

Service Area Plan 2019/20

Part 1 - Service Information/links to policy

Part 2 - Managing Service Delivery

Part 3 - Managing and Improving People

Part 4 - Budget

Part 5 - Managing Planned Changes/Projects

Service Area :	Cultural Services	
Service Area Manager:	Rose Winship	
Deputy Chief Executive:	Andy Jones	
Portfolio Holder(s):	Cllr Moira Ann Grainger	

1 Purpose of the Services Provided

To provide a range of quality cultural services with opportunities for residents and visitors to participate in the activity of choice. Provision will reflect the principles of the Sustainable Community Strategy. These will include:

Sports and Leisure:

To provide facilities, activities and support to encourage people from all sectors of the community to start, sustain and improve active lifestyles.

Arts:

To increase attendance and participation in the Arts, ensuring that opportunities for engagement and inspiration are maximised for visitors and residents; to strengthen the creative economy of the District by supporting its thriving cultural infrastructure and using the Council's influence to develop new and existing partnerships with artists, organisations and key funding bodies.

Leisure Development Programme:

To carry out or collaborate in a series of transformational projects in order to prepare the sports and leisure infrastructure of the Council and other organisations for their future use by the local community.

All Cultural Services:

To contribute to the tourist economy by helping make the district a top visitor destination.

1.1 Linkages to Fit For the Future Strategy

External	Direct	Indirect
Service (Green, Clean and Safe)	Installing green technologies as part of refurbishments and new builds	<p>Openness to new technologies and products in the design and operation of buildings, and transport to facilities.</p> <p>Diverse range of opportunities for all sectors of community – including those normally unwilling to participate</p>
People (Health, Homes and Communities)	<p>Active lifestyles; increased well being and mental health. This includes the contribution made through physical activity and sport provided by a wide range of opportunities in the District. As well as the opportunities for the community to participate in and benefit from the diverse arts and cultural activities in the district.</p> <p>Range of concessions and targeted activities for specific sectors or groups through the contract with Everyone Active.</p> <p>Encourage volunteering including work with Town Councils and Community groups.</p> <p>Arts and Sports outreach activities initiatives in rural areas. Working with Everyone Active in the case of Sports activities.</p>	
Money (Infrastructure, Enterprise and Employment)	Local procurement where appropriate – and/or supply chain requirements in contracts	<p>Contribution to thriving economy and vibrant areas; tourism and visitor economy through diverse and quality cultural and sporting offerings.</p> <p>Well maintained facilities that are financially sustainable.</p>

Internal	Direct	Indirect
Service (Maintain or Improve services)	Direct delivery of services by WDC staff and working alongside contractors and leasees to improve services for local people and other users	
People (Effective Staff)	Ongoing training of staff to provide them with the skills required to carry out their roles. Expanded range of projects provide opportunities for staff to gain wider experience. Encourage staff to adopt a healthy work life balance and be active at work and at home	
Money (Firm Financial Footing over long term)	Successful and effective management of facilities and services that generate an income for the Council and are financially sustainable. Opportunities for invest to save approach to facility improvement projects	Partnership with contractors to support successful contracts and optimum return for the Council.

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities	Service Demand	
	Art Gallery & Museum	Provide quality Art Gallery and Museum for members of the public and relevant groups 6 days a week	7,496 participants in workshops in 2019/20	
		Deliver range of art and craft workshops for all ages	233 workshops 2019/20	

	Market the venues to maximise attendance	125,579 Annual Visitors 2019/20	
	Maximise the opportunities for visitors to the venue to enjoy the collections		
	Deliver a range of exhibitions	4 Temporary Exhibitions a year, plus a full main art gallery re-hang every 2 years (next Feb 2022)	
	Manage the Royal Pump Rooms Catering and Events contract	Value 2019/20 £51,400	
Arts Development	Manage the Arts Grants process allocating small grants across the district	Small grants 2019/20 totalling £7,350	
	Monitor performance of key clients receiving grant funding from WDC	Key Client grants £16,500 2019/20	
Royal Spa Centre	Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment	Annual footfall 2019/20: 90,489 2019/20 Qty Tickets sold: 86,139 Value Tickets sold: £1,187,663 No. of performances 2019/20 Commercial: 115 Community: 103 Film Screenings: 280	
	Develop cinema attendances	Total Cinema/studio attendances 2019/20: 5,058 Cinema only income: £33,306	
	Market the venue to maximise attendance and income	Total Income 2019/20: £1,357,365 Annual Panto income: £415,072 (26,604 attendances)	

