

Executive

Minutes of the meeting held on Wednesday 6 March 2019 at the Town Hall, Royal Leamington Spa, at 6.00 pm.

Present: Councillors Mobbs (Leader), Butler, Coker, Grainger, Phillips, Rhead, Thompson and Whiting.

Also present: Councillors: Boad (Liberal Democrat Group Observer), Quinney (Chair of Finance & Audit Scrutiny Committee); Mrs Falp (Chair of Overview & Scrutiny Committee) and Naimo (Labour Group Observer).

149. **Declarations of Interest**

Minute 164 – Land Purchase at South Crest Farm in relation to the Relocation of Kenilworth School

Councillor Whiting declared an interest because his wife was a Governor of Kenilworth School and left the room whilst the item was being discussed.

Minute 158 – Funding for Chase Meadow Community Centre 2019 – 2022

Councillor Butler declared an interest because he was a Board Member as the Council representative for Chase Meadow Community Centre Ltd.

150. **Minutes**

The minutes of the meeting held on 6 February 2019 were taken as read and signed by the Chairman as a correct record.

Part 2

(Items upon which a decision by the Council was not required)

151. **Adoption of the Land East of Kenilworth Development Brief (SPD)**

The Executive considered a report from Development Services regarding the adoption of the Land East of Kenilworth Development Brief (SPD). The Warwick District Local Plan 2011 – 2029, adopted in September 2017, included significant housing, education and employment allocations to the east of Kenilworth. Local Plan Policy DS15 'Comprehensive Development of Strategic Sites' applied to housing allocations H06 and H40 to the east of Kenilworth and required proposals to represent a comprehensive development scheme for the entire site, to be demonstrated by the submission of either a Development Brief or a Layout and Design Statement, as appropriate.

In October 2018, the Executive approved the public consultation on the Draft Land East of Kenilworth Development Brief and agreed to a recommendation that the Development Brief would be brought back before Members to formally approve as a Supplementary Planning Document.

The draft version of the Land East of Kenilworth Development Brief was subject to an eight-week period of consultation between 19 November 2018 and 14 January 2019. The report set out the outcome of the consultation and recommended adoption of an amended SPD.

The draft Development Brief was subject to public consultation for a period of eight weeks. In addition to the requirements of the Statement of Community Involvement, three days of public exhibition were held in Kenilworth Town Centre, presentations were made to Kenilworth Development Forum and Kenilworth Town Council and additional notifications were posted around the site and to dwellings adjoining the development site, as well as promotion via digital and traditional media platforms.

132 representations were received during the period of the consultation, all of which were summarised and responded to within Appendix 1 to the report. As a result of the representations, a number of amendments were proposed, and these were also outlined in Appendix 1 to the report. It was considered that a further period of public consultation was not required.

Delegated authority was requested to make further, minor amendments to the SPD as a result of the amendments suggested, prior to final publication.

The final Land East of Kenilworth Development Brief SPD provided comprehensive guidance for the development of this strategic housing, education and employment allocation.

In terms of alternative options, the Executive could decide not to adopt the proposed East of Kenilworth Development Brief. However, this would be contrary to the aims of the Local Plan and furthermore, would not help facilitate the co-ordinated development of this strategic growth area.

The Executive could also decide not to accept the recommended amendments to the draft SPD. However, this would be contrary to the public consultation process.

Councillor Grainger emphasised the importance of this document and the benefits it would bring to the people of Kenilworth. Councillor Coker and Councillor Mobbs thanked the Site Delivery Officer and the Portfolio Holder for their hard work and emphasised the tremendous benefits this would bring.

The Portfolio Holder, Councillor Rhead, congratulated the Site Delivery Officer for the excellent response to the public consultation.

The Executive, therefore,

Resolved that

- (1) the statement of public consultation attached as Appendix 1 to the report, be noted;

- (2) the adoption of the SPD following the identified amendments set out in Appendix 1 to the report, be approved;
- (3) authority be delegated to the Head of Development Services, in consultation with the Portfolio Holder for Development, to make any further minor amendments subsequently required as a consequence of undertaking the principal amendments set out in Appendix 1 to the report.
- (4) the Development Brief shall be adopted as a SPD no later than 6 April 2019, unless otherwise agreed by the Head of Service in consultation with the Portfolio Holder; and
- (5) following adoption, the Land East of Kenilworth Development Brief SPD will be a material consideration in the determination of relevant planning applications in the area, be noted.

(The Portfolio Holder for this item was Councillor Rhead)
Forward Plan reference 998

152. **Creative Quarter Masterplan and Next Steps**

The Executive considered a report from Development Services updating Members on the public consultation on the draft Masterplan, which was undertaken by Complex Development Projects (CDP) in December 2018 and January 2019, following approval by the Executive in November 2018. As a result of those responses, a number of significant changes had been made to the draft Masterplan and it was proposed to amend the boundary of the proposed Creative Quarter, including the removal of the Clublands area, off Adelaide Road, from the designated area.

The Council had had long term aspirations to develop a Creative Quarter for Leamington and in November 2015, it approved a Regeneration Brief for an OJEU compliant procurement exercise that led to Complex Development Projects (CDP) being appointed as the Council's regeneration partners in late 2017 and the Council entering into a collaboration agreement with them (Collaboration Agreement).

Since their appointment, CDP had worked on the development of a document that was referred to in the Collaboration Agreement as a Masterplan for the Creative Quarter. The purpose of that document was to demonstrate how the Council and its partner could develop a long term strategy to deliver the aspirations for the Creative Quarter which were expressed in the Regeneration Brief as:

- defining the character and a new purpose for the whole of the area;
- creating a deliverable, investable, vision for the Creative Quarter;
- developing and delivering new space for creative industries;
- opening up and improving the public realm and uniting this disjointed area, with specific references to the river corridor and linkages to the north of the town;
- unlocking the creative potential of the riverside, the Royal Pump Rooms and the iconic and historic buildings within the area; and
- refurbishing, re-modelling and re-using Council owned assets as required to assist the delivery of the Creative Quarter.

The Regeneration Brief also stated that the appointed partner should develop their proposals in respect of a wide range of creative uses, which could include the following:

- cultural, artistic; educational; performance; training; food and craft based businesses; cafés and restaurants;
- the specific market demand from the digital industries including the potential for a new digital 'hub' for this growing sector;
- residential (including live-work) properties as part of an overall mixed-use vision;
- Arts and Culture; Digital Games; Music; Performance; TV and Film; Publishing; Design & Craft businesses.

The report asked the Executive to approve a high level commitment to the principles of regeneration set out in the amended and renamed Masterplan document (now titled "Leamington Spa Creative Quarter: The Big Picture") as the overarching "vision" for the delivery of the Council's long-term aspirations for the Creative Quarter, which would form the basis of the Masterplan required to be signed off under the Collaboration Agreement to signify the completion of phase 1. Therefore, in approving the "Big Picture" document, Members were not being asked to formally sign off phase 1 of the Creative Quarter partnership. This would require further detailed technical assessments and the report asked for delegated authority to complete this work.

In November 2017, the Council signed a Collaboration Agreement with CDP to form a partnership to bring proposals forward for a Creative Quarter. As a first project, in May 2018 Members also agreed to a contract whereby CDP would secure the delivery of catering & events services in the Pump Rooms and at the Restaurant in the Park in the Jephson Gardens. More recently, the Executive agreed in November 2018 that a draft masterplan document prepared by CDP should be put out to public consultation.

This public consultation took place between 3 December 2018 and 21 January 2019. During this time, CDP organised several events t, including Property Owners Group, Local Business & Community Organisations Forum, Drop in session: LOTT Bazaar, 37 Clemens Street, Leamington Business Forum etc.

In addition, there was a static (unmanned) display in the Royal Pump Rooms from 7 December 2018 to 21 January 2019 and in the Royal Spa Centre from 7 to 30 December 2018. In response to specific invitations, CDP also held separate meetings with local landowners and agents, Leamington Town Council, Leamington Green Party, the Ahmadiyya Muslim Association and Action 21.

The public consultation invited respondents to complete an online survey and questionnaire. A number of respondents also chose to make separate written responses. A total of 267 responses were made to the online consultation and a further 38 written responses were received.

The majority of respondents agreed that:

- the Masterplan would support Warwick District Council in making this a great place to live work and visit (53%);
- the Masterplan would support economic growth (67%); and
- the Masterplan would be positive for Leamington Spa (62%).

The consultation survey provided for a number of free text responses and, inevitably, these covered a wide range of issues and concerns. However, a number of key themes emerged that were summarised as:

Free text question	Key themes from responses
Q8. Please describe your concerns	<ul style="list-style-type: none"> • Adelaide Road/ Clublands • Pump Rooms/ Library • Leamington Town Hall • The need for housing • Air quality/ environment • Parking • Canal corridor/waterside improvements
Q9. Are there any opportunities in the Creative Quarter that we have missed?	<ul style="list-style-type: none"> • The need for religious and community spaces • Sustainable transport
Q10b. Is there anything else you would like to see?	<ul style="list-style-type: none"> • Clarity of Masterplanning/ decision making process • Clarity of role of the community & voluntary sector • More on Housing • More on Infrastructure • More on Sustainability
Q11. Is there anything else you would like to say?	<ul style="list-style-type: none"> • Protections for Adelaide Road/ Clublands • Clarity of the purpose of Masterplan and the decision making process • Need to reference Housing, Infrastructure and Sustainability

A number of common themes also emerged from the written responses:

- a recognition of the scale of ambition and vision;
- invitations and requests for further dialogue with key stakeholders;
- clarification of the planning status of the masterplan; and
- a request from two organisations that their property is removed from the Masterplan (Victoria Colonnade and the Post Office/ Sorting Office).

A summary of the full outcomes of the consultation was set out at Appendices 1a and 1b to the report. Every consultation response had been considered and analysed and the proposed responses were set out in the appendices.

The governance structure of the project, set out in the Collaboration Agreement, included the establishment of a Project Board, composed of Member and Officer representatives of the Council, representatives from CDP and an external representative nominated by the Stakeholder Reference Group. The role of the Project Board was to:

- be the key decision making body for the Creative Quarter programme;
- provide strategic and operational oversight for the programme and (in the future) for any projects within it;
- approve any reports to be submitted to the Council (including planning applications to be submitted to the Planning Committee);
- support the delivery of the programme and projects by the Creative Quarter Team; and
- provide feedback on emerging projects.

It was important to note that the Project Board had no formal decision making powers and could not make decisions that were binding on the Council. Where formal Council approval was required (such as the approval of individual projects), the Project Board would agree the content of proposals but would then submit these to the Executive for approval. The Project Board had agreed The Big Picture document that was now presented for Executive approval.

At the November 2018 meeting of the Executive, it had been agreed that a cross-party Member Working Group be established. This had subsequently been established as a cross-party and cross-Council Member Reference Group, chaired by the Business Portfolio Holder and supported by officers. The membership of this group was: Councillors H Grainger, Boad, Naimo, Heath, Davison, Councillor Seccombe (Leader of Warwickshire County Council) and Councillor Norris (Leamington Town Council).

The Group had met on two occasions and had made a range of comments on the suggested changes to the draft Masterplan which were fed back to the Project Board. In summary, the views of the Member Reference Group were summarised in Section 3.2.4 of the report.

The Project Board decided that pre-determining the phases and solely focusing on Council assets would significantly limit the capability of the

Masterplan and that it would be better for this to be high-level visioning document that left scope and flexibility for projects to develop as opportunities arose. However, the views on the other issues were accepted and supported and had helped shaped the document that was now presented with the report.

Regarding transport infrastructure, it was not the role of the Big Picture document to identify major projects. However, the document had been amended to require that as transportation improvements within and affecting the Creative Quarter were developed, these reflected and respected the Creative Quarter vision. Members were reminded that elsewhere on the agenda for the meeting there was a report on the Community Infrastructure Levy (CIL) and specifically the Regulation 123 list of projects that CIL would fund. Two of the projects on this list would specifically benefit the Creative Quarter.

The consultation responses and the revised draft documents were also shared with the Stakeholder Reference Group established by CDP. The membership of this group was: James Childs (Super Spline Studios), Craig Spivey (Craig Spivey Creative), Roger Twiney (Action 21), Alan Heap ((Purple Monster - stakeholder representative on the Project Board), Carole Sleight (Art in the Park), Adrian Gains (Temperance Café), Louise Richards (Motionhouse), Ruth Leary (University of Warwick), Stacy O'Connor (Warwickshire Investment Partnership, WCC), Sarah Windrum (Emerald Group & CWLEP Board Member).

The Stakeholder Reference Group strongly supported the aspirations within the Big Picture document and the proposed amendments to the red line boundary. In particular, they felt that the inclusion of Jephson Gardens and the East Lodge would ensure that the Leamington artistic community could be directly involved in supporting the development of the Creative Quarter and that the economic impact of the Art in the Park event could be maximised.

As a result of the public consultation and the considerations of the various groups outlined above, a number of significant changes had been made to the draft Masterplan document that was put out to consultation. The revised document was attached as Appendix 2 to the report.

The main changes to the content of the document were:

- in response to the comments from the Members Reference Group, the format of the document had been altered to provide greater clarity on its purpose and over-arching vision;
- clear statements on key concerns: the vision, the purpose of the document, what the Creative Quarter was and who it was for, where it was, how consultation had shaped the document, key projects and opportunities, timeline/ process for future decision making;
- new images had been added;
- appendices had been added to streamline the document and make it easier to understand;
- the red line had been amended in response to the public consultation, as shown in Appendix 3 to the report;

- specific commentary on the rationale for the retention of the Town Hall within the red line had been added in response to the various comments received from the public consultation in respect of this building. This included a commitment that no projects would be developed until the two Councils currently using the building had determined its future use for civic purposes.

It was recommended that this revised document was approved as the basis for the Council's commitment to the regeneration of the area within the red line as Leamington's Creative Quarter, to form the basis of the Masterplan required under the Collaboration Agreement. This commitment would allow the detailed exploration of individual projects and accompanying business cases to be worked on.

It should be noted that approval of this document did not mean that Phase 1 of the Council's Collaboration Agreement was brought to an end. Before this could be done, further work was required to form the Masterplan required under the Collaboration Agreement and this was set out in Section 3.4 in the report.

