

 WARWICK DISTRICT COUNCIL	Employment Committee – 21st March 2018	Agenda Item No. 4
Title	Cultural Services – Programme Team	
For further information about this report please contact	Andrew Jones Andrew.jones@warwickdc.gov.uk Rose Winship Rose.winship@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Employment Committee – Sept 2017 Executive – Aug 2017 (Min:45) Executive - April 2017 (Min: 129) Executive - Feb 2018	
Background Papers	N/A	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	16 th Feb 2018	Andrew Jones/Chris Elliott
Head of Service	16th Feb 2018	Rose Winship
CMT	16th Feb 2018	Andrew Jones/Chris Elliott/Bill Hunt
Section 151 Officer	16th Feb 2018	Mike Snow
Monitoring Officer	16th Feb 2018	Andrew Jones
Finance	16th Feb 2018	Mike Snow
Portfolio Holder(s)	16th Feb 2018	Cllr Coker; Cllr Butler
Consultation & Community Engagement		
None		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report sets out the proposals to expand the Programme team within Cultural Services by making the current fixed term posts of Programme Manager and Programme Officer permanent posts on the establishment, and establishing a fixed term Community Stadium Project Officer within this team. The report also recommends the creation of a new fixed term Project Officer within Cultural Services to coordinate the Council's work on the Commonwealth Games project.
- 1.2 The two current fixed term posts, of Programme Manager and Programme Officer, have been in place since Feb 2015 and Jan 2017 respectively and have been extended a number of times due to the delays in Phase 1 of the Leisure Development Programme (LDP). Both fixed term appointments are currently due to terminate at the end of September 2018.
- 1.3 Since the establishment of these fixed term posts the Council's aspirations have expanded and along with it the number of projects now in the pipeline has grown, many of these being directly related to the work of the Cultural Services team. The report proposes that the Community Stadium post is best placed within the Programme team in Cultural Services where it will report to the Programme Manager who has the expertise to support this new post and integrate the project where appropriate with other ongoing projects. The new Commonwealth Games post will draw together the wide range of preparatory work required in order to ensure that the Council can deliver on its contribution to the Birmingham Commonwealth Games in 2022.

2. **Recommendation**

- 2.1 That Members agree that the following posts be added to the Council's permanent staffing establishment with effect from September 2018
 - a) Sports Programme Manager
 - b) Sports Programme Officer
- 2.2 That Members agree that the following fixed term posts are added to the Cultural Services establishment
 - a) Community Stadium Project Officer (until 2023 of final completion whichever is the later)
 - b) Commonwealth Games Project Officer (until the completion of the project in 2022)

3. **Reasons for the Recommendation**

- 3.1 The LDP has been established since 2015 when work commenced on Phase I of the Programme focussing on the leisure centre improvements at Newbold Comyn Leisure Centre and St Nicholas Park Leisure Centre, and the appointment of an external operator to manage the Councils leisure centres. The external operator was appointed in May 2017, and the Phase I leisure centre improvements will be completed in in the first half of 2018. The delays experienced in the leisure centre construction projects, and the complexity of elements of these projects, lead to the extension of the temporary Programme Manager position to September 2018 (originally due to end in Feb 2017), and

the creation of a Project Officer post to support the work of the Programme Manager, also due to end at the end of September 2018.

- 3.1.1 At the outset of the LDP it was agreed that Phase I would focus on provision in Warwick and Leamington, and once complete, attention would turn to Kenilworth and the north of the district and the implementation of LDP Phase II. A report was considered by the Executive in Feb 2018 to outline the constituent parts of Phase II and approval given on the approach to be taken in delivering the various and complex projects that comprise it.
- 3.1.2 The proposal to add these 2 posts to the permanent establishment is based on a number of factors.
- 3.1.3 It is recognised that Phase II comprises significant established projects and a number of proposed projects or projects which are directly related to the work of Cultural Services and are currently being scoped (Appendix B). Phase II also involves close partnership with a number of external organisations which adds a further level of complexity. Learning from the experiences of Phase I, it is very clear that each project will have its own challenges and will need careful management if the wider Phase II is to be delivered effectively. Phase I of the LDP (construction works and appointment of an external management partners) was managed effectively by the Programme Manager supported more recently by the Project Officer.
- 3.1.4 Looking ahead for the next 4/5 years there needs to be appropriate resources, with the appropriate level of programme management skills, to enable these projects to be delivered (Appendix B)
- 3.2 Looking beyond Phase II of the LDP there are other strategic projects that are directly related to the work of the Cultural Services team.
 - 3.2.1 It is proposed that the role of the Community Stadium Project Manager is established and becomes part of the Sports Programme team, reporting to the Programme Manager. Funding for this post was approved by the Executive in April 2017 in the Europa Way – Strategic Opportunity report. This will allow the team to benefit from a degree of skill and knowledge sharing, and will build in an element of resilience. In addition to potentially overseeing the construction phase of the stadium project, the Project Manager will have a key role in influencing decisions around the facility mix that is incorporated in to the project and bringing sports organisations together to ensure that the final design is correct and that usage of this facility is maximised within the community. These latter elements of the project will be enhanced if the role is managed from within Cultural Services where experienced “sports and leisure officers” are on hand to advise and support as required.
 - 3.2.2 Whilst the Commonwealth Games in 2022 may seem to be a distance in the future, a local Project Board has already been established and strategic objectives agreed (Appendix C). The Executive considered a report on this

