts and Econ	Place, Arts and Econ	Defined within Project Plan	TBC	Green	Work is already underway to facilitate the replacement of the existing system.
ICT - GIS and LLPG Software Replacement Replacement of the GIS, Web Mapping, LLPG and SNN system		Mark Barnes	CapEx - Funded up to £100,000 Revenue - May require growth funding year 2 onwards	Pace, Arts and Econ	Pace, Arts and Econ	Procurement - Jan 24 Implementation - March 24	Oct-24	Green	Work is already underway to facilitate the replacement of the existing system but there are significant dependencies on the DC Software Replacement project.
ICT - Datacentre Hardware Replacement Replacement of the Council's existing data centre hardware.		Richard Bates	Within existing budget	NA	NA		Oct-24	Green	Work is already underway and significant progress has been made to date. Most of the remaining workload is "behind the scenes" and will not be immediately visible to most users.
ICT - PSTN/ISDN to IP Migration Preparation of legacy telephone services to migrate from PSTN to digital services		Richard Bates	Within existing budget	Initiative dependent	NA	TBC	Apr-25	Green	Work is already underway and significant progress has been made identifying existing PSTN dependencies.
CS - Creation of Centralised Customer Service Function Migration of front facing contact points to a centralised Customer Service team. Dependent on Warwick 2030 programme.		Andrea Wyatt	CapEx - Unfunded Revenue - Unfunded	TBC	All (Directly)	TBC	Apr-30		

Appendix 6

CS - Development of Performance and Customer Satisfaction Framework Develop more interactive and useful means to measure customer satisfaction and performance as part of a continual service improvement initiative.		Andrea Wyatt	Within existing budget	Governance	NA	Jan 24 - Commence project	May-24		
CS - Attainment of Customer Service Excellence Achievement of the Customer Service Excellence standard according to the respective CSE		Andrea Wyatt	Within existing budget		NA	Apr 24 - GAP analysis of standard requirements Jan 25 - Accreditation submission	Mar-25		
CS - Pump Rooms Migration of front facing contact points to the Royal Pump Rooms		Andrea Wyatt	Within existing budget	All	All (Directly)	Nov 23 - Building Work Commences March 24 - Centre ready for	May-24	Green	

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress should be	Progress	Comments	Current Status	Lead Officer	October-23
CDS1	Delivering Valued, Sustainable Services	No	ICT Incident Management - No of Incidents Raised	<130	Higher	0%	0		Lee Millest	As Heading
CDS2	Delivering Valued, Sustainable Services	No	Incident Management - Average Incident Handling Time	90%	Higher	0%	0		Lee Millest	As Heading
CDS3	Delivering Valued, Sustainable Services	No	Availability Management - No of Unplanned Service Disruptions (Full Service Failure)	0%	Lower	0%	0		Mark Bayliss	As Heading
CDS4	Delivering Valued, Sustainable Services	No	Availability Management - Service Availability	99%	0%	0%	0		Mark Bayliss	As Heading
CDS5	Delivering Valued, Sustainable Services	No	User Satisfaction - Rating of ICT Service as Good	95%	Higher	0%	0		Lee Millest	As Heading
CDS6	Delivering Valued, Sustainable Services	No	Change Management - Number of Emergency Changes	200%	Higher	0%	0		Martin Riley	As Heading
CDS7	Delivering Valued, Sustainable Services	No	Project Management - Projects on Track	90%	Higher	0%	0		Tass Smith	As Heading
CDS14	Delivering Valued, Sustainable Services	No	Benefits - Average number of days to determine benefit claims	<10	Lower	0.0	0		Andrea	As Heading
CDS11	Delivering Valued, Sustainable Services	No	Benefits - Number of Benefits/Revenues calls handled / offered	0	0	0.0	0		Andrea Wyatt	As Heading
CDS8	Delivering Valued, Sustainable Services	No	Customer Services - Number of calls offered / handled	0	No	0.0	0		Andrea Wyatt	As Heading
CDS10	Delivering Valued, Sustainable Services	No	Customer Services - % of abandonment above 10 minutes	5	0	0.0	0		Andrea Wyatt	As Heading
CDS15	Delivering Valued, Sustainable Services	No	Customer Services - % Recovery of funding for temporary accommodation	50	0	0.0	0		Andrea Wyatt	As Heading
CDS16	Delivering Valued, Sustainable Services	No	Customer Services - No of Local Council Tax Reduction Claimants of Working Age	<130	No	0.0	0		Andrea Wyatt	As Heading
CDS17	Delivering Valued, Sustainable Services	No	Customer Services - No of Local Council Tax Reduction Claimants of Retirement Age	<130	0	0.0	0		Andrea Wyatt	As Heading
CDS18	Delivering Valued, Sustainable Services	No	Customer Services - Total value of Local Council Tax Reduction Claimants of Retirement Age	0	No	0.0	0		Andrea Wyatt	As Heading
CDS19	Delivering Valued, Sustainable Services	No	Customer Services - Total value of Local Council Tax Reduction Claimants of Working Age	0	0	0.0	0		Andrea Wyatt	As Heading
CDS20	Delivering Valued, Sustainable Services	No	Customer Services - No of Individuals Receiving Discretionary Housing Payments	0	0	0.0	0		Andrea Wyatt	As Heading
CDS21	Delivering Valued, Sustainable Services	No	Customer Services - Value of Discretionary Housing Payments (Monthly)	8300	0	0.0	0		Andrea Wyatt	As Heading

Future Potential Performance Measures

Transactions Completed Online	Detail the number of transactions which are completed online.
Customers Registered for Online Portal	Detail the number of customers who register for an online account to manage their services.
WDC App - Downloads and Active Users	Detail the usage of the WDC app, including downloads and the number of active users.
Transactions within SLA	Details the number of transactions completed within their intended service level agreement.
Cost to Serve	Outlines the cost of each customer interaction (from an agreed perspective) across multiple channels
Avoidable Contact	Details the amount of contact that does not directly lead to an outcome and could have been avoided.
Customer Satisfaction	Defines the number of customers who are satisfied with the service received from the Council

Service Plan 23/24

Service Area :	Climate Change
Service Area Manager:	Dave Barber
Deputy Chief Executive:	N/A
Portfolio Holder(s):	Climate Change
PABS	Climate Change

Sections:

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

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	We will deliver this toolkit	
Continue to ensure the council's finances remain on a firm and sustainable footing	Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.		Explore how we can use technology to deliver effective and efficient carbon reduction initiatives
	Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.		
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	We will provide regular updates on CCAP and BAP measures. We will participate in benchmarking opportunities such as SWM and Climate Emergency	The team continue to look at the contracts they are responsible for and delivering incremental benefits within the scope of the contract and over their lifetime to deliver improved sustainability within them Ensure decarbonisation agenda takes account of the need to deliver Decent Homes
	The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.		
	We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services		
	We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
	Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.		
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.		
	We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound		
Low cost, low carbon energy across the District			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	The Team will play an active role in coordinating and delivering many aspects of this theme in line with the CCAP	
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		

Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		
Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
Creating Vibrant, Safe and Healthy Communities of the Future			
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	Active role in promoting sustainable transport in Town Centres and through our parks	Advise housing on low carbon options for new housing
	Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.	Active role in supporting green economy	
	Promote the district as a location for advanced manufacturing, “green” industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.		
	Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council’s and Milverton Homes’ home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.	Support strategy for new housing including definition of NZC	
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.	Encourage active travel; Coordinate delivery of CCAP;	Support adoption and implementation of NZC DPD
	Build on our reputation as a home for national and international sporting events.		
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.		
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.		
Enhance the Biodiversity of the District	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.	Coordinate adaption and delivery of BAP	
	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.		
	Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

Service Overview

	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests		Actual Workload to date (figures Apr-Sept)	Percentage of estimate
			Estimated Expected Workload	Notes		
Strategy and Corporate Coordination	Overall coordination of Climate Change Action Programme (CCAP)	Regular updates and reviews of the Climate Change Action Programme (CCAP)	Medium			
		Support other service areas to deliver the Climate Change Action Programme (CCAP)	Low			
		Monitoring progress towards stated ambitions in the Climate Change Action Programme (CCAP)	Medium	Regular update on emissions and measures		
		Climate Change PR and communications	Medium	Fortnightly Communications Meetings with Media Team		
		Public engagement on Climate Change Action Programme (CCAP)	Medium	LCE Programme		
		Training for WDC staff and Councillors (as appropriate)	Low	Ongoing Carbon Literacy Training		
		Routine attendance at local and regional partnership meetings	Low	WCC; SDC; Sustainability West Midlands; Good Homes Alliance etc		
Net Zero Organisation	Decarbonising Council Buildings					
	Influencing and supporting the decarbonisation of WDC assets the developing and imp,ementing a Low Cost Low Carbon Energy Strategy	Supporting programme of works to decarbonise Council buildings	High	High level programme of works; building by building schemes for delivery		
		Prioritise investment to deliver the decarbonisation programme by balancing feasibility, costs, financial savings and carbon savings	High	Building by building schemes identifying measures, costs, savings and carbon reductions.		
		Define Net Zero Carbon for WDC buildings	Medium	Research. Work with Housing, Asets and CC Working Party		
		Integrating decarbonisation into other building projects	Medium	As and when required.Need to esnuirproject leads consult with climate change team.		
		Applying for external/grant funding to support WDC's decarbonisation work	Medium	PSDS bids		
		All electricity used by the Councils is from renewable sources.	Medium	Rooftop solar, investment in solar; PPAs		
		Production of a Low Cost, Low Carbon Energy Strategy	High	Provide strategic framewrk, costs and impetus for this expanding corproate priority		
	Decarbonising Council Travel					
	Delivering projects for active and low carbon travel for staff	Develop a Green Travel Plan for Staff	Low	Part of Saltisford move		
		The provision of electric vehicle charging infrastructure across the district	Medium	Dependent on recommendations once feasibility complete		
		Work with WCC to improve and decarbonise public transport	Low	Mainly WCC responsibility		
		Ensure that WDC's contract with Better Points is optimised to benefit both staff and residents alike	Medium	Ongoing promotion; monitoring data		
	Decarbonising Council Contracts					
	Supporting the decarbonisation of services delivered through contractors	Supporting service areas (including training) and their contractors with contractual carbon reduction plans/commitments	Medium	Not all contractors have a Carbon Reduction Plan - will need to work with others services		
	General					
	Carbon offsetting	Working with Warwickshire County Council (WCC) to develop a local accredited carbon offset scheme	Low	Predominantly established, but will need ongoing refinement		
		Identifying carbon offset funding from 2026 onwards	High	Key are to develop proposals for early discussion ahead of formal decision in 2025 and introduction 2026		
	Contribution to Rural & Urban Capital Initiatives Scheme (RUCIS) assessments	Advise on climate change and biodiversity impacts of RUCIS grants in line with grant criteria	Low	Occaisional as requested by garnt administrator		
a	On Road Transport					
	Active and Low Carbon travel for communities	EV Charging infrastructure	Medium	Recommendations in early 2024 to set out options		
		Better Points Sustainable Travel Incentive app	Medium	Requires ongoing promotion and re=procurement		
		Cycle routes in parks (e.g Abbey Fields)	Medium	Abbey Fields consultation		
		Influence planning policy	Low	Involvement in SWLP		
		eCar Clubs and Pool Cars		Subject to feasibility		
	Domestic Energy					
		Delivering the Green Homes Grants scheme	Medium	Depending on when grant schemes are made available and criteria		

[illegible]

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

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date	RAG	Comments
Strategy and Corporate Coordination							
Review the Climate Change Action Programme (CCAP)	Dave Barber	Nil	Need to ensure all SAPs align with CCAP	Report to Cabinet	Dec-23		
Local Climate Engagement Programme	Callum Ringer	From within Climate Action Fund	No	Learning from Pilots, establish Phase 2	March 2024 and then ongoing		Ellie mentioned that permission for this work is going to SDC Cabinet on 4 November
Explore the introduction of a climate impact and resilience tool into project planning and prioritisation processes across Warwick District Council	Dave Barber/Callum Ringer	Nil	All service will need to use the Tool to inform decisions.	Introduce from April 2024	Apr-24		
Ecofest	Callum Ringer	Annual Social Value grant	Provision of stalls (all); Involvement of events and green spaces team in organising.	Annual	Sep-24		Funding from grant fund straight into Eco-Fest
Further training and briefings for new Councillors	Dave Barber	From within Climate Action Fund	HR Training	Aim for all members to have received Carbon Literacy Training	Dec-24		Possible collaboration with SDC
Carbon literacy mop up sessions for staff	Dave Barber; Graham Folkes Skinner; Callum Ringer; Alice Ellis	From within Climate Action Fund	HR Training	Aim for all staff to have received Carbon Literacy Training	Mar-25		Possible collaboration with SDC
Annual carbon emissions and measures update and report to O&S (including exploring a climate change dashboard)	Callum Ringer	£0	All Service Areas		Jun 2024 and December 2024		
Communications plan (rolling 3 month plan)	Callum Ringer	From within Climate Action Fund	As required	Monthly updates to ree month programme; six monthly report to O&S	Jun 2024 and December 2024		
Routinely attend and contribute to appropriate partnerships including a) WCC and Regional Climate Change related partnerships; b) transport-related meetings; ecology and biodiversity-related meetings	Dave Barber; Graham Folkes Skinner; Becky Davies; Alice Ellis	0	As required	Monthly	Monthly		
Net Zero Organisation							
Decarbonising Council Buildings							
Prepare Heat Decarbonisation Plans in conjunction with APSE Energy to inform PSDS bids and WDC direct funding.	Alice Ellis	From within Climate Action Fund	Neighbourhood and Assets	Plan complete	Mar-24		
Apply for Public Sector Decarbonisation Scheme (PSDS) Phase 3c application for Althorpe Enterprise Hub and Royal Spa Centre.	Alice Ellis	£60,000 (match funding) From within Climate Action Fund.	Neighbourhood and Assets	Submit application for Phase 3c	11/07/2023		
Support the Application for Swimming Pool Support Funding from Sport England for Newbold Comyn LC and St Nicholas Park LC	Alice Ellis	Nil	Neighbourhood and Assets; SCLE	Application submitted	01/10/2023		
Develop a retrofit scheme for Jubilee House as a priority and start delivery	Alice Ellis	TBC. Partly from within Climate Action Fund.	Neighbourhood and Assets	Jubilee House EPC improvement from E to C	Spring 2024		Underspend from two previous years that potentially could be used
Explore options for the Glass House including energy efficiency measures, lowering the temperature and replanting to temperate conditions.	Alice Ellis and Becky Davies	TBC (not yet costed)	Neighbourhood and Assets; SCLE	Temperature lowered and gas use reduced.	Winter 2024/25		

Renewable energy generation study for WDC electricity	Katie McAuley-White	From within Climate Action Fund	Neighbourhood and Assets	Receive report; Develop priorities (rooftop solar; solar farm investment etc) ; implement	Report: Nov 2023; develop priorities: May 2024; Implement 2024 and 2025		
Explore the potential to utilise space on Council assets to generate electricity for the Council's building estate	Katie McAuley-White	TBC (not yet costed). Potentially from within Climate Action Fund	Neighbourhood and Assets	Ongoing			
Explore off-taker arrangements through direct wire or Power Purchase Agreements and direct investment with local renewable energy providers	Katie McAuley-White	TBC (not yet costed). Potentially from within Climate Action Fund.	Neighbourhood and Assets	Aligned with 'develop priorities' step under 'renewable energy generation' strand of work	May 2024, as above		
Influence and support the installation of solar panels on the Pump Rooms roof as part of the roof replacement project	Dave Barber	TBC (not yet costed). Potentially from within Climate Action Fund - likely to need other sources of funding	Neighbourhood and Assets' PAE	KwH Solar energy generated for Pump Rooms	Develop scheme Spring 2024		
Any residual carbon emissions arising from Council buildings after 2025 will be balanced by either direct investment in equivalent renewable energy generation projects or in a recognised local carbon offsetting fund.	Dave Barber	TBC (not yet costed). No cost before 2026. Already factored in to MTFS for 2026/27		Proposals for Working Group	Mar-24		
Decarbonising Council Travel							
Develop a staff green travel plan including Better Ponto for Staff in preparation for the Council's office relocation	Graham Folkes-Skinner	From within Climate Action Fund.	All Service Areas	Travel Plan in place	Jan-25		
Roll out EV Salary Sacrifice Scheme across WDC	Graham Folkes-Skinner	N/A	All Service Areas	No. of employees signed up Percentage uptake (based on true scheme audience rather than total employee population.) Lower Business mileage reimbursement costs. CO2 mitigated	2023/24		
Establish Corporate Booking system for use of electric pool cars	Graham Folkes-Skinner	N/A	Neighbourhood and Assets	System in place	Mar-24		
Ensure WDC fleet moves fully to EV and there is appropriate charging infrastructure	Graham Folkes-Skinner	Nil	All Service Areas	All WDC fleet to be electric (or hybrid where operational requirements prevent EV)	Jun-25		
Explore the option of Pool bikes for WDC staff	Graham Folkes-Skinner	From within Climate Action Fund.	All Service Areas	In conjunction with colleagues within WCC explore the potential for Electric Pool Bikes at the new WDC HQ at Saltisford	From April 2025		
Decarbonising Council Contracts							
Support the delivery of carbon reduction and biodiversity improvement measures as part of the idverde contract for grounds maintenance and street cleansing services.	Becky Davies	£0	Neighbourhood and Assets	% carbon reduction since the start of the contract. Water saving methods. Reduction in chemical weed spraying (litres/area of land). No. of trees planted to offset carbon emissions			
Work with Everyone Active to establish the current plan in place for carbon reduction and what more could be achieved within the existing contract arrangement.	Alice Ellis	£0	SCLE (Sports and Leisure)	Discussion with Everyone Active on progress and report to Member Working Group for further discussion.	Feb-24		
Explore potential for using HVO as interim means of decarbonising RCVs with Biffa and SDC	Katie McAuley-White	TBC (not costed yet). Potentially from within Climate Action Fund	Neighbourhood and Assets	Cabinet report to be taken with recommendation to proceed with HVO or not, following period of research/exploration.	Spring 2024		
Provide training to ensure that contract management staff are aware of climate change issues and opportunities and are able to effectively manage carbon reduction plans during the lifetime of contracts	Dave Barber and Callum Ringer	Low cost. From within Climate Action Fund.	Finance (procurement) and all services				
General							
Contribution to Rural & Urban Capital Initiatives Scheme (RUCIS) assessments	Callum Ringer	£0 (Not from our budget)	Finance (Grants)	As Required			To be retained
Low Carbon District							

On Road Transport							
The production of a Car Club Strategy for South Warwickshire with the intention of increasing the presence of Car Clubs in the area	Graham Folkes-Skinner	Not known at present. Potential S106 Money. Government Grants for EV Charge Points.		Explore the option of working with CoMoUK as consultants. Potential production of a car club strategy, to explore the different options and procurement models. Undertake "Soft-Market" testing of companies. Do we have the supportive policies in place, i.e. Planning and Parking.			
Consult on and implement of a cycle route through Abbey Fields Park, Kenilworth linking into National Cycle Route 52	Graham Folkes-Skinner	No impact in CAF, but will require case for WDC investment alongside other contributors.	SCLE (Green Spaces)	Successful procurement of detailed design of preferred route. Undertake local consultation. Submission of Cabinet Report with results of consultation.	Consultation early 2024. Implement 2024/25		
Deliver costed proposals for EV charging in WDC Car Parks and introduce a package of support and guidance to enable Town and Parish Councils to introduce off street EV charging in rural areas (e.g. village halls) and an other locations not serviced by WDC car parks	Graham Folkes-Skinner	Shared cost of Feasibility Study between WDC & SDC £20,000 each. From within Climate Action Fund	Neighbourhood and Assets (Parking)				
Work alongside HS2 with work on Lias Line Greenway	Graham Folkes-Skinner	N/A		Active group member of Greenway to oversee:- Completion of Offchurch Greenway Green Overbridge. Offchurch Greenway Cycle Bridge. Successful connection of Old Lias Line to connect			NOT IN CCAP??
Procure new Better Points contract and increase participation and awareness of Better Points Sustainable Travel Incentive Initiative and successfully re-procure a contract	Graham Folkes-Skinner	From within Climate Action Fund		Successful re-procurement of Sustainable Travel contract, either WDC, South Warwickshire of County Wide Framework. Liaison between interested parties to understand direction of re-procurement. Successful integration of Projects Apprentice			
Domestic Energy							
Support low income private households by accessing Green Homes Grants and delivering decarbonisation measures with our delivery partner (currently E.ON)	Alice Ellis	£0	Private Sector Housing	HUG 2 scheme launched with 75 private homes improved by the end of March 2025.	Nov-24		
Consider potential to register our housing stock with a carbon offset scheme (such as HACT) as a way of attracting decarbonisation funding	Dave Barber and Alice Ellis	Nil	Housing	Report to Cabinet on proposal if consider worthwhile	Summer/Autumn 2024		
Progress with the Act on Energy SLA providing a Complex Caseworker.	Alice Ellis	From within Climate Action Fund		Launch scheme, with Y1 KPI's as follows. Home Visits - 125 households. Phone - 125 calls to households where home visits are difficult not desired or health related. All households provided with energy saving and behavioural change advice such as dealing with damp and mould through to correct use of heating controls	Mar-24		
Progress the Act on Energy "Able to Pay" Contract	Alice Ellis	From within Climate Action Fund		Launch scheme. Y1 KPIs as follows. No. of properties receiving advice, target 100. No. of retrofit assessments completed 50 (owner occupiers). No. of pre and post EPC's - 50 each. Improvement to EPC band C or above. No. of measures installed. Value of measures installed. Carbon savings (use of standard EST & OFGEM data).	Mar-24		
Set up a scheme with Act on Energy for The Energy Company Obligation (ECO 4 flex) delivery	Alice Ellis	Nil	Private Sector Housing	In partnership with SDC have in place a delivery mechanism to help residents in relation to Route 3 (where a householder has a severe and/or long term health condition)	Feb-24		

Consider purchasing thermal imaging cameras to loan to parish councils, community groups, landlords and other interested parties. Ensure additional information is provided to signpost for further help and support.	Alice Ellis and Callum Ringer	From within Climate Action Fund	Wellbeing - Housing	Thermal imaging cameras purchased with hire arrangements in place along with additional supporting information provided for additional energy advice. Work together with community groups to ensure good take-up.	Mar-24		
Develop a Net Zero Carbon definition for WDC housing developments (including S106 sites) which will set out the Council's aspiration and which will provide the starting point for discussions with delivery partners and housebuilders.	Dave Barber	Nil	Housing; Neighbourhood and Assets	Proposals for working party; agreements by Cabinet	Feb 24; April 24		
Non Domestic Energy							
Explore retrofit loan scheme for community buildings and commercial buildings where WDC can ensure a return on investment whilst accelerating decarbonisation measures.	Katie McAuley-White and Dave Barber	TBC (not costed yet)	Finance	Report to Cabinet	Spring 24		
Planning: Oversee climate change work for SWLP	Dave Barber	Nil	PEA	Preferred Options during 2024/25	2026/27		
Planning: Old Town SPD with Net Zero Neighbourhood aims included.	Alice Ellis and Becky Davies	Nil	Planning Policy	SPD adopted with Net Zero Neighbourhood requirements	Spring 2024		A meeting for Monday 6 November has been delayed
Energy Supply							
Explore green finance and other innovative funding opportunities with a view to establishing a retrofit and renewable energy investment fund to accelerate investment in decarbonisation of housing	Dave Barber and Katie McAuley-White	TBC (not costed yet)	Finance, Housing	Report to Cabinet	Spring 24		
Consider the potential of establishing a local energy partnership with an energy provider	Katie McAuley-White and Dave Barber	TBC (not costed yet). Costed proposal to be developed	Neighbourhood and Assets, Finance	Report to Cabinet	Spring 24		
Investigate the potential for solar generation in car parks	Katie McAuley-White and Dave Barber	TBC (not costed yet).	Neighbourhood and Assets	Aligned with renewable energy generation feasibility milestones, when developing priorities.	May 2024, as above		
Hydrogen: close down project	Katie McAuley-White	Underspend of approx £45k returned to Climate Change Reserve	N/A	N/A			
Hydrogen: Update Hydrogen Strategy as part of approach to Low Cost, Low Carbon Energy	Katie McAuley-White	None	Neighbourhood and Assets (possibly, depending on new strategy content)	Report to Cabinet following review of Hydrogen Strategy	Spring 2024		
Climate Adaptation							
Develop and roll out a climate adaptation training programme for all members of staff and Councillors	Becky Davies	Costs covered in CCAP budget	All Service Areas and Councillors	No. of staff and Councillors trained	2024/2025		
Influence and support service area risk registers to ensure inclusion of climate change risks to WDC services	Becky Davies	£0	All Service Areas	No. of climate related risks identified and included in risk registers with mitigation measures in place	Ongoing		
Review Warwick District Council Business Continuity Plans to ensure that climate change risks are embedded and potential impacts on service delivery are mitigated.	Becky Davies	£0	All Service Areas		2024/25		
Explore the introduction of a climate impact and resilience tool into project planning and prioritisation processes across Warwick District Council	Climate Change Team	£0	All Service Areas		2024/25		
Prepare a Supplementary Planning Document (SPD) on climate change adaptation to support implementation of Local Plan policies in all development	Becky Davies	£0	Planning	Adaptation SPD completed and approved	2024		
Work with Town and Parish Councils to understand how to further support them and their communities in terms of climate resilience	Becky Davies	£0	Emergency Planning		2024/25		
Support public awareness and preparation for extreme weather to reduce risk to public health	Becky Davies	£0	Media Team and Emergency Planning		2024 (and ongoing)		

Support the development of a Warwickshire training initiative for businesses on climate risk assessment and action planning.	Becky Davies	£0	Economic Development		2025/26		
Work with the National Farmers Union (NFU), Local Farm Networks and other partners to understand how to further support local farmers in terms of climate resilience.	Becky Davies	£0	Economic Development and Planning		2024/25		
Support service areas across the Council with delivery of projects identified in the Climate Change Adaptation Plan	Becky Davies	£0	All Service Areas		2024 (and ongoing)		
Influence and support the development of a Supplementary Planning Document (SPD) for the regeneration of Leamington Old Town ensuring that climate change resilience is incorporated	Becky Davies and Alice Ellis	£0	Place, Arts and Economy	Completion of Old Town SPD, inclusive of Net Zero Neighbourhood principles and requirements	2024		
Provide climate change adaptation support and input into the South Warwickshire Local Plan	Becky Davies	£0	Planning		2024-2027		
Continue as the Warwickshire local authority representative at the West Midlands Climate Change Adaptation Working Group	Becky Davies	£0			Ongoing		
Support Warwickshire County Council in the delivery of their Climate Change Adaptation Strategy (where required)	Becky Davies	£0			2024 (and ongoing)		
Take part in a trial for Local Authority Adaptation Reporting under the Government's National Adaptation Programme (NAP3).	Becky Davies	£0			2024/25		
Ecological Emergency							
Support the development of Warwick District Council's Biodiversity Action Programme	Becky Davies	50000. From within Climate Action Fund	Green Spaces, Planning, Contract Services	BAP completed by 31st March 2024 and adopted by 31st May 2024. Completed short term action plan with priority habitats and species identified	2023/24		
Support the delivery of actions identified in the Biodiversity Action Programme once approved and published	Climate Change Team	tbc			2024-2030		
Establish effective processes for Biodiversity Net Gain (planning and biodiversity credits)	Dave Barber and Becky Davies	Potential income stream for ecological projects	Green Spaces, Green Infrastructure programme, Planning, Contract Services	BNG becomes law in January 2024.	2024 (and ongoing)		
Support Warwickshire County Council with development of the Local Nature Recovery Strategy	Becky Davies	£0	Planning	LNRS in place by March 2025	2024/25		
Support Warwickshire County Council with developing the Warwickshire Natural Capital Investment Strategy	Dave Barber and Becky Davies	£0		Draft strategy developed by December 2023	2023/24		

Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress should be	Progress	Comments	Current Status	Lead Officer	April-23	
Strategy and Corporate Coordination											
PM1	Low cost, low carbon energy	Reduction in total energy consumption (gas and electricity) from WDC assets excluding housing in previous 12 months.	WDC Carbon emissions in last financial year expressed as percentage against the 2018/19 baseline	N/A	Declining						
PM2	Creating vibrant safe and healthy communities of the future	% reductions in carbon emissions against 2018 baseline	Total Annual District Carbon emissions (tonnes CO2) – using SCATTER tool (or alternative)	55% reduction by 2030	Declining						
PM3			No of visits to WDC Climate Change webpages in last quarter								
PM4			Carbon Literacy Training - No. & % of members trained and certified.								
PM5			Carbon Literacy Training No. & % Percentage of staff trained and certified								
PM6											
PM7											
PM8											
Net Zero Organisation											
PM9	Decarbonising Council Buildings		Total WDC electricity consumption from assets (not including housing) – Kwh in previous 12 months				Could we work out the kWh per number of staff working in the building?				
			WDC gas consumption from assets (not including housing) – Kwh in previous 12 months								
PM10			Renewable energy produced within WDC buildings or land – Kwh in previous 12 months								
PM11			Percentage of WDC electricity consumption from a local renewable energy source (as a percentage of total electricity consumption during the year)								
			Predicted CO2 savings from WDC retrofit building projects measures implemented within last quarter								
PM12	Decarbonising Council Travel		No. of staff participating within the Better Points Sustainable Travel Initiative								
PM13			Business mileage travelled by staff in diesel or petrol vehicles – shown as a percentage from 2019 baseline				HR will be able to provide an annual WDC wide figure for mileage claimed each year 1/4 to 31/3. It can be broken down into: - Cycle: Personal Car (do not				
PM14			Business miles travelled using the Council's Electric Fleet Vehicles								
PM16			Quantity of diesel used by Biffa to carry out the South Warwickshire Waste Collection Service (NB: discussions taking place with Biffa to separate out WDC data)				Neighbourhood and Assets				

PM17	Decarbonising Council Contracts		Miles undertaken using alternative low carbon fuels as a percentage of the total miles undertaken by vehicles servicing the South Warwickshire Refuse Collection (NB: discussions taking place with Biffa to separate out WDC data)				Neighbourhood and Assets			
PM18			Total carbon savings per household achieved by Biffa as part of the contract Carbon Reduction Plan (CRP)				Neighbourhood and Assets			
PM19			Total carbon savings achieved by Idverde as part of the contract Carbon Reduction Plan (CRP)				Neighbourhood and Assets			
PM20			CO2 emissions from WDC leisure centres as a result of gas and electricity consumption update on Leisure Centre Energy consumption.				SCLE			
PM21										
PM22										
Low Carbon District										
PM23	On-Road Transport		Better Points: Estimated CO2 savings each quarter as a result of modal choices made by Better Points participants				254,904 kg CO2 saved			
PM24			Better Points: Total number of participants				1476 registered users			
PM25			Better Points: Number of local businesses listed on the “app” as available for using points							
PM26			Cycle Parking: Total number of spaces publicly available							
PM27			Number of EV charge points on WDC owned land/assets							
PM28			Average number of visits per charge point							
PM29			Number of car club cars available in the District							
PM30	Domestic Energy		Total government funding received and spent on private and Council owned housing during the year				Based on receipt of funding from DESNZ. HUG2 scheme will launch in the Autumn.			
			Number of carbon reduction measures implemented in the last year as a result of Green Homes Grants (including as result of WDC match funding)							
			No. of residential properties in the District receiving advice through the Act on Energy Home Energy Help Scheme							
PM31			No. of households benefitting from the Act on Energy complex case worker service				Managed through an SLA with Act on Energy			
PM32		% of WDC homes reaching EPC C		% of WDC homes reaching EPC C						
							Managed through an SLA with Act on Energy			

PM33	Other Energy		Amount of carbon offset funding delivered: a)Through the Net Zero Carbon DPD b)Through other WDC contributions from within the District to the War-wickshire Natural Capital Investment Scheme							
PM34	Energy Supply		MW of energy production from solar farms within the District a) in operation; b) with planning permission							
PM35			MW of wind energy production in operation or with planning permission within the District							
Climate Adaptation										
PM36	Climate change risks		No. of climate related risks identified and included in risk registers with mitigation measures in place							
PM37	Tree planting		No. of trees planted/enabled within Warwick District / progress to target (%) / increase in canopy cover (no. or % above baseline)???				Delete??			
Ecological Emergency										
PM38			No. of biodiversity units on WDC land put forward for improvement through the new biodiversity net gain scheme							

Title: South Warwickshire Economic Strategy

Lead Officer: Philip Clarke

Portfolio Holder: Cllr Ella Billiald

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	07/11/23	Cllr Ella Billiald
Finance	07/11/23	Andrew Rollins
Legal Services		n/a
Chief Executive	07/11/23	Chris Elliott
Director of Climate Change	07/11/23	Dave Barber
Head of Service(s)	07/11/23	Philip Clarke
Section 151 Officer	07/11/23	Darren Knight
Monitoring Officer	07/11/23	Graham Leach
Leadership Co-ordination Group	07/11/23	LCG
Final decision by this Committee or rec to another Cttee / Council?	Yes Recommendation to Council	
Contrary to Policy / Budget framework?	Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item – scheduled for December 2023	
Accessibility Checked?	Yes	

Summary

An Economic Strategy is a document that sets out the strengths, weaknesses, opportunities and threats of an area. The South Warwickshire Economic Strategy (SWES) has been developed in partnership with Stratford District Council to sit alongside the South Warwickshire Local Plan which is currently being developed. The purpose of this report is to approve the SWES and the action plan for 2024-2025, recognising that the action plan will be reviewed and updated yearly based on national and sub-regional socio-economic developments and publication of other sub-regional strategies.

