

A meeting of the Cabinet will be held at Shire Hall, Market Place, Warwick on Wednesday 5 June 2024 at 6.00pm.

Councillor I Davison (Chair)

Councillor E Billiald
Councillor J Chilvers
Councillor J Harrison
Councillor C King

Councillor W Roberts
Councillor J Sinnott
Councillor P Wightman
Councillor L Williams

Also attending (but not members of the Cabinet):

Chair of the Overview & Scrutiny Committee	Councillor A Milton
Liberal Democrat Group Observer	Councillor A Boad
Conservative Group Observer	Councillor A Day
Whitnash Residents Association Group Observer	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 6 March 2024 Cabinet meeting.

(To follow)

Part 2

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

4. West Midlands Investment Zone

To consider a report from the Chief Executive.

(To follow)

5. Earmarked Reserves

To consider a report from the Chief Executive.

(Pages 1 to 7)

6. Procurement Exercises over £150,000

To consider a report from the Head of Governance & Monitoring Officer.

(Pages 1 to 3)

7. Update on Local Visitor Economy Partnership for Coventry & Warwickshire: Governance Structure

To consider a report from Place, Arts & Economy.

(Pages 1 to 10)

8. Packmores Community Centre

To consider a report from Safer Communities, Leisure, and Environment.

(Pages 1 to 61)

9. Procurement of a contract to facilitate demolition works at multiple sites

To consider a report from Neighbourhood & Assets.

(Pages 1 to 5)

10. 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
11,12,13, 14,15	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)

11. Local Authority Housing Fund Award Round 3 and Purchase of 3 further properties at The Priors, Warwick

To consider a report from Housing.

(Pages 1 to 9)

Part 2

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

12. Amendment to Contract of Sale for Riverside House

To consider a report from the Chief Executive.

(Pages 1 to 5)

13. Court Street/Althorpe Street, Royal Leamington Spa

To consider a report from the Chief Executive.

(Pages 1 to 27)

14. Confidential Appendix to Item 6 – Procurement Exercises of £150,000

To note the confidential appendix.

**(Page 1 to 2)
(Not for publication)**

15. Minutes

To consider the confidential minutes of the 6 March 2024 Cabinet meeting.

**(To follow)
(Not for publication)**

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Warwick District Council, Town Hall, Parade, Royal Leamington Spa, CV32 4AT or telephone 01926 456114.

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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prior to the meeting, by telephoning (01926)
456114**

Title: Update on West Midlands Investment Zone

Lead Officer: Chris Elliott, Chief Executive,
chris.elliott@warwickdc.gov.uk

Portfolio Holder: Councillor Ian Davison

Wards of the District directly affected: All (but especially Leek Wootton and Cubbington)

Approvals required	Date	Name
Portfolio Holder	28.05.24	Councillor Ian Davison
Finance	28.05.24	Andrew Rollins
Legal Services	28.05.24	Ross Chambers
Chief Executive	28.05.24	Chris Elliott
Director of Climate Change	28.05.24	Dave Barber
Head of Service(s)	28.05.24	Andrew Rollins
Section 151 Officer	28.05.24	Andrew Rollins
Monitoring Officer	28.05.24	Graham Leach
Leadership Co-ordination Group	28.05.24	Cllrs Davison, Harrison, Boad, Day and Falp
Final decision by this Committee or rec to another Cttee / Council?	No Some parts are recommendations to Council	
Contrary to Policy / Budget framework?	Yes	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	Yes Appendix 2 the draft MoU is confidential at the stage by virtue of Paragraph 3	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item 1447 – scheduled for 6 th March 2024 – deferred for special Cabinet on 20 th March 2024 and then withdrawn. An exemption notice has been provided for this report due to the timescales placed upon the Council through the ongoing discussions with the West Midlands Combined Authority	
Accessibility Checked?	Yes	

Summary

This report seeks to provide an update after the decision of Cabinet and Council in November 2023 about the establishment of the West Midlands Investment Zone (WMIZ) and this Council's involvement with it. Further discussions and negotiations have been underway since then and some are to a degree outstanding, but a conclusion is within reach and this report seeks support to proceed to completion of agreements. The report addresses:

The progress since the last report in November 2023

- The benefits of participation
- The challenge
- The solution
- Making the WMIZ happen

Recommendation(s)

- (1)** That Cabinet notes the progress made thus far on the recommendations to Council and resolutions agreed in November 2023 as set out in this report and in Table 1 as well as progress more generally on the West Midlands Investment Zone scheme as set out in Appendix 1, to this report.
- (2)** That Cabinet agrees to confirm the Council's involvement in the West Midlands Investment Zone (WMIZ) and to the principle of completing a Memorandum of Understanding (MoU) with the West Midlands Combined Authority (WMCA), Coventry City Council (CCC) and Warwickshire County Council (WCC) provided that:
 - a. the agreed financial envelope of business rates to be retained in the MoU is £90.2m;
 - b. that the definition of what constitutes a "local growth initiative", is for WDC to decide;
 - c. following review by this Council the MoU is acceptable in all other respects;
 - d. the other parties also agree the MoU on the above basis.
- (3)** That Cabinet delegates authority to the Chief Executive, in consultation with the Head of Finance, Head of Governance, and the Leadership Co-ordinating Group (i.e. Cabinet and Group Leaders), following the advice from Trowers, to agree and sign off the proposed MoU in respect of business rates retention.
- (4)** That Cabinet delegates authority to the Chief Executive, in consultation with the Head of Finance, Head of Governance, and the Leadership Co-ordinating Group (i.e. Cabinet and Group Leaders), to agree and sign off the subsequent legal agreement that will embody the MoU in respect of business rates retention.
- (5)** That Cabinet delegates authority to the Chief Executive, in consultation with the Head of Finance, Head of Governance, and the Leadership Co-ordinating Group (i.e. Cabinet and Group Leaders), to agree and sign off the proposed Collaboration Agreement relating to the work on the West Midlands Investment Zone as a whole.
- (6)** That Cabinet recommends to Council participation in the Coventry & Warwickshire WMIZ Board, as set out in the terms of reference included in

Appendix 3, and includes it within its Constitution as a Joint Committee, subject to clarification from WMCA that:

(a) a representative of the Overview & Scrutiny Committee of Warwick District Council can attend and speak at the meetings if they so wish.

(b) a nominated representative of each political Group at Warwick District Council may attend each meeting and with agreement of the Chair of the meeting address it directly.

(c) the WMCA providing clarity on the process of the call in process of the decisions taken by the Board in the Terms of Reference.

(7) That:

(a) Cabinet recommends to Council that as the Council has been accepted as a non-constituent member of the WMCA, that Councillor Davison be appointed as the Council's representative on the WMCA Board.

(b) Cabinet appoints Councillor Davison as its representative to the WMIZ Board.

(8) That Cabinet supports the officer arrangements at the local partnership delivery vehicle for the Coventry and Warwick Giga Park as set out at Appendix 4.

(9) That Cabinet receives further reports on progress of the WMIZ where necessary, but at least annually, and relevant for decision making purposes on the implications of the Investment Plan and Annual Delivery Plan and any of its components that require the consent of this Council including the site management of tax incentives and planning.

(10) That Cabinet agrees to delegate to the Chief Executive in consultation with the Leader of the Council on any issue that might arise from the Investment Zone Annual Delivery Plan or other issue arising from the West Midlands Investment Zone Board's business that requires a decision/response from this Council that cannot wait until a Cabinet meeting. Any such decisions to be reported back to the next available Cabinet meeting.

(11) That Cabinet agrees for a further report to be brought forward as soon as possible on the local growth initiatives the Council should pursue under the auspices of this MoU and legal agreement.

(12) That Cabinet notes the estimated financial implications of the MoU on business rates retention and that these are incorporated into the next iteration of the Council's MTFs.

1 Reasons for the Recommendation

Progress since the last Cabinet Report in November 2023

1.1 On 15th November 2023 both the Cabinet and the Council considered a report on the proposed West Midlands Investment Zone (WMIZ). There was a recommendation to Council (subsequently agreed) and Cabinet resolutions that were also agreed. These hyper-links contain the November 2023 report and minutes for reference, [15 November 2023 Cabinet](#) and [15 November 2023 Council Minutes](#). Those decisions are all set out in Table 1 attached to this report along with progress/position set out against each one and which indicate appropriate agreement to the points/caveats made by the Council except for the without detriment issue.

- 1.2 To get the WMIZ proposal overall to the stage of being implemented from 1st April 2024, 5 gateways have had to be negotiated with the Government. Appendix 1 sets out background information on the WMIZ proposal and where the scheme has currently got to in overall terms to date. The Government has laid the appropriate orders relating to the business rates retention areas and the tax incentive areas for the West Midlands Investment Zone, including the Coventry and Warwick Giga Park.

Benefits of Participation

- 1.3 The WMIZ proposal is a regional/local implementation of a national government policy. This policy proposal aims to boost key economic sectors in particular localities by offering some financial aid up front and offering the opportunity of future business rates to be retained 100% locally for 25 years. Such business rates can be reinvested in the sites to be redeveloped/regenerated and in the chosen economic sector more generally in that locality. The Government expects such proposals to have strong ties with local Universities. So far only the 8 mayoral Combined Authorities have been offered this opportunity. WDC is the only District Council in the country directly involved with an Investment Zone proposal that is not also a Constituent Council of a Combined Authority.
- 1.4 In respect of the West Midlands Combined Authority's (WMCA) Investment Zone proposal, the identified sector is Advanced Manufacturing though this has been widened to allow for intersections with some other economic sectors. More specifically, the sites identified to help this sector develop, (in this case the Wolverhampton Green Innovation Corridor; the Birmingham Knowledge Quarter; and the Coventry and Warwick Giga Park) are to benefit from the upfront investment available from the Government (all 3) and business rates retention (Birmingham Knowledge Quarter and Coventry and Warwick Giga Park only).
- 1.5 This means that the 4 sites around and including Coventry Airfield are proposed to be included with emphasis on delivering the Gigafactory for battery production and enhancing the economic sector around energy and green industries. Internationally such facilities are only being built with respective Government financial support. An international investor has advised in writing that should the Coventry Airfield site be confirmed with in the Investment Zone that this is their chosen site for a Gigafactory. Therefore, whilst the IZ designation does not offer a guarantee of securing the implementation of a Gigafactory it does significantly increase its chances of happening.
- 1.6 Such an investment is anticipated to be significant, estimated by the WMCA of being more than £1billion, and generating thousands of jobs directly and more indirectly through expansion of the supply chain. The expectation would be that securing such an investment would attract other investors to that sector and location. It would help to create a cluster of advanced manufacturing companies around Coventry Airfield and develop links to the two local Universities.
- 1.7 As well as the economic benefits, helping to deliver a Gigafactory is important as part of the process of decarbonisation of the economy and indeed of our way of life. Transport is one of the largest contributors to CO2 emissions and being able to transfer our vehicles to another fuel base would be very a significant benefit to offsetting/mitigating Climate Change impacts. In these broad terms the proposal would support the Council's own strategy for Climate Change and of moving to a low carbon-based economy and way of life.

The Challenge

- 1.8 The focus of effort in the intervening time since November 23 has been one of ensuring an appropriate balance between the Council's strategic ambitions with its fiduciary duty to its residents and businesses, i.e.:
- *Supporting the principle of the WMIZ and especially the prospect of a Gigafactory on the Coventry Airfield site.
 - *Not severely disadvantaging the work of this Council in respect of business rates because of the implementation of the retention of 100% business rates element under the WMIZ scheme.
- 1.9 This scheme as intended by the Government would enable the West Midlands Combined Authority (WMCA) to retain all the business rates growth generated from the agreed sites for a period of 25 years. That growth is then ringfenced so that the funds can be re invested in:
- * Bringing the various Investment Zone sites forward.
 - * Subsequently for other investments within the WMCA and Warwick District Council (WDC) area, i.e. the West Midlands Investment Zone, into the priority economic sector, (Advanced Manufacturing with its various intersections).
- 1.10 This issue is of particular significance and potential detriment to the work of this Council. Plan A shows the proposed designation for the Coventry and Warwick Giga Park. Of the sites that make up the Coventry and Warwick Giga Park component of the WMIZ proposed to be included in the designated area for tax site incentives and business rates retention purposes, two of those 4 sites (Whitley South and Segro Park) are already allocated as employment sites in this Council's Local Plan and have planning permission. Indeed, they already have the infrastructure in place and some development is already underway on the Segro Park scheme.
- 1.11 Ordinarily these sites would result in a yield to the Council of 40% of any business rate growth (and WCC 10%) above the agreed baseline until there is a reset and then 40% (and WCC 10%) of any further growth in the business rates above any new reset baseline. The discussions/negotiations since November 2023 on the "without detriment" issue have been how this Council can retain that 40% (and WCC its 10% share) from those two sites share as if the IZ proposal had not been implemented. Whilst the principle of without detriment had been agreed in November 2023, what that meant and how it would work was not.
- 1.12 Of the other two sites in the Coventry and Warwick Giga Park, one is Whitley East which is in the Coventry City Council area and the other is Coventry Airfield in the WDC area. It is recognized that to bring forward the airfield site as a Gigafactory will require public sector financial assistance. The Gigafactory is the "prize" for the local, regional, and national economy. It would represent a multi-billion £ investment in the district and would be of a scale able to create thousands of jobs directly and indirectly through the supply chain. The intention of the wider area being designated is to encourage the co-location of a cluster of companies involved in that sector who would also benefit from the connections with the two local Universities. The airfield is not currently a Local Plan allocated site, though it does have planning permission for a Gigafactory. The site will require public sector financial input for the Gigafactory to come forward so the Council has not sought the 40% of the business rates growth from that site. This alone arguably leaves the Council at considerable potential financial detriment.

- 1.13 Discussion has focused on trying to agree principles that would address the “without detriment” issue in more detail. The discussions/negotiations initially sought that WDC and WCC would continue to retain their current share of the business rates growth originating from the Whitley South and Segro Park sites. This is a negotiated proposed exemption from the national scheme and would need to be incorporated within a Memorandum of Understanding that is necessary to allow for the movement of business rates. The proposed exemption, however, initially also required that this business rate income must be reinvested in locally agreed growth initiatives up until a business rates reset and then after that in the main economic sector – Advanced Manufacturing with its various intersections. What constitutes a local growth initiative is to be determined by this Council and examples could be Abbey Fields Swimming Pool, or the Fusiliers Way Community Stadium or Housing Retro fit, or all 3, or others. However, as examples it cannot be used to: directly address the Council’s underlying financial deficit; to go into reserves; or to support a future Council Tax policy.
- 1.14 Under this exemption the Council could choose to use the business rates income to borrow against. However, this Council had sought to negotiate that that borrowing would be protected from a reset. That is, that any borrowing incurred would continue to be funded after a business rates reset towards the costs of those agreed capital schemes. This would be better than in the scenario of what would happen if the IZ did not take place. In this scenario the Council would have had the opportunity to maximise the potential of its 40% share over a longer period by being within the Investment Zone than would be the case if it were not part of the Investment Zone proposition.
- 1.15 However, clarification from the WMCA, in March 2024, has made it clear that this was not on offer. It is this position that created the issue for this Council. In the scenario of not being within an Investment Zone then the Council could use the yield from its share of business rates growth towards any legitimate Council expenditure including supporting the general fund revenue position. Because it would not be exempt from a business rates reset it is an unreliable revenue stream to use for any significant borrowing purposes. A business rates reset effectively will change the baseline above which any business rates growth is calculated and so it materially affects whether there is anything of which to have a 40% share. Nor is it known how a reset would work in terms of when it might happen or the degree of change in the baseline or whether there would be any transitional arrangements. Given this national framework, WDC prudently uses such revenue to support short term non-recurrent activity and not for borrowing over a longer-term period given its uncertainty.
- 1.16 The Investment Zone designation mitigates that risk by exempting the designated areas from a reset for 25 years. That means business rates growth become a more reliable revenue source upon which to borrow longer term; hence using it to reinvest in regeneration or developing sites or other forms of investment. This opportunity was not to be offered to this Council in respect of the use of its 40% share from the two sites that it would still receive, as if it were outside of the IZ. This meant that revenue was still prejudiced from longer term use because a reset would apply.
- 1.17 This scenario put the Council in a cleft stick position. In the case of being within the WMIZ, the proposal would have still given the Council its 40% share of the business rates from the two sites (Whitley South and Segro Park). However, it would have prevented the revenue generated from being used as the Council choose. It equally only allowed the Council to use such revenue to invest in

local growth initiatives. Yet, it cannot realistically borrow for them without creating a significant financial risk to the Council. This is an exemption that is not practical for the Council to use and so is not beneficial. The consequence therefore was that in this scenario participation in the WMIZ was not without detriment to the Council.

- 1.18 In contrast, being outside of the WMIZ, would give the Council the freedom to spend the business rates income effectively as it chooses but it would still be subject to a reset and so not able to invest such revenue over a longer-term period. In addition, the Gigafactory is much less likely to occur without the investment from the WMIZ proposal. This impact though might be mitigated if the Airfield site remains within the IZ proposal. It is though uncertain that the WMIZ remains a viable proposition if the WMCA loses its share of business rates from the Whitley South and Segro Park sites.

The Solution

- 1.19 The resolution to this conundrum is what has been the focus of discussion over the period since mid-March when reports were deferred and then withdrawn as a conclusion had not been reached.
- 1.20 WDC would agree to the following key points:
- £90.2m of the business rates generated from the Segro Park and Whitley South sites will be available for WDC to call upon to invest in local growth initiatives in the WDC area.
 - WDC would need to outline its chosen projects by end of March 2026, and provide indicative financial profiles within the agreed financial envelope. WDC would have flexibility on the projects selected.
- 1.21 The compromise here is a trade between certainty and volume. This proposal does not guarantee the same volume of funds as might occur outside of the WMIZ, though it is also the case that it may receive more. This uncertainty arises because of the possibility of a business rates reset but not knowing when or how it will arise. This proposed arrangement effectively gives the Council protection against a reset and so gives certainty to both this Council and indeed to the WMCA. This is valuable as it enables the Council to borrow against business rates receipts for local growth initiatives with certainty. Likewise, for the WMCA it knows the limit of its liability to WDC for its financial planning purposes.
- 1.22 Taking account of the progress on all of the other points identified in the November 23 report and bearing in mind the conclusion reached regarding the without detriment issue it is proposed that the Council can now confirm its involvement in the WMIZ and the WMIZ Board and other arrangements provided that the following provisos are in place:
- the agreed financial envelope in the MoU is £90.2m.
 - that the definition of what constitutes a "local growth initiative", is for WDC to decide.
 - The MoU is acceptable in all other respects.
 - the other parties (WMCA, CCC, WCC) also agree the MoU on the above basis.
- 1.23 WCC officers have delegated authority to approve the MoU for its purposes and CCC has also agreed its elements. The WMCA will formally consider the matter at its Board meeting on 14th June. There is a risk therefore that the envelope of

£90.2m might not be agreed. This would inevitably delay the commencement of the WMIZ in practice.

Making the WMIZ happen

- 1.24 To realise the ambition of the WMIZ several other steps will need to be taken if Cabinet agrees to proceed with the WMIZ. These are as follows:
 - 1.24..1 Agreement to a Memorandum of Understanding with the WMCA. CCC and WCC would also have to be signatories for their elements of the MoU as they also have roles in business rates for the Coventry and Warwick Giga Park. A draft has been received and discussed and is still in more detailed negotiation and if agreed in time will be brought as an addendum to this report – as confidential Appendix 2 to the report. However, it is likely as not that it will require further work so it is proposed to delegate authority for completing this MoU to the Chief Executive in consultation with the LCG and Heads of Finance and Governance.
 - 1.24..2 An agreement will be needed to turn the MoU then into a legal agreement so the terms of the MoU are binding.
 - 1.24..3 To enter a Collaboration Agreement regarding the wider work of the WMIZ. The Collaboration Agreement sets out the grant conditions and procedural steps to be taken in relation to grants received from WMCA. It will set out information requirements and monitoring requirements and will pass on to grant recipients the grant conditions which DLUHC impose on WMCA. The proposal is that WMCA will follow the example of the Enterprise Zones and have one Collaboration Agreement with all the participating Authorities rather than requiring a new grant agreement in relation to every project.
 - 1.24..4 There are no new obligations in relation to BRR sites or tax sites and the Collaboration Agreement will only be required in relation to grants from the IZ to WDC. It is also proposed to delegate completion of this to the Chief Executive in consultation with the LCG and Heads of Finance and Governance.
 - 1.24..5 Given the scale and importance of this initiative there is a proposed governance framework with a specific Board being set up upon which WDC will have a place. The terms of reference for that Board are set out at Appendix 3 which have been negotiated and are ready to be agreed. It is also proposed that the Leader of the Council Cllr Davison be nominated as WDC's representative on both the overall WMCA Board, as WDC is now a non-constituent member, and on the WMIZ Board.
 - 1.24..6 Local delivery arrangements have been set up to help ensure the proposals for the Coventry and Warwick Giga Park are enacted effectively. These arrangements involve officers from the 3 local authorities, the WMCA and the 2 Universities. The terms of reference are attached at Appendix 4. These are already in play but need formal sign off.
 - 1.24..7 The WMIZ will have an Annual Delivery Plan backed up by an overall Investment Plan. Progress on these and anything more specifically to do with the Coventry and Warwick Giga Park should be reported as necessary to the Council, but in any case, at least once a year, to allow for effective report on performance and scrutiny. For information purposes a Tax Site Management Policy has been devised and will be required by the local delivery arm to oversee. This is attached at Appendix 5. As the major

business rates collector for the Coventry and Warwick Giga Park, WDC will have to register (already registered to do so) the incidence of incentives given on business rates relief above £100,000 per organization.

- 1.24..8 It is also proposed that should any decisions arise that need to be taken in respect of the WMIZ at the Board meetings but that cannot wait for a Cabinet decision that they are delegated to the Chief Executive in consultation with the Leader of the Council.
- 1.24..9 WDC would need to outline its chosen projects by end of March 2026, and provide indicative financial profiles within the agreed financial envelope. WDC would have flexibility on the projects selected.
- 1.24..10 The Council should update its MTFS at its next iteration to incorporate the financial implications of the proposal as this Council is now prepared to accept.

2 Alternative Options

- 2.1 The Council has considered several possible options. In short these were as follows:
 - 1. Accept the proposition where the without detriment position continues the Council's 40% share of business rates on the Segro Park and Whitley South sites but offers no protection from business rates resets.
 - 2. Agree a modified proposition which if this is agreed to then WDC would agree to sign up in full to the WMIZ proposal. The modified proposition is as now set out in this report.
 - 3. Continue to support the Gigafactory on the airfield site but that the Segro Park and Whitley South sites be completely withdrawn from the IZ proposal.
 - 4. Walk away completely from the WMIZ.
- 2.2 Of these options the first was considered not to sufficiently resolve the Council's conundrum set out earlier in this report. The third and fourth options were not felt to enable the strategic outcome of helping to deliver the Gigafactory to be achieved. Option two was pursued and although what is now at the point of a conclusion is a compromise position between WDC and WMCA.

3 Legal Implications

- 3.1 The most significant legal implication of this proposal relates to the orders connected with the business rates retention which have been put in place by the Government.

4 Financial Implications

- 4.1 Within a £90.2m financial envelope of retained business rates, WDC would be able to decide upon which schemes it wished to take forward as Local Growth Initiatives (LGI's). The Memorandum of Understanding (MoU) will also enable WDC to decide on the most cost-effective approach to funding such schemes which provide greatest value for money for Warwick District residents. These cost profiles will then be shared with the WMCA to ensure that they remain in line with the conditions of the MoU.
- 4.2 Eligible costs that can be funded using generated Business rates from the Segro Park and Whitley South sites will comprise of both actual expenditure and borrowing costs. In addition, where borrowing is agreed, provision for Minimum Revenue Provision (MRP) will also be deemed an accepted associated cost.

- 4.3 The business rates generated from the Segro Park and Whitley South uplift will need to be sufficient to cover WDC eligible costs. WDC would have to meet any deficit until such time that cumulative business rates uplift is achieved.
- 4.4 The Medium Term Financial Strategy (MTFS) last approved in February 2024 contained prudent assumptions for forecast Business Rates growth for the Segro Park site from 24/25, with occupation expected to commence from the second half of the year. These values would need to be removed from the MTFS due to the business rates being generated being passed to the WMCA (with WDC acting as the collecting authority), from which we will receive the annual cost of LGI's within the overall £90.2m financial envelope over 25 years.
- 4.5 The budgetary and financial implications of Local Growth Initiatives will be appraised both on an individual basis (with future reports brought to Cabinet), while also ensuring that they work within the principles to be established through the MoU.

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** – Compared with no investment zone, there is certainty over the financial impact upon the Council. However, as set out in this report, the proposed approach would have minimal risk of unfunded borrowing in the event of a business rate reset.
- 5.3 **Low cost, low carbon energy across the district** – By helping to bring forward the Gigafactory the Investment Zone proposal will help with the overall transition to a low carbon economy and way of living. The local growth initiatives may also support this strategic aim.
- 5.4 **Creating vibrant, safe, and healthy communities of the future** – the Investment Zone proposal is expected to attract business investment, create jobs, and better paid jobs at that, and via the local growth initiatives it could ensure that some community and wider wellbeing needs are also addressed.

6 Environmental/Climate Change Implications

- 6.1 The Investment Zone proposal does not envisage more development than already has planning permission or is in a Local Plan. This Council sought reassurance on the commitment to achieving net zero carbon in developments and in respect of Biodiversity Net Gain which has been confirmed by the WMCA. The delivery of a Gigafactory can help to transform the country to a net zero carbon economy and way of living.
- 6.2 In the light of the Council's adoption of its net zero carbon DPD, the delivery of new development in the identified sites also represents a significant opportunity to achieve a high standard of development in respect of environmental implications.

7 Analysis of the effects on Equality

- 7.1 Not applicable.

8 Data Protection

- 8.1 Not applicable at this stage though issues may arise subsequently that will need to be managed regarding business rates information and tax site incentives.

9 Health and Wellbeing

- 9.1 The development of a Gigafactory will have an impact on air quality if it ensures

the continued changeover of vehicles and other mechanisms to a less air polluting transport mode. This will have a beneficial impact as respiratory illness is a priority for the South Warwickshire area.

- 9.2 There are potential health consequences arising from battery manufacture connected with the chemicals used which this Council will need to consider separately. Such a large plant will also bring health and safety issues that will require consideration in the event of an emergency incident.