The approval of the document would not just cover a commitment between the Council and its regeneration partner CDP to consider how Council owned assets could be utilised to deliver the Creative Quarter. The vision recognised that the purpose of the Creative Quarter was to provide opportunities for the whole community. CDP would, therefore, work with landowners, businesses and investors to facilitate projects and proposals for land and buildings that were not within public ownership, provided these were consistent with the principles enshrined within the Big Picture document and in line with the requirements of the Collaboration Agreement.

The title had been changed to the "Leamington Spa Creative Quarter: The Big Picture". The consultation exercise and subsequent discussions with the groups within the project governance structure demonstrated that the term Masterplan was confusing and unhelpful, given that the term had a specific meaning within a planning context. In particular, there were a number of comments from the public consultation exercise seeking further clarity on the master-planning process.

It was, therefore, recommended that the name of the document presented with the report was changed from "Creative Quarter Masterplan" to "Leamington Spa Creative Quarter: The Big Picture", given that there had never been an intention for the Masterplan to become a Supplementary Planning Document as with other Masterplan documents that had been produced.

However, Members should note that the Big Picture document would carry some weight as supplementary planning guidance and might therefore be referred to when considering planning applications within the Creative Quarter area. As such, it would need to be read alongside the Local Plan and, in due course, the Leamington Neighbourhood Plan. The Big Picture document had been amended to make this clear.

One of the major changes made to the draft Masterplan as a result of the public consultation was a proposed revision to the red line boundary for the Creative Quarter as shown at Appendix 3 to the report.

A significant number of concerns were expressed around the inclusion of the Clublands area to the west of Adelaide Road and it was now proposed that this area was removed from the red line. The area was originally included within the red line to allow the potential for new development to be explored. Any new development was intended to benefit the community organisations currently housed in the area but would also potentially cross-subsidise development elsewhere within the Creative Quarter.

It was clear that the first aspiration was misunderstood and a range of comments were received before and during the consultation period that any future development of the area would be to the detriment rather than the benefit of existing tenants and leaseholders.

The initial work undertaken by CDP had also demonstrated that the development potential of the area was likely to be significantly constrained by the structure of the existing leasehold arrangements. Given that there would also be a need to ensure that development came forward in a piecemeal manner so as to ensure the continued operation of the existing tenants and leaseholders, rather than a comprehensive development of the whole area, the potential to create significant investment returns for cross-subsidy purposes was unlikely to be as great as first anticipated.

Whilst the loss of a potential source of cross-subsidy could have an impact on the pace of development elsewhere in the Creative Quarter, it was considered this could be effectively mitigated through the detailed exploration of alternative funding options when individual projects were being developed.

It was, therefore, proposed to remove this area from the red line. Officers would now hold individual discussions with the various clubs and organisations based in the area to discuss their future aspirations and support that might be available to deliver them. It was likely that some organisations currently based in the locality might still wish to explore potential opportunities that might become available within the Creative Quarter.

In contrast, a number of consultation responses actually suggested that the red line should be expanded, by including East Lodge, home of Leamington Studio Artists (LSA) at the eastern end of Jephson Gardens, core venue for Art in the Park within it. Currently, the North and South Lodges and the Glasshouse were included within the red line but not the whole of the park.

It was now recommended that all of the Gardens were included within the Creative Quarter red line boundary. This would ensure that the vibrant and dynamic local artistic community, identified as key stakeholders in the future Creative Quarter in the Regeneration Brief, could be better engaged

in its development. It would also enable opportunities to support and enhance the development of the work of LSA and the regionally important Art in the Park event to be fully explored and ensure that their work and economic impacts was harnessed to further the development of the Creative Quarter.

A number of consultation comments focused on the importance of an enhanced canal corridor at the southern end of the Creative Quarter and suggested that it would be beneficial to include the current Rangemaster site within the red line boundary. Consideration of these comments received had highlighted that there were a number of buildings on the Rangemaster site that could potentially assist in the achievement of enhanced public realm and community access in this key corridor and which could, potentially, be developed for alternative uses that would complement and directly support the Creative Quarter.

However, it had to be recognised that the site was not only in private ownership, but was also a key employment site. The Council was committed to supporting Rangemaster in its current operations and future development, so it was not recommended that any changes were made to the red line on the southern boundary of the Creative Quarter. It was, however, recommended that officers continued to engage with the company and that a 'watching brief' was maintained in respect of the site so that if any part of it were to become surplus to the current need to maintain employment use of the site, its potential to complement works within the Creative Quarter could be assessed. In such a scenario, any future developments in respect of the site would be reported back to Members.

The proposed approval of The Big Picture document would determine the list of sites which were to be investigated in more detail to enable specific projects to be brought forward for approval. However, whilst The Big Picture document would set the vision, scope and context for further more detailed work, it would not mark the end of phase 1 of the Creative Quarter partnership, a requirement defined in the Collaboration Agreement.

The sign-off of phase 1 would require a high-level technical appraisal of the potential use of Council owned assets. It was proposed that this work was signed-off by the Council under the recommended delegated authority after the satisfactory completion of a high level desk-top appraisal to form the basis of the Masterplan required under the Collaboration Agreement. This appraisal would include the list of Council-owned assets which might be required to support the regeneration principles set out in the Big Picture, and an initial, high-level business case and risk analysis for any projects involving these assets. This would set potential alternative uses, potential funding arrangements to deliver these alternative uses, any potential requirement for changes to ownership or tenure and potential returns on investment and how these would be distributed.

This high level technical appraisal would fulfil the requirements of the Collaboration Agreement and would provide both partners with the basis

on which future projects involving Council assets would be developed. It would also form the baseline for Members' consideration of the individual business cases that would subsequently be developed.

If the recommendations in the report were approved, it was anticipated that the technical work described would be completed quickly. Once phase 1 of the project had been signed-off, detailed project plans and business cases would then be developed. At this stage, it was not possible to define a programme and agree initial priorities or a longer term phasing plan as regeneration was a complex process, sometimes requiring a long term approach, but sometimes moving extremely rapidly as opportunities arose.

It was clear that the Council landholdings within the red line could potentially become a catalyst for future regeneration. Subject to the approval of The Big Picture, the examples set out in Appendix 6 of the Big Picture document attached as Appendix 2 to the report would be an early focus of work, with dialogue held with adjoining property owners to understand their aspirations and how these could constrain or enhance the possible options under consideration. However, it was equally important to recognise that all opportunities would be explored, regardless of whether these involved land or assets in public ownership, provided they were consistent with the principles enshrined in The Big Picture document.

All individual projects would be brought to the Executive for consideration on an individual basis, based on the document agreed under the Collaboration Agreement, and where these involved the potential use of Council assets, it would include a detailed business case.

In terms of alternative options, the Council could decide not to support The Big Picture document. This had been discounted as the document had gone through a detailed consultation process and been amended as a result of it. This meant that it was considered to provide a good basis for taking specific proposals forward for further detailed examination. It was recognised that many of the examples, set out at Appendix 6 of the Vision documents, were currently only at a high level, and would require considerably more work before a formal proposal for any scheme could be put before the Council again for consideration.

The Council could ask that further consultation was undertaken before The Big Picture document was approved. This was not considered appropriate because despite initial concerns as to the timing of the consultation, the high level of responses indicated that its length and the breadth of the events detailed in the report was sufficient to allow stakeholders and interested parties to make their representations. It was not considered likely that undertaking further public consultation would identify much that had not already been highlighted in the consultation. However, a further safeguard was available as approval of the recommendations would allow CDP to begin much more detailed dialogue with stakeholders in respect of specific projects under the umbrella framework of the principles set out in the Big Picture document.

The Council could decide not to proceed with the partnership with CDP. This had been discounted for the reasons set out in the report. It was considered that CDP had carried out sufficient initial work to produce a vision that offered an exciting opportunity to regenerate this part of the town, which could be developed for sign off under.

The Overview & Scrutiny Committee noted the recommendations in the report.

An addendum circulated prior to the meeting advised Members of an additional response to the public consultation on the draft Creative Quarter Masterplan. A second addendum proposed a revised recommendation 2.4 in the report to include Group Leaders in the consultation process prior to the conclusion of phase 1 of the Collaboration Agreement for the Creative Quarter.

The Portfolio Holder for Business, Councillor Butler, advised Members that there were a number of very minor errors in the document. These were all matters of fact and / or grammatical errors. None were material and none were controversial. It was also possible that officers would find further minor errors and would, of course, wish to correct these. Councillor Butler gave a commitment that before "The Big Picture" document was published; any minor errors would be corrected by the officers. Councillor Butler proposed the report with the amendments in the addendums, including an additional amendment to recommendation 2.4 in the report to add "and Group Leaders" to the list of consultees.

The Executive, therefore,

Resolved that

- (1) the work undertaken by Complex Development Projects Ltd (CDP) to date and the report on the outcome of the public consultation on the draft Creative Quarter Masterplan, attached as Appendix 1 to the report, be noted;
- (2) the publication of the consultation responses on the Council's website in addition to the dedicated Creative Quarter website, be approved;
- (3) the feedback from the Member Reference Group and Stakeholder Reference Groups was considered by the Creative Quarter Project Board and was invaluable in shaping revisions to the Masterplan document, be noted;
- (4) the revised Masterplan document attached as Appendix 2 to the report be re-named as

“Leamington Creative Quarter: The Big Picture”;

- (5) the above mentioned document be approved as the basis for the future development of the Creative Quarter to be captured in the final Masterplan document required under the Collaboration Agreement;
- (6) the Creative Quarter’s boundaries be revised as set out in Appendix 3 to the report;
- (7) the approval of “The Big Picture” document does not bring phase 1 of the Creative Quarter project with CDP to a close and authority is delegated to the Deputy Chief Executive (BH) and s151 Officer, in consultation with the Leader of the Council, the Finance and Business Portfolio Holders and Group Leaders to agree the conclusion of phase 1 once further work on the Masterplan required under the Collaboration Agreement has been concluded, ; and
- (8) following the sign off phase 1, individual projects will be brought to future meetings for approval on an individual basis and a detailed business case will be included where the project involves Council assets.

(The Portfolio Holders for this item were Councillors Butler, Coker and Mobbs)
Forward Plan reference 1,000

153. **Newbold Comyn: Shortlisting of Future Options**

The Executive considered a report from Development Services providing a summary of completed work undertaken as part of the study to identify future uses for Newbold Comyn. This included the results of a survey and an initial high level appraisal undertaken by SLC Consulting (SLC).

The results of the survey could be summarised as:

- Newbold Comyn had a strong identity, linked to the landscape, and played an important role in the identity of the District. It was a valued resource;
- it was a safe and social space;
- it had regular users. Usage was often linked to the landscape but also the Leisure Centre;
- it was accessible by car and on foot; and
- there were significant concerns about future development of the area.

The appraisal undertaken by SLC has indicated that:

- an 18-hole golf course was not financially self-sustaining;
- there were a number of future uses, with varying levels of sustainability and which could complement existing uses / facilities;
- the scale of the area enabled a number of uses to be developed. The next stage of the study should seek to understand how these could be delivered both spatially and financially.

A survey to understand the relationship between residents and the Newbold Comyn area was launched at the Newbold Comyn Park Run on 18 August and closed on 15 September 2018. It was promoted, and widely shared on social media, with 78 shares on Facebook, 67 retweets and 36,067 impressions on Facebook and Twitter (i.e. it was seen 36,067 times but an individual could see it more than once). It was also promoted via: face to face surveys at the Men's Tour finish in Leamington Spa, Warwick Market Square and at Kenilworth Market; leaflets, posters and pop-up banners at Whitnash Library, Kenilworth Library, Warwick Library, Lillington Library and the Pump Rooms; and A0 posters in St. Peter's Car Park and Covent Garden Car Park in Leamington Spa. Paper copies of the survey were also available at Riverside House.

The survey generated 3,270 responses, which was the highest number of responses to an online Council consultation.

The survey was also supported by a leaflet and update to the Council's website that provided background information on the survey area and survey purpose. 90% of respondents said that they had read this information.

Survey questions focused on the relationship between people and the place, such as how they used it, how they perceived it, what they valued and any concerns. This provided context to any proposals for future uses (i.e. was a proposed use in line with / enhanced people's existing relationship or could it be perceived as a threat?) It contributed to the evaluation of possible uses. It did not ask about specific future uses as it was felt that there wasn't a clear evidence base to evaluate the extensive list of uses that such a survey could generate.

Of those who responded, respondents were:

- 42.9% male, 54.9% female (2.2% preferred not to say);
- 94.2% white/ white other;
- 93.3% did not consider themselves to have a disability (3.1% preferred not to say);
- 71.5% were aged between 30 and 59.

The high level of responses was a positive achievement. However, some population groups were under represented – young people, BME communities and people living with a disability. This might be a reflection of people who used Newbold Comyn, but any future engagement should take note and respond accordingly to ensure future uses would appeal to all communities.

Survey respondents identified a strong relationship between Newbold Comyn, themselves and the Council. When asked if they agreed or disagreed with the statement *I identify strongly with this place*, 67.8% agreed or strongly agreed. Respondents were attracted to the landscape and activities that took place there. 96.7% of respondents believed that Newbold Comyn strongly supported or supported the Council's mission to make Warwick District a great place to live, work and visit. A table providing percentages of answer choices was included in the report.

Newbold Comyn was both a social space and a personal space. Respondents were more likely to visit with a friend or partner (75.9%) or family (68.9%) than as individuals, though a significant number of visits were of this nature (66.4%). It was a space where respondents felt safe (76.8% scored 4 or 5 when asked to agree or disagree with the statement *I feel safe at Newbold Comyn*) and where different user groups 'get on', despite the potential conflict between users e.g. dog walkers and golfers.

Respondents were likely to be regular and frequent users. A majority (52.9%) visited at least once a week and 28.8% visited at least once a month. At the time of survey, free and possibly seasonal uses dominated the responses; walking, running / jogging, dog walking, picnics etc. When asked *What do you use Newbold Comyn for?* respondents were most likely to be walking (78.6% of respondents), visiting the leisure centre (62.4% of respondents) or running / jogging (54.9% respondents). An extensive list of additional uses was also identified in free text. These included a number of low scoring responses (e.g. *well-being, rounders, skate park, winter activities, Frisbee etc.*, categorised as Other). A table providing more details was included in the report.