		Deliver professional service for customers, hirers, and performers	Customer Feedback: 80% Positive	
	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, charities, commercial hires and other ad hoc bookings	Visitors 2019/20: 73,149 No. of events/bookings Commercial Hires: 32 Community Hires: 115 WDC Events: 168 Fees and charges Income 2019/20: £66,076	
	Leisure Development Programme	Manage Phase Two of the Leisure Development Programme (the facilities in Kenilworth) to produce two high quality, fit for purpose facilities and keep to the agreed budget and timetable for design, procurement and construction including any approved revisions	Public consultation with – 538 attendances at public sessions 339 responses on Castle Farm 416 responses on Abbey Fields Total estimated cost of construction = £19m to £23m	
		Manage the Community Stadium project and related projects in order to create a feasible and affordable project for the Stadium and related facilities in terms of budget, design, fitness for purpose and ongoing economic sustainability. To manage the related enabling projects in order to facilitate this aim.	Total estimated cost for each element = to be determined	
		Manage the Commonwealth Games project and keep to the agreed budget and timetable for design, procurement and works. To also commence the Junior Bowls Initiative and other legacy development projects	Total cost of the projects within the Commonwealth Games Project = £6,430,502	

		Match funding obtained from CWLEP = £3,415,897	
	Provide project management support to Whitnash Town Council for their Civic Centre and Library project and assist them to manage the construction of a high quality, fit for purpose facility and to keep to the agreed budget and timetable for procurement and construction, including any approved revisions.	Total estimated cost = £2.2m Amount raised by crowd-funding = £21,265	
	Sports and Leisure Manage the contract for Everyone Active to operate the 4 main leisure centres plus 2 dual use sites with associated facilities on behalf of the Council. The contract requires Everyone Active to offer a diverse range of activities to the local population and other users		

	<p>Monitor/manage leisure contract from through the Key Performance Indicators as per the specification. These will be produced in the format of Quarterly reports and will include the data as listed in service demand column.</p>	<p>Figures to end Dec 2019:</p> <p>Attendances (by target group):</p> <p>Women/Girls:383,207 Pensioners: 78,653 Disabled: 9,726 Concession: 169,516</p> <p>Passport to Leisure/no, EA cards): 23,128 (This is the cumulative total upto Dec 2019)</p> <p>Membership: 7,223</p> <p>QUEST quality scheme:</p> <p>St. Nicholas Park - Excellent</p> <p>Newbold Comyn Leisure Centre: Excellent (Jan 2020)</p> <p>Swimming lessons:2,651 Cumulative total up to December 2019</p>	
	Maintain non contract venues (pavilions etc) in a safe and comfortable condition		
	Manage the facilities and coordinate bookings of bowling greens at Victoria Park; football pitches across the district, athletics track and oversee the VP Tennis Agreement		
Sports Development	Support those sectors of the community not currently not active in order to increase activity levels	Sport England Active Lives Survey (May 2019)	

		<p>61.5 % Active (highest in the sub-region) – current result is 71.3% (highest in sub region by 10.6%).</p> <p>12.3 % moderate activity – current result is 10.1%</p> <p>26.2% Inactive (lowest in the sub region) - current result is 18.6% (lowest in the sub region by 9%)</p>	
	Coordinate programme of coach education courses for local sports clubs	2 Coach Education courses 19/20	
	Advise local sports clubs on project development, funding applications, coach education, safeguarding	<p>Database of sports clubs and other agencies</p> <p>Annual Sports Development Evening held in November 2019, approximately 80 attendees at event, free workshops delivered by Think Active (formerly CSW Sport) on supporting clubs and by Warwickshire CAVA on funding.</p>	
	Manage the Sport Grants process allocating small grants across the district	<p>21 Sports Grants awarded between April 2019 - Jan 2020 totalling £7,729.</p> <p>7 Sport and Physical Activity Grants awarded in 2019/20 totalling £9,000.</p>	

2.2 Measures

Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change. Previous years figures in red