10 Risk Assessment

- 10.1 The main risk when previously reported was around the 'no detriment' principle and this remains the case. The other risk was around governance which has been addressed.
- 10.2 A risk register will need to be prepared and then managed once the MoU negotiations are completed and the Council's final position is agreed.
- 10.3 Other identifiable risks of the scheme – though not necessarily to WDC, include:
- Giga Park investment to enable development of the site is likely to be significant and beyond the financial capacity of any council. The site is a strategically significant national asset and external funding will likely be required to develop the site.
 - Were investment to be secured, there is a risk that the £80m Government allocation (or part thereof allocated to this site) coupled with the BRR uplift would not be sufficient to meet the development and financing costs.
 - Whilst the intention is for the business rates within the designated BRR sites to be retained at 100% for 25 years, free from re-sets, it is not possible to bind the authorities forming the IZ Joint Committee to do so for the same period and even if they did, ensuring a decision by consensus approach would not be guaranteed. There could therefore be a gap in the governance structure for the reinvestment of the retained business rates that are to be allocated by the WMIZ board, which is a risk which would need to be recognised and managed.
- 10.4 More directly, the business rates set out as part of the proposal are based upon modelling completed by AMION Consulting. One of the risks is that the business rates presented in the model are overly optimistic, and that the rates delivered take longer or are of a lower value. To mitigate this, the Council's MTFS as agreed in February 2024 takes a prudent approach to these values, building in some tolerance for respective delays in business rates coming forward.
- 10.5 Another risk would be delays in receiving the confirmed rateable values from the Valuation Office Agency (VOA), used by local councils to work out the business rates bill for the properties. It will be essential for the Council, in conjunction with the partners as part of the IZ including the WMCA and Central Government, to ensure that this work is prioritised by the VOA.
- 10.6 Over a 25 year period it is likely that there will be changes of Government and with a change of Government policy changes and this may impact on proposals like the Investment Zone. It is not possible to mitigate this risk other than to be aware that generally if Government policy leads to a financial impact on Councils this is discussed and picked up under the additional burdens approach.

11 Consultation

11.1 The proposal is in effect a national one but has been subject to many discussions with many organisations including this Council. It is not though a matter which has or can easily be put to wider public consultation.

Background papers:

None

Supporting documents:

[15 November 2023 Cabinet](#)

[15 November 2023 Council Minutes](#)

Government Guidance on Investment Zones

WMCA papers on the WMIZ

Draft Terms of Reference for the Investment Zone Joint Committee/Investment Zone Board

WMCA have asked that these are treated as draft without prejudice at this time because they are in draft form ahead of going to the WMCA board meeting which has not had its agenda published.

Investment Zone Joint Committee/Investment Zone Board

At its meeting on 17 March 2024 the Board designated Warwick District Council (WDC) as a nominating body able to appoint a Member to the WMCA Board, in effect giving WDC the same status as the Non- Constituent Authorities. Since the Board is now able to give voting rights to the Member representing WDC on the body set up to oversee the development and implementation of the Investment Zones, it is no longer necessary to establish this as a formal Joint Committee with WDC and the Investment Zone Board may be established as an ordinary Board of the WMCA. It is therefore proposed that the IZ Joint Committee should be discontinued and its role and functions be transferred to an Investment Zone Board of WMCA and that the initial Terms of Reference adopted for the Investment Zone Joint Committee, are adopted for the Investment Zone Board, subject to necessary amendments to reflect this transition and also changes which have occurred as a result of programme decisions made by the WMCA Board. The amended Terms of Reference are at Appendix X

Recommendations

That the Board approve the discontinuation of the IZ Joint Committee and the formation of the Investment Zone Board with the Terms of Reference set out in Appendix X

That the Board grant voting rights to the Members representing Warwickshire County Council and Warwick District Council on the Investment Zone Board in relation to all matters coming before the Board..

Appendix X

Governance	WM Investment Zone Board
Purpose	Overall responsibility for developing and delivering the West Midlands Investment Zone and ensuring accountability to Government for its successful and compliant implementation.
Membership	<p>Voting Members: Mayor of the West Midlands One representative from each of the WMCA 7 Constituent Authorities One representative from Warwick District Council One representative from Warwickshire County Council</p> <p>Non-Voting Members: Representatives of Universities and other stake holders involved in the Investment Zone may be appointed as Associate Members on the Investment Zone Board.</p> <p>Observers: Overview and Scrutiny Chair from the WMCA Other stakeholders may be invited to attend as observers when appropriate.</p>
Chair	Mayor of the West Midlands.
	Vice Chair - to be appointed from among Members.
Voting	<p>All voting Members shall have one vote.</p> <p>Matters shall be decided by consensus where possible.</p> <p>The Chair shall not have a second or casting vote and in the event of an equality of votes the motion shall not be passed but shall be deferred to the next meeting.</p>
Quorum	The Chair plus 5 voting members of the Board.
Frequency	Quarterly or more frequently as required on the giving of 5 clear working days' notice.
Location	Meetings will be held at locations agreed by its members.
Timing of Meetings	To be determined.
Type of Meeting	Formal meetings shall be held in public except when exempt or confidential information is being considered and the press and public are excluded in accordance with the Local Government Act 1972 (as amended).
Administration	The meeting will be administered by WMCA and papers will be published at least 5 clear working days before the date of the meeting.
Allowances	None
Responsibilities	The Board will work collaboratively to implement the WM Investment Zone in line with Government's Investment Zone Policy Prospectus and Technical Guidance.

Members of the Board will support the Tax Sites Management Statement and will use their best endeavours to ensure that developments benefitting from tax incentives are used for purposes which align to and support the objectives of the IZ.

Its functions will include:

- a. Overall responsibility for developing and delivering the Investment Zone.
- b. Approval of the Annual Delivery Plan for submission to DLUHC
- c. Approval of long term IZ Investment Plans for recommendation to the WMCA Board
- d. Approval in principle of Investment Zone sites development proposals and interventions subject to the submission of an appropriate business cases
- e. Oversight of the performance of each Investment Zone Site delivery body in delivering development proposals and interventions in line with the agreed IZ proposition
- f. Receipt and consideration of regular monitoring reports from the Investment Zone sites delivery bodies.
- g. Oversight of Tax incentive sites to ensure that developments benefitting from tax incentives align to and support IZ objectives, including monitoring development proposals reported by local delivery partnerships to ensure development is in line with the agreed 'Joint Statement on Tax Site Management'.
- h. Ensuring delivery of the identified and agreed outcomes and outputs.
- i. Oversight of risk management for the Investment Zone.
- j. Allocation of Investment Zone grant in line with a developed and agreed Investment Plan.
- k. In accordance with WMCA's Scheme of Delegations and subject to Officer delegations up to £ 5 million, allocation of retained business rates growth generated by the Investment Zone's Business Rates Retention (BRR) sites, in line with Government's Investment Zone policy and the Principles and Agreements approved by the WMCA Board at its meeting of 14th June 2024.

	<p>l. To ensure that the decisions of the IZ Board do not import any undue risk to the WMCA in financing schemes that result from those decisions.</p> <p>m. Approving reports to Government as part of the WMCA's accountability function.</p>
<p>Delegation</p>	<p>In accordance with WMCA's Scheme of Delegations and subject to Officer delegations in relation to expenditure up to £ 5 million, investment decisions up to a value of £20 million. Decisions above £20million will be required to be taken by the WMCA Board as the accountable body for the Investment Zone.</p> <p>All decisions will need to follow the WMCA's existing assurance frameworks and any introduced through the Deeper Devolution Deal or any subsequent legislative frameworks.</p>

Coventry & Warwickshire Investment Zone Board Terms of Reference

Governance	Advisory and monitoring body overseeing the implementation of the Investment Zone (IZ) sites within its geography(ies) in alignment with government IZ tax site regulations. Providing strategic recommendations and upward reporting to WM IZ Board as the Accountable Body for the WM Investment Zone.
Purpose	<p>Responsibility for providing strategic oversight of the CW Gigapark component of the West Midlands Investment Zone (CW IZ). This includes consideration of: the progress of the capital funding activities; the size and appropriateness of the pipeline of prospective investors; that regional IZ-funded programmes are appropriately servicing the CW Gigapark and growth dynamics of target sub-sectors in accordance with the regional governance decision-making and assurance framework; ensuring that plans for business rate reinvestment and the overall direction of the WM IZ take account of the needs of the CW Gigapark and local economy.</p> <p>Responsibility for monitoring that CW Gigapark delivery is aligned with government IZ tax incentive site regulations at all stages – including disposals of land and that investments/occupation is in line with IZ sector focus and reporting any issues of non-compliance to WM IZ Board.</p>
Accountable To	<p>The WM IZ Board.</p> <p>The accountable body for the delivery of the WM Investment Zone as represented by the WM IZ Board and its governance arrangements, and to any local statutory, legal or financial accountable bodies (eg relevant local authorities receiving, and accountable for, IZ funding or finance).</p>
Membership	<p>The membership will reflect the key themes/ workstreams of both the CW Gigapark and wider WM Investment Zone. As a result, it will include representatives from:</p> <p>Coventry City Council Warwick District Council Warwickshire County Council University of Warwick High Value Manufacturing Catapult – WMG and Manufacturing Technology Centre (MTC) Coventry University (including representation from the Electric Revolution Skills Hub) WM Growth Company (Advanced Manufacturing Lead)</p>

	<p>West Midlands Combined Authority (WMCA)</p> <p>Other stakeholders may be invited to attend as observers when appropriate.</p> <p>Other organisations may be added as members if additional themes/workstreams come to prominence.</p>
Chair	Coventry City Council Economic Development Service
	Vice Chair - to be appointed from among the Local Authority representatives
Voting	With the purpose of the Board being advisory, all attendees at meetings shall have equal say on recommendations to go to the WM IZ Board. Therefore, we do not envisage voting being necessary, and in the event of any recommendations not being unanimous, the Chair would invite discussion to refine that recommendation to arrive at a position the majority can agree with.
Quorum	Four – at least one representative of Coventry City Council, Warwickshire County Council and Warwick District Council, and WMCA as members of the WM IZ Board.
Frequency	Monthly – meetings could be more frequent while the IZ concept is still in development and before it becomes fully live.
Allowances	None
Responsibilities	<p>Responsibility for advising on the strategic direction and providing oversight of progress of CW Gigapark activities – making strategic recommendations to improve direction of activities, where needed.</p> <p>Ensure a joined-up approach to decisions on all CW IZ sites, and that all activities complement local economic plans.</p> <p>Strategic oversight of progress of all WM IZ capital funding targeted at the CW Gigapark site and giving appropriate strategic direction – this could include advice and recommendations around expenditure and outputs/outcomes, or any other issues linked to the capital works or needs of potential occupants.</p> <p>Provide co-ordinated feedback to WMCA on proposals for region-wide interventions to ensure these meet the needs of the CW Gigapark and the growth dynamics of Advanced Manufacturing in Coventry & Warwickshire – this will</p>

	<p>encompass activities through the IZ revenue funding and through business rates growth potential, and will include (but not be limited to) supply chain, innovation and R&D, skills, access to finance and place promotion interventions.</p> <p>Ensure that IZ activities strengthen the local advanced manufacturing sector, and that the right connections are being made to Coventry & Warwickshire innovation assets.</p> <p>Monitor progress of the pipeline of prospective investors for the CW Gigapark – and work together to attract the right occupiers to CW Gigapark IZ sites and making sure regional resources (WMGC etc.) are aligned.</p> <p>Oversight that CW Gigapark delivery is complying with IZ tax incentive site regulations at all stages – including disposals of land and that investments/occupation is in line with IZ sector focus.</p> <p>Monitoring local alignment with government IZ tax zone incentive requirements with the application of IZ policy, spend and tax incentives, and reporting any concerns of non-compliance to the WM IZ Board.</p> <p>Feed into the work of the Electrification and Light Vehicles Advisory Group, which is heavily driving the work of the Electric Vehicles and Battery cluster being developed through the West Midlands Plan for Growth, and also consider any strategic direction or new developments/priorities emerging from this Advisory Group.</p> <p>Ensure that IZ proposals are not importing any undue risk to the Coventry & Warwickshire Local Authorities in financing schemes that result from those decisions.</p> <p>Advising Coventry & Warwickshire-based representatives on the WM IZ Board on how to best represent the interests of Coventry & Warwickshire and CW Gigapark IZ sites, for example on plans for reinvestment of Business Rates Retention, and the strategic direction of WMIZ as a whole.</p> <p>Absorbing any feedback emerging from the WM IZ Board on the status of the overall IZ or any of the three individual sites, and developing strategic responses accordingly.</p> <p>Have sight of and review papers to go to the WMCA IZ Board that cover the CW Gigapark, and provide feedback to inform finalisation of the papers and/or discussions at the WM IZ Board.</p>

Delegation	<p>The Board will provide advice on all WMCA decisions in relation to the allocation of the £80 million government IZ grant for the first five years, plus the £80 million for the second five years.</p> <p>All decisions will need to follow the constitutions of the WMCA, the respective Local Authorities and universities.</p>
Review Dates	<p>The Terms of Reference will be reviewed in April 2024 and also in July 2024, and updated (if required) to ensure they are aligned with overall West Midlands Investment Zone governance.</p> <p>Thereafter, the Terms of Reference will be reviewed annually in the April of each year.</p>

West Midlands Investment Zone

Joint Statement on Tax Site Management

The West Midlands Investment Zone (WMIZ), established 01 April 2024, will unleash regional R&D strengths to drive growth within advanced manufacturing and linked industrial specialisms that will benefit the wider regional economy. The Investment Zone will support existing and emerging sectoral strengths in the fields of Electric Vehicles and Battery Technology, Digital, Green Industries, and Healthtech. These advanced manufacturing sub-sectors intersect and overlap, and are core to delivering regional priorities, in particular the eight economic clusters of comparative advantage identified as part of the West Midlands *Plan for Growth*.

The WMIZ will drive sector growth opportunities through a collaborative governance model that will oversee a set of interventions and tools which include: 25-year business rate retention (BRR) for two sites; 10-year tax incentive packages for two sites; and capital and revenue funding to support site development and regional skills, R&D and business support. There are three key sites for investment across the IZ: Birmingham Knowledge Quarter (with a tax site and BRR site); Coventry & Warwick GigaPark (with a tax site and BRR site); and Wolverhampton Green Innovation Corridor.

The context, purpose and details of the WMIZ can be found in the *WMIZ Investment and Delivery Plan*, which will be managed, monitored and refreshed by the WM Investment Zone Board through reporting and ongoing updates by WMCA and partner LA officers.

The West Midlands Combined Authority (WMCA) worked extensively with local authorities, including Warwick District Council and Warwickshire County Council, university partners and businesses to develop the WMIZ proposition, identify key sites, and secure relevant designations from Government. Now that the WMIZ is live, those partners will come together through a regional Investment Zone Board and associated site-level governance structures to deploy the IZ opportunity and target investment in growth where the evidence shows that it will lead to the highest benefits for priority sectors and residents; linking people to jobs and opportunities in the future economy.

The WM Investment Zone Board takes responsibility for overall accountability to Government, leadership and coordination, and manages formal decision-making and assurance processes around the WMIZ. The site-level delivery partnerships include relevant local authorities, leading on local site development and strategy in line with WMIZ aims and as billing authorities for the administration of retained business rates, along with other partners such as universities and research institutions and landowners. .

WMIZ tax incentives and sites

The WMIZ will deploy tax incentives within two sites: Coventry & Warwick Gigapark and the Birmingham Knowledge Quarter (note, each of these sites also has a 25-year Business Rate Retention mechanism that follows a different boundary than the tax incentive packages).

The 10-year tax incentives include:

- Exemption from Stamp Duty Land Tax
- Exemption from Business Rates

- Enhanced Capital Allowance
- Enhanced Structures and Buildings Allowance
- Employer National Insurance Contributions relief

Detail on the tax incentives and their application can be found [here](#).

Shared objectives for WMIZ tax incentives

The purpose of these tax incentives is to help attract occupiers to new facilities that are aligned with and promote the aims of the WMIZ. This means incentivising occupiers and tenants that are part of the advanced manufacturing ecosystem, for instance providing R&D, manufacturing, or associated services. The role of the tax incentives and the additional attractiveness to IZ-related end users is also important in incentivising ambitious and high-quality IZ-related development, so that landowners and developers see decreased risk in developing the types of facilities that will be attractive to end users who can draw down the tax incentive package whilst supporting WMIZ aims.

The shared understanding and objective of Government, the WM Investment Zone Board, and local partnerships is to ensure that the sites are invested in, developed, and used to support the growth and development of the advanced manufacturing sector and related uses on these tax incentive sites. This means looking towards uses which directly or indirectly support WMIZ objectives, and which are genuinely additional economic activity that would not be able to come forward without the WMIZ status.

All parties – the Investment Zone Board, Local Authorities, and local site partnerships (which include universities, research institutions and landowners) – will make best endeavours to ensure that this objective is met:

- The local partnerships (the BKQ Strategic Programme Board and the Coventry & Warwickshire Investment Zone Board) will help to bring forward the sites, and will work with landowners and developers to bring forward development that is aligned with and promotes the aims of the WMIZ. This will include through the promotion of sites that encourages alignment with WMIZ policy aims to ensure the aims of the tax incentives is understood by potential occupiers and/or investors from the outset and through ongoing negotiations to land potential occupiers and investors.
- The Investment Zone Board will determine the investment of IZ funds and will monitor site-level progress and opportunities, and continue to work with Government to understand and monitor the use of the tax incentives for IZ-aligned purposes.

WMCA, the regional Investment Zone Board, the BKQ Strategic Programme Board, and the Coventry & Warwickshire Investment Zone Board will all monitor the use of property within the WMIZ tax sites to ensure consistency with IZ policy is maintained. This will include ongoing reporting through the local and regional governance structures that demonstrates to WMCA that businesses taking advantage of the tax incentive offer are positively contributing to WMIZ objectives (as set out in this document and in the *WMIZ Investment and Delivery Plan*) and in line with national Investment Zone tax site policy.

Agreement to steward WMIZ tax sites

WMIZ tax sites are co-located with the WMIZ business rate retention sites, and as partners sign up to a memorandum of understanding to monitor BRR use, those agreements will also confirm signatories' agreement to this statement on the intent and ongoing monitoring of the use of WMIZ tax incentives.

For other partners involved in bringing these sites forward and participants in local governance arrangements, but who are not party to formal BRR MOU arrangements, the expectation is that this Joint Statement on Tax Site Management will be incorporated into the local partnership terms of reference to which all participating partners will be expected to sign up.

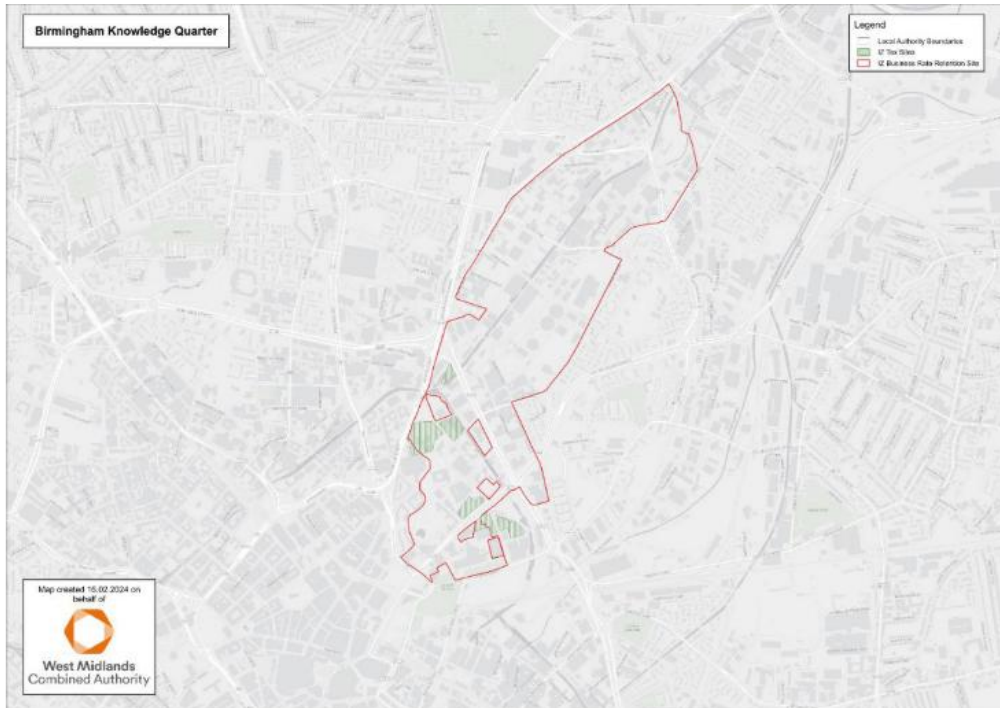
If site-level development was to change substantively from the aims of the WMIZ, for uses not related to advanced manufacturing or to the related innovation ecosystem, all partners understand that tax site status could be revoked by Government.

Nothing in this statement will restrict the statutory rights, powers, discretions and responsibilities of any of the Local Authorities involved. Although an individual Local Planning Authority could explore how planning could support management and custodianship of the tax sites and Investment Zone policy in the round, nothing in this statement constitutes a planning obligation.

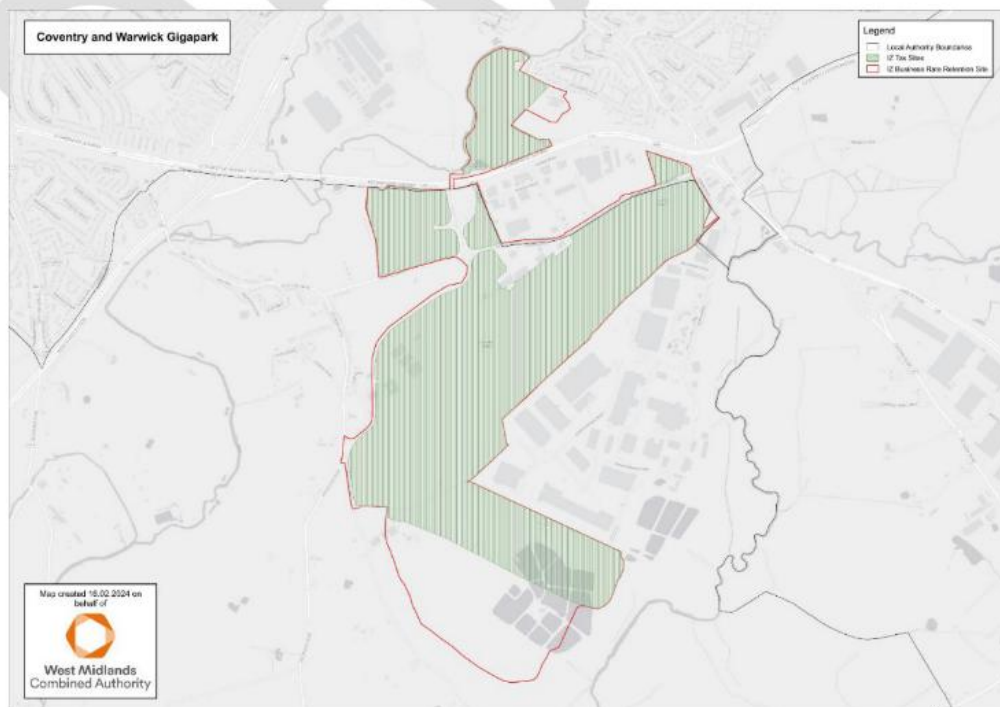
DRAFT

Annex: summary of WMIZ tax sites. *Further detail in regional Investment & Delivery Plan.*

Birmingham Knowledge Quarter is a major underdeveloped area to the north-east of Birmingham City Centre, with high-growth potential for an innovation ecosystem, building on the initial phase of the Birmingham Innovation Zone. Spanning research, lab-space and manufacturing, it will build on the existing research excellence of the adjacent Aston University and Birmingham City University campuses.

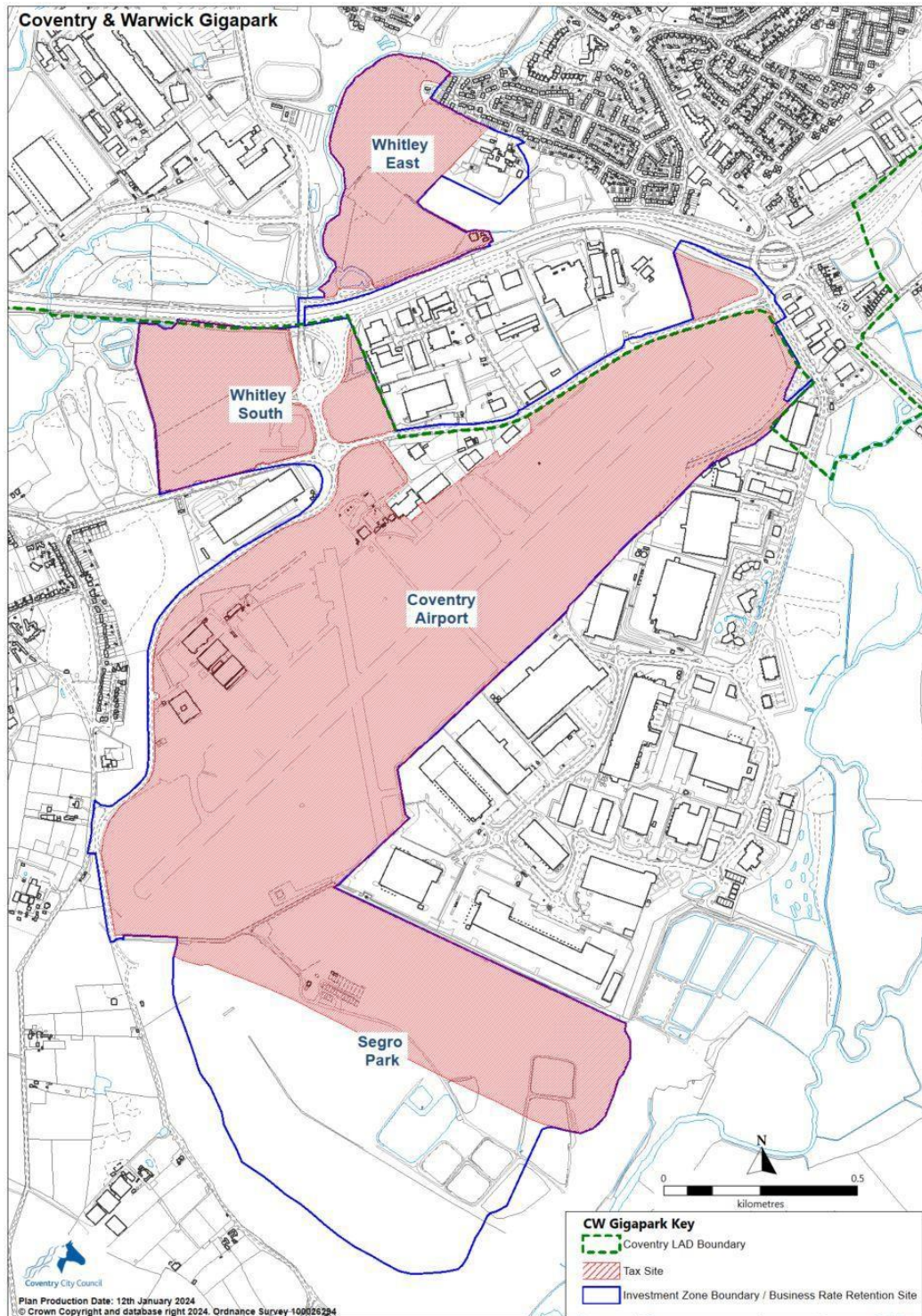


Coventry & Warwick GigaPark is a major site based around Coventry Airport; currently under-utilised with the potential for transformative redevelopment to serve as a large-scale facility for battery technology development and manufacture, and associated supply chains.



Plan A - Map of Investment Zone Sites

The designations indicated here are proposed only and are subject to HM



Government's decisions on designation and ultimately parliamentary approval. They are published without prejudice to those decisions and must not be interpreted as being confirmed.

