

# Warwick District Council

## Asset optimisation feasibility study

Executive Summary | December 2011

# Over 8 weeks a clear strategy for WDC assets in Leamington Spa has been agreed on the basis of a clear benefits case

## Objectives

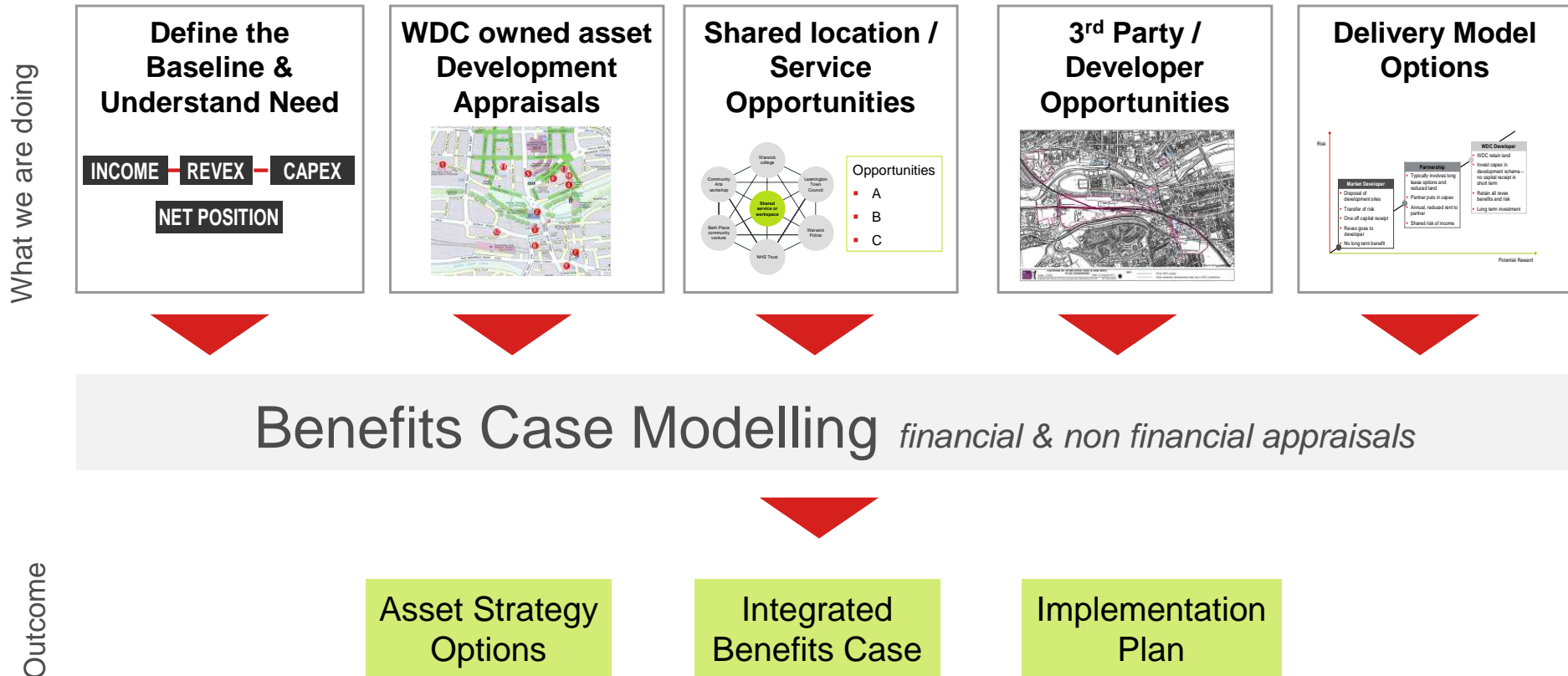
- To enable Warwick District Council to have a clear strategy for their assets in Leamington Town and their configuration and use that will meet their corporate vision & strategy moving forward
- To create the compelling case for change
- To establish the benefit of optimising the civic estate
- To set out a clear implementation approach to developing and delivering the indicated solution



## Executive Summary

- WDC will spend over £28m over the next 25 years if assets are kept for current use
- A range of options regarding a re-provision of new accommodation and redevelopment of assets in Leamington Spa have been considered; there is no opportunity to co-locate with local public or private organisations
- A re-provision of accommodation on Court Street is initially preferred, with Riverside House being sold for residential development – saving £2.5m over 25 years and significantly regenerating Old Town
- The Town Hall is proposed as the site for a new one stop shop and its use expanded to include commercial income - realising a £700k benefit over 25 years, dramatically improving utilisation of a restrictive asset
- Over 25 years WDC can realise a saving of £4m by implementing the strategy, which does not include disposal of assets such as Hamilton Terrace; WDC retain the freehold of their accommodation and contribute significantly to the regeneration of Old Town
- Some assets are not critical to service delivery but should be retained until the market is more favourable for disposal

