

 Executive 10th July 2019		Agenda Item No. 8
Title	Project Officers – Cultural Services	
For further information about this report please contact	Paddy Herlihy Padraig.herlihy@warwickdc.gov.uk Rose Winship Rose.winship@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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	N/A	
Background Papers	N/A	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	Yes
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes – Ref No: 1016
Equality Impact Assessment Undertaken	No
Not applicable – no policies being approved	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	18/06/19	Andrew Jones
Head of Service	18/6/2019	Rose Winship
CMT	18/6/2019	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	18/6/2019	Mike Snow
Monitoring Officer	18/6/2019	Andrew Jones
Finance	18/6/2019	Mike Snow
Portfolio Holder	18/6/2019	Cllr Grainger
Consultation & Community Engagement		
N/A		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out proposals to temporarily expand the Programme team within Cultural Services, by adding 2 additional fixed term Project Officers.
- 1.2 The 2 Project Officers being proposed 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.
- 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. **Recommendations**

- 2.1 Executive approves the Project Officer (Community Stadium and Related Projects) (1 x F/T) from 1st August 2019 to 31st December 2022, up to a total cost of £142,100 to be funded from the initial capital receipts from the enabling works for the community stadium site.
- 2.2 Executive approves the Project Officer (Whitnash/Kenilworth) (1 x F/T) from 1st August 2019 to 31st December 2022, up to a total cost of £142,100 funded from the Service Transformation Reserve, and from the capital funding for the Kenilworth project if the scheme goes ahead with the Service Transformation Reserve duly replenished.

3. **Reasons for the Recommendations**

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 Community Stadium Project Officer, in the other elements of this project. This post was approved to be added to the establishment by Employment Committee at its meeting on 11th June 2019.
- 3.1.3 The stadium alone is a project costing between £6 million 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 (Commonwealth Park) will cost in the region of £1 million. An expected development opportunity gives rise to

the potential to fund these works. 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 facility and associated facilities and the subsequent design, the procurement of a developer for the listed farmhouse on the main 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 and disposals on the site.

- 3.1.4 The job description written for the new Project Officer explains that the new role will report to the Community 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 Community Stadium Officer who will advise and support this more junior role as appropriate.
- 3.1.5 The proposal is to fund the post from the expected capital receipt of the sale of land fronting Gallows Hill agreed in November 2018 and expected later this financial year.

3.2 **Whitnash and Kenilworth projects**

- 3.2.1 The Whitnash Community Hub project has been strongly endorsed by a number of reports and policy positions, 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 are 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 which will continue whilst the District Council are supporting this project.
- 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 Project Officer (Whitnash and Kenilworth) 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 Project Officer (Whitnash and Kenilworth) 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 these 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 Project Officer (Whitnash and Kenilworth) 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, and 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.

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 The right people are in the right job with the right skills and right behaviours	<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 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>	<p>Focusing on our customers' needs</p>	<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>
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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 (PPS)

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 to support projects to improve the District’s sports provision, and in establishing robust relationships with Sport England and National Governing Bodies of sport. The PPS includes reference to the community stadium project, Whitnash Hub, the relocation of the athletics facility and a number of other projects on land owned or leased by the Council.

4.2.3 Health & Well Being Strategy

A priority within this strategy is taking action that enables local communities to lead active lives. The two strands included in this report i.e. the expansion of District sports and leisure facilities and the development of the new community stadium, will both contribute to increasing opportunities for participation in physical activity by adding new facilities to meet the needs of the growing population. The new project officers will be in a position to work closely with colleagues and external providers to ensure that the new facilities are appropriate in terms of location and design.

4.3 Changes to Existing Policies

4.3.1 There are no changes to existing policy

4.4 Impact Assessments

4.4.1 There is no requirement to carry out an impact assessment for these proposals.

5. Budgetary Framework

- 5.1 The annual cost of the each Project officer is £41,600 (including on costs), totalling £142,100 for the proposed 41 month appointment period, based on current pay scales.
- 5.2 It is proposed that the Project Officer (Community Stadium) be capitalised and funded from the initial capital receipts from the enabling works for the community stadium site. As reported to Executive in November 2018, it is anticipated there will be a capital receipt for sale of part of the Gallows Hill land during 2019/20.
- 5.3 Given the status of the proposed Kenilworth Leisure project, it will not be possible to capitalise on the proposed Kenilworth/Whitnash project officer at this stage. It is therefore proposed to fund this project officer from the Service Transformation Reserve (£553,200 unallocated balance prior to this Executive meeting). Once there is more certainty over the Kenilworth capital project and funding, the post should be capitalised, with the funding taken from the capital funding for the scheme, so replenishing the Service Transformation Reserve.

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.

7 Alternative Options Considered

- 7.1 The Executive could chose not to approve the funding for these posts and recommend that officers consider alternative solutions to the management of these projects or review the deliverability of these high profile corporate projects. Consideration has been given to alternative ways of managing the projects by reallocation of work within the Programme team; however, there are only 3 officers in this team, all of whom are stretched with the current work streams, with no spare capacity within the team. The Whitnash Hub and the Community Stadium projects are now both well advanced in terms of initial designs, planning and other approvals secured. The range of projects on land north of Gallows Hill come together to form a major transformation project for the district; any delays on delivery could have significant commercial and operational impacts.