Table 1: Progress in respect of previously agreed recommendation/ resolutions regarding the WMIZ (inc. WMC replies):

Decision Made	Progress
Recommended to Council:	
that an application for membership of the WMCA as a Non-Constituent member be made in the light of the recent enactment of the Levelling Up and Regeneration Act (LURA). (This was agreed subsequently by Council)	A letter of application was made it and it was considered at the WMCA Board meeting on 15 th March 2024. WDC is now a non-constituent member of the WMCA.
Resolutions made by Cabinet:	
(1) the aspirations of, and support for the principle of participation in, the West Midlands Investment Zone (WMIZ) proposed to cover the WMCA area and Warwick District, conditional upon there being agreed without detriment position in respect of business rates income, be noted;	The covering report details the position in respect of the no detriment issue which if agreed by Cabinet fulfils this resolution.
(2) a condition of agreeing to participate in the WMIZ there is a full commitment from partners to net zero carbon emissions from the proposed Gigafactory and related development, and to full commitment to bio-diversity net gain provisions, as set out in legislation as a minimum, within the WDC area;	WMCA fully respects WDC's policy in these areas and would expect those to come into play in determining planning applications. It should also be noted that all public sector partners have adopted net zero targets (WMCA 2041) which underpin all our work.
(3) the governance arrangements for the WMIZ as set out in Appendix 1 to the report, being based on either a Joint Committee of the Cabinet or as part of an Investment Zone Board following attaining membership of the WMCA as a Non-Constituent member, using the principles set out in the report, be agreed in principle, but subject to:	See below – i, ii, iii
(i) the Joint Committee/Investment Zone Board is based on one Council one vote;	This has been agreed.
(ii) decisions of the Joint Committee/Investment Zone Board are based on consensus only with any unresolved matters being referred for further discussion;	It is understood that this is the basis for decision making but in the event of no consensus being able to be reached it will lead to a vote.

(iii) a further report being received on the full details of the constitutional arrangements before final commitment and agreement.	This report is the report referred to in the resolution.
(4) the local delivery arrangements as set out at Appendix 2 to the report, be agreed;	These arrangements have been fleshed out in a little more detail but are as reported in November 2023.
(5) an agreement in principle to enter a Memorandum of Understanding (MoU) regarding business rates and their retention across the WMCA area and the Warwick District Council (WDC) area based on the principles in the report, subject to:	The MoU has not been finalised as it was necessary to resolve the without detriment issue first. It is proposed that agreement of the MoU is delegated to the Chief Executive in consultation with the LCG, Head of Finance, Head of Governance.
(i) confirmation from Department of Housing, Levelling Up and communities (DLUHC) providing legislative assurance (or amendments) that enables WDC to share its business rates outside of the District;	WMCA has subsequently raised it with DLUHC colleagues who confirmed that it will be picked up through the formal designation process and regulations. The regulations are now in place.
(ii) The Business Rates Retention (BRR) site is as shown on the map at Plan 1, excluding the UKBIC premises;	An update to date map is attached as Plan A though still needs formal ratification by the Government.
(iii) written assurance from the WMCA that the proposed Investment Plan for the Investment Zone will fully take account of WDC Strategy and requirements as a principle;	WMCA's intent behind the WM Investment Zone has always been that it is a partnership approach, and that is reflected in the proposed governance structures. In developing investment plans we would expect governance and decision-making to consider and respect all the partners' strategic objectives – including WDC's.
(iv) the other principles for determining the BRR spend, set out in the report are amended to reflect a fairness of distribution vis a vis the generation of business rates, after the contribution to initial infrastructure investment in the WMIZ, to deliver visible benefit for and within the District, and without detriment;	Clearly at this stage WMCA is unable to explicit on the areas or quantum of reinvestment of retained business rates. However, the meeting of Finance Directors (inc WDC's) started to address how this might approached in principle and it has informed some of the 'no detriment' discussions too.
(v) the following paragraph is applied in practice, according to a more	This issue has been the subject of extensive discussion and negotiation

<p>detailed definition of no detriment, to be agreed before final agreement and commitment:</p> <p><i>'The allocation of retained business rates to be allocated by the WMCA through the established governance arrangements will be subject to a robust investment plan to be developed and approved by the IZ governance body. There will be a requirement within the investment plan that, over an agreed accounting cycle (not greater than 5-years), sufficient investment will be in projects in those authorities who would otherwise be benefitting from alternative business rate regimes, to ensure that they are no worse off than if they had not agreed to participate in the WMIZ. This will also reflect agreement between WMCA and Government that up until the point of a reset of business rates baselines, Government will allow relaxation of spending requirements within the Investment Zone business rates retention site to allow those rates retained to be invested in local growth.'</i></p>	<p>and the outcome of which is referred to within the covering report.</p>
<p>(vi) written assurance is provided from the WMCA that the BRR funding will only be used for additional expenditure schemes and not be a replacement for any current plans or proposals of the WMCA or its constituent members;</p>	<p>Fundamentally, as the accountable body, the role of WMCA and its governance arrangements is to ensure that all investment from the IZ, both directly and through BRR, needs to align with IZ policy and fulfil the programme's objectives. Again, this has been well-reflected in recent discussions, and hopefully this is sufficient commitment that it is not to be used to fill other shortfalls in local authority finances.</p>
<p>(vii) a further report being received on the full details of the financial arrangements before final agreement and commitment;</p>	<p>This is set out within the covering report.</p>
<p>(6) provision to be made within the budget for 2024/25 and up to a subsequent 4 years for project management, development management, highways and</p>	<p>A proposal has been made as part of the proposed delivery plan for the WMIZ for some £125k per annum to be provided to enable the Council's development management team to be</p>

<p>environmental team and support costs, as referred to in paragraph 1.7.7 of the report financed by up front provision from the Investment Zone government funding (£80m over 5 years) to deliver a prompt and responsive project management, development management, highways, environmental and related support services;</p>	<p>expanded to be able to deal with applications promptly. The first reserved matters applications for the Gigafactory are expected this summer.</p>
<p>(7) the Overview and Scrutiny Committee and the Audit and Standards Committee undertake an annual review of the scheme to assess the costs and benefits to the WDC area and report to Cabinet;</p>	<p>This is a matter for the O and S and A and S Committees to consider in their work plans.</p>
<p>(8) officers consider the financial impact of the amended BRR and of a no detriment position is considered when updating the MTFS;</p>	<p>This is set out within the covering report.</p>
<p>(9) authority be delegated to the Chief Executive in consultation with the Section 151 Officer, Monitoring Officer, and the Leader of the Council to continue negotiations on all the matters above, to enable further reports to be brought forward where required; and</p>	<p>This report is that to which the resolution refers.</p>
<p>(10) all no detriment clauses need to be as robust as possible and officers continue to negotiate on this basis.</p>	<p>This is the principal issue within this report.</p>

Title: Earmarked Reserves 2024/25
Lead Officer: Steven Leathley (01926 456843)
Portfolio Holder: Councillor Chilvers
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	15/05/2024	Councillor Chilvers
Finance	14/05/2024	Steven Leathley
Legal Services		
Chief Executive	14/05/2024	Chris Elliot
Director of Climate Change	14/05/2024	Dave Barber
Head of Service(s)	14/05/2024	Andrew Rollins
Section 151 Officer	14/05/2024	Andrew Rollins
Monitoring Officer	14/05/2024	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 requests that a limited number of budgets that underspent in 2023/24 are carried forward into 2024/25 as earmarked reserve budget. These budgets relate to ongoing expenditure not included in the original budget setting report approved in February 2024.

All budgets have been accessed by the Strategic Finance Manager and Head of Finance and were underspends within the 2023/24 Financial year.

EMR Budgets and a full annual forecast of these, will be included in the Quarterly Budget Monitoring report throughout the year.

Recommendation

To approve the Earmarked Reserve (EMR) requests of £1.881m General Fund and £0.193m HRA (Appendix 1), with the requests having been reviewed under delegated authority by the Head of Finance.

1 Earmarked Reserves

- 1.1 As part of the Final Accounts process, requests have been approved under delegated authority by the Head of Finance for Revenue Earmarked Reserves. These are for previously agreed projects where it had not been possible to complete as budgeted within 2023/24 and will therefore need to carry forward budget to 2024/25.
- 1.2 These totalled £1.881m for the General Fund and £0.193m for the HRA and are outlined in detail in Appendix 1. Requests are considered against budget outturn within the specific projects and services, with requests approved only where there is sufficient budget available.
- 1.3 Members will note these are considerable sums. Key Earmarked approvals for the General Fund include the demolition of Covent Garden MSCP, contributions to the cost of Barford Youth Centre and the Join South Warwickshire Local Plan. For the HRA the main approval is for delayed major repairs relating to the Housing Investment Programme (HIP), and consultancy budget to support ongoing housing development projects and the continuation of stock condition surveys.
- 1.4 It is recommended that the Cabinet note the position on Revenue slippage. As in previous years, expenditure against these Budgets will be regularly monitored and reported to the Cabinet as part of the Budget Review Process.

2 Draft Outturn position 2023/24

2.1 Initial Outturn projection for 2023/24 is shown in the table below:

Department Description	Variance	Reserves	Earmarked Reserve	General Fund (after Reserve Movements)
	£000	£000	£000	£000
Customer & Digital Services	(110)	0	0	(110)
Finance	(781)	0	15	(766)
Housing Services - GF	(499)	0	37	(462)
Neighbourhood & Assets	839	0	1,103	1,942
People and Communication	19	(6)	33	46
Place, Arts & Economy	517	(76)	176	617
Safer Communities, Leisure & Environment	(174)	16	204	46
Strategic Leadership	(742)	525	313	96
	(931)	459	1,881	1,409

2.2 The current outturn position may change as work is continuing for the closure of accounts 2023/24. At the time of this report, some technical adjustments are outstanding including Depreciation and IAS19 Pension adjustments.

2.3 2023/24 Outturn shows a Favourable position within the General fund of £0.931m, of which £0.459m has been allocated to approved reserves including Woodland Creation Reserve (previously Trees for Future), and under and overspends from Warwick Building Control, Climate Control, Working for Warwick and other Reserve funded budgets within 2023/24. After reserves adjustments, this shows a revised Favourable position of £0.472m. Once Earmarked Reserves have been applied, this changes to an Adverse position for the General Fund of £1.409m.

2.4 The Outturn position shows an increase in adverse position of £0.159m compared to Quarter Three Budget Report (Q3). The estimated General Fund position in Q3 was Adverse £1.250m.

2.5 A full breakdown of variances to the final outturn position for 2023/24 will be provided to a future Cabinet meeting within the Outturn 2023/24 report.

2.6 HRA Outturn is currently being completed. All EMR's will be funded from HRA Reserves.

3 Alternative Options

3.1 If these were not approved, activity across many previously approved workstreams would either have to cease or become unfunded.

4 Legal Implications

3.1 The proposals are in line with current legislation where applicable.

5 Financial Services

5.1 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 Financial Management System (FMS).

5.2 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.

5.3 The draft statement of accounts position, once presented, will reflect the approvals made as part of the Earmarked Reserve process. Officers have ensured that only schemes where funding that has previously been approved, and is still required, are presented to be carried forward to complete this work.

5.4 It should be noted that because the final accounts position has not been finalised, there is a risk that, by approving these requests, that a deficit position could be reported. However, careful consideration has been given to ensure the requests that have been approved are essential for agree service activity, and therefore any approval should not be determined by variations in other services.

6 Corporate Strategy

6.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.

6.2 Delivering valued, sustainable services.

6.3 Low cost, low carbon energy across the district.

6.4 Creating vibrant, safe and healthy communities of the future.

7 Environmental/Climate Change Implications

7.1 None.

8 Analysis of the effects on Equality

8.1 Not relevant.

9 Data Protection

9.1 Not relevant.

10 Health and Wellbeing

10.1 Not relevant.

11 Risk Assessment

11.1 The February Budget report detailed the main financial risks facing the Council. Many of these related to local authority funding, notably Business Rate Retention.

11.2 Many controls and mitigations are in place to help manage the financial risks facing the Council. These include:

11.3 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.

11.4 Financial Planning with the MTFS / financial projections, bringing together all issues that will impact on the Council's finances in the medium term.

11.5 Financial controls, including the Codes of Financial and Procurement Practice, system controls, reconciliations, audit (internal and external).

11.6 Project Management and associated controls.

- 11.7 Trained staff and access to appropriate professional advice (e.g. Legal).
- 11.8 Implementation and continued development of the new Financial Management System.
- 11.9 Risk Management process across the Council, including the on-going review and maintenance of risk registers.
- 11.10 Scrutiny by members of the Council's finances, including Budget Reports, and the financial implications of all proposals.
- 11.11 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 Business Rate Retention Volatility Reserve (BRRVR) was used over prior years to deliver a balanced budget. However, to ensure this reserve remains available for its primary purpose of smoothing business rate receipts, any overperformance above a £2m balance has been reallocated to the General Fund Volatility Reserve. 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.
- 11.12 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 24-25 Report (Cabinet 8 February 2024 – Item 5)

Housing Revenue Account (HRA) Budget 2024/25 and Housing Rent Setting (Cabinet 8 February 2024 – Item 6)

General Fund Earmarked Reserve Requests 2023/24 to 2024/25

EMR Reference	Service Area	Budget Manager	Original Request Value £	Request Purpose/Activity	Detail	Approval Value £
EMR 9	Finance	Jon Dawson	6,600	Rural & Urban Initiatives Scheme for Kenilworth Rugby Football Club Ltd grant award No.259 is committed in 23/24 but works not completed until 2024/25.	Works not completed in 2023/24 due to delay in land purchase and other difficulties have delayed the borehole project progress.	6,600
EMR19	Finance	Rebecca Reading	15,000	External Procurement Support	To appoint an external procurement resource to support the procurement function in the absence of a Procurement Supervisor (VACANT) and Procurement Business Partner (Maternity)	15,000
EMR13	Housing General Fund	Sally Kelsall	30,000	A new Strategic Housing Market Assessment/consultants study to support the Local Plan review	The SHMA was therefore delayed until the outcome of the Housing and Economic Needs Assessment (HEDNA) report was completed. Therefore, the timetable for the delivery of the SHMA is 2024/2025. The HEDNA does not deliver the detailed housing needs information to provide for the needs of the District going forward.	30,000
EMR 2	Neighbourhood & Assets	Steve Partner/Daisy Killian	6,000	Remaining clearance of Riverside House following relocation of Frontline to the Pump Rooms and Print Room to Kennedy Square as at the end of March 2024	Remaining tasks to clear RSH during April 2024 following removal of remaining business activities in March 2024	6,000
EMR 3	Neighbourhood & Assets	Steve Partner/Daisy Killian	21,400	Delivery of furniture to the Pump Rooms for the new Customer Service area	Manufacturer delay meaning delivery now falls in April 2024 not March	21,400
EMR 4	Neighbourhood & Assets	Zoe Court	18,000	For the purchase/installation and management of small redeployable CCTV cameras	The new waste enforcement team were only set up in Autumn 2023	18,000
EMR 5	Neighbourhood & Assets	Zoe Court	24,000	Ongoing waste enforcement related work	Throughout 2024/25 the team will be working with Keep Britain Tidy on various waste/litter/fly tipping reduction work. This includes various publicity materials, essential training and KBT membership	24,000
EMR10	Neighbourhood & Assets	David Elkington/Steve Partner	30,000	Contingency budget for the completion of relocation to the Pump Rooms.	The project to relocate Customer Services to the Pump Rooms was approved by Cabinet in July 2023. The project had an estimated six month timeline with anticipated completion in January 2024. The project didn't fully start until November 2023. As a result, the timeline for all actions was moved along.	30,000
EMR18	Neighbourhood & Assets	Neil Bridges	1,000,000	Demolition of Covent Garden MSCP	The demolition was delayed owing to a number and timing of some planning constraints such as drainage, lighting and the timing of a bat survey.	1,000,000
EMR22	Neighbourhood & Assets	Steve Partner/Daisy Killian	3,800	Installation of CCTV camera in Deed store at the Town Hall	Delay in contractor availability to install camera until after March 2024	3,800
EMR24	People and Communications	Tracy Dolphin	32,500	Apprenticeship Incentive/Apprenticeship Scheme/Apprenticeship Salaries	Established Apprenticeship budget is a rolling budget based on the Apprentices recruited in any one year and the timeline of their programme which can range from 1 to 2 years.	32,500
EMR30	Place, Arts & Economy	Martin O'Neil	15,600	Revised SLA proposed for the Growth Hub	Increase Grant to Growth Hub currently being negotiated as a result of the CWLEP ceasing operations. No payments made in 2023/24 but assumed that the grant will be backdated to 1 April 2023 if a new SLA is agreed	15,600
EMR31	Place, Arts & Economy	Martin O'Neil	20,800	Revised SLA proposed for the Growth Hub	Increase Grant to Growth Hub currently being negotiated as a result of the CWLEP ceasing operations. No payments made in 2023/24 but assumed that the grant will be backdated to 1 April 2023 if a new SLA is agreed	20,800
EMR33	Place, Arts & Economy	Andrew Cornfoot	140,000	Production of the South Warwickshire Local Plan. This is a Joint Local Plan being prepared with Stratford District Council (SDC)	This project will span several years. Approval has been given to date to support the project of which around half spent (collectively between the two councils (WDC & SDC)).	140,000
EMR 7	Safer Communities, Leisure & Environment	Manoj Sonecha	7,500	Monies for the Service Level Agreement between WDC and Royal Leamington Spa Cycling Club for the reporting of the Cycle Trails.	Delayed due to re writing the service level agreement and agreeing requirements between both parties. Along with legal	7,500
EMR 1	Safer Communities, Leisure & Environment	David Anderson	36,200	Pump Room Gardens Heritage Lottery Grant projects, events and activities.	This is grant money that has been awarded to Warwick District Council for this project only. Not all the projects, events and activities were completed in 23-24	36,200

EMR Reference	Service Area	Budget Manager	Original Request Value £	Request Purpose/Activity	Detail	Approval Value £
EMR26	Strategic Leadership	Lisa Barker / Darren Knight	62,700	Linen Street Feasibility	The concrete fabric at Linen Street is in a poor condition. The building could be at risk of collapse if action is not taken.	62,700
EMR28	Strategic Leadership	Chris Elliott	250,000	Contribution to cost of new Youth Centre in Barford	Drawdown delayed because of need for a revised planning permission and to meet other conditions.	250,000
EMR29	Strategic Leadership	Padraig Herlihy	160,000	Abbey Fields Cycle Route	Project delayed, original funding Agreed at Cabinet on 3 March 2023	160,000

Housing Revenue Account (HRA) Earmarked Reserve Requests 2023/24 to 2024/25

EMR Reference	Service Area	Budget Manager	Original Request Value £	Request Purpose/Activity	Detail	Approval Value £
EMR20	Assets & Neighbourhood	Andy Paul	110,800	Work has yet to be commenced due to inclement weather	Predicted to be completed by mid May weather permitting	110,800
EMR 11	Tenancy Management	Andy Nott	21,000	Regulatory inspections in line with Consumer Standards	Budget for an Audit on the service in preparation for the regulatory inspections that have come into force as part of the consumer standards. The DLUHC have had to postpone their visit so the funds were not used in 2023.24.	21,000
EMR15	Housing Supervision & Mg (S&M) General	Simon Hodges	15,000	Essential developments and improvements to IT system and processes	Scheduled expenditure for project work 23/24 for further developments to the Housing IT systems to expand the business intelligence reporting functionality, inbound and outbound communications and resident profiling and insight development work.	15,000
EMR32	Housing Supervision & Mg (S&M) General	April Knapp	46,500	Consultancy Leys Lan and Rouncil Lane	projects are ongoing and will require consultancy input until it has been agreed how they can be taken forward A pre app will be submitted shortly Options appraisal is currently being written and will to go to Cabinet June/July.	46,500

Title: Procurement Exercises over £150,000
 Lead Officer: Graham Leach Head of Governance & Monitoring Officer
 Portfolio Holder: Councillors Chilvers & Davison
 Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder		Councillors Roberts, Chilvers, Wightman and J Harrison
Finance		Steven Leathley Charlie Griggs
Legal Services		
Chief Executive		Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)		Steve Partner Lisa Barker
Section 151 Officer		Andrew Rollins
Monitoring Officer		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, Appendix 1 confidential due to Paragraphs 3, as set out of the report.	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	Yes, Forward Plan item exemption.	
Accessibility Checked?	Yes	

Summary

The report seeks approval for procurement exercises in line with agreed procurement code of practice, with details set out in the Confidential appendix to the report.

Recommendation(s)

That Cabinet approves the procurement of the following, in line with the Confidential appendix 1 to the report, for the items listed below:

- (a) Estate Agency Framework
 - (b) Pay by Phone Parking
 - (c) Digital Upgrade of Equipment for Lifeline services
 - (d) Photo-Voltaic panels for leisure centres
-

1 Reasons for the Recommendation

- 1.1 The report brings forward a number of proposed procurement exercises which form key decisions as they are over £150,000. As explained in the report to Cabinet in March 2024 a gap was identified within procurement practice at WDC which was clarified by Cabinet and Council to confirm that any procurement activity above £150,000 needs to be considered by Cabinet.
- 1.2 These exercises are set out in the Confidential appendix (due to the values associated and the Council not wanting to declare the anticipated budget) to the report for consideration. These items and the reason for their procurement are set out within the confidential appendix to the report, so as not to disclose the Council's position in respect of the Anticipated cost
- 1.3 It should be noted that these exercises are early stages of procurement.

2 Alternative Options

- 2.1 In respect of recommendation the Cabinet could decide not approve some or all of the proposed activities, however some of these have been identified at advanced stages and to pause or stop at this stage would significantly delay some of these activities were new contracts are required.

3 Legal Implications

- 3.1 There are legal implications when determining the financially sensitive Appendix to the report to the extent that the discussions on those appendices should be treated as confidential under (paragraph 3 under Local Government Act 1972 - Schedule 12A After the Local Government (Access to Information) (Variation) Order 2006). Following completion of any procurement each of the contracts for these products will be detailed on the Council's public contracts register.

4 Financial Implications

- 4.1 The anticipated values of the contracts sought for procurement are built into the budget of the Council as agreed in February 2024. Where no budget is in place specific separate Cabinet reports will be brought for consideration

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. The delivery of good procurement is a key aspect in in Delivering valued, sustainable services in order that the Council can

continue to focus its efforts and activities on the needs of its residents, communities and businesses.

6 Environmental/Climate Change Implications

- 6.1 The environmental implications of the proposal in relation to the Council's policies and Climate Emergency Action Plan will be considered at early stage of procurement in line with the Council's current procurement code and with appropriate advice from officers.

7 Analysis of the effects on Equality

- 7.1 There are no direct Equality implications of the report and each procurement exercise will be required to complete Equality Impact Assessment as part of the procurement exercise.

8 Data Protection

- 8.1 There are no specific data protection implications of the proposals as set out, but any procurement activity which will result in a change of how the Council handles personal data or security of personal data will be subject to a Data Protection Impact Assessment being approved before the final contract is awarded.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications of the proposal.

10 Risk Assessment

- 10.1 There are minimal risks associated directly with the report as the report introduces improved equity of speaking at Planning Committee and improved governance for procurement as an interim measure.

Background papers: None

Supporting documents:

Warwick District Council Constitution [Article 13](#) & [Code of Procurement Practice](#)
[Warwick District Council Cabinet March 2023](#)

Title: Update on Local Visitor Economy Partnership for Coventry & Warwickshire: Governance Structure

Lead Officer: Philip Clarke (philip.clarke@warwickdc.gov.uk), Martin O'Neill (martin.o'neill@warwickdc.gov.uk), Joanne Randall (Joanne.Randall@warwickdc.gov.uk)

Portfolio Holder: Councillor Ella Billiald

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	14/5/24	Ella Billiald
Finance	7/5/24	Andrew Rollins
Legal Services	7/5/24	Ross Chambers
Chief Executive	7/5/24	Chris Elliott
Director of Climate Change	7/5/24	Dave Barber
Head of Service(s)	7/5/24	Philip Clarke
Section 151 Officer	7/5/24	Andrew Rollins
Monitoring Officer	7/5/24	Graham Leach
Leadership Co-ordination Group	20/5/24	
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 1,449	
Accessibility Checked?	Yes/No	

Summary

This report provides an update of the activity that has taken place with other local authorities in Warwickshire and Coventry, together with the two Destination Management Organisations (DMOs) in the sub-region, to create a new Local Visitor Economy Partnership (LVEP). It also seeks to agree the proposed interim governance arrangements for the LVEP. The purpose of the interim structure is to enable effective discussions to continue over the next 12 months and to ensure that Warwick District is represented in discussions about the future direction and activities of the LVEP.

Recommendation(s)

- (1)** That Cabinet notes the work that has been undertaken over the last few months to create a Local Visitor Economy Partnership for Coventry and Warwickshire.
- (2)** That Cabinet supports the proposed governance structure and Warwick District Council's role within this as set out below and in Appendix 1 and in doing so, agrees for Warwick District Council to become a member of the Local Authority Advisory Group.
- (3)** That Cabinet, subject to recommendation 2, delegates authority to the Head of Place, Arts & Economy and Head of Governance in consultation with the portfolio holder for Arts & Economy, to agree any minor further changes to the governance structure as discussions on this continue with local authorities and partners across Coventry & Warwickshire.
- (4)** That, subject also to recommendation 2, Cabinet notes that the appointment of a councillor to be a member of the Member Reference Group will be a Portfolio Holder who the Leader will confirm in due course.

1 Reasons for the Recommendation

- 1.1 As Members will be aware, Cabinet has received two reports relating to the creation of Local Visitor Economy Partnerships (LVEPs). In July 2023 Cabinet agreed to support, in principle, an Expression of Interest from Shakespeare's England (SE), the DMO covering Warwick and Stratford-on-Avon Districts, to become part of a wider Local Visitor Economy Partnership (LVEP) covering Coventry & Warwickshire. In September 2023, Cabinet received an update report on discussions including in relation to any partnership agreement that was being prepared for how the LVEP discussions would be taken forward.
- 1.2 The July 2023 Cabinet report contains background information relating to the creation on LVEPs. In summary, LVEPs are part of a new model from Visit England, with the support of the Department of Culture, Media & Sport (DCMS), for delivering leadership and governance for tourism destinations across the country. At the top of this structure are Destination Development Partnerships (DDPs) and below this are a network of Local Visitor Economy Partnerships (LVEPs). For Coventry and Warwickshire, it has been agreed that the creation of a single new "Coventry & Warwickshire LVEP" is the most appropriate response to strategically deliver a destination management service.
- 1.3 LVEPs are proposed as collaborative initiatives involving local government, tourism organisations, businesses, and other stakeholders within a specific geographic area. The primary goal of LVEPs is to promote and develop the local

visitor economy, which encompasses tourism, hospitality, recreation, and related sectors over a wider structural geography compared to the previous Destination Management Organisations (DMOS). LVEPs are seen as having a crucial role in driving economic growth, job creation and community development within the sub region and for Warwick District to leverage the district's tourism potential.