# Our approach has allowed us to understand the current portfolio and opportunities to unlock value – both financial and non financial



# The focus interviews have provided insight on the Council's and Public's use of assets and workspace in Leamington Spa

- WDC staff indicate they want something different done with assets, even if a decision involves a certain degree of managed risk
- Riverside House is restricted in its ability to provide open plan, flexible workspace and is not fit for purpose in the long term
- Riverside House is key to public service – visitor numbers are high so the building needs to strengthen the WDC brand
- The Town Hall, Pump Rooms and Spa centre are considered high profile and potentially sensitive assets in the public eye – they are not considered core to service delivery
- The asset strategy will need to maintain the service provided by non-core assets as well as enhance the public's use of them as disposal is unlikely
- The focus should be on service quality/diversity and intangible return on investment rather than pure financial performance
- Whilst shared service has been well explored, this study will aim to identify whether collaborative workspace is feasible with other organisations
- The asset strategy will fit into the master plan for Leamington Spa and balance optimal development value with regeneration and service need
- We have seen and heard a lot of ideas and enthusiasm for making more of assets in Leamington and there is a sense of frustration that progress hasn't been made over the years

# Continuing to operate and maintain the assets in Leamington Spa in their current form will cost the Council at least £29m over 25 years

INCOME	REVEX	CAPEX	NET POSITION
£25.6m	£48.7m	£5.5m	-£28.6m
<ul style="list-style-type: none"> <li>Based on £1.6m per annum (2010-11 financial year data)</li> <li>£1m income is from the Royal Spa Centre</li> <li>Approximately £200k of parking income</li> <li>Assumes 26 Hamilton Terrace remains empty</li> </ul>	<ul style="list-style-type: none"> <li>Based on £3.0m per annum</li> <li>Includes staff costs, supplies and services where these enable the income</li> </ul>	<ul style="list-style-type: none"> <li>Capital Liabilities includes maintenance backlog and major foreseeable items of expenditure</li> <li>Excludes general maintenance (included in Revex)</li> </ul>	

ALL FIGURES ARE FOR NET PRESENT VALUE AT AN ANNUAL DISCOUNT RATE OF 3.5%

# We have reviewed the development options for each of the in scope properties and have a series of recommended options

## In Scope Assets

Existing Buildings	Car Parks
Riverside House	Bath Place (car park)
Royal Pump Rooms	Rosefield Street (car park)
Spencer Yard	Packington Place (car park)
Royal Spa Centre	Station Approach
Town Hall	Court Street (car park)
10 Hamilton Terrace	Bedford Street (car park)
26 Hamilton Terrace	

### Options Considered:

- Retain & Optimise Operational Income
- Retain and Modify use
- Redevelop/redevelop with 3rd party
- Dispose

## Service re-provision options

HQ office accommodation	One stop shop	Theatre (dependant on spa centre)
<ul style="list-style-type: none"> <li>■ Develop on Current site</li> <li>■ Develop in town on existing WDC site</li> <li>■ Co-location (shared service dependant)</li> <li>■ Regen opportunity (non WDC site)</li> <li>■ Out of town (leasehold or freehold)</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop on Current site</li> <li>■ In town on existing WDC site</li> <li>■ Co-location (shared service dependant)</li> <li>■ Regen opportunity (non WDC site)</li> <li>■ Out of town (leasehold or freehold)</li> </ul>	<ul style="list-style-type: none"> <li>■ In town retail unit (freehold)</li> <li>■ In town retail unit (lease)</li> <li>■ Combined with office HQ in town</li> <li>■ Existing asset (eg town hall)</li> </ul>

# Accommodation Re-provision has been explored on the Riverside House site as well as Bedford St and Court St Car Parks

## Best RSH Option (Baseline -£10.3m)

- Re-provision of RSH office (freehold) on site
- Sell remaining site to developer for new build high end residential with affordable development

**NET -£8.7m**

Revex

Capex

Income

-£6.4m

-£2.3m

£0m

**Saving +£1.6m**

FH

Sell & Self Dev

- Non –Financial Appraisal:
- Regeneration (South)
  - Economic Development
  - Revenue reduction
  - Capital Cash flow
  - Ease of Implementation

