

 Employment Committee – 11th June 2019		Agenda Item No. 4
Title	Cultural Services – Project officers	
For further information about this report please contact	Paddy Herlihy Padraig.herlihy@warwickdc.gov.uk Stuart Winslow Stuart.winslow@warwickdc.gov.uk	
Wards of the District directly affected	All wards	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Employment Committee – March 2018	
Background Papers	Whitnash Community Hub – Nov 2018 Europa Way – Nov 2018 Kenilworth Leisure Development – Jan 2019	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	30 th May 2019	Andrew Jones/Chris Elliott
Head of Service	30 th May 2019	Rose Winship
CMT	30 th May 2019	Andrew Jones/Chris Elliott/Bill Hunt
Section 151 Officer	30 th May 2019	Mike Snow
Monitoring Officer	30 th May 2019	Andrew Jones
Finance	30 th May 2019	Mike Snow
Portfolio Holder	30 th May 2019	Cllr Mrs Grainger
Consultation & Community Engagement		
None		
Final Decision?		No
Suggested next steps (if not final decision please set out below)		
Decision is subject to approval by Executive in July 2019 for the additional costs associated with these posts.		

1. **Summary**

- 1.1 This report sets out proposals to temporarily expand the Leisure Development Programme (LDP) and Sports and Leisure teams within Cultural Services, by adding 3 additional fixed term project officers across the 2 teams.
- 1.2 The 2 project officers being proposed for the LDP team will work alongside the existing posts responsible for delivering the ambitious multi-faceted project on land north of Gallows Hill, and on the delivery phase of the leisure facility projects in Kenilworth and Whitnash. The new project officer in the Sports team will be responsible for rolling out a range of projects included in the Local Facilities Football Plan and a number of outdoor sports projects including tennis court refurbishments, pavilion upgrades, and providing support to a range of local sports clubs across the district as they progress their own investment projects.
- 1.3 Since the establishment of the previous fixed term posts the Council's aspirations have expanded, new opportunities have emerged for external funding, and the number of projects now in the pipeline has grown. In the last 12 months a number of these projects have progressed from initiation and feasibility stage through to a stage where additional resources are required to ensure that the projects continue to develop and projects are delivered in line with schedule.

2. **Recommendation**

- 2.1 That Members agree that the following fixed term posts be added to the Council's staffing establishment from 1st August 2019 to 31st December 2022.
 - a) Leisure Project Officer (Community Stadium and related projects) (1 x F/T)
 - b) Leisure Project Officer (Whitnash/Kenilworth) (1 x F/T)
 - c) Leisure Project Officer (Outdoor Sports) (1 x F/T)

3. **Reasons for the Recommendation**

3.1 **Community Stadium and related projects**

- 3.1.1 The Community Stadium project has progressed well in the last 12 months, however it has become increasingly evident that this is far more than a single project and is in fact a series of related projects which, whilst being supported by professional advisers in the form of legal, procurement and estate agency services, have formed a complex project which requires appropriate project resources.
- 3.1.2 Whilst the existing Community Stadium Project Officer has been able to lead successfully on the progress to date, as the various strands of the project progress it is anticipated that he will continue to oversee the wider project, but his time will increasingly be focussed on the delivery of the football stadium. Therefore, additional officer resources are required to support the Stadium Project officer, in the other elements of this project.

3.1.3 The stadium alone is a project costing between £6million and £7 million. The relocation of the athletics track will cost in the region of £2 million. The development of a riverside park at Edmondscote will cost in the region of £1 million. The community sports facility and athletics pavilion will cost in the region of £2 million. Other enabling works on the stadium site have not yet been costed. A series of projects of this value will need dedicated resources to ensure that it is delivered effectively. Hence the need for additional resources to support this officer with the other work streams as outlined in the reports to the Executive in November 2018. Examples include a feasibility study of the relocation of the athletics track and associated facilities and the subsequent design, the procurement of a developer for the listed farmhouse on the site, the feasibility of jointly marketing the existing athletics facility site at Edmondscote Road and assisting colleagues in discussions with the County Council for a number of additional land transactions on the site.

3.1.4 The job description written for the new Project officer explains that the new role will report to the Stadium Officer and will be allocated work packages within the wider Community Stadium and related projects work. The new officer will be responsible for these smaller pieces of work, and will report back to the Stadium Officer who will advise and support this more junior role as appropriate.