- 1.4 Government has made clear that DDPs and LVEPs are to be the vehicle by which funds and initiatives to support the visitor economy will be distributed. As an example, Visit England has established a Green Accreditation Scheme for local tourism businesses which will be delivered through the West Midlands DDP.
- 1.5 The Coventry and Warwickshire LVEP offers numerous benefits for the WDC and the whole of Warwickshire. The ambitions of the LVEP are driven by various factors that contribute to the development and promotion of the local visitor economy.
- 1.6 The LVEP will strengthen the collaboration between a range of stakeholders including local government, tourism boards, businesses, community organisations, and residents. Working together allows for shared resources, expertise, and decision-making. It will focus on ensuring Coventry and Warwickshire has a competitive compelling visitor economy to support its world class offer, to continue to attract and capture visitor spend whilst ensuring this is underpinned and supported by a resilient and skilled economy with sustainable actions.
- 1.7 The LVEP will be well placed to engage with current and future government policies, funding initiatives, and strategic plans at the local, regional, and national levels, to ensure the aims and objectives of Warwickshire are represented and to secure potential resources.
- 1.8 This report provides an update on the work that has been undertaken to develop the proposed governance structure and approach for the next 12 months.

LVEP Growth Plan

- 1.9 A key feature of the Coventry and Warwickshire LVEP will be the submission of a Growth Plan. This is a requirement of the LVEP and will focus on a range of areas related to supporting, enhancing and building resilience in the sub regions visitor economy, that includes:-
 - Promoting Tourism – the aim to attract visitors through marketing campaigns, events and promotional activities.
 - Supporting Local Businesses – to provide support and resources to local businesses in the tourism and hospitality sectors to help them thrive and grow
 - Enhancing Infrastructure and Service – to improve infrastructure such as transportation, accommodation and recreational facilities that will enhance the visitor experience.
 - Sustainable Development – to focus on sustainable tourism practise to minimise environmental impact and supporting the long – term viability of the local visitor economy.
- 1.10 The South Warwickshire Economic Strategy recognises tourism and the visitor economy as one of our strengths and a core sector to support. Having an active part in the emerging LVEP will ensure we maximise opportunities for Warwick District.

Governance structure

- 1.11 An interim governance structure has been developed to provide a framework for the LVEP to begin to operate over the next 12 months. This structure needs to reflect both the requirements of the two existing DMOs in Coventry and Warwickshire and the desire to begin to draw all local authorities in to

discussions about how the tourism potential of the sub-region may best be achieved. This interim structure is predicated on the two current DMOs operating as separate organisations but with a single officer team to work across both. Areas currently not being covered by the DMOS are represented by their corresponding local authorities through the stakeholder group.

- 1.12 In developing this governance structure, three things need to be born in mind.
- 1.13 Firstly, active participation and engagement of local communities, businesses, and residents will be critical drivers for the success of LVEPs. The proposed governance structure needs to provide a route to connect a range of stakeholders and interested parties to ensure that initiatives are aligned with community values, needs, and aspirations. Although local authorities will have a major role to play, LVEPs need to be a true partnership with partnership with local businesses.
- 1.14 Secondly, it needs to be remembered that – certainly for the time being – both SE and DC will remain as separate legal entities. The opportunity created by the LVEP will be to enable these DMOs to work more closely together, acting more strategically and benefitting from economies of scale to deliver a tourist and visitor offer more efficiently and effectively. The governance structure needs to reflect this situation.
- 1.15 Thirdly, the governance structure needs to be a way of bringing in those local authorities that have historically has less direct engagement with the visitor economy through formal membership of either Shakespeare’s England or Destination Coventry.
- 1.16 Following several meetings with Districts and Boroughs, Warwickshire County Council, Shakespeare’s England (SE) Coventry City Council (CCC) and Destination Coventry (DC) a proposed structure setting out the governance to oversee this work has been shaped. This will be led through the establishment of an **LVEP Board** with links to three stakeholder **Advisory Groups**.
- 1.17 Appendix 1 sets out this proposed LVEP Governance Structure.
- 1.18 **LVEP Advisory Board**
 - It is proposed that the Board will comprise of nine Board members. There will be two Board members each from SE and DC; four local authority members (two of whom will be from Coventry City Council and Warwickshire County Council). Finally, there will be one representative from Visit England/visit Britain.
 - The SE Board will decide who will represent them on the LVEP Advisory Board. Warwick District Council will have a voice into the LVEP Advisory Board through its seat as a voting member of the SE Board. WDC could also, potentially, be one of the Local Authority Stakeholder representatives on the Board.
- 1.19 **LVEP Advisory Groups**
 - Sitting below the Advisory Board will be three Advisory Groups. Two of these will be the Boards of SE and DC. The third will be a new **Local Authority Stakeholder Advisory Group** made up of representatives from all seven local authorities in the Coventry & Warwickshire area. Warwick District Council will have two seats on this Stakeholder Advisory Group.
 - The governance arrangements for the Advisory Groups are still being finalised, however the current scope is as set out in appendix 1. It should be noted that as the Local Authority Stakeholder Advisory Group will be a newly-formed group, it will need more specific Terms of Reference. These are currently being prepared.

- This group will have a direct link in to the LVEP Advisory Board via the Board members representing the Group, ensuring a clear line of communication with all partners and help build a connection with emerging actions and objectives into and from the LVEP Advisory Board.
- Members from all three Advisory Groups will also be offered the opportunity to attend the LVEP Boards as an observer if they wish.
- It is proposed that the Local Authority Stakeholder Advisory Board will be an officer group. It is also proposed that a separate **Member Reference Group** will be formed. The frequency of these meetings is yet to be agreed, but the Local Authority Stakeholder Advisory Group will convene meetings of this Member Group to provide a platform for ensuring there is member engagement and understanding of the LVEP. This will be particularly important for those local authorities which are not currently part of SE or DC.

1.20 This report seeks agreement for this Council to support the governance structure. With regards to the Member Reference Group, Cabinet is asked to recommend to Council that the appointment of a councillor(s) on that group is a decision of the Leader.

2 Alternative Options

2.1 There are several alternative options open to the Council. Firstly, it could decide not to support further work on the LVEP and not be part of any Advisory Group. For the reasons set out in this report, including the ability to improve the efficiency and effectiveness of delivering a service to support the visitor economy, this option is not supported. Warwick District Council would not, in any event, be able to use its seat on the Board of Shakespeare's England to prevent the Board supporting the LVEP.

2.2 Secondly, it could support the principle of the LVEP governance structure but seek amendments as to how this is constituted. It should be noted that minor amendments to this structure, including the Terms of Reference, are envisaged as the governance structure is finalised, and members are asked to delegate authority to the Head of Place, Arts & Economy in consultation with the portfolio holder for Arts & Economy, to agree these. More fundamental changes are not supported in this report. For the reasons outlined in the report, any emerging governance structure must have the support from local authorities across Coventry and Warwickshire. The structure which is contained in appendix 1 is currently also being discussed by all other local authorities, and the model which is being proposed reflects those discussions and the need to balance different aspirations and priorities of different councils.

2.3 A third option would be to support the recommendation but additionally recommend that a new LVEP for Coventry & Warwickshire is created immediately as a single new organisation whereby SE and DC are disbanded and formally merged into a new organisation. At the present time, this approach is not supported by the two DMOs immediately, however both have committed to keeping this under active review as the new interim structure and governance arrangements take place. Warwick District Council will have plenty of opportunity to ensure this is kept under review moving forward using its influence as a member of the SE Board and on the Stakeholder Advisory Group.

3 Legal Implications

3.1 There are no immediate legal implications arising from this report. The Council has a seat on the Board of SE. If SE ceases to exist as a legal entity and becomes part of a larger organisation, the Council will need to understand its

legal and governance relationship with this new organisation. This would be subject to a separate report in due course as appropriate.

4 Financial Services

- 4.1 There are no immediate financial implications arising from this report. The Council currently contributes £75,000 per year to SE, however this was increased in September 2022 for a two-year period to £100,000. This additional £25,000 funding ends in August 2024, after which time funding for SE will revert to its usual level. In the event that SE is replaced by another organisation, the Council will need to consider what financial commitments it wishes to give to this organisation. This would be subject to a separate report in due course as appropriate.
- 4.2 Matters relating to the Council's financial contribution to SE, and whether this provides value for money, are not within the scope of this report.

5 Corporate Strategy

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation.

6 Delivering valued, sustainable services – An effective LVEP has no direct impact on the firm financial footing of the Council, however the absence of an effective LVEP may put the Council under pressure to find other means of supporting the visitor economy. An effective LVEP will support a thriving visitor economy which will have a positive impact on the Council's finances.

- 6.1 Low cost, low carbon energy across the district – the visitor economy does bring additional visitors into the district with an impact upon energy consumption. This is explicitly recognised in the South Warwickshire Economic Strategy which contains the action to work with Shakespeare's England and the new LVEP to de-carbonise the tourism sector including through more sustainable travel. Visit England has initiatives such as the Green Accreditation Scheme which can support this objective and is being delivered through LVEPs. A strong visitor economy can also promote opportunities for local people to enjoy visitor attractions in the local area, reducing their need to travel.
- 6.2 Creating vibrant, safe and healthy communities of the future – a successful visitor economy is important for the economic vitality of the district including our town centres. This in turn supports local businesses, supporting jobs and prosperity in the district.

7 Environmental/Climate Change Implications

- 7.1 We must ensure that as we support the visitor economy to grow and develop, we respect environmental boundaries and continue to reduce waste and pollution.
- 7.2 The actions in the joint Climate Emergency Action Programme to reduce net carbon emissions across South Warwickshire by a minimum of 55% by 2030, with plans to further reduce carbon emissions to net zero by 2050, include measures to supporting public transport. This will assist in limiting any growth in the carbon footprint of the visitor economy.
- 7.3 A vital consideration in the LVEP Growth Plan is to set out how the sub region will ensure its actions cause minimum environmental impact. Within the Growth Plan the LVEP will have to set out how partners will work together to ensure we have a sustainable tourism model.

8 Analysis of the effects on Equality

- 8.1 There are no direct equality implications arising from this report.

9 Data Protection

9.1 There are no data protection implications arising from this report.

10 Health and Wellbeing

10.1 There are no data protection implications arising from this report.

11 Risk Assessment

- 11.1 There will be reputational risks for the Council when a new Coventry & Warwickshire LVEP is formed. Now that a decision has been made to form a Coventry & Warwickshire LVEP there is an expectation that the Council will continue to be a full partner in a new LVEP, as it does with SE. An LVEP which does not deliver a high-quality tourism and visitor service will reflect poorly on all stakeholder, of which the Council is one. This risk can be mitigated by the Council using its role on the SE Board and its influence as a member of the new LVEP Local Authority Stakeholder Advisory Group to help shape the work and priorities of the LVEP.
- 11.2 There is a risk that the LVEP may develop in a way that the Council considers does not best reflect and respond to the needs of the district. The Council does not have a right of veto to any of the advice or recommendation that are made by the Advisory Board or decisions taken by SE. This risk can be mitigated in two ways. Firstly, as this governance framework is only a temporary arrangement for a 12-month period, there will be a chance to review it. Secondly, the Council is a major funder of SE and it could, if it chose, reduce or withdraw funding from SE if it considered this did not deliver good value for money for the Council and Warwick District.
- 11.3 There are no direct financial risks to the Council arising from this report. Were the LVEP to not deliver a high-quality service, this may raise questions about the Council's funding of SE, and more widely how the Council funds its support for the visitor economy. A different model may have additional consequences for future funding, however this would be brought back to the Council for consideration at that time.
- 11.4 Conversely, there is a risk associated in not actively exploring how a new LVEP may benefit the district. The government has made clear that it sees LVEPs as the way that DMOs are organised nationally, and it is appropriate that the Council considers the role of SE in this moving forward.
- 11.5 There are no risks associated with the future of the Visitor Information Centre in Warwick. This receives separate grant funding from this Council (currently £25,000 per year), and is not linked to SE.

12 Consultation

12.1 No formal consultations have been undertaken as part of this process. This has been considered by the Board of Shakespeare's England on which the Council has a seat.

Background papers:

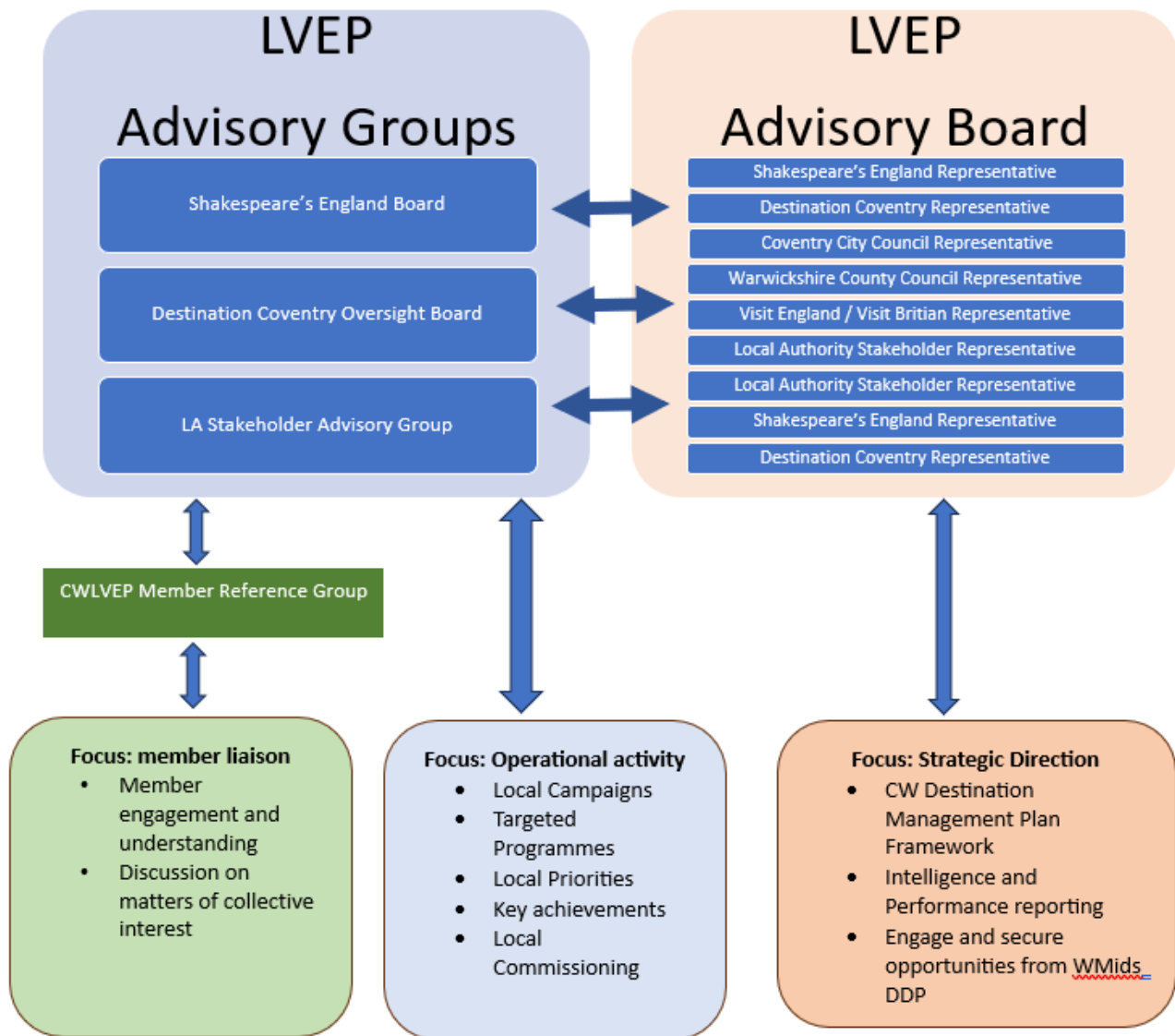
None

Supporting documents:

None.

DRAFT Coventry and Warwickshire Local Visitor Economy Partnership
Proposed interim governance model April 2024 – March 2025

C&W LVEP Governance Model



NB: This model is predicated on the two current DMOs (SE & DC) operating as separate organisations but with a single officer team to work across both organisations. Areas currently not being covered by the DMOS are represented by their corresponding local authorities through the stakeholder group.

The CWLVEP is a strategic partnership which will hold the responsibility for driving the interests of the sub regional Visitor Economy to Visit England and the regional DDP. The purpose, to protect, enhance and grow the Visitor Economy within the sub region of Coventry and Warwickshire. It will be essential that partners in the area work together to collaborate on strategic objectives set out in the Coventry and Warwickshire Growth Plan, that through this collective position it will strengthen the individual partners as well as identifying efficiencies and providing a strong sub regional voice to the West Midlands and central government.

CWLEP Advisory Board Principles

There would be a new LVEP Advisory Board. The membership of this would be:-

- 2 x Shakespeare's England Representatives
- 2 x Destination Coventry Representatives
- Warwickshire County Council
- Coventry City Council
- Visit England and Visit Britain Advisor
- 2 x Local Authority Stakeholders

The Chair and Vice Chair of the board will be selected internally from within the board, these positions represent both the geography of Warwickshire and Coventry and the private or public sector.

The purpose of the CW LVEP Advisory Board is to provide the strategic oversight and direction for the LVEP partnership. Broadly these are:-

- Development and monitoring of an agreed Growth Plan and upcoming Regional Destination Management Framework.
- Representation of the sub region at the regional DDP
- Identify and agree priorities, informed by the advisory groups to support the visitor economy.
- Enable and develop a continued support mechanism for the visitor economy, across the geography of Coventry and Warwickshire. To benefit from Visit England and Visit Britain support and give economies of scale across the sub region.

Advisory Group Principles

There will be three main groups who will lead on operational activities undertaken in the sub region. Two of these would be the current Boards of Shakespeare's England and Destination Coventry. The third would be a new **Local Authority Stakeholder Group** made up of 2 x representatives from each local authority.

These three groups hold the responsibility for delivering local activities including programmes, commissioning, tourism events, and to present local tourism priorities relevant to the DMO and or local authority areas. It is expected that each group will represent their members interests, or local council priorities. They will be responsible for disseminating information from the LVEP Advisory Board to their organisations, and to inform and shape on behalf of their organisation the Coventry Warwickshire Tourism Growth Plan.

Member Reference Group

Sitting below the Advisory Group will be a Member Reference Group. Each local authority will commit to nominating a member to attend this group which will meet on a quarterly basis. The group will have the following role and purpose. The role and purpose of the Member Reference Group is as follows:-

- To ensure that councillors gain a greater understanding of the working of the Local Authority Advisory Group and LVEP Advisory Board and to allow discussion and greater understanding between councillors from all parts of the sub region.
- For councillors to receive feedback from the LA Advisory Group on matters being discussed at the Advisory Group and Advisory Board.
- For councillors to advise on matters where the local authorities may need or wish to take a collective position in views they will be taking to the Advisory Board.
- To enable discussion to take place about the desire and scope for greater collaborative working through the new LVEP.

Title: Packmores Community Centre Update

Lead Officer: Bernadette Allen

Portfolio Holder: Councillor Sinnott

Wards of the District directly affected: Warwick Saltisford

Approvals required	Date	Name
Portfolio Holder	20/05/24	Councillor Jim Sinnott
Finance	07/0/524	Shebi Chowdry
Legal Services	07/05/24	Kathryn Tebbey
Chief Executive	07/05/24	Chris Elliott
Director of Climate Change	07/05/24	Dave Barber
Head of Service(s)	07/05/24	Lisa Barker; Marianne Rolfe; Phillip Clarke; Steve Partner
Section 151 Officer	07/05/24	Andrew Rollins
Monitoring Officer	07/05/24	Graham Leach
Leadership Co-ordination Group	20/05/24	CLlrs: Harrison; Davison; Boad; Falp; Day.
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

This report seeks approval of the business case for the proposed new community centre for the Packmores area of Warwick and for implementation of the new steps of the scheme.

Recommendation(s)

- (1) That Cabinet supports the business case for the proposed new community centre to serve the Packmores area of Warwick as set out at Appendix 1.
 - (2) That in providing such support recommendations 2 and 3 of the February 24 Cabinet report can now be implemented.
 - (3) A progress report be presented at the beginning of the 3rd stage of the scheme as set out in the Fundraising section of the business case.
-

1 Reasons for the Recommendation

- 1.1 In 2007, a repurposed space in the basement of Sussex Court flats owned by Warwick District Council (WDC) opened to provide residents with access to community support services. This was initially supported by the Council's Community Development team. However, in 2015, the Council Commissioned Warwick Percy Estate Community Projects Ltd (known as The Gap) to deliver support services for residents living in the Packmores and Cape area of Warwick. The target groups were primarily older people, young people not in education, employment, or training (NEETs) and disadvantaged families.
- 1.2 The Gap has been responsible for delivering services within the Warwick West Area (including the Packmores) for the last eight years and the long-term purpose for the community hub is to develop a sustainable facility that supports the local community whilst also having the capacity to support those living further afield. This approach includes providing access to local services, facilitating social connections, reducing isolation, and promoting wellbeing.
- 1.3 The existing centre is much, much smaller than other Community Centres elsewhere in the district. However, despite the current size limitations, it has and continues to provide essential support services for the local community. There is, however, a need to develop new provision due to the following challenges:
 - Issues re: space and capacity
 - Building is no longer fit for purposes due to increased demand for local community support.
 - A need for outdoor space (particularly in post pandemic world and relevance of how use of green space improves wellbeing)
 - Facilities do not align with level of need in the area, particularly in comparison to newer services in other new local communities.
 - Covid recovery has the potential to increase demand for local services and adapt to new and emerging needs.
- 1.4 At its September 2023 meeting the Cabinet agreed the following:

- (1) the Packmores Project be supported in principle, and a business case will be produced for further consideration by Cabinet;
- (2) as part of the production of the Business Case, the work to identify match funding for the project, be supported;
- (3) the proposed partnership and governance arrangements for the project outlined in Appendix 1 to the report, be approved;
- (4) exploration work be undertaken, including technical surveys to assess the suitability of a site identified within or adjacent to Priory Pools Park (shown on Appendix 2 to the report) as a potential location for a new Centre for the Packmores area in Warwick; and
- (5) up to £25,000 by way of a grant to The Gap, funded from the Councils New Homes Bonus Allocations, be agreed, to carry out exploratory survey work including: Geointegrity, CCTV, drainage & condition, arboriculture, ecological appraisal, Landscape Architect, topographical, site infrastructure and utilities and tree surveys.

1.5 That report also set out the next steps for the projects as being:

Completion of the surveys.

Completion of the Business Case.

Agreement to a funding strategy.

Agreement to how the facility would be managed going forward.

1.6 At its meeting on 8th February 2024, Cabinet agreed that:

1. the general location for a new centre for the Packmores area of Warwick as shown at plan 1, Appendix 1 to the report, be agreed;
2. the creation of a Charitable Interest Organisation (CIO), be agreed, and that in principle a lease is provided on a peppercorn basis for a period of 199 years for the site illustrated on plan 1 at Appendix 1 to the report, subject to the submission of, a full business case and plan;
3. the existing Service Level Agreement with the Gap is extended from July 2026 until June 2029 subject to the submission and agreement to a full business case and plan, be agreed;
4. £48,344 (+VAT) is provided as a grant for the Gap, funded from the Council's New Homes Bonus Allocation to progress the proposed Scheme to Royal Institute of British Architects (RIBA) stage 3, be agreed; and

5. the high-level draft timetable at Appendix 4 to the report for progressing the scheme, be noted.
- 1.7 All the above steps, plus public consultation, would need to be undertaken before an application for planning permission could be made and before WDC was able to give formal consent as a landlord and to drawdown the rest of the allotted funds for this scheme. However, to achieve these next steps a number of issues needed a steer for and support from this Council. The February report provided that steer and support.
- 1.8 Since the February 2024 Cabinet meeting, there has been a focus on developing the business case, undertaking community consultation, and undertaking the other allied work necessary to enable a planning application to be submitted. The CIO that has been set up for the new Centre is now registered with the Charity Commission.
- 1.9 The business case is attached for Cabinet's approval at Appendix 1. This has been scrutinized by the Project Board and by WDC officers. It offers a robust and creditable case for the new Centre and how it will be run. It also sets out the basic proposition upon which a planning application will be submitted. It is proposed that it be accepted and therefore that recommendations 2 and 3 of the February 24 Cabinet report can now be implemented.
- 1.10 The business case also has an updated timetable, to be noted but it is suggested that a progress report be presented at the start of the 3rd stage of the fundraising section.

2 Alternative Options

- 2.1 The Cabinet could decide against any or, all the recommendations. To do so would hinder the progression of the community facility for the Packmores community which has been waiting for many years.

3 Legal Implications

- 3.1 The procurement of contractors and consultants to carry out the scheme and works will need to accord with the Council's Code of Procurement Practice, in addition to any other statutory obligations. Appropriate contractual arrangements will need to be drawn up. Future reports and decisions may give rise to additional legal implications, but these will be addressed at that time.
- 3.2 A part of the site is held within the Housing Revenue Account. The Centre would be for wider community use and not provided primarily for the benefit of the Council's own tenants. If the garages are genuinely surplus and not required to meet housing purposes, it will be necessary to pass a formal resolution appropriating this parcel to the General Fund. It is suggested that this be undertaken once planning permission has been obtained when it will be clear more exactly about the land involved. Following appropriation, the General Fund would need to compensate the HRA for the value of the land transferred. A valuation will therefore be required, and it will need to be included with the scheme's overall cost.
- 3.3 In relation to the proposed lease, the Heads of Terms must be prepared. The value of the asset is important in assessing whether there is a transaction at an undervalue, given the duty on local authorities to secure best value. Such transactions must be specifically approved citing the relevant provisions in the General Disposal Consent 2003 i.e. whether the disposal at less than market value is in the interest of the economic, social, or environmental well-being of

the whole or any part of its area, or any or all person's resident or present in its area. Further, the amount of undervalue must be assessed with evidence i.e. a valuation. Provided the undervalue is £2 million or less, the Council has authority to make the decision. Above that, it must be referred to the Secretary of State.

- 3.4 In addition, the proposed terms of the lease must be assessed against subsidy control principles – to determine whether there is a subsidy and, if so, whether it is a permitted subsidy.
- 3.5 If the intention is that The Gap or future provider occupies part of the centre under a lease, the Council may wish to consider including a form of approved sub-lease as part of the head-lease to the CIO.

4 Financial Implications

- 4.1 The contents of this specific report have no direct financial implications for the Council. As a matter of record £25k had been allocated in the 2023/24 budget to enable the development of the Packmores Community Scheme. Further provision has been made in the Community Projects Reserve for another £225k in 24/25. The £25k for 23/24 has already been drawn down as has the additional £48,344 (+VAT) needed to finance the immediate next stages of the scheme. This was funded from the £225k allocated for 2024/25.
- 4.2 It is likely that a new community centre will cost in the region of £2m. Funds will need to be raised from a range of sources including Warwickshire County Council who have indicated that such a scheme may attract funding from their Social Fabric scheme. However, to raise funding, there needs to be a clear proposition in terms of a business case and in terms of a proposed facility. This needs a site to be identified and the early stages of a RIBA scheme to illustrate what can be provided. Without this there is no scheme for which to seek funding. The business case attached to this report provides that information and the basis for now seeking planning permission.
- 4.3 The Gap's current Service Level Agreement runs to and costs £30k per annum. It was agreed to extend this by 3 years at the same annual cost which is budgeted for to provide evidence of match funding to support bids for funds.

5 Corporate Strategy

The Council's new Corporate Strategy has 3 Strategic Priorities and this proposal is assessed in relation to each one of them in turn.