0  
1  
4  
2  
4  
**22/50**

**Weighted Total**

### Advantages:

- Opportunity to contribute to housing targets
- Keeps footfall near town centre
- Can customise any public-facing space
- Minimal change for the public to adapt to
- Creates greater consistency on the street – residential
- Retain ownership and residual asset value at end of 25 years
- No land acquisition cost

### Disadvantages:

- Capital required from WDC – limited capital receipt
- Limited regeneration
- Location of public services not improved – access difficulties remain
- Visitor parking could be minimised/lost
- Need to change use and get planning permission

## Best Bedford St Option (Baseline -£9m)

- Sell RSH as residential (inc affordable)
- Build new accommodation on Bedford St (freehold)

**NET -£7.5m**

Revex

Capex

Income

-£6.4m

-£1.1m

£0m

**Saving +£1.5m**

FH

Sell & Self Dev

- Non –Financial Appraisal:
- Regeneration (South)
  - Economic Development
  - Revenue reduction
  - Capital Cash flow
  - Ease of Implementation

0  
2  
4  
3  
2  
**22/50**

**Weighted Total**

### Advantages:

- Property is already in control of WDC – no acquisition cost
- Convenient location for public – improves access
- Puts footfall closer to town centre
- Can customise public-facing area
- Retain ownership and residual asset value at end of 25 years
- Maximise capital receipt from RSH

### Disadvantages:

- Limited regeneration benefit
- No financial benefit – loss of income from car park
- Unlikely to be car parking on site, beyond disabled provision
- Tight site to accommodate the requirement
- Rights of light to adjoining property – planning issues
- Construction disruption and long term increased traffic flows
- Capital required from WDC

## Best Court St Option (Baseline: -10.4m)

- Sell RSH as residential (inc affordable)
- Build new accommodation on Court St with car park (freehold)

**NET -£7.7m**

Revex

Capex

Income

-£6.4m

-£1.3m

£0m

**Saving +£2.7m**

FH

Sell & Self Dev

- Non –Financial Appraisal:
- Regeneration (South)
  - Economic Development
  - Revenue reduction
  - Capital Cash flow
  - Ease of Implementation

4  
2  
4  
3  
3  
**34/50**

**Weighted Total**

### Advantages:

- Property is already in WDC control – no acquisition cost
- Wider regeneration benefit to Old Town – increase footfall and shows strong intent from WDC
- Maximise capital receipt from RSH
- Opportunity to combine with adjacent site and develop theatre/student accommodation in the future
- Retain ownership and residual asset value at end of 25 years

### Disadvantages:

- No capital receipt from sale of site or future development
- Capital required from WDC



# There is an opportunity to use a move to Court Street as a catalyst for wider regeneration benefits involving adjacent sites

## Key elements

### WDC Relocation of Office

- 33,000 sqft new build

### Warwick University

- 500 student new build accommodation units circa 81,000sqft build

### Re-provided theatre

- 26,000sqft build

### Supporting retail and café/ restaurant development

- 10,000 sqft build

## Site assembly

- WDC Court Street car park
- Adjoining vacant “National Tyre” site owned by WDC
- Repossession of Dairy property currently leased from WDC – existing tenant to be relocated
- Acquisition of the “Pub” site understood to be in the ownership of Aldi – possibly using development partners finance/Warwick University



## Benefits

- Purpose built efficient headquarters for WDC
- Improvement in the built environment for Court Street
- Capital receipt from Royal Spa Centre
- Infrastructure improvements

- Provision of required units “off campus”, thereby relieving further stress on over developed Warwick Site

- Flexible space to accommodate a wider range of entertainment
- Reduced annual running cost in efficient space

- Job creation
- Provision of additional local facilities



# WDC have a range of options for providing a central One Stop Shop, including use of the Town Hall or a High Street unit

Provide within newbuild accommodation	Buy secondary town centre unit	Refurbish Town Hall	Refurbish Royal Pump Rooms																								
<ul style="list-style-type: none"><li>One stop shop provided as part of new build accommodation (Bedford St, Court St, RSH or other)</li><li>Revex for additional footprint including rent</li></ul>	<ul style="list-style-type: none"><li>Buy freehold town centre 'retail' unit in a non-prime location</li><li>Pay rates and revex</li></ul>	<ul style="list-style-type: none"><li>Refurbish ground floor of Town Hall with new side entrance (capex)</li><li>Pay additional revex</li></ul>	<ul style="list-style-type: none"><li>Refurbish Pump Rooms (Assembly Hall or Visitor Information and Gallery)</li><li>Pay revex</li></ul>																								
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# Redevelopment of The Royal Spa Centre site requires removal of the existing theatre entirely (Baseline option to retain As-Is = -£6.9m)