	Qtr. 1	2	3	4
Visitor Footfall – Spa Centre (previous year in red)	(34,407)	(22,518)	(39,412)	
Footfall – Town Hall (previous year in red)	(25,939)	(11,128)	(26,398)	
Visitor Footfall – Art Gallery & Museum (previous year in red)	(39,212)	(40,995)	(29,582)	
Visitor Footfall – Royal Pump Rooms (previous year in red)	(111,297)	(133,397)	(93,428)	
Visitor Footfall – Temporary Exhibition Gallery	(13,274)	(15,461)	(19,439)	
Visitor Footfall – Leisure Centres (previous year in red)	306,406 (261,294)	271,072	261,032	
External grant income secured for the service (total)	(£17,590)	(£18,030)	(£11,000)	
Customer Satisfaction – Temporary Exhibition Gallery	(86% Positive)	(89% positive)	(93% positive)	
Customer Satisfaction – Royal Spa Centre, Town Hall and RPR	(93% Positive)	(95% Positive)	(95% positive)	
Customer Satisfaction – Leisure Centres (reported annually)	Collected annually			
Holder of Everyone Active Card in total (previous year in red)	59095	64066	72813	
Active Lives Survey - % community leading active lives (Annual Sport England Survey) collected annually		May 2019		
% Active		71.3 %		
% moderate activity		10.1%		
% Inactive		16.6 %		

2.3 Managing Risk

Risk	Planned Actions during year	Comments (Feb 2020)
Budget	<p>Ongoing refresher training of budget managers to ensure that budget monitoring procedures are consistently implemented.</p> <p>Working with Accountants to ensure that the year end financial reporting for the Leisure contract is completed as promptly as possible once the Annual Report is received from Everyone Active (Sept 2019 for 2018/19)</p>	
Procurement	<p>Ongoing training with specific reference to "contract management". All Project Managers have received contract management and procurement training</p> <p>Awareness of Code of Procurement Practice</p> <p>Working with colleagues from WCC Procurement Team on complex projects as required</p> <p><u>Major procurement during 2020/21:</u></p> <ul style="list-style-type: none"> - Design for Community Stadium/track/community centre - Construction for Community Stadium - Kenilworth Leisure Centres construction projects 	<p>Mace Ltd appointed (with FWP) for design of Community Stadium. Ongoing project development to establish clarification on schedule of accommodation and baseline costs ongoing</p> <p>Ongoing work with LFC and advice from Warwickshire Legal Services/Cushman and Wakefield</p> <p>Contract for construction of two leisure centres to be conducted in the coming year. Seeking one contractor with two contracts via a two-stage process</p>

	<ul style="list-style-type: none"> - Improvement works to Victoria Park Bowling Greens (Commonwealth Games project) - Other CWLEP projects for Commonwealth Games – various contracts to be secured. - Improvement works to ancillary services in Victoria Park (power/lights/drains/others) – Commonwealth Games - Support to Whitnash TC for Civic Centre and Library procurement - Local Football Facilities Plan projects including Racing Club Warwick (RCW) and grass pitch improvement project. 	<p>idVerde appointed;Phase 1 Sept 2019 – May 2020; Phase II Sept 2020 – May 2021</p> <p>Procurement will be required for some projects</p> <p>Included within LEP bid (approved Jan 2020)</p> <p>Deeleys appointed as preferred contractor. Aim for April 2020 start on site</p> <p>Business Plan and delivery plan being developed with Football Foundation and RCW. Aim to start on site at RCW Spring 2021.</p>
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Contract Management	<p>Quarterly update of contract register</p> <p>Contracts coming up for renewal within the year:</p> <ul style="list-style-type: none"> - Supply of Ice Creams to Royal Spa Centre 30/06/2020 - Diary & Resource Management System 31/07/2020 - Vending Machines 30/08/2020 - Cash Collection 31/10/2020 <p>Ongoing monitoring of major contracts</p> <ul style="list-style-type: none"> - Leisure Centre management contract - Professional Services/design of Kenilworth leisure project (Mace) - Professional services/design for Community Stadium/track/community centre (Mace) - Catering –Jephson Gardens – Just Inspire and Royal PumP Rooms Café Lease (March 2020 onwards) - Royal Spa Centre Pantomime Production 	<p>Monthly meetings/Quarterly reports</p> <p>Ongoing</p> <p>Ongoing</p> <p>Monthly performance meetings/reports. Review of contract terms (Oct Exec decision)</p> <p>Annual review</p>
Audits	<ul style="list-style-type: none"> - Royal Spa Centre – bars and lettings - Town Hall Lettings - Leisure and recreational facilities 	
Risk Register	<p>High risks - Actions being addressed within the year:</p> <ul style="list-style-type: none"> - Monitoring of Leisure, and Catering contracts - Leaks and flood risk – RPR – under ongoing review 	Updated Feb 2020
Service Assurance	<p>Actions within year:</p> <ul style="list-style-type: none"> - Contract management of major contracts – ongoing - Year end finance training for budget managers 	
Corporate Health & Safety	Attendance at Corporate Compliance Group (SW)	