- 5.1 **Delivering valued, sustainable services** – The proposal will have no direct impact on this Strategic Priority except it demonstrates how the Council can use its limited resources to deliver in resources from elsewhere to help and support its local communities.
- 5.2 **Low cost, low carbon energy across the district** – This proposal fits well with Strategic Priority 2, linked to low cost, low carbon energy across, the district. It is proposed that the new build design will find new ways to reduce energy consumption and that renewable energy generation capacity will be introduced.
- 5.3 **Creating vibrant, safe, and healthy communities of the future** – The proposal also supports Strategic Priority 3, linked to, creating vibrant, safe, and healthy communities of the future. A diverse range of community interventions, models and methods can be used to improve health and wellbeing or address the social determinants of health. Community Centres play a key role in improving the quality of community life, social support and social networks that

are major influences on individual and population health, both physically and mentally.

6 Environmental/Climate Change Implications

- 6.1 The proposed new centre will be designed to meet at the very least the Council's Net Zero Carbon requirements as set out in the recently adopted DPD. The Council will encourage the building though to be an exemplar. The proposed building will seek to draw on low carbon energy and as part of the site survey work it is proposed to look at renewable electricity and heating.
- 6.2 The Biodiversity Net Gain provisions will also need to be addressed as part of the scheme. Opportunities elsewhere within Priory Pools Park and other nearby open spaces will offer some degree of localised enhancement.
- 6.3 It is also anticipated that active travel to the site will be supported by examining the opportunities to improve the linkages to other open spaces and to the wider footpath and cycling network. It is also the case though that the primary geographical focus is all within walking distance of the proposed centre.

7 Analysis of the effects on Equality

- 7.1 An Equality Impact Assessment is not required; there are no new or significant policy changes proposed in respect of Equalities arising because of this report at this stage.

8 Data Protection

- 8.1 There are no data protection implications.

9 Health and Wellbeing

- 9.1 The provision of a new Community Centre for the Packmores area of Warwick town will provide multiple health and wellbeing benefits to the local community. These benefits are set out in some detail within the attached business case. Associated improvements to the Priory Pools Park open space will also support the local community to access free, active lifestyle opportunities.
- 9.2 The proposal accords well with the priorities of the South Warwickshire Place Partnership Board for health and well-being.

10 Risk Assessment

- 10.1 There would be a direct risk to the Council should Cabinet decide not to support the development of a new centre at the Packmores; it will adversely impact on the delivery of a more comprehensive service offer to one of the more deprived Local Super Output Areas (LSOAs) in Warwick District.
- 10.2 There could be risks that if funding is not raised to the degree that may be needed to build a new facility, the onus may fall on the Council to fill any funding gap. This is, however, a risk that the Council takes with all its support for community schemes. In other examples, the Council has either decided that it is appropriate to fill the funding gap or to make it clear that it will contribute a specific sum and no more depending on the circumstances. The mitigation point to this risk is that the Council is not exposed to incurring further expenditure by accident.
- 10.3 There is a risk that the money expended or proposed to be expended does not lead to a successful community centre project. This is impossible to avoid at this early stage, but the mitigation is that via the project governance to constantly check that the scheme designed is purposeful, fundable, and achievable.

10.4 The Business case attached has a full risk register.

Background papers: Cabinet Reports on Packmores Centre – 20th September 2023 and 8th February 2024.

Supporting documents: None



PRIORY POOLS Community Centre

Business Case

April 2024



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EXECUTIVE SUMMARY

The proposed development of the Priory Pools Community Centre aims to address long standing needs within the Packmores area of Warwick, needs recognised by both Warwick District Council (WDC) and Warwickshire County Council (WCC). Efforts to establish a community centre in the area have been ongoing for a considerable time, with initial discussions dating back to 2005.

The existing Packmores Centre at Sussex Court, housed in a converted laundry, lacks the space and amenities necessary to meet the diverse and growing needs of the local community. Its limitations highlight the urgency for a larger and more functional facility capable of providing essential services, supporting local activities, and fostering community engagement.

The primary aim of this Business Case is to gather support for the development of a new purpose-built community centre in the Packmores area, which includes securing the appropriate site and necessary funding.

Commissioned by the Project Sponsor, Chris Elliot, CEO of Warwick District Council, this Business Case has been shaped by representatives of local authorities (Warwickshire County Council, Warwick District Council, Warwick Town Council), Priory Pools Community Centre CIO, the Packmores residents' group and the local community.

The proposed Priory Pools Community Centre, strategically situated on the edge of Priory Pools Park, offers functional, adaptable, and inclusive spaces, and will include private consulting rooms, a multipurpose hall, a community café, and amenities to support various activities and events to address the diverse needs of the Packmores estate and surrounding community.

The project to date has undergone several phases, including various consultations with the local community to gather input and feedback during different points of the process. The plans and design of the centre have been developed based on identified needs and priorities, with a focus on sustainability and taking into account biodiversity considerations.

Supported by evidence of need highlighted in the Joint Strategic Needs Assessment (JSNA), the centre's services offer aims to address the issues of deprivation and achieve the following outcomes:

- Improved mental health and wellbeing
- Increased community activities in the area
- Improved access to services
- Better support of people living in poverty

To fund the project, a comprehensive and phased approach to fundraising has been planned, aiming to secure the necessary funds to realise the project's vision and ensure its successful implementation. Support is expected from local authorities, charitable trusts (local, regional, and national), local churches, private organisations, and the local community.

Overall, the Priory Pools Community Centre project represents a significant opportunity to address longstanding challenges in the Packmores area and create a sustainable community asset that meets the evolving needs of residents. Through collaboration and community engagement, the project aims to foster social cohesion, improve wellbeing, and create positive outcomes for the local community and beyond.

1. Introduction

1a Brief History/Background

The Packmores estates is the most disadvantaged area of Warwick, and both Warwick District Council (WDC) and Warwickshire County Council (WCC) have recognised the need to build a community centre there for many years. In 2005 initial plans were discussed, and in 2007 WDC converted a drying room at the base of Surrey Court into a small community space.

In 2008, Saltisford Church and Positive About Young People (PAYP) began doing outreach work for young people on the Priory Pools Park, using a converted metal container as a venue, and in 2013 The Gap was awarded a contract from WDC, through Community Partnership (now Community Wellbeing team) to deliver community initiatives in Warwick West, and from 2015 specifically focused in the Packmores area. A Business Plan Proposal and Request for Action for a new venue were developed at this time, but did not gain approval.

In 2020, a subgroup was created to seek support for a new community centre in Packmores. The Warwick Hubs Network, a network of various community organisations in Warwick, pulled together a VISION event with numerous stakeholders from WDC, Warwick Town Council (WTC) and WCC plus high-level funders and NHS health care providers in attendance. The Priory Pools Medical Centre was moving to new premises and the group spent time investigating and working towards a business plan to make use of the building, with the support of South Warwickshire NHS Foundation Trust and based on Department of Health Joint Strategic Needs Assessment (JSNA) needs and health priorities for the area. A representative of the Packmores resident group made a request to speak at the WCC Cabinet meeting to request use of the vacated Priory Pools Medical Centre for community purposes. However, WCC had other plans for the building but made a commitment to explore options for the Packmores area.

In November 2022, a meeting at the Packmores Centre was arranged by Rob Powell, WCC Strategy Director for resources with a broad cohort of attendees:

- Chris Elliot, WDC CEO
- Cllr Peter Butlins, Deputy Leader of WCC and Portfolio Holder for Finance and Property
- Cllr Margaret Bell, WCC Portfolio Holder for Adult Social Care and Health
- Cllr Heather Timms, WCC Portfolio Holder for Environment, Climate and Culture
- Cllr Judy Falp, WDC Portfolio Holder for Safer Communities, Leisure & Environment
- Cllr John Holland WCC
- Cllr Terry Morris WDC
- Cllr Dave Skinner WTC
- Simon Pargeter, Chair of the Packmores residents' group
- Amanda Burford, Secretary of the Packmores resident group
- Bernadette Allen, WDC Community Wellbeing Team Leader
- Simon Lewis, WCC Strategy and Commissioning Manager – Property Management
- Marcos Campos, Director of The Gap Community Centre

The meeting established the support for a new centre from both WCC and WDC, and The Gap was commissioned by WDC to produce this Business Case, including the capital build costs and how to finance these, and a sustainable long-term running model.

In September 2023, £25k was granted to The Gap to conduct exploratory survey work including Geo Integrity, CCTV, drainage & condition, arboriculture, ecological appraisal, Landscape Architect, topographical, site infrastructure and utilities and tree surveys. In February 2024, a further £48,344 (+VAT) was provided as a grant for the Gap to progress the proposed Scheme to Royal Institute of British Architects (RIBA) stage 3 (Planning stage).

1b Current Position

The Packmores Centre's current facility is a converted laundry of approximately 50m² at Sussex Court and includes:

- Kitchenette (Suitable for refreshments but not cookery activities and capacity of two people)
- One accessible toilet (not enough for large groups)
- Small office (Capacity for two adults but not suitable for private conversations)
- Small Communal Space (Capacity 10 people without a lot of movement space)
- Proximity to Priory Pools Park (used for activities in the summer)

The building does not provide enough space to deliver important community services for the local community such as exercise classes, a space for children's activities, families and youth activities and larger community events. It does not provide the private space to deliver individual counselling or consultations, and there is no cafe facility to function as a meeting point for the local community. Groups often grow during the summer months when there is better weather, and activities can take place outdoors but reduce in numbers over the winter months.

The challenges of the cost-of-living crisis, recession and Covid recovery has also increased demand on services, as the needs of the local community have grown, and underlined the requirement for a better facility to deliver services and function as a community hub.

1c Aims and Objectives

The aim of this business case is to provide the evidence and support for the development, expansion, and relocation of the Packmores community centre. The long-term aim for this space is for a sustainable development that is supported by the local community, meeting social, health and wellbeing needs whilst also having capacity to support those further afield. This includes (but is not limited to) providing access to local services, facilitating social connections, reducing isolation, and promoting wellbeing.

Objectives:

- To provide the rationale for the need for a building
- To secure the land for the new community centre
- To gather the necessary funding for the building
- To provide an overview of services and how those meet the needs of the local community.

1d Planned Development

The demand for community-based services in Packmores is evident, with the current facility at Sussex Court proving inadequate due to space constraints. Through local consultation, residents have identified specific needs for the proposed development:

- Private consulting room(s) for sensitive discussions, including social services, counselling, and consultations.

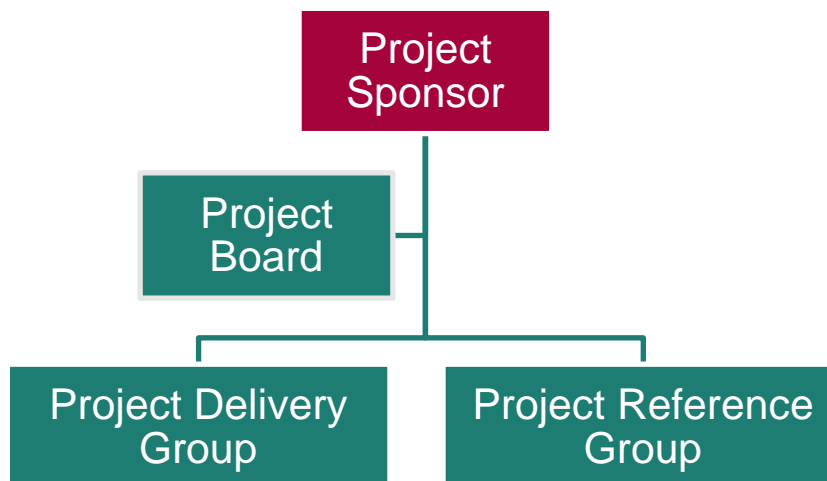
- Medium-sized rooms for support groups, therapy sessions, and creative activities.
- A multipurpose hall for indoor activities and community events
- Community Café offering informal access to services, digital connectivity, foodbank type provision and serving as a meeting place and an informal seated support area for e.g. nursing mothers and young carers
- Highly visible and accessible, ideally located near the existing Sussex Court facility and local park.
- Amenities such as toilets, storage rooms, reception, and office space to support the proposed activities.

Locating the new facility in the heart of the Packmores area offers several benefits, including proximity to local residents, accessibility, and the ability to support mental health and well-being through access to green space and community-based events. The proposed facility aims to address identified needs and enhance community well-being by providing a range of much-needed accessible and inclusive services in a central location.

1e Management, Governance and Organisation

Project Governance Structure

A governance structure has been established to ensure that there is a clear understanding of roles and responsibilities, accountability, and workflow of the project.



Project Sponsor – Chris Elliot (CEO of Warwick District Council) Project commissioner and overall responsible for the project.

Project Board– stakeholders who take on the role of helping to steer the project including Elected Members for WCC, WDC and WTC and representation from WCC (Sarah Duxbury), WDC (Chris Elliot), the Packmores residents’ group and other stakeholders.

Key responsibilities:

- Champion the project and raise awareness and address any issues/barriers at senior level
- Ensure the project is set up for success, by providing guidance
- Ensure the project adheres to organisational procedures, policies, frameworks, regulation etc.
- Keep the project team on track by monitoring and controlling (at high level)
- Release funds on a phased basis, according to the governance structure set up.
- Approve variations to scope and schedule, including reviewing recommendations from the project team
- Approve deliverables and provide authorisation & sign-off as required

Project Delivery Group – individuals who are responsible for developing & progressing the project workstreams including Marcos Campos (The Gap), Berni Allen and Jo Dagg (WDC) Alistair Rigby (WCC), Amanda Burford (Residents’ Group), Viv Bosworth (Project volunteer), Janette Eslick (Project volunteer) and Terry Plant (Technical Consultant).

Key responsibilities:

- Conduct the work defined by the Project Sponsor and Project Board
- Seek approval from the Project Board on the distinct stages and decisions
- Report on the progress of the project to the Project Board

Project Reference Group – made up of residents to function as a sense checker and input to developing the project, primarily the Packmores Residents Group.

Key responsibilities:

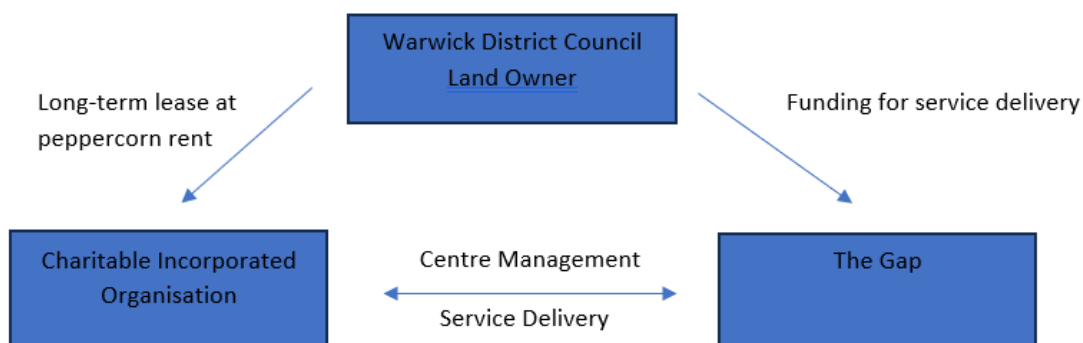
- Support the Project Delivery Group and Project Board on public consultation.
- Seek support from local residents for the project.

Community Centre Governance and Operating Model

A new Charitable Incorporated Organisation (CIO) has been set up that will conduct the fundraising for the new Priory Pools Community Centre, and subsequently be responsible for the running of the centre. The CIO is governed by a Trustee Board as outlined below. Additional trustees will be elected at the right time.

- Amanda Burford (Chair) - local resident
- Kristina Hodges (Treasurer) - local resident
- Janette Eslick (Secretary) - Volunteer (fundraising expertise)
- Viv Bosworth - Volunteer (Voluntary Sector capital project expertise)
- Simon Pargeter - Volunteer (local resident and Warwick Town Councillor)

It is important to understand how this new CIO will interact with both WDC and The Gap, and where the roles and responsibilities will lie between the three parties.



- WDC will retain ownership of the land where the building is situated and will provide a long-term lease (199 years) at a peppercorn rent to the Priory Pools Community Centre CIO.
- During the fundraising phase, the CIO will hold the capital funds raised. Grant applications will be made by the CIO, which allows fundraising from organisations who would not fund public body applicants.
- WDC provides funding for the provision of a Community Development Worker (CDW) and some services. The current service delivery contract with the Gap will be extended until 2029 to allow continuity and track record to be demonstrated to potential funders.
- Over time, the CIO will aim to employ a part time centre manager to deal with bookings, bookkeeping and maintenance. A key part of this role will be to generate income for the centre to provide sustainability.

- The Gap and the CDW will support the volunteers running the new centre until such time as income allows a centre manager to be employed.
- The Gap will support where appropriate with administration of the new centre.

See Appendix 1 for more detail.

2. Project Proposal

2a Description of Project

A new community centre called 'Priory Pools Community Centre' will be built on land on the edge of Priory Pools Park and currently housing under-utilised garages and will provide a link between the Packmores estate and the park. Design constraints such as privacy distances, tree root protection zones, and protection of a culverted watercourse have influenced the building's format and final position.

Current Site Plan - showing photos around the site



The project aims to provide a functional and adaptable community centre that meets current needs while anticipating future requirements by delivering the following:

- Functional and flexible space to deliver all-year-round services: interview rooms, a group room, and a large community space that can be divided for flexibility, and multi-use rooms.
- Accessible and inclusive design and services, with features for those with disabilities and impaired senses.
- Strong connection between the park and the centre with a café at the front offering views of the park over to the existing play areas and allowing a strong connecting between the building and its surroundings.
- New paths connecting the centre to surrounding residential areas, with landscaping blending the building with the parkland.

Current Site Plan - showing the land with current use



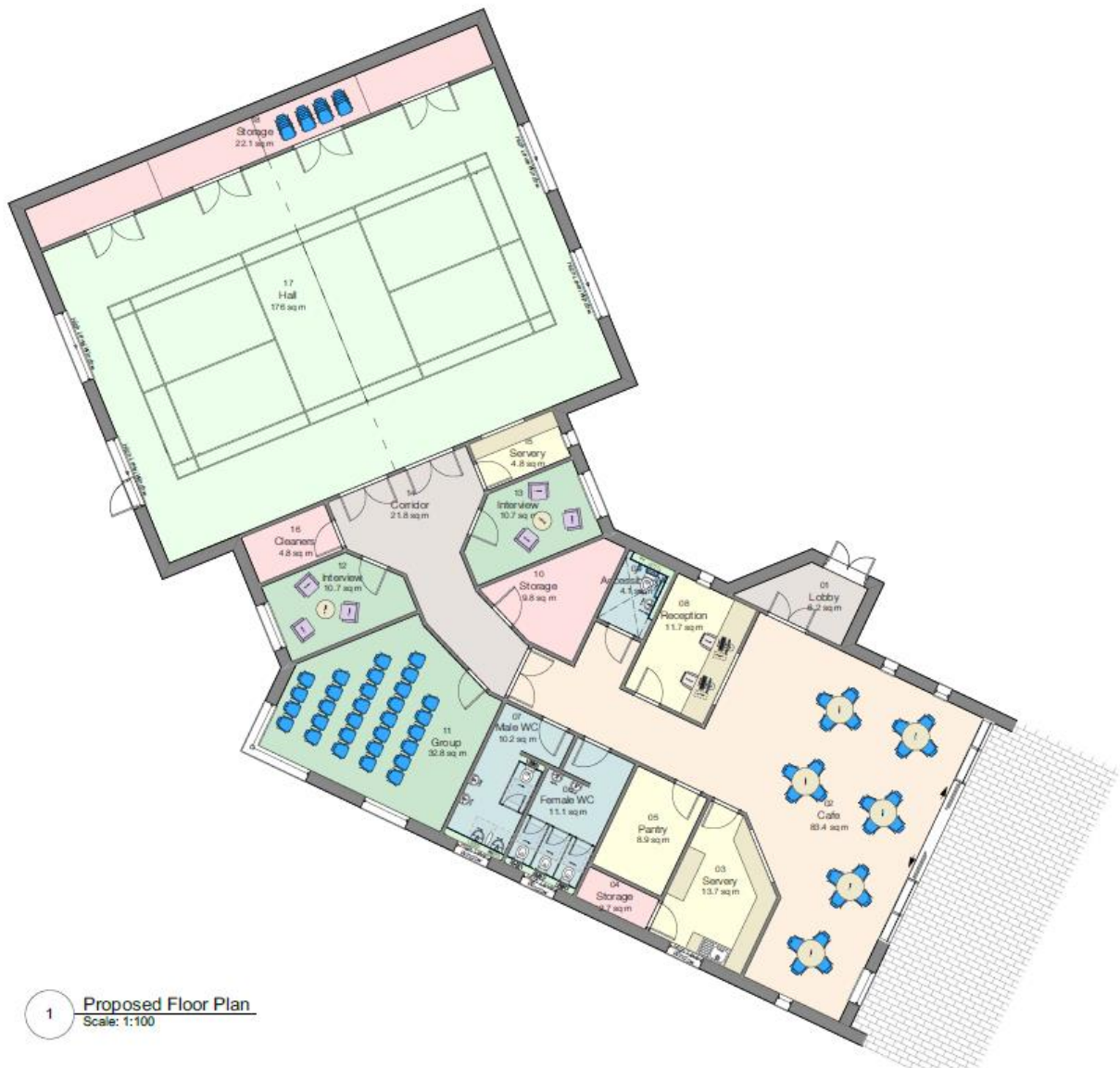
Proposed Site Plan with building footprint and proposed parking



Proposed Floor Plan

The design for Priory Pools Community Centre delivers the following:

- Flexible Space
- Large multi-use hall (able to be divided for two activities) with sufficient storage for tables and chairs and for hiring potential
- Small servery with hatch to main hall
- Two small interview rooms for private consultations or counselling
- Large group room for group meetings and sessions
- Adequate storage
- Dedicated space for a food pantry for food bank activities
- Large cafe area which can be used flexibly for cafe, cookery lessons or as a meeting space
- A frontage that opens onto the park, and links to the space in front of the children's play area
- Attractive building which the community can be proud of and will improve the public realm





View from Priory Park

View from Packmores Estate



Impression of Community Cafe with views to park and play area

2b Rationale for Project

Evidence of need/health inequalities in the Packmores area:

Joint Strategic Needs Assessment (JSNA) 2019: The Packmores West and the Cape area is one of 21 Lower Super Output Areas (LSOA) assessed within the Warwick and Warwick District West JSNA 2019. These are the most recent statistics for the LSOA multiple deprivation statistics, which give the most accurate assessment of the area. This assessment identified both a need for local services, and health issues and a recognition of the current community assets. It identified specific needs in the following areas:

Deprivation and poverty

- The Packmores area in 2019 was the only area within Warwick in the most deprived 20-30% of LSOAs in England.
- It has a higher percentage of children under sixteen living in low-income families (24.1%) compared to the district (9.2%) and county average (11.7%) in 2016.
- It has a higher proportion of pupils eligible and claiming free school meals: 23% in 2019, compared to JSNA area: 10.0% and county average (11.3%).
- It is the LSOA with the highest proportion of unemployment in the JSNA area.
- The most common mosaic group is “Family Basics” (families with children who have limited budgets and can struggle to make ends meet), which accounts for 54.6% of households in this LSOA.
- It is one of two highest areas in the JSNA boundary for enquiries to the Citizens advice team for support.
- It has over 12% of households reported to be in fuel poverty, which is the second highest in the JSNA area (2017 data).
- At LSOA level, the Packmores area has the lowest median wages across the JSNA area.

Child Health

- There are higher than average rates for emergency admission of children to hospital (although note rate is based on small numbers).
- It has the highest rate for children requiring a “child in need plan” within the JSNA area (4x the average rate), and this also correlates with higher referral rates into the Multi Agency Safeguarding Hub (MASH) team for safeguarding concerns.

Carers

- It is one of the areas within the JSNA with the highest number of contacts with the Carers Trust.

Community Safety

- The LSOAs with the highest crime rates in 2018/19 were Town Centre & Racecourse (151.4 per 1,000 population) and Priory Park, Packmores & Hospital (114.8 per 1,000).
- The LSOAs with the highest domestic abuse rates are Wedgenock & Woodloes West (30.6 per 1,000) and Packmores West & The Cape (25.6 per 1,000)

See Appendices 3-6 for more detail

Project Benefits

Using the Benefits Realisation Management (BRM) model (*see Appendix 2 for more detail*), the project can effectively identify, plan for, deliver, and realise the following benefits:

Improved access to services: the development of the community hub aims to address identified needs such as deprivation, child health issues, and community safety concerns. By providing a centralised location for accessing services, the project seeks to improve community well-being.

Enhanced community engagement: through stakeholder feedback and consultation events, the project fosters community engagement and empowerment. This can lead to increased participation in local initiatives and a stronger sense of community spirit and ownership.

Reduction of health inequalities: by targeting a disadvantaged area with higher rates of deprivation and health issues, the project aims to reduce health inequalities and improve overall health outcomes within the community.

Increased skills development: through volunteering, the local community will have the opportunity to develop their personal and professional skills leading to paid employment.

Reduced public service spending: by engaging with early support and local access to services, and the combined benefits already mentioned above, there is a potential for a significant public service spending reduction.

2c Climate Change and Biodiversity Implications

The building will be designed with a fabric-first approach. Sustainability features include high insulation, air tightness, consideration of building orientation for solar gain, natural ventilation, and aspirations for net zero carbon emissions through material choice, local contractors, operational strategies, renewable energy sources and according to WDC Net Zero DPD.

The development will be subject to the new Biodiversity Net Gains legislation, and this will be achieved through increasing biodiversity across and around the site. A survey of the current biodiversity on the site is currently underway and the mitigation will be developed once this information is available.

The plans have been fully discussed with the Green Spaces team, who are very keen to collaborate with us to identify how we can meet the biodiversity net gains targets when assessed.

2d Phases / Works Programme

This project will be divided into three main phases: Pre-construction, Funding and Construction:

- **Pre-construction**– this phase will include establishment of the CIO, consultations, site analysis, and initial designs that will form the basis for the proposal and then develop the final business plan, design plans, planning permission preparation and application.
- **Fundraising** - securing the funding for the build
- **Construction** – tendering process, selection of contractors, construction period and handover of the facilities.