project at its March meeting, which referred to the resources required to ensure that the Council can deliver on its contributions to the Games in 2022. Whilst we are currently awaiting confirmation from the Birmingham Commonwealth Games Organising Committee on the details of how they will work with other local authorities, including WDC, the view is that this high profile “one off” project requires a dedicated resource to bring the many and various strands together in the coming 4 years. It is proposed that this post will be best placed within Cultural Services, reporting to the Programme Manager and working closely with officers on the Project Board and across the wider Council.

3.3 Other potential projects that are anticipated that would be led by the Programme team include:

3.3.1 Future refurbishment or relocation of the athletics track. This project will involve securing funding, scoping and procuring the appropriate construction works, developing a sustainable management model, and working in partnership with the relevant external bodies.

3.3.2 Future investment in and management of sports pavilions. There are opportunities to secure funding to modernise these remote facilities and make them fit for purpose for the future. There are also opportunities to consider alternative sustainable management models involving local sports clubs.

4 Policy Framework

4.1 Fit for the Future (FFF)

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

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

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment

	ASB	and income levels
Impacts of Proposal		
Improved health for all Increased physical activity for all the community Impressive cultural and sports activities Cohesive and active communities	Area has well looked after public spaces All communities have access to decent open space	Dynamic and diverse local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
None	Focusing on our customers' needs	Better return/use of our assets Increased concession fee from Everyone Active Maximise income earning opportunities Seek best value for money

4.2 Supporting Strategies

4.2.1 Local Plan

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

4.2.2 Playing Pitch Strategy

These strategies were initially established in 2014 and 2015 respectively having carried out comprehensive audits of local provision and needs. The Council formally adopted both Strategies which now form the basis for development of the district's sporting provision. Both have been key evidence documents for the Local Plan, in securing s106 contributions from developers to date and in establishing robust relationships with Sport England and national governing bodies of sport. It is essential that these documents remain up to date and at present work is underway to refresh the data that underpins to the strategies and refresh the strategies where appropriate. This work on the Indoor Sports Strategy will be completed shortly, and the Playing Pitch Strategy will be completed later this year.

4.2.3 Health & Well Being Strategy

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

4.3 Changes to Existing Policies

4.4 There are no changes to existing policy

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

5. Budgetary Framework

5.1 The proposals set out in this report have the following budgetary implications based on 2017/2018 rates and will be revised subject to confirmation of the 2018/19 Pay Award:

Sports Programme Manager

(Annual cost including oncosts: £56,000 pa)

2018/19:

The post is funded to September 2018; additional funding required £28,000

2019/20:

Additional funding £56,000 each year

Funding for this post was agreed as part of the February 2018 Budget Report

Sports Programme Officer

(Annual cost including oncosts: £41,700)

2018/19:

The post is funded to September 2018; additional funding required £20,850

2019/20:
Additional funding £41,700 each year

Funding for this post was agreed as part of the February 2018 Budget Report

Community Stadium Project Officer

£46,000 each year to be funded from the Community Projects Reserve as approved by the Executive in April 2017 as part of the £190k agreed to progress this project.

Commonwealth Games Project Officer

£46,000 each year to be funded from the Commonwealth Games Reserve approved as part of the February 2018 Budget report, subject to approval by the Executive on 7th March 2018.

6. Risks

- 6.1 Each of the recommendations in the report are based on the principle that if the Council is to successfully deliver ambitious projects, including those referred to in the report, then appropriate officer resources must be made available. Without appropriate resources, and the expectation that such projects will be managed by the existing officers without any additional resource, then there is a significant risk that projects will experience problems which could lead to financial and reputational risk for the Council.
- 6.2 There is a specific risk associated to the Commonwealth Games project given the high profile and nature of the legal agreement that the Council has entered into for this project. Without suitable and experience project resource, the Council is carrying a significant reputational risk.
- 6.3 In terms of the Stadium project, the Council has made a significant financial investment in the project to date, and has established a robust relationship with Leamington Football Club, with both parties committed to the successful delivery of this project. Failure or delay of the project would have significant financial consequences on both parties.

7. Alternative Option(s) considered

- 7.1 Employment Committee could chose to not approve the proposals in which case it would be necessary to bring a further report for the extension of the temporary posts to deliver Phase II of the LDP and future reports for approval as and when new projects are established. This carries an element of risk in terms of being able to recruit and retain quality members of staff to deliver these high profile corporate projects.

APPENDICES:

Appendix A: Cultural Services Management structure (Item 4, page 8)

Appendix B: Projects (Item 4, page 9)

Appendix C: Commonwealth Games 2022 project governance (Item 4, page 10)