The Leisure Centre was a significant attraction for Newbold Comyn. It fully opened after the completion of the survey and it might be that it played a more important role now.

Respondents were asked what the best things about Newbold Comyn were. Three options were identified by more than 70% of respondents as a 'best thing', all relating to the landscape: *the open space* (88.3%), *the trees and woods* (83.3%) and *it is peaceful* (73.9%). Other aspects that were rated as a 'best thing' by more than 50% of respondents included its proximity to Leamington Spa (68.8%), the views (67.4%), Riverside walk (60.9%), wildlife (56.9%) and the wildlife reserve (56.1%). The golf course was identified as a 'best thing' by 20.5% of respondents.

Respondents were also able to provide a free text response. This generated 363 responses, a table of which was included in the report. These responses reinforced the impression of the importance of landscape and openness.

Respondents were almost as likely to walk to Newbold Comyn (65.8%) as travel by car (69.9%). They were very unlikely to use public transport (1.7%). People aged 18 – 29 were more likely to walk (43.1%) than use a car (35.17%).

Most of the access points to Newbold Comyn were along the western edge of the area where it was adjacent to Royal Leamington Spa. Many of these routes took visitors through residential areas. The most popular access point to Newbold Comyn was Newbold Terrace East, a route that flowed through from the town centre and adjacent residential properties before it reached the leisure centre and car parks within Newbold Comyn. A map of the access points was included in the report.

Parking was not a significant issue for respondents. When asked to agree or disagree with the statement *It is easy to park at Newbold Comyn*, 60.8% agreed or strongly agreed. However, it wasn't possible to identify how many respondents were local residents or the extent to which non-regular users were dissuaded from using the space due to a perceived parking issue. It should be recognised that an increase in usage due to an improved offer was likely to create more parking demand.

Respondents were asked *What would make you visit Newbold Comyn more often?* The most popular responses (64.7% of respondents) was *having more time/ free time* – a factor not in the Council's control. The second two most popular responses were *more events and activities* (43.1%) and *more green space and wildlife* (30.8%). This suggested that future planning would require a careful balance between two potentially conflicting developments.

Respondents were also asked if *I would be happy to pay for activities if it contributed to maintaining the area*. 41.2% scored they strongly agreed or agreed, and a further 32.6% scored their response 3, suggesting some charging for activities would be accepted by the majority of users in the right conditions.

When asked *Do you have any concerns about the future of Newbold Comyn?* respondents were invited to respond with free text. The three most responded categories (and only ones with a response rate above 8.5%) were property development (38%), loss of current amenity (20.3%) and too commercialised / over developed (15.5%). A table with further details was included at Section 3.23 of the report.

It might be inferred that underpinning each of these was a fear of losing the 'natural resource' or 'openness' of the space. While greenbelt planning policy would mitigate against this, there would be concerns to be addressed in any future rounds of public consultation. Masterplanning would need to take note of these concerns.

The appointed consultants, SLC, undertook a number of activities as part of their brief, including undertaking market engagement, consultation with stakeholders and a workshop with Ward Members and relevant Portfolio Holders.

The consultants' brief had requested a shortlist of up to five options that could be viably and practically delivered and managed. However, it was the consultant's opinion that the scale of the area enabled a broad range

of options to be considered. SLC had therefore recommended that options should be presented as a 'menu' of potential future uses.

Based on an initial assessment and feedback from Members and Officers, the following shortlist of future uses had been identified:

- redesigned golf offer, which could include one or more of the following: a par-3 course, adventure golf, driving range, footgolf and reinstatement of pitch and putt;
- outdoor activity centre – final mix of activities to be confirmed through a more detailed feasibility study but could include high ropes / low ropes courses, zip wires, dry tobogganing, climbing, archery, cycle trails, woodland craft etc.;
- 3G artificial turf pitch – full-size floodlit and fenced pitch 100M x 64M plus 6M run-offs, adjacent to existing grass pitches;
- adventure play – advanced and exciting play offer designed to appeal to older children;
- enhanced skate park – small scale enhancement / extension of existing facility;
- cycle routes / trails – designated cycle routes, ideally separate from pedestrian routes;
- visitor Centre / Café – a food and beverage offer (possibly by repurposing former golf clubhouse) that was complementary to (not conflicting with) existing provision on the wider site e.g. pub and leisure centre. Included public toilets and information/interpretation on ecological interest on site;
- nature reserve – extension to the existing Leam Valley Nature Reserve to occupy part of the wider Newbold Comyn site;
- woodland nature trail – educational trail aimed at children and families incorporated within suitable wooded area on site and linked to visitor centre / café;
- trim trail – c. 10 wooden exercise 'stations' located on suitable route around the park; and
- community garden and sensory garden – community garden to provide opportunities, through 'Green Gym' initiative, for physical activity for those less mobile or less interested in traditional fitness activity. Sensory garden to be located close to visitor centre / café to provide attractive focal point.

Based on a high level commercial assessment of each of the options, SLC had suggested that the right combination of facilities with the right market conditions could provide a positive net revenue position of £100k per annum.

This compared to a commercial assessment of re-provision of an 18-hole golf course which was likely to require an annual subsidy of around £100k (in addition to reinstatement costs).

In addition to the core offer identified above, internal discussions with Members and officers had highlighted additional, non-sporting opportunities. These had not been subject to a commercial appraisal but were unlikely to generate substantial revenue. Rather, they might be

considered as complimentary activities that would reinforce the identity of the area. These were: use of public art to create/ support trails; use of outbuildings to create artists' studios; the need for signage and interpretation and memorial tree planting.

The SLC report concluded that the next stage of the study should focus on a masterplanning exercise and detailed business appraisal to understand how proposed uses could be delivered / managed while supporting the existing relationship between people and Newbold Comyn.

To ensure the future sustainability of the area, it was recommended that local people and stakeholders were involved in the masterplanning process. This would enable the masterplan to develop a proposal that was shaped, and therefore expected to be supported by, users and stakeholders. This should provide the Executive with confidence as to the sustainability of the final proposal.

Members were recommended to approve the principle of consultation. If the recommendations were adopted, officers would work with a suitable consultant to develop a consultation strategy (reflecting the survey results) to be approved by the Executive at a later stage.

It was anticipated that this round of consultation would take place in the summer of 2019. It was understood that a greater diversity of uses took place during the summer, which would support the quality of engagement. It was also hoped that the wider strategic picture would be clearer post-election.

It should be noted this consultation would look at commercial options. However, the focus would be around finding a financially viable use that maintained the theme of open space which was clearly valued by users.

A number of possible uses had been identified for the existing outbuildings adjacent to the Newbold Comyn Arms, as detailed in Section 3.27 of the report. A purely commercial appraisal of these buildings would provide a benchmark for the evaluation of a final masterplan.

It should be noted that it was not the intention of the Council to develop these as a purely commercial offer, and that there was no intention for residential development on any part of the site. This appraisal was for evaluation purposes only.

This work was not an area of expertise for SLC and did not form part of their brief. It was proposed that this work was undertaken immediately so that it could be shared, as needed, through the consultation process, subject to market sensitivity. It was anticipated that the appraisal would be delivered by a specialist company (i.e. not SLC).

In August 2018, the Council issued a Request for Quotation (RFQ) to undertake a study to identify viable and practical options for future uses of Newbold Comyn. Four consultants responded to this request and the

contract was awarded to SLC, who scored highest overall on quality and cost.

In the time SLC had been appointed, they had fulfilled the requirements of the Project Brief and had provided the Council with an initial high level appraisal of options of future uses for Newbold Comyn. The summary of this work was detailed in Paragraphs 3.25 to 3.27 in the report.

It was recommended that SLC were re-procured to undertake the next stage of detailed work which would include a needs analysis, masterplan development, development costs and business planning and reporting. Further details were included in Section 3.49 in the report.

An exemption to the Code of Procurement Practice was sought due to the level of detailed work SLC had carried out to date, which would inform the further stages of work. If a new consultant was to be procured, they would be starting the process from scratch, inevitably increasing the cost and prolonging the delivery period.

SLC already had a good knowledge of Newbold Comyn, its history and its key stakeholders. It was for this reason an exemption was considered reasonable. It should also be noted that their initial appointment followed a competitive procurement process, to which they were the highest scoring.

If SLC were to be appointed, then, taking the cost of their initial report into account, the total fee paid by the Council would be £55,000.

The Executive approved a budget of £50,000 to procure specialist consultancy advice at its meeting of 7 March 2018. Of this, £14,979 was allocated to SLC under the contract. There was £35,021 remaining unallocated in this budget.

SLC had provided a fee proposal for the next phases of work and they had quoted £39,598 which would exceed the remaining budget by £4,577.

The cost of the benchmarking exercise on the commercial appraisal of the outbuildings had been estimated to cost £3,500 plus VAT. As detailed in there was no remaining budget to pay for this. This work was considered necessary for the project in order to properly evaluate other commercial options.

There was currently £338,000 unallocated in the 19/20 Contingency. It was recommended that the shortfall for SLC's work and the appraisal of the outbuildings was funded from this budget, requiring an additional £8,077 plus contingency, totalling £10,000.

The original budget agreed at the Executive meeting of 7 March 2018 was done so on the basis that that the land would not be available for residential development. This had been reiterated to SLC throughout their engagement and had not been considered in the appraisal exercises carried out to date. It was evident from the public consultation carried out

that users valued the public amenity space and are concerned about future development.

An alternative option to the recommendations in the report would be to proceed without additional engagement. This would risk the Council adopting a masterplan for Newbold Comyn that had a negative impact on relationships with the area leading to a decrease in use.

Another alternative option would be to undertake engagement following March 2019 Executive. However, purdah restrictions would limit the scope of this work.

A third option would be to undertake a full procurement exercise for the next stages of work and not to appoint SLC directly. However, due to the existing knowledge of the project to date and the extensive network of stakeholders created, SLC were best placed to continue with their work.

The Overview & Scrutiny Committee supported recommendations 2.1 to 2.4 and 2.6 in the report. It did not discuss recommendation 2.5 because this was within the remit of the Finance & Audit Scrutiny Committee.

A number of Members expressed their enthusiasm that the consultation generated a great involvement and an overwhelming amount of responses.

The Executive, therefore,

Resolved that

- (1) the progress to date with the Newbold Comyn study be noted, in particular:
 - a. the response to the Newbold Comyn survey of the relationship between people and the place;
 - b. the conclusions of the high level appraisal of options by SLC;
- (2) based on the consultation responses and the conclusions of the SLC options study, a further report be considered by the Executive in Summer 2019, setting out proposals for a mix of uses, costs and funding for such uses, which will form the basis for a further consultation exercise;
- (3) a commercial appraisal of existing outbuildings adjacent to the Newbold Comyn Arms proceeds to provide a commercial benchmark value, be approved;

- (4) SLC be appointed to carry out further work to include a needs analysis incorporating further public consultation, masterplan development and business planning with subsequent reporting to the Council, with an exemption to the Code of Procurement Practice;
- (5) £10,000 be made available from the 19/20 Contingency budget to cover the work (with an element for contingency) detailed above; and
- (6) no residential development will be considered in the masterplan for Newbold Comyn.

(The Portfolio Holder for this item was Councillor Coker)
Forward Plan reference 961

154. **Commonwealth Games 2022**

The Executive considered a report from Cultural Services regarding the Commonwealth Games 2022.

In December 2017, the Commonwealth Games Federation confirmed that Birmingham would be the host for the 2022 Commonwealth Games with the Lawn Bowls and Para Bowls competitions being held at Royal Leamington Spa's Victoria Park.

Following the establishment of a Project Board and an initial Project Initiation Document (PID), a dedicated Warwick District Commonwealth Games Manager was appointed for a period of four years.

The Project Manager had focused on the Initiation Phase during 2018/19 in order to establish an understanding, in liaison with the Project Team, of what needed to be prioritised in order to achieve the objectives of the project. As this phase neared completion, ongoing funding was now required for the commencement of the Project's Delivery Phase.

Recommendation 2.1 in the report related to an enhanced understanding of the potential for this project to meet the objectives of the Council's Fit for the Future Strategy and to create a lasting legacy.

Members were reminded that the original PID was drafted under very tight timelines due to the reallocation of the 2022 Commonwealth Games, originally awarded to Durban in South Africa, to Birmingham 2022 in December 2017. At that time, neither a Birmingham 2022 Organising Committee nor Wider Stakeholder Community Group had been established. It was therefore identified in the March 2018 Executive report that the PID would need to be reviewed over the coming four years as the details of the project evolved. The content of the work programme detailed in the PID would be developed in more detail during the summer of 2019 and a subsequent report to Executive would provide more detail

of how the funding would be allocated in order to deliver the five key objectives of the PID.

While awaiting the establishment of the Birmingham 2022 Organising Committee, the PID and its five objectives were reviewed following engagement with:

- Birmingham City Council (BCC);
- Commonwealth Games Federation (CGF);
- Commonwealth Games Federation Partnership (CGFP);
- Commonwealth Games Wider Stakeholders Communication Group;
- Commonwealth Games Resilience Group;
- World Bowls;
- Bowls England;
- The Department for Culture, Media and Sport and West Midlands Local Authority;
- Transport England and Transport West Midlands;
- Victoria Park Lease and Licence Holders;
- Warwickshire Further and Higher Education establishments; and
- The Project Board and Project Team members.

Following information and feedback from the above engagement, the five objectives and headline actions outlined in Appendix C to the report were provisionally approved by the Project Board. These were included in the adapted PID attached as Appendix A to the report.

The five objectives and headline actions that had evolved from the updated PID, and in particular the changes to the broader three to five legacy objectives, had been well received during presentations made to:

- The Members' Working Group for the Commonwealth Games;
- Bowls England and their Counties membership;
- Victoria Park Lease and Licence Holders;
- Warwick District Council's Sport Development Network; and
- Warwickshire College Group (Leamington Campus) Advisory Group.

The five objectives within the updated PID also fitted extremely well with the Legacy Pillars confirmed recently by BCC at the inaugural Lead Officers Group meeting and its main aims in their Terms of Reference, which were:

- "to facilitate co-ordinated cross-authority coordination, communication and where relevant, decision-making in relation to the Games;
- to ensure consistency in approach to planning and operational delivery of Games-related activity;
- to provide a forum for key Games partners to engage with the Local Authorities in relation to the Games, e.g. the Organising Committee"

Changes needed to be made to the Board and Organisational Structure identified in Appendix B to the report, in line with Prince2 project management principles.