## a. Sell for 600 seat theatre and mixed residential

- Sell plot to developer
- Re-develop theatre and mixed residential scheme
- Theatre to be leased back

**NET -£5.3m**

Revex

Capex

Income

-£6.1m

£0.8m

£0m

**Saving +£1.6m**

LH

Sell

Non –Financial Appraisal:

- Regeneration (South)
- Economic Development
- Revenue reduction
- Capital Cash flow
- Ease of Implementation

0

2

3

5

3

**Weighted Total**

**25/50**

### Advantages:

- A custom built theatre is likely to be more efficient and economical to operate
- No capital required from WDC
- Opportunity to provide theatre able to accommodate larger productions

### Disadvantages:

- Mixed use is likely to deter development partners
- Rental costs in addition to other operating costs
- Limits the capital receipt from the site
- Loss of freehold and residual asset value

## b. Self-develop new theatre & sell for resi dev't

- Re-provision of theatre on site (Freehold)
- Sell remaining plot to developer for mixed residential scheme

**NET -£6.4m**

Revex

Capex

Income

-£4.3m

-£2.1m

£0m

**Saving +£0.5m**

LH

Sell

Non –Financial Appraisal:

- Regeneration (South)
- Economic Development
- Revenue reduction
- Capital Cash flow
- Ease of Implementation

0

2

4

4

3

**Weighted Total**

**25/50**

### Advantages:

- A custom built theatre is likely to be more efficient and economical to operate
- No annual rent to pay
- Opportunity to provide theatre able to accommodate larger productions

### Disadvantages:

- Mixed use is likely to deter development partners
- Limits the capital receipt from the site
- High up-front capital investment.

## c. Sell site for mixed residential

- Sell site to developer
- Re-develop mixed residential scheme
- Theatre not re-provided

*Adjacent AC Lloyd site becomes available in 2014*

**NET £2.5m**

Revex

Capex

Income

£0m

£2.5m

£0m

**Saving +£9.4m**

FH/LH – n/a

Sell

Non –Financial Appraisal:

- Regeneration (South)
- Economic Development
- Revenue reduction
- Capital Cash flow
- Ease of Implementation

0

2

5

5

4

**Weighted Total**

**32/50**

### Advantages:

- Maximises capital receipt from the site
- No capital required from WDC

### Disadvantages:

- Reduced theatre service from the town centre (Loft theatre only – different offering)
- Loss of freehold and residual asset value

***The option to retain the theatre 'as-is' is being modelled as a preferred option – unless WDC decide not to own a theatre and commission services elsewhere***

# Both the future service provision and the feasibility of 'do nothing' at the Royal Spa centre needs to be considered by the Council



- If the council 'do nothing' the Theatre will cost £6.9m over 25 years
- Not re-providing the theatre asset could deliver as much as £9.4m benefit over 25 years against the 'do nothing' baseline
- The Council could utilise third parties to re-provide services and become a commissioner of these services

# The Heritage and Cultural sites have limited opportunity for development, especially considering WDC's Heritage Duty

## Royal Pump Rooms

- Royal Pump Rooms is the most popular 'landmark' asset for district residents and visitors to Leamington Spa alike
- Key asset for provision of cultural services
- Recommended to retain existing facilities and introduce commercial tenant (e.g. bookshop) in place of the TIC

**Baseline -£9.1m**

**NET -£8.8m**

Revex

Capex

Income

-£8.3m

-£0.9m

£0.4

**Saving +£0.3m**

## Town Hall

- Design and statutory constraints limit development potential and alternative uses.
- Recommended to :
  - Refurbish 1<sup>st</sup> floor as civil ceremony venue for additional income
  - Move CAB into back of building and Town Council upstairs
  - Provide One Stop Shop on ground floor accessible via new entrance
  - Democratic space is included in the accommodation re-provision

**Baseline -£3.4m**

**NET -£2.7m**

Revex

Capex

Income

-£2.4m

-£1m

£0.7m

**Saving +£0.7m**

# The impact of changing the use of WDC investment assets and either retaining or disposing of them has been modeled

Property	Description	Revex	Capex	Income	Net (NPV 25 years)	Net vs. Baseline
Spencer Yard	Self-develop into retail space	£0.0m	-£1.5m	+£1.2m	-£0.3m	<b>+£0.7m</b>
Bedford Street	HOLD	-	-	-	-	-
10 Hamilton Terrace	Retain for higher rental value	£0.3m	-£0.2m	+£0.2m	+£0.3m	<b>+£0.05m</b>
26 Hamilton Terrace	Retain for higher rental value	-£0.1m	-£0.2m	+£0.7m	+£0.4m	<b>+£0.55m</b>
Packington Place	JV-develop & sell as affordable resi	£0.0m	+£0.5m	-	+£0.5m	<b>+£0.45m</b>
Bath Place	HOLD	-	-	-	-	-
Rosefield Street	HOLD	-	-	-	-	-
Station Approach	HOLD	-	-	-	-	-
<b>TOTAL</b>		<b>+£0.2m</b>	<b>-£1.4m</b>	<b>+£2.1m</b>	<b>+£0.9m</b>	

