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|  <b>EXECUTIVE</b><br><b>30<sup>th</sup> November 2016</b>  |   | <b>Agenda Item No. 8</b>                                |
| <b>Title</b>  | Delivery Stage Planning for the Masterplan proposals for St Mary's Lands, Warwick   |   |
| <b>For further information about this report please contact</b>   | Chris Elliott<br><a href="mailto:chris.elliott@warwickdc.gov.uk">chris.elliott@warwickdc.gov.uk</a><br>(01926) 456003   |   |
| <b>Wards of the District directly affected</b>  | Aylesford, Warwick  |   |
| <b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>   | No  |   |
| <b>Date and meeting when issue was last considered and relevant minute number</b>   | Executive meeting 06 <sup>th</sup> April 2016, min 132<br>Executive meeting 3 <sup>rd</sup> September 2015, min 34<br>Full Council 19 <sup>th</sup> November 2014, min 50<br>Executive meeting 1 <sup>st</sup> October 2014, min 56<br>Executive meeting 16 <sup>th</sup> April 2014, min 189<br>Executive meeting 11 <sup>th</sup> September 2013, min 55<br>Executive meeting 19 <sup>th</sup> June 2013, min 13<br>Executive meeting 12 <sup>th</sup> December 2012, min 107 |   |
| <b>Background Papers</b>  | See above reports plus draft delivery plan and project timetable and a report on the outcomes of public consultation.   |   |
| <b>Contrary to the policy framework:</b>  | No  |   |
| <b>Contrary to the budgetary framework:</b>   | No  |   |
| <b>Key Decision?</b>  | Yes   |   |
| <b>Included within the Forward Plan? (If yes include reference number)</b>  | Yes<br>821  |   |
| <b>Equality &amp; Sustainability Impact Assessment Undertaken</b>   | No  |   |
| <b>Officer/Councillor Approval</b>  |   |   |
| <b>Officer Approval</b>   | <b>Date</b>   | <b>Name</b>   |
| Chief Executive   | 14.11.16  | Author  |
| CMT   | 14.11.16  | Author, Bill Hunt, Andy Jones                           |
| Section 151 Officer   | 14.11.16  | Mike Snow   |
| Monitoring Officer  | 14.11.16  | Andy Jones  |
| Heads of Service  | 14.11.16  | Tracy Darke, Rose Winship, Robert Hoof, Marianne Rolfe, |
| Legal Services  | 14.11.16  | Peter Endall  |
| Portfolio Holder(s)   | 14.11.16  | Councillor Butler                                       |
| <b>Consultation &amp; Community Engagement</b>  |   |   |
| Consultation with the St Mary's Lands Working Party and with wider public   |   |   |
| <b>Final Decision?</b>  |   |   |
| Yes, a decision on the next steps to develop and implement a range of capital improvement projects is required to achieve the outcomes of the master planning process that was endorsed during the public consultation programme. |   |   |