PRIORY POOLS COMMUNITY CENTRE TIMELINE

	TASK TITLE	DUE DATE	PROGRESS	COMMENTS	% COMPLETE
1	CIO SET UP				
1.1	Set up Bank Account	31/03/24	Lloyds set up	Convert to Co-op when Charity registration complete	100%
1.2	Agree Constitution	18/03/24	Signed off		100%
1.3	Facebook Page Set up	31/03/24	Done		100%
1.4	Register with Charity Commission	31/05/24	Submitted 23/4/24		25%
2	CONSULTATION				
2.1	Agree Date	04/03/24	30th March		100%
2.2	Key Individuals emailed invite	15/03/24	Underway		100%
2.3	Local Businesses invited	15/03/24	Done		100%
2.4	Garage Options agreed	18/03/24	With WDC		25%
2.5	Garage Owners contacted	22/03/24	All aware		100%
2.6	FAQs Produced	18/03/24	Done		100%
2.7	Event Flyer with note re Consultation	13/03/24	Done		100%
2.8	Local Resident Letter	17/03/24	Done		100%
2.9	Plans	28/03/24	On display at Consultation		100%
2.10	Display Board	29/03/24	Done		100%
3	DESIGN TO PLANNING				
3.1	Design ideas	15/03/24			100%
3.2	Feedback comments	02/04/24		Discuss at meeting and feedback to Terry	100%
3.3	Feedback comments	22/03/24	Done	Final comments for Terry to Brief design team	100%
3.4	Green Spaces Meeting	16/04/24	Met on 15th April	Need to wait for biodiversity report	100%
3.5	Sign off plans for PDG	24/04/24	Signed off with a few tweaks		100%

3.6	Sign off plants by PDB	26/04/24	Circulated to PDG		50%
3.7	Final Plans	24/04/24	Done		100%
3.8	QS Estimate/Costings	01/05/25	Received	Will be reviewed as part of value engineering	100%
3.9	Pre-planning meeting	31/05/24	Ongoing		10%
3.1	Planning Documents Prepared	10/06/24	Underway		10%
3.11	Submit for Planning	10/06/24			0%
3.12	Planning Approval	10/09/24	3 months allowed		0%
4	BUSINESS CASE				
4.1	Business Case Finalised	03/05/24			75%
4.2	Exec Report Drafted	24/04/24		4-6 weeks lead time	25%
4.3	Exec Meeting	05/06/24			0%
5	FUNDING				
5.1	Social Fabric Fund Expression of Interest	15/05/24			25%
5.2	Severn Trent initial discussion	01/06/24			0%
5.3	Norton Foundation initial discussion	01/06/24			0%
5.4	King Henry VIII Endowed Trust Discussion	01/07/24			0%
5.5	Warwick Relief in Need Initial Discussion	01/07/24			0%
5.6	Contact small trusts and foundation	01/07/24			0%
5.7	Launch Event	31/01/25			0%
6	CONSTRUCTION				
6.1	Tender Design Information	10/10/24	Once planning approved	Month to prepare	0%
6.2	Prepare Tender Documentation	25/10/24	After Tender Design	2 weeks duration	0%
6.3	Pre-Tender Estimate	08/11/24	Before send to tender	2 weeks duration	0%
6.4	Approval to Proceed	22/11/24		2 weeks duration	0%
6.5	Tenders Issued	25/11/24	Once approval received		0%
6.6	Tender Period Ends	17/01/25		7 weeks duration	0%
6.7	Contractor Selected	14/02/25		Month process	0%
6.8	Construction	TBC	When sufficient funds raised	Estimated max 15-month build	0%

2e Key partners

We have various partners and stakeholders in this project as follows:

- Warwick District Council – our landlords, funders, Community Wellbeing Team, the planning team, and Green Spaces Team
- Warwickshire County Council - Project support, Funding, and delivery of local outcomes
- The Gap Community Centre - delivery services at the new Community Centre
- Priory Pools Community Centre Trustee Board - The new CIO is now established and Trustees on board including Viv Bosworth and Janette Eslick, both of whom have been directly involved in raising over £1 million for the construction of the new 2nd Warwick Sea Scouts headquarters in Warwick.
- PACC Residents group/Local Packmores Community - will benefit from the opportunities the new Community Centre will offer and provide feedback on plans.
- St. Mary's Church - Community Centre will be located in Parish of St. Mary's
- Other Park Users – Friends of Priory Park
- Wider Community - linking up Packmores estate to the wider Warwick network - putting 'Packmores' on the map.
- Funders – King Henry VIII Endowed Trust, Warwick Relief in Need, Thomas Oken Charity, other CV34 Charities, Severn Trent and other key trusts and individuals
- Service Providers: Warwick Men's Shed, Get Cooking!, Sky Blues in the Community (SBitC), Fitt4Kids, ActiviTea, Walking for Health, Escape Arts, Foundry Wood, Packmores Outreach, Citizen Advice, U3A, Safeline
- Warwick Venue Outreach – Chase Meadow Community Centre, Warwick Sports Club, Saltisford Church, Newburgh and Woodloes Primary Schools
- Warwick Volunteer Groups– including Warwick Lions, Make Lunch team with Transforming Communities Together, FOPP, Citizens Advice, ARC Gardening
- Warwick Foundation Schools - keen to develop links with the Foundation and support new services.
- Warwick District Scouts - potential for a new Scout group at the centre

2f Milestones

We have already achieved key milestones:

- Sept 2023 - Approval to produce initial plans and business plan with a grant of £25k.
- February 2024 - Approval to progress the proposed Scheme to Royal Institute of British Architects (RIBA) stage 3 (Planning stage) with a grant of £48,344 (+VAT)
- March 2024 - Community Consultation Event,
- April 2024 - CIO applied to be registered with Charity Commission
- April 2024 - Final Plans signed off by Project Board

Future milestones include:

- May 2024 - Apply for Social Fabric Fund grant
- June 2024 - Executive Approval to proceed to planning
- June - Aug 2024 - Planning process
- Sep 2024 - Jan 2025 - Tender Process
- January 2025 - public launch event
- 2025 - Major Fundraising Phase
- 2026 - Final Funds/Construction
- 2027 - Facility open

2g Outcomes

There are specific desired outcomes of this project that link to the benefits highlighted in Section 2b. The specific Outcomes are:

- Improved mental health and wellbeing – a better facility will allow for an increase of activities in the area and mental health and wellbeing support.
- Increased community activities - community activities support the development of social networks and peer support.
- Improved access to services – a suitable facility will allow service providers to deliver services at the local residents’ doorstep.
- Better support of people living in poverty – the improved access to services and increased number of activities will allow for a wider and broader support of people who cannot afford to travel further to access support. This will be an important extension of the current services provided in the area.

Below are measures and targets that will help track progress toward achieving the desired outcomes and evaluate the effectiveness of interventions implemented. The proposed outcomes aim to make a mid to long-term impact in the local community, however, they will also contribute to wider society delivering crucial public benefits.

Outcome	Benefits	Measure	Target (first year of opening)
Improved mental health and wellbeing	<u>Reduction in health inequalities</u> The provision of mental health and wellbeing support at the local facility directly targets the identified needs within the community, addressing issues such as deprivation and health disparities.	Number of mental health and wellbeing activities offered (e.g., support groups, counselling sessions, mindfulness workshops).	➤ Increase the number of mental health activities to at least two weekly (currently only one)
	<u>Enhanced community engagement</u> Increased participation in mental health activities fosters community engagement and empowerment, leading to a stronger sense of belonging and ownership over wellbeing initiatives.	Pre and post participation surveys assessing participants' self-reported mental health and wellbeing.	➤ 20% improvement in self reported mental health and wellbeing scores
	<u>Reduced public service spending</u> By promoting early intervention and local access to mental health services, the project has the potential to reduce the strain on public health services and associated costs.	Number of individuals accessing mental health services provided.	➤ 25% increase in participant numbers
		Rates of reported mental health improvements among participants over time.	➤ Track improvements among participants overtime

<p>Increased community activities</p>	<p><u>Enhanced community engagement</u></p> <p>The expansion of community activities encourages social interaction and peer support, fostering a sense of community spirit and ownership over local initiatives.</p> <p><u>Increased skills development</u></p> <p>Volunteer opportunities within community activities provide avenues for skills development, potentially leading to increased employability and economic empowerment within the community.</p>	<p>Number and variety of community activities offered at PPCC (e.g., sports events, arts and crafts workshops, educational seminars).</p> <p>Attendance rates at community activities.</p> <p>Diversity of participants in community activities (e.g., age groups, socioeconomic backgrounds, cultural diversity).</p> <p>Surveys or focus groups assessing participants' perceptions of community connectedness and support networks.</p> <p>Number of community-led initiatives or collaborations facilitated by the community centre.</p>	<ul style="list-style-type: none"> ➤ Introduce at least three new activities ➤ Increase attendance by 50% compared to current provision. ➤ Attract a wider representation across the local community ➤ Conduct a community survey within six months of opening ➤ Encourage the residents' group to lead at least two community events
<p>Improved access to services</p>	<p><u>Reduction of health inequalities</u></p> <p>Centralising service delivery at the community hub addresses accessibility barriers and aims to reduce disparities in healthcare access and outcomes.</p> <p><u>Reduced public service spending</u></p> <p>By streamlining service delivery and providing early support, the project may contribute to long-term cost savings by preventing the escalation of health and social issues.</p>	<p>Number of service providers offering services at PPCC.</p> <p>Range of services available at PPCC (e.g., healthcare, legal aid, employment support).</p> <p>Distance and travel time saved for residents accessing services at the local facility compared to alternative locations.</p> <p>Surveys or interviews with residents assessing their satisfaction with the accessibility of services.</p> <p>Utilisation rates of services provided at the facility compared to previous access points.</p>	<ul style="list-style-type: none"> ➤ Establish partnerships leading to at least three new services ➤ Comprehensive range of wrap around services ➤ At least 80% of service users to walk to the centre ➤ Achieve a satisfaction rate of 80% or higher for accessibility to services ➤ Increase of 25% in people accessing services

<p>Better support of people living in poverty</p>	<p><u>Reduced public service spending</u></p> <p>By offering comprehensive support services and addressing the root causes of poverty, the project aims to mitigate the need for costly interventions and public assistance in the long run.</p> <p><u>Increased skills development</u></p> <p>Access to support services and community activities can empower individuals living in poverty to develop new skills and pursue opportunities for economic advancement, potentially reducing reliance on welfare programs.</p>	<p>Number of individuals living in poverty accessing services</p> <p>Number of specific programs or initiatives targeting poverty alleviation (e.g., food assistance programs, financial literacy workshops).</p> <p>Success rates of individuals improving their financial situation because of support received at the community centre.</p> <p>Surveys or interviews with individuals living in poverty assessing their perceived level of support and impact of services received.</p> <p>Partnerships or collaborations with local organisations and local authorities focused on poverty reduction.</p>	<ul style="list-style-type: none"> ➤ Increase of 30% of people accessing the new community centre ➤ Delivery of at least two new initiatives ➤ Measure success rates of individuals pre and post intervention ➤ Achieve at least 70% satisfaction ➤ Continue to develop strong partnerships with local authorities and other local organisations and seek to develop new partnership arrangements.
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3. Marketing and Promotion

3a Description of Current Marketing Plan

The current 'Packmores Community Centre' is marketed and promoted as follows:

- Social media - there is a highly active Facebook page that promotes all activities.
- Posters and flyers – There are two community noticeboards in the area that are used to raise awareness in the local community. As it is a small area to cover, door to door flyer distribution and through local shops are a good promotional tool.
- Word of mouth - through residents spreading the word on activities they have attended.
- Food pantry - many residents attend the bi-weekly food pantry, where food and other goods are given out to residents of the estate. This is a key opportunity to meet key residents and talk to them about other things on offer and encourage attendance.
- Local press – events/activities and community days have been featured in local newspapers.

- Events – open days or information events attract new people who would not otherwise access the services/centre.
- Partners – partners delivering their services in the centre promote their services and consequently the centre.

3b Future Service Offer Options

The target audience for the Packmores Community Centre is the Packmores estate (direct beneficiaries) and the neighbouring Monks Way and Crompton Street (Potential Beneficiaries). The Census 2021 classifies households in England and Wales by four dimensions of deprivation: Employment, education, health and disability, and household overcrowding. These have been included in the definitions that follow:

Packmores Estate:

- Age Profile: High proportion of children, young people, and young parents, above average in Warwick.
- Tenure of Household: 49.6% social rented housing, highest in Warwick West.
- Employment History: 53.3% not worked in the last 12 months, 28.8% never worked.
- Household Deprivation: 34.7% deprived in one dimension, 18.2% deprived in two dimensions, 6.2% deprived in three dimensions.

Monks Way and Crompton Street:

- Age Profile: Highest proportion of young people among the targeted areas in Warwick West.
- Tenure of Household: 56.3% Social rented housing.
- Employment History: 56.3% have not worked in the last 12 months, 21.8% never worked.
- Household Deprivation: 38.5% deprived in one dimension, 22.1% deprived in two dimensions, 5.7% deprived in three dimensions.

The target audience for the Priory Pools Community Centre are identified as:

- Service users within Super Output Areas surrounding the Packmores Community Centre, as well as nearby residents.
- Includes residents of Saltisford Ward, Woodloes Estate, Warwick Town Centre, and Warwick West estates, identified as the most deprived community in Warwick.
- Families on low income, including those qualifying for Free School Meals.
- Families supported by social services and case workers, including foster families.
- Universal Credit applicants.
- Socially isolated individuals and clinically extremely vulnerable.
- School pupils, NEETs (Not in Education, Employment, or Training), and job seekers.
- Recently bereaved individuals.
- Men with mental health concerns.
- WDC and WCC teams for drop-ins, complaints, and service requirements.

Current services that are delivered by The Gap at the Packmores Centre:

- *Food Support:*
 - Partnerships with supermarkets provide surplus food for approximately 50 local families weekly.
 - Food collection point established at Packmores Centre.
- *Community Triage:*

- Engaging residents in conversations about various problems to maximise support.
- Focus on emerging themes of need.
- *Engagement Events and Activities:*
 - Fun Days
 - Information and Advice events
 - Resident Group meetings
 - Outdoors Wellbeing sessions
 - Family Support sessions
 - Addiction Support
 - Men's Mental Health initiatives
 - Youth Services (difficult all year round)
 - Activities for Older Adults
- *Volunteering Opportunities:*
 - Building community capacity and resilience through volunteer involvement.
- *Signposting:*
 - Establishing partnerships for effective referral to other services.
- *Success and Adaptability:*
 - Despite the limited space of the current facility, The Gap has achieved positive outcomes through presence and adaptability, directly impacting residents' lives.

Additional Initiatives that could be delivered from the new Priory Pools Community Centre:

- *Children and Families:*
 - Improved services for pre-school children e.g. Stay and Play groups
 - Year-round Youth groups
 - Fun Day events
 - Family service appointments for sensitive information
 - Sports activities & clubs
 - Pre and Post Natal support
 - SEN support groups
- *Adult:*
 - Men's Shed
 - U3A events
 - Speakers
 - Exercise classes
 - Additional activities for Older Adults
- *Citizens Advice and Advocacy:*
 - Benefits support
 - Universal Credit applications
 - PIP assistance
 - legal paperwork assistance.
- *Other Services:*
 - Housing officer appointments
 - PCSO clinics
 - Training/group hiring venue
 - After school activities
 - Potential new Scout Group

- o Hire for parties and events
- **Expansion Goals:**
 - o Increase attendance of current groups and introduce new initiatives.
 - o Provide private appointments for sensitive matters currently lacking privacy.
 - o Extend services to include wrap-around support.
 - o Allow all year-round services currently not feasible

Example Draft Timetable

This example of a weekly timetable gives a flavour of how each of the spaces within the Community Centre can help deliver the aims of this new community asset.

Day	Whole Centre	Main Hall	Group Room	Room 1	Room 2	Café/Kitchen	Pantry
Mon		9am-9pm PRIVATE HIRE	10-1pm Mens Shed	9-5pm CAB	ADDICTION GROUP	11-1pm COMMUNITEA	
Tue		9am-9pm PRIVATE HIRE	1-3pm HEALTHWATCH	9am-9pm PRIVATE HIRE	9am-9pm PRIVATE HIRE	10-2 Cake & Crafts	12-2pm Priory Pools Pantry
Wed		9.30-1.30pm LUNCH CLUB	9am-9pm PRIVATE HIRE	9am-9pm PRIVATE HIRE	9-11am COST OF LIVING workshops		1-3pm GAP GIVE at The Gap
Thu	YOUTH	4-8pm YOUTH GROUPS	1-3PM CAVA/Volunteering Workshops	8-9pm ADDICTION GROUP	9am-9pm PRIVATE HIRE	10-12pm Coffee Morning 4-8pm Youth Groups	
Fri		9am-9pm PRIVATE HIRE	10-12 STAY & PLAY 0-5 years	9am-9pm PRIVATE HIRE	9-3pm Housing Drop in	10-1pm GET COOKING	12-2pm Priory Pools Pantry
Sat		9am-9pm PRIVATE HIRE	7-9pm ADDICTION GROUP	9am-9pm PRIVATE HIRE	9am-9pm PRIVATE HIRE	9-12pm Fit4Kids	
Sun		9am-9pm PRIVATE HIRE	9-9pm PRIVATE HIRE	9am-9pm PRIVATE HIRE	9am-9pm PRIVATE HIRE	9am-12pm WALKING GROUP MEET UP	

Colour key

Current Packmores Centre Services

Additional proposed services on centre opening

Available for additional services / private hire

3c Competition

Other similar Community Centres in the local area are as follows:

Immediate Estate

Current Packmores Community Centre - which is too small, and not meeting the needs of the local community.

Warwick District

Other Community Centres within Warwick District, which offer similar services to the proposed new Centre, but these are all located too far away for Packmores Residents to access. Residents would incur costs travelling to these sites, with a minimum 30-minute walk to the nearest facility (The Gap) and unless the services are easily accessible the residents that are a priority to engage with, will not be reached.

The nearest Community Centres are:

- The Gap community centre (30-minute walk, 1.5 miles)
- Chase Meadow Community Centre (45-minute walk, 2 miles)
- SYDNI centre (1 hr 20-minute walk, 3.7 miles)
- BHLC Brunswick Hub (1 hour 10-minute walk, 3.2 miles)

3d Community Engagement

We have had regular conversations with the local community and have gathered feedback about services and facilities over the last 9 years.

General feedback about the current facilities (collected between 2015 and 2023)

- Too small
- Location not well known – council staff are unfamiliar, poor signage from the road.
- Opening hours – cannot open late due to being in a residential area and directly below flats.
- Not enough space
 - no parking
 - no room for pushchairs indoors
 - No safe space for bicycles
 - No mobility scooter parking outdoors
 - No room on the pathway
 - No space for groups to store equipment for next sessions.
 - No sheltered outdoor space
- No privacy
 - Can hear residents in adjacent flats.
 - Small office has glass windows and is not soundproof. This specifically prevented teenage pregnancy outreach work.
- Cleaners and contract teams need to share the space.
- Parents cannot stay on site
 - No café for chatting/socialising
 - Nothing for other family members while one group is taking place.

Community Consultation April 2023

In April 2023, the first formal consultation was organised, asking the community what the requirements would be for an appropriate community space. The consultation involved size and numbers of rooms, functionality, and service provision, and informed the first plans for the new Community Centre.

Community Consultation March 2024

In March 2024, after surveys were completed to establish the location of the new community centre, drawings were re-designed. This consultation aimed to sense-check these plans with the local community before being taken to the Project Board for sign-off and took place at an Easter Event at the Packmores Community Centre.

The response was incredibly positive, with some constructive feedback, and plans have been amended with revised path locations and the inclusion of a serving hatch to the main hall. These amendments are incorporated in the final plans.



We have strong links with the community, local volunteers, agencies, and schools (as detailed in our Key Partners). There is now a Residents Group, the “Packmores Area Residents Group,” who are fully behind the Community Centre project and who will support future community consultation and engagement.

See letters of support in Appendix 7

3e Planned Marketing Activities

Promotion of the new Community Centre

The new Community Centre will be promoted as follows:

- Social media: A new Facebook page ‘Priory Pools Community Centre’ has been set up and will be key to communicating information to a wide audience and developing awareness and support.
- Project Website: to contain key information, such as floorplans and elevations, timelines, and ways to donate.
- Community Support - this will be key for the new community centre to ensure we deliver a facility which meets local needs and is sustainable in the longer term. Building support in the local community and building an active local community via the Residents’ group is vital for the success of the Community Centre.
- Local Press - key milestones will be celebrated via press releases, which will help to broaden the awareness of the project throughout the wider area.
- Posters and flyers – These will continue to be used to spread the word around the local area.
- Events – These will be used to increase awareness, communicate project updates, and gain engagement in the project.



- Through partners – both via partners delivering their services in the current centre and via our other partners identified in section 2e.

Key Promotional Milestones

- March 24 - New Facebook Page Launched
- April 24 - Liaison with potential service users/hirers for centre
- June 24 - Website Developed
- June 24 - Press Release following Executive Meeting - celebrate project approval & first funds (Packmores Resident Association to make first donation)
- Sept - Dec '24 - Full Plan for Service offering developed with key partners, to inform Major Grant Applications
- Jan '25 - Campaign Launch - key partners invited, network widened

3f Agreements already in place

The Gap has been given a contract until 2029 to deliver services to the Packmores Community which will provide continuity of current services as we migrate from the current Packmores Community Centre to the new Priory Pools Community Centre.

The wrap-around services that are proposed to be delivered in the new community centre will require a number of organisations bringing together a comprehensive list of services. There have been conversations with a wide range of service providers including different departments within Warwickshire County Council (e.g. Adult Community Learning and Early Help), educational providers such as Warwick School Foundation, Citizen Advice, Scouts, Change, Live and Grow, Safeline, Helping Hands, and local churches, all which have indicated an intention of using the new facilities (see appendix 7 - Letters of Support).

It is also important to have the close involvement of local residents in taking ownership of the new community asset to encourage community togetherness by organising events such as fun days, and themed events (e.g. Easter, Christmas). The residents have been very supportive of the initiative and have indicated their willingness to be involved in the running of the centre.

There will also be the opportunity for hire of PPCC in addition to services provided, at indicative rates illustrated below:

PRIORY POOLS COMMUNITY CENTRE

PROPOSED ROOM HIRE PRICES FROM OPENING (charges per hour)

	Main Hall	Group Room	Interview Room
Mon-Fri 8am – 6pm			
Community & Non-Profit Groups	£15	£13	£10
Commercial Groups and Parties	£19	£16	£13
Evening and Weekends			
Community & Non-Profit Groups	£18	£15	£12
Commercial Groups and Parties	£25	£20	£17

4. Financial Plan

4a Present financial situation

The current Packmores Centre is primarily funded by a grant to The GAP from WDC, which pays for a Community Development Worker, project costs and management and support costs. Support for further activities and services is provided by other grant providers.

Current Packmores Centre / Warwick West finances		<u>2023-24</u>
Income		
Warwick District Council grant		£30,000
Other Income		
<i>KVIII (Cost of Living Project)</i>	£2,500	
<i>UKSPF Grant (Shared Prosperity Fund)</i>	£10,000	
<i>Wooden Spoon (Food Provision)</i>	£1,500	
<i>WDC (Cost of Living Project)</i>	£2,079	
<i>St. Mary's Hall (Men's Shed)</i>	£1,610	£17,689
Total income		£47,689
Costs		
Funded from WDC Grant		
<i>Community Development Manager</i>	£19,396	
<i>Community Development Assistant</i>	£2,496	
<i>DBS Checks</i>	£160	
<i>Training</i>	£500	
<i>Lifeline</i>	£209	
<i>Project Costs</i>	£1,000	
<i>Administration (2.5 hrs per week)</i>	£1,560	
<i>Management and Support (5 hrs per week)</i>	£4,680	£30,001
Other Expenditure		
<i>Cost of Living Project</i>	£2,518	
<i>Shared Prosperity Fund</i>	£10,000	
<i>Food Provision</i>	£0	
<i>Cost of Living Project</i>	£1,237	
<i>Men's Shed</i>	£1,384	£15,139
Total Costs		£45,140
Net Surplus/Deficit		£2,549

4b Estimated Project Costs

The table below shows the estimated total project capital costs (QS estimate May 1st, 2024). A value engineering exercise will be conducted to reduce the total costs during the detail design phase. Capital costs are increased due to the net zero building requirements.

Priory Pools Community Centre Capital Costs April 2024

	Size (m2)	460
	Cost (£)	Rate (£/m2)
Building Works		
<i>Sub Structures</i>	195,920	£426
<i>Frame</i>	93,500	£203
<i>Roof</i>	281,450	£612
<i>External Walls</i>	178,000	£387
<i>Windows & External Doors</i>	33,000	£72
<i>Internal Walls & Partitions</i>	44,000	£96
<i>Internal Doors</i>	21,400	£47
<i>Internal Finishes</i>	97,165	£211
<i>Fittings, Furnishing & Equipment</i>	35,000	£76
<i>Mechanical & Electrical Installations</i>	177,400	£386
<i>External Works</i>	181,608	£395
<i>Contractor Preliminaries</i>	200,766	£436
Contractor Works Sub Total	1,539,209	£3,346
Contingency based on 5% of contractor costs	76,960	5%
Design Contingency, based on 2.5%	38,480	2.5%
Sub Total	1,654,650	£3,597
Professional Fees	198,558	12%
Project Contingency	206,831	12.5%
Total Ex VAT Costs	2,060,039	£4,478
VAT on Fees	39,712	20%
Total Inc VAT Costs	2,099,750	£4,565
Sub Structure	195,920	£426
Super Structure	748,515	£1,627
Building Services	594,774	£1,293
* Total contingency included	322,272	£701

The design proposals for the centre are at a feasibility stage. Therefore, costs are based on nationally based unit metre construction rates with a location adjustment and construction size adjustment being applied. We have allowed a large project risk/contingency to cover the volatility of the current construction market and the uncertainties surrounding the building location and detailed timings. Over time one would expect to see the project contingency reduce as the level of uncertainties reduce. A significant external works amount has been included at this stage, which we hope will reduce as the detailed design is conducted. Initial survey and planning work is significantly progressed, using the two grants to The Gap already approved by WDC. The table below gives a breakdown of budgeted and actual spend to date with each grant.

PPCC PROJECT PROFESSIONAL FEES AND SURVEYS

INITIAL PHASE		ACTUAL		
Item	Details	Consultant Cost	VAT	Total contract cost
Business Case compilation, outline designs and project costings				£3,825

PHASE 2 (£25K WDC GRANT)		ACTUAL/FINAL TO BE PAID		
Item	Details	Consultant Cost	VAT	Total contract cost
Architect	<i>Invoice 1</i>	£5,913	£1,183	£7,095
	<i>Invoice 2</i>	£1,043	£209	£1,252
Principal Designer	<i>Invoice 1</i>	£345	£69	£414
Landscape Architect	<i>Invoice 1</i>	£1,450	£290	£1,740
Surveys				
Site infrastructure and utilities survey	<i>Invoice 1</i>	£1,050	£210	£1,260
Topographical survey	<i>Invoice 1</i>	£825	£165	£990
Ecology	<i>Invoice 1</i>	£975	£195	£1,170
Ecology phase 1 survey	<i>Invoice 1</i>	£1,000	£200	£1,200
	<i>Invoice 2</i>	£1,050	£210	£1,260
Ground condition desk top survey	<i>Invoice 1</i>	£0	£0	£0
CCTV drainage and condition survey	<i>Invoice 1</i>	£625	£125	£750
Tree survey and report	<i>Invoice 1</i>	£1,000	£200	£1,200
	<i>Invoice 2</i>	£350	£70	£420
Project Management	<i>July-December 2023</i>	£5,738		£5,738
TOTAL BUDGET/INVOICES PAID		£21,364	£3,125	£24,489

PHASE 3 (£48K WDC GRANT)		BUDGET		
Item	Details	Consultant Cost	VAT	Total contract cost
Architect	<i>To RIBA Stage 3</i>	£16,857	£3,371	£20,228
Principal Designer	<i>Quote</i>	£945	£189	£1,134
Landscape Designer	<i>Quote</i>	£3,450	£690	£4,140
Quantity Surveyor	<i>Quote</i>	£4,200	£840	£5,040
Arboriculture	<i>Quote</i>	£1,350	£270	£1,620
Structural Engineer	<i>Quote</i>	£2,950	£590	£3,540
M&E Engineer	<i>Quote</i>	£2,500	£500	£3,000
Surveys				
<i>Ecology - Badger Set Survey</i>	<i>Quote</i>	£895	£179	£1,074
<i>Ecology - Bat Survey</i>	<i>Quote</i>	£962	£192	£1,154
<i>Watercourse Survey</i>	<i>Quote</i>	£3,000	£600	£3,600
<i>Biodiversity Survey</i>	<i>Quote</i>	£3,500	£700	£4,200
Full Planning Application		£2,954		£2,954
Project Management	<i>January-May 2024</i>	£4,781		£4,781
TOTAL BUDGET/INVOICES PAID		£48,344	£8,122	£56,466

4c Fundraising plan

Our fundraising plan will consist of raising the bulk of the capital required from grants, with one major final funder, supported by a fully integrated local fundraising strategy.