- Spencer Yard income from retail space may increase significantly
- Court Street recommended for re-provision of RSH office
- Disposal options under current market conditions are highly unfavourable
- Recommended to hold all investment assets excluding Packington Place
- Not possible to meaningfully model Station Approach options Bath Place required to support future use and development options for Spencer Yard

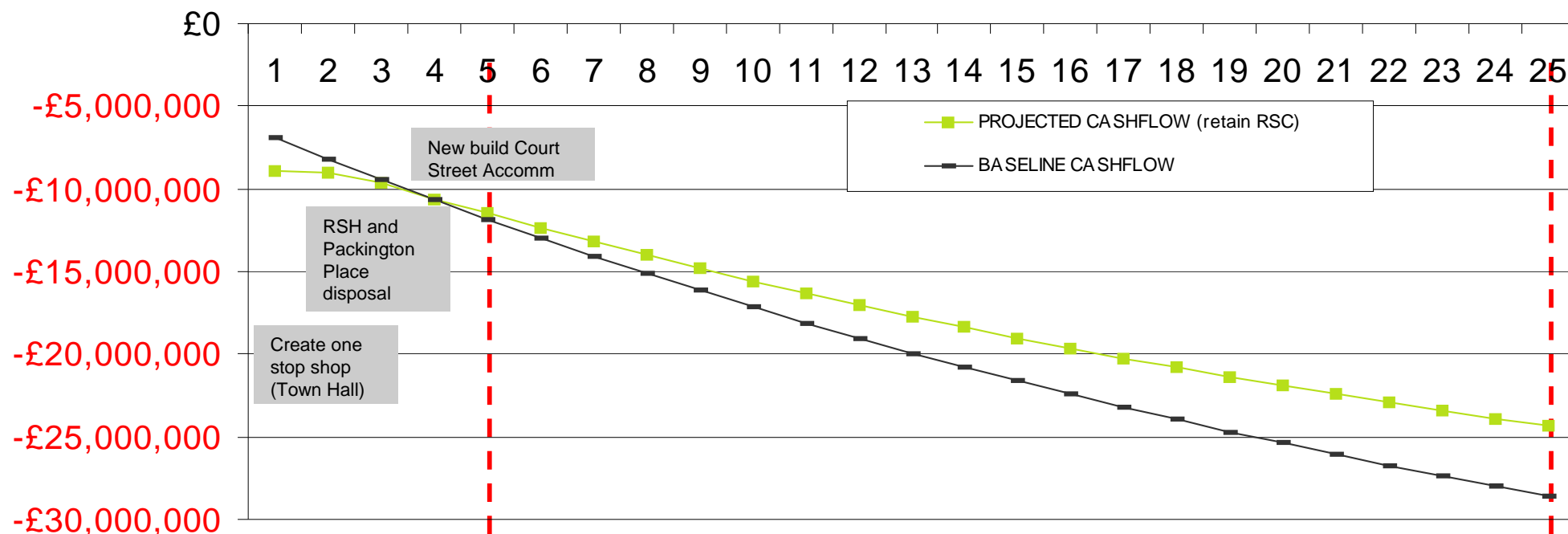
**Saving +£1.75m**

*Note: WDC are 'holding' assets that have a residual value and could have a more significant market value that can be realised in the future. The savings do not reflect this.*

*Total is for options highlighted in green only*

***These assets can be considered with relative independence and so decisions regarding them can be made more readily***

# The 25 year cash flow position is influenced by asset disposal and the accommodation re-provision: this provides a £4m net saving