## 1 SUMMARY

- 1.1 Members will recall that approval was given in April 2016 to consult the general public on the wide range of proposals that had been developed by the St. Mary's Lands Working Party. It was agreed that an update on the outcomes of the consultation would be brought back to Members for their further consideration before agreeing to the next steps.
- 1.2 A set of proposals have been consulted upon and attached to this report is a summary of the outcomes of the consultation and recommendations for developing the project in more detail.
- 1.3 In order to develop the project the Council has asked its consultant, Plincke Landscape Ltd to prepare a Delivery Plan that identifies how the individual elements of the Master Plan might be developed and delivered. The Delivery Plan includes an assessment of the timescales and funding required, including the potential to use any Council funding as a lever to attract additional funding from external sources. The report seeks authority to agree the implementation of projects of immediate priority and for the remainder to be more fully considered in February 2017 as part of the process of setting the capital programme for 2017/18 and then for 2018/19 and possibly beyond.
- 1.4 The Delivery Plan recognises the complex relationship between the multiple stakeholders with an interest in the success of St. Mary's Lands. The Working Party has continued to work together constructively to ensure that many of the master plan ideas are now viable projects, including a number of 'quick wins'. These now require agreement from the Council to financially support a range of community, environmental and economic improvements set out within the Delivery Plan.
- 1.5 The Master Plan has sought to clarify the role of St. Mary's Lands as a publicly accessible open space and one that supports a range of businesses that make an indirect contribution to the local economy and a direct contribution to the Council. Even within Warwick, a significant number of respondents to the consultation perceive St. Mary's Lands to be 'the racecourse' and not a free to use public open space. The purpose of St. Mary's Lands is little promoted and understood whilst a lack of access to play facilities and toilets marginalises it further to a local and niche group of users. The importance of the historical, cultural, and environmental significance site is little understood, resulting in a low public profile. There is considerable potential, through the adoption of these proposals to better present St. Mary's Lands as an asset for the whole town and as destination within Warwick's wider offer to visitors from further afield. By lifting the site's profile, an upward spiral of investment can be encouraged that will assist in sustaining the open space into the future.
- 1.6 Following consultation on this draft report, the Delivery Plan has been prioritised in terms of community support and a greater emphasis on the revenue implications has been added. Elements that relate to the wider car parking strategy have been retained within the context of this report. It was suggested by some that parking was excluded and dealt with via the town centre parking strategy. However, by keeping the proposals for parking within the overall scheme, the inter-relationship between potential income generation and revenue costs can be more accurately assessed.

## 2 RECOMMENDATIONS

- 2.1 That the Executive notes the work of the St Mary's Lands Working Party to date and thanks the constituent members of the St Mary's Lands Working Party for their continued work.
- 2.2 That the Executive notes the results and recommendations of the public consultation process set out in Appendix 1.
- 2.3 That the Executive notes the progress already being made in implementing proposals from previously agreed funding decisions.
- 2.4 That Executive notes the Delivery Plan prepared by the Working Group as the mechanism to implement the Master Plan, as set out at Appendix 2.
- 2.5 That Executive approves the following items within the Delivery Plan, funded from the previously agreed budget of £50,000 for the financial year 2016/17:
  - A review of the management and maintenance plan (MMP) at an estimated cost of £10,000 which will allow recommendations for improving landscape character and increasing biodiversity to be brought back to a future Executive.
  - An ecological survey to support the review of the MMP at an estimated cost of £3,000 will be funded by volunteer time.
  - Match funding of £5,000 to support Hill Close Gardens to improve the setting of the gardens, including new paving at the main entrance and vegetation management.
  - The seeking of quotations to allow the Council to commission an assessment of hotel provision/bed space capacity in Warwick and the immediate surroundings and an economic impact assessment of a hotel in the proposed location, as per the brief set out at Appendix 3, to inform the future consideration of a hotel development at St. Mary's Lands, at an estimated cost of £12,500.
  - A contribution of £10,000 towards pedestrian access improvements, including improvements at Hampton Road/Gog Brook as part of a package whose overall costs would be in the order of £25,000 with the balance being funded through small grant schemes or community payback labour.
- 2.6 That authority is delegated to the Chief Executive, in consultation with the Business Portfolio Holder, to how the remainder of the existing budget, estimated to be £12,500 if the above proposals are approved, is used, either as a contingency for the proposals above or to support other projects forming part of the masterplan. Any exercise of this delegated authority would be reported to a subsequent Executive.
- 2.7 That Executive notes the progress made on agreeing a permissive cycle link from Hampton Street to Saltisford Brook to complete this section of the Sustran's National Cycle Route number 41. Warwickshire County Council, in association with Sustran, are considering the funding of signage, lighting and markings of the new route.
- 2.8 That Executive notes that the following provisions within the Delivery Plan will be considered as part of the 2017/18 budget setting process and, where appropriate, recommendations will be included within the February 2017 report on the proposed 2017/18 General Fund Budget:
  1. A potential match funding contribution (possibly as in kind) towards the cycleway improvements referred to in 2.7 above. The estimated costs of this

project are £80,000 during 2017/18 and the allocation of funding is subject to receipt of a satisfactory safety audit by Sustran’s technical engineers.