Recommendation(s)

- (1) That the South Warwickshire Economic Strategy and action plan for 2024-2025 should be adopted for implementation starting effectively from 1st April 2024.
 - (2) Subject to Recommendation (1), that Authority be delegated to The Head of Place, Arts and Economy, in consultation with the Arts and Economy Portfolio Holder, to make any minor changes prior to its publication and to oversee the annual refresh of the action plan and monitor its implementation.
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1 Reasons for the Recommendation

- 1.1 The SWES was published for consultation in March 2023. Since then, the economic development team has analysed the results of the consultation feedback with Stratford District Council and has updated the final strategy, taking into account the most significant of the responses.
- 1.2 The key changes have been discussed with the senior executive of both Warwick and Stratford District Councils as well as the respective Portfolio Holders. This has resulted in the SWES document and supporting action plan being brought forward for approval by the WDC/SDC respective cabinets and to take effect from the new financial year, namely from 1st April 2024.
- 1.3 It is important to support the publication of the strategy and action plan as it is an important policy informing the Local Plan as well as supporting the direction of travel and performance of the corporate plan. Without it, the Council would have less influence over specific issues relating to the South Warwickshire economy and ensuring that these are recognised and addressed at the County level, providing more impact at the local level than otherwise might have been achieved in the absence of such a strategy and express needs and interventions required.
- 1.4 The strategy will also be a key document in attracting investment into the area particularly at a time when investment will be actively sought to support initiatives such as the West Midlands Investment Zone, that would encompass the Giga Park and the Giga Factory within Warwick District, for which the Government has announced the go-ahead in its Autumn Statement in November 2023.

Background/ Information

- 1.5 As a reminder, it is a joint South Warwickshire economic strategy which is beneficial to both Councils in the following ways:

- 1.6 The shared economic geography includes some shared challenges, particularly around infrastructure and shared opportunities especially around developing a high growth knowledge-based economy.
- 1.7 The South Warwickshire Local Plan which will contain land-use policies to support economic development.
- 1.8 When engaging with Government and outside agencies (such as West Midlands Connect and the West Midlands Combined Authority (WMCA)), the case for support and inward investment is stronger when there is joined up thinking and the synergistic strengths of both Districts as well as better opportunities to respond collectively to Climate change challenges.
- 1.9 At the same time, the County Council and the Coventry and Warwickshire strategies are being progressed, the former of which has had input from all Districts already during August and September 2023. It is expected that their strategy will be published in December 2023, followed on in due course by their action plan in early 2024, before the next financial year.
- 1.10 It is recognised that neither Warwick nor Stratford District Councils work alone in isolation but work in partnership with other stakeholders and delivery partners. The strategy therefore sets out the strategic themes which are important for the next 5 years and the supporting action plan proposes the type of role the economic development team will play alongside others, which ranges from influencing, lobbying and shaping strategies as well as more direct intervention at the local level including catalysing and joint commissioning of activity. The economic development strategy will support the work of place-making by helping to shape the local economic priorities which underpin employment land allocations and associated economic policies within the South Warwickshire Local Plan.
- 1.11 The thematic priorities of People, Places and Productivity have been used to develop a concise set of relevant programmes. The programmes will be reviewed at the end of each year and refreshed in light of national and sub-regional socio-economic changes and changes in policy direction, as they are meant to be responsive to new opportunities and agile enough to respond to external changes in the market or Government policy as well as a change of Government during 2024. The action plan will take account of the UK Shared Prosperity Fund programmes and objectives.
- 1.12 The key objectives of People, Place and Productivity are as follows:
- People – improve inclusivity and career paths and progression, facilitating social mobility through the provision of better job opportunities, upskilling the existing workforce and attracting inward investment in highly skilled jobs.
 - Productivity – the aim is to build thriving business communities with inclusive growth and shared prosperity, supporting new and existing businesses start up and survive, job creation, innovation and attracting inward investment and increased exports.
 - Place – this includes taking forward regeneration, infrastructure and development opportunities including The Future High Streets Fund project in the regeneration of Leamington Spa's Creative Quarter and other projects and sites; future strategic employment sites allocations; re-vitalising and enhancing town centres and the public realm and revitalising the evening economies. This aims to support rural market towns across the District and address some of the opportunities and

threats within the Local Neighbourhood plans and local council priorities to support the prioritisation of investment in sustainable infrastructure and communities to build thriving communities.

- 1.13 All of the above is framed against the backdrop of recognising that the need to consider the environmental issues and climate change and recognising that growth and prosperity at any cost is not a viable option. There is a strong 'green' thread throughout the SWES, with sustainability at the heart. It aims to actively attract the right 'green' industries to the District and to support businesses to become more sustainable in their operations for the benefit of local people, communities and the environment through maximising social value and the development of the circular economy and working in partnership locally, regionally and nationally to increase sustainability and biodiversity. The recent confirmation of the West Midlands Investment Zone (WMIZ) will bring billions of pounds worth of investment to the region, and directly to the WDC area, with the development of the Giga Park and the Gigafactory. The WMIZ will bring tax incentives , infrastructure investment and other support and offers an opportunity to transition to a green economy protecting against unsuitable development and to deliver for biodiversity, sustainable transport and job creation.
- 1.14 The SWES and Action Plan are attached in Appendix 1 and are structured around the key themes mentioned above with three key sections as follows:
- South Warwickshire at a Glance – presents facts and figures about the South Warwickshire economy and challenges and opportunities for the future.
 - An economic strategy for South Warwickshire – sets out a Vision for economic growth across South Warwickshire, our mission and focus.
 - Delivering the Economic Strategy – presents the objectives to be achieved and some actions to be delivered during 2024-2025 to be revisited annually against the overarching programme themes until 2028.

2 Alternative Options

- 2.1 If the SWES and Action Plan are not adopted at this time it could be delayed and reviewed in February or March 2024, when it is expected that the County economic development action plan will be published. However, time would be lost in the implementation of our plan at a critical time in the delivery of regeneration projects, UKSPF and funding opportunities such as the Innovate UK Immersive and Creative Launchpad.

3 Legal Implications

- 3.1 There are not considered to be any legal implications arising from this report. There will be links between the economic development strategy and the South Warwickshire Local Plan, in so far as it will provide part of the evidence base to underpin the Local Plan. The strategy also adopts a totally inclusive economic development approach in support of both residents and businesses within the Stratford and Warwick District Council areas and through its programme of interventions and support.

4 Financial Services

- 4.1 There are no direct financial implications of this strategy and action plan other than through the normal core services budget allocation processes of the Council. The economic development team forms part of the Place, Arts and Economy Service, reporting to the Head of Place, Arts and Economy.
- 4.2 It is intended that through joint partnership working with the County and other Districts and delivery partners, collectively there will be the opportunity to bid for future government funding streams to enable the programmes and interventions to be delivered through leverage of external and other stakeholder/partner sources of funding.
- 4.3 A key purpose of the publication of both the Strategy and accompanying action plan is to act as a prospectus to external funding bids and to demonstrate how any bid for funds aligns with the adopted strategy and its proposed implementation of the programmes of support.

5 Corporate Strategy

- 6.1 The SWES is integral to delivery of the economic development aspects of the newly adopted Corporate Strategy and the existing Business Strategy which sets out clearly our intentions to transition to a more 'green' economy and to encourage the development of a circular economy and to attract more 'green' industries to the District. It responds directly to the three strategic priorities of the Corporate Strategy, namely:
- 6.2 **Delivering valued, sustainable services** -The SWES will aim to maximise social value, to support the circular economy and through place making initiatives and investments will aim to recycle the Warwick District pound.
- 6.3 **Low cost, low carbon energy across the district** -The SWES will work with businesses across the district to enable them to implement strategies and best practice to reduce energy consumption and energy bills and to increase biodiversity and sustainable practices.
- 6.4 **Creating vibrant, safe and healthy communities of the future** -The SWES will work with businesses to thrive in a sustainable and safe way. Working with partners in place making initiatives to ensure our town centres are vibrant and welcoming, encouraging active travel and to support the local day and nighttime economy through events to attract visitors and increase footfall to the towns.
- 6.5 The three core themes of the SWES of People, Productivity and Place have synergy with the Corporate Strategy's priorities in its aim to benefit residents, local communities, and businesses. The SWES aims to achieve this through upskilling local people and creating opportunities; investing in the local area to attract the right business and to support exiting business and to encourage sustainable practices to enhance the environment. Thereby, ensuring Warwick District remains and continues to grow as the place to live, work and visit.
- 6.6 The SWES will work alongside other strategies such as the Corporate Strategy, the Business Strategy and the Net Zero Carbon DPD and the economic development team will work with colleagues and stakeholders locally, regionally and nationally to achieve the SWES and its action plan.

6 Environmental/Climate Change Implications

- 6.1 Delivering a sustainable economy, communities and infrastructure is at the heart of the economic development strategy with specific programmes targeted

at supporting the de-carbonisation of business and helping businesses respond to the new economic, innovation and technological opportunities this allows for future knowledge-based industries and sectors.

- 6.2 Economic Development will work closely with the Climate Change team particularly in view of the proposed Net Zero Carbon DPD to achieve joint aims in working with business to encourage more sustainable practices, to reduce energy needs and bills, to increase social value , biodiversity and to enhance the local environment.

7 Analysis of the effects on Equality

- 7.1 The Council has a duty to consider equality impact implications in relation to projects such as this and at every stage this duty has been considered. Access to the building benefits the whole community as well as local businesses, entrepreneurs and hybrid workers.

8 Data Protection

- 8.1 There are not considered to be any data protection issues arising from this report. Where we work in partnership with other stakeholders, data sharing agreements and protocols will be put in place and contractually agreed upfront.

9 Health and Wellbeing

- 9.1 A strong, balanced and inclusive economic development strategy will help support the development of positive communities, residents and businesses in helping those most remote from employment back into work and to receive the necessary training, mentoring and support to secure employment and make the most of life's opportunities.

10 Risk Assessment

- 10.1 The risks are considered low as the issues have been well evidenced and researched and they do align with the sub-regional strategies to ensure that WDC/SDC work in partnership with County, local town councils, the BIDS, the Chambers, the local Universities and other stakeholder groups to bid for and leverage other Governmental sources of funds to enact change and investment in the local economy.
- 10.2 Given the limited economic development resources available to it in terms of headcount and budget, the strategy sets out the variety of convening, facilitating, and supporting roles we will play which are to some extent dependent upon the priorities of our other stakeholders and partners in terms of how quickly programmes of intervention are progressed. The risks have been mitigated by sharing the strategy and action plan with partners and integrating their ideas, thoughts and potential resources for joint working to deliver against the actions proposed.
- 10.3 It does require sustainable commitment from the Council in terms of existing economic development team staff resources to be able to maintain the current experience and skills base to be able to continue to participate at both the strategic and operational levels to deliver the strategy and actions over the next 5 years, requiring strategic leadership skills and experience and insight within the team as well as operational capacity and to be able to contribute effectively to the realisation of the economic development aspects of the Local Plan.

11 Consultation

- 11.1 Consultation was undertaken with businesses and stakeholders in the

development of the strategy no further consultation is necessary.

Background papers:

None.

Supporting documents:

None.

An Economic Development Strategy for Stratford-on-Avon and Warwick Districts to 2028



Working Together to Scale up South Warwickshire



Working *Together*



DECEMBER 2023

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Foreword

This document presents a five-year strategy for the South Warwickshire economy. Stratford-on-Avon and Warwick District Councils, inspired by the range of common ground opportunities and challenges they face, have worked together, in consultation with a range of stakeholders, to draw up a common vision with ambitious plans and actions to deliver this South Warwickshire Economic Strategy by 2028.

The strategy is built around three themes: People, Productivity and Place, reflecting the three main pillars of our local economies. The strategy also identifies several core opportunity sectors to be jointly and actively promoted and supported by the two Councils.

There are three parts to this strategy:

1.

South Warwickshire at a Glance – it presents key facts and figures about the South Warwickshire economy, and challenges and opportunities for the future.
2.

An Economic Strategy for South Warwickshire – sets out a Vision for economic growth across South Warwickshire, our mission and focus.
3.

Delivering the Economic Strategy – presents objectives to be achieved and actions to be delivered over the next five years up until 2028.

An Action Plan in Appendix 1 sets out how we will work in conjunction with a wide range of key stakeholders to deliver on these economic priorities. and will be able to be viewed at:

www.stratford.gov.uk/swes and www.warwickdc.gov.uk/swes



Cllr Ella Billiald

“Warwick District has many strengths which include natural assets with its stunning environment and tourism sector, as well as excellent creative, digital and green industries. Our strategy for business growth and the creation of new jobs must make use of these strengths,

to ensure our communities and industries thrive. The Council is undertaking numerous major initiatives across the district and by working with partners, stakeholders and business this economic strategy aims to make Warick District a great place to live, work and visit.”



Cllr George Cowcher

“Sustaining a vibrant economy is vital to the health and prosperity of all who live in Stratford District. This strategy promotes economic growth within a sustainable context and the need to ensure that it is served with the necessary infrastructure”

Introduction

The 488sq miles of attractive South Warwickshire countryside is home to highly-skilled, entrepreneurial, innovative and creative people and businesses and provides the ideal incubator for new ideas to flourish and grow. However, the pandemic hit South Warwickshire hard, with Stratford-on-Avon District being the fourth worst economically affected area in the UK due to its significant tourism and hospitality sector. Despite the challenging economic times, this strategy not only seeks to reboot the South Warwickshire economy, but also to grow it, widening existing opportunities, making it more sustainable and less vulnerable and capitalising on our ambitions for a low-carbon economy.

Our vision for South Warwickshire is that by 2028, Stratford-on-Avon and Warwick District Councils will have contributed to the creation of a larger, stronger, greener and more inclusive economy.

Our mission is to foster the growth of the South Warwickshire economy sustainably and equitably. Working together, we will ensure economic participation and prosperity for everyone in South Warwickshire. We will also lead the way and take smarter steps towards a greener future to meet our ambitions for a 55% reduction in South Warwickshire's carbon emissions by 2030.

Underlying the three themes of **People, Productivity and Place** are the core opportunity sectors of:

- Automotive and low carbon (including Automotive and Rail R&D, EV Batteries, Hydrogen)
- Low carbon 'green' technologies (including the Circular Economy)
- Bioscience, Medtech and Agri-tech
- Digital Creative
- Visitor Economy – to include hospitality, retail, leisure, cultural heritage and the arts

The Local Plan provides a long-term framework to guide physical and infrastructure developments in South Warwickshire up to 2050, reflecting, but also enabling, the vision and aspirations of both Districts as set out in [South Warwickshire Local Plan](#).

The economic development strategy intends to embed a low carbon sustainable approach to future growth and infrastructure in response to climate change, aiming to support the development of wholly sustainable communities, which requires having the right type of transport and digital infrastructure in place as a pre-requisite. The strategy will foster further development and growth of innovative knowledge based businesses in key opportunity areas and the right type of local economic growth according to the business presence in the more rural locations.

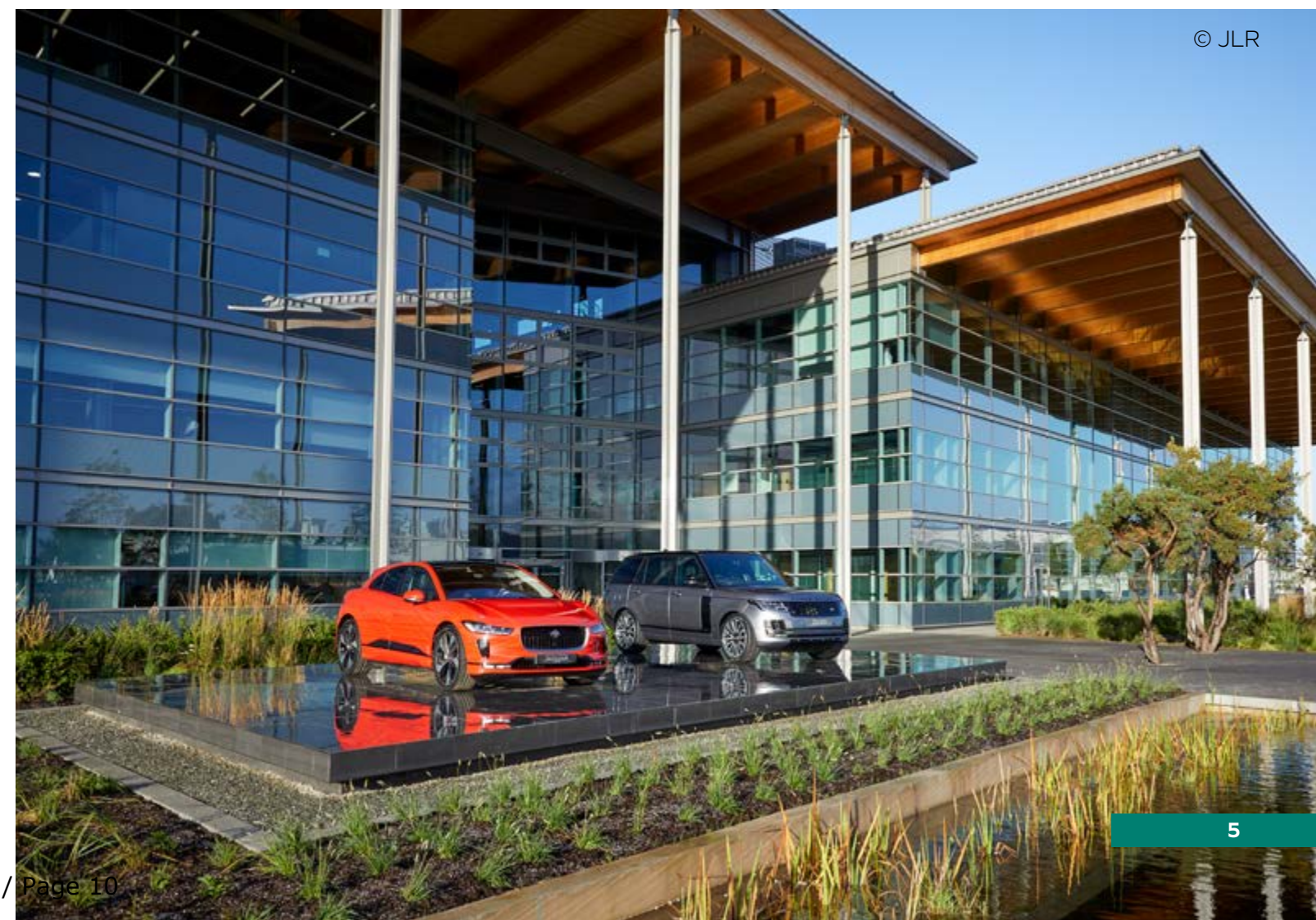
Purpose of the Strategy

The main objective of this strategy is to co-ordinate economic growth activities across South Warwickshire and highlight South Warwickshire's significance and contribution to the wider regional and national growth plans. The strategy will ensure cross referencing and alignment with other County and sub-regional strategies to ensure joined up working and use of resources in the development of future action plans.

Having this strategy in place provides a framework for joint activities drawing on common ground issues (opportunities as well as challenges) and taking advantage of the creation of critical mass and scale whilst minimising duplication and waste of resources and unnecessary competition. We should also recognise that both Stratford District and Warwick District Councils will undertake individual economic development activities. This is to be expected. This strategy enables those individual activities to share the common goals, aims and objectives of the wider geographic area in line with those set out in the strategy.

This strategy also provides impetus and direction for bidding for grants and monies when opportunities arise without restricting the ambitions and operational priorities of each authority. The strategy shows commitment and direction and will put the Stratford-on-Avon and Warwick District Councils in a stronger position to continue to attract public and private sector investment across South Warwickshire.

The following three parts explore the strategy in more detail.



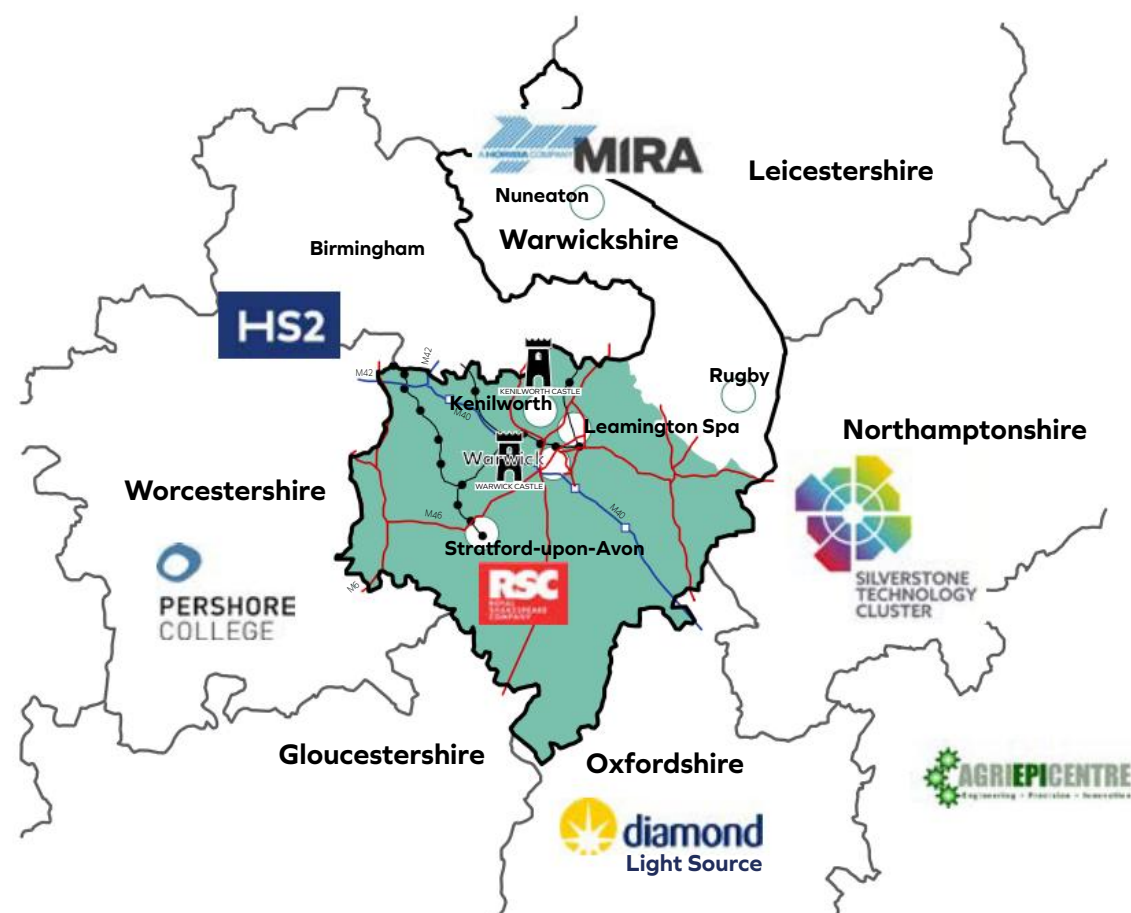
1. South Warwickshire at a glance

At the heart of the Midlands Engine

South Warwickshire benefits from direct access to both Birmingham and London via the M40 and the Chiltern Main Line (with UK Central and HS2 to the north to open from 2029) as well as international travel via Birmingham International Airport via the M42. To the south, South Warwickshire borders Oxfordshire and its connections to the Oxford-Cambridge Arc as well. Businesses within South Warwickshire are geographically well-placed to capitalise on a range of economic opportunities from not only the wider West Midlands, but the East Midlands and Southeast and Southwest of England. In addition to the M40 and M42, South Warwickshire is traversed by the A46, the Trans-Midlands [Trade Corridor](#), a key strategic route of national and regional importance.

Given its strategic position at the heart of the West Midlands, the economic development strategy will champion further integration of the transport network including the development of future mobility, bicycle and transport hubs as well as fostering active travel especially in rural locations to enhance the connectivity between its urban centres sub-regionally, ensuring the area benefits economically from HS2.

Improvement to connectivity generally across the area including investment in road, rail and cycle routes across both urban and rural locations, as well as ensuring the area benefits economically from HS2, accelerating active travel roll out as part of the green infrastructure.



South Warwickshire = 488 square miles

- 30% within the West Midlands Green Belt
- 8% within the Cotswold National Landscape (Area of Outstanding Natural Beauty)

Travel times by road

- Leamington to outer London (80 mins)
- Stratford to outer London (90 mins)
- Leamington to Birmingham (40 mins)
- Stratford to Birmingham (45 mins)
- Leamington to Oxford (40 mins)

Travel times by rail

- Leamington to London (80 mins)
- Leamington to Birmingham (25 mins)
- Stratford to Birmingham (50 mins)
- Solihull to London (38 mins proposed by HS2)

Birmingham

UK's second largest city, major transport hub, home to several universities and the leading Foreign Direct Investment location in the Midlands

Nuneaton – Motor Industry Research Association, founded in 1946, today HORIBA MIRA is a thriving automotive technology hub

Coventry – engine of the UK automotive industry

Leicester and Leicestershire – world-leading centres of new technology and innovation in space and earth observation and sports science

Rugby – birthplace of Rugby Union Football and strong heritage

Silverstone – F1 UK Grand Prix and High Performance Technologies

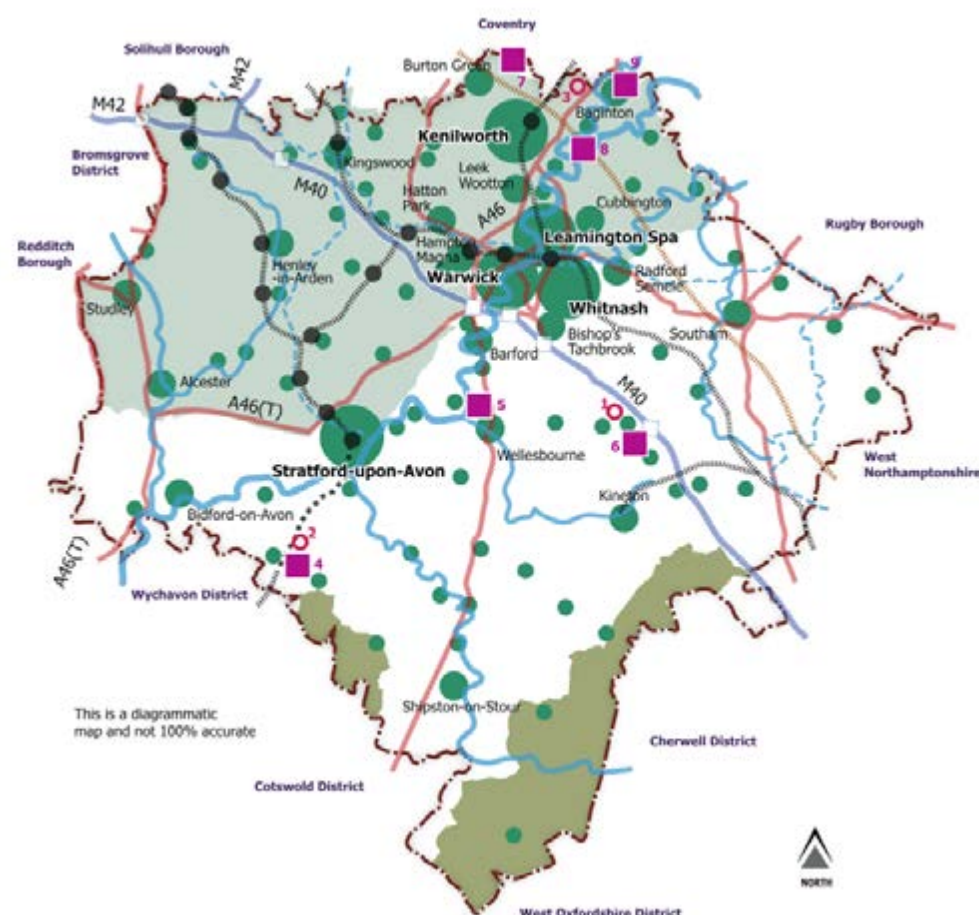
Banbury – motorsport and logistics hub

Cheltenham – GCHQ and cyber security hub

Vale of Evesham – booming food and agritech industry

Redditch – Aerospace industry

With access to a unique range of assets



‘Silicon Spa’

The home of the UK’s Video Games Industry, the ‘Silicon Spa’ cluster (which extends from the heart of Royal Leamington Spa and stretches out to the surrounding areas of Southam and Warwick) employs over 2,000 highly skilled people, equating to over 10% of the UK total in games development.

Automotive and Future Mobility

The Coventry & Warwickshire sub-region is proud of its reputation as a world-class centre for advanced manufacturing and engineering. Aston Martin Lagonda, Jaguar Land Rover and Lotus Engineering all have a major presence in South Warwickshire particularly at Gaydon (where Aston Martin has its global headquarters). In Stratford-upon-Avon District, manufacturing (of which the automotive sector forms a significant part) is the largest sector accounting for over 40% of GVA.