The example fundraising pyramid opposite helps demonstrate how to raise the necessary funds (target £2 million). We will require a small number of very large grants, with potential funders being National Lottery, WDC, WCC, 29th May 1961, The Norton Foundation and Severn Trent Community Fund.

Below that we will apply for a number of grants in the £25k - £100k range from a variety of providers including the King Henry VIII Endowed Trust, Bernard Sunley Trust & Garfield Weston Foundation. There

are many small grant providers in the £500 to £25k range who we will also apply to for support. In addition, personal donations and corporate support could generate support at this level.

Finally, but of equal importance, will be the local fundraising events that will be planned, such as local community activities and events, sponsored events, raffles etc. These are key to demonstrate the support of the local community, but also add an opportunity to build community spirit and cohesion, with all united in a common cause. We would also consider crowdfunding and a 'Buy a brick' scheme (lots of small donations that together generate a larger sum) to fund any final funding gaps.



Breakdown of how £2 million can be raised

Funding Source	No. Required	No. Prospects required	Gift Value	Amount Raised	Cum Total
Major Grant	1	4	£500,000	£500,000	£500,000
Major Grant	2	8	£250,000	£500,000	£1,000,000
Grant/ Major Donor/Corporate	3	12	£100,000	£300,000	£1,300,000
Grant/ Major Donor/Corporate	5	20	£50,000	£250,000	£1,550,000
Grant/ Major Donor/Corporate	7	28	£25,000	£175,000	£1,725,000
Grant/ Major Donor/Corporate/Event	10	40	£10,000	£100,000	£1,825,000
Grant/ Donor/Corporate/Local Fundraising	20	80	£5,000	£100,000	£1,925,000
Grant/ Donor/Corporate/Local Fundraising	60	240	£500	£30,000	£1,955,000
Donation/Local Fundraising	100	400	£100	£10,000	£1,965,000
Donation/Local Fundraising	500	2000	£50	£25,000	£1,990,000
Donation/Local Fundraising	2000	8000	£1	£2,000	£1,992,000

Fundraising Campaign

A detailed fundraising campaign is being developed for the Priory Pools Community Centre based on the distinct phases of the project, as detailed below. Once the fully costed plan is developed for PPCC, and funds begun to be realised, there may be opportunities to break the project down into specific funding phases (e.g. Shell, Fit-out and External works) and this will be evaluated in the final fundraising plan. The proposed phases are shown below:

Phase 1: 'Preparation & Planning' whilst plans are developed and planning secured (March 2024 - Aug 2024)

During this phase, the following will be undertaken as part of a more low-key, behind-the-scenes approach, and we are confident of securing £550k, 27% of the target (WDC & WCC funding)

- Social Media - Priory Pools Community Centre now has its own Public Facebook Page
- The CIO that will fundraise and run the centre once open has been established
 - Trustees appointed and Constitution agreed March 2024
 - Applied to be registered with the Charity Commission April 2024
- Networking with funders - key funders were invited to Easter Consultation event, and dialogue begun. This will now be built on over the summer.
- Project case for support - this will be worked up, following the finalising of the Business Plan, to pull together a strong funding document to use in dialogue with funders.
- Fundraising volunteers identified
 - from Packmores Estate (google form recruiting those interested in getting involved),
 - Local Groups e.g. Warwick Rotary have nominated a volunteer to join a committee to work up a model for working on the fundraising
- Press Coverage of the key milestones for the project
- Social Fabric Fund 'Expression of Interest' made (May 2024)
- Plan to build links with new Mayor (Cllr Dave Skinner) and discuss Priory Pools Community Centre being his 'Charity of the Year'

Phase 2: 'Soft Launch' whilst Tender Process/Finalisation of Costs underway (Sep 2024 - Dec 2024)

During this phase we would work on securing another £100k, from CV34 Charities, taking us to £650k by Dec 2024 - 31% of target

- Community Fundraising Launched - local fundraising is vital to demonstrate to larger funders the commitment to the project from the local community.
- Small Trusts Contacted - Small to medium trusts, who will accept a good 'Case for Support' will be contacted to seek gifts of £250 to £5k to boost the campaign.
- Large Trusts - seek assured income e.g. King Henry VIII Endowed Trust, Warwick Relief in Need, 29th May 1961, John Egan. Thomas Oken etc.
- Discuss Strategic long-term funding plan with 'CV34' charities.
- Online Fundraising Launched - online donations, online raffles, auctions etc that can be promoted on social media and in the local press.
- Regular PR - to build a sense of ownership within the local community.
- Build local partnerships with key local businesses to adopt PPCC campaign e.g. Morrisons, Sainsburys, local businesses near Packmores.

- Substantive start on income made - we need to have secured a satisfactory level of secured income to prove to wider funders that this project is serious and will happen.

Phase 3: 'Public Campaign Launch' with fully Costed Project (Jan 2025 onwards)

During this phase we would aim to secure the following over a 2-year period:

- Jan 25 - Jun 25: £300k from large grants and opportunities developed from campaign launch - 46%.
- July 25 - Dec 25: £300k from donations, grants, business partnerships and public fundraising - 62%
- Jan 26 onwards - we would aim to secure £750k, including a large final funder. If we are £200k under target we would proceed without external landscaping while we continue to fundraise for this or explore other ways to break down the project.

This stage would involve:

- Launch Event - Business Breakfast/Evening Event - this will be planned to kick off the major fundraising drive, with some local champions to speak at the event along with key project leaders. Warwick School have offered 'Warwick Hall' as the venue for this event.
 - Key stakeholders, potential users, potential funders and local community groups and businesses
 - Opportunity to network and spread the message to a wider audience within Warwick.
 - Gain commitment to support from key individuals.
 - Launch the 'Fundraising Pyramid' and seek personal donations from those invited.
- Large grant applications submitted
- Major local press & awareness campaign
- On-going community fundraising
- Key business partnerships developed
- Large individual donations secured
- Full community engagement/sense of purpose and commitment to make it happen across the whole of Warwick District
- We would also seek to look for donations for fit-out items or specific grants for elements of the building.

PRIORY POOLS COMMUNITY CENTRE CAPITAL FUNDRAISING FORECAST

	Actual	Forecast				TOTAL	
	2023	2024	Jan - Jun 2025	Jul - Dec 2025	Jan - Jun 2026		Jul - Dec 2026
Start of period funds held*	0	25,000	653,650	976,950	1,311,500	1,646,050	
Local fundraising		2,000	10,000	15,000	15,000	20,000	62,000
Donations		1,000	10,000	15,000	15,000	20,000	61,000
Grants	25,000	625,000	300,000	300,000	300,000	350,000	1,900,000
Corporate matched funding		400	800	800	800	800	3,600
Gift aid and GASDS		250	2,500	3,750	3,750	5,000	15,250
End of period funds held*	25,000	653,650	976,950	1,311,500	1,646,050	2,041,850	2,041,850
<i>Grants received / assured</i>							
<i>Warwick District Council</i>	25,000	225,000					
<i>WCC Social Fabric Fund</i>		300,000					
<i>Other Grants</i>		100,000	300,000	300,000	300,000	350,000	
Total Grants	25,000	625,000	300,000	300,000	300,000	350,000	1,900,000

** Initial WDC grants of £25k and £48k + VAT held by The GAP to take the project to planning phase. Management of the project and funds to transfer to the CIO*

This fundraising campaign will be led by Janette Eslick (PPCC Trustee), a volunteer professional fundraiser, who has worked as head of Individual Giving for leading Childcare Charity ‘NCH’ and worked as a Fundraising Consultant. More recently she led the campaign to raise over £1 million for 2nd Warwick Sea Scouts new HQ and is also a trustee on Warwick Relief in Need. Viv Bosworth (Trustee) will also be working on this campaign; Viv has previously been a Management Consultant and worked in the retail industry and holds an MBA from Harvard Business School. She is currently Chair of 2nd Warwick Sea Scouts and Deputy Chair of King Henry VIII Endowed Trust.

Illustrated below are the potential income scenarios that could enable us to achieve between £835k, £1.7 million and £2.8 million depending on the success of various grant applications.

The final success of the fundraising will be driven by the ability to build a sense of momentum within the community, effective communications, the building of strong networks with funders and a focussed and driven grants application strategy.

With the fundraising experience within the team, networks already established, and support of the Project Board, the PPCC is in a strong position to achieve its targets.

POTENTIAL FUNDING SOURCES

Source	Comments	When Apply	Low Forecast	Medium Forecast	High Forecast
Councils	<i>Early dialogue needed to gain initial support, so can identify gap, and provide seed funding. Discussion about being a funder of last resort i.e. provide a direct contribution, then an 'up to safety net that ideally other funders will cover as campaign progresses.</i>				
Warwick District Council	Initial offer of £250k	Ongoing	£250,000	£250,000	£250,000
Warwick Town Council	£5k max per year for costed specific items	March 25	£5,000	£5,000	£5,000
Warwick County Council	Social Fabric Fund	May 24	£150,000	£300,000	£450,000
Large Grants	<i>Planning permission and a costed plan for project will be needed to apply for these i.e. design finalised and gone to tender. Prior to this, get in dialogue with them to develop case and understand likelihood of success. Some will need CIO 1st year annual accounts.</i>				
King Henry VIII Endowed Trust	Local supportive trust	2024	£50,000	£100,000	£200,000
Bernard Sunley	Offer capital funding, can only apply when planning permission granted and have a fully costed plan and 10-year lease. Plus, one set of annual accounts	2025	£25,000	£75,000	£100,000
Garfield Weston Foundation	Do large capital funding, but for larger organisations. Expect community centres to raise money from community, £30k max. 20-year lease need. Quotes 3 months old. 50% costs raised	2026	£10,000	£20,000	£30,000
John & Julia Egan Trust	Local family who supports alleviation of poverty	2024	£10,000	£20,000	£30,000
29th May 1961 Trust	Locally based charity that support education and youth, large funds available.	2024	£20,000	£30,000	£50,000
Norton Foundation	Support YP under 25 in Warwickshire. Next Large Capital Grant due 2025?	2025	£5,000	£125,000	£250,000
HS2	2wk received £75k grant. Need to check still available in area. Priorities under review	2025	£25,000	£50,000	£75,000
Severn Trent	To get over £75k need to show people, place, and environment benefits. Grant has to be used within 3 months of granting. 10% must be match funded.	2025	£75,000	£125,000	£200,000
FCC Community Action Fund	Only available up to project cost £500k. Consider for landscaping	2026	£25,000	£50,000	£100,000
Morrisons Community Fund	Would fully fund something for £25k (not part-fund)	2025	£0	£12,500	£25,000
National Lottery	Potential to apply again to Reaching Communities Fund (£326k received for youth provision 2023); or Partnerships fund; possibly #IwillFund	2025	£50,000	£250,000	£500,000
The Clothworkers Foundation	Capital funding of 10% of balance left to raise	2025	£10,000	£50,000	£100,000
National Grid	Standard local grant	2024	£10,000	£10,000	£10,000

Project Pool	Local charity linked to the Parish Churches	2024	£25,000	£50,000	£100,000
Warwick Relief in Need	Discuss strategic partnership	2024	£20,000	£50,000	£75,000
Warwick Court Leet	Local supportive trust	2024	£3,000	£5,000	£10,000
Small Grants	<i>To apply for these, a good case for support needs to be pulled together based on estimated costs/draft plans/benefits/outcomes/case studies and can then be emailed or sent with a letter for potential early donation</i>				
Austin Edwards	Local supportive trust	2024	£1,000	£1,000	£1,000
Richard Cadbury	Local supportive trust	2024	£500	£500	£500
St Marys Hall Trust	Local supportive trust	2024	£2,500	£2,500	£2,500
Foyle Foundation Small Grants	Apply at end, annual income < £150k	2026	£2,000	£5,000	£10,000
Small Local Trusts	Send letters for small £250 - £1k contributions	2024	£5,000	£10,000	£15,000
Local Groups	<i>Build useful links now with all these local groups and will develop into a good ongoing relationship</i>				
Kenilworth Round Table	£5k donated to 2wk	2025	£5,000	£5,000	£5,000
Warwick Rotary Club	£10k donated to 2wk via special initiative fund, otherwise smaller contributions. Have indicated has up to £100k could divert to good local project	2024	£5,000	£30,000	£75,000
Warwick Lions Club	Smaller donations, but should engage with this	2024	£500	£1,000	£1,500
Leamington Round Table		2024	£500	£1,000	£1,500
Donations	<i>Need to develop a public Facebook page and website that can then provide direct donations (including Gift Aid) to the campaign. Engage the local community and business leaders (via launch event) to support personally</i>				
Personal Donations		Ongoing	£5,000	£10,000	£20,000
Crowdfunding		Ongoing	£20,000	£30,000	£40,000
Gift Aid	25% increase on any donations via taxpayers	Ongoing	£1,250	£2,500	£5,000
Local Fundraising	<i>A campaign needs to be developed that launches this to the Packmores and Warwick as a whole and keeps it in the public conscience. Launch event, Press Releases, Facebook posts, on-going events.</i>				
Packmores Community Activities	The local community needs to engage with this	Ongoing	£10,000	£30,000	£50,000
Morrisons Community Champion Support	Develop a good relationship with all local supermarkets. Morrisons very active and could adopt you as a charity for a year	Ongoing	£5,000	£10,000	£15,000
Sponsored Event	Something to engage community and set up via an online fundraising portal (e.g. people Fundraising)	Ongoing	£2,000	£5,000	£10,000
Online Raffle	Set up via online fundraising portal	Ongoing	£1,000	£3,000	£5,000
Corporate Matched Giving	£400 from any National Grid employee raising £400	Ongoing	£400	£1,200	£2,400
TOTAL			£834,650	£1,725,200	£2,819,400

4d VAT Status

The construction costs for the community centre will be zero rated for VAT as per HMRC guidance linked here: <https://www.gov.uk/guidance/buildings-and-construction-vat-notice-708#section3>.

A community centre qualifies for zero rating for VAT on construction costs as a building that will be used solely for a relevant charitable purpose. VAT will be payable on all professional fees.

When the centre is open it will not be VAT registered so will be unable to reclaim VAT on expenditure.

4e Income and Expenditure Forecast

The five-year income and expenditure forecasts below are based on the centre being owned by WDC and leased to the CIO at a peppercorn rent. Business rates are expected to be charged with 80% compulsory charity discount. As the building will have a rateable value of greater than £5k we do not expect the remaining amount to have a discretionary discount.

The WDC contract with The Gap to provide a Community Development Worker, services and management and administration support has not been included in the income and expenditure forecast, since these will be included in The Gap accounts. We also assume that the Gap will continue to source additional funds to pay for extra services, as they do now. Additional people costs are assumed to be minimal in the early years as the centre will be managed by a combination of the CDW, The Gap and volunteers from the local community. As hirer income grows, we would expect to either hire a part time centre manager or share a manager with The Gap.

The building will be available for regular service providers five days a week, 9am - 5pm, as per the draft timetable in section 3b. Outside of these times the facility will be available for private bookings. We would expect the centre to be well used at weekends for events, community activities, youth activities, childrens' parties and other activities.

We have assumed a steady growth in income from hiring out rooms, although to a level below that achieved by The Gap or Chase Meadow Community Centre (CMCC) due to the different level of affluence in the catchment areas.

Electricity costs are assumed to be lower when compared with The Gap and CMCC due to the fabric first approach and the use of energy efficient materials and renewable sources.

We have not included any income and costs for the cafe as this is assumed to be break even at worst case.

We would expect a small amount of revenue support from Councils and local Warwick charities, particularly in the first years as the Community Centre becomes established. We have confidence that the income and expenditure forecast set out below is conservative, and that Priory Pools Community Centre would have a sustainable business model.

No inflation has currently been included in the model. The assumption is that cost inflation could be met by a slight increase in the hire rates or revenue support grants.

	Priory Pools Community Centre					Comparables	
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Gap 2022	CMCC 2022
<i>Size of Centre (sq.m.)</i>	460					502	687
Income							
Councils*	3,000	3,000	4,000	4,000	5,000	35,469	-
Warwick charities	10,000	10,000	5,000	5,000	5,000	108,454	62,487
Fundraising	5,000	5,000	5,000	5,000	5,000	2,330	
Room hire	5,000	10,000	15,000	20,000	25,000	37,301	68,857
Total income	23,000	28,000	29,000	34,000	40,000		
Costs							
Property costs							
<i>Rent</i>						7,833	
<i>Business rates</i>	2,000	2,000	2,000	2,000	2,000	2,884	3,639
<i>Water rates</i>	500	500	500	500	500		
<i>Electricity**</i>	5,000	5,000	5,000	5,000	5,000	5,598	9,338
<i>Cleaning and waste management</i>	3,000	3,000	3,000	3,000	3,000	2,427	
<i>Repairs, renewals & maintenance</i>	2,000	2,000	2,000	2,000	2,000	9,261	5,311
People costs*							
<i>Centre manager</i>	0	10000	10,000	15,000	20,000	19,293	35,485
<i>Volunteer expenses</i>	200	200	200	200	200	504	
<i>Training</i>	200	200	200	200	200	995	
Office costs	3,500	3,500	3,500	3,500	3,500	9,469	3,953
Governance	1,500	1,500	1,500	1,500	1,500	3,523	1,133
Fundraising costs	1,000	1,000	1,000	1,000	1,000		
Total Costs	18,900	28,900	28,900	33,900	38,900		
Net Surplus/Deficit	4,100	(900)	100	100	1,100		
<p>* WDC contract with The Gap to provide a Community Development Worker, services and management support for the new Priory Pools Community Centre not included in income or costs</p> <p>** Fabric First approach will ensure lower energy costs than The Gap or CMCC</p> <p>*** Café assumed to be breakeven so not included in income or costs</p>							

4f Sensitivity Analysis

Worst case scenario: No WDC Grant / No increase in hiring income.

The WDC grant that provides a Community Development Worker (CDW) service and some management support is key to ensuring the finances of the new centre are sustainable. We foresee this grant and services being managed via The Gap for at least the first few years, and the centre benefiting from The Gap's experience. There could be potential at some stage in the future for the grant to be paid to the new Centre and the CDW employed directly, but this would require the centre to operate for a few years and reach a level of maturity. If the grant were to be removed entirely by WDC the Centre would have to significantly increase hiring levels to be able to afford to

employ a CDW and maintain the service provision. Increasing time for hiring the centre would reduce the time available for the required community services.

We have therefore created a worst-case scenario where the WDC grant is no longer available and no increase in hiring has been possible. This shows a deficit to be filled of around £30k each year. Alternative revenue support and grants would have to be sought to cover the costs of the CDW. Given the needs of the local community and the rationale for the establishment of this new centre we would hope there is a good certainty that the WDC grant will continue to cover CDW and the provision of services.

Priory Pools Community Centre Worst Case Scenario (no WDC grant)						
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Income						
Councils*	3,000	3,000	4,000	4,000	5,000	
Warwick charities	10,000	10,000	5,000	5,000	5,000	
Fundraising	5,000	5,000	5,000	5,000	5,000	
Room hire	5,000	10,000	15,000	20,000	25,000	
Total income	23,000	28,000	29,000	34,000	40,000	
Costs						
Property costs						
	<i>Rent</i>					
	<i>Business rates</i>	2,000	2,000	2,000	2,000	
	<i>Water rates</i>	500	500	500	500	
	<i>Electricity**</i>	5,000	5,000	5,000	5,000	
	<i>Cleaning and waste management</i>	3,000	3,000	3,000	3,000	
	<i>Repairs, renewals & maintenance</i>	2,000	2,000	2,000	2,000	
People costs*						
	<i>Centre manager</i>	0	10,000	10,000	15,000	20,000
	<i>Volunteer expenses</i>	200	200	200	200	200
	<i>Training</i>	200	200	200	200	200
Costs currently funded by WDC grant						
	<i>Community Development Manager</i>	£19,396	£19,396	£19,396	£19,396	£19,396
	<i>Community Development Assistant</i>	£2,496	£2,496	£2,496	£2,496	£2,496
	<i>DBS Checks</i>	£160	£160	£160	£160	£160
	<i>Training</i>	£500	£500	£500	£500	£500
	<i>Lifeline</i>	£209	£209	£209	£209	£209
	<i>Project Costs</i>	£1,000	£1,000	£1,000	£1,000	£1,000
	<i>Administration (2.5 hrs per week)</i>	£1,560	£1,560	£1,560	£1,560	£1,560
	<i>Management and Support (5 hrs per week)</i>	£4,680	£4,680	£4,680	£4,680	£4,680
Office costs	3,500	3,500	3,500	3,500	3,500	
Governance	1,500	1,500	1,500	1,500	1,500	
Fundraising costs	1,000	1,000	1,000	1,000	1,000	
Total Costs	48,901	58,901	58,901	63,901	68,901	
Net Surplus/Deficit	(25,901)	(30,901)	(29,901)	(29,901)	(28,901)	

Best case scenario: WDC Grant continues / increase in hiring income.

The forecast financial model has a conservative level of hiring income. We have put together a best-case scenario where the hiring income increases significantly to the income level experienced by The Gap (still well below Chase Meadow Community Centre level). No increase in the centre manager costs is forecast in this scenario as we expect to leverage a satisfactory level of volunteer support to enable the increase in hiring income.

This scenario creates a surplus of over £10k from Year 3.

Priory Pools Community Centre Best Case Scenario (increase in hiring income)					
	<u>Yr 1</u>	<u>Yr 2</u>	<u>Yr 3</u>	<u>Yr 4</u>	<u>Yr 5</u>
Income					
Councils*	3,000	3,000	4,000	4,000	5,000
Warwick charities	10,000	10,000	5,000	5,000	5,000
Fundraising	5,000	5,000	5,000	5,000	5,000
Room hire	5,000	15,000	25,000	30,000	35,000
Total income	23,000	33,000	39,000	44,000	50,000
Costs					
Property costs					
<i>Rent</i>					
<i>Business rates</i>	2,000	2,000	2,000	2,000	2,000
<i>Water rates</i>	500	500	500	500	500
<i>Electricity**</i>	5,000	5,000	5,000	5,000	5,000
<i>Cleaning and waste management</i>	3,000	3,000	3,000	3,000	3,000
<i>Repairs, renewals & maintenance</i>	2,000	2,000	2,000	2,000	2,000
People costs*					
<i>Centre manager</i>	0	10000	10,000	15,000	20,000
<i>Volunteer expenses</i>	200	200	200	200	200
<i>Training</i>	200	200	200	200	200
Office costs	3,500	3,500	3,500	3,500	3,500
Governance	1,500	1,500	1,500	1,500	1,500
Fundraising costs	1,000	1,000	1,000	1,000	1,000
Total Costs	18,900	28,900	28,900	33,900	38,900
Net Surplus/Deficit	4,100	4,100	10,100	10,100	11,100

In summary, we believe that the new community centre finances will be robust and sustainable, with the biggest risk coming from a withdrawal or reduction in the supporting WDC grant to fund a Community Development Worker, services, and administration.

5. Risks and Issues

5a Risk Register

Construction Phase

RISK	LEVEL	MITIGATION
Construction costs exceed estimate	Medium	Budget for the Business Plan has been prepared based on Q1 2024 construction costs (£ per m ²). In addition, a contingency of 20% has been included in the calculations. A detailed cost plan will be prepared, and the project budget managed by value engineering.
Inability to obtain grants timed to fund construction	High	Several grant funding streams have been identified for the new Community Centre. Now that more detail has been provided on the nature and cost of the building to be procured more detailed discussions can now be undertaken and firm commitments of funding secured.
Locate and procure site	Medium	A site has been identified and agreed by WDC. The value of the Housing Revenue Account land to be transferred to the General Fund is currently under review and will need to be added into the project cost once known. Final agreement needs to be reached for the release of the site and the lease drawn up.
Planning Permission for the new building	Medium	Informal Planning opinion has been received from the LPA and was broadly positive. Pre-application advice will need to be sought from Warwick DC during the detailed design stage of the planning process and LPA advice will be included within the final application. Discussions already underway with planning.
Replace existing garage spaces	Medium	The current site proposal is occupied by several garages that are still used by residents. Alternative parking arrangements will need to be agreed.
Project Program exceeded	Low	Rigorous project management protocols will be followed. Client Variations will be minimised by adherence to clear project objectives. Careful consideration of procurement options will be considered to ensure the correct choice is made to deliver best value, including consideration of new methods of construction and of site manufacture.
New Administration at WDC	Low	Creation of a project board to including representation from WDC

RISK	LEVEL	MITIGATION
Insufficient income from new Community Centre to cover costs	Medium	The Business Plan includes a forecast of the likely income for the new Community Centre to reach a level lower than similar centres in the area over the first 5 years, due to the difference in affluence level in the catchments. The new Community Hub was a key component of the Neighbourhood Plan and well supported in the Referendum. A marketing and promotional campaign will be conducted to attract hirers.
Proposed Facility does not meet community need	Low	Following extensive community consultation, the project team is confident the proposed schedule of accommodation meets community requirements. Further consultation will be undertaken as the project develops.
Withdrawal of WDC CDW and service provision grant	Medium	The withdrawal of the grant would require other revenue support to be sought or an increase in hiring income. This scenario is seen as unlikely, however.