A number of changes were progressively made in consultation with the original Project Board members.

This new organisational structure had been well received, including by the Warwick District Council Members' Working Group for the Commonwealth Games, various community stakeholder representatives and the Birmingham 2022 CEO and Executive Director of Operations.

The Victoria Park Lawn Bowls facilities, whilst appropriate for hosting national competitions, did require further improvement to host the Commonwealth Games. This necessity also represented an opportunity to make sure investments could make the venue future-proof to host other international and national events, and the sport as a whole, with a readymade "Home of English Bowls". The improvements to the Lawn Bowls facilities could include the quality of the greens, provision for people with disabilities on a permanent basis, lighting to enable evening matches and parking. In short, the improvements would help deliver the objectives set out in the PID. The improvements would leave an enduring benefit in terms of the quality of this important sporting asset.

In addition, there was an opportunity to make sure that improvements also benefitted the park as a whole and also the wider local community and to improve the linkage to the town centre, the railway station and other nearby facilities such as at Warwickshire College. These benefits would also leave an enduring benefit to the area.

However, the Council needed to have a plan in place that it could use to negotiate and to bid for funding from a variety of sources such as Commonwealth Games 2022, the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) and others. It could use existing planned funds e.g. Section 106 contributions to act as leverage where necessary.

It was suggested that a plan should be put together involving a range of organisations that could set out the improvements and how they may be funded, and that officers should be delegated to negotiate and bid for funds in order to deliver such improvements. As well as the work to the greens, officers would scope the works that would be required to improve the support services for the greens the wider park. As an example of the support services for the greens, it was known that the current power supply was insufficient, and it was proposed to install a permanent improvement to this provision, rather than spending money on temporary solutions that only worked during Gametime. Further proposals were being worked up for the wider park. It was proposed that the plan should be prepared in discussion with a range of bodies including but not limited to: Birmingham Organising Committee for the 2022 Commonwealth Games (BOC); Commonwealth Games Federation (CGF); Bowls England; Royal Leamington Spa Bowling Club; Friends of Victoria Park; Leamington Town Council and Warwickshire College.

In terms of the discussions with the BOC and the CGF, the Council signed a Heads of Terms with the CGF prior to the approval of Birmingham as the host to the Games, to ensure that it was clear that the Council was willing

and able to stage the bowls and para bowls competitions. As was customary in such situations, this Heads of Terms would be the basis for further negotiations between the various parties, now that the planning of the Games could begin in earnest. The Council's aim was to secure as much funding and other support as possible to ensure a successful event, but also to ensure that any investment maximised the enduring benefit created for the Park as a result of the Games.

In terms of preparations for the Commonwealth Games in 2022, time was actually quite short so preparation of the "plan" needed to be expedited and in particular, the improvements to the greens and the funding for them needed to be given priority.

The Commonwealth Games Federation had co-operated with World Bowls to carry out an independent survey of the greens in Victoria Park. This survey had produced a technical specification for the quality of the greens required for the Commonwealth Games competition. This had confirmed that there would need to be a programme of significant improvement works required in order to meet this specification.

There was pressure on timelines for venue preparation created because the 2022 Commonwealth Games were only reallocated to Birmingham in December 2017. Negotiations with regard to funding and liability for the programme of works were only about to commence but the first phase of major upgrading works needed to start in the autumn of 2019 and the second in autumn of 2020 if they were to be ready for a test event in the summer of 2021.

The Council needed to pursue all opportunities to secure external funding for, or towards, this capital cost. However, it also needed to consider the full two-year programme of work now in order to assess its commitment to bowls fixtures and bookings during 2020 and 2021 and to ensure minimum disruption to our regular lawn bowls users.

The recommendations therefore sought permission to procure the works and then to seek funding for the total cost of the works, so that the Council could place orders for this work before the deadline of autumn 2019. Officers would report on the outcome of bids to seek external funding in July 2019.

Recommendations 2.7 and 2.8 in the report were to enable effective programming for the years of the project's Delivery Phase, as identified in Appendix C to the report. It was acknowledged that Appendix C to the report only provided an introduction to the likely programme of delivery for this project. This was because the opportunities that were presented by the Games were only coming to light over time. For example, officers had very recently received confirmation from Commonwealth Games England that they were extremely interested in the Council's proposals to host a 'Team England House' at Warwickshire College. Further opportunities such as this would be developed as the project progressed. The Council allocated £100,000 in 2018/19 toward the cost of the Commonwealth Games, out of which the Project Manager post was

funded. At present, only roughly 2/3 of that sum had been spent in 2018/19 and it was proposed to be rolled forward so that in 2019/20 it would be added to the £100,000 which had been agreed to be funded in the Budget for 2019/20. This sum would also now cover the cost of the Project Manager post.

Going forward, as events and the project needed to be planned over a number of years, it was suggested that provision was made in future years' budgets as below:

2020/21	£150,000
2021/22	£150,000
2022/23	£150,000

This would ensure that there was financial provision to ensure the employment of the Project Manager, for key priorities as set out in paragraphs 3.5.4 to 3.5.10 in the report and to build on positive delivery and promotional opportunities undertaken during the initiation phase. This programming would be developed in more detail during the summer of 2019 and a subsequent report to the Executive would provide more detail of how the funding would be allocated in order to deliver the five key objectives of the project.

The significant priorities for revenue expenditure that had been developed to date included the delivery of an inclusive Junior Bowls Initiative in the District and the provision of potential facilities for Team England.

Lawn Bowls was an important sport for Warwick District with Royal Leamington Spa's Victoria Park Bowling Greens recognised as the Home of English Bowls. As the venue of the National Championships, which traditionally lasted for four weeks during the summer season, it provided over £1million in economic benefit to the town of Royal Leamington Spa and the District each year. Royal Leamington Spa's Victoria Park also hosted prestigious Junior International events, with Bowls England keen to develop and promote them as part of their development plans.

The sport of Lawn Bowls was yet to engage fully with younger members of the population and players from ethnic minorities. This initiative also fitted well with Birmingham 2022's promotion of its City being a very young and diverse one. Warwick District's plans to deliver an inclusive Junior Bowls Initiative had been positively greeted by the Birmingham 2022 CEO and Executive Director of Operations, Bowls England's Directors of Development and Coaching and Bowls Development Alliance. Lawn Bowls generally had a decreasing membership and to ensure a lasting legacy from the Commonwealth Games, it was vital to attract the next generation of bowlers.

The resident club at Victoria Park, Royal Leamington Spa Bowls Club had a declining membership. It had struggled in the past to maintain a junior bowls section. It was very keen to use this high profile opportunity of being the venue of the Commonwealth Games Lawn Bowls and Para Bowls

event to work with Warwick District Council to establish a sustainable junior section as a priority legacy.

Three years was the typical duration of sport initiatives part-funded by Sport England or other public sector organisations so it was currently planned to deliver the Junior Bowls Initiative over at least a three-year period, in order to maximise opportunities to secure match funding for this initiative. By confirming to potential funders that the Council had at least three years of funding in place it would increase the likelihood that they would support the project financially with additional funding, allowing more activity to take place.

The Council's Commonwealth Games Project Manager identified a further key priority which was just emerging, which was the provision of a 'Team England House' for Commonwealth Games England at the Royal Leamington Spa campus of Warwickshire College. Such a facility was common at major sporting events and it offered a secluded place for players, coaches, team officials, families and invited guests that were associated with the England team to relax, to meet and to prepare for competition. The College were keen to get involved, and could offer car parking, catering, treatment rooms, social spaces and even accommodation to service this proposal. Commonwealth Games England had just confirmed to the Council that they were very keen to develop such an opportunity for England's bowlers for the 2022 Games.

It was proposed to provide an additional green-keeping resource at the Victoria Park Bowling Greens through the existing grounds maintenance contractor. This was to meet increased demands resulting from an increased programme of works to the greens and associated maintenance and an increased level of 'come and try' and other participation events in association with Objective 2 of this project as identified in Appendix C to the report.

The presence of an additional resource would boost the staff available to conduct a higher level of maintenance for the greens. It would also mean that the facility could be open to the public for longer hours and on a more regular basis, as there would be fewer occasions when staff were called away to other locations.

It was considered that a higher level of greens' maintenance and an increased availability to the public should be an enduring benefit from the Games, and so it was proposed to fund this additional resource in future years as well as in the run-up to the Games.

In terms of other options, it would be possible to choose alternative strategic objectives for this work. However, these objectives, chosen at the start of the project, had received strong support from a number of internal and external stakeholders.

It would also be possible not to set up the funding proposed in the report, and to require requests for funding to be made on an individual basis as they emerged. However, this would be inefficient and would greatly

reduce the responsiveness of the project to make the most of the unique opportunities as they were created.

It would be possible to choose not to have a Members' Working Group with decisions being delegated to the two Portfolio Holders and officers, and for regular update reports to be presented to Groups. However, it was felt important to keep Members closely involved in this work, which had a high reputational impact for the Council.

In terms of funding, it would be possible for a very prudent stance to be taken and factor in funding of the Games from 2020/21 from the Medium Term Financial Strategy, so increasing the savings level that the Council needed to find.

The Finance & Audit Scrutiny Committee supported the recommendations in the report and suggested, with the agreement of the Portfolio Holder, that recommendation 2.8 should be revised to refer to the Executive 'including these within the MTFS subject to Council approval'.

Councillors Grainger and Coker expressed their support and excitement about the long term benefits of this project. Councillor Mobbs reminded Members of the legacy this project was for the park and for the wider district, improving the footfall and providing long term benefits. He was delighted to welcome the Commonwealth Games Project Manager to the team.

Councillor Butler, the Portfolio Holder for Business, was happy to accept the amendment from the Finance & Audit Scrutiny Committee and emphasised the importance of trying to increase the age and ethnic diversity.

The Executive, therefore,

Resolved that

- (1) the revised Project Initiation Document attached as Appendix A to the report and the associated priority actions detailed in Appendix C to the report, be approved;
- (2) the revised Governance and Organisational Structure identified in Appendix B to the report, be approved;
- (3) officers are asked to prepare a plan of improvements for the Victoria Park lawn bowls facilities, for Victoria Park as a whole and for the approach to the park;
- (4) the plan of improvements for Victoria Park be produced in discussion with Warwickshire County Council; the Commonwealth Games

Federation; Bowls England; Royal Leamington Spa Bowls Club; Friends of Victoria Park; Leamington Town Council; Warwickshire College and other relevant interested parties;

- (5) officers be delegated authority in consultation with the Portfolio Holders for Cultural Services and for the Commonwealth Games to seek funding from a variety of sources for the improvements set out within the plan, with particular priority being given to the improvements to the bowling greens in Victoria Park;
- (6) the Chief Executive and the Head of Cultural Services be delegated authority, in consultation with the Portfolio Holder for Cultural Services, to carry out a procurement process for the improvement work on the bowling greens in Victoria Park to include the preparation of a specification and to tender the work;
- (7) the Chief Executive and the Head of Cultural Services be delegated authority, in consultation with the Portfolio Holder for Cultural Services, to enter into a contract for the delivery of a package of improvement works to the bowling greens in Victoria Park once funding for the works has been confirmed;
- (8) the roll forward of a £34,750 underspend from 2018/19 Commonwealth Games reserve for use in 2019/20 in addition to the £100,000 agreed in the budget for 2019/20, be approved;
- (9) the inclusion of the following within the Medium Term Financial Strategy, subject to Council approval as part of the consideration of future annual Council budgets, the provision of the Commonwealth Games reserve as follows:

2020/21	£150,000
2021/22	£150,000
2022/23	£150,000, be approved; and
- (10) £20,000 additional recurring costs be included in the Medium Term Financial Strategy from 2023/2024 and for future years for additional Grounds Maintenance in respect of the

provision of an additional groundsman at the Victoria Park bowling greens to help with an enhanced maintenance regime and to ensure that the facility is open to the public for longer hours on a more consistent basis, be agreed.

(The Portfolio Holder for this item was Councillor Butler)
Forward Plan reference 803

155. **Indoor Sports Strategy (2018)**

The Executive considered a report from Cultural Services seeking approval of the Indoor Sport and Leisure Strategy (2018).

In 2015, the Council adopted its first Indoor Sport and Leisure Strategy based on 2014 data, which set the direction and approach that the Council would take in planning and delivering provision of indoor sport across the district. It was intended that any Indoor Sports Strategy included all indoor sports provision, not only that provided or managed by the Council, seeking to enable a joined up approach to delivery, thus ensuring the most effective use of resources, and the most appropriate mix of facilities in the district. There were two distinct elements to Indoor Sports provision, namely Sports Halls and Swimming Pools.

The Indoor Sport and Leisure Strategy 2018 updated the previous 2014 Indoor Sport and Leisure Strategy. The 2014 Strategy was based on detailed needs and evidence work at the time, and was produced in line with the National Planning Policy Framework (NPPF) at the time. The NPPF was updated in 2018, and set out the requirement for Local Plans to ensure that there was proper provision of community and cultural facilities to meet local needs.

The new NPPF's expectations for the development of local planning policy for sport and physical activity/recreation was set out in paragraphs 96 and 97, which required there to be a sound (i.e. up-to-date and verifiable) evidence base underpinning policy and its application.

The 2018 Strategy was the result of a refresh of the 2014 evidence base, reflecting changes that had taken place over the last four years across Warwick District. The Strategy reflected the results of the updated Sport England Facilities Planning Model (FPM), the significant investment in Council owned indoor facilities in Leamington Spa and Warwick, recognised a range of current leisure facility projects that were already underway, and whilst it firmly remained a district-wide document, it had a focus on the Kenilworth area in recognition of the large number of residential and leisure based projects that were in an initial phase in this area. Appendix 3 to the report showed the changes in priorities between the 2014 Strategy and the 2018 Strategy.