UK Battery Industrialisation Centre (UKBIC)

Part of a Government programme to fast-track the development of cost-effective, high-performance, durable, safe, low-weight and recyclable batteries, the UKBIC provides the missing link between prototype battery technology and successful mass production. UKBIC has been delivered through a consortium of Coventry City Council, CWLEP and Warwick Manufacturing Group/University of Warwick (WMG).

The Energy Innovation Centre as part of WMG at the University of Warwick’s Science Park is undertaking ground breaking research and development into battery technology.

Agriculture

70% of Warwickshire is agricultural land and home to a diverse range of farming, food and drink businesses. Agriculture is of particular importance to South Warwickshire in terms of contribution to the local economy, local communities, protection of the local environment and a large employer to local people.

Food and Drink

South Warwickshire has developed an excellent reputation for ‘foodie’ businesses. Many farms have diversified and invested in infrastructure to make it possible for these businesses to start up and grow. Small and micro businesses in this sector are pioneering, created through passion and a desire to do business differently based with ‘green credentials’ central to their ethos. Examples of these companies are: Purity

Brewing, Warwickshire Gin, Henley Chocolates, Napton Cidery and Shakespeare Distillery.

Cotswolds National Landscape

Designated in 1966 and previously known as the Cotswolds Area of Outstanding Natural Beauty (AONB), it is the third largest protected landscape in England.

Shakespeare’s Birthplace

The birthplace in 1564 and childhood home of William Shakespeare is a mecca for all lovers of literature. The restored 16th-century half-timbered house situated in the heart of Stratford-upon-Avon is a popular attraction for UK and overseas visitors.

Magnificent Castles

Warwick and Kenilworth Castles attract significant visitor spend (£72 million pre-pandemic total visitor spend between 2017 and 2019).

Historic Country Houses and Gardens

South Warwickshire is home to numerous significant country estates (including Charlecote Park, Coughton Court, Compton Verney, Ragley Hall, and Alscot Estate) which hold exhibitions that attract domestic and international tourists.

Arts & cultural organisations, events and venues

South Warwickshire boasts a wide range of organisations and venues which not only are important to make South Warwickshire a great place to live, work and visit, but also contribute directly to the economy of the area. These

range from Leamington Spa Art Gallery & Museum, the several theatres and venues including the Spa Centre and Loft Theatre in Leamington, and companies such as Motionhouse the world-class circus/dance performance company.

West Midlands Investment Zone, West Midlands Gigafactory and Coventry & Warwickshire Gateway South

In its Autumn Statement 2023, the Government has announced the go-ahead for the West Midlands Investment Zone which will bring more than £2billion of new investment to the regional economy. One of the three areas chosen for the investment will be in Coventry and Warwickshire. The proposed state of the art Gigafactory will be based at Gateway South in Warwick District at the heart of the UK’s automotive industry and will be able to supply UK manufacturers with batteries on their doorstep bringing investment, skills and jobs to the area and ensuring its place in the green revolution.

University of Warwick

With more than 26,500 students across 32 departments the University is currently ranked sixth in the UK. Its main campus is to the south of Coventry with an additional campus at Wellesbourne. Warwick Manufacturing Group (WMG) provides research and education in engineering, manufacturing and technology. Warwick Arts Centre is the largest venue of its kind outside of London.

Long Marston Rail Innovation Centre

Operated by Porterbrook PLC, the centre is a leading cluster in sustainable digital rail technology working with Small and Medium Enterprises.

Wellesbourne Airfield

Formerly RAF Wellesbourne Mountford, the airfield today operates as a general aviation airfield, home to private aircraft and a flying school training the next generation of UK commercial pilots. Its proximity to the University of Warwick’s Campus at Wellesbourne provides the ideal opportunity to attract inward investment as a centre for aviation innovation.

Stoneleigh Park

A science and innovation park, home to a cluster of over 60 businesses related to food production, equine and livestock husbandry, sustainability, renewable energy and the wider rural economy, Stoneleigh Park is a showcase for rural futures.

Royal Shakespeare Company (RSC)

Established in 1961 and based in Stratford-upon-Avon, the RSC is a major British theatre company employing over 1,000 staff and producing circa 20 theatrical productions each year. As well as its three theatres in Stratford-upon-Avon the RSC also tours across the UK and internationally.

Bowls England

Leamington is HQ of Bowls England and hosts the annual National Bowls championships throughout August attracting an estimated 11,500 spectators.

Employment Land

Across South Warwickshire SDC and WDC acknowledge it is important that the right amount and type of employment land is provided during the life of their Local Plans. Local employment land means land to meet the needs of the district and support existing and growing sectors. National policy states that robust reviews are undertaken to assess the need in terms of both quality and quantity for existing and future supply. The joint South Warwickshire Plan is currently being developed and will take account of this need alongside other land uses.

Following a joint Employment Land Review undertaken by CW Local Enterprise Partnership and the 6 adjoining Local Authorities it was found that extra employment land was required.

WDC made extra employment land available at Thickthorn Heath in Kenilworth, Stratford Road in Warwick and land in the North East of the district, south of Coventry Airport. Some of these opportunities are now being brought forward for development.

Proposed West Midlands Investment Zone (WMIZ)

The West Midlands Combined Authority (WMCA) region, including Warwick District (WDC), has been identified as one of the new Investment Zones (IZ). Giga Park in Coventry and Warwick is proposed as one of the three areas in the region to receive tax benefits and one of two to benefit from Business Rates Retention. The Government initiative, as part of its wider levelling up agenda, intends creating investment zones specialising in one priority sector. The Advanced Manufacturing and Engineering Sector has been agreed by the WMCA as the primary economic sector, particularly around EV and battery development, and its intersectionality with green industries, digital and health-tech.

The national programme offers each Investment Zone £80m over 5 years either to be taken entirely as funding or split between up to £45m tax incentives for investors (including Business Rates Relief) and £35m flexible spending. The zones will benefit from investment in infrastructure and other areas such as sector specific skills development and training.

The Giga Park is situated across the boundary of Coventry City Council with WDC. This site has been included as part of the Investment Zone because of the potential financial benefits that the inclusion of the proposed Gigafactory in the Zone, and its development, can bring to the whole of the West Midlands region. The West Midlands proposal, reflecting Government policy, is that BRR receipts and the £80m would first be allocated to meet the cost of infrastructure needed to enable development of the site. Retained business rates over and above this would be pooled across the WMCA and WDC area and applied to the benefit of the priority sector(s) and in WDC's case to local growth initiatives.

It must be emphasised that the development of the WMIZ is an ongoing process leading up to a final decision by Government in the Spring Budget 2024 in advance of programme start in April 2024. There is still a considerable amount of detailed work to be undertaken before the long-term economic and environmental benefits of the Giga Park's success will be seen.

Clearly, it is anticipated that the success of the Giga Park will generate significant and long-term economic growth for the district, including job creation, supply chain growth and new skills programmes, and reinvestment from BRR to help drive delivery. The proposals if fully realised overall would yield several billions £s of investment, significant business growth and the creation of thousands of jobs.

From an environmental perspective the proposed Giga Park also offers the significant opportunity to help decarbonise the economy locally regionally and nationally and to help the wider transition of the economy to a net zero carbon one.

Working with sub-regional partners to attract inward investment for the project WDC recently granted planning permission for the development of the West Midlands Gigafactory. Adjacent to the pioneering Battery Industrialisation Centre (UKBIC) and on the back of JLR's recent announcement and commitment of £250m investment to the area to develop its own Future Energy Lab Mobility Research Lab it is ideally placed within the heart of the UK Automotive industry to act as a hub for the rapidly growing battery industry drawing on the R & D and talent pool already in the area. Further information can be obtained from: <https://ukgigafactory.com/>

Wellesbourne Airfield Proposal

Whilst retaining and enhancing its aviation activities, SDC acknowledges the location and economic potential of Wellesbourne Airfield, particularly its proximity to the University of Warwick's Stratford-upon-Avon Campus. SDC supports the principle of employment uses on the site to capitalise on high-value manufacturing and engineering opportunities.

Kenilworth Gateway

A46 Warwick Bypass
CV8 2LP Approx 8 ha of
Employment Land for sale

The opportunity:

- 19.1 acres (circa 8 hectares) parcel of serviced employment land adjacent to the Warwick Bypass A46 to the south-eastern boundary of Kenilworth as part of the first phase of wider residential development of approx. 60 acres (24 hectares).
- Planning permission for Class E/B2 use
- Highly accessible and prominent location
- Excellent linkages to existing manufacturing, R&D and Digital Creative clusters

Kenilworth, a highly desirable market town in Warwick District, is undergoing significant urban development of housing, schools, leisure centres, community amenities and now offers a fantastic employment land development opportunity. Within easy reach of Coventry (7 miles), Leamington Spa (4 miles) and Warwick (5 miles) and with regular rail links to Coventry, Leamington Spa and onward to London (76 minutes) and Birmingham (21 minutes) the site is highly accessible being directly adjacent to the A46 Warwick Bypass. The site benefits from good connections to the wider motorway network within less than 6 miles of J15 of M40 and only 11 miles to J2 of M6.

The site is in an ideal location to maximise linkages with established and successful manufacturing R&D and Digital Creative clusters within the Coventry and Warwickshire sub-region and the wider region. Neighbouring Leamington 'Silicon' Spa is host to the largest video games cluster outside of the London area. The talent pools of world-renowned universities of Warwick and Coventry are on the doorstep and the proposed 'Giga factory' will be within easy reach placing the area in the vanguard of emerging technologies. **For further details:** economic.development@warwickdc.gov.uk



Long Marston Rail Innovation Centre

Derby and London based Porterbrook owns almost a quarter of the national passenger rail fleet and currently has around 4,000 vehicles on lease or on order. To date the business has invested £3bn in new passenger and freight vehicles and is actively looking to invest a further £1bn in rolling stock and wider rail infrastructure in the coming years. Engineering excellence is central to the company's role as a leading railway asset owner and manager. In collaboration with industry partners, the business project manages the delivery of regular upgrades to its rolling stock fleets, investing over £100m annually in its existing assets, working with over 100 UK-based companies and supporting around 7,000 jobs. It has an established reputation for delivering new technologies, such as battery, hybrid and hydrogen powered trains.

Since taking over the Long Marston Rail Innovation Centre in June 2021, Porterbrook has invested over £3m to modernise and enhance the facilities which include a 3.5km test track loop, high quality office and conference space, rolling stock storage and a training centre. A third of that spending has been with

local businesses in Warwickshire. The Long Marston Rail Innovation Centre is an increasingly important storage, training, research and development facility for the UK rail industry. The company's ground-breaking HydroFLEX, the world's first tri-mode battery, electric and hydrogen train, was built and extensively tested at the site before being presented at the



COP26 environment summit in Glasgow in November 2021. Porterbrook's long-term investment plans for Long Marston would allow many UK rail businesses to accelerate work in areas such as research and development and innovation in addition to supporting the local economy in Warwickshire. In 2023 it is committed to investing £2 million in a new Asset Management Facility (AMF), a fully enclosed train maintenance space incorporating heating, lighting, power and equipment. In 2022, the company announced a partnership with the charity Primary Engineer to deliver a new rail project to 10 schools in the Long Marston area, with the aim of encouraging more young people to consider careers in STEM related professions.

In terms of South Warwickshire's future economic development opportunities, it is important to maximise the cross-cutting synergies between sectors in terms of their future growth and support needed. Automotive, Rail, space, engineering and transport technologies including future mobility and alternative fuels are critical to the future of South Warwickshire and the West Midlands, so it is important to look at opportunities horizontally across sectors, ensuring that the training, skills and workforce development pathways are inclusive and support existing business needs as well as preparing for and promoting the strengths of South Warwickshire in the new and emerging economies of the future in low carbon and advanced manufacturing technologies.

1. South Warwickshire at a glance

Transforming Leamington Programme

Transforming Leamington is an exciting new long-term initiative which aims to bring together all those involved in making Leamington Town Centre a vibrant and successful place now and into the future. This is intended to be achieved through developing existing and new relationships and articulating the shared ideas and approaches through a new Leamington Transformation Framework. This builds on foundations established in 2018 via the Vision for the Town Centre, and updates this for the current day. It takes on-board the changes that have happened since then, including recognition of the global climate emergency, the COVID-19 pandemic, and the associated changes to our High Streets.

Leamington Spa is not alone in facing some of the greatest changes in the way people use town centres in their lifetime. The High Streets Task force draws together best practice and learning across all the nation's high streets and town centres. It is from this body of knowledge and experience that the concept of a Transformation Framework has been developed. A Framework is a forward-looking plan for the future which is flexible and able to quickly adapt and change as circumstances change in what can be very dynamic times for town centres.

The work is currently in development and has identified at least 22 individual projects, which will be co-ordinated at the strategic level via the Leamington Transformation Board.

As part of kick-starting this transformation, Leamington town centre has access to £10M of Government funding via the Future High Streets Fund. This is allocated to five

key transformational projects including the Town Hall, Spencer Yard, Former Stoneleigh Arms, Sorting Office. The Transformation Framework sets these projects in a wider context and provides the ability to articulate the vision for the town centre for all future funding bids. We will also be working closely with private sector partners to ensure empty units in the town centre are re-purposed to support the overall vibrancy and activity in the town centre as its profile of different uses changes from predominantly retail to more mixed-uses, including more residential and opportunities for town centre living.

It is crucial that our towns and villages remain welcoming and vibrant and have a distinct focus in the economic development strategy, in addition to our Opportunity areas, as South Warwickshire consists of a significant proportion of Warwickshire's rural economy. In terms of both the local plan and economic development strategy, we will support the development of rural village and town centres to enable them to establish their unique identities as has been undertaken in Leamington, to help strengthen them as destinations in their own right with unique economic and visitor attractions and unique business clustering. Support will be tailored according to the business and residents and community needs, enabling future enterprise and skills development as well as enhancing the town centre evening economy and hospitality, cultural and leisure sector.



Stratford-upon-Avon Gateway site

Stratford-on-Avon District Council seeks to encourage the regeneration of land to the northwest of Stratford-upon-Avon town centre to form a new "Gateway" into the town, while extending the town centre offer into and through the site towards the emerging Canal Quarter, for which a separate masterplan has already been prepared. The Gateway site has already been identified by the Shakespeare Birthplace Trust as a suitable location for a new visitor attraction celebrating the life and work of William Shakespeare. The proposed World Shakespeare Centre (WSC) will anchor a broader mix of town uses, and provide a complementary addition to Shakespeare's birthplace, the Royal Shakespeare Company (RSC) and other cultural attractions around the town.

It will include high quality public spaces, places and facilities for everyone to enjoy, anchored by a world-class celebration of the world's greatest playwright William Shakespeare.



University of Warwick

Warwick is one of the world's leading education and research institutions, ranked in the UK top 10 and in the world top 65, and proud to have been established in the West Midlands. The University's mission is to be a regional force for good: working together with communities, businesses, partners, and major industry to create impact that leads to innovation in action, boosts the local economy, attracts and retains talent, and provides local people with new opportunities to advance and excel. With 28,000 students and almost 7,000 staff, in 2019-20 the University generated £1.15 billion for the local economy.

The University's strategy connects its research to solving the major challenges of society. Since its foundation, Warwick Business School has become world-leading, and WMG (Warwick Manufacturing Group) is an exemplar of academic and industry researchers working together on global initiatives through partnerships such as the National Automotive Innovation Centre, as well as supporting skills for the future through the WMG Academy for Young Engineers and the WMG Degree Apprenticeship Centre.

The University has also made major investments in sport, arts and culture, providing training facilities for elite athletes and local communities, and recently completing a £45m refurbishment of Warwick Arts Centre. With a base in The Shard in London, an alliance with Monash University in Australia, and strategic partnerships across Africa, China, Europe, North America and beyond, by 2030, Warwick will be one of the world's exceptional universities.



University of Warwick Wellesbourne Innovation Campus

The University of Warwick's campus on the outskirts of Stratford-upon-Avon is a unique collaborative environment shared by academic research teams and a range of knowledge-led businesses. The vision is for collaborative research to deliver on the global challenges of future mobility, crop science, digital technologies and health.

There are currently over 20 businesses at the campus, including the Lotus Advanced Technology Centre, Corteva Agrisciences, Rimac P3 Mobility, and the SMEs Lyra Electronics, Stoli Catalysts, Fluxsys and EBI Software, along with researchers from the University's School of Life Sciences and WMG (Warwick Manufacturing Group). The campus is also home to Defra's UK Vegetable Genebank, a repository of international significance, as well as the Natural Light Growing Centre, an industry-focussed R&D facility of one of the UK Government's Agri-tech Innovation Centres. The University has a long-term vision for growth at the campus, with plans to welcome further investment and build a world-leading innovation hub in the region.



A high value and high potential economy



South Warwickshire is home to 16,000 businesses and a highly entrepreneurial location to start a successful business

- There are **59 business per 1,000 population** in South Warwickshire, compared with 37 per 1,000 population in the West Midlands and 42 per 1,000 in England
- **Business survival rates for new businesses are relatively high**, a 4-year rate of 51% compared to 43% in England



South Warwickshire is making an economic contribution of £10.2 billion of gross value added (GVA) to the regional and national economies, with the GVA in South Warwickshire growing faster than the average in England over the past 10 years, drawing on strong productivity trends

GVA per hour worked and GVA per job filled are both above the England and West Midlands average



South Warwickshire is home to 283,177 people, with a growing population and the working age population relatively highly qualified

- There has been a population increase of 6.7% between 2017 and 2021, compared to 1.6% nationally and 1.5% in the West Midlands
- The **working age population aged 16-64 comprises 61%** of the South Warwickshire population



Manufacturing
Businesses: 760
Employment: 19,000
GVA: £1,952 million



Wholesale and retail trade:
Businesses: 1,955
Employment: 23,000
GVA: £1,015 million



Professional, scientific and technical services
Businesses: 3,295
Employment: 16,000
GVA: £576 million



Human health and social work
Businesses: 535
Employment: 19,000
GVA: £409 million



Administration and support activities
Businesses: 1,415
Employment: 11,000
GVA: £505 million



Agriculture, Forestry and Fishing
Businesses: 950
Employment: 3,700
Utilities (electricity, gas, water supply and waste)
Businesses: 80
Employment: 4,310
GVA (Utilities & Agriculture): £1,503 million



Real Estate
Businesses: 745
Employment: 2,750
GVA: £1,294 million



Construction
Businesses: 1,715
Employment: 6,000
GVA: £460 million

Sources: Business Register and Employment Survey - Nomis, ONS, Demography 2021 - Released 2022, Nomis; UK Business Counts - Nomis, ONS, Demography 2022 - Released 2022, Nomis; Regional gross value added (balanced) by industry: local authorities by ITL1

It is also estimated that South Warwickshire will deliver approximately **£13.4 billion to the regional and national economy by 2028**. The two Councils are working together to contribute to the wider West Midlands ambitions to become the fastest growing region outside of London (as set out in the WMCA Strategic Plan for Growth).

This could deliver an **additional £300 million to the local economies by 2028**. This will bring the total contribution to the regional and national economies to £13.7 billion by 2028 (and £14.1 billion by 2030).

Source: Warwick Economics & Development (1.4% drop in GVA forecasted by the Office of Budget Responsibility in November 2022 has been incorporated - leading to a GVA in 2028 and 2030 that is slightly lower than would otherwise be the case).

- The working age population is projected to **grow in South Warwickshire at more than twice the rate of England by 2030**, with 8% growth in this age group compared to 3% nationally
- Approximately **49% of the working age population is qualified to NVQ4 or above**, compared to 43.2% nationally and 38.9% regionally (West Midlands)

79.5% of the working age population of South Warwickshire is economically active with 3.6% unemployed and 16.5% inactive

- This compares with 79% of the working age population of England being economically active with 21% inactive (including unemployed).



- 31.4% of occupations in South Warwickshire are described as professional compared to 26.1% nationally
- There is also a concentration of associate professional positions (19% compared to 15% nationally)

Some challenges

South Warwickshire is a high value and high potential economy and has many strengths, but it also faces some important challenges that will need to be overcome by the two Councils working closely together. For example, the competitiveness of the area has fluctuated in recent years since before the Covid-19 pandemic. SDC ranked 43rd in 2018, dropped to 51st place in 2019 but has since risen to 33rd place in 2023. Whereas WDC has stayed relatively stable but with a slight decline having ranked 22nd in 2018, 27th in 2019 and dropped to 29th in 2023. While both Districts have very strong bases in manufacturing, our economies are also highly dependent on retail, hospitality and tourism. These are sectors that tend to offer low-paid jobs with limited career progression opportunities.

Some parts of South Warwickshire also lack access to superfast broadband and good mobile phone coverage. This prevents some rural businesses operating on a level playing field. In parts of South Warwickshire, we also lack sufficient power/energy capacity to meet future demand for development. Furthermore, whilst South Warwickshire is centrally located in the country there are areas that lack direct links to the main rail network. Many communities have limited access to public transport. This has an impact on employment and social, health and wellbeing of residents where some suffer from social isolation and rural poverty. Housing costs have risen beyond average affordability in the area. House purchase and private rents are prohibitive for young, single, or lower paid people. With a shortage of social housing there is acute pressures in the housing market for local people who often have to move out of the area to cheaper areas.



Significant opportunities

A carbon neutral economy: In 2019, Warwick and Stratford-on-Avon District Councils both declared a climate emergency. Both have committed to reduce district wide emissions by 55% by 2030. A joint 'Climate Change Action Programme', agreed by both Councils in November 2021, sets out ambitions and how we'll achieve them.

This requires the rapid decarbonisation of emission sources which fall outside of the jurisdiction of local authorities. A 2021 report produced on our behalf showed that emissions arising from energy use in non-domestic buildings and industrial processes represented 22.9% of the total carbon footprint of the Stratford and Warwick District areas.

We are already experiencing climate change on a global scale. A recent report produced by Sustainability West Midlands highlighted that 65% of UK SMEs have been financially impacted by their lack of response to weather information. As the impacts of climate change continue to be felt, it is likely that this figure will increase.

Economic development will play a vital role in driving the UK's transition to net zero. It is predicted that by 2050, there could be up to 1.18 million jobs in low-carbon and renewable energy sectors and this offers great opportunities to the area given our access to research and talent. Through the Economic Strategy, we will encourage low-carbon sectors to the Stratford and Warwick Districts to ensure that the area is well positioned to benefit from this. The Economic Strategy will enable a shift to a low carbon economy within the area in the following ways, expanded upon further in the delivery plan:

1. Businesses will be supported to reduce their carbon footprint.
2. Economic development within Stratford and Warwick Districts will maximise the economic opportunity presented by the transition to net-zero and the need to adapt to a changing climate.
3. Business resilience will be increased through the provision of climate change adaptation measures.

This strategy will support the development and alignment with the Warwickshire County Council's strategic economic plan for Warwickshire and the Sustainable Futures and Transport strategies for Warwickshire and the West Midlands. There is a need for greater connectivity on the rail network to enhance the connectivity of Stratford to the main rail spine between Oxford and Leamington for instance and the Honeybourne Stratford rail line. South Warwickshire will aim to support the development of a more reliable and resilient road, rail and active travel and public transport infrastructure, including rapid EV transition.

Powering the South Warwickshire Economy: A bigger South Warwickshire economy will require more locally generated energy. This strategy therefore supports proposals for renewable energy generation, low carbon heat and power, retrofitting of existing buildings, hydrogen hubs and emerging low-carbon energy technologies. The Stratford-on-Avon Core Strategy and Warwick Local Plan set out the Councils' respective planning policies for supporting applications for such schemes.

At the local community level, there are also economic opportunities arising from the development of the circular economy in response to climate change and an opportunity to further enhance biodiversity as well as developing new economic opportunities linked to the natural capital, enhanced natural landscapes within the area including local energy solutions including renewable energy.

Levelling Up: The Levelling Up White Paper recognised the role Jaguar Land Rover (JLR) is playing as an anchor institution for local SMEs driving skills improvement and supporting local communities. Warwickshire is referenced as a recipient of funding through Project Gigabit to bring gigabit-capable broadband to 85% of the UK by 2025, and Leamington Spa as a recipient of Future High Streets Fund. There is also recognition of the benefits that the legacy of the 2022 Commonwealth Games will bring to the whole West Midlands region.

Rural Economy: South Warwickshire is a predominately rural area and this strategy seeks to support economic activities right across South Warwickshire. The rural economy encompasses all businesses operating in rural locations; not just those engaged in agricultural or land-based activities such as farming, food production or tourism. Whilst needing to be mindful of constraints such as landscape setting and traffic on rural roads, this strategy seeks to capitalise on the potential to provide for local employment opportunities to ensure thriving rural communities.

Prosperous High Streets: High streets and town centres are under increasing pressures and undergoing structural changes. These changes provide an opportunity to reinvigorate our town centres to ensure that they remain vibrant and resilient. This may mean a shift away from 'traditional' retailing and this strategy supports the provision of a mix of commercial uses and a more experienced based culture. This may also mean extending the window of activity on our town centres by promoting the evening economy. Importantly, we need to get local residents back onto our high streets and the approach above, coupled with improvements to the public realm will be critical in achieving this.

Employment Enabling Sites: Research has shown that one of the barriers to economic growth across South Warwickshire has been the affordability of employment land, particularly local businesses looking to expand being priced out by competing land values or higher value sectors. The councils are exploring how they can use their planning policies to promote and encourage the provision of affordable employment space across South Warwickshire and this strategy supports the principle of such provision.

Sustainable Transport: South Warwickshire is car dominated. Despite this, there is a network of railway lines connecting the main towns with Birmingham, Solihull, Coventry and London. This strategy seeks to promote uses of sustainable transport modes as part of the shift to net zero and the councils will work with partners, including the Heart of England Community Rail Partnership to improve services and fully capitalise on the South Warwickshire rail network.

West Midlands regional strategies and initiatives: Major opportunities are also created for South Warwickshire through the two Councils working together in the regional context, including to continue supporting the Midlands Engine and contribute to the work of the West Midlands Combined Authority (WMCA) including the WMCA Plan for Growth (in particular health-tech and med-tech, digital creative opportunities for production and games development and aerospace including manufacturing and alternative fuels sectors) and the West Midlands Innovation Accelerator; the WMCA's Green Prospectus (in particular future mobility, smart energy systems, energy storage and resource management and low carbon economy). Together we will also explore opportunities arising from the Midlands Connect targeted investments to alleviate key congestion hotspots along the A46 corridor, including at Evesham and Stratford-upon-Avon.

Coventry and Warwickshire Immersive and Creative Industries Launchpad

Innovate UK has opened a pioneering funding programme focused on the Coventry and Warwickshire's immersive and creative technology cluster, to further accelerate innovation and growth in the region's creative technologies.

Under the Launchpad programme, businesses and researchers can bid for Innovate UK grants ranging from £25k to £1 million for business-led projects that build on the region's strengths.

The competition will support outstanding innovation projects led by businesses which are active, or growing their activities, in the creative and immersive technology industries cluster in Coventry and Warwickshire.

The Immersive and Creative Launchpad is promoted by Invest Coventry and Warwickshire, a partnership between Coventry City Council and Warwickshire County Council.

Round one of the competition for funding opens on 23 October and closes on 6 December 2023 but further rounds will be available in the future.

Find out more about the competition and how to apply: <https://iuk.ktn-uk.org/programme/launchpads/>

UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF)

Under the Government's Levelling Up agenda every part of the UK received an allocation of both core UKSPF funding and the numeracy programme, Multiply. The three overarching objectives for the funding are community and place; supporting local businesses and people and skills. The funding runs through to March 2025 and the allocation for South Warwickshire was:

Warwick District Council - £3,484,412

Stratford District Council - £3,596,031

Warwickshire County Council - Multiply - £2,543,360 (County wide allocation)

By working in partnership with WCC and other boroughs and districts existing county wide support programmes have been reviewed and maintained and where possible additional programmes have been commissioned to meet local need.

SDC has benefitted from an additional allocation of £1,015,179 from the Rural England Prosperity Fund as a large part of the district faces rural challenges and can demonstrate that it meets the criteria of associated lower productivity rates; poor connectivity and poorer access to key services.



1. South Warwickshire at a glance

The following SWOT analysis sets out the strengths, weaknesses, opportunities and threats and how they impact on people, productivity and place.

People

- Diverse and rich skills of the local workforce ranging from manufacturing, software and technology to agriculture
- Strong educational outcomes and qualifications among the population
- High proportion of low paying employment in the retail, hospitality and tourism sectors
- High cost of living (e.g. access to affordable housing and travel costs) impacting on ease of recruitment for certain sectors and health and well-being of residents who often have to move out of area for availability and affordability of housing. This especially impacts young, single and low paid people
- Poor connectivity through public transport and limited access to superfast broadband and reliable mobile phone coverage leading to rural social isolation and poverty
- A highly skilled workforce offers a bedrock from which to build high skill industries such as low carbon sector and artificial intelligence
- A joint strategy offers an opportunity to work with local and regional partners to match local skills supply to the demands generated by investments in new technologies
- Work with the University of Warwick and local employers to increase graduate and apprenticeship opportunities and retention
- Access to UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) to support employment and skills training across the area
- Dependence on service sector jobs and response to the pandemic led to a large portion of the workforce being furloughed and seeing other work leading to hiring shortages for these sectors
- Fewer young people in the labour market, a key demographic for tourism and service sector jobs, exacerbating issues of worker shortages in these sectors



Productivity

- Particularly high GVA growth compared to nationally
- A strong business survival rate and strong entrepreneurial culture and attractive environment to do business
- Well-qualified population and emerging new technology and innovation clusters
- Imbalance in sectoral spread of GVA - making the economy vulnerable to economic shocks and crises
- Despite high employment, a large portion of jobs are low-paying sectors such as retail, social care, and food and drink service
- Insufficient energy/ power capacity to meet future development demands in certain areas
- Limited access to superfast broadband and reliable mobile coverage in certain areas
- Both Stratford-on-Avon District Council and Warwick District Council have slipped down the Local Authority Competitiveness Index from 2018 to 2021 from 48th to 43rd and 26th to 22nd respectively.