2. A potential allocation of £18,000 to modify the existing toilets and provide a new disabled toilet and baby change facility within the Golf Centre building in return for a management agreement to provide public access to the toilets.
3. A potential allocation of £110,000 to create an additional net 20 parking spaces at the Saltisford Brook car park, subject to consultation with residents of Bread and Meat Close, a satisfactory road safety audit of the proposals and further consideration of the emerging car parking strategy for Warwick.
4. A potential allocation of £60,000 for complementing landscape and public realm improvements, subject to the Jockey Club bringing forward proposals, at a cost in excess of £200,000, to replace its existing turnstile building at the entrance to St. Mary’s Lands and undertaking their own programme of planting and building works.
5. A potential allocation of £8,000 to Racing Club Warwick to support modifications of toilet facilities at the club to provide public facilities for users of the proposed play area.

2.9 That Executive notes that the following provisions within the Delivery Plan will be considered as part of the 2018/19 General Fund budget setting process:

6. A potential allocation of £60,000 towards the total estimated costs of £95,000 to develop a new children’s play area on surplus Council land adjacent to Racing Club Warwick, opposite the Forbes Estate.
7. The potential allocation of £280,000 for surfacing works to create a long stay car park at Hampton Street, subject to further consideration of the car parking strategy. The surfacing works could develop following completion of the proposed cycle track improvements and further investigations into park and cycle and park and ride options to the town centre. The cost and timing of these works is not included within the schedule below in recommendation 2.11.
8. The potential for an allocation of funding to be made for drainage improvement works for the St. Mary’s Lands playing fields to support increased access to active sport and recreation, currently limited by the frequent waterlogging of the pitches. These works may attract external funding and these options will be explored in the first instance so it is not possible to estimate the cost of any such allocation at this stage.

2.10 The Executive notes that, excluding the potential resurfacing works to provide long stay car parking, if all the potential allocations for 2017/18 (paragraph 2.8) and 2018/19 (paragraph 2.9) were made, in addition to the budget expenditure set out in recommendation 2.5, the total estimated cost to the Council would be £319,000, towards a total expenditure of £741,500, a circa 42% share of the costs.

2.11 The Executive notes the proposed funding, to be scheduled across the financial years as below with the funding for 2016-17 derived from the existing £50,000 allocation and subsequent years as part of the Council’s process for setting its capital programme.

|                          | 2016 -17 | 2017 - 18 | 2018 -19 | TOTALS   |
|--------------------------|----------|-----------|----------|----------|
| Total Cost Estimated     | £90,500  | £546,000  | £95,000  | £741,500 |
| WDC Contribution by year | £50,000  | £196,000  | £60,000  | £319,000 |

|                             |  |   |                 |                 |
|-----------------------------|--|---|-----------------|-----------------|
| WDC Contribution by project | £10,000 (1)<br>£5,000 (3)<br>£12,500 (4)<br>£10,000 (6)<br>£12,500 (2.6) | £18,000 (9)<br>£110,000 (10)<br>£60,000 (11)<br>£8,000 (12) | £60,000<br>(13) |                 |
| <b>WDC Total</b>            | <b>£50,000</b>   | <b>£196,000</b>   | <b>£60,000</b>  | <b>£319,000</b> |
| <b>Existing budget</b>      | <b>£50,000</b>   |   |                 | <b>£50,000</b>  |
| <b>To be approved</b>       |  | <b>£196,000</b>   | <b>£60,000</b>  | <b>£269,000</b> |

2.12 That authority is delegated to the Chief Executive, in consultation with the Business Portfolio Holder, to seek any statutory and other consents and alterations to existing leases, necessary in order to implement the recommendations of this report.