As was the case in 2014, it was essential that the Council had a robust evidence base to support any requests for developer contributions towards indoor sport in the district in the coming years. The FPM was the

recognised methodology for establishing demands for various sports facilities, based on the population and demographics of an area. Appendices 1a (sports halls) and 1b (swimming pools) to the report showed the demand analysis generated by the latest FPM runs for 2017 and 2029. Experience from the last four years had shown that requests for S106 contributions, supported by FPM data, had generally been successful and rarely challenged by developers. Therefore, it was essential that the Council had an up to date Strategy supported by current data.

The updated 2018 Strategy ensured that the long term sports facility needs for the district to 2029 were identified, and ensured that the Council was in a position to deliver not only on sporting provision but also on the Council's health and well-being, and economic priorities. The Strategy had been updated to reflect the latest supply of leisure facilities, including Council-owned facilities, private facilities, schools and universities. It also factored in projections for population growth and the associated demographics up to 2029 in order that future plans by all leisure providers could reflect the needs of the district residents as it continued to grow.

A significant change since the 2014 Strategy had been the refurbishment of Warwick District Council's own leisure assets. The 2014 Strategy recommended investment in the Council's leisure centres, and this became the trigger for the implementation of the Leisure Development Programme and the Phase I projects at St Nicholas Park and Newbold Comyn leisure centres. The re-run of the FPM in 2018 acknowledged the expansion of these two centres, and of other changes in leisure provision in the district and in neighbouring areas. For clarity, the 2018 FPM also factored in the current ambitious sports facilities scheme nearing completion at Warwick University, and the construction of the new 50meter swimming pool at the Alan Higgs Centre in Coventry which would ultimately replace the swimming pool complex at the Coventry Sports and Leisure Centre, Fairfax Street in the city centre which was due to close in the near future.

With specific reference to Appendix 1b (swimming provision), Members were drawn attention to two elements of provision. Paragraph 9.11 advised that, in overall terms, the findings were that Warwick had a sufficient quantity of water space to meet the Warwick demand for swimming up to 2029. There was no identified need for further swimming pool provision. However, paragraph 9.17 stated that the conundrum from the FPM assessment was that (1) whilst the quantity of water space across the District was sufficient to meet projected demand to 2029 and (2) there was some unmet demand located outside the catchment area of a pool, this was insufficient to consider provision of further swimming pools.

Paragraph 9.18 advised that (3) the distribution of demand was such that the public swimming pool sites were very busy pools and (4) there was limited scope to re-distribute demand from public pools to other pools. Paragraph 9.19 stated that further modernisation of Abbey Fields pool site might be needed to ensure the building could accommodate the projected higher levels of usage.

In simple terms, the above paragraphs identified the fact that whilst according to the model, the district had sufficient water space to see it through to 2029, the fact that all the district's public pools were being so heavily used meant that there was insufficient spare capacity in these pools for the anticipated new customers in the district. Therefore, the only way to address this was to provide additional water space in Council-owned pools. This was confirmed in KSP2 and SP3 in the Indoor Sports Strategy.

Paragraphs 7.7 and 7.8 of Appendix 1b detailed the levels of use of the three swimming pools in Warwick District. At the time that the FPM was run (2017), all exceeded the 70% "comfort" benchmark set by Sport England. Table 7.2 in Appendix 1b showed the levels of use in all the pools in the district, and highlighted the comparative percentage between the public pools and those that were private/membership only pools. It should be noted that the average percentage usage level across the district was 61%, clearly within the Sport England guidelines, but this was significantly skewed by the low levels of the private/membership only pools. The proposals to expand the swimming provision at Abbey Fields would increase the water space accessible to local residents. Without the extra water space, local residents would have to use what were already busy public pools, or join private clubs to enjoy uncrowded water space.

Since 2017, the Newbold Comyn and St Nicholas Park leisure centres had both enjoyed significant refurbishment and were both reporting increased attendances, and consequently it was likely that the percentage usage figures for swimming at these sites would have increased. The pool at Abbey Fields had traditionally been very heavily used by a range of customers. There was a very loyal customer base including families, older people and children. Local primary schools used the pool on a regular basis and there were three swimming clubs using the pool as their base. The swimming lesson programme at this pool was very popular and a recent piece of work had identified a latent demand of approximately 1,400 children per annum by 2029. Abbey Fields percentage usage had increased since Everyone Active took over the running of the pool in June 2017 and attendance figures had increased.

Officers had identified an inconsistency in the Strategic Assessment report attached as Appendix 1b to the report and pointed out that the 73% quoted in this table above and in Table 7.2 of Appendix 1b was the correct figure, rather than the 77% quoted in paragraphs 7.7 and in the Summary of Key Findings in Section 9 of Appendix 1b to the report. Officers had spoken to the author of the report and confirmed that 73% was the figure calculated by the data, and was the figure used as the basis for the calculations and the conclusions in the report. The 2029 figure of 81% did not change, and therefore the conclusion that there was a need for more water space to accommodate the growing population by 2029 remained sound. The author of the Strategic Assessment summarised the position: *"In short, the FPM findings are that, Abbey Fields is a busy pool in 2017 and will become even busier by 2029. By then it is projected to be 11% above the Sport England benchmark*

measure, of a pool being comfortably full, at 70% of capacity used at peak times”.

Paragraphs 9.13 to 9.16 of Appendix 1b to the report highlighted the relationship between provision in Coventry and Warwick District. Given the proximity of Kenilworth to large residential areas of Coventry, there was a particular relevance when considering the future provision in Kenilworth. It was also crucial to note that Abbey Fields pool currently operated at 73% of pool capacity, anticipated to grow to 81% by 2029. These figures exceeded the Sport England benchmark capacity of 70%, and highlighted that the Abbey Fields pool was already a very well used pool, with little spare capacity for new users. If there was new demand from Kenilworth residents and further imported demand from Coventry, then the pool would not be able to accommodate this extra demand unless more water space was provided. The point was also made by the consultant who carried out the Strategic Assessment for provision of Swimming Pools in Warwick District Council, that the location of the current pool was the best option in terms of accessibility for the local population both at the present time and following the expansion of the town by 2029.

Members were reminded of the work that was underway to confirm the development of sports facilities in Abbey Fields and Castle Farm in Kenilworth. The initial scoping of both projects was based on the 2017 FPM evidence base and the subsequent 2018 Strategy that was being discussed in the report. Whilst at the start of the Kenilworth Leisure project the Strategy was yet to be adopted, the FPM was essential in confirming where there were existing gaps in provision and where demand would outstrip supply in the life of the current Local Plan to 2029.

Within the 2018 Strategy, there were a number of priorities identified that had a direct bearing on the emerging Leisure Development Programme. In terms of swimming provision, KSP2 recommended for Abbey Fields that “in order to find increased swimming capacity in the district, further modernisation of the Abbey Fields site should be explored to ensure the centre can accommodate projected higher levels of usage. This will need to include options for increasing water space at the site”. Priority SP3 also stated that “As part of any swimming pool refurbishment programmes the Council will seek to increase the amount of water space through modernisation and the configuration of new layouts. Priority in Kenilworth in line with KSP2”.

The new Strategy identified a priority for the Council to continue its investment in sports halls, with KSP2 recommending that “the redevelopment of Castle Farm Recreation Centre should consider increasing the size from a four court badminton court sports hall to a six or even eight court hall”. This was backed up by SH3 and SH4 which referred to the Castle Farm refurbishment and any opportunities that emerged as part of the new school proposals in Kenilworth. There was also reference to the principle of protecting any existing community use agreements for school sports halls, and to ensure that any new sports halls should comply with the latest Sport England dimensions (SH5).

In the same way that the outcomes of the FPM and the Strategy had been used to support the development of the Council projects, officers had also shared the documents with Kenilworth School, and used them to inform the Community Stadium and the new secondary school on Oakley Wood Road projects. Whilst the Kenilworth Wardens and Kenilworth Rugby Club projects were largely focussed on outdoor sports, both had some element of indoor sport and therefore officers had also shared the documents with these organisations in support of their ambitious projects.

Working alongside WYG Environment Planning Transport Ltd (previously Neil Allen Associates), officers were also in the process of updating the needs and evidence base for Playing Pitches and Outdoor Sport along with a new Strategy and Action Plan. Together, both pieces of work (the Indoor Strategy and the Playing Pitch Strategy) provided a coordinated and long-term approach to sports facility provision and planning across Warwick district for both indoor and outdoor sport.

In terms of alternative options, the Council could have chosen not to update the 2014 evidence base and Strategy and continue to use the 2014 documents for forward planning purposes. This was contrary to the advice from Sport England and would leave the Council exposed to risk as outlined above. Therefore, this was not considered a viable option.

Councillor Coker, the Portfolio Holder for Culture, reminded Members that the District was running at full swimming space capacity, and it was important to deliver the additional swimming space for residents.

The Executive, therefore,

Resolved that

- (1) the evidence base and the outcomes of the most recent Sport England Facilities Planning Model used to inform the Indoor Sport and Leisure Strategy 2018 attached as Appendices 1a and 1b to the report, be noted;
- (2) the Indoor Sport and Leisure Strategy (2018) attached as Appendix 2 to the report, be approved; and
- (3) the equivalent revised Playing Pitch Strategy, including an Athletics Needs Assessment, be brought a future Executive meeting in July 2019.

(The Portfolio Holder for this item was Councillor Coker)
Forward Plan reference 994

156. **Men's Cycle Tour of Britain 2019**

The Executive considered a report from Development Services seeking approval for funding following the request to have the start of the Men's Tour of Britain in the District on Friday 13 September 2019. The report summarised the economic impacts of the Women's and Men's cycle tours 2018, both of which included a finish in Royal Leamington Spa.

In June 2018, Leamington Spa hosted the finish of the Women's cycle tour. Official organiser figures stated that The Women's Cycle Tour 2018 brought around 20,000 visitors to Royal Leamington Spa on the day of the Tour, with an expenditure total of £434,058. In addition, feedback indicated that 87% of race watchers described the race as "very enjoyable" and 67% were inspired to cycle more often. Highlights of the event were shown on ITV4 on the day of the race, with further coverage of Royal Leamington Spa.

This was the third consecutive occasion that the Women's Cycle Tour had been hosted in Warwickshire. The organisers of the Women's Tour had a policy that they would rotate hosting Counties after three events and for that reason, the Women's Tour would not be returning to Warwickshire in 2019.

In September 2018, Leamington Spa hosted the finish of the Men's Tour of Britain which included appearances by Tour de France winners Chris Froome and Geriant Thomas. The impact report from stage (Nuneaton to Leamington) was shown in Appendix 1 to the report. The headlines from this were:

- a) the event attracted 170,000 visitors, over half of whom were from outside Warwickshire;
- b) the net expenditure across Warwickshire was £1.66m of which £135,332 was in Leamington Spa;
- c) there was higher expenditure associated with the start than finish due to the higher number of overnight stays; and
- d) 44% of visitors to the events associated Warwick District Council with the events (and 46% associated Nuneaton and Bedworth Borough Council).

In 2019, it was expected that the Men's Tour of Britain would once again see a stage hosted in Warwickshire. Whilst this was still to be confirmed, discussions suggested that the stage could involve a start in Warwick District, (with Warwick itself being a potential location for this), with a finish elsewhere in the County. Officers considered that this could provide a fresh dimension to the District's participation in the Tour, particularly given that Leamington Spa had now hosted three finishes across the two events. As shown in the Impact Report from 2018, starts brought economic benefits that were at least equivalent to finishes and indeed the combination of overnight stays and the potential increase dwell time in the town after the departure of cyclists (for instance by putting on events), provided the potential for greater benefits to accrue from a start. A start also offered the opportunity for crowds to see the participants up close as they were individually introduced ahead of departure. Therefore, whilst it lacked some of the drama of a finish, it actually provided a better

opportunity to appreciate the events and its participants. For these reasons, crowds for starts were generally comparable to the crowds for finishes.

Given the experience of the 2017 and 2018 Women's Tour finishes and the 2018 Men's Tour finish, it was anticipated that £30,000 was required, over and above the £15,000 contribution to Warwickshire County Council to help cover expenses such as traffic management and to support the event publicity. This budget was required to ensure that sufficient stewards, security, engagement and entertainment was provided on the day to deliver an event for all visitors, that would continue to showcase the District through the extended coverage after the event. Whilst the final location of the start had yet to be ratified, Warwickshire County Council had indicated a clear interest in a Warwick District start, with Warwick itself currently being suggested as the preferred location.

The funding would also allow for a comprehensive and fully funded communication plan for the District. This would allow for engagement with the businesses, to help them make the most out of this event. This might be through social media, place making, and town centre activities to ensure that local businesses had the skills and knowledge to gain maximum benefit from this unique event.

The route was still to be confirmed, but should the start be hosted in Warwick or Leamington Spa, officers would work to once again secure a sprint stage in Kenilworth, as well as making the case for the Tour to pass through other parts of the District. With that in mind, the Business Support and Events team would include activities and promotions that maximised the benefits to the towns as well as the wider District within the requested budgetary amounts.

In terms of alternatives, one option was to not support the event. This would remove the risk of the economic impact not being met. Likewise, it would remove the chance of disruption in the local area. However, this option was not being recommended as evidence from previous Tours was that it had the potential to bring a significant economic impact.

Another alternative was to seek agreement to host a finish of the Tour instead of a start. This had the advantage that the organisers and Councils had experience of hosting successful finishes in Leamington Spa and the "template" for this could be repeated (with some small changes) in 2019. This option was not being proposed because officers felt that after hosting three finishes in the last two years, there was a risk that the number of visitors would decline if the event was seen as becoming stale. The proposal to host a start maximised the likelihood of keeping the event fresh and bringing economic benefits.

A third alternative would be to decrease the spending amount on the event to £21,000. This would provide Warwickshire County Council with the £15,000 contribution, and would give the Business Support and Events team £6,000 to provide the organisers with everything that was expected from the start host. This was not being recommended as there

wouldn't be available funds for the team to put on additional activities (which last year included a street party and events around a "big screen" in the Pump Rooms) and would reduce marketing which helped the District make the most out of these internationally publicised events.

One final option would be to support in principle hosting the start without committing Council funding and instead, seeking sponsorship to cover the costs. This had not been recommended as there was a substantial risk that such sponsorship would not be forthcoming and the event would remain unfunded.

An addendum circulated prior to the meeting advised of an additional recommendation, seeking approval to host and fund the start of the OVO Women's Cycle Tour on Wednesday 12 June 2019.