Service Delivery	<p>Ongoing work within the integrated Arts team to maximise the opportunities across a range of cultural activities</p> <p>Ongoing robust contract management of leisure contract with regular reporting and performance monitoring</p> <p>Progress of Kenilworth phase of the Leisure Development programme</p> <p>Commonwealth Games 2022 project – in line with PID</p> <p>Progress of Community Stadium project (Europa Way) including potential relocation of the athletics track and construction of stadium, and community centre.</p> <p>Ongoing project support for Whitnash Community Hub construction</p> <p>Delivery of infrastructure projects for the Commonwealth Games as funded by CWLEP grant</p> <p>Strategic review of tennis courts across the district – maintenance and models of operation.</p>	<p>See above</p> <p>As above – progressing to RIBA 4</p> <p>LEP projects, greens work, stakeholder engagement - ongoing</p> <p>Design team appointed; ongoing with LFC, SWIFT/NHS partnership; athletics clubs</p> <p>Deeleys appointed as preferred contractor.</p> <p>Grant awarded late Jan 2020. CWLEP funding needs to be spent by March 2021.</p> <p>Corporate commercial asset strategy approach may be appropriate.</p>
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Part 3 – Managing and Improving People

3.1 Staff Resource

There are currently 41 FTE posts in the department (incl 2 apprentices).

Currently 2 Apprentices in the department , both in the Arts team – 1 Theatre Technician and 1 Arts Administrator.

3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Workforce Planning	Rose Winship	Consideration of additional project officer(s) to support the expanding Commonwealth Games project including the LEP projects	Part funded by CWLEP grant - TBC	Joint work with Neighbourhood Services	
	David Guilding	Consideration of permanent appointment of Projects & Development Manager (Arts) to assist with implementation of Creative Strategy	TBC	Support Development Services – Creative Quarter and ‘Original Leamington’ initiative	Recruited and started role in June 19. Fixed term contract due to end May 2021
	Rose Winship	Recruit new Sports and Leisure Contract Manager (May/June 2020)	NIL	Some impact on range of work steams depending on start date of new appointment	Interviews – late March 2020. SW leaves mid May 2020
2. Skills, Training, Competency Needs	Rose Winship; Stuart Winslow; David Guilding; Paddy Herlihy	Engagement with new corporate management training framework	Service area and corporate budget	HR	Ongoing
	Rose Winship	Finance training for budget holders	None	Finance	Ongoing

3. Service Changes -	Paddy Herlihy	Progress of Kenilworth phase of Leisure Development Programme	TBC – currently £19m to £23m	Assets; Finance; Development Services; Neighbourhood Services	Stage 2 approval – July 19 Aim for Planning application - Spring 2020 Preferred contractor – Summer 2020 Exec Approval – Aug 2020 Start on sites – late 2020 All dates subject to review
	Paddy Herlihy	Community Stadium Project and related projects	TBC	Assets; Finance; Development Services; WCC Legal	
	Rose Winship	Initial stages of Commonwealth Games project	£150,000 revenue budget.	Cross Council Project Board established – CE Sponsor CWLEP projects to be delivered – cross Council project with input from many areas. Being led by Neighbourhood Services Project officer.	Greens improvements: Phase I due for completion May/June 2020; Phase II starts Sept 2020 for completion May/June 2021. CWLEP funding to be spent by March 2021.
	Stuart Winslow	Continuation of role out of the LFFP projects	TBC	Neighbourhood Services & the planning Team	Racing Club Warwick Initial work commenced - Aug 2019 Planning application – Feb 2020 FA funding decision – June 2020 Construction (pending funding approval) - July 2020