## 5 YEAR CASHFLOW

Baseline -£11.8m

NET -£11.4m

Revex

-£11.5m

Capex

-£6m

Income

£6m

Saving +£0.4m

## 25 YEAR CASHFLOW

Baseline -£28.5m

NET -£24.5m

Revex

-£41m

Capex

-£6m

Income

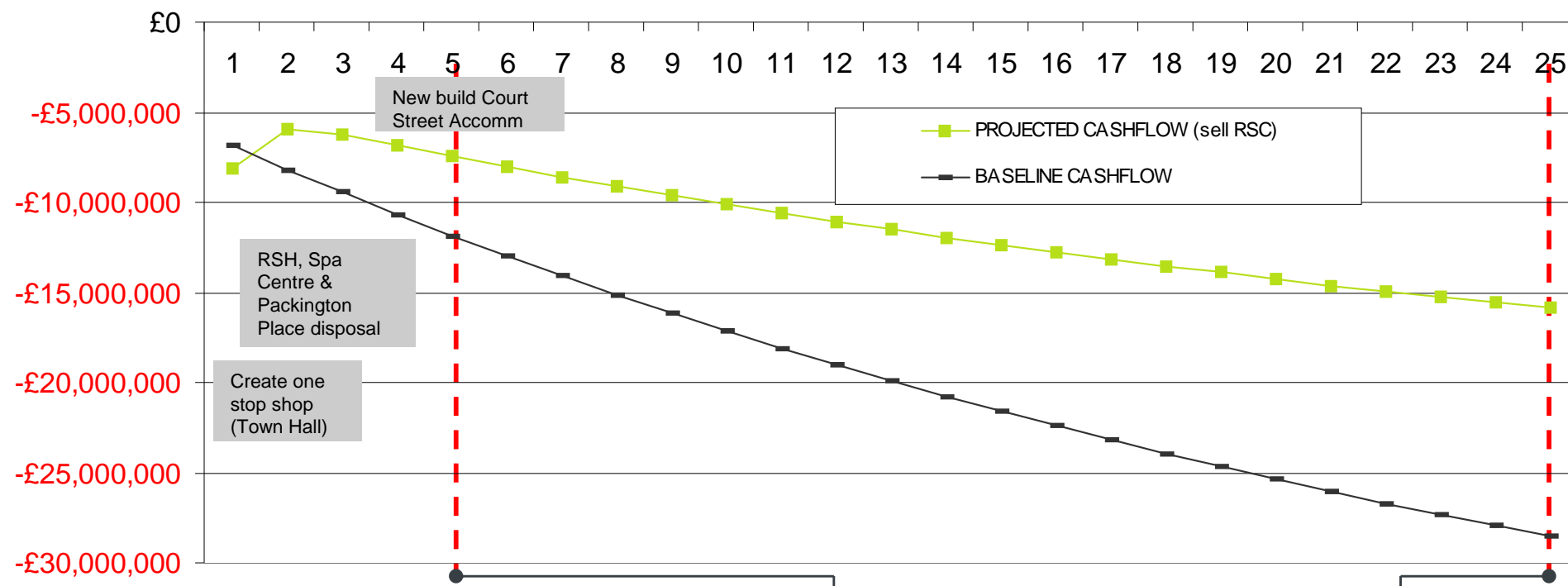
£22.5m

Saving +£4m

- Implementation costs are generally spread across years 1-2.
- Capital receipts from asset disposals (Packington Place and Riverside House) are spread across years 2-3.



# The 25 year cash flow position assuming sale of the RSC site without service reprovision offers a 40% saving against the baseline



## 5 YEAR CASHFLOW

Baseline -£11.8m

NET -£7.5m

Revex

Capex

Income

-£6m

-£3m

£1.5m

Saving +£4.3m

## 25 YEAR CASHFLOW

Baseline -£28.5m

NET -£16m

Revex

Capex

Income

-£19m

-£3m

£6m

Saving +£12.5m

- Over 25 years, the net spend could be reduced by £9.5m (40%) through selling the Royal Spa Centre.
- This option does not allow for reprovision of the RSC building or services.

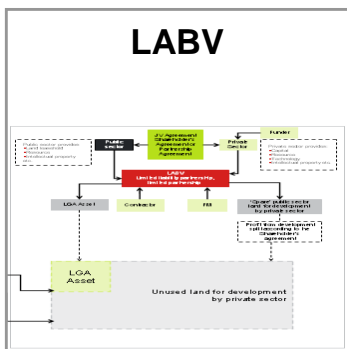
# There is clear reasoning aside from the financial appraisal behind the key decisions that have been made

- Move off the Riverside House site - WDC maximise capital receipt from disposal and enable a total residential redevelopment on the street
- Re-provide accommodation on Court Street – no site acquisition costs and a significant investment in Old Town regeneration, with a transfer of democratic space from the Town Hall
- Opportunity to develop adjacent sites to Court Street into student accommodation, further encouraging regeneration
- One stop shop in Town Hall – prime retail site with no acquisition cost, increased footfall of underutilised asset with small capital investment
- Trial capital investment in 26 Hamilton Terrace to improve rental yield – able to test if worth repeating for number 10