The addendum advised that, contrary to their usual policy, the organisers of the Women's Cycle Tour had approached Warwickshire County Council and Warwick District Council to host a stage of the Women's Cycle Tour on 12 June 2019. It was generally the practice of the organisers to seek a different location once a County had hosted three consecutive tours. Warwickshire hosted the Tour in 2016, 2017 and 2018, with finishes taking place in Leamington in 2017 and 2018. However, due to logistical difficulties elsewhere, the organisers were seeking to return to Warwickshire in 2019 and it proposed to plan this stage of the Women's Cycle Tour on the same basis as the proposals for the September Men's Cycle Tour. Although this request had been made late in the day, officers considered that it was possible to undertake the work required to host a start in the District. To do this, a budget of £30,000 was required in addition to the budget requested for the Men's Cycle Tour. Economic impact assessments of previous Women's Cycle Tours indicated that it had the potential to bring significant economic benefits, as detailed in paragraph 3.1 of the report.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but requested that a stronger economic impact assessment should be made, detailing the benefits from the event to the District as a whole.

The Portfolio Holder for Business, Councillor Butler, reminded Members of how successful past Tours were, and that the District received great exposure from these events. As an example, a 75-second advertisement of Royal Leamington Spa was broadcasted internationally last year, and that in itself was tremendous.

The Executive, therefore,

Resolved that

- (1) an allocation of up to £45,000 from the Contingency Reserve to allow the Business Support and Events Team to secure the hosting of the start of a stage of the Men's

Cycle Tour of Britain in Warwick District and to deliver publicity and other events in support the event, be approved; and

- (2) an allocation of up to £30,000 from the Contingency Budget to allow the Business Support and Events Team to secure the hosting of the start of a stage of the Ovo Energy Women's Cycle Tour in Warwick District and to deliver publicity and other events in support the event, be approved.

(The Portfolio Holder for this item was Councillor Butler)

Part 1

(Items upon which a decision by the Council was required)

157. Community Infrastructure Levy (CIL) Regulation 123 List for 2019/20

The Executive considered a report from Development Services setting out the proposed Community Infrastructure Levy (CIL) Regulation 123 list for 2019/20 as the basis for focusing the distribution of CIL receipts collected during the year.

In preparing the proposals for the Regulation 123 List, officers had consulted with Infrastructure Providers including Warwickshire County Council, NHS South Warwickshire Foundation Trust, the Clinical Commissioning Group, the Police and other services within Warwick District. These providers submitted proposals for consideration for inclusion in the Reg. 123 list for 2019/20. A full description of the submitted proposals was set out in Appendix 2 to the report. Having assessed these proposals, taking particular account of likely CIL receipts for the year and alternative sources of funding, the recommended CIL Reg. 123 list was set out in Appendix 1 to the report.

In August 2017, prior to the introduction of CIL and in consultation with the Development Portfolio Holder, the following criteria were put forward as the basis for assessing proposals for the Reg. 123 list:

- identified benefits of project (relationship to development proposed within the Local Plan; extent to which project addressed current and projected issues; and anticipated impact on infrastructure capacity once project completed);
- identification of the project within the IDP;
- overall cost of project;
- required level of funding from CIL (taking account of other sources of funding and the degree to which these were committed);
- state of progress (was the scheme clearly planned and deliverable within the timescale envisaged?).

These criteria had been circulated to infrastructure providers to help shape any proposals which they would wish to see funded from CIL and had also been used to assess the proposals as set out in a table included in the report.

These criteria were identified to provide a way of assessing infrastructure proposals from different organisations. Officers had been conscious that, although Warwick District Council was the CIL charging authority and had the ultimate say on where CIL money was spent, the purpose of CIL was to collect money to spend on infrastructure that the community needed. In this context, the relationship between the Reg. 123 List and the Infrastructure Delivery Plan was important. The IDP was underpinned by an evidence base which was prepared alongside the Local Plan. Schemes in the IDP had therefore been identified as being priorities to address the impact of growth. It was therefore reasonable to use the IDP as the starting point for the Reg. 123 list as officers could be confident that the benefits of these schemes had been evidenced and tested alongside the Local Plan preparation and examination.

Notwithstanding this, the IDP was a dynamic document which recognised and responded to changing infrastructure needs. It also needed to be kept under regular review with new items of infrastructure included where these were justified. For this reason, the Council had established an IDP Member Reference Group to review and update the IDP and assess the schemes that had been proposed for inclusion on the Reg 123 list. This group met quarterly, and its work informed both the report and the twice yearly review by the Finance & Audit Scrutiny Committee of the IDP.

Currently the CIL regulations prevented Section 106 contributions being sought for any items that were included within the Reg.123 List. It was therefore important to consider which infrastructure projects were directly related to specific developments (and were therefore best funded through Section 106 contributions) and which related either a large number of developments or did not relate well to any specific development, in which case CIL might be more appropriate.

A summary of the assessment of each proposal was set out in Section 3.7 of the report.

The schemes totalled potentially in excess of £40m. Two schemes, however, could be discounted immediately: the Warwick hospital multi-storey car park (because more work was needed to be done to establish the business case for this and whether it required any other funding to be viable) and the Warwick Wheels Bike Scheme (because this proposal was at a very early stage and needed further scoping before the case for it could be fully understood). This left £32,455,000 of schemes which were identified as fitting the Reg. 123 criteria for the period 2019 to 2024.

This level of demand exceeded the predicted CIL income of between £16.2m to £18.36m. As set out in paragraphs 5.3 and 8.5 of the report, this range recognised that a proportion of CIL receipts would need to be passed to Parish and Town Councils at an amount dependent upon

whether there was a Neighbourhood Plan in place. To manage the risk that development might not come forward in line with the Housing Trajectory, it was proposed that the total cost of schemes over five years to be included within the Reg.123 risks should not exceed £16.2m, in line with the more cautious estimate. However, as noted in paragraph 5.3 in the report there was a further £438k available that had been raised through CIL in 2018/19 but had not yet been distributed. This made total available CIL receipts for the period 2019/24 of £16,638,000. In view of the level of demand identified above, it was therefore necessary to further prioritise these schemes to ensure CIL provided sufficient funds.

Within the table included at paragraph 3.7 in the report, there were a number of schemes that were suitable for inclusion within the IDP and therefore potentially included within the Reg. 123 list. Three of these (Medical facilities - Leamington Spa Town Centre, Warwick Hospital Day Surgery development and Electric Charging Infrastructure Developments) were not, however, proposed for inclusion in the Reg. 123 list this year. The reasons for this were as set out in the table and to reflect the scale of projected CIL receipts. These schemes would be kept under review, and officers would work with infrastructure providers as part of any review of the Reg. 123 list to explore whether, when and how these schemes could be supported.

To align the potential costs with projected receipts, it was proposed that the Reg. 123 List was comprised of the Infrastructure projects set out in the table below and that over the five-year period 2019 to 2024, the CIL receipts contributed accordingly to the following projects. It should be noted that these were the same projects that were on the current (2018) Reg. 123 list.

Infrastructure Project	Requested	Proposed 19-24	Comment
Destination Parks	£3.0m	£3.0m	Project still being scoped. This provides potential to prioritise works to align with CIL receipts, therefore full request may not be required.
Bath Street Improvement Scheme	£3.9m	£3.9m	
Emscote Road Multi Modal Corridor Improvements	£1.66m	£1.66m	
Warwick Town Centre Improvement works	£1.98m	£373k	Unique amongst the major schemes included within the Reg 123 list, these improvement works are made up of a number of smaller discrete projects. It is therefore possible to part-fund the scheme. The amount proposed reflects that requested for 2019/20.
Kenilworth	£6m	£4.2m	Whilst the value of this project remains

Infrastructure Project	Requested	Proposed 19-24	Comment
Leisure (Phase 2): Castle Farm Recreation Centre			strong, and indeed further feasibility and design work undertaken during 2018/19 has been helpful in confirming costs, it is not possible to increase the amount offered by CIL to this project without removing another project. The amount proposed is the same as that offered last year.
Medical facilities - N Leamington (Cubbington/ Lillington)	£4.3m	£2.8m	The requested amount reflects the potential total cost of a new health facility. However as there are likely to be alternative sources of funding, it is unlikely that the whole amount will need to be funded from CIL. It may also be that the scheme, once designed, will be less expensive. Given the level of projected CIL receipts available, the amount being offered reflects the cost of the GP surgery only (not that of a wider "health hub"). The amount proposed is the same as that offered last year. It should be noted that little progress has been made on this project in the last 12 months, notwithstanding the report that was taken to Executive in May 2018 to seek Council support for the project. This is due to resource/capacity issues within the CCG and SWFT. Therefore, although the CCG did not request any CIL funds for 2019/20 (see appendix 2), it is considered that allocating some limited CIL money to support further feasibility and design work would provide an impetus to the project (see table under para. 3.13 below).
Wayfinding	£0.14m	£0.14m	The amount proposed is the same as that offered last year.
Total		£16.073m	

In addition to the above, CIL charging authorities were entitled under regulations to take up to 5% of CIL income as an administrative charge. In order to implement and deliver CIL, the Council had to employ a full-time CIL Administrative Officer and had to invest time and resources changing its systems and procedures. Whilst it was not proposed that the Council took its full 5% (which would equate to over £800k over five years) an administrative charge of £300k (i.e. £60k per year) was considered reasonable. This had been built into the Council's Medium Term Financial Strategy. Taken together with the above list of schemes brought the total amount committed within the Reg. 123 list to £16,373,000; within that of the projected level of CIL income.

In accordance with the calculations set out in paragraph 5.3 in the report, there would be between £2,370,000 and £2,686,000 of CIL income due to the Council during 2019/20, plus the £438,000 of un-allocated money from 2018/19. Taking the lower figure as the basis for allocating money, this gave a total of available CIL receipts in 2019/20 of £2,808,000.

Noting that some of the Infrastructure Projects within the proposed Reg 123 list did not require specific funding during 2019/20, it was possible to support all funding requests of those schemes which were in the proposed Reg 123 list. It was therefore proposed that CIL receipts during 2019/20 should be applied as shown in Section 3.13 in the report.

Any surplus in CIL receipts for 2019/20 over and above £958,000 would be carried forward to 2020/21 and applied proportionately to the Reg 123 list priorities for 2020/21. There were two schemes in the Reg 123 list (destination parks and Castle Farm Recreation Centre) which did not specifically require funding in 2019/20. These were included for transparency as each of them would require significant CIL funding in future years and any surplus in CIL receipts in 2019/20 might be applied to these schemes. It was therefore appropriate to include these from the start to ensure Section 106 agreements did not require future amendments.

CIL receipts would be distributed each April and October to infrastructure providers, with the distribution in April 2019 being made in line with the agreed proportions from the 2018/19 Reg 123 list and those made in October 2019 and April 2020 being made in line with the 2019/20 Reg 123 list. The money would be paid against an invoice and would be accompanied by a legal agreement which committed the infrastructure provider to spend the money in line with the scheme set out in the Regulation 123 list. In general, the money would be distributed in line with the proportions set out in the table above. However, in the event that total receipts within the year fell short of those predicted, discussions would take place with infrastructure providers and the April distribution would be adjusted accordingly to ensure essential requirements were met.

The making of payments to infrastructure providers in accordance with the above paragraph was a new procedure for the Council which was not covered by any existing scheme of delegation. To allow smooth and timely payments to be made, it was requested that delegated authority was given to the Head of Development Services in accordance with the wording set out in recommendation 2.3 in the report.

To summarise therefore, the Council was currently projecting the following:

Minimum income to the Council from CIL between 2019/2024 (plus any receipts from 2018/19)	£16,638,000
Total value of schemes on which this income can be spent (2019/24) (including an allowance for a CIL admin fee)	£16,373,000

Total CIL income to the Council from CIL during 2019/20	£2,808,000
Total requested during 2019/20 from those infrastructure projects on the proposed CIL Reg 123 list	£958,000

It could be noted that the total projected income for the period 2019/24 exceeds the projects on which this could be spent by £265,000. As noted elsewhere in this report, it was considered prudent not to over-commit funds at this stage, particularly given the difficulties in accurately predicting CIL income over the medium term. Future reviews of the Reg. 123 list would allow all these figures to be considered further to ensure that CIL income was fully spent.

Finally, it should be noted that the Government had recently finished consulting on proposed reforms to developers' contributions. These related both to s106 agreements and CIL. Under these proposals:

- Local Authorities would be allowed to use both CIL and S106 planning obligations to fund the same item of infrastructure; and
- Reg. 123 lists would be replaced with a more transparent approach to reporting by charging authorities on how they propose to use developer contributions through Infrastructure Funding Statements. These would be produced annually and would report 'what has happened' on revenues from developer contributions and the way in which those revenues had been applied. It would also look forward to anticipated revenues from developer contributions and how local authorities proposed to apply them in the following years.

As these changes had not yet been introduced, they had not informed the recommendations in the report. It was likely, however, that the next review of the Reg. 123 list would be as part of a wider Infrastructure Funding Statement.

In terms of alternative options, Appendix 2 to the report set out the full range of proposals that had been put forward by infrastructure providers for inclusion in the 2019/20 Reg. 123 list. From this, it could be seen that a number of proposals had been excluded from the Reg. 123 list. From this full range of proposals, Members could choose different priorities for inclusion. However, this was not recommended for the reasons set out in the report.

The Finance & Audit Scrutiny Committee supported the recommendations in report and welcome the government consultation outcome as set out in paragraph 3.19 of the report and noted that the next report might cover infrastructure delivery more widely i.e. IDP and S106 as well.

The Executive, therefore,

Recommended to Council that changes be made to the Scheme of Delegation to give delegated authority to the Head of Development Services as follows: "To enter into agreements providing for the

transfer of funds received, as a result of payments to the Council under the Community Infrastructure Levy Regulations 2010 (CIL), to an infrastructure provider for a scheme which has been agreed by the Council under CIL Regulation 123.”

Resolved that

- (1) CIL Regulation 123 List set out in Appendix 1, be approved; and
- (2) the table set out at paragraph 3.13 in the report be used as the basis for distributing CIL receipts collected during 2019/20.