1. South Warwickshire at a glance

- Localise energy supply, secure further investment in new technologies and promote a low carbon economy
- Support growth in all key sectors and knowledge-based businesses in: advanced manufacturing and engineering; low carbon; tourism and service sector; creative industries and ICT and agriculture sector
- UKSPF and Rural England Prosperity Fund (REPF) will provide on-going support to businesses
- Coventry & Warwickshire has been highlighted as a potential Investment Zone with the proposed Giga-factory to be located at the Coventry Airport site , the heart of the UK automotive industry , for provision of UK Batteries for the UK EV industry
- Continuous increase in housing affordability ratios will limit young and lower income workers moving in to the area
- Certain sectors in South Warwickshire could be disproportionately impacted by climate change such as agriculture and tourism



Place

- Proximity to world class universities and industries with strong R&D
- Areas of outstanding natural beauty and a world renowned cultural and historical heritage attracting global tourism and investment
- Excellent schools, good transport links to London and Birmingham, attractive open spaces and cultural offerings make the area an attractive place to live and work
- Good transport links to London and Birmingham from Leamington and Warwick
- South Warwickshire has received levelling up funds in terms of Future High Streets Fund in Leamington Spa and as part of the wider Project Gigabit bringing broadband to 85% of the UK by 2025
- Jaguar Land Rover (JLR) recognised by Government as anchor institution for local SMEs in driving up skills improvement and supporting local communities
- Restricted access to public transport in many parts, impacting employment, health and rural isolation
- Limited access to broadband and phone coverage for some rural areas
- Continuing need for social and affordable housing affecting young and vulnerable people
- National and local policy commitments and funding and well-targeted regeneration projects across different areas and sectors
- Buy-in, engagement and the development of a new housing company offer opportunities for focusing on progressive low carbon policies for the area
- Coventry & Warwickshire recognised as one of the areas for proposed Investment Zone with the proposed site of the UK Gigafactory to be based at Coventry Airport. This will bring significant benefits to the existing eco-system being at the heart of the UK Automotive Industry
- Staff shortages and supply chain breakdowns as a result of Brexit and Covid impacting on businesses' ability to operate effectively
- Employment land and space, while relatively abundant, may not be suitable for business needs



Key

Strengths



Weaknesses



Opportunities



Threats



2. An Economic Strategy for South Warwickshire

Our Vision

Our vision for South Warwickshire is that by 2028, Stratford-on-Avon and Warwick District Councils will have contributed to creating a larger, stronger, greener and more inclusive economy.

Our Mission

Both Stratford-on-Avon and Warwick District Councils have declared climate change emergencies and are committed as organisations to achieving net carbon neutrality by 2025. Aside from the positive environmental impacts of achieving carbon neutrality, mitigating and adapting to climate change will generate positive economic impacts and new opportunities for jobs and investment in new sectors, driving forward innovation in existing sectors and creating the cross-fertilisation of ideas. The Councils want to capture and capitalise on these opportunities and see South Warwickshire leading the way in decarbonising the local economy while promoting growth and social inclusion. Our mission, therefore is:

To foster the growth of the South Warwickshire economy sustainably and equitably. Working together, we will seek to achieve economic participation and prosperity for everyone in South Warwickshire. We will also lead the way and take smarter steps towards a greener future to meet our ambitions for a 55% reduction in South Warwickshire's carbon emissions by 2030.

Our Focus

To deliver our strategy, we are focusing on three themes: **People, Productivity and Place**. Across these themes, we have identified several main objectives and priority actions that the two Councils want the strategy to accomplish.

The Action Plan in Appendix 1 is intended to evolve into a 5 year plan with more detailed activity for the medium term developed during Year 1 when other strategies under development have produced their strategies and action plans to enable us to align objective prioritisation, resources and fund and the roles of other Councils and bodies are clearer and what type of role and activity SDC and WDC will play. It recognised that the economy can be a very fast changing environment and the impact upon economic development can often be sudden as was demonstrated by the Covid 19 pandemic. There are of course more longer-term investment projects that take years to come to fruition often reliant on appropriate funding streams to effect the regeneration. This Action Plan therefore focuses on the next five years and in particular incorporates a more detailed first year of operation 2024- 2025 with the intention that the Action Plan will be reviewed annually to reflect the current economic circumstances facing both Councils locally, regionally and nationally. The Action Plan will be supported by more detailed service plans held by each Council which will be monitored with quarterly reporting.

The main objectives are:

People

Objective 1 - To address the skills imbalance.

Objective 2 - To increase the provision of low cost housing.

Productivity

Objective 3 - To support existing sectors.

Objective 4 - To de-carbonise the existing South Warwickshire economy.

Objective 5 - To attract new sectors to South Warwickshire to diversify the local economy.

Place

Objective 6 - To improve infrastructure provision across South Warwickshire.

Objective 7 - To increase the vitality of our high streets and town centres and promote the economic value of our artistic and cultural assets.

Objective 8 - To ensure the adequate supply of employment land.

An additional cross-cutting objective has been added specific to Warwick District in confirmation of the West Midlands Investment Zone.

Objective 9 - To work with West Midlands Combined Authority in the development and delivery of the West Midlands Investment Zone (WMIZ).



3. Delivering the Economic Strategy

Main objectives and priority actions

People

Objective 1 - To address the skills imbalance

- 1.1 Explore opportunities with local businesses for apprenticeship and other vocational programmes such as T levels in partnership with colleges and universities across South Warwickshire
- 1.2 Working with local businesses, sixth forms and colleges, establish a programme of promoting local job opportunities with school and college leavers including career fairs and job matching and with the education business partnership and careers hub and enterprise advisors
- 1.3 Explore opportunities with local colleges and universities to retrain adult learners to address staff and skill shortages in specific sectors
- 1.4 Access to training and development at all stages of the working life with a focus on the green economy and low carbon transition, digital, creative and electronics and technology skills
- 1.5 Develop a workforce with the skills needed to increase and enhance natural capital, biodiversity and sustainable development across the area
- 1.6 Skills for social mobility, inclusion and widening participation
- 1.7 Develop workforce development strategies for the future mobility technologies, green technologies and digital creative industry sectors

Objective 2 - To increase the provision of low cost housing

- 2.1 Encourage and support the provision of 100% affordable housing schemes across South Warwickshire in accordance with Local Plan policy
- 2.2 Explore with partners the potential for low cost key worker accommodation targeted at the service and hospitality sectors
- 2.3 Deliver additional housing that meets the needs of South Warwickshire through Registered Providers (RPs) and through Milverton Homes Local Housing Company in the case of Warwick District Council

Productivity

Objective 3 - To support existing sectors

- 3.1 Promote business support programmes and networking across South Warwickshire targeted at start-up and fledgling businesses, in particular programmes that provide flexible and less prescriptive support
- 3.2 Support the diversification of the rural economy including through the provision of local hubs for rural and agricultural industries that foster collaboration and innovation
- 3.3 Establish one additional business centre across South Warwickshire by 2028
- 3.4 Support the provision of additional visitor accommodation in line with sustainable "green" tourism principles
- 3.5 Promote Warwickshire and Leamington Spa as the digital creative technology hub for the West Midlands and provide the necessary underpinning physical infrastructure. Launch Innovate UK Immersive and Creative Technologies launchpad funding programme
- 3.6 To utilise South Warwickshire's allocation of the UK Shared Prosperity Fund to improve support for local businesses

3. Delivering the Economic Strategy

- 3.7 Support businesses in South Warwickshire to adapt to climate change, minimising the impact on productivity and maximising economic opportunities
- 3.8 Develop an innovation support service as well as enhancing a coherent innovation ecosystem across Warwickshire
- 3.9 Develop a business engagement strategy for SDC and WDC linked to the Growth Hub. Arrange and host an SDC business fair

Objective 4 - To de-carbonise the existing South Warwickshire economy

- 4.1 Work with existing partners to establish a network of low carbon business champions to promote and support the de-carbonisation of existing businesses and to encourage a circular economy across South Warwickshire
- 4.2 Encourage and support the retrofitting of commercial premises with renewable energy generation
- 4.3 Work with Shakespeare's England and the new Local Visitor Economy Partnership (LVEP) tourism businesses to de-carbonise the tourism sector including through more sustainable travel

Objective 5 - To attract new sectors to South Warwickshire to diversify the local economy

- 5.1 To work with University partners to maximise the benefit of "spin off" or "spin out" commercial opportunities arising from University research in low-carbon sectors
- 5.2 Support the provision of an electric vehicle "Gigafactory" and support low carbon future mobility and its associated value and supply chains within South Warwickshire
- 5.3 Develop the Wellesbourne Innovation Campus & sector supply chains. Develop the Kenilworth Gateway employment site
- 5.4 Encourage innovation graduate placements with businesses, including Knowledge Transfer Partnerships (KTPs)
- 5.5 Sector diversification, internationalisation and inward investment support. To work with regional partners to attract inward investment into development and delivery of the proposed EV Giga Factory at Gateway South, Coventry Airport

Place

Objective 6 - To improve infrastructure provision across South Warwickshire

- 6.1 To facilitate the delivery of superfast broadband speeds/full fibre and good mobile 5G signal across South Warwickshire
- 6.2 To work with National Highways and Warwickshire County Council to facilitate the upgrading and safety of the A46 to expressway standards*
- 6.3 To facilitate the increase of renewable power generation and supply across South Warwickshire, in appropriate locations
- 6.4 Review options for de-carbonisation of refuse collection vehicles and future zero carbon fuel opportunities. SDC to continue to work with Porterbrook, Long Marston on hydrogen rail project
- 6.5 To improve the transport connectivity to the University of Warwick's campus

*Limited-access road or expressway.

A highway or arterial road for high-speed traffic which has many or most characteristics of a controlled-access highway, or no access to adjacent property, some degree of separation of opposing traffic flow, use of grade separated interchanging extent, prohibition of some modes of transport such as bicycles or horses and very few or no intersecting cross-streets.

Objective 7 – To increase the vitality of our high streets and town centres and promote the economic value of our artistic and cultural assets

- 7.1 To facilitate the delivery of the World Shakespeare Centre in Stratford-upon-Avon; support & facilitate the delivery of key public realm/highway schemes to help improve the place and economic wellbeing of town centres e.g. Bridge Street / High Street (SuA), Parade (Leamington Spa), Bath Street
- 7.2 Working with Town Councils and BIDs, secure funding opportunities for public realm improvements to high streets, including the Stratford Gateway site and new development of the Debenhams and BHS stores in Stratford-upon-Avon
- 7.3 Working with WCC Warwickshire Towns Network, Town Councils and BIDs to monitor occupancy levels in town centres and work with landlords to encourage pop-up and meanwhile uses in empty shops
- 7.4 Work with Shakespeare's England, Destination Coventry and Visitor Information Centres to compile and maintain a single list of events across South Warwickshire to assist in more effective collaboration and promotion
- 7.5 Deliver Leamington's Future High Street Fund and wider transformation projects to strengthen the 'Silicon Spa' cluster as the national centre for digital creative industries. To work in partnership Transforming Leamington Board to progress projects to address town centre issues in Leamington Spa
- 7.6 To retain visitors to South Warwickshire by growing the night-time economy through supporting later opening of businesses and provision of diverse events including more evening events
- 7.7 To strengthen and protect existing high streets in all town centres/ villages by resisting the loss of retail and/or commercial space to residential and supporting the rural towns in delivery of their neighbourhood plans

Objective 8 – To ensure the adequate supply of employment land

- 8.1 To facilitate the provision of additional affordable employment premises across South Warwickshire through the SWLP
- 8.2 To ensure adequate future supply of employment land in the right locations across South Warwickshire through the SWLP
- 8.3 To ensure the appropriate availability of physical infrastructure such as offices, enterprise and innovation centres and move on space in rural market towns in support of their neighbourhood plans

Objective 9 – To work with West Midlands Combined Authority in the development and delivery of the Proposed West Midlands Investment Zone (WMIZ)

- 9.1 Development and delivery of the WMIZ and specifically Giga Park in Coventry and Warwick
- 9.2 Attract investors to the WMIZ Giga Park site
- 9.3 Allocation of WDC surplus retained business rates generated by the WMIZ
- 9.4 To ensure that the decisions of the Board do not import any undue risk to WDC in financing schemes that result from those decisions



3. Delivering the Economic Strategy

Core Opportunity Sectors

The strategy identifies several sectors for the two Councils to work together on in order to boost growth and productivity. These sectors are those where there are significant opportunities for investment, building on an existing foundation of established, successful business, particularly in the professional services, across the area while further improving and opening up (new) opportunities for the local workforce. Collectively, these sectors also contribute to the achievement of our net zero targets.

- **Automotive and low carbon transport** - to include advanced manufacturing engineering (AME), EV Batteries, Hydrogen and Rail - With strong links to both further and higher education institutions, South Warwickshire forms a world-leading cluster at the heart of advanced automotive technology and R & D into future mobility across all transport sectors. Specific market opportunities in this respect include: EV Batteries - taking a lead from the R&D foundation of the automotive industry, this fast-developing sector is creating a high value, advanced cluster in its own right, assisted by the UK Battery Innovation centre in Warwick District and the proposed Investment Zone and Gigafactory at Coventry and Warwickshire Gateway South and the world-leading research of University of Warwick and Coventry University. Hydrogen – non-fossil fuel hydrogen generation is an alternative clean fuel to battery technology. Work on hydrogen technology in the rail industry is being explored at Long Marston with the development of the Hydro-flex train.
- **Low Carbon Technology** - to include the 'Green Economy' and the 'Circular Economy' – in addition to low carbon transport the area is well placed to develop opportunities across the 'Green Economy'. Warwick District is the home to National Grid's HQ and the area offers opportunities for businesses in the development low-carbon forms of energy. The strategy will encourage businesses working in this sector and will encourage the development of a 'Circular Economy' to move both councils towards the achievement of their Net-Zero ambitions.
- **Bioscience, Agri-tech and Medtech** - Seeking to develop biological and technological solutions that sustain, restore, and improve the quality of life for humans, plants, and animals in our world, including innovations in agriculture to increase its yield, efficiency, and profitability. Bioscience has strong roots in South Warwickshire with continual research since 1949. With access to R&D, higher educational institutes and pool of technical expertise opportunities to attract and develop high-tech industries in the area.
- **Digital Creative** - Centred on Leamington Spa town centre this cluster extends to nearby towns such as Southam. The home of the UK video games industry, "Silicon Spa" employs 10% of the UK games development workforce and is the largest cluster outside of Greater London. The area offers great opportunity for development of Film and TV industry but also link up with other clusters involved in digital transformation, augmented and immersive technologies and digital manufacturing.
- **Visitor Economy** - to include hospitality, retail, leisure, cultural heritage and the arts – South Warwickshire boasts a host of global 'hero brands' in the likes of Shakespeare and the RSC, Warwick Castle and Kenilworth Castle and is well established as a tourist destination employing significant numbers of people and contributing to the local economy. A specific area of focus for the economic strategy will be to develop tourism in a sustainable way across the area and to look at new opportunities to build on the existing tourism offer of our local towns, villages and rural areas to ensure they remain vibrant and welcoming to both the resident and visitor alike..

3. Delivering the Economic Strategy

Within South Warwickshire, there is a core economic area comprising the five main towns (Kenilworth, Royal Leamington Spa, Stratford-upon-Avon, Warwick and Whitnash), the A46 Trans-Midlands Trade Corridor and the central section of the M40. It also includes the University of Warwick's two campuses, Coventry and Warwickshire's Gateway South Battery Innovation Centre and the proposed Gigafactory, Long Marston Garden Village and Rail Innovation Centre, Stoneleigh Park, the automotive hub at Gaydon and proposed development at Kenilworth Gateway off the A46 and the Innovation Centre at Wellesbourne Campus. Whilst this Economic Strategy seeks to maximise economic opportunities across the whole of South Warwickshire, this area, with its proximity to High Speed 2 and UK Central at Arden Cross in neighbouring Solihull Borough just to the north of South Warwickshire, is likely to provide the focus for attracting strategically significant inward investment to drive forward the South Warwickshire economy, while acknowledging national and local planning policies (e.g., Green Belt).

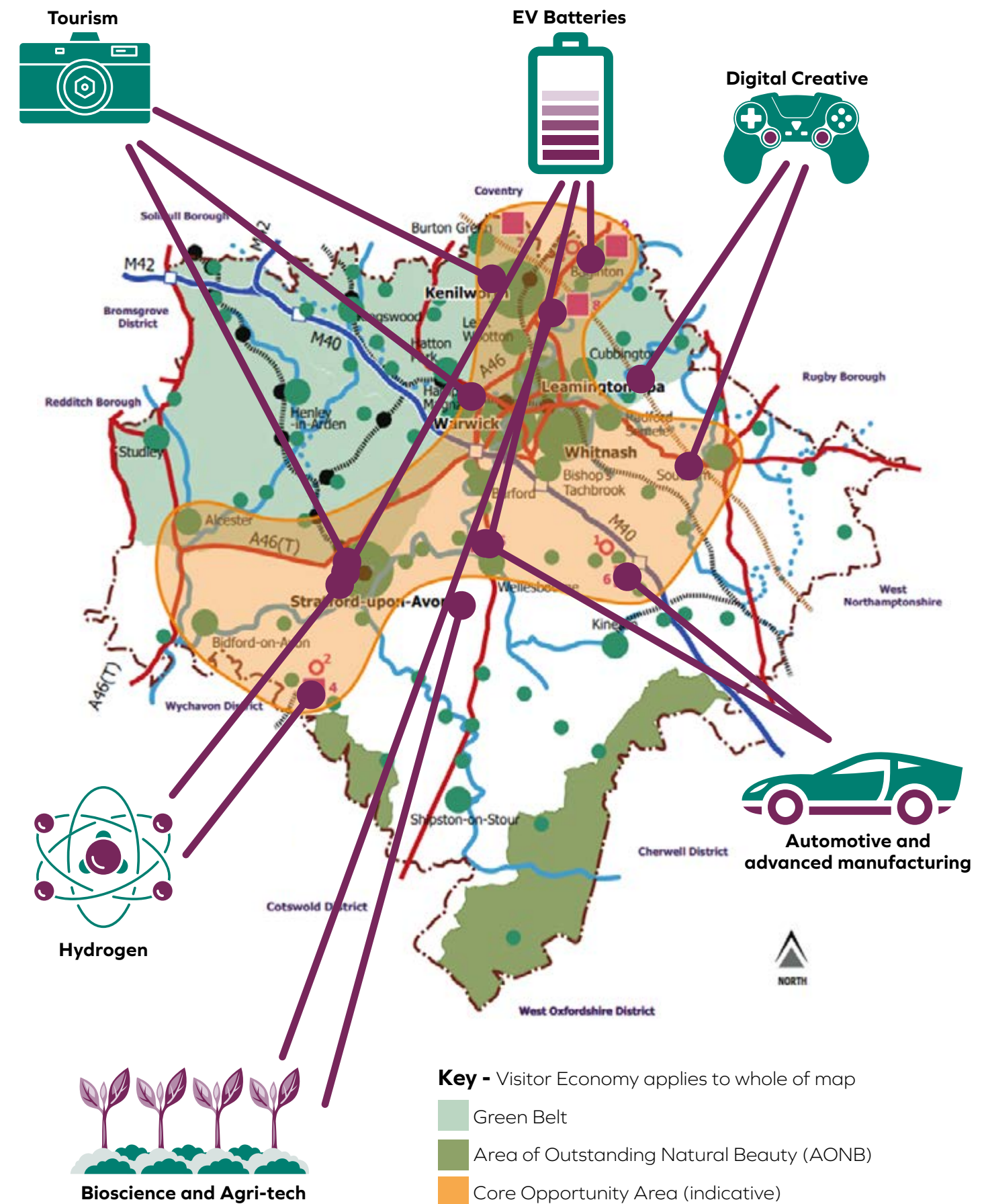
This strategy acknowledges the need for additional employment land (including affordable employment premises), and this will generally be directed towards this Core Investment Opportunities Area. The strategy will also ensure that these areas are well connected - **with a particular focus on supporting public transport and active travel**. It is recognised that a core area which includes the A46 expressway does support further car borne travel. It will be important that investment along this corridor focuses on tackling existing congestion and that new development opportunities maximise all opportunities for promoting public transport including rail-based access where possible. These will need to be addressed further in the South Warwickshire Local Plan. The identification of this area is not intended to set out a wider development growth strategy for South Warwickshire, nor is it intended to advocate development in the Green Belt. The place to consider this wider growth strategy in the round will be the South Warwickshire Local Plan. The role of this identified area is to prompt discussion about the likely focus for attracting significant inward investment within this strategy.

Areas outside of the Core Investment Opportunities Area remain suitable for more local investment opportunities, subject to national and local planning policies.

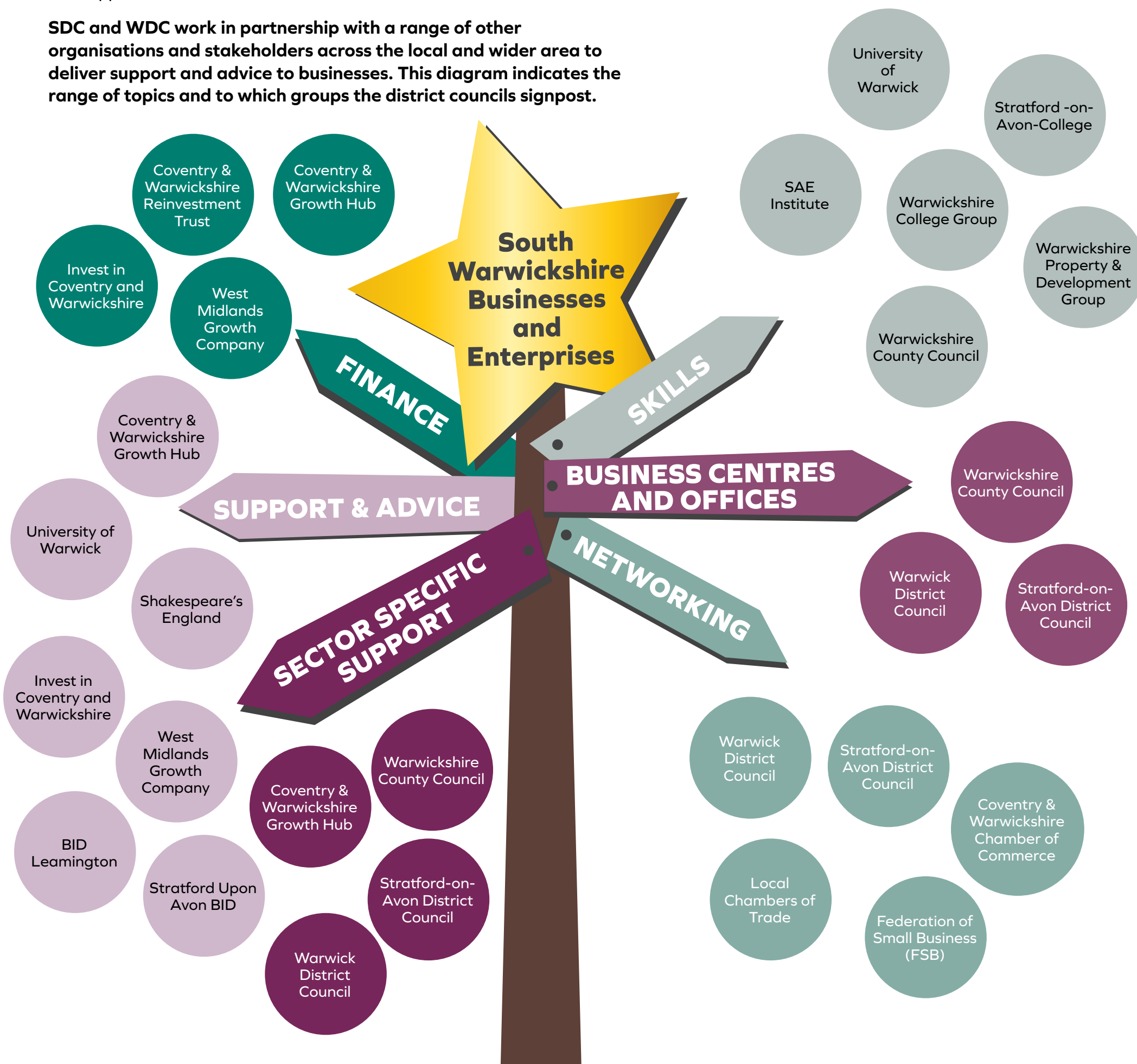


3. Delivering the Economic Strategy

Map highlighting advanced manufacturing and knowledge based sectors



SDC and WDC work in partnership with a range of other organisations and stakeholders across the local and wider area to deliver support and advice to businesses. This diagram indicates the range of topics and to which groups the district councils signpost.



Our Key Partners

In delivering this Economic Strategy, Stratford-on-Avon and Warwick District Councils will be working closely with a number of key delivery partners.

West Midlands Combined Authority (WMCA)

Created in 2016, the WMCA exists to grow the regional economy by investing in transport, skills, wellbeing and housing. Comprising 18 local authorities and 3 local enterprise partnerships, the WMCA is the power behind the [Midlands Engine](#).

West Midlands Growth Company

The West Midlands Growth Company plays an important role in supporting with the delivery of the [West Midlands Local Industrial Strategy](#). Its primary purpose is to attract investment, jobs, visitors and business to the West Midlands region.

Coventry & Warwickshire Growth Hub

A single gateway to navigating the best private and public sector business support available. Businesses can access tailored, commercially focused and joined-up advice that's free, impartial and delivered with one goal in mind: growing your bottom line.

Coventry & Warwickshire Local Enterprise Partnership (CWLEP)

The CWLEP has played a pivotal role in delivering on Coventry & Warwickshire's aspiration to become a high growth economy and global hub for knowledge-based industries, leading the way in Advanced Engineering & Digital sectors. The District Councils will need to work with colleagues to review how the work of the CWLEP following its closure is to be taken forward, including the priorities identified in the [CW Strategic Reset Framework](#) published March 2021. This document develops and implements a focused, partnership-led strategic framework to reset the sub-regional economy to make Coventry & Warwickshire a safe and highly attractive place to live, study, work, and invest.

Coventry & Warwickshire Champions

The champions unite businesses, organisations and individuals across Coventry & Warwickshire in a powerful network to help develop and promote Coventry and Warwickshire and raise its profile.

Coventry & Warwickshire Chamber of Commerce

One of 53 accredited Chambers of Commerce in the UK which together make up a strong network of trusted champions of businesses, providing a local hub for businesses to access business support.

Invest in Coventry and Warwickshire

Leads on local inward investment activity, working closely with partners like Dept for International Trade, WMGC and CW Growth Hub to promote the area and to provide free and confidential services to businesses looking to relocate including commercial property searches and location advice, local intelligence, introductions to networks and organisations, information on funding and innovation support and employment and skills development support.

Coventry & Warwickshire Reinvestment Trust

The Trust is a not-for-profit organisation committed to supporting individuals, start-ups and businesses in Coventry and Warwickshire and through its investment, creating a positive and beneficial impact upon the local community. Its mission is to help people and finance businesses by providing loans to financially disadvantaged people and aspiring entrepreneurs, businesses and social enterprises not able to secure finance from the high street banks.

Warwickshire County Council

Warwickshire County Council's Economy and Skills Group develops activities and initiatives that add value for Warwickshire to help grow the economy to the benefit of residents. Key services include economic analysis and research, project and programme management, business support and



Appendix 1

3. Delivering the Economic Strategy

development and engagement in the employment and skills agenda. The [Inward Investment Team](#) works closely with staff at Stratford-on-Avon and Warwick District Councils to secure new employers and jobs to South Warwickshire.

Warwickshire Property & Development Group

The Property & Development Group has been set up to deliver new affordable and market priced homes and a range of commercial, mixed use and renewable energy opportunities across the county. It is owned by Warwickshire County Council, which will re-invest profits back into the Council's priority activities.

University of Warwick

The University of Warwick is consistently highly placed in university rankings, achieving top 10 status in UK league tables and recognition as one of the top universities in the world. The University benefits from three multi-disciplinary faculties on two campuses: Arts; Social Science; and Science, Engineering and Medicine, including world renown departments such as, [Warwick Business School](#), [Warwick Medical School](#), and [Warwick Manufacturing Group](#).

Warwickshire College Group

WCG operates three colleges across South Warwickshire. [Moreton Morrell](#) with a focus on land-based courses, [Leamington](#), and [Warwick Trident](#) with a focus on engineering. They also run a number of apprenticeship programmes with local employers, including JLR.

Stratford-on-Avon College

The college provides a wide curriculum of vocational courses including re-skilling of the older population. As well as apprenticeships with local employers, courses include including performing arts and stage skills.

SAE Institute

Our newest education partner to join the area is the SAE Institute providing education and training to the digital creative industry set in the heart of Leamington Spa's 'Silicon Spa' Creative Quarter and opening its doors to its first cohort of students in September 2023.

Shakespeare's England

Established by Stratford-on-Avon and Warwick District Councils, Shakespeare's England is the official tourism body for the South Warwickshire region. Its aspiration is to attract more business and leisure visitors – who stay longer, explore further and spend more. Shakespeare's England prepares and implements a Destination Management Plan to deliver its objectives. This economic strategy is consistent with the DMP with a focus on de-carbonising the tourism industry. In the light of the de Bois Review of the role of Destination Management Organisations (DMOs), the Government has recently announced its support for the formation of a new Coventry and Warwickshire Local Visitor Economy Partnership (LVEP) between Destination Coventry and Shakespeare's England. Both councils will work with partner in Shakespeare's England to consider the best means of support the visitor economy through our DMO and ultimately LVEP.

BID Leamington

Since 2008, BID Leamington has made excellent progress to increase the appeal of Leamington town centre and improve trading performance of its businesses. Popular Events include the [Leamington Food Festival](#), [Leamington Lantern Parade](#), as well as promoting the town through its websites [LoveLeamington](#) and [TasteLeamington](#).

Stratford-upon-Avon BID

Since 2009, the Stratford-upon-Avon BID works to attract more people into Stratford town centre, make them stay longer, spend more and leave happy. Events include the [Festival of Motoring](#) and [Food Festival](#). They also promote [Independents' Day](#).



South Warwickshire Business Support

Across South Warwickshire the councils lease space to support and grow small businesses. Find out more about your local business centre:

Althorpe Enterprise Hub

Althorpe Enterprise Hub offers a range of furnished and serviced office space – from 2 to 18 people – all with flexible “easy-in, easy-out” licence arrangements. The Hub also benefits from a staffed reception providing office support services.

Court Street Creative Arches

Spacious and distinctive, Court Street Creative Arches are renovated Victorian railway arches providing unique, inspirational workspaces for creative and digital businesses, appealing to creative individuals with a dynamic business idea or an existing company looking to expand or collaborate.

Spencer Yard

Forming part of Leamington’s Creative Quarter, Spencer Yard is home to a variety of arts and creative organisations and provides a unique collaborative environment for all creative industries, in a range of office and studio space. The area is undergoing total regeneration and what was formerly the United Reform Church (aka The URC) has been transformed into a collaborative, creative working space known as ‘The Fold’ and opens its doors in October 2023. The Fold will be home to Cogent, a creative marketing company and other tenants in the Digital Creative sector. An exciting new addition to the development is an inspirational, industry led, national education provider the SAE Institute which will be fully operational from Sept 2023 to offer training and qualifications across the digital industry sector.

26HT

26HT is a refurbished four-store regency building located in the centre of Leamington Spa fitted out specifically for the digital gaming sector. It offers a supportive and collaborative studio environment for new and emerging gaming studios looking for their own space.

Venture House Stratford

Venture House provides a unique environment for people starting up a business and for fledgling businesses. Following the COVID-19 Pandemic the exact shape of Venture House’s services are still being developed for re-opening but the fundamental aim of Venture House, to inspire a new generation of entrepreneurs and offer support to existing small enterprises remains.



Implementation

Accompanying the final draft of this strategy will be two action plans that set out the specific tasks that each Council will seek to undertake to deliver of the vision, aims and objectives of this strategy. The strategy will be reviewed at least every 5 years, or sooner if there are significant structural changes to the local economy.