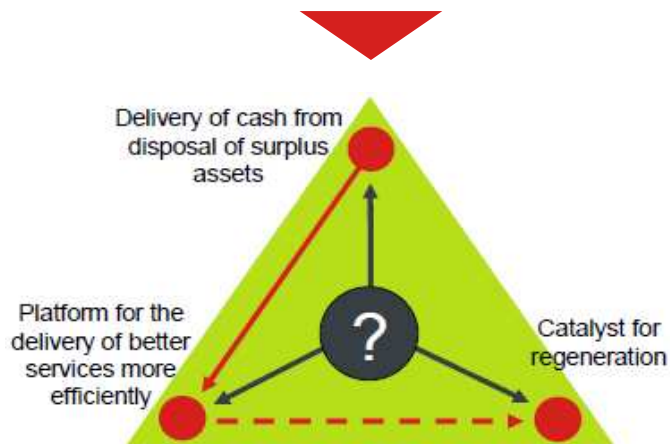
## *Questions that need to be considered:*

- *Will the Council fully commit to investing in a re-provision in the Old Town and risk facing some potential resistance from staff and other stakeholders?*
- *WDC need to agree that fully flexible, open plan workspace is the aspiration for re-provided accommodation, in order to achieve the full financial and non-financial benefit*
- *WDC need to decide the future of a theatre provision – is a theatre required at all and if so is Royal Spa Centre the best option for providing the service*

Consideration has been given to a number of different vehicles that could be used to deliver the asset strategy



*Each model has benefits and limitations that can be assessed in light of WDC key drivers*



***We recommend facilitating a workshop to support WDC in aligning and selecting the right delivery model, once the asset strategy is approved***

# Communications Plan

	Stakeholders	Action	Who	When
WDC leadership team and staff	<ul style="list-style-type: none"> <li>Bill Hunt</li> <li>Richard Hall</li> <li>Roger Jewsbury</li> <li>Susie Drummond</li> <li>Rose Winship</li> <li>Ian Coker</li> <li>Jenny Clayton</li> <li>Joe Baconnet</li> <li>Chris Makasis</li> </ul>	<ul style="list-style-type: none"> <li>Ray Smith</li> <li>Gary Stephens</li> <li>Chris Elliot</li> <li>Antony Flint</li> <li>Jeff Watkin</li> <li>Mark Perkins</li> <li>Tony White</li> <li>Paul Pnkney</li> </ul>	<ul style="list-style-type: none"> <li>Brief SMT, CMT and Exec regarding outcome of study – generate buy in (regular meetings)</li> </ul>	BH Jan 12
		<ul style="list-style-type: none"> <li>Complete online staff survey – create awareness and gather input (email and team meetings)</li> </ul>	NH	Jan 12
		<ul style="list-style-type: none"> <li>Establish reps to communicate outcomes of survey and study (“Town Hall” event)</li> </ul>	SD	Feb 12
WDC Councillors	<ul style="list-style-type: none"> <li>Cllr Doody</li> <li>Cllr Caborn</li> </ul>	<ul style="list-style-type: none"> <li>Cllr Alan Wilkinson</li> <li>Robert Nash</li> </ul>	<ul style="list-style-type: none"> <li>Present feasibility study outcomes and survey results to Councillors – approval to start the implementation plan (regular meeting)</li> </ul>	CE/BH Jan 12
	<ul style="list-style-type: none"> <li>Cllr Jerry Weber</li> <li>Cllr Janice Dean</li> <li>Cllr Sidney Tyrell</li> <li>Cllr Jane Knight</li> </ul>		<ul style="list-style-type: none"> <li>Establish Councillor steering group to govern the implementation plan</li> </ul>	Cllr Caborn Mar 12
Third Party organisations	<ul style="list-style-type: none"> <li>Warwickshire County Council (Steve Smith)</li> <li>Warwick College (Chris Paget)</li> <li>Bath Place Community Venture (Stinder)</li> <li>Community Art Workshop (Fran Godwin)</li> <li>Warwickshire Police (Clive Phillips)</li> </ul>	<ul style="list-style-type: none"> <li>NHS Trust</li> <li>AGA Rangemaster (Gary Green)</li> <li>Heartbreak productions</li> <li>Motionhouse</li> <li>Hybrid:arts</li> <li>Citizens Advice Bureau (Hilary Holland)</li> <li>Gallon</li> <li>Cityspirit</li> </ul>	<ul style="list-style-type: none"> <li>Written communication of the outcomes of the feasibility study to all shared service stakeholders – completeness and keeps informed</li> </ul>	BH Jan 12
		<ul style="list-style-type: none"> <li>Engage WCC re One stop shop (Kushal Birla)</li> </ul>	SD	Feb 12
		<ul style="list-style-type: none"> <li>Engage WCC re consultancy frameworks (Steve Smith)</li> </ul>	PP	Jan 12