(The Portfolio Holder for this item was Councillor Rhead)
Forward Plan reference 985

Part 2

(Items upon which a decision by the Council was not required)

158. Funding for Chase Meadow Community Centre 2019 – 2022

The Executive considered a report from Health & Community Protection outlining the reasons why the Council should support Chase Meadow Community Centre (CMCC) financially for the next three years and what operational costs this contribution would cover.

CMCC, a partnership between CMCC Ltd., St Michael’s Church and Warwick District Council, had been operating successfully since its opening in September 2013, serving the residents of West Warwick (Chase Meadow and Forbes Estates). However, since 2017, the centre had been operating in deficit for a number of reasons and this was forecast to increase giving cause for concern to its board as to the viability and sustainability of CMCC.

CMCC’s new Business Plan 2018 – 2021, attached as Appendix 1 to the report, described a comprehensive approach to putting the Centre on a sustainable footing.

The Council prioritised the initial development of CMCC in 2012 through the allocation of staff resource and Council funding. As the owner of the land and the building, the Council had a vested interest in maintaining a supportive role in the on-going operation of the Centre, enabling it to become sustainable and also protecting a valuable Council and community asset.

The appointment of the Community Development Manager in March 2017 had extended the community development programme and also attracted external community revenue funding. Securing this post was critical to CMCC’s future.

This focus on community support activities ensured that the important needs of often 'hard to reach' groups such as low income families, disengaged young people and those facing loneliness and isolation in their own homes were being met.

CMCC provided an increasingly important social service for the West Warwick area but needed 'unrestricted funding' to sustain this element of the centre's service provision.

Other than the Community Development Manager, the only other two paid members of staff were the Centre Manager and Maintenance Manager, both also part time, with there being a heavy reliance on a cohort of volunteers including the directors and trustees.

The Centre had faced increasing utility and building maintenance costs in the last two years. The Executive approved in November 2018 a recommendation to make an emergency payment to CMCC to cover service charges for 2017/18 and the Community Development Manager's salary up to 31 March 2019 pending receipt and consideration of the Business Plan.

Members were now asked to consider the Business Plan and agree funding of £11,500 per year for the next three years to cover the deficit between income and expenditure whilst all the initiatives proposed in the Business Plan were put in place.

In terms of alternative options, CMCC sought funding from other sources (which it was on an ongoing basis in line with their Business Plan), however, the majority of grants were restricted and would not cover staffing and running costs.

If, due to lack of funding, the trustees decided CMCC was no longer viable and they pulled out of the lease agreement then the Council would have to decide whether to take on the management in-house or to go out to tender. Both options would have resource implications and inevitably there would be an impact on service continuity whilst alternative management options were being considered. The preferred option would be to enable the CMCC Board to implement their business plan by providing them with the financial support they needed.

CMCC was a centre run by the community for the community. To take the management back in-house or bring in external operators would have a negative impact in terms of feelings of engagement, empowerment and a sense of ownership by the local community.

Councillor Thompson, the Portfolio Holder for Health & Community Protection, highlighted that supporting Community Centres around the District was very important and thanks to the Council being financially well-run, it was able to step in and help.

The Executive, therefore,

Resolved that

- (1) the Business Plan at Appendix 1 to the report, be endorsed; and
- (2) making a contribution to CMCC of £11,500 per annum for the next three years with the funding being allocated from the Community Projects Reserve (CPR), be agreed.

(The Portfolio Holder for this item was Councillor Thompson)
Forward Plan reference 984

159. **Arts Service Framework**

The Executive considered a report from Cultural Services regarding the Arts Service Framework. In 2018, Warwick District Council's (WDC) Arts Section successfully bid to be the subject of a Cultural Peer Challenge. The Peer Challenge programme, which was fully funded by Arts Council England (ACE) and delivered by the Local Government Association (LGA), was specifically aimed at those Local Authorities that were committed to developing their Arts services. Access to the scheme was in high demand and WDC was one of only three Councils in England to be awarded it in 2018.

The Cultural Peer Challenge was an external, impartial review of the Council's Arts Section that focused on the potential for improvement and the impact of the Arts upon WDC's strategic priorities. The review was carried out on site by the LGA Peer Challenge team over two days in July 2018 and resulted in a very positive report with a number of practical recommendations. The Arts Section's original Position Statement and the full report from the Peer Challenge team were both included as Appendix A to the report and provided the wider context to the report.

The Peer Challenge team identified that WDC was excellent at delivering services directly from its own cultural facilities and that significant improvements had been made in recent years. However, despite having an exceptionally strong creative economy including one of the most significant digital clusters nationally, there was an apparent lack of strategic planning and collaboration with key partners (within the Council and externally) which could maximise the impact of that wider creative sector upon Warwick District for the benefit of residents and the local economy.

Officers had now considered the outcomes of the report and its twelve recommendations and prioritised them. The recommendations carried forward to Executive within this report would allow the Arts Section to become more strategic and outwardly focused. Officers believed that there was a necessity for WDC to use its influence to stimulate the growth and impact of the arts by providing leadership to, and working in partnership with, the District's creative sector rather than concentrating solely on its

own service delivery and cultural facilities (all of which were currently located in Royal Leamington Spa).

The Peer Challenge team were impressed by the Arts Section and the scale of opportunities arising from within the creative sector in Warwick District and they identified many direct benefits to the Council. However, they also recognised that further resources would be necessary in order to maximise the impact of those opportunities for the District over the next three to five years. The impact of Coventry's year as UK City Culture in 2021 and the emerging Creative Quarter were singled out as particularly unique opportunities. (A briefing note regarding the potential benefits offered by Coventry City of Culture 2021 was included as Appendix B to the report).

It was a key finding of the recent Cultural Peer Challenge that the Arts Section was currently operating at capacity and that in order to develop further and maximise the impact of the unique opportunities arising within the creative sector during the next three to five years' additional resources would be required. Primarily, these resources included additional personnel and a supporting facilitation budget.

The current role of the Arts Development Officer had been reviewed in order to re-focus the responsibilities of the post to assist the Collections & Engagement Manager and Arts Manager with the co-ordination and development of arts activity throughout the District.

The Arts Development Officer was an existing role in the Collections & Engagement team and was currently a 22.2 FTE post. Officers anticipated that Warwick District's arts sector would require greater levels of support over the next three years on the lead up to and during the City of Culture year in 2021. A temporary increase in working hours was proposed for a fixed, three-year period in order to meet that demand. This period would include the lead up to the Coventry City of Culture, the year itself in 2021 and sometime afterwards for legacy work.

The Arts Development post would provide information and support services to arts organisations and creatives, as was previously the case, but there would be less strategic focus and a greater emphasis on the role taking more 'hands on' approach. The revised key responsibilities of the role were detailed in Section 3.4 in the report.

The Arts Development Officer post was currently vacant and it would be the intention to review the role immediately with the aim of permanently recruiting to the post by late May 2019.

It was proposed that the new role of Projects & Development Manager (Arts) should be created on a fixed-term basis. This role would report directly to the Arts Manager and assist them with the development of the outward facing, strategic elements of the service. The role would work closely with all teams within the Arts Section and the Arts Development Officer in particular.

It was a key recommendation of the Peer Challenge that the Arts Section should increase its focus on commercial opportunities and the marketing of its own activities, as well as its partners. There was a need for an increasingly entrepreneurial approach to generating income through developing relationships with commercial partners. This new role would be responsible for researching and proposing new commercial opportunities, as well as delivering specific projects. The key responsibilities of this role were detailed in Section 3.7 of the report.

If good progress was made with these projects and the impact could be proved to generate significant additional value for the Council, officers might return to Executive at a future date to request that the Projects & Development Manager (Arts) post should be extended beyond 2021.

Another key recommendation arising from the Peer Challenge was for the Arts Section to develop improved intelligence about Warwick District's creative industries and their value to the local and regional economy. Therefore, it was proposed that WDC commissioned an impact study that would result in a comprehensive report that would identify the current profile and impact of the District's creative sector, identify particular strengths and opportunities for growth and reflect on areas of weakness, recommending a reasonable course of action to address them.

The results of the impact study would feed into the formation of the Council's strategic objectives including a new Cultural Framework, the emerging Creative Quarter project and a Public Arts policy. It would also identify issues across sub-sectors where Warwick District Council could potentially make strategic interventions and take a proactive approach in supporting the sector to grow. The draft specification for the impact study is included as Appendix C to the report.

The impact study would also provide WDC with a transparent and replicable methodology that would enable comparable studies to be undertaken internally in the future by the Arts Development Officer so sector growth could be tracked and compared year on year and success evaluated effectively.

It became clear as part of the consultation carried out with local arts organisations as part of the Peer Challenge that WDC required an outward facing strategy or 'Cultural Framework'. There was evidently a great deal of frustration about Warwick District Council's fragmented approach to the creative sector and a perceived lack of support. This framework would be created in partnership with key arts organisations in District and would clarify Warwick District Council's role as an influencer, key funder, collaborator and coordinator within the sector. It was intended to prioritise and resource emerging opportunities and link those opportunities to WDC's strategic objectives across services. It would also clearly identify the benefits and value of the various creative sub-sectors, and how the Arts Section could better help to deliver the Council's priorities.

It would be the aim of officers to complete the framework by June 2019 in order for it to be brought to Executive in July 2019 to be formally adopted

as a WDC strategy. It was anticipated that a request for further funding would also be included as the strategic imperative and work streams were identified during the formation of the framework. (For example, the development of a 'digital creative portal' for the District or the establishment of a specific City of Culture grant fund.

A further recommendation of the Peer Challenge, again arising during consultation with arts organisations during the review, was the creation of a 'Creative Forum'. It was proposed that WDC formed a creative steering group, with representatives from the sector and facilitated by the Arts Section, in order to run a pilot scheme. This 'creative forum' would seek to bring a wide range of creative organisations and individuals together to create links between key creative sub-sectors (particular arts and digital) and explore possibilities for collaboration – with a short term focus on the City of Culture year. The intention was for the Arts Section to host these regular events in its venues that would seek to address gaps in skills and training, help to pool resources, provide leadership and act as a vehicle for better collaboration and partnership.

These events would require some additional budget in order to facilitate them – including guest speakers and trainers, as well as promotion.

The Portfolio Holder for Culture, Councillor Coker, welcomed the report and was pleased with the proposed reorganisation.

The Executive, therefore,

Resolved that

- (1) an allocation of up to a maximum of £24,700 from the Community Projects Reserve be approved, in order to fund a temporary increase in the working hours of the current Arts Development Officer post from 22.2 FTE to 37 FTE. This increase would be on a fixed-term basis for the three-year period between April 2019 and March 2022;
- (2) an allocation of up to a maximum of £89,250 from the Community Projects Reserve be approved in order to fund the new full-time, fixed-term post of Projects & Development Manager (Arts) for a period of two years between April 2019 and March 2021;
- (3) an allocation of up to a maximum of £20,000 from the Community Projects Reserve be approved in order to commission a specialist consultancy company to complete a comprehensive impact study on Warwick District's creative sector on behalf of the Council; and that the Arts Manager and Head

of Cultural Services be given delegated authority to draw down this allocation as required in consultation with the Portfolio Holder for Culture;

- (4) the results of the impact study to form the basis of a new 'Cultural Framework' for WDC which be brought forward for consideration at a later date; and
- (5) an allocation of up to a maximum of £15,000 from the Community Projects Reserve be approved, to fund the facilitation of a pilot 'creative forum' scheme, running for a three-year trial period from April 2019.

(The Portfolio Holder for this item was Councillor Coker)
Forward Plan reference 996

160. **Shakespeare's England Funding Renewal**

The Executive considered a report from Development Services regarding the renewal of Shakespeare's England Funding. As part of the budget agreed at Executive in February 2019, £75,000 per annum had been provided for investment in Tourism within the District. The report recommended that this investment was made by renewing the Council's financial support for the local Destination Management Organisation (DMO), known as Shakespeare's England.

Shakespeare's England (SE) was established as the DMO for South Warwickshire in 2012. It was the most effective vehicle for the promotion of the tourism offer on regional, national and international stages. The Council's support for SE was renewed in June 2016 for a further three-year period, subject to the satisfactorily meeting an agreed set of performance objectives. The current funding arrangements would come to an end on 31 August 2019.

Since that time, the performance of SE had been monitored by officers and the Business Portfolio Holder had attended SE Board meetings. There had been periods during the last three years when the Portfolio Holder had had to raise concerns through the Board regarding the financial position and progress towards the achievement of the performance objectives. On these occasions, SE had put in place measures to address concerns and in general, officers and the Portfolio Holder had been satisfied the SE had performed at a level that delivered value for money for South Warwickshire as a whole and the District in particular.

The achievement against the performance objectives for Q4 year ending August 2018 (SE's financial and reporting years run from 1 September to 31 August) was shown in Appendix 1 to the report. This showed that SE had, in general achieved improvements against many performance indicators. The main areas where targets had been missed were income

(primarily due to the eCommerce target being missed) and the use of the website. With regard to income, the Chief Executive had provided Board reports throughout the year and had taken in-year action, with the agreement of the Board, to ensure resulting budgetary issues had been properly addressed. Looking ahead, plans were in place to address the key issues with the 2019/20 Business Plan. With regard to the website, the reasons for this target being missed was understood (relating to poor performance of a contractor who was commissioned to deliver a number of website improvements) and SE, again with the full agreement of the Board, had put in place measures for the current year (September 2019 to August 2020) to improve their website profile, including recruiting a new website host which was already delivering improvements. This was set out in the SE Business Plan at Appendix 2 to the report.

In considering whether to continue to provide funding towards SE, it was also important to understand the importance of the Tourism sector to Warwick District's economy and how SE supported this. Appendix 3 to the report summarised the impact of Tourism in 2017 (the last full year for which results were available) for the UK as a whole and Warwickshire in particular. This showed it made up 6% of the County's total economic value, supported nearly 12,000 jobs across Warwickshire, 9.3million trips were made to the DMO area's key attractions every year and that the sector was worth £664m to local businesses.

Looking specifically at Warwick District, Table 1 included in Section 3.4 of the report showed the number of trips, spend and economic value of tourism in the District as a whole.

In terms of town level data, further analysis had been undertaken to show the economic impacts of tourism in Warwick, Kenilworth and Leamington Spa. These assessments were attached as Appendices 4, 5, and 6 to the report. A table included in Section 3.5 showed a summary of the headline statistics.