3.2 **Whitnash and Kenilworth projects**

3.2.1 The Whitnash Community Hub project has been strongly endorsed by a number of reports, including the Neighbourhood Plan, as a key priority for residents in the town. The Town Council embarked on the project with the assistance of a company of consultants. The company has completed the work on the feasibility phases of the project, and has been successful in obtaining external funding, but the company does not provide client services for construction projects, so they were unable to fulfil this role going forward. Whilst this project is owned by Whitnash Town Council, Warwick District Council have part funded the project with grants totalling £1 million and see this project as being a key facility for the residents of Whitnash. The District Council considers that the Hub proposal contributes to the excellent portfolio of leisure provision across the District, with its new 2 court sports hall and improved sports pitches. Therefore, the Executive approved the allocation of project officer resource to support this project in spring 2018, which has been part funded by payments from Whitnash Town Council.

3.2.2 The Whitnash project is now at the point where it is moving from the development phase to the construction phase. The procurement of the construction contractor is currently underway as this report is being written. Work on site is due to commence in autumn 2019. Faithful and Gould have been appointed as project managers, but based on experience with other similar projects, it is essential that there is an officer within the Council to support the project from the client perspective, to protect the Council's investment, and ensure that the project delivers the high quality facilities that will benefit Whitnash and the wider district. The Leisure Project Officer will

oversee the project in the client role and will act as the link between contractor, Whitnash Town Council and WDC. Working within the Leisure Development Programme team in Cultural Services, the officer will be able to draw on the considerable experience within this team on construction projects, and will benefit from a degree of resilience that can be offered from colleagues within the team.

- 3.2.3 It is proposed that the new Leisure Project Officer would pick up the Whitnash project from the start of the construction phase, freeing up the existing Project Officer who has been leading on the project to date, to increase her involvement in the emerging Kenilworth projects.
- 3.2.4 The Kenilworth projects, Abbey Fields Swimming Pool and Castle Farm Recreation Centre are now at RIBA 2 stage and subject to the outcome of discussions with the new Executive, it is anticipated that the projects will continue to develop over the coming months, to a point, at RIBA 4, where planning applications can be submitted and tenders issued for the construction phase. Irrespective of the detail of both schemes, it will be essential that there is appropriate officer resource to progress both projects. The existing permanent Project Officer will work with the Programme Manager and Mace Ltd (our appointed Project Managers) to progress these 2 complex projects, but she can only do so if the new Leisure Project Officer is created to take the lead on the construction phase of the Whitnash project.
- 3.2.5 Due to the uncertainty that currently exists around the timeline for the 2 Kenilworth projects, it is possible that the new Project Officer for this workstream may initially be appointed for only 2 years, with an option to extend their contract to 3 years depending on progress of the project towards the end of 2021.
- 3.2.6 A report was considered by the Executive in Feb 2018 to outline the constituent parts of the Kenilworth phase of the Leisure Development Programme and approval was given to appoint a Project Officer to work with the Programme Manager, to deliver this project. As anticipated, this Project Officer has been involved in some elements of the Kenilworth projects to date, but has increasingly been focussed on the Whitnash project to the detriment of the Kenilworth projects. The proposal to add an additional officer who will focus on Whitnash, will free up the existing Project Officer to pick up the necessary workstreams in order to progress the Abbey Fields and Castle Farm projects. Learning from the experiences of Phase I, it is very clear that each project will have its own challenges and will need careful management if they are to be delivered effectively.

3.2.7 In supporting the proposals for additional staff resource as outlined above, it is essential to understand the role of the Programme Manager. As the Leisure Development Programme has expanded since its formation in 2015, the Programme Manager role has become increasingly challenging. The Programme now includes Abbey Fields, Castle Farm, Whitnash, a number of projects based on the Community Stadium and adjacent sites as detailed above, and the Commonwealth Games. It is not effective or efficient for the Programme Manager to be pulled into the detail of these projects; he needs to retain capacity to take an overview of these projects, and manage the strategic challenges of the Programme.

3.3 **Outdoor Sports Project Officer**

3.3.1 The Sports team currently comprises 3 officers who are fully engaged in their existing roles, managing the strategic priorities of the service, securing s106 contributions, engaging with external partners, monitoring the leisure contract and working in partnership with Everyone Active, and the management of the outdoor sports pitches and associated facilities.