## Short term next steps

- Share output with WDC leadership team and the relevant stakeholders as outlined in the communications plan
- Agree long term approach to The Royal Spa Centre
- Agree One Stop Shop preferred option and engage the design team
- Agree recommended options to carry forward to detailed feasibility
- Review delivery options available and understand preferred routes
- Develop detailed implementation plan against agreed options

# Appendix



# Focus interviews held over the last two weeks have helped us quickly understand background and insight around the assets

- To gather a range of initial data from across the Authority (qualitative and quantitative)
- To identify what people believe is working well with assets at the moment
- To identify areas that could be improved (assets and service delivery)
- To Identify pockets of support and areas of misalignment
- To provide people with an opportunity to share points of view and experiences openly and honestly, in confidence – allows us to understand the political and emotional issues of a wide range of stakeholders



Who	Role
Cllr Doody	Leader
Cllr Caborn	Deputy Leader
Chris Elliot	CEO
Bill Hunt	Deputy CEO
Paul Pinkney	Director of Development
Richard Hall	Environment Services
Roger Jewsbury	Director of Community Protection
Susie Drummond	Director of Corporate & Comm Services
Rose Winship	Director of Cultural Services
Ian Coker	Director of Neighbourhood Services
Jenny Clayton	Strategic Finance Manager
Joe Baconnet	Director of Economic Development
Chris Makasis	Estates & Town Centre Management
Ray Smith	Enterprise Development Manager
Gary Stephens	Development & Planning
Antony Flint	Spa Centre Manager
Jeff Watkin	Pump Rooms Manager
Mark Perkins	Energy Manager
Tony White	Property Manager

We have also engaged with other stakeholders including Conservation planning, town hall management and arts and music team to understand the current assets and potential future opportunities

***These engagements also assist in communicating the objectives of this piece of work***

Currently the council spends a net of £1.4m p.a. and have capital liabilities to the order of £5.5m on the in-scope assets

Property	Revex (£k p.a.)	Revex (£/m²)	Income (£k p.a.)	Net (£k p.a.)	Capital Liability (£k)	NPV 25 YRS (£K)
Riverside House	607	83	69	-538	1,408	-10,275
Royal Spa Centre	1,383	431*	1,013	-370	775	-6,878
Pump Rooms	631	161*	130	-501	875	-9,129
Town Hall	213	92*	69	-144	997	-3,372
Spencer Yard	39	50	38	-1	902	-910
10 Hamilton Terr.	5	18	30	25	150	261
26 Hamilton Terr.	0.5	2	0	-0.5	150	-157
Station Approach	4	3	11	7	0	119
Car Park	Revex (£k p.a.)	Revex (£/m²)	Income p.a.	Net	Capital Liability	NPV 25 YRS (£K)
Packington Place	9	9	13	4	40	28
Bath Place	18	11	25	7	67	60
Court Street	12	4**	11	-1	66	-81
Rosefield Street	13	11	45	32	47	479
Bedford Street	18	14	100	82	53	1,298
<b>TOTAL</b>	<b>2,953</b>		<b>1,555</b>	<b>1,397</b>	<b>5,528</b>	<b>-28,555</b>

#### Property

- Opportunities exist to increase rental income generated from 'investment' assets such as Hamilton Terrace
- Revex for Riverside House is low compared to EC Harris benchmark data indicating potential future maintenance backlog issues
- RSC Revex and Income are inflated by ticket sales turnover

#### Car Parks

- Revex £ / m2 is relatively consistent across all car parks
- Net position varies widely across car park portfolio

\* Includes staff, supplies and services which enable income

\*\* Court Street Revex / m2 is misleadingly low due to proportion of plot being vacant

These numbers have been reviewed in detail by Finance and inform our baseline position

To ensure a balanced appraisal we have tested each option against a set of criteria, including non-financial areas

Priority Areas		Description	Indicative Weighting (To be agreed)
1	Regeneration (South & Social)	How well does the solution encourage regeneration to the south of the town such as increasing foot fall or further redevelopment	25%
2	Economic Stimulation – Job creation	How significant is the option in attracting private investment / jobs into Leamington	15%
3	Revenue Reduction	What are the long term revenue benefits – does the option improve the baseline	25%
4	Capital Cash flow	How much initial capital is required from WDC, to deliver the solution	20%
5	Ease of Implementation	How complex is the solution – are there planning constraints, wide external stakeholder involvement etc	15%
Total			100%