	Stuart Winslow	Commercial Asset Strategy for districts tennis courts and procurement of best value operators.	TBC	Neighbourhood Services; Finance; Assets;	Project to consider strategy for investment in tennis courts to generate increased income and participation.
4. Determining the need for additional resource		See Workforce Planning section above			

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2020/21	2021/22	2022/23
Seek 1% saving on discretionary budgets	Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels	£1,600 (1%)	£1,600	£1,600
Leisure Development Programme – Kenilworth leisure	Need to confirm funding model for Kenilworth LDP project once designs and costs at RIBA 4 have been confirmed and programme confirmed (which will include impact on Everyone Active and loss of income claim confirmed).	TBC	TBC	TBC

Europa Way Stadium, track move, community centre	Need to confirm funding model for project once costs at RIBA 2 have been confirmed.	TBC	TBC	TBC
Commonwealth Games projects	Need to confirm funding for range of projects – WDC and external funding (LEP grant).	TBC	TBC	TBC
Leisure Development Programme – Phase I. Close out of the claims against utility companies for delays and project changes at NCLC and SNPLC.	Claim onging - total in the region of £1.8 million	TBC	TBC	TBC
Resurfacing of tennis courts at Victoria Park; Beauchamp Square and Abbey Fields (subject to commercial strategy confirmed)	Project estimates:		Beauchamp Square – date and costs TBC Abbey Fields – date and costs TBC	Victoria Park – costs TBC

Part 5 – Managing Planned Changes, Major Work streams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Leisure Development Programme - Kenilworth	Andy Jones (Sponsor) Padraig Herlihy (Programme Manager)	Unknown until options considered; consultation undertaken and plans worked up to RIBA 4	Programme Board established (including Finance) with input from the following as required. H&PS, Neighbourhood, Development Services, Media, plus WCC Procurement	Planning application and outcome to follow – Spring/summer 2020
Community Stadium	Chris Elliott (Sponsor) Padraig Herlihy (Programme Manager)	TBC	Development Services; Finance; WCC Procurement and WCC Legal	Project review currently under way. Results Spring 2020. RIBA Stage 2 complete later in 2020.

Commonwealth Games – local projects	Chris Elliott (Sponsor) Rose Winship	CWLEP infrastructure projects £6.4mill	Cross Council Project Board established – with supporting groups to feed into the Board. Internal and external stakeholders established. Cultural Programme to support CG activities being led by Arts team and stakeholders.	
City of Culture and Cultural Compact/Forum	David Guilding	Unknown until options considered; consultation undertaken and plans worked up. Potential for development work to be funded by Warwick Uni	Development services – creative quarter	Consultation on Compact by August 2020
Support Just Inspire - new caterer for Jephson Gardens Glasshouse	David Guilding	Continue to take legal action against Crown Holdings for lack of payment. Just Inspire's debt shall be repaid over the life of the contract, payment plan to be agreed.	Creative Quarter (CDP) project; Pump Room Gardens/Neighbourhood Services Events team	Began trading March 2019 First contract review June 2019 Exec report October to disaggregate the contract and JI only manage glasshouse. Just Inspire ended tenancy at Pump Rooms from start of November 2019 Café has been marketed independently as a standalone lease. Awarded to The Larder start of Jan 2020. Hope to reopen in Marc 2020
Development of commercial strategy for tennis courts across district and procurement of operator for courts	Stuart Winslow	TBC	Assets and Finance	Operators to be in place by Autumn 2020 subject to procurement exercise.

S106/CIL implications on sports & leisure	Rose Winship/ Stuart Winslow	Will depend on applications received and approved	Development Services; Neighbourhood Services	Ongoing
Local Football Facilities Plan projects	Stuart Winslow	Each Council owned facilities featured in the LFFP will require a source of funding to deliver the project	Development Services; Neighbourhood Services	Sept 2019 Commencement of the Racing Club Warwick 3G Project. November 2019 Commencement of the the Grass Pitch improvement project.
Newbold Golf Course – options for future use of the area and wider Comyn	Guy Collier (Development Services) Rob Hoof (Sponsor)	TBC	Development Services; Neighbourhood Services	Consulation on the Master Plan - target July 2020 Assuming the 3g facility remains part of the the overall agreed scheme: Work up the Scheme in conjunction with the FA. September 2020