### 3 REASONS FOR THE RECOMMENDATIONS

3.1 In April 2016 the Executive agreed, amongst a number of things that:

- (i) That the Working Party should be thanked for their constructive approach to developing the Regeneration Master Plan for St. Mary's Lands;
- (ii) Agreed to support a consultation exercise to gauge the level of public support for the Working Party's initial Master Plan proposals;
- (iii) To receive a report on the outcomes of the consultation and any recommendations before the master plan is finalised.
- (iv) Agreed to fund the next steps in the master plan development to maintain the project momentum including,
  1. The next steps costing up to £5,000 from the existing budget be agreed;
  2. That an exemption is agreed to the Code of Procurement Practice (Section 6.3) to appoint Plincke to provide an ongoing project management role for the best part of a year ahead at a cost of not more than £25,000.
  3. That tenders be sought for design consultancy work of up to £50,000.
 That the additional funding of £75,000 in total is agreed from the 2016/17 Contingency Budget.

3.2 In essence the proposal was to extend the project management services of consultants (Plincke) to assist the Council with continuing the more facilitative and inclusive development of the work needed to bring the initial Regeneration Master Plan to a point where the public response could be assessed and after taking into consideration the results, plan a phased approach to implementing the Master Plan's recommendations.

3.3 When the Council appointed Plincke in October 2015, they set out a proposal based on 3 stages: (i) to review; (ii) to understand the issues; and, (iii) to build a consensus. The third stage has focused on broader project aims rather than the individual concerns of the Working Party members. This has enabled the Working Party to build consensus around the master plan proposals and a 10-year strategy for guiding the site based on four key themes:

*Protect St. Mary's Lands for People and Nature*

*Improve Access and Enjoyment for All*

|                                  |
|----------------------------------|
|                                  |
| <i>Support the Local Economy</i> |
| <i>Invest for the Future</i>     |

- 3.4 The public consultation process has been an important aspect in widening this consensus by understanding what level of public support exists. In this respect the third stage has sought to establish the 'legitimacy' of the Working Party's proposals. The report on the outcome of the public consultation is attached at Appendix 1 to this report.
- 3.5 The consultants anticipated a fourth stage once the outcome of the first 3 stages were complete. It was estimated that these 3 stages would cost up to £20,000 and if a fourth stage was required, further consideration and agreement would be needed as to how this is funded and procured. It was envisaged that the Working Party would re commence and would oversee the work of the consultants. This report and its recommendations now focus on that fourth stage and concerns the delivery of the master plan.
- 3.6 The Working Party has met twice since the end of the public consultation process, firstly to agree what actions were needed as a result of the consultation responses and secondly to consider the proposed delivery plan. In between these two formal Working Party meetings, numerous other meetings and discussions have taken place to develop the individual projects within the delivery plan. Working Party members have been consulted on the contents of this report.
- 3.7 It is important to note that a variety of things have already been happening to implement proposals stemming part from earlier decisions made by this Council and some of the participating organisations. These include:
- £150,000 of works on Racing Club Warwick's (RCW) ground as part of a Football Foundation/WDC bid submitted and awarded to replace changing rooms, stands, etc.;
  - £85,000 of works on RCW by this Council to clear and make secure the ground;
  - Two other bids are to be made by RCW to other funding bodies to improve the clubhouse and to create a MUGA;
  - Planning application has been submitted for a nursery in part of RCW's premises in line with its agreed business plan;
  - £50,000 of works started on the Corps of Drums premises as stage 1 of improvements. Stage 2 and 3 will bring in other funding to further improve the premises;
  - The Jockey Club have agreed to fund over £200,000 to improve the entrance to the racecourse.
  - The Golf Centre has developed a business plan to justify an investment into the premises to enhance its attractiveness and viability.
- 3.8 The Delivery Plan and proposed timescales (Appendix 2) is the beginning of the fourth stage of work to ensure that the Regeneration Master Plan proposals are developed to a point where external grant funding can be sought, tenders obtained and the works delivered. The Executive is being asked to fund those projects at Recommendation 2.5 and at 2.6 from an existing budget awarded and to consider those at Recommendation 2.8 and 2.9 as part of its budget

setting process for 2017/18 and for 2018/19 to financially support the proposals so that other grants and project partner's contributions can be secured. The rationale behind these elements of the masterplan can be summarised as follows:

1. Review of the Management and Maintenance Plan will enable many of the smaller items raised by the Working Party and the consultation to be addressed, such as seating, signage, and bins.
2. Cycle Route, working alongside the Racecourse, County Council, and Sustran a viable solution is possible to complete this section of the national cycle route, taking cyclists off of the busy Hampton Street and creating a safer route to school link. Sustran are currently preparing two scheme options for the cycle route and detailed costings will be available shortly. A decision on any funding requirements from the Council can be deferred until these detailed costings and the funding available are known. It is likely that the Council's funding contribution may be 'in-kind' and that no financial contribution may be required as the Council will be losing 10-car parking spaces to create the new route. The cost of replacing these, as set out in item 3 below, could be the Council's contribution. There would be a potential loss of revenue to the Council if the 10-car parking spaces are not re-provided.
3. Saltford Brook Car Parking, the estimated costs of these works has reduced following further design development. The scheme comprises the construction of 30-new parking spaces (subject to a road safety audit). The total net gain is 20-parking spaces as 10-existing parking spaces are lost to create the cycle route. A loss of approximately 110m<sup>2</sup> of existing grass verge is also necessary. There is a potential increase in revenue to the Council as the scheme proposes a net gain of 20-car parking spaces.
4. Main entrance enhancements to address its current poor quality and the negative impact on the Conservation Area. The additional funding from the Council will enable a more comprehensive scheme of improvements, linking the extended car parking, main entrance and new building in an integrated scheme of public realm works. If the soft-landscape is maintained by the Jockey Club under agreement with the Council, there are few on-going revenue implications to the Council. A more attractive entrance may increase usage of the car parking, leading to a revenue benefit.
5. Improving the frontage of Hill Close Gardens. The gardens are Grade II\* and have the potential to become a regionally significant tourist attraction. The current entrance is perceived as a negative feature by visitors. The likely costs of the works are in the order of £25,000 with the balance being funded by an application to the Heritage Lottery Fund and other small grant funders. The revenue implications of the works are positive to the Council, Hill Close Gardens have offered to maintain the area of verge between the gardens and the car park, reducing the area maintained by the Council. Increasing visitor numbers through the better promotion and first impression of the gardens would also increase the usage of the Council's car parking.
6. Gog Brook footpath link to improve access from the Hampton Road end of the site and Chase Meadows. The existing path is an informal, often muddy track and its formalisation would improve access and safety.

7. Publicly accessible toilets. Access to toilets was strongly supported throughout the consultation. Toilet access would also enable longer visiting and less local visiting, encouraging the site as a destination for visitors rather than just by a very local user group. The re-working of the toilets within the golf centre is seen as the most effective solution without an on-going revenue cost to the Council.
  8. New play area adjacent the Forbes Estate. It is likely that funding could be applied for from a variety of other sources. The play area would meet a longstanding desire to provide a replacement play area in an area with play deficiency. The play area will have a revenue implication to the Council as the previous facility was removed some years ago, this is now a new provision.
  9. Public access to toilets, Racing Club Warwick. This would enable toilet provision in very close proximity to the proposed play area at minimal capital cost with no on-going revenue implications to the Council.
  10. Surfacing the remaining long stay car parking spaces. As the use grows and changes are made elsewhere within the town centre, there is potential to increase parking within a sustainable location.
  11. Play field drainage. The estimated budget for the improvement works is in the order of £20,000 to construct new soakaways, install a system of lateral drains and re-instatement works. The works would significantly increase the level of play possible but its proposed that first of all external funding opportunities are explored before seeking direct Council funding.
  12. Hotel study. Without such work being undertaken, there would be a likely loss of trust with the public over the necessity for a hotel and the reputational damage that might arise from promoting a scheme that may not be justified. Commissioning the study (see Appendix 3 for the brief) is a measured way of developing this aspect of the project, which has raised high levels of public interest in the past. The revenue implications of the hotel development could be significant both directly and indirectly to the wider town. The increase usage of the car parking could directly increase Council income from parking, especially evenings and night time when the car park would otherwise be under-used.
- 3.6 The Working Party's proposals are now at a point for the Executive to consider endorsing the recommendations of the Delivery Plan in order that a finalised version of the masterplan can move towards the implementation stage.
- 3.7 Given that commitment from all participating bodies to make things work and to resolve previous differences and the momentum it has created; it is important that this opportunity of momentum is not lost. This is especially so in the light of strong public support. Consequently, the Delivery Plan contains a number of early wins that could be started this financial year and that progress on the more substantive elements of the scheme are funded in the coming financial years. The early win projects can largely be accommodated within the existing budget. The other, larger elements of the project delivery require an agreement to funding. It is envisaged that any design consultancy work and subsequent implementation would be tendered.