Measuring success

The vision expresses the ultimate aim of this strategy; essentially to grow a more productive lower carbon local economy. In order to know whether this strategy has been achieved, it is important to establish a baseline dataset that can then be reviewed in 5 years. Providing a regional and national context will also establish the wider context for economic change over the period of the strategy.

Success of the strategy will be monitored and assessed using a number of different measures across three main areas:

- size of the economy
- diversity of the economy
- the carbon footprint of the economy

These measures are set out in more detail in the Action Plan in Appendix 1 and will be reported on by both councils.

South Warwickshire Local Plan

Stratford-on-Avon and Warwick District Councils are working together to prepare a single local plan for South Warwickshire. Running to 2050, the SWLP will act as the delivery vehicle for this Strategy, setting planning policies to support economic growth and identifying locations to attract investment. This strategy therefore informs the SWLP as well as other planning main decisions taken in respect of the existing SDC Core Strategy and WDC Local Plan.

This strategy will also work with the corporate and other relevant strategies of both councils to achieve common objectives.

Business Friendly Environment

The councils each have three main regulatory functions; planning, environmental health and licensing. Within these functions, the councils have enforcement powers to address any breaches of law. In November 2021, the Councils adopted ‘[Better Business for All](#)’, a regulator and business charter to promote success in business whilst continuing to provide public protection.

Whilst this strategy does not overrule the independent exercise of these functions, it sets a clear position that the councils will be supportive of the principle of proposals that generate low-carbon economic growth, and in taking decisions in respect of the above functions, the starting point is a presumption in favour of proposals that accord with this strategy.

Appendix 1**South Warwickshire Economic Development Action Plan 2023-2028****Executive Summary**

- SDC = Stratford-on-Avon District Council WDC= Warwick District Council
- This is a joint economic strategy action plan for Stratford-on-Avon District Council (SDC) and Warwick District Council (WDC) which sets out how the strategic objectives will be delivered in support of the South Warwickshire Local Plan, helping to inform and support the Local Plan as a Policy document in its own right
- Tackling climate change underpins actions across all three aims of the strategy e.g. future skills needs, supporting businesses to de-carbonise their operations and sustainable low carbon employment site development and sustainable housing construction.
- Stratford-on-Avon District Council and Warwick District Council are in the process of preparing a Joint South Warwickshire Local Plan i.e. a development plan for the area covered by the two councils. [The South Warwickshire Local Plan | Stratford-on-Avon District Council](#)
- It is important to stress that there are a variety of roles that the economic development teams of the Councils can play, necessitating other partners and stakeholders to contribute their resources through partnership working or other colleagues across the Councils to contribute to the delivery of the actions; such roles performed by SDC and WDC may include lobbying, influencing, strategic input, relationship management, catalysing, convening, facilitating, supporting, commissioning, piloting, project managing and delivering, depending upon the nature of any intervention.
- This action plan is not intended to duplicate actions contained within other County, sub-regional or other Stratford-on-Avon District Council and Warwick District Council strategic plans and other organisations' plans, but it intends to support the delivery of more locally place based intensive activity through use of its local economic development and other resources in support of wider Warwickshire stakeholders.
- SDC and WDC will ensure that the strategies and actions remain aligned to other national, sub-regional and County strategies and policies as they emerge in order to draw in the resources, funding and expertise of others in joint partnership working.
- It is the intention that the action plans will be reviewed and updated annually from 2024 onwards, with the 2024-2025 short term action plan potentially being revised slightly in March 2024 after the budget setting process, at the time when it is expected that

Appendix 1

the County economic development action plan should be in place as well as the Coventry and Warwickshire strategy. The yearly action plans will be supported by service plan development and the team objective setting process to define more specific SMART SMART measures and outcomes.

- The resources column has a list of main contributors (not necessarily headed by the 'lead' agency) but also includes key materials and some funding sources. References to other strategic documents and links that inform the activity are listed.
- 'Annual' refers to the period from the beginning of April to the end of March the following year.
- UKSPF and Rural England Prosperity Fund projects and objectives will run alongside separately to the Economic Strategy Action Plan but where there is shared activity and outcomes these will be captured in this action plan.

Prioritisation of objectives

Short Term (2024-2025)

Actions which can be taken in 2024-2025 some of which are current and on-going.

People

Objective 1.1 Explore opportunities with local businesses for apprenticeship and other vocational programmes such as T levels in partnership with colleges and universities across South Warwickshire

Objective 1.4 Access to training and development at all stages of the working life with a focus on the green economy and low carbon transition, digital, creative and electronics and technology skills

Productivity

Objective 3.1 Promote business support programmes and networking across South Warwickshire targeted at start-up and fledgling businesses, in particular programmes that provide flexible and less prescriptive support

Objective 3.2 Support the diversification of the rural economy including through the provision of local hubs for rural and agricultural industries that foster collaboration and innovation

Objective 3.3 Establish one additional business centre across South Warwickshire by 2028

Objective 3.5 Promote Warwickshire and Leamington Spa as the digital creative technology hub for the West Midlands and provide the necessary underpinning physical infrastructure. Launch Innovate UK Immersive and Creative Technologies launchpad funding programme

Objective 3.6 To utilise South Warwickshire's allocation of the UK Shared Prosperity Fund to improve support for local businesses.

Objective 3.7 Support businesses in South Warwickshire to adapt to climate change, minimising the impact on productivity and maximising economic opportunities

Objective 3.9 Develop a business engagement strategy for SDC and WDC linked to the Growth Hub. Arrange and host an SDC business fair

Attract new sectors

Objective 5.3 Develop the Wellesbourne Innovation Campus & sector supply chains Develop the Kenilworth Gateway employment site

Medium Term (2025-2028)

Requiring more conceptual design or strategic review, understanding as to funding sources and longer lead in and development time

People

Objective 1. 2 Working with local businesses, sixth forms and colleges, establish a programme of promoting local job opportunities with school and college leavers including career fairs and job matching and with the education business partnership and careers hub and enterprise advisors

Objective 1.3 Explore opportunities with local colleges and universities to retrain adult learners to address staff and skill shortages in specific sectors

Objective 1.5 Develop a workforce with the skills needed to increase and enhance natural capital, biodiversity and sustainable development across the area

Objective 1.6 Skills for social mobility, inclusion and widening participation

Objective 1.7 Develop workforce development strategies for the future mobility technologies, green technologies and digital creative industry sectors

Housing

Objective 2.1 Encourage and support the provision of 100% affordable housing schemes across South Warwickshire in accordance with Local Plan policy

Objective 2.2 Explore with partners the potential for low cost key worker accommodation targeted at the service and hospitality sectors

Objective 2.3 Deliver additional housing that meets the needs of South Warwickshire through Registered Providers (RPs) and through Milverton Homes Local Housing Company in the case of Warwick District Council

Productivity

Objective 3.4 Support the provision of additional visitor accommodation in line with sustainable "green" tourism principles

Objective 3.8 Develop an innovation support service as well as enhancing a coherent innovation ecosystem across Warwickshire

De-carbonise the economy

Objective 4.1 Work with existing partners to establish a network of low carbon business champions to promote and support the de-carbonisation of existing businesses and to encourage a circular economy across South Warwickshire

Objective 4.2 Encourage and support the retrofitting of commercial premises with renewable energy generation

Short Term (2024-2025)

Appendix 1
Actions which can be taken in 2024-2025 some of which are current and ongoing.

Objective 5.5 Sector diversification, internationalisation and inward investment support. To work with regional partners to attract inward investment into development and delivery of the proposed EV Giga Factory at Gateway South, Coventry Airport.

Town Centres

Objective 7.1 To facilitate the delivery of the World Shakespeare Centre in Stratford-upon-Avon; support & facilitate the delivery of key public realm/highway schemes to help improve the place and economic wellbeing of town centres e.g. Bridge Street / High Street (SuA), Parade (Leamington Spa), Bath Street

Objective 7.2 Working with Town Councils and BIDs, secure funding opportunities for public realm improvements to high streets, including the Stratford Gateway site and new development of the Debenhams and BHS stores in Stratford-upon-Avon

Objective 7.3 Working with WCC Warwickshire Towns Network, Town Councils and BIDs to monitor occupancy levels in town centres and work with landlords to encourage pop-up and meanwhile uses in empty shops

Objective 7.4 Work with Shakespeare's England, Destination Coventry and Visitor Information Centres to compile and maintain a single list of events across South Warwickshire to assist in more effective collaboration and promotion

Objective 7.5 Deliver Leamington's Future High Street Fund and wider transformation projects to strengthen the 'Silicon Spa' cluster as the national centre for digital creative industries. To work in partnership Transforming Leamington Board to progress projects to address town centre issues in Leamington Spa

Objective 7.7 To strengthen and protect existing high streets in all town centres/ villages by resisting the loss of retail and/or commercial space to residential and supporting the rural towns in delivery of their neighbourhood plans

Employment land and premises

Objective 8.1 To facilitate the provision of additional affordable employment premises across South Warwickshire through the SWLP

Objective 8.3 To ensure the appropriate availability of physical infrastructure such as offices, enterprise and innovation centres and move on space in rural market towns in support of their neighbourhood plans

Proposed West Midlands Investment Zone

Objective 9.1 Development and delivery of the WMIZ and specifically Giga Park in Coventry and Warwick

Objective 9.2 Attract investors to the WMIZ Giga Park site

Medium Term (2025-2028)

more conceptual design or strategic review publication of partner strategies and action plans understanding as to the funding sources.

Objective 4.3 Work with Shakespeare's England and the new Local Visitor Economy Partnership (LVEP) tourism businesses to de-carbonise the tourism sector including through more sustainable travel

Attract new sectors

Objective 5.1 To work with University partners to maximise the benefit of "spin off" or "spin out" commercial opportunities arising from University research in low-carbon sectors

Objective 5.2

Support the provision of an electric vehicle "Gigafactory" and support low carbon future mobility and its associated value and supply chains within South Warwickshire

Objective 5.4 Encourage innovation graduate placements with businesses, including Knowledge Transfer Partnerships (KTPs)

Infrastructure provision

Objective 6.1 To facilitate the delivery of superfast broadband speeds/full fibre and good mobile 5G signal across South Warwickshire

Objective 6.2 To work with National Highways and Warwickshire County Council to facilitate the upgrading and safety of the A46 to expressway standards

Objective 6.3 To facilitate the increase of renewable power generation and supply across South Warwickshire, in appropriate locations

Objective 6.4 Review options for de-carbonisation of refuse collection vehicles and future zero carbon fuel opportunities. SDC to continue to work with Porterbrook, Long Marston on hydrogen rail project

Objective 6.5 To improve the transport connectivity to the University of Warwick's campus

Town centres

Objective 7.1 To facilitate the delivery of the World Shakespeare Centre in Stratford-upon-Avon; support & facilitate the delivery of key public realm/highway schemes to help improve the place and economic wellbeing of town centres e.g. Bridge Street / High Street (SuA), Parade (Leamington Spa), Bath Street

Objective 7.6 To retain visitors to South Warwickshire by growing the night-time economy through supporting later opening of businesses and provision of diverse events including more evening events

Employment land and premises

Objective 8.2 To ensure adequate future supply of employment land in the right locations across South Warwickshire through the SWLP

West Midlands Investment Zone

Objective 9.3 Allocation of WDC surplus retained business rates generated by the WMI

Objective 9.4 To ensure that the decisions of the Board do not import any undue risk to WDC in financing schemes that result from those decisions

Objective 1 To address the skills imbalance.

Action	Resources	Actions	Timeline
<p>Action to Objective 1.1 Explore opportunities with local businesses for apprenticeship and other vocational programmes such as T levels in partnership with colleges and universities across South Warwickshire</p>	<ul style="list-style-type: none"> • WCC Economic Development Strategy • Warwickshire Employment & Skills Hub • Local Skills Investment Plan (LSIP) • Warwickshire Colleges Group (WCG) • Stratford College 	<ol style="list-style-type: none"> 1. Review the skills offering provided by the Warwickshire Colleges Group and Stratford College in support of South Warwickshire's sectors, clusters and supply chain businesses. Address any unmet skills training needs as well as apprenticeship opportunities and levy share programme. 2. Discuss with SME businesses and delivery partners the need for leadership and management training. Explore the opportunity to deliver such training with FE Colleges and Universities. 3. Convene the Warwickshire's Employment & Skills Hub and Growth Hub to support the SDC scale up group and help identify and start to address their skills and training needs. 	<p>Short Term</p>

<p>Objective 1.2 Working with local businesses, sixth forms and colleges, establish a programme of promoting local job opportunities with school and college leavers including career fairs and job matching and with the education business partnership and careers hub and enterprise advisors</p>	<p>Examples from elsewhere</p> <ul style="list-style-type: none"> Buckinghamshire Skills Hub https://bucksskillshub.org/ Step up Somerset https://www.stepupsomerset.org.uk/ <p>Resources:</p> <ul style="list-style-type: none"> Warwickshire Careers Hub 	<ol style="list-style-type: none"> Partner with the Careers Hub (WCC) to explore activity with South Warwickshire schools. Assist with identification and engagement of cornerstone employers. Influence and support the Warwickshire Employment & Skills Hub to further develop their jobs portal to widen the profiling of business jobs to facilitate an online job matching service Contribute to the shaping and development of a young person and employers enterprise and innovation conference to showcase future skills and technology opportunities across sectors (digital, createch, AI, manufacturing, engineering and green technologies) 	<p>Medium Term</p>
<p>Objective 1.3 Explore opportunities with local colleges and universities to retrain adult learners to address staff and skill shortages in specific sectors</p>	<p>Strategies</p> <ul style="list-style-type: none"> Local Skills Investment Plan (LSIP) <p>Resources:</p> <ul style="list-style-type: none"> Warwickshire Employment & Skills Hub Sectors team JCP Adult Community Learning (WCC) Workpays (delivering Adult Education contract) Pet-Xi (delivering Adult Education contract) <p><i>This provision is currently targeted towards: 19+ age group who have not reached a</i></p>	<ol style="list-style-type: none"> Help identify skills shortages in South Warwickshire's sectors and clusters in conjunction with Warwickshire's Employment & Skills Hub and the identification of type of roles needed. Support JCP and the skills hub in identifying and targeting those residents across South Warwickshire that are NEETs and other disadvantaged groups to support career entry pathways and upskill existing staff via CPD courses Help identify with Local Skills Investment Plan (LSIP) stakeholders the type of skills or training course is needed, including online learning to either upskill the existing workforce to enhance productivity or adopt new technologies or ways of working 	<p>Medium Term</p>

	<i>level 3 qualification. The provision can also support those who are in work.</i>		
Objective 1.4 Access to training and development at all stages of the working life with a focus on the green economy and low carbon transition, digital, creative and electronics and technology skills	Strategic research <ul style="list-style-type: none"> Closing_the_UKs_green_skills_gap.pdf (green-alliance.org.uk) Local Skills Investment Plan Resources: <ul style="list-style-type: none"> SPF skills fund - green skills Warwickshire Employment & Skills Hub Warwickshire Universities Warwickshire College Group Solihull and Stratford University College SAE, Leamington Spa 	<ol style="list-style-type: none"> Review and engage with Skills stakeholders to address the approach to green skills training highlighted in the report "Closing the UK Green Skills Gap", reviewing its relevance to the Warwickshire economy. Work with the Warwickshire Skills Hub and partners to deliver an appropriate Year 3 SPF skills tender specification and delivery programme. Explore future roll out of digital skills training programmes for the workforce as well as residents. Work with Warwickshire Employment & Skills Hub to help support the development of a "future skills" programme, including low carbon. 	Short Term

<p>Objective 1.5 Develop a workforce with the skills needed to increase and enhance natural capital, biodiversity and sustainable development across the area</p>	<p>Resources:</p> <ol style="list-style-type: none"> 1. Institute of landscape architecture 2. JLR 3. NFU 4. Coventry University Urban Geography 5. Local Nature Recovery Strategy 6. Existing Core strategy 7. The Environment Agency 8. Sustainability West Midlands <p>Explore opportunities with the Warwickshire Colleges Group (Moreton Morrell) NFU and Stoneleigh Park</p> <p>2. Landscape architect, County ecologist</p> <p>Also joining up with Warwickshire Waterways Strategy 2021-2026 (biodiversity improvements) https://democracy.warwickshire.gov.uk/documents/s16027/Appendix%20for%20Warwickshire%20Waterway%20Canal%20Strategy%2020-2025.pdf</p>	<ol style="list-style-type: none"> 1. The emerging SWLP will have a role in introducing policies to protect and enhance biodiversity, and exploring options to specific land designations such as wildbelts. Consider as part of the work required under the Climate change strategy. 2. Warwickshire stakeholders need to identify the need and the opportunity to work with colleges that deliver land management and rural design courses 	<p>Medium Term</p>
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Objective 1.6 Skills for social mobility, inclusion and widening participation	Potential resources: <ul style="list-style-type: none"> • Adult Community Learning • Job Centre Plus – delivering within rural areas 	<ol style="list-style-type: none"> 1. Utilise South Warwickshire's UK Shared Prosperity Fund allocation to improve support for the social mobility and inclusion of local residents. 2. Identify funding routes with partners for piloting of local rural employment & community skills hub for NEETs, over 50s, returners to work and young people 3. Fund an Employment Hub co-ordinator to support the development of an employment hub and identify funding opportunities. 	Medium Term
Objective 1.7 Develop workforce development Develop workforce development strategies for the future mobility technologies, green technologies and digital creative industry sectors	Resources: <ul style="list-style-type: none"> • Inward investment and sector team • JLR • Lotus Engineering • Rimac • <u>Developing our workforce Hinkley Point C EDF</u> (edfenergy.com) Strategies: <ul style="list-style-type: none"> • Automotive and Future mobility and Digital Creative sector strategies • Background and potential link: https://www.business-live.co.uk/special-features/sse-energy-solutions-says-work-27759476 	<ol style="list-style-type: none"> 1. Support the development of sector workforce development strategies with stakeholders comprising: <ul style="list-style-type: none"> • Inspiring and attracting young people into sectors • Providing opportunities for career entry training and apprenticeships • Upskilling the existing workforce including management and leadership training and succession planning • Provide a local recruitment service in conjunction with the anchor companies and associated supply chains 	Medium Term

Objective 2 - To increase the provision of low cost housing

Action	Resources	Actions	Progress
Objective 2.1 Encourage and support the provision of 100% affordable housing schemes across South Warwickshire in accordance with Local Plan policy	Resources: <ul style="list-style-type: none"> • SDC/WDC Affordable Housing Working Group • Development partners • Housing associations, Milverton Homes, • Community led housing funds • Stratford-On-Avon District Housing Forum • SWLP • Other Registered Providers (RPs) across South Warwickshire 	<ol style="list-style-type: none"> 1. The Strategic Housing teams will review the tenure, type and size of affordable homes required to ensure the level, type, distribution and specification of affordable housing 2. Report on the affordable homes completed in the previous financial year, the future delivery of affordable homes and significant emerging issues. 3. Review & agree the affordable housing delivery plans (at least quarterly) with development partners & Homes England. 4. Review and report (twice a year) on the use of commuted sums to deliver affordable homes. 5. Provide training for members about the delivery of affordable homes about every 18 months. 	Medium Term
Objective 2.2 Explore with partners the potential for low cost key worker accommodation targeted at the service and hospitality sectors	Resources: <ul style="list-style-type: none"> • Stratford BID, Leamington BID • Shakespeare's England • Coventry and Warwickshire LVEP 	<ol style="list-style-type: none"> 1. The Strategic Housing teams will undertake a study to assess the needs of the hospitality, tourism and leisure sector across South Warwickshire in terms of affordable housing 	Medium Term

	<ul style="list-style-type: none"> Housing Associations Strategies: <ul style="list-style-type: none"> Destination management strategies Housing strategies 		
Objective 2.3 Deliver additional housing that meets the needs of South Warwickshire through Registered Providers (RPs) and through Milverton Homes Local Housing Company in the case of Warwick District Council	<ul style="list-style-type: none"> SDC Strategic Housing Strategy WDC Housing Strategy Milverton Homes 	<ol style="list-style-type: none"> The Strategic housing teams will identify opportunities for additional affordable housing on residential development as and when the Local Plan is adopted and when approaches are being made by developers for planning application approvals. Develop working relationship with Warwickshire Property & Development Group to help support the delivery of affordable housing in SW. 	Medium Term

Objective 3 – To support existing sectors

Action	Resources	Actions	Progress
Objective 3.1 Promote business support programmes and networking across South Warwickshire targeted at start-up and fledgling businesses, in particular programmes that provide flexible and less prescriptive support	Strategies: <ul style="list-style-type: none"> Warwickshire Business Support Strategy Resources: <ul style="list-style-type: none"> Warwickshire County Council Warwickshire Chamber of commerce Warwickshire Growth Hub Warwick Science Park (WSP) Oxford Innovation Shakespeare's England 	<ol style="list-style-type: none"> Track progress of UK Shared Prosperity Fund (UKSPF) business support programme delivery through the monthly operational group Identify key sector/cluster businesses with the Growth Hub and other delivery partners for future sector development activity in South Warwickshire Identify high growth businesses supported by the SPF programmes for future SDC and WDC business engagement Plan and launch Year 3 call for SPF projects Deliver and monitor UK Shared Prosperity Fund (UKSPF) business support programmes from October 2023 until March 2025 <p>UKSPF Business Support Programme:</p> <ul style="list-style-type: none"> - high growth - business resilience - business start up - net zero - manufacturing - project Warwickshire (leisure, tourism, hospitality) 	Short Term

<p>Objective 3.2 Support the diversification of the rural economy including through the provision of local hubs for rural and agricultural industries that foster collaboration and innovation</p>	<p>Strategies/ Resources:</p> <ul style="list-style-type: none"> • Rural Services Network (RSN) • National Innovation Centre for rural innovation (NICRE) • Rural England Prosperity Fund (REPF) • Previous LEADER programme • SWLP 	<ol style="list-style-type: none"> 1. Define the term rural business and identify and map key rural businesses and research key issues affecting South Warwickshire rural businesses, learning from Rural Services Network and NICRE. 2. Draw on County's past experience of previous Leader programme and projects. 3. Develop REPF opportunities linked to the circular economy and climate change. 4. Develop 2023 additional targeted call for REPF projects linked to rural broadband and with rural organisations including the NFU. 5. Liaise with Warwick University and the National Innovation Centre for Rural Enterprise to study the feasibility of piloting rural enterprise hubs/clubs locally 6. SWLP will be developing policies to support rural diversification. 	Short Term
<p>Objective 3.3 Establish one additional business centre across South Warwickshire by 2028</p>	<p>Strategies/Resources:</p> <ul style="list-style-type: none"> • County enterprise and innovation centre network and team • Venture House business modelling • Gaydon community enterprise centre • Private sector business centre operators • National Innovation Centre for rural 	<ol style="list-style-type: none"> 1. Review the 2023 business survey to identify any requirements for roll out of rural enterprise hubs across South Warwickshire 2. Map existing private sector business provision 3. Commission research into the type and range of rural enterprises within South Warwickshire and elsewhere 4. Develop the most appropriate business model to support rural enterprise hubs, learning from Venture House review and Gaydon community project 5. Liaise with County Council enterprise and innovation centre team re. business models 	Short - Medium Term

	innovation (NICRE - Warwick University)		
Objective 3.4 Support the provision of additional visitor accommodation in line with sustainable "green" tourism principles	Strategies/resources: 1. Shakespeare's England 2. New Local Visitor Economy Partnership (LVEP) 3. Stratford Gateway SPD 4. South Warwickshire Local Plan 5. WCC Warwickshire Towns Network Team vision and strategy 6. Shakespeare's England future destination management strategy and plan 7. National Motor Museum, Gaydon	1. Support the further development and delivery of the Destination Warwickshire action plan. 2. Support the commissioning of research into anticipated need and identification of future sites and town centre masterplans, including 2024 re-development of Debenhams in Stratford-upon-Avon and BHS in Stratford-upon-Avon. 3. Consider future pre-planning application submissions including at existing tourism hot spots – British Motor Museum hotel plans, Warwick Racecourse Hotel, Warwick Castle Hotel. 4. Liaise with hotel chains in the area to undertake an assessment of accommodation for needs, demand and supply.	Short-Medium Term
Objective 3.5 Promote Warwickshire and Leamington Spa as the digital creative technology hub for the West Midlands and provide the necessary underpinning physical infrastructure. Launch Innovate UK Immersive and Creative Technologies launchpad funding programme	1. Strategies/resources: <ul style="list-style-type: none"> Leamington High Street Fund Transforming Leamington WCMA WCC Digital Creative sector plan Warwick University Creative Futures Programme SAE 	1. Further strengthening of the Digital Creative Sector to support business growth and the local economy. 2. Launch the Innovate UK Coventry and Warwickshire £7.5m Immersive and Creative Technologies funding programme. 3. Identify additional clusters opportunities across Warwickshire to complement the Leamington cluster in the Immersive and Creative Technologies sector, building on the work of the RSC and BBC and where such Createch technologies are applied in other sectors.	Short Term

	<ul style="list-style-type: none"> • WDC Creative Framework and Creative Compact • Innovate UK • DCMS 	<p>4. Support the proposition development in the inward investment and promotional strategy with WDC and the County sector team.</p> <p>5. Provide the evidence base working with Dept for Business, Energy and Industrial Strategy (BEIS) and Dept for International Trade (DIT) to build the case for a High Potential Opportunity bid and inward missions with WMCA, as well as with DCMS and Innovate UK to bolster the research intensive cluster.</p> <p>5. To develop Film & TV Opportunities through the promotion of the area for location and studio development and cross-sector working with Digital and Creative Industries including video games development.</p>	
<p>Objective 3.6 To utilise South Warwickshire's allocation of the UK Shared Prosperity Fund to improve support for local businesses</p>	<p>Strategies/Resources:</p> <ul style="list-style-type: none"> • SPF and REPF programmes • Local Prosperity Advisory Group (LPAG) 	<p>1. Continue to monitor and report on Year 1 and Year 2 SPF projects and Year 1 REPF projects approved and report to DLUHC on a quarterly basis</p> <p>2. Agree the approach to the running of the Year 3 calls for Funding, and explore joint commissioning of Skills and Business Support programmes</p> <p>3. Launch a 2023 additional REPF call to account for the Year 1 REPF underspend with NFU, County and others looking at rural broadband and other opportunities</p>	Short Term
<p>Objective 3.7 Support businesses in South Warwickshire to adapt to climate change, minimising the impact on productivity and maximising economic opportunities</p>	<p>Strategies/Resources:</p> <ul style="list-style-type: none"> • County Sustainable Futures Strategy • BEIS WCMA Energy efficiency audit pilot • SDC Climate change strategy • WMCA Sustainable Futures Alliance • Net zero SPF programme 	<p>1. Provide support to businesses to mitigate their carbon emissions through the County SPF Net Zero programme and additional WMCA/Government support through its funding for free energy efficiency audits.</p> <p>2. Utilise the Warwick University research data gained from MNAI database regarding modelling carbon emissions of businesses.</p> <p>3. Helping businesses with signposting to innovation support to enable them to seize the new and emerging opportunities</p>	Short Term

	<ul style="list-style-type: none"> • SWLP 	arising from the development and deployment of new innovation related technologies.	
Objective 3.8 Develop an innovation support service as well as enhancing a coherent innovation ecosystem across Warwickshire	Strategies/Resources: <ul style="list-style-type: none"> • Innovate UK • Lancashire Innovation Strategy • Warwick Innovation District Network • High Growth SPF programme • Coventry and Warwick Universities and Innovation centres • Connected Places Catapult • Barclays Eagle Labs 	<ol style="list-style-type: none"> 1. Build on the business support strategy and the SPF programme funding to explore with County and other Districts how to develop a more sustainable cohesive innovation support programme for businesses in Warwickshire. 2. Support the development of an innovation support ecosystem, building on Warwick Science Park's high growth SPF programme and facilitate virtual networking between complementary innovation clusters across the County and the West Midlands . 3. Identify ways in which innovation support and networks can be strengthened with Warwick and Coventry Universities and WMCA , building on the concept of the Warwick Innovation District and peer to peer business networks. 4. Explore with Wellesbourne innovation campus stakeholders the opportunity to develop an innovation corridor with complementary clusters and networks in Solihull and elsewhere along the M40. 5. Recommend to County developing a future Research and Development grant and Proof of Concept grant programme and investor readiness advice, linked to wider West Midlands Angel and other investment funds. 6. Identify opportunities to support the capacity of local cluster development and supply chains linked to the County's sector plans. 7. Develop with County and other Districts a proposal to hold an innovation conference with businesses. 	Medium Term

<p>Objective 3.9 Develop a business engagement strategy for SDC and WDC linked to the Growth Hub. Arrange and host an SDC business fair</p>	<p>Strategies/resources:</p> <ul style="list-style-type: none"> • Growth Hub • Chamber, FSB and others • Local Authority and DIT account management strategies and approaches 	<ol style="list-style-type: none"> 1. Develop the plan and rationale, targeting and segmentation of businesses to understand their drivers, their needs and the opportunities benefiting from Local Authorities strategic engagement 2. Organise an SDC Business Fair with the Growth Hub, sector team and Chamber of commerce. 	<p>Short Term</p>
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Objective 4 – To de-carbonise the existing South Warwickshire economy

Action	Resources	Actions	Progress
<p>Objective 4.1 Work with existing partners to establish a network of low carbon business champions to promote and support the de-carbonisation of existing businesses and to encourage a circular economy across South Warwickshire</p> <p>e.g. Greentech South www.clean-growth.uk</p>	<p>Strategies:</p> <ul style="list-style-type: none"> Warwickshire Business Support Strategy County Sustainable Futures Strategy Climate change strategies Southampton Green Groups (transitionsouthampton.org) <p>Resources:</p> <ul style="list-style-type: none"> SDC/WDC Climate change managers West Midlands Sustainability Alliance WCMA BEIS Energy efficiency/audit programme SPF Net zero, manufacturing and business resilience programmes 	<ol style="list-style-type: none"> 1. Host business low carbon awareness raising events & establish business champions - business resilience will be increased through the provision of climate change adaptation measures. 2. Support businesses to embed the consideration of the impacts of climate change within their business continuity plans and identify vulnerable industries. 3. Work with SMEs through the SPF Net Zero programme and BEIS audits how they can adapt their premises and operations to be climate resilient. 4. Signpost SMEs to resources that might help them understand and respond to climate change. 5. Promote the energy efficient advice service for businesses linked with the SPF Net zero programme and the WCMA energy advice sub-regional pilot. 6. Consider energy efficient loan/grant scheme for retrofit of assets managed and owned by community groups. 7. Support the County in the roll out of electric vehicle charging points - the County's EV infrastructure rollout will focus on publicly accessible charging points rather than charging points located at business premises. There are government grants available to businesses, so a milestone/target should include to signpost businesses to relevant information. 	<p>Medium Term</p>

		8. Work with our agricultural partners to embed climate adaptation across our rural areas. 9. Create more business opportunities for the local supply chain and green industries. 10. Increase social value principles to benefit local businesses and people.	
Objective 4.2 Encourage and support the retrofitting of commercial premises with renewable energy generation	Strategies/ Resources: <ul style="list-style-type: none"> Climate change strategy County sustainable futures strategy 	1. Addressing the green skills gap - work with the Warwickshire Colleges Group and the Skills Hub and the SPF skills fund to ensure that current education and training systems align with future decarbonisation needs to provide access to training and development at all stages of their working life. 2. Commission a low carbon skills audit and identify future career and sector opportunities. 3. Development Planning team to work with housing associations , developers and agents to identify opportunities for renewable energy generation. 4. Encourage businesses and other institutions to connect to renewable sources of energy through the Local Plan. 5. Support the joint commissioning of a County energy and renewable energy strategy review linked to the Local Plan. 6. Identify companies involve in deploying renewable energy technologies and hold a forum for them to engage with the property sector. 7. Working with partners to support the growth of industries and the environmental sector over time which will drive the low carbon transition. 8. Encouraging the development of the workforce with the skills needed to increase natural capital across the area	Medium Term

		<p>(benefitting biodiversity and enhancing natural landscapes).</p> <p>9. Supporting the transition to a circular economy, by encouraging businesses to maximise the lifespan of their resources.</p> <p>10. Supporting the transition to a circular economy, by encouraging businesses to maximise the lifespan of their resources.</p>	
<p>Objective 4.3 Work with Shakespeare's England and the new Local Visitor Economy Partnership (LVEP) tourism businesses to de-carbonise the tourism sector including through more sustainable travel</p>	<p>Strategies/Resources: County Highways, Transport and Active Travel strategies, including cycle paths</p>	<p>1. Build on the work of the County Council and the Royal Shakespeare Company regarding sustainable travel plans.</p> <p>2. Work with Shakespeare's England on Green Tourism accreditation programme and sustainable destination plan funded by SPF.</p>	<p>Medium Term</p>

Objective 5 – Productivity – To attract new sectors to South Warwickshire to diversify the local economy.