In terms of value for money in return for WDC investment, Visit Britain, (the National DMO) recorded a national return of £25 for every £1 invested into supporting tourism. Whilst it was a rough comparison (rather than a direct one), the £75,000 invested by Warwick District Council had delivered a return of £362 for every £1 spent in 2016 and £377 for every £1 spent in 2017. It was also worth noting that according to Visit England figures, for the West Midlands in 2017 there was a decrease in trips to the region as a whole by -11% and a decrease in value to the economy of 9%. In this context, Warwick District appeared to be bucking the trend and it was not unreasonable to conclude that the Council's investment in SE and the success SE had had in promoting South Warwickshire both nationally and internationally as destination was proving effective in supporting tourism.

There had been some feedback that by using the name "Shakespeare's England", the DMO was showing a natural bias towards Stratford District at the expense of Warwick District. Whilst this perception was understandable, the reality was different. Officers were clear that using a

brand that had impact on the international stage was vital to the success of all attractions in South Warwickshire. As a result, promoting Stratford and Shakespeare was an effective way of bringing international and overnight visitors in to the area. Once visitors were here (or were planning a trip), other attractions, including those in Warwick District were able to promote themselves and gain substantial benefits from their association with an internationally recognised brand. Visitor attractions across Warwick District (such as Warwick Castle, Kenilworth Castle and Stoneleigh Park [in relation to business tourism]) supported this view and valued the relationship with SE highly.

Having said that, officers considered there was room for SE to do more to promote tourism-related business in the District and would like to see a continued focus on understanding the needs of the District's business and attracting higher levels of membership as a result. It was suggested that this should be a key target for SE in association with the funding renewal. The apparent lack of events in the district on the SE website had been the focus of some criticism from event organisers and elected members. Whilst this was recognised as an area for significant improvement, it must be said that the fault for this did not lie solely with SE. It was true to say that the meaningful liaison with the DMO by WDC had not been at its best over the past 12 – 18 months. The relationship, engagement and closer liaison had recently improved significantly and there was a real enthusiasm on both the part of officers at WDC and the Chief Executive of SE to address these concerns and to make significant improvements in the exchange of information around events and tourism in the district over the next 12 months and beyond. As a starting point, Officers were in discussion with Shakespeare's England regarding increasing the level of tourism trips to Royal Leamington Spa as a stop off point between Stratford Upon Avon and the town of Warwick, which were popular trips amongst international visitors in particular. Concurrent with this work, there would be concentrated effort to promote Kenilworth and the castle there to improve visitor numbers going forward. Should further funding be approved, this work would continue and there would be an increased emphasis on maximising the number of visitors and overnight stayers within the towns of Leamington Spa and Kenilworth as a spin-off to the most popular visitor attraction of Warwick Castle and Stratford upon Avon.

The Key Performance Objectives against which the DMO performance had been assessed were set out below in Table 2, Section 3.10 in the report. It was proposed to maintain the performance objectives for the three-year period for which funding was being proposed. In addition, it was proposed to include a specific target to increase membership of businesses within Warwick District.

In previous years, there had been a set of local (Warwick District) performance indicators designed to measure more specific successes in relation to the District in particular and are in addition to the above. Appendix 7 to the report showed the latest available of these measures. Whilst it was important to bear in mind that the role of the DMO was to work at a macro level across the membership area, and that this had produced tangible outcomes as set out above from an international visitor

perspective, it was further proposed as part of this report that officers, in conjunction with the relevant Business Portfolio Holder, developed a more meaningful and measurable set of local KPI's to the end of the current funding period. These would then be measured on a quarterly basis and reported to the Portfolio Holder, and any other interested Members, so that progress towards these could be tracked and remedial measure put in place if progress was not being made to a satisfactory level. There were many new developments in the tourism sector, including the Tourism Sector Deal, as well as the Commonwealth Games and City of Culture which would indicate it was time to refocus the requirements of the DMO in Warwick District and to this end a new set of KPI's should be developed and agreed with SE in the time specified above.

Membership of the SE Board was important to ensure the Council could continue to influence the work of SE to ensure it delivered value for money for the District. Membership also provided the Council with an opportunity to ensure the organisation was well run and was held to account. It was therefore proposed that the relevant Portfolio Holder continued to take a seat on the Board and that officers continued to meet with SE staff to ensure effective collaboration and partnership on projects and work of common interest.

SE had provided an annual report to the Overview and Scrutiny Committee. The report for 2019 would be delivered in March 2019 and would provide a full update on the performance and activities of the DMO. In order to continue to shape and steer the organisation, it was proposed that this arrangement continued and that performance against the objectives was included in these reports so that Councillors could hold SE to account and could help secure value for money.

In terms of alternatives, three other options had been considered. The first was using the £75,000 tourism budget to provide in-house tourism support, including the potential to recruit a tourism officer. This option was not recommended as the focus of this post would most likely be on promoting tourism within the Warwick District area and the towns therein in isolation of the DMO. This would negate the wider benefits of the tourism sector from the region as a whole, including the international element which was a primary focus of Shakespeare's England. The funding for this organisation, along with the strong membership base and the established brand identity enabled it to act as a strong DMO on the world tourism stage. Attendance at major national and international tourism trade shows, exhibitions and expos was already part of the work undertaken by Shakespeare's England, and might not be a practical expectation of one officer at WDC. The recruitment of an in-house tourism officer would not be in a position to effectively link into this established presence, reputation and brand which did exist under the Shakespeare's England operation. It was furthermore felt that having two separate functioning bodies for tourism in the region with one (Shakespeare's England) operating on a macro national and international stage, and the other (a local tourism officer) operating at a micro level would formulate a disjointed approach across the region. The major benefits from Shakespeare's England's work which, as seen, directly impacted on the

region as a whole, and at a town level, would be reduced if this alternative option was chosen.

The second alternative was to use the £75,000 tourism budget (either in full or in part) to fund an alternative organisation to support tourism within the District. This option was not supported because the operation of two separate organisations promoting separate parts of what was essentially one region would be counterproductive and not present value for money. In addition, the derived benefits of being associated with one of the biggest tourist attractions in the country from a national and international perspective would be lost to Warwick District, rather than the co-ordinated offering that was currently in place with Shakespeare's England. Stratford was the main draw to tourists into the region, with Warwick Castle being the next most popular attraction. It was strongly felt that the derived economic benefits that accrued to Warwick District from being associated with the Shakespeare brand should be maintained, rather than two separate organisations working independently.

A third alternative option would be not to fund the DMO in the form of Shakespeare's England and not to adopt any form of specific funding in relation to tourism for Warwick District. This option was not supported due to the evidence of the positive economic benefits and employment levels that the current arrangements had had on the district as a whole and at town level. In addition, there were future opportunities to increase the economic benefits with the onset of the Commonwealth Games, the City of Culture and the Sector Deal for Tourism.

The Finance & Audit Scrutiny Committee noted the recommendations in the report. It strongly encouraged the ongoing dialogue between officers and Shakespeare's England to meet overall objectives and in particular to further promote this district more directly, including its attractions and especially its events programme.

The Overview & Scrutiny Committee recommended that an additional bullet point was added to Recommendation 2.1 to state:

- *Agreement of revised objectives and performance indicators in respect of Shakespeare's England's activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made.*

The Portfolio Holder for Business, Councillor Butler, advised Members that following a constructive debate around the performance of Shakespeare's England involving all Members of the Committee, it was apparent that the current KPIs which were set a number of years ago no longer enabled the Overview & Scrutiny Committee to effectively review the performance of SE as far as the impact on Warwick District was concerned. As such, and as alluded to in the report, there was broad agreement that a full review of SE's objectives and KPI's relating to Warwick District were concerned was needed. Care had to be taken that these were not in conflict, and where possible, should align, with the objectives set by the SE Board of

which Warwick District Council was a member of. Councillor Butler therefore proposed the report, with the amendment from the Overview & Scrutiny Committee.

The Executive, therefore,

Resolved that

- (1) Warwick District Council invests £75,000 per annum in the Destination Management Organisation (DMO), Shakespeare's England, for a three-year period covering the period from 1 September 2019 through to 31 August 2022, subject to the following:
 - a break clause, exercisable after 12 and 24 months, that would reduce or cease funding for the remainder of the period to 31 August 2022 if the DMO fails to deliver against the performance indicators as outlined above and in paragraph 3.9 of the report;
 - an annual review option, exercisable on the anniversary of the renewal, that allows the Council to vary its contribution if the total level of funding the DMO receives has altered significantly, thereby reducing the relevance of this Council's contribution;
 - agreement of revised objectives and performance indicators in respect of Shakespeare's England's activities to promote Warwick District, with authority delegated to the Head of Development Services, in consultation with the Business Portfolio Holder, to conclude the agreement prior to the first payment being made;
- (2) the Business Portfolio holder (or any subsequent Portfolio Holder with responsibility for business support and economic development) continues to represent Warwick District Council on the Shakespeare's England Board and works with officers to ensure Warwick District receives value for money from this investment; and
- (3) the performance of the DMO against the agreed objectives and performance indicators

is continued to be reported to the Overview & Scrutiny Committee on an annual basis.

(The Portfolio Holder for this item was Councillor Butler)
Forward Plan reference 1,004

161. Update on Action Plan following Review of Closure of Accounts

The Executive considered a report from the Deputy Chief Executive (AJ) setting out the progress on the action plan which was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

Appendix 1 to the report set out the monthly progress report on the action plan agreed following the Review of the Closure of the 2017/18 Accounts. Progress was to be noted and for the Executive and the Finance and Audit Scrutiny Committee to make any comments.

In terms of alternatives, various actions were considered in the development of the action plan but what was proposed was considered to be an appropriate response to the issues which had been identified.

The Finance & Audit Scrutiny Committee noted the recommendations in the report and welcomed its improved format. The Committee was also pleased to note that the next report would have an associated risk register, with greater analysis of the actions needed to make the 'ambers' green and of the risks associated with each amber staying unchanged.

The Committee also noted the actions completed in respect of revising the journal processes, as required and approved in principle by Grant Thornton, as well as the detailed operational safeguards embodied in it, which were outlined to Members. The Committee would be seeking further assurance that the processes were working as designed, as part of its monitoring of the action plan.

Councillor Mobbs thanked Councillor Quinney, Chair of the Finance & Audit Scrutiny Committee, for the work put into this particular item and the good results were visible.

Councillor Whiting thanked the Chief Executive for being open and honest when dealing with this issue. Councillor Whiting reminded Members that failure to close the accounts was in no way linked with the financial health of the Council and emphasised that the culture within the Finance department and possibly in the whole organisation could be improved.

The Executive, therefore,

Resolved that the content of the action plan attached as Appendix 1 and the report be noted.

(The Portfolio Holder for this item was Councillor Whiting)

162. Decision made under delegated authority CE (4)

The Executive considered a report from the Deputy Chief Executive (BH) retrospectively reporting the use of the delegated authority, as required by the Constitution.

In January 2019, a consultation was held with the Group Leaders on an urgent decision that required the exercise of delegated authority under CE (4) of the Constitution. Their approval was received to use these powers to place an order with Western Power Distribution (WPD).

Members were reminded that an announcement was made at Council on Wednesday 23 January that the final decision on the HQ relocation project would be deferred until July 2019 at the earliest. Prior to that decision being announced, a confidential briefing was held with the Group Leaders on Monday 21 January (three were able to attend, the other was briefed separately prior to the Council meeting). At that meeting, the issue of an electricity supply reconnection offer letter, provided by WPD was discussed.

WPD had issued this offer letter to PSP, the Council's partners in the PSP Warwick LLP, through which the relocation project had been developed for delivery. The offer letter covered the costs associated with the connection of a new electricity supply for the various elements of the proposed Covent Garden development by WPD. This would involve the provision of two new electricity sub-stations, associated High Voltage and Low Voltage infrastructure and connections to the proposed new multi-storey car park, offices and residential apartments.

WPD held their offers for a limited period and if the offer was not accepted, the process would need to start from the beginning again, potentially resulting in a higher offer price. More importantly, acceptance of an offer guaranteed a 'slot' in WPD's future works programme. Without this provisional allocation, any future offer might not be able to offer the same guarantee of a future place in the programme, depending on what other offers had been accepted in the meantime. In simple terms, this meant that acceptance of the current offer guaranteed a place on the programme, while seeking a new offer at a later date might not.

The offer received by the LLP was due to expire on 23 January. The risk of the offer not being accepted was, therefore, discussed. It was recommended to the Group Leaders that the offer should be accepted and the order placed by the Council, rather than the LLP, given the Council's current and future ownership of the site.

Regardless of any future decision on the proposed developments envisaged for the site under the current HQ relocation project, it was clear that any future re-provision of the current multi-storey car park would require replacement of the current sub-station and connection of a new supply, so it was considered critical to this Council's interests to secure a provisional 'slot' on WPD's future works programme.

The decision required was urgent and could not wait for the next Executive meeting as it was necessary to contact WPD, verbally accept the offer, pending formal placing of the order after a re-issue of the offer letter in the Council's name. The Group Leaders agreed to the recommended approach which involved the exercise of the delegated authority set out in CE(4) of the Scheme of Delegation within the Council's Constitution.

This meeting was the first available opportunity to report the matter as required by the delegated authority.

In terms of alternatives, as the decision had been made and implemented, there were no alternatives to report. However, as noted above, alternatives were considered as part of the decision-making process.

The Executive, therefore,

Resolved that the decision made under the delegated authority under CE (4) of our Constitution, in consultation with the Group Leaders, in respect of the placing of an order with Western Power Distribution (East Midlands) plc (WPD), be noted.

(The Portfolio Holder for this item was Councillor Mobbs)
Forward Plan reference 1,003

163. **Public and Press**

Resolved that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraph of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
164	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The item below was considered in confidential session and the full details of this were included in the confidential minutes of this meeting.

164. **Land Purchase at South Crest Farm in relation to the Relocation of Kenilworth School**

The Executive considered a confidential report from the Deputy Chief Executive (AJ).

The Finance & Audit Scrutiny Committee supported the recommendations in the report.

The recommendations in the report were approved.

(The Portfolio Holders for these items were Councillor Mobbs and Rhead)
Forward Plan reference 1,002

(The meeting ended at 7.26pm)