## 4 POLICY FRAMEWORK

### 4.1 Fit for the Future (FFF)

4.1.1 The FFF Programme is designed to deliver the Sustainable Community Strategy (SCS) for Warwick District and to that end amongst other things it contains a number of significant projects. St Mary's Lands is one of the Council's key projects in the FFF Programme. Therefore, this report should be seen as the way forward for implementing one of the Council's key projects.

4.1.2 The FFF Programme has 3 strands and the impact of this report's proposals in relation to each of them is as set out below:

#### Service

Maintain or Improve Services – the proposals may allow for the area overall to be enhanced and more specifically enabling the existing facilities and services to continue to be operated and indeed to be enhanced.

#### People

Engaged and Empowered Staff – the proposals will be helpful in engagement terms as they will involve a range of staff across the Council and to empowerment since they will be helping to deliver schemes of direct benefit to the local community.

#### Money

Achieve and Maintain a Sustainable Balanced Budget – the proposals may help the Council in addressing its financial revenue situation via making better use of its physical assets.

### 4.2 Sustainable Community Strategy (SCS)

4.2.1 The Council has approved a Sustainable Community Strategy for Warwick District (SCS) which has Prosperity as one of its five key themes. Under this theme priorities relevant to St Mary's Lands are:

- Ensuring effective promotion of the district to attract growth;
- Making better use of public assets to increase financial rewards;
- Incentivising growth of existing businesses and attracting inward investment.

To do this the Council has committed itself, among other things, to:

- Using public land/assets to stimulate growth;
- Ensuring a co-ordinated approach to inward investment.

4.2.2 The proposals are especially important to this theme given the significant impact it has on Warwick town's local economy by virtue of the numbers of visitors it could attract each year.

4.2.3 The proposals are also relevant to the SCS in respect of its Health and Well Being theme since many of the organisations' activities encourage people to participate in sporting and cultural activities, especially for younger and older

people. Moreover, the SCS seeks to aid those areas of social and economic deprivation in the District to improve them to the level of the District overall. The Forbes Estate is part of one such area of deprivation. This is also likely to aid the Council's Safer Communities work.

4.2.4 Part of St Mary's Lands is also designated as a Local Nature Reserve (LNR) and all of it is part of a Conservation Area. There is also a significant Listed Building (the grandstand). Hill Close Gardens immediately abut St. Mary's Lands and is a popular visitor attraction. The Gardens are Listed Grade II\* on the Historic England Register of Parks and Gardens, making the gardens of more than local significance. Consequently, the area is important to the Council's SCS agenda relating to promoting Sustainability. No impacts are likely in respect of the SCS's Housing theme.

#### 4.3 Local Plan

4.3.1 The Council has also agreed a strategy statement "The future and sustainable prosperity for Warwick District" which amongst other things seeks to:

- Support the growth of the local economy; and
- Maintain and promote thriving town centres.

4.3.2 The Council has determined that a spatial masterplan should be developed for St Mary's Lands via public consultation as it recognised that it is an essential community amenity that needs to receive the necessary investment to enable its attractions and operations to prosper.