Action	Resources	Actions	Progress
Objective 5.1 To work with University partners to maximise the benefit of “spin off” or “spin out” commercial opportunities arising from University research in low-carbon sectors	Strategies: County sector plans West Midlands Combined Authority Sector strategies Resources: <ul style="list-style-type: none"> University commercialisation and innovation teams Innovate UK and UKRI 	<ol style="list-style-type: none"> 1. Liaise with the Universities commercialisation teams regarding spin out rates and recent number of companies commercialising their research - solicit the support of Innovate UK and Research Councils to identify those companies securing Innovate UK grants 2. Work with Warwick and Coventry Universities and Warwick Manufacturing Group to encourage the establishment of new businesses in South Warwickshire, supporting the roll out of enterprise or innovation centres to also development research intensive clusters. 3. Encourage companies to locate on Wellesbourne Warwick Innovation Campus or other Opportunity areas across South Warwickshire. 4. Identify the University department and staff relevant in the support of South Warwickshire’s new and emerging sector or cluster opportunities to encourage co-location 	Medium Term
Objective 5.2 Support the provision of an electric vehicle “Gigafactory” and support low carbon future mobility and its associated value and supply chains within South Warwickshire	Strategies and Resources: <ul style="list-style-type: none"> Warwick Manufacturing Group Coventry and Warwick Universities 	<ol style="list-style-type: none"> 1. Engage with West Midlands automotive and manufacturing groups and clusters to maximise opportunities for growth and investment. 2. Lobby central Government, WCMA, Midlands Engine, BEIS, Innovate UK. 	Medium Term

	<ul style="list-style-type: none"> Manufacturing and energy catapults WMCA – West Midlands Giga Factory 	<ol style="list-style-type: none"> Work with industry partners such as JLR and its new Future Energy Lab. Continue to explore the Opportunity for an Investment Zone will focus on the transition to green businesses and economy and protect against unsuitable development and deliver for biodiversity, sustainable transport and job creation. 	
Objective 5.3 Develop the Wellesbourne Innovation Campus & sector supply chains. Develop the Kenilworth Gateway employment site	Strategies/resources: <ul style="list-style-type: none"> Warwick University JLR Lotus Engineering Rimac West Midlands Health Tech Innovation Accelerator (WMHTIA) 	<ol style="list-style-type: none"> Following on from the SPD, work with partners to develop the phased business plan for Wellesbourne innovation campus sector, including and cluster development Explore the opportunities arising from the University of Warwick as a lead delivery partner on the £14 million West Midlands Health Tech Innovation Accelerator (WMHTIA) in addition to agri-tech and autonomous vehicles. 2.Work with Warwick University to develop the concept and feasibility of an innovation corridor and the stages of future development, starting from the Wellesbourne Innovation campus. In time, develop the wider Opportunity Area proposition/innovation corridor with Porterbrook, Henley in Arden, Gaydon and Wellesbourne 	Short-Medium Term
Objective 5.4 Encourage innovation graduate placements with businesses, including Knowledge Transfer Partnerships (KTPs)	Strategies/Resources: <ul style="list-style-type: none"> Innovate UK Universities 	<ol style="list-style-type: none"> Explore with Universities and Catapults, centres of excellence opportunities for placements Identify high growth companies that could benefit from this type of support 	Medium Term

<p>Objective 5.5 Sector diversification, internationalisation and inward investment support. To work with regional partners to attract inward investment into development and delivery of the proposed EV Giga Factory at Gateway South, Coventry Airport</p>	<p>Strategies/resources:</p> <ul style="list-style-type: none"> • Science and Innovation Audit • County Sector Plans and team 	<ol style="list-style-type: none"> 1. Understand the extent to which there are opportunities for diversification and niche technology companies exploiting new and emerging markets and map them. 2. Support the identification of South Warwickshire sectors and clustering, linked to Opportunity Area and towns & villages. 3. Update the South Warwickshire inward investment marketing collateral & website linked to the Invest Warwickshire site. 4. Support businesses to export to new markets or increase the level of activity through exporting support programmes. 5. Profile case studies of existing businesses which are growing and that have re-located to the area. 6. Develop fact sheet profiles for the existing key employment sites, Opportunity Area propositions and future employment land allocations and enterprise centres. 7. Work with County team to host inward investment visits and support enquiries and update profile with DIT 8. Support inward missions from DIT Posts and businesses 9. Identify key agents and developers and host quarterly briefings 10. Support the local plan process in terms of employment site viability assessments and strategic sites for future development to support supply chains & new opportunities including Gigafactories etc. 	<p>Short Term</p>
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		11. Work with partners to promote allocated employment land and to ensure their development – employment land sites such as Kenilworth Gateway, Stratford Road, Warwick, Coventry Gateway South, Stratford Gateway.	
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Objective 6 Place - To improve infrastructure provision across South Warwickshire.

Action	Resources	Actions	Progress
Objective 6.1 To facilitate the delivery of superfast broadband speeds/full fibre and good mobile 5G signal across South Warwickshire	<ul style="list-style-type: none"> • BD(UK) • County broadband infrastructure team • Rural England Prosperity Fund (REPF) 	<ol style="list-style-type: none"> 1. Work with BD(UK) programme and the County team 2. Provide funding for people experiencing slow broadband speeds in rural areas and leverage the funding support, including Warwickshire Top-Up Fund up to £4000. 3. Continue to support the roll out of 120 vouchers currently in progress. 4. Utilise SPF REPF funding where possible. 5. Continue to work with Mobile Network Operators to site new masts to improve 5G coverage in rural areas, collaborating with planning. 6. Support County's joint bid with Shropshire and Worcestershire on a 5G Innovation Region bid to government to work on a range of projects to improve rural connectivity and particularly the use of 5G in Agri –Tech and Food manufacturing. 7. Support the project currently linking up with Coventry & Warwickshire Growth Hub on the use of 5G/Wireless technologies in business across rural areas. 	Medium Term
Objective 6.2 To work with National Highways and Warwickshire County Council to facilitate the upgrading and safety of the A46 to expressway standards*	Strategies/resource: <ul style="list-style-type: none"> • County Transport Strategy • Sub-Regional Highways and Transport strategies 	<ol style="list-style-type: none"> 1. Liaise with relevant stakeholders to identify the major infrastructure and transport upgrades list for the County. 2. SWLP to ensure that land is safeguarded for future upgrade of the A46. 	Medium Term

Appendix 1

<p>*Limited-access road or expressway.</p> <p>A highway or arterial road for high-speed traffic which has many or most characteristics of a controlled-access highway, or no access to adjacent property, some degree of separation of opposing traffic flow, use of grade separated interchanging extent, prohibition of some modes of transport such as bicycles or horses and very few or no intersecting cross-streets.</p>	<ul style="list-style-type: none"> • Midlands Engine • Connect West Midlands • WCMA 	<ol style="list-style-type: none"> 3. To determine the position of the upgrade of the A46 within the Department of Transport priorities and future funding rounds with County Highways and Transport colleagues. 4. To understand any proposed phasing of an upgrade and likely timelines and milestones. 5. To understand its importance in the context of sub-regional connectivity and also in terms of sub-regional priorities within Local Plans alongside other infrastructure priorities. 	
<p>Objective 6.3</p> <p>To facilitate the increase of renewable power generation and supply across South Warwickshire, in appropriate locations</p>		<ol style="list-style-type: none"> 1. Commission an energy and renewable energy study for Warwickshire to support future development within the Local Plans. 2. Work with local energy and utility companies to determine the need for additional energy infrastructure in different locations across Warwickshire. 3. The SWLP will continue to explore the potential for land for renewable energy generation. It will also scope policies to encourage new development to generate renewable energy to meet their own needs. 4. We will continue to liaise with renewable energy infrastructure installers and providers. 	Medium Term
<p>Objective 6.4</p> <p>Review options for de-carbonisation of refuse collection vehicles and future zero carbon fuel opportunities. SDC to continue to work with Porterbrook, Long Marston on hydrogen rail project</p>	<p>Strategies/resources:</p> <ul style="list-style-type: none"> • Universities • Warwick District Council • Stratford District Council • County Council 	<ol style="list-style-type: none"> 1. Review options of de-carbonisation of the refuse collection fleet 2. SDC and WDC to work with contractor to explore hydrogenated vegetable oil (HVO) or other fuels as options for reducing refuse collection vehicle fleet's carbon emissions. 3. SDC to continue to work with Porterbrook, Long Marston on hydrogen rail projects. 	Medium Term

Appendix 1

	<ul style="list-style-type: none"> JLR and other automotive and transport companies Porterbrook Long Marston 		
Objective 6.5 To improve the transport connectivity to the University of Warwick's campus	Strategies/resources <ul style="list-style-type: none"> Coventry and Warwick Councils 	1. Discussion with WCC Transport Planning and WDC as part of local infrastructure and connectivity linked to the Local Plan.	Medium Term

Objective 7 – Place – To increase the vitality of our high streets and town centres and promote the economic value of our artistic and cultural assets

Action	Resources	Actions	Term
<p>Objective 7.1 To facilitate the delivery of the World Shakespeare Centre in Stratford-upon-Avon; support & facilitate the delivery of key public realm/highway schemes to help improve the place and economic wellbeing of town centres e.g. Bridge Street / High Street (SuA), Parade (Leamington Spa), Bath Street</p>	<ul style="list-style-type: none"> Local Plan policy team Development Planning Stratford Trust RSC Shakespeare's England Birmingham University's Shakespeare Institute and other Universities 	<ol style="list-style-type: none"> 1. Facilitate and support the work of the Stratford Strategic Partnership to develop a clear vision for the town of Stratford-upon-Avon (short term) 2. The Gateway masterplan SPD has also to highlight the need for a comprehensive Stratford town Public realm strategy and parking strategy including a coach parking strategy 3. Work with BIDs to implement their promotional and events strategy 4. Working with the BIDs to develop an inward investment package for retailers and restaurants 5. Delivering on Stratford Town investments such as Stratford Gateway SPD. 	Medium Term
<p>Objective 7.2 Working with Town Councils and BIDs, secure funding opportunities for public realm improvements to high streets, including the Stratford Gateway site and new development of the Debenhams and BHS stores in Stratford-upon-Avon</p>	<p>Strategies/resources:</p> <p>County Town Centre team</p> <p>DLUHC</p> <p>BIDs</p>	<ol style="list-style-type: none"> 1. Look out for future Levelling Up funding opportunities like the Towns Funds and High Streets Fund or other funds from County or WMCA. 2. Determine whether funds such as S106, CIL may be used. 3. Support market towns and parishes in addressing the issues raised within their Neighbourhood plans & local council strategies. 	Medium Term

<p>Objective 7.3 Working with WCC Warwickshire Towns Network, Town Councils and BIDs to monitor occupancy levels in town centres and work with landlords to encourage pop-up and meanwhile uses in empty shops</p>	<p>Strategies/resources:</p> <ul style="list-style-type: none"> • BIDS • Licensing • Business Rates team • Colleges • VCSE businesses • Other public sector stakeholders • Landlords • Place partnerships and projects team 	<ol style="list-style-type: none"> 1. Undertake a review/vacancy audit of empty shops and liaise with landlords about future intentions. 2. Track footfall in town centres month on month. 3. Review street trading and café seating and licensing on pavements. 4. Identify voluntary and community sector enterprises (VCSE) and other organisations including colleges and community organisations or retailers that might benefit from pop up shops. 5. Undertake studies in the health and wellness survey of the high streets. 6. Develop and target inward investment with a developer with empty unit floorplates and work with retail agents to attract appropriate retailers, restaurants and other leisure activities 	<p>Short-Medium Term</p>
<p>Objective 7.4 Work with Shakespeare's England, Destination Coventry and Visitor Information Centres to compile and maintain a single list of events across South Warwickshire to assist in more effective collaboration and promotion</p>	<p>Strategies/resources:</p> <ul style="list-style-type: none"> • RSC Marketing and communications • BIDS • Warwickshire Towns Network • WDC/SDC events teams • Safety Advisory Group (SAG) 	<ol style="list-style-type: none"> 1. Recruit an events co-ordinator working with other SDC service or BIDs to work to produce a collective cultural and leisure calendar of events. 2. Determine who might collate Joint Safety Group Advisory Processes (SAG) 3. Work with Shakespeare's England and the Local Visitor Economy Partnership (LVEP) to develop a comprehensive, single listing and promotion of events. 	<p>Short Term</p>

<p>Objective 7.5</p> <p>Deliver Leamington's Future High Street Fund and wider transformation projects to strengthen the 'Silicon Spa' cluster as the national centre for digital creative industries. To work in partnership Transforming Leamington Board to progress projects to address town centre issues in Leamington Spa</p>	<p>Strategies/resources:</p> <ul style="list-style-type: none"> • Warwick District Council • Town Councils • BID Leamington • WCC Warwickshire Towns Network • WCC Inward Investment • Shakespeare's England • Chambers of Trade • Businesses 	<ol style="list-style-type: none"> 1. Deliver Leamington's Future High Street Fund and wider transformation project in the regeneration of the Creative Quarter to strengthen 'Silicon Spa' as the national centre for digital creative industries. 2. Support the creative community through revised Creative Framework and with support of UKSPF projects. 	<p>Short-medium term</p>
<p>Objective 7.6</p> <p>To retain visitors to South Warwickshire by growing the night-time economy through supporting later opening of businesses and provision of diverse events including more evening events</p>	<ul style="list-style-type: none"> • WCC Place, Partnerships and Project Team • WCC Warwickshire Towns Network team • Stratford BID • Shakespeare's England • BID Leamington • All towns, villages and retail, hospitality and leisure businesses across South Warwickshire • Warwickshire's Heritage and Cultural Strategy 	<ol style="list-style-type: none"> 1. Facilitate partnership working in towns to bring special interest groups together around the leisure, cultural and heritage offer to develop a cultural and evening events strategy, building on the County's cultural strategy. 2. To work with towns to facilitate town visioning or masterplan development as appropriate. Working in partnership with WCC Towns Network Team , Institute of Place Management and other consultants to benchmark and share best practice. 3. Facilitate engagement with retailers and visitors and families to do a town health and wellness survey and develop some recommendations and also consider the re-use of the buildings no longer in use such Debenhams store in Stratford upon Avon but will apply to any vacant units in any of our towns/ villages. 4. Review Purple Flag accreditation for night time economy re. accreditation for night time economy which will give guidance on what is best practice. 	<p>Medium Term</p>

		5. Ensure SDC/WDC Licensing and policies to support safe and proactive later opening and licensing of evening entertainment with venues.	
Objective 7.7 To strengthen and protect existing high streets in all town centres/ villages by resisting the loss of retail and/or commercial space to residential and supporting the rural towns in delivery of their neighbourhood plans		1. Work closely with the Stratford BID , BID Leamington, town councils and other town centre stakeholders to develop visionary plans including for example a spatial masterplan for the Stratford town centre, including the Gateway; Transforming Leamington; Warwick Town Centre Visionary Group. 2. Work closely with the planning team and licensing and other teams across SDC and WDC to be involved in pre-planning application reviews 3. Support the re-development of empty retail units and public realm development, given the re-development of the Debenham's store into a hotel and BHS building on example of re-purposing of House of Fraser store in Leamington Spa.	Medium Term

Objective 8 – To ensure the adequate supply of employment land

Action	Resources	Actions	Progress
Objective 8.1 To facilitate the provision of additional affordable employment premises across South Warwickshire through the SWLP	<ul style="list-style-type: none"> Coventry and Warwickshire employment land report Housing and employment land needs analysis South Warwickshire Local Plan West Midlands Strategic Employment Land Survey Town centre masterplans 	1. To support the recommendations and follow on work related to the Housing and Economic Development and review preferred options of the South Warwickshire Local Plan.	Short Term
Objective 8.2 To ensure adequate future supply of employment land in the right locations across South Warwickshire through the SWLP	<ul style="list-style-type: none"> Coventry & Warwickshire Inward Investment Chamber of Commerce Chambers of Trade Town Councils Parish Councils 	1. Commission locational employment study, building on the business survey feedback sent out in October 2023 2. Build up on the evidence provided by the property development group of the Warwickshire Chamber of Commerce 3. Support the examination of the viability of these sites from a strategic business cluster and supply chain perspective, viability and sustainable infrastructure and connectivity 4. Consider smaller move on workspaces up to 1500m2 in specific locations i.e. allocation of space close to Warwick or Leamington	Medium Term

		5. Examine and reference the local key sectors and the type of space they need, such as hybrid units for R&D and engineering, industrial space with a larger office allocation	
Objective 8.3 To ensure the appropriate availability of physical infrastructure such as offices, enterprise and innovation centres and move on space in rural market towns in support of their neighbourhood plans	<ul style="list-style-type: none"> • Coventry and Warwickshire employment land report • Housing and employment land needs analysis • South Warwickshire Local Plan • West Midlands Strategic Employment Land Survey • Town centre masterplans • C& W Inward Investment • Commercial property agents and developers 	<ol style="list-style-type: none"> 1. To review demand (and supply) within the area and see where overall demand is for "S" SME business space generically and sector specific and bu type of accommodation (office, manufacturing, distribution, laboratory etc). 2. To look at the public realm properties in SDC or WDC ownership where we can be in control of the development and regeneration of the estate. For example the Creative Quarter regeneration projects happening in Leamington Spa or Stratford can be used as a catalyst to re-develop properties in other towns across South Warwickshire. 3. Work with towns, villages and opportunity areas to determine the specific needs of suitable business workspace needed across South Warwickshire, building on some of the discussions relating to buildings such as Venture House in Stratford-upon-Avon. 4. Work with the WCC Warwickshire Towns Network Team and other stakeholders in each of the town centres across the districts to examine business supply and demand, including perhaps a feasibility study being commissioned. 5. Work with the planning team where there are town centre masterplans or town centre health and wellness studies being developed or underway as well as possibly commissioning future town centre usage studies and/or supporting the implementation of high street fund strategies of delivery plans where funding has been secured. 6. Respond to change of use planning applications in town centres. 	MediumTerm

		7. Work with the County enterprise and innovation centre team to support their plans and/or studies and investment plans.	
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Objective 9 – To work with West Midlands Combined Authority in the development and delivery of the West Midlands Investment Zone (WMIZ)

Action	Resources	Actions	Progress
Objective 9.1 Development and delivery of the WMIZ and specifically Giga Park in Coventry and Warwick	<ul style="list-style-type: none"> West Midlands Combined Authority (WMCA) Dept for Levelling Up, Housing and Communities (DLUHC) Coventry City Council Warwick University Coventry University 	1. As a member of the Investment Zone Board (non-constituent member) to work with the IZ Board to: Develop and deliver the Investment Zone and ensuring accountability to Government for its successful and compliant implementation.	Short Term
Objective 9.2 Attract investors to the WMIZ Giga Park site	<ul style="list-style-type: none"> C& W Inward Investment CW Growth Hub CW Chamber of Commerce 	1. Working with sub-regional partners to promote the opportunity to potential investors and to secure funding. 2. Support local businesses to maximise opportunities of investing in the Giga Park	Short Term

Appendix 1

<p>Objective 9.3 Allocation of WDC surplus retained business rates generated by the WMIZ</p>	<ul style="list-style-type: none"> • Authority (WMCA) • Dept for Levelling Up, Housing and Communities (DLUHC) • Coventry City Council • C& W Inward Investment • CW Growth Hub • CW Chamber of Commerce 	<ol style="list-style-type: none"> 1. In line with Government's Investment Zone policy forecast how surplus Business Rates Retention can support further projects, business support and skills training across the area. 2. Identify and delivery further projects, business support and skills training. 	<p>MediumTerm</p>
<p>Objective 9.4 To ensure that the decisions of the Board do not import any undue risk to WDC in financing schemes that result from those decisions</p>	<ul style="list-style-type: none"> • WDC 	<ol style="list-style-type: none"> 1. Monitor and evaluate programme 2. Undertake impact and risk assessments 3. Report to Cabinet 	<p>MediumTerm</p>

If you require this document in an alternative format please contact us:

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Phone: 01789 267575

Warwick District Council
Email: swes@warwickdc.gov.uk
Phone: 01926 450000



Working ***Together***

Title: Interim Consultancy Support

Lead Officer: Lisa Barker, Head of Housing, Health and Communities

Portfolio Holder: Councillor Paul Wightman

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	13/11/2023	Cllr P Wightman
Finance	8/11/2023	Madiha Hussein
Legal Services	03/11/2023	Kathryn Tebbey
Chief Executive	02/11/2023	Chris Elliott
Director of Climate Change	03/11/2023	Dave Barber
Head of Service(s)		Author
Section 151 Officer	20/11/2023	Andrew Rollins
Monitoring Officer	04/11/2023	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	Yes, Confidential appendix within paragraph 3 of the Local Government Act 1972 - Schedule 12A After the Local Government (Access to Information) (Variation) Order 2006)	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes/No	

Summary

To seek approval to extend an interim support consultancy placement in excess of procurement threshold.

Recommendation(s)

- (1) That the current Consultant brought in to support Housing Strategy and Development be retained until recruitment of Housing Development Manager achieved.
 - (2) That an exemption from the procurement code of practice be agreed to enable ongoing Housing Development Management, specifically awarding a contract for the value and length as set out in Confidential Appendix 1
-

1 Reasons for the Recommendation

- 1.1 A consultant was initially brought in March 2023 to provide interim management support to the Housing Development Team pending a redesign of the service. The redesign has taken longer than initially anticipated and the procurement value has now been exhausted.
- 1.2 The Housing Development programme has grown rapidly in size over the last few years with a desire to create 2030 high quality, energy efficient properties by 2030. The Council has also created Milverton Homes Limited, a company wholly owned by the Council and entered a Joint Venture with Vistry Partnerships.
- 1.3 It is crucial that relationships are forged with Developers and contractors to bring this programme together. With this scale of programme, it is critical that sufficient management oversight and leadership is provided to this programme.
- 1.4 The current structure is for one senior manager to oversee both Housing Strategy & Enabling and the Housing Development functions. The manager asked to work on a part time basis and has elected to cover the Housing Strategy and Enabling function. A consultant has been appointed to cover the period whilst a review and redesign of the Management structure could be undertaken. This has taken longer than initially foreseen and as a result the means of procurement used to bring in the consultant will soon reach its optimum value.
- 1.5 Whilst the redesign is likely to be completed before Christmas, the appointment of a new manager for the Housing Development Team is still some months away given there is a recruitment process to go through and, taking into account notice periods of any potential new starter. The need for this resource is further compounded by the Housing Development Manager retiring unexpectedly at the beginning of October 2023, leaving the area exposed. Retaining this consultant will provide some stability to the team and to the Council, enabling the current programme to be maintained.

2 Alternative Options

- 2.1 End the current consultancy placement and leave posts vacant. This is not recommended due to adverse implications for the building programme outlined in part 1.

3 Legal Implications

- 3.1 Under the Code, a contract of this value would ordinarily require public advertisement and a minimum of three quotes/tenders unless let through a

purchasing consortium or framework agreement. At the time the consultancy contract was let (without competition), the value was clearly not at or approaching the threshold for quotations/tenders. However, with the ongoing need in the service and the desire to retain the consultant for a longer period, that threshold has now been reached and the absence of competition needs to be approved through the exemption process. The total contract value now meets the threshold in the Code of Procurement Practice where an exemption (if required) can only be granted by the Cabinet.

- 3.2 The report includes a confidential appendix defining the length and value of the proposed contract which is commercially sensitive information. Therefore, it is confidential under paragraph 3 of the Local Government Act 1972 - Schedule 12A After the Local Government (Access to Information) (Variation) Order 2006).

4 Financial Services

- 4.1 The costs for this are covered by the vacant half of the Housing Strategy and Development Manager post and vacant Housing Development Manager post. This means there will be no requests for additional funding from other budgets.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. Each proposed decision should set out how the report contributes to the delivery of these strategic aims. If it does not contribute to these aims or has a negative effect on them the report should explain why that is the case.
- 5.2 Delivering valued, sustainable services
This process will help the service to attract the right people with the right skills the Council needs.
- 5.3 Low cost, low carbon energy across the district
This post is central to ensuring new housing developments are net zero in operation and meet the climate emergency and other challenges.
- 5.4 Creating vibrant, safe and healthy communities of the future –
This position is fundamental to the delivery of the ambition to increase the volume of high quality, low carbon, affordable and social housing. This will help meet demand for housing and help tackle rough sleeping and homelessness.

6 Environmental/Climate Change Implications

- 6.1 There are no specific Environmental/Climate Change Implications from this proposal.

7 Analysis of the effects on Equality

- 7.1 At this stage, officers do not deem an Equality Impact Assessment necessary.

8 Data Protection

- 8.1 There are no data protection issues within the proposal.

9 Health and Wellbeing

- 9.1 The Health and Wellbeing of staff within the existing Housing Development Team are positively impacted by having experienced leadership during this busy time.

10 Risk Assessment

- 10.1 The risk of not approving the funding for the interim management consultant will undoubtedly impact on the Housing Development Programme with the Council being forced to significantly curtail the number of new affordable homes that it is able to develop or acquire.

Title: Discretionary Housing Payments
Lead Officer: Andrea Wyatt (ext. 6831)
Portfolio Holder: Councillor Jessica Harrison
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	23/11/2023	Cllr Harrison
Finance	17/11/2023	Andrew Rollins
Legal Services	N/A	
Chief Executive	17/11/2023	Chris Elliott
Director of Climate Change	23/11/2023	Dave Barber
Head of Service(s)	16/11/2023	David Elkington
Section 151 Officer	17/11/2023	Andrew Rollins
Monitoring Officer	23/11/2023	Graham Leach
Leadership Co-ordination Group	23/11/2023	
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No/Yes, Forward Plan item – scheduled for (date)	
Accessibility Checked?	Yes/No	

Summary

To request additional funding of £50,000 to top up the Discretionary Housing Payment (DHP) fund.

Recommendation(s)

- (1) That cabinet agrees to release funding of £50,000 for Discretionary Housing Payments made by the Council to be met from the General Fund using Homelessness Grants for the current year.
 - (2) Cabinet agrees to consider an ongoing commitment of funding as part of the budget setting process to be met from the General Fund.
-

1 Reasons for the Recommendation

1.1 Introduction

- 1.1.1 Discretionary Housing Payments (DHP) are payments made to residents who receive either Housing Benefit or the housing element of Universal Credit to help them pay their rent. Whilst the scheme is discretionary, the fund must be administered in accordance with The Discretionary Financial Assistance Regulations 2001 and the Department for Work and Pensions (DWP) Discretionary Housing Payments guidance manual.
- 1.1.2 The main criteria for eligibility is that the customer must have a shortfall between the benefit paid to help with their rent and the actual rent they have to pay. There are also a few exceptions where DHP can be considered in other circumstances.
- 1.1.3 Funding is provided twice yearly by the DWP and once the grant has been spent, no further DHPs can be awarded. Local Authorities can top up the DHP fund if deemed necessary by a maximum of two and a half times their original DWP allocation.
- 1.1.4 In previous years topping up has not been necessary and the budget has been managed well. However, DWP funding was significantly reduced for all Local Authorities at the start of the 2022/23 financial year and WDC's allocation decreased from £165,057 to £116,985. This resulted in the Council "topping up" the budget by £50,000.

1.2 2023/24

- 1.2.1 The DWP's contribution has remained at £116,985 in the current year.
- 1.2.2 The Council's caseload has not decreased and to date we have spent £83,815 with a further £13,318 committed in ongoing payments. This leaves a balance of just £19,852 for the remainder of the year.
- 1.2.3 Demand for DHP assistance is very high; rental costs have generally increased as have general living expenses. The benefits paid toward rental assistance have not kept pace and based on previous experience, we do not expect our DHP budget will be sufficient to reach the end of the financial year.

2 Alternative Options

- 2.1 The Council could stop providing further DHP support once our existing budget is exhausted. However, doing this could have significant negative consequences, including increased homelessness or forcing more people to choose between paying their rent or paying for heat and food. As we enter the winter period, where household running costs inevitably increase, ceasing DHP support could be devastating.
- 2.2 Simply stopping support was not considered an appropriate response.

3 Legal Implications

- 3.1 The Council has a statutory duty to provide shelter for those who are homeless and should DHP become unavailable, it is conceivable that more people will find themselves in this situation.

4 Financial Services

- 4.1 The funding of this proposal would be met from Homelessness Grants within the General Fund for 2022/23 and from the General Fund in future years.
- 4.2 It should also be considered that not providing further DHP support will simply shift costs elsewhere. It is conceivable that where DHP support is not forthcoming and evictions take place, the additional burdens of providing temporary accommodation would be significant and potentially outweigh the additional funding being requested.

5 Corporate Strategy

5.1 Creating vibrant, safe and healthy communities of the future

- 5.1.1 If the proposal is not agreed, it could have a direct impact of the mental and physical health of residents and their ability to remain safely within their homes and communities.
- 5.1.2 Tenants could use money allocated for food or utilities (such as gas or electricity) to fund the shortfall in their rent, but this would be directly detrimental to their health and wellbeing.
- 5.1.3 Residents could also borrow money to fund their shortfalls, but pushing people into potentially significant and unaffordable debt for essential expenses is not a sustainable prospect. Access to DHP funds can have a direct impact on reducing this risk.
- 5.1.4 We have multiple examples of where payment of DHP has prevented tenants from becoming homeless, providing vulnerable individuals with highly valued assistance and relief.

5.2 Firm Financial Footing over the Longer Term

- 5.2.1 We expect to see a rise in the number of tenants threatened with eviction as the cost-of-living crisis continues to be a problem across the district. This will ultimately increase homelessness across the district and providing temporary

accommodation is typically more expensive in the long term than providing limited DHP assistance.