5b Issues Log

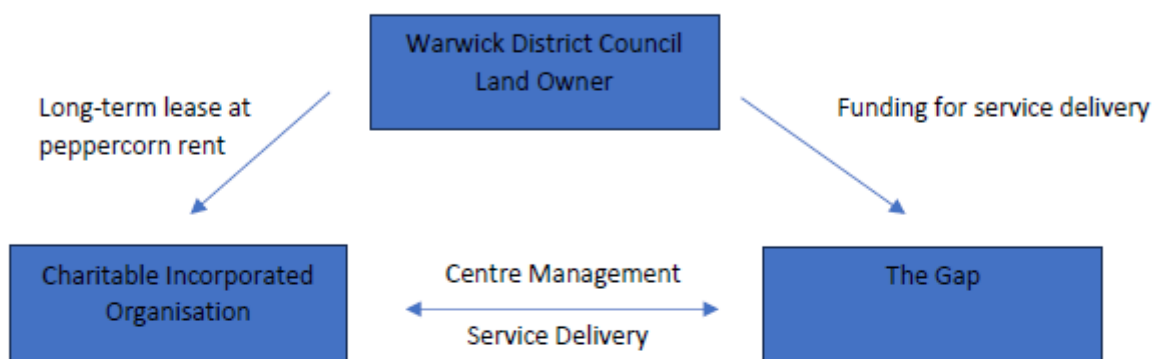
Issue	Description	Priority	Category	Responsibility	Status	Resolution/Comments
01	Business plan Approval	High	Funding	The Gap/WDC	Open	Business Plan draft completed. WDC to Consider
02	Revenue funding needs to be secured and confirmed from WDC	High	Funding	WDC	Open	The Gap/WDC to discuss
03	Capital funding needs to be secured and confirmed from WDC	High	Funding	The Gap/WDC	Open	The Gap/WDC/Charitable Trusts to agree access to possible funds and amount available
04	Access to initial capital fund to support pre-tender project development	High	Funding	The Gap/WDC	Open	The Gap/WDC/Charitable Trusts to agree access to possible funds and amount available
05	Client detail brief of new building to be issued	Medium	Design	The Gap/WDC	Open	The Gap/WDC to sign off on results of public conversation
06	Public consultation event to be arranged	Medium	Promotion and Marketing	The Gap/WDC	Open	Concept drawings required
07	Site availability to be confirmed	High	Funding	The Gap/WDC	Open	The Gap/WDC to finalise agreement and draft lease
08	Project Team to be appointed	Medium	Design	The Gap/WDC	Open	The Gap/WDC to discuss access to initial capital funds to support pre-tender project development
09	Ownership & Legal treatment of Asset to be agreed	High	Funding	The Gap/WDC/Charitable trusts	Open	The Gap/WDC/Charitable Trusts to agree Legal treatment of built asset

Appendices

Appendix 1 – Detailed Structure of new CIO

Priory Pools Community Centre – Structure and Working Relationships

It is proposed to establish a new Charitable Incorporated Organisation (CIO) which will carry out the fundraising for the new Priory Pools Community Centre, and subsequently be responsible for the running of the centre. The CIO will be governed by a Trustee Board, which will include a number of local residents. It is important to understand how this new CIO will interact with both Warwick District Council and The Gap, and where the roles and responsibilities will lie between the three parties. This paper outlines the key responsibilities of each party.



1. Warwick District Council

a. Land

WDC will retain ownership of the land where the building is situated, and will provide a long term lease (199 years) at a peppercorn rent to the Priory Pools Community Centre CIO.

b. Fundraising phase

WDC has already agreed to fund £250k towards the build - £25k upfront to fund surveys and design work, with a further £225k towards further design and build costs.

c. Service Contract

WDC will provide funding for the provision of a Community Development Worker (CDW) and some services. The current service delivery contract with the Gap will be extended until 2030 to allow continuity and track record to be demonstrated to potential funders. The current £30k contract allows/enables The Gap to employ a part time CDW and some services in the Packmores area. The proposal is to maintain this level of funding (inflated) until the centre is open, but move to the funding of a full time CDW at this time, to allow enable longer centre opening hours and more services to be provided. This will increase the contract to £40k (inflated) once the centre is open.

2. Priory Pools Community Centre Charitable Incorporated Organisation

a. Lease

The CIO will hold the lease for the Community Centre from WDC.

b. **Fundraising phase**

The CIO will hold the capital funds raised. Grant applications will be made by the CIO, which allows fundraising from organisations who would not fund public body applicants and want to see an already established independent body. It will also ensure separation from The Gap's fundraising activities, and ensure that their activities are not compromised. Any issues around the CIO not having a track record are mitigated by the ongoing contract with The Gap for service delivery.

c. **Building responsibilities**

The CIO will be responsible for the payment of rent, rates and utilities, along with cleaning and caretaking.

d. **Centre Management**

The CIO will aim to employ a part time centre manager to deal with bookings, bookkeeping and maintenance. A key part of this role will be to generate income for the centre to provide sustainability. In the initial years some revenue fundraising will be required to help to cover the costs of the centre, and this will be included in the fundraising plan. The CDW will assist with some aspects of centre management, such as opening the centre to users at times that the centre manager is not present. It is envisioned that volunteer residents will also be involved in the running of the centre.

e. **Community Café**

The CIO will have the facility to operate a community café which will be open at set times depending on what activities and services are on offer. During the summer holidays it is the aspiration to open this for more hours to allow those using the play area and park to come in for refreshments, giving them the opportunity to experience the centre.

The Gap

a. **Service Delivery Contract**

The Gap's contract with WDC to provide services in the Packmores area will be extended until 2030 as outlined under 1c above. Until the new centre is open, The Gap will continue to provide services from the current Packmores Community Centre, as per the current contract.

Once the new centre is open The Gap will work closely with the CIO to provide additional services to ensure the new facilities are utilised effectively local needs are met. This will include Youth and Older Adult services, and bringing in other service providers, such as Citizens Advice, mental health services, and addiction services.

The Community Development Worker will assist the part time Centre Manager in the running of the new centre.

b. **Support and Expertise**

The Gap will be able to advise the new CIO on the running of the Community Centre, and support where appropriate with administration.

Appendix 2 - Benefits Model

Below is an analysis of the rationale for the project focusing on the Packmores area and its community hub development:



1. Identifying Potential Benefits:

- **Improved Access to Services:** The development of the community hub aims to address identified needs such as deprivation, child health issues, and community safety concerns. By providing a centralised location for accessing services, the project seeks to improve community well-being.
- **Enhanced Community Engagement:** Through stakeholder feedback and consultation events, the project fosters community engagement and empowerment. This can lead to increased participation in local initiatives and a stronger sense of community spirit and ownership.
- **Reduction of Health Inequalities:** By targeting a disadvantaged area with higher rates of deprivation and health issues, the project aims to reduce health inequalities and improve overall health outcomes within the community.
- **Increased skills development –** Through volunteering, the local community will have the opportunity to develop their personal and professional skills leading to paid employment.
- **Reduced Public Service spending –** by engaging in early support and local access to services, and the combined benefits already mentioned above, there is a potential for a significant public service spending reduction.

2. Planning for Benefits Realisation:

- **Establishing Clear Objectives:** The project sets clear objectives related to addressing identified needs, engaging stakeholders, and supporting strategic priorities outlined in the Warwickshire Health and Well-being Strategy.
- **Defining Key Performance Indicators (KPIs):** KPIs related to access to services, community engagement levels, and improvements in health outcomes can be established to measure the success of the project.
- **Developing Benefit Profiles:** Benefit profiles can be created to outline the expected outcomes and benefits associated with the project, including improved community well-being, reduced health inequalities, and increased community cohesion.

3. Delivering Benefits:

- **Implementing the Community Hub development:** The project involves the physical development of the community hub to improve access to services and facilities for residents.
- **Engaging Stakeholders:** Stakeholders are actively involved in the development process, providing feedback and input to ensure that the project meets the needs of the community.
- **Monitoring Progress:** Progress towards achieving the identified benefits is monitored throughout the project lifecycle, with regular updates provided to stakeholders and adjustments made as needed.

4. Realising Benefits:

- **Measuring Impact:** Impact assessments are conducted to measure the effectiveness of the project in achieving its objectives and delivering the expected benefits.
- **Celebrating Success:** Successes and achievements are celebrated with the community and stakeholders to reinforce the positive outcomes of the project.
- **Embedding Changes:** Sustainable changes are implemented to ensure that the benefits realized from the project are maintained over the long term, contributing to ongoing improvements in community well-being.

By following the BRM model, the project can effectively identify, plan for, deliver, and realise the anticipated benefits associated with the development of the Packmores community hub.

Appendix 3 - Evidence on How Community Work/Hubs support Healthy Communities and Wellbeing

Community engagement interventions:

There is evidence that these are effective in improving health behaviours, participant self-efficacy and perceived social support for disadvantaged groups, and there is compelling evidence about the impact of volunteering and social participation on the impact of wellbeing and self-esteem. (O'Mara-Eves A, Brunton G, McDaid D, Oliver S, Kavanagh J, Jamal F, et al. *Community engagement to reduce inequalities in health: a systematic review, meta-analysis, and economic analysis. Public Health Research. 2013;1(4).*)

Healthy communities:

There is extensive evidence that connected and empowered communities are healthy communities. Public health England has identified that strong communities become the local building blocks that give individuals a voice in decision-making about their area, and the services within it. They provide opportunities for networking and support, where neighbours look out for and support each other.

There are many benefits of community participation and empowerment in addressing the social determinants of health and removing barriers for marginalised and vulnerable groups (*The Marmot Review. Fair Society, Healthy Lives. The Marmot Review, 2010*).

The Royal Society for Public Health (RSPH)

The RSPH has suggested that development of community spirit would be enhanced by three key elements:

- Investment in green space i.e. community gardens.
- Local procurement supporting local business.
- Setting up of community hubs to provide activities and services focused on health and wellbeing.

Kings Fund Population Health Model:

Hubs that are organised to address these wider issues are therefore more likely to address the wider influences on health and wellbeing.

Coventry and Warwickshire COVID19 health impact assessment:

The recent COVID19 HIA has recognised that COVID19 has a double impact with unequal distribution on those communities with already poorer outcomes, and vulnerable groups. Indicators previously identified in the JSNA as detrimental for wellbeing are therefore likely to have deteriorated i.e. increased claimant counts, increased use of foodbanks, rates of free school meals, domestic abuse rates. This will undoubtedly increase the needs within the Packmores area and therefore also likely that health inequalities will have been exacerbated.

Warwickshire Covid-19 Recovery Plan:

Community projects and initiatives will also support the 10 recovery principles identified in the Warwickshire COVID-19 recovery plan: this includes:

- I. Promoting health and wellbeing of our communities and target action to protect the most vulnerable.
- II. Help children and young people catch up.
- III. Harness the power of our communities to tackle inequality and social exclusion.

Warwickshire health and wellbeing strategy:

This also recognises the need to support:

- Young people and children to have the best start in life.
- Increase people's wellbeing and mental health – through prevention and early intervention.
- Reducing inequalities in health outcomes

The South Warwickshire health and wellbeing partnership:

Packmores sits within this partnership, which recognises a strategic approach locally that requires:

- COVID-19 recovery and prevention of illness
- Environmental and sustainability promoting green recovery, local procurement, digital inclusion.
- Addressing mental health and wellbeing needs and upskilling communities to deal with this.
- Support children and young people to recover.

Local support for Packmores hub:

The redevelopment of the hub is widely supported in the local community, which is demonstrated by regular community feedback and various consultation events, which are detailed in this document.

Evidence from community engagement regarding redevelopment shows:

Evidence collated at the stakeholder meetings for Packmores during the JSNA work identified that the current community hub is perceived as one of too few assets in the area but that community facilities were lacking in general, and that there was a need to prioritise this area for further services.

Appendix 4 - Priority Areas for Community Improvements

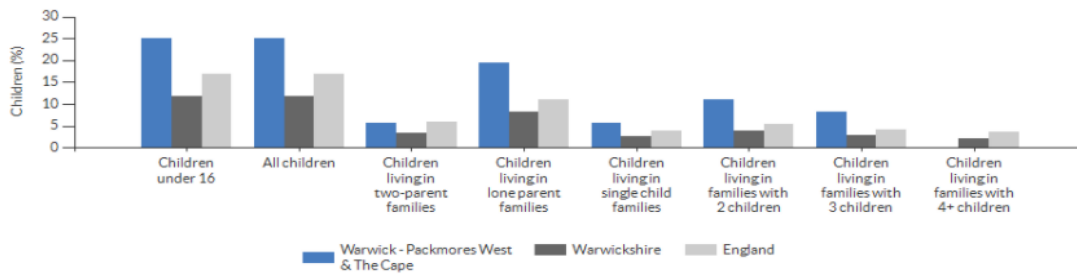
Figure 32: Priority area for improvement - Professionals

Age Group	Priority 1	Priority 2	Priority 3
Parent & Infant	Initiatives to support and reduce people living in poverty	Community activities and opportunities to develop social networks	Mental health and wellbeing
Children & Young People	Mental health and wellbeing	Initiatives to support and reduce people living in poverty	Employment and skills
Working Age	Employment and skills	Mental health and wellbeing	Healthy lifestyles (e.g. be active, eat healthily, stop smoking)
Older People	Support for those with long-term health conditions	Mental health and wellbeing	Community activities and opportunities to develop social networks
All ages	Mental health & wellbeing	Healthy lifestyles (e.g. be active, eat healthily, stop smoking)	Access to health services

Source: JSNA Professionals online survey, 2020

Appendix 5 - Children & Families Detailed Statistics

Children in low income families



Date: 2016 Source: HMRC



	Warwick - Packmores West & The Cape		Warwickshire		England	
	Count	%	Count	%	Count	%
Children under 16 living in low income families	80	25	11,425	11.9	1,707,835	17
Children living in low income families	90	25	13,070	11.7	1,974,035	17
Children in two-parent families living in low income families	20	5.6	3,860	3.4	680,315	5.9
Children of lone parents living in low income families	70	19.4	9,210	8.2	1,293,720	11.1
Children living in single child low income families	20	5.6	3,015	2.7	439,945	3.8
Children living in low income families with 2 children	40	11.1	4,470	4	635,985	5.5
Children living in low income families with 3 children	30	8.3	3,245	2.9	478,330	4.1
Children living in low income families with 4 or more children	0	0	2,345	2.1	419,770	3.6

This is the number of children living in families in receipt of Child Tax Credit whose reported income is less than 60% of the median income, or in receipt of either Income Support or Income-Based Jobseekers Allowance as a percentage of the number of children in families receiving Child Benefit. These statistics are based on a snapshot of several data sources on a specified day (usually 31st August). The data used comes from administrative databases on benefits and tax credits held by the Department of Work and Pensions and Her Majesty's Revenue and Customs. The statistics are based on the finalised awards tax credits data - that is, they are based on a finalised view of family incomes and circumstances - and as such are derived from a full set of administrative records rather than a sample.

Appendix 6 - Index of Multiple Deprivation - Warwick

Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation for small areas (or neighbourhoods) in England. The Index of Multiple Deprivation ranks every small area (LSOA) in England from 1 (most deprived area) to 32,844 (least deprived area).

Within the table below, decile 1 represents the most deprived 10% of LSOAs in England while decile 10 shows the least deprived 10% of areas. More information on IMD can be found here <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>.

The table and map below show the decile for each LSOA within Warwick and Warwick District West JSNA area.

LSOA	Index of Multiple Deprivation (IMD) Decile (2019)	Income Decile (2019)	Income Deprivation Affecting Children Index (IDACI) Decile (2019)	Income Deprivation Affecting Older People (IDAOPI) Decile (2019)
Hampton-on-the-Hill	9	10	10	10
Hatton & Hampton Magna	9	9	10	8
Sherbourne, Barford & Wasperton	9	9	8	10
Lapworth North, Baddesley Clinton & High Cross	8	10	10	8
Lapworth South, Bushwood, Lowsonford & Rowington	5	8	10	7
Wroxhall, Hasely & Honiley	7	10	9	9
Woodloes South East & Spinney Hill South	8	6	5	7
Emscote & Spinney Hill North East	5	4	6	4
Wedgenock & Woodloes West	5	4	5	5
Woodloes North	10	10	10	9
Woodloes East	10	9	10	9
St. Nicholas Park, Myton & Emscote South	6	5	7	5
Bridge End, Castle & Stratford Rd East	10	10	10	10
Emscote Lawns	7	7	7	8
Warwick - Packmores West & The Cape	3	3	3	4
Warwick - The Cape & Wedgenock	6	6	6	6
Warwick - Priory Park, Packmores & Hospital	8	7	7	6
Warwick Town Centre & Racecourse	8	7	5	7
Warwick - Shakespeare Avenue North	5	4	4	5
Chase Meadow	10	9	8	9
Kings Meadow & Longbridge	7	5	5	5

Source: IMD, Department for Communities and Local Government, 2019



Matt Western MP
Warwick & Leamington

24 April 2024

Letter of Support – Packmores Community Centre

I am writing to express my wholehearted support for the establishment of a new community centre in the Packmores area of Warwick.

For over two decades, the absence of a dedicated community space has been keenly felt, and I commend the efforts of all involved in bringing this vision to reality.

A new community centre in Packmores has the potential to become a focal point for community activities, educational initiatives, and support services, enriching the lives of individuals of all ages and backgrounds.

I am particularly encouraged by the collaborative approach taken in the development of this project so far. The engagement of local residents, community organisations, and local authorities reflects a commitment to ensuring that the needs and aspirations of the community are central to the design and implementation of the centre.

I am therefore delighted to offer my full endorsement for the new community centre in Packmores and pledge to advocate for the necessary resources and support to ensure its success.

Yours sincerely,

A handwritten signature in black ink that reads "Matt Western".

Matt Western MP

Warwick Preparatory School
Warwick Junior School
The Kingsley School
King's High School
Warwick School



Foundation Principal:
Richard Nicholson MA (Oxon)

22 April 2024

Marco Campos
Director
The Gap
39 Oakwood Grove
Warwick
CV34 5TD

Dear Marcos,

I am writing to lend my enthusiastic support for the proposed Parkmore's Community Centre.

My particular interest as Principal of Warwick Schools Foundation is in using the centre to deliver and enable impactful educational programmes. This could embrace children 0-5 as well as school-aged children and adults.

We have already developed a powerful and highly regarded singing programme - 'Warwick - A Singing Town', principally funded through The King Henry VIII Endowed Trust, Warwick, whose financial support is centred on delivery of singing programmes in schools. This partnership has expanded to include support from The Charity of Thomas Oken and Nicholas Eyffler, whose financial support is centred on singing for wellbeing. In addition, we have an innovative partnership with Orchestra of the Swan, which includes work in the town's schools. Both of these music programmes could be extended to embrace community opportunities in a new home on the Packmore Estate.

In addition, we are keen to ensure we play our part in programmes which give children in the town the best start in life - for example through access to toys, books, and learning through play - and inculcate a lifelong love of learning, and would be keen to develop daytime, after school and weekend educational activities to meet these aims.

There are exciting opportunities which a new community centre would enable us to bring to fruition.

Yours sincerely,

A handwritten signature in dark blue ink, appearing to read "Richard Nicholson".

22 April 2024

To Whom It May Concern

Packmores Community Centre

I am writing in support of the proposal for the construction of a new community centre on the Packmores estate in Warwick.

Warwickshire Adult and Community Learning is funded by the government's Education and Skills Funding Agency to deliver adult education opportunities across the county. Our priority in this work is to target geographical areas of disadvantage and to reach those who have previously low levels of educational engagement and attainment. We do this in large part by delivering our services in community venues that are familiar and accessible to our target audience.

The Packmores estate is one of the highest priority neighbourhoods in South Warwickshire. We are already engaged in some work in this neighbourhood, but are considerably constrained by the lack of appropriate facilities. The Warwick/Warwick District West Place Based Needs Assessment (2020) specifically identifies the lack of an adequate community facility on the Packmores estate, and the current small community centre cannot accommodate our needs.

With improved facilities we would be able to deliver a range of learning opportunities to the local community, potentially including: Family Learning (for parents/carers and children), basic English/maths/digital skills, English for Speakers of Other Languages, learning to develop employability skills, and a range of art and craft activities focused on promoting health and wellbeing.

Yours faithfully



Richard Heath
Team Manager
Adult and Community Learning

Warwick Lions Club (CIO) 1207823
Warwick Arms Hotel High St Warwick CV34 4AT

Amanda Burford Chairperson

Priory Pools Community Centre

27th April 2024

Dear Amanda

I'm pleased to confirm how much Warwick Lions Club appreciates being able to help at the Packmores Community Centre Lyttelton Road Warwick, and the GAP Percy Estate.

The Lions who take part in the Food Pantry and Communita Café recognise the benefits provided to the residents, who use these facilities. Furthermore, the value of community engagement is excellent.

I'm sure a new Community Centre will increase these benefits to Packmores residents, and all who are able to attend the new centre.

Warwick Lions Club hope to be able to continue to play a part in the excellent community atmosphere at the Packmores, and look forward to the new Community Centre being completed soon.

Yours sincerely

John Tunney President Warwick Lions Club

Title: Procurement of a contract to facilitate demolition works at multiple sites

Lead Officer: Steve Partner Steve.partner@warwickdc.gov.uk 01926 456048

Portfolio Holder: Councillor Paul Wightman

Wards of the District directly affected: Various as per individual demolition scheme location

Approvals required	Date	Name
Portfolio Holder	1 May 2024	Paul Wightman
Finance	1 May 2024	Andrew Rollins
Legal Services	1 May 2024	Kathryn Tebbey
Chief Executive	1 May 2024	Chris Elliott
Director of Climate Change	1 May 2024	Dave Barber
Head of Service(s)	1 May 2024	Steve Partner
Section 151 Officer	1 May 2024	Andrew Rollins
Monitoring Officer	1 May 2024	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 1,457 scheduled for 5 th June 2024	
Accessibility Checked?	Yes	

Summary

This report seeks consent to procure an overarching demolition contract, from which the Council can draw down individual demolition projects as and when required.

It is expected that by having an overarching contract, the Council can secure best value and minimise procurement time and costs by allowing draw down for multiple projects rather than through individual tenders.

Recommendation(s)

- (1)** That consent is given to procure a demolition contract to enable draw down when required for demolition of a number of sites, both General Fund and Housing Revenue Account, subject to (2) and (3) below.
- (2)** The contract can be used for Covent Garden and Christine Ledger Square agreed proposals so long as the works for these sites are within the 5% tolerance of proposed contract value (as set out in Constitution Article 13) and so long as they are within the agreed budgets.
- (3)** That a further report is brought to Cabinet for the use of this contract for use at any other site, setting out the cost/budget requirements, risks and proposals for approval.

1 Reasons for the Recommendation

- 1.1 The Council has several buildings, both in the HRA and General Fund, some of which already have consent granted for demolition and others that are currently being investigated that may in the future require demolition.
- 1.2 The decision to demolish Covent Garden car park was approved by Cabinet at its meeting on 9 February 2023 and Cabined agreed to make provision for the estimated sum of up to £1.2 million within the budget for 2023/24. This provision has been carried forward into subsequent years and is available for the cost of demolition.
- 1.3 In relation to Christine Ledger Square, Cabinet also on 9 February 2023, approved a delegation of authority to the Head of Housing in consultation with Group Leaders and Portfolio Holders for Housing and Finance to make a final decision on future of the building following the period of consultation, taking into consideration the views of residents and all other relevant factors. In the event of a decision to demolish, it also approved a budget of £1,500,000 to cover demolition costs. The Head of Housing subsequently made the decision to demolish, following consultation as set out above.
- 1.4 Sites include Christine Ledger Square, Kenilworth School and Linen Street car park from a housing perspective and Covent Garden Car Park from within the General Fund. Other sites as yet unidentified may be called down during the life of the contract.
- 1.5 The proposed contract would be for an overarching agreement with a chosen supplier to meet all WDC demolition needs for the next 4 years. The contract would give the appointed contractor a known work programme to enable efficient deployment of resources and enable the call-off of any additional required demolition during the contract period.

- 1.6 The proposed contract will be procured via mini competition through a national framework and will result in the Council entering into a Deed of Appointment (DoA) to allow call-off of individual demolition projects on a site by site basis.
- 1.7 The DoA will be zero sum with no formal commitment to spend for the duration of the contract, however, in accordance with PCR2015, a contract value maximum estimate will be provided based on the current demolition estimates obtained from consultants appointed to investigate the sites.
- 1.8 The call-off of demolition services for each site will be subject to approval of individual project recommendation reports to ensure appropriate funding and delegations are in place.
- 1.9 Due to the current shortfall in internal Procurement resources created by vacancies, the procurement is to be managed through an outsourced procurement specialist, at an estimated cost of £10,000 to 15,000 to be allocated to both HRA and General Fund project budgets pro-rata to estimated contract value. This can be met from within the existing approved demolition budgets for Covent Garden and Christine Ledger Square as set out earlier in this report, on an equal share basis.
- 1.10 Recommendation 2 and 3 are included to provide assurance to the Cabinet, due to the significant value of the contract, that schemes will not be further progressed without explicit Cabinet, and if necessary for funding Council, approval of each scheme.

2 Alternative Options

- 2.1 To procure individual contracts for each project is an option, but this would require significant procurement time for each project and may not represent best value as compared to a call off contract.

3 Legal Implications

- 3.1 The contract to be awarded following the tendering exercise will be through full involvement of Legal Services as per Procurement Policy and Regulations.
- 3.2 Due to the implementation of the new Procurement regulations 2024 on the 28th October, delays and risk may increase due to the implementation of new processes and procedures and the introduction of a new central procurement platform.

4 Financial Services

- 4.1 The cost of demolition is included within individual scheme reports approved by Cabinet. Indicative total contract value in region of £18m and each individual demolition will be charged directly to the approved budget for that scheme. The existing approved budgets for Covent garden and Christine Ledger Square are set out earlier in this report.
- 4.2 The potential sale of demolition waste as hardcore also lends to either the generation of income to offset the demolition, or the reduction in cost for new builds through the provision of recycled hardcore materials.
- 4.3 The procurement of an overarching contract for demolition services identified as possible within the next 4 years has been identified as the best value approach for the Council, minimising time, and resources while maximising opportunity for the market and therefore accessing economies of scale for overheads and profit margins.
- 4.4 The award of a DoA via a framework in compliant with the Public Contract Regulations 2015.

4.5 This report has been agreed with the Strategic Procurement & Creditors Manager.

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 –

5.3 By procuring a contract to call down multiple demolition projects, this will provide best value as compared to individual procured contracts and will enable demolition costs to be measured against individual approved project budgets.

5.4 Low cost, low carbon energy across the district –

5.5 Combining contracts with an established project timetable will enable better scheduling of resources and also facilitate disposal of material where required to maximise recycling and also retention as part of subsequent new building projects on each site.

5.6 Creating vibrant, safe and healthy communities of the future -

5.6.1 Demolitions each contribute to site renewal and to developing communities that meet our values.

6 Environmental/Climate Change Implications

6.1 Combining contracts with an established project timetable will enable better scheduling of resources and also facilitate disposal of material where required to maximise recycling either by resale as hardcore or by retention as part of subsequent new building projects on each site.

7 Analysis of the effects on Equality

7.1 Demolition of vacant properties. Equality Impact included as part of each individual scheme approval by cabinet.

8 Data Protection

Details of WDC stock such as address and property type may well be shared, but it not envisaged that customer contact details will be provided.

9 Details of staff working on the project will have contact provided to the successful contractor.

10 Health and Wellbeing

10.1 Will have been included in each individual project report to Cabinet.

11 Risk Assessment

11.1 To delay the procurement would result in a requirement to potentially utilise new routes being implemented under the Procurement Regulations 2024 which could lead to additional delays due to the regulation implementation process and establishing new processes and case law.

11.2 The demolition of Christine Ledger Square is dependent on the award of a £1m grant which requires us to have a signed contract with a demolition contractor by the end of September 2024. We currently are not in a position to procure a contractor specifically for that project as we require planning consent, however, a DoA with a demolition contractor is acceptable under the terms of the grant.

If we do not procure the DoA now, we run the risk of losing the grant, especially as the deadline for the demolition contract has already been extended from 31st March 2024.

- 11.3 To desegregate the works into individual contracts reduces the commercial appeal of the Council procurement offering, increasing the risk of less bids or the reduced interest of quality contractors. In addition, it adds time to each project for the undertaking of a procurement exercise, and adds time pressure to procure which could lead to: insufficient or inaccurate information being specified to suppliers, scope creep, budget or time overrun.

12 Consultation

12.1 N/A

Background papers:

None

Supporting documents:

None