3.3.2 There are currently a number of emerging projects relating to outdoor sports provision across the district. The projects are underpinned by evidence from the updated Playing Pitch Strategy (2019). Many of the projects are related to Council owned assets in which the Council will need to take a project manager role, but there are some which are owned by local sports clubs, in which the Council play an advisory role. Most, if not all of the projects will also involve partnership with external bodies, often the relevant National Governing Body of Sport (NGB) and will rely on being able to secure external funding from NGBs and other sources.

3.3.3 A significant element of this work will be driven by the Football Association's (FA) Local Football Facilities Plan (LFFP) programme. This is a new initiative from the FA focussing on 4 elements of football (grass pitches, artificial pitches, changing provision, and recreational football) and is backed by significant funding opportunities from the FA (approximately £5.5 million). The Council are one of the first authorities in England to have their LFFP plan endorsed, and is now working up a programme of 22 projects on Council and private land. There is a need for an additional resource going forward to support the delivery of these projects.

3.3.4 In addition to the LFFP, there are other outdoor sports projects currently in the pipeline which will need project support from the team. These projects currently include tennis court planned refurbishments, support for Khalsa Hockey Club to fund and implement their new artificial pitch and clubhouse, Kenilworth Rugby Club relocation, Racing Club Warwick artificial pitch and changing room project, and other sports clubs named in the LFFP.

4 Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
Improved health for all Increased physical activity for all the community Impressive cultural and sports activities Cohesive and active communities	Area has well looked after public spaces All communities have access to decent open space	Dynamic and diverse local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities

The right people are in the right job with the right skills and right behaviours		Seek best value for money
Impacts of Proposal		
<p>Opportunity for secondments for existing staff who are seeking project management experience.</p> <p>Support for existing staff – to have appropriate resources to deliver the range of workstreams.</p>	Focusing on our customers' needs	<p>Better return/use of our assets</p> <p>Increased concession fee from Everyone Active</p> <p>Maximise income earning opportunities</p> <p>Seek best value for money</p>

4.2 Supporting Strategies

4.2.1 Local Plan

The Vision for the District as supported by the Local Plan (paras 1.30 -1.34) is to make Warwick District a Great Place to Live, Work and Visit. Specifically, the Plan delivers a Spatial Strategy that, amongst other things, focusses employment, retail, leisure and cultural activities in town centres (1.34). Furthermore, para 5.75 recognises the "multifunctional benefits" offered by sport and recreational facilities noting that "they have a positive impact on people's quality of life, particularly in terms of their health and wellbeing". Clearly any activity that reinforces the usage of these facilities is in line with these paragraphs.

4.2.2 Playing Pitch Strategy

This strategy was initially established in 2014 and a refreshed Strategy is due to be adopted in July 2019. This document will continue to form the basis for development of the district's outdoor sporting provision. The Strategy is a key evidence document for the Local Plan, in securing s106 contributions from developers to date and in establishing robust relationships with Sport England and national governing bodies of sport.

4.2.3 Health & Well Being Strategy

A priority within this strategy is taking action that enables local communities to lead active lives. The three strands included in this report ie the expansion of district sports and leisure facilities; the development of the new community stadium and the work associated with the Commonwealth Games, will all contribute to increasing opportunities for participation in physical activity.

4.3 Changes to Existing Policies

4.4 There are no changes to existing policy

4.3 Impact Assessments – There is no requirement to carry out an impact assessment for these proposals.

5. Budgetary Framework

- 5.1 The posts requested in this report are subject to HAY evaluation to establish the grade and consequent salary associated with each post. As the posts are currently not budgeted for, they are subject to approval by Executive at the meeting in July 2019.

6. Risks

- 6.1 Each of the recommendations in the report are based on the principle that if the Council is to successfully deliver ambitious projects, including those referred to in the report, then appropriate officer resources must be made available. Without appropriate resources, and the expectation that such projects will be managed by the existing officers without any additional resource, then there is a significant risk that projects will experience problems which could lead to financial and reputational risk for the Council.
- 6.2 Risk of not being able to realise the potential of securing funding for the LFFP projects. The LFFP is an opportunity for the district to attract significant external funding through the established process of match funding, thus meaning that by organisations working together, it is possible to fund projects that will typically be funded by the Football Foundation for 50% of the total costs. In some cases the Football Foundation will fund in excess of 50% where they believe the outcomes are significant.

7. Alternative Option(s) considered

- 7.1 Employment Committee could choose to not approve the proposals in which case it would be necessary to review the deliverability of these high profile corporate projects.