- 5.2.2 To date, the Council has spent £453,771 funding temporary accommodation and the average cost per individual is £3,601.35. Not all of these costs are recovered from the DWP and in 2022/23, the cost to the general fund was £498,237.00.
- 5.2.3 Recognising that additional funding was also requested for 2022/23, it is likely that the contribution from the Government will continue to be insufficient to meet demand and therefore it would be prudent to include the additional funds for future years in the budget setting process.

6 Environmental/Climate Change Implications

- 6.1 No implications.

7 Analysis of the effects on Equality

- 7.1 This has not been completed as the request is to “top up” an existing fund. The fund must be administered in accordance with the Discretionary Financial Assistance Regulations.

8 Data Protection

- 8.1 No implications

9 Health and Wellbeing

- 9.1 This proposal has a direct impact on the health and wellbeing of vulnerable residents as outlined in section 4.

10 Risk Assessment

10.1 Funding Runs Out

- 10.1.1 The most significant risk is that without an additional top-up, funding to provide DHP assistance will be depleted, directly impacting on our ability to provide services to residents. These residents may then find themselves entering the Council’s other service streams for homelessness and temporary accommodation.

10.2 Temporary Accommodation Costs

- 10.2.1 If DHP funding is depleted and more residents find themselves facing homelessness, the cost of providing temporary accommodation will far exceed the requested top up amount. This is highlighted in section 4.2.

11 Background papers:

- 11.1 Cabinet Report – Discretionary Housing Payments, November 2022. [Available online](#) (checked 10/11/2023).

Title: Significant Business Risk Register
Lead Officer: Richard Barr
Portfolio Holder: Councillor Davison
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	16/11/23	Councillor Davison
Finance	16/11/23	Andrew Rollins
Legal Services	Not applicable	
Chief Executive	16/11/23	Chris Elliott
Director of Climate Change	16/11/23	Dave Barber
Head of Service(s)	16/11/23	Andrew Rollins
Section 151 Officer	16/11/23	Andrew Rollins
Monitoring Officer	16/11/23	Andrew Jones
Leadership Co-ordination Group	20/11/23	Various
Final decision by this Committee or rec to another Cttee / Council?	Yes/ No Recommendation to: Cabinet / Council Committee	
Contrary to Policy / Budget framework?	No/Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No/Yes, Paragraphs:	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No/Yes, Forward Plan item – scheduled for (date)	
Accessibility Checked?	Yes/No	

Summary

The report sets out the latest version of the Council's Significant Business Risk Register for review by the Cabinet. It has been drafted following review by the Council's Senior Leadership Team (SLT) and by the Leader of the Council.

Recommendations

- (1) That Cabinet should note the contents of this report.
 - (2) That Cabinet should review the Significant Business Risk Register (SBRR), set out as Appendix 1 and summarised as Appendix 2, and consider if any further actions should be taken to manage the risks facing the organisation.
 - (3) That the Cabinet note the proposals for reshaping the approach to future versions of the SBRR.
-

1 Reason for the Recommendations

- 1.1 This report seeks to assist Members fulfil their role in overseeing the organisation's risk management framework. A very useful source of guidance on the responsibilities of members and officers regarding risk management came from the Audit Commission in its management paper, "Worth the risk: improving risk management in local government":

"Members need to determine within existing and new leadership structures how they will plan and monitor the council's risk management arrangements. They should:

- decide on the structure through which risk management will be led and monitored;
- consider appointing a particular group or committee, such as an audit committee, to oversee risk management and to provide a focus for the process;
- agree an implementation strategy;
- approve the council's policy on risk (including the degree to which the council is willing to accept risk);
- agree the list of most significant risks;
- receive reports on risk management and internal control – officers should report at least annually, with possibly interim reporting on a quarterly basis;
- commission and review an annual assessment of effectiveness: and
- approve the public disclosure of the outcome of this annual assessment, including publishing it in an appropriate manner.

The role of senior officers is to implement the risk management policy agreed by Members.

It is important that the Chief Executive is the clear figurehead for implementing the risk management process by making a clear and public personal commitment to making it work. However, it is unlikely that the Chief Executive will have the time to lead in practice and, as part of the planning process, the person best placed to lead the risk management implementation and improvement process should be identified and appointed to carry out this task. Other people throughout the organisation

should also be tasked with taking clear responsibility for appropriate aspects of risk management in their area of responsibility.”

Although the Audit Commission has since been abolished, the guidance remains relevant.

1 Background/Information

- 1.1 The Significant Business Risk Register (SBRR) records all significant risks to the Council’s operations, key priorities, and major projects. Individual services also have their own service risk registers as do the major projects.
- 1.2 The SBRR is reviewed quarterly by the Council’s Senior Leadership Team. This process is thorough and involves a focus on the higher rated risks; then a review of the others; and, then a discussion on emerging risks/horizon scanning. For this cycle, the SLT dedicated a large segment of one of its fortnightly sessions. On this occasion the Council Leader joined the meeting and was involved in the review. The SBRR is then, in keeping with Members’ overall responsibilities for managing risk, reviewed by Cabinet. Audit and Standards Committee will also provide scrutiny, before or after Cabinet.
- 1.3 The latest version of the SBRR is set out as Appendix 1 to this report with a summary of the relative priority of the risks set out as Appendix 2.
- 1.4 The risks identified in Appendices 1 and 2 are as follows:
 1. Risk of Fit for the Future Change Programme not managed appropriately/effectively.
 2. Risk of sustained service quality reduction.
 3. Risk of major contractor going into administration or deciding to withdraw from the contract.
 4. Risk of corporate governance arrangements not being maintained effectively.
 5. Risk of staff not being developed effectively.
 6. Risk of insufficient finance to enable the Council to meet its objectives (including insufficient reductions in operating costs).
 7. Risk of additional financial liabilities.
 8. Risk of not obtaining potential income sources.
 9. Risk of improper procurement practices and legislative requirements not being complied with.
 10. Risk of partnerships not delivering stated objectives.
 11. Risk of not complying with key legislation or legal requirements including failure to protect data.
 12. Risk of ineffective utilisation of information and communications technology.
 13. Risk of failure to protect information assets from malicious cyber-attack.
 14. Risk of failing to provide, protect and maintain Council owned property (buildings and equipment).
 15. Risk of a major incident not responded to effectively
 16. Risk of failing to meet District’s ambition to be carbon neutral within specified timeframes.
 17. Risk of failing to adequately prepare for the impacts of climate change arising from higher global temperatures.

- 1.5 The assessments of risk are judgemental, being based on an assessment of the likelihood of something occurring and the impact that might have. Appendix 3 sets out the guidelines that are applied to assessing risk.
- 1.6 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour (i.e., online), the former set of risks would be within the area shaded red, whilst the latter would be within the area shaded green; the mid-range would be seen as yellow.
- 1.7 It may be worth members re-apprising themselves of the basis on which risks are scored in relation to likelihood and impact – see Appendix 3. The probability of a risk being realised, and how many times it might happen, is usually assessed over a number of years, unless the risk is new.

2 Recent Movements in Risk and Comments on the Register

- 2.1 The following movements in risk have been identified since the last review:
- Risk 14: Risk of failing to provide, protect and maintain Council owned property (buildings and equipment) – Impact and Likelihood increased by one due to uncertainties re Pennington report.
 - Risk 6: Risk of insufficient finance to enable the Council to meet its objectives (including insufficient reductions in operating costs) – Likelihood reduced by one. The Head of Finance can explain the reason at the Cabinet meeting.
- 2.2 It is important to note that this is the last time the SBRR will be reported in this format. It has been agreed that it will be reviewed to reflect the new Corporate Strategy. The timeline for this is being drawn up.
- 2.3 Within this new approach it will be important to recognise the many new challenges faced by the Council in respect of the wholesale change to the Social Housing Regulatory Framework; changes to Building Control; Procurement; and Planning. These changes will generate new risks and risk mitigations as we come to understand the implications much more.

3 Alternative Options

- 3.1 Members may take a differing view on the risks identified; on the ratings attributed; or the mitigations; and may feel that they wish to indicate changes to be made.

4 Legal Implications

- 4.1 There are no legal or human rights implications of the report's contents but clearly risk realisation may generate some implications.

5 Financial

- 5.1 There are no financial implications of this report but clearly some of the identified risks, if realised, may well have such implications.

- 5.2 The current financial position, including the latest update to the Medium-Term Financial Strategy will be presented as part of the Revenue and Capital Budget Reports for both the General Fund and HRA on the same Cabinet agenda.
- 5.3 This report will highlight changes to the financial position of the Council, and the ongoing risks associated with the current economic climate.
- 5.4 The report will outline the implications of these changes on the financial position of the Council both in the short and medium term, and will emphasise the importance of organisational change in order to deliver a sustainable balanced budget on a recurrent basis.

6 Corporate Strategy

- 6.1 Warwick District Council has adopted a Corporate Strategy that sets three strategic aims for the organisation – see below. Each proposed decision should set out how the report contributes to the delivery of these strategic aims. If it does not contribute to these aims or has a negative effect on them the report should explain why that is the case.
 - 6.1.1 Delivering valued, sustainable services.
 - 6.1.2 Low cost, low carbon energy across the district.
 - 6.1.3 Creating vibrant, safe and healthy communities of the future.
- 6.2 The Significant Business Risk Register contributes to the delivery of these strategic aims as part of a framework of effective risk management. This ensures that the activities necessary to deliver these aims are risk-assessed and managed effectively.

7 Environmental/Climate Change Implications

- 7.1 Effective risk management can help the Council achieve its environmental and climate emergency objectives.

8 Analysis of the effects on Equality

- 8.1 Effective risk management will help the Council achieve its equality obligations.

9 Data Protection

- 9.1 Effective risk management will help the Council achieve its data protection objectives.

10 Health and Wellbeing

- 10.1 Effective risk management will help the Council achieve its health and wellbeing objectives.

11 Risk Assessment

- 11.1 The whole report is about risks and the risk environment. Clearly there are governance-related risks associated with a weak risk management process.

12 Consultation

12.1 Please refer to 'header page' of this report.

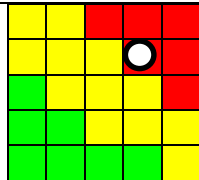
Background papers:

All Papers referred to in this report are published documents.

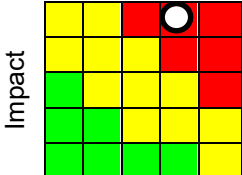
Supporting documents:

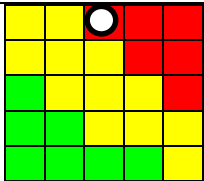
Minutes of SLT meeting 16 November 2023.

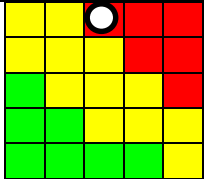
Significant Business Risk Register

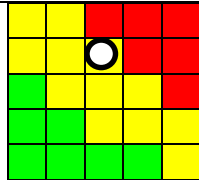
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks – Part I				
7. Risk of additional financial liabilities.	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</p> <p>Risk of increase in superannuation fund contributions.</p> <p>Uninsured loss.</p> <p>Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital)</p> <p>Legal challenge e.g. relating to a planning development.</p> <p>Major health epidemic e.g. Corona Virus.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p> <p>Increased costs because of inflationary pressure greater than allowed for within Council's Budget and Medium-Term Financial Strategy.</p> <p>Risk of loss resulting from loans made.</p> <p>Central Government initiatives not funded fully.</p>	<p>Greater level of savings to be sought.</p> <p>Forced to make sub-optimum and short-term decision without proper planning.</p> <p>Reduced levels of service.</p> <p>Payment of compensation.</p> <p>Failure to deliver service.</p> <p>Contractual disputes.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Service Area and Project Risk Registers. (SLT)</p> <p>Project Management. (SLT)</p> <p>Corporate Asset Management Strategy and an accompanying Action Plan covering all General Fund and HRA assets has been approved. (ASG)</p> <p>Maintenance of a comprehensive built asset database. (AM)</p> <p>More effective financial planning and scenario analysis. (HoF)</p> <p>Regular monitoring of Fit for the Future. (SLT)</p> <p>Legal advice on projects. (SLT)</p> <p>Projects drawn up within RIBA framework. (SLT)</p> <p>Reserves used to smooth impact of fluctuations in income. (HoF)</p> <p>Existence and application of Medium-Term Financial Strategy. (HoF)</p> <p>Implementing a Change Programme. (SLT)</p> <p>Loans secured against default, robust specialist and legal advice, comprehensive sets of legal agreements, clear and regular monitoring against requirements.</p>	<p>Impact</p>  <p>Likelihood</p> <p>Current forecasts show the period of high inflation and interest rates continuing for longer than those presented as part of the Autumn Statement. This will continue to impact upon the Council by increasing costs of borrowing due this year, and also increased costs against budgeted expenditure.</p> <p>Head of Finance to explain why risk remains in red zone.</p>

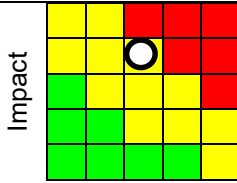
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks – Part II				
6. Risk of insufficient finance to enable the Council to meet its current objectives (including insufficient reduction in operational costs).	<p>Poor financial planning and forecasts.</p> <p>Unexpected loss of income and/or sustained increase in expenditure.</p> <p>FFF Projects do not achieve sufficient savings.</p> <p>Reset of Revenue Grant and Business Rate Retention.</p> <p>Council Tax income base reducing.</p> <p>National Economy declines.</p> <p>Local economy declines</p> <p>Tightening of Government fiscal policy.</p> <p>Changes to Government Policy.</p> <p>Demographic changes.</p> <p>Focus on FFF priorities which compromise existing service delivery.</p> <p>External competition.</p> <p>Member decision making stops previously agreed savings.</p> <p>Council policy framework not conducive to enterprise development.</p> <p>Increased contract costs.</p> <p>Housing numbers not achieved.</p> <p>Delay in fair funding review.</p> <p>Inability to agree suitable funding proposals to allow HQ relocation project to move to Phase 2 – project delivery.</p> <p>Changes to funding proposals for existing schemes.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p> <p>Agreed savings not delivered as agreed to be included in Medium Term Financial Strategy.</p> <p>Savings not identified to meet the cost of funding the Council objectives.</p>	<p>Increased costs.</p> <p>Forced to make urgent decisions without appropriate planning.</p> <p>Forced to make service cuts.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p> <p>Landlord service becomes unviable and/or the condition of the housing stock reduces its utility and value.</p> <p>Reduced core spending power provided by Local Finance Settlement.</p> <p>Reduction in reputation.</p> <p>Unable to meet statutory requirements.</p> <p>Failure to deliver carbon-neutral objectives by 2025.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p> <p>Forced to make large scale redundancies.</p> <p>Future ambitions of Council may be constrained in scope.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Effective internal audit function. (HoF)</p> <p>External audit of financial accounts. (HoF)</p> <p>Effective management of FFF Projects. (SLT)</p> <p>All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF)</p> <p>Council's constitution. (DCE(A3)) DSM&MO</p> <p>Financial training. (HoF)</p> <p>Robust financial planning and a Medium-Term Financial Plan that can accurately forecast income and expenditure. (HoF/SLT)</p> <p>Code of Financial Practice Training. (HoF)</p> <p>Plan in place to make savings as to meet the anticipated budget shortfall. (HoF/SLT)</p> <p>Ongoing monitoring and future reports of existing assumed savings – e.g. leisure programme, office move, terms & conditions review. (SLT).</p> <p>Changes to funding proposals for existing projects.</p> <p>Business Strategy agreed by Members and appropriately managed (SLT).</p> <p>Implementing a Change Programme. (SLT)</p> <p>Bespoke training sessions developed for Members to assist with financial oversight.</p>	<div> <div>Impact</div> <div>Likelihood</div> </div> <p>The future ambitions of the Council may be constrained as Council has to prioritise how it delivers existing / core services and agreed objectives as part of a sustainable balanced financial position.</p> <p>Head of Finance to explain why Likelihood has reduced by one.</p>

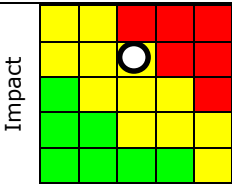
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Information Management Risks – Part I				
13. Risk of failure to protect information assets from malicious cyber-attack (including cloud-hosted solutions).	<p>Lack of staff training and awareness.</p> <p>Poor or ineffective countermeasures.</p> <p>Outdated software and hardware.</p> <p>Zero-Day vulnerabilities being exploited.</p> <p>Ineffective segregation and classification of data.</p> <p>Ineffective incident response plans.</p> <p>Inadequate penetration testing regime.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p> <p>Supply chain attack.</p> <p>Failure to adequately assess the security of a cloud-platform.</p> <p>Misunderstanding of responsibilities within a cloud hosted platform.</p> <p>Poor configuration / understanding of cloud operating environment.</p>	<p>Reputational damage.</p> <p>Loss of public trust.</p> <p>Lost productivity.</p> <p>Recovery costs.</p> <p>Potential fines (ICO).</p> <p>Permanent data loss.</p> <p>Targeted for further attacks.</p> <p>Exfiltration of sensitive data.</p> <p>Bribery attempts to prevent data leakage.</p> <p>Long term operational difficulties.</p> <p>Organisation ill-prepared to deal with impact on ICT systems.</p>	<p>CESG approved penetration tests. (HoC&DS)</p> <p>Patch Management Policy/Procedures. (HoC&DS)</p> <p>Anti-malware/virus software. (HoC&DS)</p> <p>Use of NCSC Protected DNS Service. (HoC&DS)</p> <p>Use of NCSC Intelligence gathering and monitoring services. (HoC&DS)</p> <p>Anti-malware strategy. (HoC&DS)</p> <p>Incident Management Policy & Procedure. (HoC&DS)</p> <p>Major Virus Response Procedure. (HoC&DS)</p> <p>Electronic Information Backup Policy. (HoC&DS)</p> <p>Data Distribution to reduce target exposure and to speed up recovery. (HoC&DS)</p> <p>Introduction of temporary web site in the event of a major outage, reducing reputational damage. (HoC&DS)</p> <p>Offline backups air-gapped from live systems. (HoC&DS)</p> <p>Regular full scale DR exercises with third party provider. (HoC&DS)</p> <p>e-learning solution (HoC&DS)</p> <p>Network Intrusion Detection/Intrusion Prevention solution.</p> <p>Use of Cloud services to host applications and associated data with independent safeguards and access control mechanisms. (HoC&DS)</p> <p>Support from DLUHC received to improve cyber posture and capabilities over the next 12 months. (HoC&DS)</p> <p>Cloud security assessment has to be completed in respect of all new systems.</p> <p>Increased IT defences are being brought online following support from DLUHC.</p> <p>Head of Customer and Digital Services to update.</p>	 <p>Impact</p> <p>Likelihood</p>

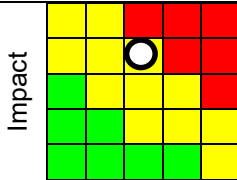
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Environmental Risks – Part I				
16. Failure to meet District's ambition to be carbon neutral within specified timeframes.	<p>Lack of expertise.</p> <p>Lack of finance.</p> <p>Failure to reduce carbon footprint.</p> <p>Lack of support from partners / community / Government.</p> <p>Conflict between current govt. legislation guidance ambition.</p> <p>Loss of political unity / support.</p> <p>Lack of staff resource / capacity.</p> <p>Competing priorities e.g. addressing Coronavirus.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Budgetary impacts.</p> <p>Service changes required if long recovery phase.</p> <p>Loss of reputation and external censure.</p> <p>Disruption to services.</p> <p>Public health issues.</p> <p>Failure to adapt to 'New Normal' caused by climate change.</p> <p>Political consequences.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Delivery of Business Strategy 2019-2023 and delivery of Climate Change Action Plan allowing members to determine extent of measures/projects to mitigate climate change and other environmental challenges that are to be included. (SLT)</p> <p>Climate Change Director appointed.</p> <p>The Council's 2030 climate change ambitions have been more closely defined – agreed by Cabinet in July 2021. A revised Climate Change Action Plan is being presented to WDC Cabinet on 6 December 2023.</p> <p>The Climate Change Action Programme incorporates a more detailed risk register to manage specific risks associated with delivering the programme.</p> <p>A Climate Change Action Programme has been adopted and delivery is underway. However, progress is balanced against the ever-reducing time horizon's which means the likelihood is unchanged for this risk.</p> <p>Climate Change Action Fund agreed.</p> <p>Implementing a Change Management Programme. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

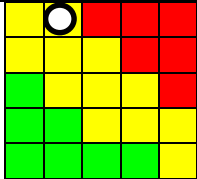
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Environmental Risks – Part II				
17. Failure to adequately prepare for the impacts of climate changes arising from higher global temperatures, colder changes and increased rain fall/flooding.	<p>Lack of expertise.</p> <p>Lack of hard data about potential impacts</p> <p>Scale of the challenge</p> <p>Not entirely within Council's control (major reliance on partners)</p> <p>Lack of finance.</p> <p>partners / community / Government.</p> <p>Conflict between current govt. legislation guidance ambition.</p> <p>Loss of political unity / support.</p> <p>Lack of staff resource / capacity.</p> <p>Competing priorities</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Impacts on quality of life of our residence and particularly the most vulnerable.</p> <p>Impacts on the local economy.</p> <p>Impacts on the local environment and ecology.</p> <p>Loss of reputation and external censure.</p> <p>Disruption to services.</p> <p>Public health issues.</p> <p>Failure to adapt to 'New Normal' caused by climate change.</p> <p>Political consequences.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Climate Change Director appointed and Climate Adaptation Officer due to commence 1/8/22. There has been a small restructure within the Climate Change team with currently 6 members of the team, providing resilience going forward for the implementation of the Climate Change Action Plan.</p> <p>Active dialogue with the Met Office to consider implications of climatic changes for the District.</p> <p>Membership of West Midlands Adaptation Steering Group and alignment with West Midlands Adaptation Plan.</p> <p>More detailed adaptation plan to be developed in Autumn 2023. A climate Change Adaptation Strategy and Action Plan is being taken to WDC Cabinet on 6 December 2023.</p> <p>A Climate Change Action Programme has been adopted and delivery is underway.</p> <p>Climate Action Fund agreed.</p> <p>The Climate Change Action Programme will incorporate a more detailed risk register to manage specific risks associated with delivering the programme.</p> <p>Implementing a Change Programme. (SLT)</p> <p>Working with partners to address local risks – e.g. Severn Trent Water on water quality issues caused by storm overflows. (SLT)</p> <p>Emergency planning arrangement and community engagement programmes. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks – Part III				
8. Risk of not obtaining potential income sources.	<p>Ineffective management. Complacency. Lack of resources to investigate. Other priorities. Partner changing priorities. Income opportunities diminished due to significant adverse national or international event. Major shock to the organisation due to a significant adverse national or international event. Delays or limited time given to confirmation of funding sources and policies, such as local finance settlement, grants or rent setting, leading to incorrect assumptions being forecast. PWLB interest rate fluctuations and/or national policy change. Fees and charges do not deliver expected income as forecast within the strategy as set at level below plan.</p>	<p>More loss-making or subsidised services. Reduced income for the Housing Revenue Account that could compromise banking covenants. Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Effective fees and charges schemes. (HoF) Review of Communications & Marketing Plans. (HoP&C) Regular reviews of financial forecasts to ensure income projections are up to date. (HoF) Secure additional resources to ensure existing services are not impacted because of a focus on FFF/corporate priorities. (SLT) Engagement of appropriate advice to enable opportunities to remodel the Council's non-operational asset base to be assessed. (HoA&N) District Councils Network (DCN) Income Generation. Council-appointed Executive Directors for Milverton Homes Board and Milverton Homes-appointed Directors for the Joint Venture. (HoH&C + PDCC) Implement a Change Management Programme. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

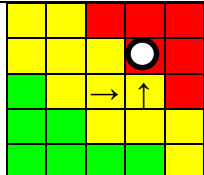
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks – Part I				
2. Risk of sustained service quality reduction.	<p>Shortage of staff resources and staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering Fit for the Future and other emerging corporate priorities.</p> <p>Cannot afford cost of maintaining service quality.</p> <p>Partners such as WCC make service cuts.</p> <p>Health pandemic e.g. Corona Virus.</p> <p>Contractor failure.</p> <p>Unplanned termination of contract by contractor.</p> <p>Housing numbers not achieved.</p> <p>Greater demand on services from increases in the population as well as societal, technological, and legislative changes.</p> <p>Changes in members' and citizens' expectations.</p> <p>Lack of funding for Climate Change Action Plan.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p> <p>Staff recruitment difficulties.</p> <p>Increase in cost of contractors.</p> <p>Cost of Living challenges.</p>	<p>Poor customer service and reductions in income.</p> <p>Lack of direction with critical projects and services being compromised.</p> <p>Public lose confidence in Council's ability to deliver.</p> <p>Demoralised and demotivated staff.</p> <p>Additional costs attached to re-procuring contract, including legal fees.</p> <p>Loss of New Homes Bonus.</p> <p>Failure to adapt to 'New Normal' caused by climate change.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Implementing a Change Management Programme. (SLT)</p> <p>Agreeing additional resources where service quality is reduced. (SLT)</p> <p>Strong leadership to manage priorities to a deliverable level. (SLT)</p> <p>Effective vacancy control. (SLT)</p> <p>Service Reviews. (SLT)</p> <p>Workforce Planning. (SLT)</p> <p>Effective contract management supported by appropriate legal support. (SLT)</p> <p>Enhanced Performance Management regime: infrastructure now in place. (SLT)</p> <p>"Working for Warwick" initiatives – specifically recruitment initiatives.</p>	<p>Impact</p>  <p>Likelihood</p> <p>Following a re-evaluation by SLT, the position is no longer viewed as being as serious as it was once thought to be. There has been no sustained reduction in service quality.</p>

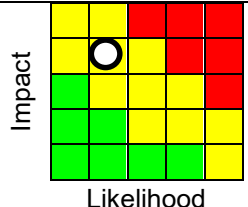
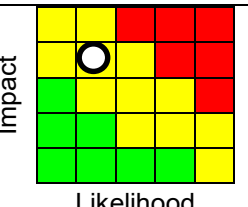
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks – Part II				
1. Change Management Programme not managed appropriately/effectively.	<p>Poor organisational communication.</p> <p>Conflicting priorities and priorities increasing in number.</p> <p>Unable to dedicate appropriate resources due to the impact on existing services.</p> <p>Poor management.</p> <p>Ineffective use of project management or systems thinking.</p> <p>Lack of funding.</p> <p>Business Strategy cannot be agreed due to no overall political control.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Demoralised and demotivated staff.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Project prioritisation. (SLT)</p> <p>SLT are Programme Board. (SLT)</p> <p>Change Management Programme and associated governance arrangements. (SLT)</p> <p>Budget monitoring process. (HoF)</p> <p>Clear communications. (SLT)</p> <p>People Strategy Action plan. (SLT)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SLT)</p> <p>Securing additional resources to support existing service provision. (SLT)</p> <p>Projects drawn up within RIBA framework. (SLT)</p> <p>Business Strategy agreed by Members and appropriately managed (SLT).</p> <p>Change Management Programme is being developed for future Cabinet/Council sign-off.</p> <p>Enhanced role for Member oversight of new Change Management Programme. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

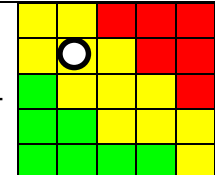
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Human Resources Risk				
5. Risk of ineffective workforce planning.	<p>Ineffective workforce planning.</p> <p>Not managing staffing resources efficiently and effectively.</p> <p>Possible insufficient training budget.</p> <p>Impact of pandemics such as Covid-19.</p> <p>Impact of inaccessibility of training internal and external.</p> <p>Staff turnover due to:</p> <ol style="list-style-type: none"> Salary Training T&C Working Environment Career Progression Morale Age profile Service redesign <p>Uncertainty of employment prospects with WDC and Local Government.</p> <p>Poor recruitment processes.</p>	<p>Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities.</p> <p>Poor customer service.</p> <p>‘Industrial’ action.</p> <p>Unable to meet statutory requirements.</p> <p>The potential of staff is not fulfilled.</p> <p>Some staff not developed to the level required to deliver service effectively.</p> <p>Additional costs for specialist advice.</p> <p>Inability to deliver Council objectives.</p> <p>Failure to meet statutory or contractual obligations.</p> <p>Increased stress on residual staff.</p> <p>Reduced level of service.</p> <p>Reduced level of resilience.</p> <p>Reputational damage.</p>	<p>Link to People Strategy to be updated 2023 – 2027 (HoP&C/SLT)</p> <p>People Strategy 2023 – 2027 and associated action plan</p> <p>Workforce planning through Service Area Plans. (SLT)</p> <p>Appropriate use of external resources. (SLT)</p> <p>Training in different ways – Online, telephone, webinars. (SLT/HoP&C)</p> <p>Prioritise training based on service needs. (SLT)</p> <p>New LMS system to support workflows and reporting. (SLT)</p> <p>Recruitment Retention and Remuneration Project. (SLT)</p> <p>Monitoring and analysis of HR Management Information. (SLT)</p> <p>Appropriate training budget to enable training and development opportunities. (SLT)</p> <p>Contract staff/consultancy. (SLT)</p> <p>Use of Comensura Framework. (SLT)</p> <p>Training on roles to build resilience. (SLT)</p> <p>Robust recruitment process with staff training programme. (SLT)</p> <p>Performance management framework including one to ones/appraisals/staff development (PDP's). (SLT)</p> <p>Redeployment Policy. (SLT)</p> <p>Publicise the benefits of working for the Council. (SLT)</p> <p>Market Forces Supplement Policy. (SLT)</p> <p>Staff Surveys/Effective staff engagement. (SLT)</p> <p>Recruitment branding e.g. refer a friend & social media. (SLT)</p> <p>Exit Interviews. (SLT)</p> <p>Effective Health & Wellbeing plans. (SLT)</p> <p>Monitoring of establishment controls (new I Trent system). (SLT)</p> <p>Continued HRBP support to support managers with workforce issues. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

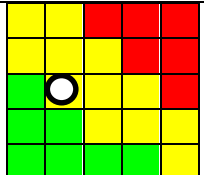
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks – Part II				
3. Risk of major contractor going into administration or deciding to withdraw from the contract.	<p>Poor procurement of contractor.</p> <p>Poor contract management.</p> <p>Poor management of company.</p> <p>External factors/State of economy e.g. Energy crisis, Cost of Living crisis, withdrawal of energy price guarantees and govt support mechanisms.</p> <p>Impact of adoption of Living Wage.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Organisation ill-prepared to deal with impact on finances, service delivery and staff.</p>	<p>Properly procured contracts. (SLT)</p> <p>Active contract management supported by appropriate legal support. (SLT)</p> <p>Business Continuity Plan. (SLT)</p> <p>Soft market testing as appropriate. (SLT)</p> <p>Credit Safe in place, providing weekly updates of all our contract suppliers' financial risk rating.</p> <p>Parent Company Guarantees being monitored. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

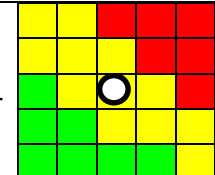
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Procurement Risks				
9. Risk of improper procurement practices (incl. Commissioning, Sourcing and Contract Management) and legislative requirements not being complied with.	<p>Weak governance arrangements.</p> <p>Ineffective procurement activities.</p> <p>Poor procurement officer function capability.</p> <p>Change in law.</p>	<p>Reduced levels of service provision.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p> <p>Reputational damage.</p> <p>Decreased supplier interest.</p> <p>Increased resource burden.</p> <p>Increased public scrutiny and complaints to Procurement Review Unit (from 2024).</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Training of staff. (HoF/SLT)</p> <p>Monitoring of departmental procurement. (SLT)</p> <p>Procurement Strategy (incl. action plan). (HoF)</p> <p>Code of Procurement Practice and related documents updated. (HoF)</p> <p>Qualified and fully staffed internal procurement team. (SLT)</p> <p>Legal attendance at with Procurement Board Team. (HoF)</p> <p>Procurement session at SLT every quarter. (SLT)</p> <p>Procurement Champions. (HoF)</p> <p>Engagement with Cabinet Office and Crown Commercial Services. (HoF)</p> <p>Collaboration with other Council procurement functions. (HoF)</p> <p>Purchasing and Contracts modules in new FMS to provide greater oversight of poor practice or non-compliance. (HoF)</p> <p>Live spend analysis dashboard and contracts overview dashboard. (HoF)</p>	<p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Asset Management Risks				
14. Risk of failing to provide, protect and maintain Council-owned property (buildings and equipment).	<p>Poor management.</p> <p>Lack of finance.</p> <p>Ineffective asset management.</p> <p>Incomplete data on asset conditions.</p> <p>Lack of effective asset management planning.</p> <p>Insufficient resources to maintain assets.</p> <p>Inaction re multi-storey car parks.</p> <p>Failure of IT system.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p> <p>Pennington action plan not delivered.</p>	<p>Lack of a suitable and safe living or working environment for residents, staff, and visitors.</p> <p>Sub optimum asset decisions that are poor value for money.</p> <p>Building closure.</p> <p>Closure of car parks with resultant loss of income.</p> <p>Organisation ill-prepared to deal with impact on its assets.</p> <p>Further additional resources in response to Pennington issues.</p>	<ul style="list-style-type: none"> Asset Strategy/HIP linked to ActiveH Asset Database HRA properties. (HoNaA/HoH&C) Corporate Asset Management Strategy covering all General Fund and HRA assets (and will be reviewed in 2023). (HoNaA) Comprehensive stock condition survey for all HRA properties is underway and this will be used to influence the Housing Investment Programme and Housing Business Plan. (HoNaA / HoH&C) Housing Investment Programme and Business Plan (HoH&C) Overall strategic review of the Council's assets managed by multi-disciplinary Asset Strategy Group – chaired by Head of Assets and corporate compliance is part of the remit of that Asset Strategy Group. (HoNaA) Systems and contracts in place to deliver compliance on electrical testing, asbestos management, fire safety, gas servicing, lift servicing and Legionella monitoring with appropriate systems in place across all Council assets. (HoNaA / HoH&C) Sufficient reserves to be able to respond to unexpected issues. (HoF) Inclusion of financing requirements within MTFS projections. (HoF) Having appropriate structures to review compliance. (HoNaA / HoH&C) Regular monitoring of multi-storey block improvement programme through Housing Fire Safety Group. (HoH&C) Pennington action plan. (SLT) 	<p>Impact</p>  <p>Likelihood</p> <p>Impact and Likelihood increased by one due to uncertainties regarding Pennington report</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Partnership Risks				
10. Risk of partnerships not delivering stated objectives.	Poor management. Failure to apply a robust process for entering partnerships. Lack of framework governing partnerships. Major shock to the partnership due to a significant adverse national or international event.	Required outcomes not achieved. Increased costs. Reduced level of service or failure to deliver service. Partnership ill-prepared to deal with impact on its objectives.	Normal management arrangements. (SLT) Project Groups for significant services. (SLT) Involvement in and engagement with existing sub-regional partnerships such as CWLEP. (SLT) Partnership arrangements to review impact of pandemic and consider if any specific actions are required. (SLT)	 <p>Impact</p> <p>Likelihood</p>
Legal Risks				
11. Risk of not complying with key legislation or legal requirements, including failure to protect data.	Breakdown in governance. Bureaucratic mistake. For example – Not seeking legal advice; not implementing it; simply getting delivery wrong e.g. sending out incorrect email. Lack of appropriate resources. Major shock to the organisation due to a significant adverse national or international event.	External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation. Organisation ill-prepared to deal with impact on finances, service delivery and staff.	Constitution. (DCE(AJ)) HoG&MO External legal advice. (DCE(AJ)) HoG&MO Ongoing monitoring of all Cabinet recommendations. (DCE(AJ)) HoG&MO Ongoing professional training. (SLT) Implementation of arrangements to deal with GDPRs. (DCE(AJ)) HoG&MO /SLT) Implementation of arrangements to deal with Procurement Act 2023 and Procurement Regulations 2024. (SLT)	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Emergency Response and Business Continuity Risks				
15. Risk of a major incident not responded to effectively.	<p>Numerous causes including loss of ICT facilities/data, loss of staff, absence of effective BCP.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Partial or total loss of resources such as staff, equipment, systems.</p> <p>Major media engagement.</p> <p>Major disruption to all Council services.</p> <p>Possible legal action for damages.</p> <p>Significant financial impact.</p> <p>Diversion of resources, especially staffing.</p> <p>Damage to reputation.</p>	<p>Emergency plan reviewed every year. (SLT)</p> <p>This has been reviewed in light of the Commonwealth games to ensure appropriate planning.</p> <p>Business continuity plans are reviewed annually and have been reviewed before the games. (SLT)</p> <p>Ongoing training of councillors and officers named in MEP. (HoSCLE)</p> <p>Review of the MEP, named officers within MEP, associated SOPs. Gaps identification and appropriate updating. (HoSCLE)</p> <p>Operational testing and exercising of the MEP and vulnerability responses within Warwickshire. (HoSCLE)</p> <p>Safety Advisory groups of events held within the district & command and control centres for major district events. (Development Services)</p> <p>Review completed of business continuity plans for service areas. The priorities contained within those plans consolidated into Council-wide Business Continuity Plan – Corporate (BCC). (HoSCLE)</p> <p>ICT Business Continuity contract, inc. annual off-site rehearsal. (ICT)</p> <p>Perimeter network protection (Firewall, 2 Factor Authentication, Spam filter, Antivirus, etc.), including penetration testing. (ICT)</p> <p>Backup and recovery procedures. (ICT)</p> <p>Provision of Counter Terrorism training. (HoSCLE)</p> <p>Preparation for the new Protect and prepare duty due later in 2022 (HoSCLE)</p> <p>Installation of Network Intrusion Detection/Intrusion Prevention solution. (ICT)</p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Corporate Governance Risks				
4. Risk of corporate governance arrangements not maintained effectively.	<p>Ineffective political and senior management leadership.</p> <p>Complacent attitudes.</p> <p>Delays in making, or failure to make, key decisions by Council Members.</p> <p>Breakdown of member-officer relationships.</p> <p>Election of new members that may lack relevant experience and/or knowledge of local government.</p> <p>Delays in making decisions due to no overall political control.</p> <p>Major shock to the organisation due to a significant adverse national or international event.</p>	<p>Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.</p> <p>Decision-making open to less officer and member scrutiny.</p> <p>Decision-making postponed as organisation is not properly prepared.</p> <p>Reputational damage.</p>	<p>Council's constitution. (DCE(AJ)) HoG&MO</p> <p>Council's strategies and policies, including Code of Financial Practice and Code of Procurement Practice. (SLT)</p> <p>Strong scrutiny arrangements. (SLT)</p> <p>Effective internal audit function. (HoF)</p> <p>Annual Governance Statement. (DCE(AJ)) HoG&MO</p> <p>Codes of Conduct. (Members)</p> <p>Effective Political Group discipline. (Group Leaders)</p> <p>Councillor training (SLT)</p> <p>New Member/Officer Protocol introduced. (DCE(AJ)) HoG&MO</p> <p>Local Code of Corporate Governance adopted. (DCE(AJ)) HoG&MO</p> <p>SLT/Group Leaders meetings.</p> <p>Establishment of Leadership Coordination Group.</p>	<p>Impact</p>  <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Information Management Risks – Part II				
12. Risk of ineffective utilisation of information and communications technology.	<p>Poor management of IT function.</p> <p>Lack of specialist staffing.</p> <p>Lack of finance.</p> <p>Poor training of new and existing staff on ICT systems.</p> <p>Poor data quality.</p> <p>Resistance to change from various stakeholders.</p> <p>Poor training of non-ICT staff on how to use systems effectively.</p> <p>Inadequate resource to implement systems effectively.</p> <p>Lack of process transformation when introducing new systems.</p> <p>Poor management of service area applications.</p> <p>Failure to understand requirements when introducing new systems.</p> <p>Failure to understand capabilities of systems.</p> <p>Lack of discussion with ICT when identifying early requirements.</p>	<p>Costly service delivery.</p> <p>Inefficient service delivery.</p> <p>Poor customer service.</p> <p>Data disclosures.</p> <p>Additional resource requirements to maintain status quo.</p> <p>Failure to realise benefits of business case.</p> <p>Introduction of further operational complexity.</p> <p>Possible staff burn-out and wellbeing concerns.</p> <p>Implementation outside of budget and timescales.</p> <p>Significantly increased operational costs.</p> <p>Aborted work.</p>	<p>ICT Strategy and Digital Transformation Strategy. (HoC&DS)</p> <p>Fully-resourced, effective and secure IT function. (HoC&DS)</p> <p>Training for staff. (HoC&DS)</p> <p>Monitoring of service plan and operational service reviews by SLT. (SLT)</p> <p>Involvement of ICT with Procurement Board to identify system replacements. (HoC&DS)</p> <p>Support from procurement team to ensure proper processes are followed. (HoC&DS)</p> <p>Trial project management support provided centrally from ICT for system implementations. (SLT)</p>	<p>Impact</p>  <p>Likelihood</p>

Key:

New narrative (since previous quarter)

Narrative transferred (since previous quarter)

~~Deleted narrative~~ (since previous quarter)

Control/mitigation that had been, in previous quarter, recorded as an action.

Comment

○ = Current risk score

↑ → etc = trail (direction) of changes

CE	:	Chief Executive – Chris Elliott
DCE	:	Deputy Chief Executive (and Monitoring Officer) – Andrew Jones Darren Knight
HoA&N	:	Head of Assets and Neighbourhood – Steve Partner
HoC&DS	:	Head of Customer and Digital Services – David Elkington
HoF	:	Head of Finance (and S151 Officer) – Andrew Rollins
HoG&MO	:	Head of Governance & Monitoring Officer – Graham Leach
HoH&C	:	Head of Housing – Lisa Barker
HoPA&E	:	Head of Place, Arts and Economy – Phil Clarke
HoP&C	:	Head of People & Communications – Tracy Dolphin
HoSCLE	:	Head of Safer Communities, Leisure and Environment – Marianne Rolfe
PDfCC	:	Programme Director for Climate Change – Dave Barber
SLT	:	Senior Leadership Team – Chief Executive, Deputy Chief Executive and Heads of Services

Summary of Significant Business Risks

Appendix 2

Consequences ↓	Probability of Occurrence				
	Low	Low-Medium	Medium	Medium-High	High
High		Risk 3	Risks 16 & 17	Risk 13	
Medium-High		Risks 10, 11 & 15	Risks 1, 2, 5 & 8	Risks 6, 7 & 14	
Medium		Risk 4	Risks 9, 12 & 14		
Low-Medium					
Low					

Methodology for assessing risk: Criteria for scoring residual risk rating

Probability of Occurrence

Estimation	Description	Indicators
5: High (Probable)	Likely to occur each year (e.g. considered as more than 50% chance of occurrence in any year).	<ul style="list-style-type: none"> Potential of it occurring several times within the specified period (for example - ten years). Has occurred recently.
4: Medium to High	Apply judgement	Apply judgement
3: Medium (Possible)	Likely to occur during a 10 year period (considered as between 5% and 25% chance of occurrence in any year).	<ul style="list-style-type: none"> Could occur more than once within the specified period (for example - ten years). Could be difficult to control due to some external influences. There's a history of occurrence
2: Low to Medium	Apply judgement	Apply judgement
1: Low (Remote)	Not likely to occur in a 10 year period (considered as less than 2% chance of occurrence in any year).	<ul style="list-style-type: none"> Has not occurred. Unlikely to occur.

Consequences

Estimation	Description
5: High	<ul style="list-style-type: none"> Financial impact on the organisation is likely to exceed £500K Significant impact on the organisation's strategy or operational activities Significant stakeholder concern
4: Medium to High	Apply judgement
3: Medium	<ul style="list-style-type: none"> Financial impact on the organisation likely to be between £100K and £250K Moderate impact on the organisation's strategy or operational activities Moderate stakeholder concern
2: Low to Medium	Apply judgement
1: Low	<ul style="list-style-type: none"> Financial impact on the organisation likely to be less than £10K Low impact on the organisation's strategy or operational activities Low stakeholder concern

Title: Safe and Legal Cap

Lead Officer: Lisa Barker – lisa.barker@warwickdc.gov.uk

Portfolio Holder: Councillor Paul Wightman

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	25/11/2023	Cllr. Wightman
Finance		Dilip Dabasia
Legal Services	24/11/2023	Kathryn Tebbey
Chief Executive	24/11/2023	Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)	Author	Lisa Barker
Section 151 Officer	27/11/2023	Andrew Rollins
Monitoring Officer	27/11/2023	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The purpose of this report is for Cabinet to determine the response to be provided to the West Midlands Strategic Migration Partnership in relation to a government consultation on Legal and Safe routes into the country, and the request to Local Authorities to provide a pledge in respect of housing provision.

Recommendation(s)

- (1) That Cabinet approve a total pledge of 15 households for the 2024/25 period (8 of which have been previously committed) and thereafter, delegate approval to the Head of Housing, in consultation with the Portfolio Holder for Housing and Assets to determine the levels of pledge in future years, taking into account, the stability of the housing register, homelessness trends and the numbers and cost of households in temporary accommodation.
-

1. Reasons for the Recommendation

National Context

- 1.1 Robert Jenrick wrote to all Local Authority Chief Executive Officers on 20/10/23 launching a consultation on a cap on safe and legal routes which closes on 15/12/23.
- 1.2 The cap will be set on an annual basis, to be determined after consultation with representatives of local authorities. It will be amendable for example in the event of humanitarian crises. An annual limit on the number of entrants will ensure the UK accepts through safe and legal routes no more people than can be accommodated and supported effectively. The Illegal Migration Act requires that before setting the cap, the Home Secretary must consult:
- in England and Wales and Scotland, such representatives of local authorities as the Secretary of State considers appropriate,
- 1.3 The consultation is aimed at local authorities who provide housing or support to resettled individuals in the UK. Local authorities should work with relevant bodies who provide wraparound services in compiling their responses, such as Integrated Care Boards, as well as with Voluntary and Community Sector Organisations, and Community Sponsorship Groups in their areas.

Safe and legal routes

- 1.4 The UK currently operates seven safe and legal routes. These include resettlement schemes such as the UK Resettlement Scheme (UKRS) and Community Sponsorship, as well as bespoke routes for individuals from Afghanistan, Ukraine, Hong Kong and the close family members of refugees. Under the UK's safe and legal routes, eligible individuals access them through an application or referral process made overseas. This means when they arrive in the UK their status already determined.

Local position

- 1.5 Warwick District Council has made previous pledges over time to support families under the UKRS and Afghan schemes. These pledges were for 29

families and to date, have enabled 21 families to be provided with accommodation in Warwick District however there are a further 8 families to be accommodated before our previous pledges are complete.

UKRS

Area	Pledge (over 4 years)	Number of families in 1 year	Numbers resettled since April 2022:	Number of families still to be to be resettled
Warwick	4 families	1	1	2
Total:	4	1	1	2

Afghan Schemes (ARAP/ACRS)

Area	Pledge	Numbers July 2021 to March 22	Numbers April 22 to March 23	Numbers resettled since April 2023	TOTAL TO DATE	Available Property to be matched	Number of families still to be resettled
Warwick	25	7	9	3	19	2LAHF properties Phase 1 4 LAFH properties phase2 2 Properties for the families at the temporary accommodation One LAHF matched waiting for the formal offer.	6
Total:	25	7	9	3	19		6

- 1.6 The Council has received funding from the Department for Levelling Up Housing and Communities (DLUHC) to support the purchase of 27 family homes to
- Provide sustainable housing to those on Afghan resettlement schemes at risk of homelessness so that they can build new lives in the UK, find employment and integrate into communities.
 - Reduce local housing pressures beyond those on Afghan resettlement schemes by providing better quality temporary accommodation to those owned homelessness duties by local authorities.
 - Reduce emergency, temporary and bridging accommodation costs.
 - Reduce impact on the existing housing and homelessness systems and those waiting for social housing.
- 1.7 The LAHF was launched on 14 December 2022. The details of the fund were shared with the Council in the document 'Local Authority Housing Fund – Prospectus and Guidance' ('the Prospectus'). It is a £500m capital grant fund to support local authorities in England to provide sustainable housing for those unable to secure their own accommodation i.e. Afghan and Ukrainian refugees.

In March of this year a report to Cabinet set out that DLUHC had awarded Warwick District Council £2,820,431 to purchase:

- 19 properties for households that meet the eligibility criteria referred to as the 'the main element';
- 2 x 4 bed properties to be allocated to households currently in bridging accommodation referred to as the bridging element.

- 1.8 A further Cabinet report in July 2023, sought approval for a second grant award of £919,200 from a national award of £250 million to support the purchase of 6 properties to provide sustainable housing primarily for Afghan families seeking refuge in the area.
- 1.9 There is a risk that any additional pledge will impact upon the ability to accommodate homeless households, meaning that greater numbers of homeless households will need to remain for longer periods in temporary accommodation, thereby incurring costs to the General Fund. By far the highest numbers of households in temporary accommodation are single person households who require one bedroomed accommodation which is in high demand. The risks would be mitigated by stipulating that any additional pledge is for families only, as family housing is in greater supply.
- 1.10 Whilst previous pledges have totalled 29 family households, it should be noted that DLUHC funding has enabled the provision of 27 new homes therefore ameliorating the impact on the availability of stock locally that is available for families on the housing register including those who might be homeless.
- 1.11 At the time of writing, there were 48 households in Temporary Accommodation of which 14 are family households requiring 2+ bedroomed accommodation, and 34 are couples or single person households requiring one-bedroomed accommodation.
- 1.12 There is also higher demand for larger, 4+ bedroomed properties and waiting times for these property types can be longer than for 2 and 3 bedroomed properties.
- 1.13 It is therefore proposed that a further modest pledge of a further 7 family homes is made, stipulating no single persons or large families. This would mean that the refreshed pledge for Warwick District Council would be 15 family homes.
- 1.14 Members will be kept informed of future pledges

2. Alternative Option

- 2.1 The Council could choose not to take part in the government consultation although this could damage the Council's reputation and/or lead to numbers being imposed and therefore this option has been discounted.

3.0 Legal Implications

- 3.1 The Illegal Migration Act 2023 places a duty on the Secretary of State for the Home Department to introduce an annual cap on the number of entrants using safe and legal routes to the UK. Section 60(2) of the Act requires the Secretary of State to consult certain bodies before introducing such a cap, save for

matters of urgency. As part of the process of determining the cap, the Government is requesting all Local Authorities to put forward an offer of accommodation which could be made available. It is for the Home Office to determine the status of applications made by people seeking asylum.

- 3.2 Ordinarily, asylum seekers are placed in dispersed accommodation arranged by the Home Office until such time as the Home Office determine the status of their application. Once applicants have a positive decision, they are provided with a notice to leave that accommodation within 28 days. If they require settled housing in the area, applicants can approach the Council and apply for Housing under the provisions of the homelessness legislation.

4 Financial Services

- 4.1 There are no financial impacts for the Council over and above the costs associated with placing households into accommodation. Thereafter, costs are met through rents and Council Tax as with any other household.
- 4.2 The resettlement tariff is provided on a per capita basis to County or Unitary local authorities to help the families they have pledged to resettle and support into life in the UK. It is comprised of a core tariff of £20,520 per person, provided over a period of five years for UKRS arrivals and over three years for ACRS and ARAP; as well as additional tariffs in the first year of up to £4,500 per child to cover education costs, and £850 for adults requiring English language support. An additional tariff of £2,600 is made available to local health bodies to cover healthcare costs in the first year.
- 4.3 In line with the statement of outcomes outlined in the relevant published Funding Instruction, local partners are expected to use this tariff funding to support families' immediate integration needs as they settle into their local communities and work towards self-sufficiency. These services include, but are not limited to, provision of:
- affordable and sustainable accommodation, which is furnished appropriately, meets local authority standards, and is available on a family's arrival and/or relocation to the local authority area.
 - casework support, focused on advice and support to assist with registering for mainstream benefits and services, and signposting to other agencies where appropriate.
 - a tailored integration support plan for each family or individual for the first year after arrival to facilitate their integration and orientation into their new home/area.
 - educational places for children of school age.
 - English language training for adult refugees, to facilitate their progress towards the level of proficiency needed to function in their everyday life and work towards self-sufficiency.
- 4.4 ESOL (English as a Second Language) Childcare fund is available, to which local authorities, Community Sponsorship groups and regional coordination bodies may submit proposals for delivering measures aimed at enabling resettled refugees, particularly those with childcare and other caring responsibilities, to participate in ESOL training.

5 Corporate Strategy

- 5.1 WDC has adopted a Corporate Strategy which sets three strategic aims for the

organisation.

- 5.2 Delivering valued, sustainable services: There are no direct implications for the purpose of this report.
- 5.3 Low cost, low carbon energy across the district: There are no direct implications for the purpose of this report.
- 5.4 Creating vibrant, safe, and healthy communities of the future: Households fleeing their home countries form some of the most vulnerable and marginalized groups in society. By providing safe, secure, good quality accommodation alongside support, households can be assisted to fully integrated and improve health outcomes and life chances.

6 Environmental/Climate Change Implications

- 6.1 There are no direct implications for the purpose of this report.

7 Analysis of the effects on Equality

- 7.1 Not applicable at this stage.

8 Data Protection

- 8.1 Not applicable at this stage.

9 Health and Wellbeing

- 9.1 Included under 5.4.

10 Risk Assessment

- 10.1 There could be impacts upon stock available for homeless households, meaning that greater numbers of homeless households will need to remain for longer periods in temporary accommodation, thereby incurring costs to the General Fund. By far the highest numbers of households in temporary accommodation however are single person households who require one bedroomed accommodation. The risks are mitigated by stipulating the pledge is for families only, as family housing is in greater supply.
- 10.2 There are generic risks around letting homes to migrants including local support and cultural infrastructure, historic incidents of racially aggravated crime. These matters will be taken into account with by officers at the Warwickshire Refugee Resettlement Scheme, part of Warwickshire County Council, being consulted when assessing the suitability of properties.

11 Consultations

Warwickshire County Council (WCC) has been consulted in the process of determining the pledge number. WCC has, in turn, consulted on behalf of all Warwickshire Districts and Boroughs with local statutory and voluntary sector organisations.

Supporting documents:

Local Authority Housing Fund Award- report to Cabinet 8th March 2023

Local Authority Housing Fund Award Round- 2 report to Cabinet 5th July 2023

Background papers: None

Title: Renewal of Microsoft Enterprise Agreement
Lead Officer: Head of Customer and Digital Services
(david.elkington@warwickdc.gov.uk)
Portfolio Holder: Councillor Jessica Harrison
Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	14/11/2023	Cllr. Jessica Harrison
Finance	14/11/2023	Andrew Rollins
Legal Services		
Chief Executive	14/11/2023	Chris Elliott
Director of Climate Change	14/11/2023	Dave Barber
Head of Service(s)		NA
Section 151 Officer	14/11/2023	Andrew Rollins
Monitoring Officer	14/11/2023	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item 1408 – scheduled for 06/12/2023	
Accessibility Checked?	Yes	

Summary

This report seeks permission to renew the Council's Enterprise Software Agreement with Microsoft, via an authorised Large Account Reseller.

Recommendation(s)

- (1)** That Cabinet agrees to enter into a revised Enterprise Subscription Agreement upon completion of a procurement exercise.
 - (2)** That Cabinet delegates authority to the Head of Customer and Digital Services and Portfolio Holder for Transformation to execute a revised Enterprise Subscription Agreement, providing the overall costs are no more than £662,971.
-

1 Reasons for the Recommendation

1.1 Background

- 1.1.1 Warwick District Council's Customer and Digital Services team currently manage just over 530 laptop computers and 115 servers that support the day-to-day operation of 600 users. Every service that the Council offers requires ICT provision, either directly or behind the scenes and in nearly every instance, that provision will involve a Microsoft product.
- 1.1.2 Presently, the Council licenses its Microsoft estate through an Enterprise Subscription Agreement (ESA); a volume licensing mechanism specifically reserved for large organisations. WDC is part of a government-wide Memorandum of Understanding which heavily discounts the prices we pay.
- 1.1.3 The Council's current ESA expires in January 2024 and a renewal is required to maintain access to Microsoft Services. Due to the value of this contract, Cabinet approval is needed to enter into a replacement agreement.
- 1.1.4 ICT has already worked with its existing supplier to secure budgetary pricing. Since the Council's previous agreement was signed price increases have been introduced by Microsoft, which will be applicable at the point of renewal but will then be fixed for a further three years.

1.2 Proposal

- 1.2.1 It is proposed that ICT work with the Council's procurement team and Crown Commercial Services to secure a new agreement. This will involve a competition to ensure best value, through an existing Crown Commercial Services framework – Technology Products and Services 2. This will fully comply with the Council's Code of Procurement.
- 1.2.2 Because the exact costs of the renewal will not be known until the competition is validated, it is also proposed that authority is delegated to the Head of Customer and Digital Services in consultation with the Portfolio Holder for Transformation, to enter into a new agreement, providing the costs are within an agreed budget envelope.

2 Alternative Options

2.1 Do Nothing

- 2.1.1 The Council does not have to renew its Enterprise Agreement, but failing to do so would have dire consequences. All access to Office 365 would be lost and the Council would not be able to use any of its ICT infrastructure. This is not a viable alternative.

2.2 **Use Alternative Software**

- 2.3 There are alternative, free to use applications available for several functions that Microsoft currently cover. But the significant issue with such software is compatibility; our line of business applications simply don't work with them.
- 2.4 For an organisation like WDC, with a diverse application portfolio, there isn't a viable alternative to use mass open-source software.

3 **Legal Implications**

- 3.1 Whilst there are no specific legal implications to not renewing our Microsoft ESA (providing we cease to use the software), failing to do so would halt the ability of the Council to effectively provide almost all services – including those which are statutory.

4 **Financial Services**

- 4.1 Budgetary pricing obtained from our incumbent ESA provider outlines the Council's future costs as £602,701 over a three-year contract period. This equates to £200,900 per year.
- 4.2 This cost includes all of our desktop, server and Office 365 subscriptions and is an increase of approximately £124,239 (£41,413 per year) on our previous agreement (£478,462).
- 4.3 Several factors have influenced this including:
- Globally, Microsoft prices have increased since our last renewal;
 - All staff now have laptops rather than virtual PCs increasing the software burden;
 - Our agreement will include telephony using Microsoft Teams to replace Cisco Jabber (due for replacement in 2024);
 - The size of our user base and Office 365 estate has grown since 2020;
 - The increasing functionality of the Office 365 suite provides opportunities to remove other legacy platforms.
- 4.4 A contingency budget of £92,000 was included in ICT's revenue funding for 2023/24, to cover the increased costs of renewal in January 2024. The bulk of the first years costs will be met from the existing ICT revenue budget, which has £159,000 allocated for Microsoft products. However, longer term, a growth request will be submitted to cover the anticipated £41,000 uplift each year as part of the 2024/25 budget setting process.
- 4.5 To ensure an agreement is entered into in a timely manner, part of the recommendations outlined in 1.2 involve setting a budget envelope for the Head of Customer and Digital Services and Portfolio Holder for Transformation to work within. It is recommended that a maximum cap is placed at 10%

above the budgetary pricing, when final prices are obtained (£220,990 pa / £662,971 total).

- 4.6 If a contract price can be secured below this value, a contract will be entered into. If not, the matter will need to be urgently referred to Cabinet.
- 4.7 Final pricing is anticipated before December 22nd, 2023.

5 Corporate Strategy

5.1 Delivering valued, sustainable services

- 5.1.1 Without the Microsoft applications, the Council's staff would not be able to operate effectively. We would lose access to essential productivity tools that directly support the operation of services, and the "behind the scenes" services that underpin much of our modern service delivery. Council services would not be sustainable.
- 5.1.2 Many of the facilities included in our ESA, such as options for robotic process automation, the development of business apps, the use of single-sign-on authentication and always-on VPN will, over the next three years, contribute significantly to ensuring staff have the right tools to do their jobs efficiently. They will also accommodate us gradually removing some existing technology provisions from our infrastructure.

6 Environmental/Climate Change Implications

- 6.1 Whilst there is no direct impact on our Environmental and Climate Change commitments, as a company, in 2020 Microsoft committed to becoming carbon negative by 2030.

7 Analysis of the effects on Equality

- 7.1 This proposal has no direct effects on equality.

8 Data Protection

- 8.1 This proposal has no direct effects on data protection as there are no changes to any of our previous arrangements.

9 Health and Wellbeing

- 9.1 This proposal has no direct effect on health and wellbeing.

10 Risk Assessment

10.1 Further Price Rises

- 10.1.1 As a commercial organisation, Microsoft may increase prices at any time. Until a new ESA is signed, the Council may be subject to these increases.
- 10.1.2 To mitigate this risk, a procurement exercise will be undertaken promptly as Microsoft generally give notice that prices will increase by a set amount on a

future date. Providing our new contract is signed before any announced increases come into effect, we will be shielded from them for a further period of three years.

10.2 Inability to Complete an Agreement

- 10.2.1 There is a risk that procuring an agreement through competition and our internal processes could delay completion. This would be difficult for the Council to overcome.
- 10.2.2 To mitigate this risk, the procurement will be undertaken through a Crown Commercial Services framework, which has non-negotiable, standardised terms applied to all government organisations. The competitive process will be very quick, because the requirements for providers to bid against are simple, standardised part numbers. Delegating authority also negates the need to go through another committee cycle for agreement.

10.3 Incorrect Licences

- 10.3.1 During any renewal process it is possible that we may specify the wrong license codes, types or quantities, potentially resulting in significant additional expense.
- 10.3.2 To mitigate this risk, the Council has worked closely with it's existing Large Account Reseller, to ensure that our quantities, licensing metrics, software selection and variants are correct.
- 10.3.3 The agreement also includes the ability to flex licence quantities up at any point, and down at key milestones. We have undertaken as much due diligence as possible to ensure we're asking for the right product at renewal.

11 Consultation

- 11.1 No consultation has been undertaken regarding this proposal.

12 Background papers:

- 12.1 None to consider – I couldn't find any that were sent to cabinet in 2020/2021 or 2017/18 (remove before publishing)

13 Supporting documents:

- 13.1 Microsoft Environmental Commitment Blog – Available Online