4.3.3 The Local Plan - Publication Draft has a specific proposed policy for St Mary's Lands as follows:

*"3.142 The Council will therefore work with the operators of the Racecourse to bring forward a Masterplan for the area which;*

- *ensures the ongoing vitality and viability of the Racecourse;*
- *protects and enhances the significance of the Listed Building and Conservation Area and their setting;*
- *retains the land for public recreation;*
- *protects and enhances biodiversity within the Racecourse as well as links to the open countryside and other areas; and*
- *restricts uses to those associated with visitor accommodation, recreation, leisure and horse racing"*

This requirement picks up the non-Local Plan overall strategy for St Mary's Lands adopted in 1998 and the regeneration master plan agreed in 2004 which have both been reviewed as part of this work.

#### 4.4 The Playing Pitch and Outdoor Sports Strategy

4.4.1 The Strategy highlights the need to support community football pyramid teams such as RCWFC with adjustments to facility provision where required. This is underpinned by a priority across the district to retain the number of grass

pitches, improve the quality of these pitches, and provide more mini and junior pitches to meet demand now and in the future.

## 5. BUDGETARY FRAMEWORK

- 5.1 The Executive Committee is asked to note that, excluding the long stay parking surfacing works, the total estimated costs of the items outlined in this report is £741,500. Of this amount, £319,000 is being sought from the Council (roughly 42%). The balance of £423,000 (58%) would be contributions from other project partners and grant sources. The project is seen as offering a significant opportunity to partner with a wide range of other organisations to see a step change in the presentation and management of this site.
- 5.2 The Executive had previously agreed a budget of £50,000 for design work which can be used to fund £37,000 for this year with the balance held as a contingency or to help other projects that form part of this work.
- 5.3 The proposed funding for 2017/18 and for 2018/19 will need to be made as part of the Council's normal annual budgeting processes.
- 5.4 All the estimated costs are preliminary budgets and subject to design development. It is envisaged that all the works will be tendered in a competitive environment in accordance with the Council's Code of Procurement Practice.
- 5.5 The comments above reflect the original expectation that funding for the masterplan proposals (when agreed) would be over a 10 year period and would be likely to come from a variety of sources not just this Council. The overall intention would be to use one set of funds to lever in funds from other sources. As the landowner though, the Council is likely to benefit from such investment both financially and non-financially even if these benefits cannot yet be quantified. There are positive early indications of support from other organisations, including external funding for the development of Racing Club Warwick and Jockey Club investment in the main entrance to significantly improve the visual amenity.
- 5.6 The anticipated revenue implication for the Council from these proposals are as follows:

The revenue implications for the Council are deemed to be positive when the potential increased car parking revenues are taken into consideration. Indirect benefits to the local economy are also likely to result from the investment into this project.

| Project Element             | Revenue Implication             |                                      |
|-----------------------------|---------------------------------|--------------------------------------|
| 1. MMP                      | Enhanced maintenance            | Increased expenditure 5K per annum   |
| 2. Cycle Route              | Loss of 10 parking spaces       | Revenue impact on parking income     |
| 3. Saltisford Brook Parking | Increases parking spaces by 30. | Increased income                     |
| 4. Entrance Improvements    | Significantly improved amenity  | May lead to increase car parking use |
| 5. Hill Close Entrance      | Improve visitor                 | Revenue decrease: HCG to             |

| Project Element           | Revenue Implication                      |   |
|---------------------------|--|---|
|                           | perceptions                              | maintain new soft areas and increased visitor numbers will increase parking revenues                            |
| 6. Gog Brook footpath     | Access improvements                      | No long term implications   |
| 7. Toilets at Golf Centre | Public toilet access                     | No long term commitment by the Council  |
| 08. New Play Area         | Adds a new facility                      | Potential expenditure increase for maintaining and inspecting the new facility                                  |
| 09. Public Toilets: RCW   | Public toilet access                     | No long term commitment by the Council  |
| 10. Long Stay Parking     | Increases the level of long stay parking | Increased income from car parking charges   |
| 11. Play Fields           | Improved drainage                        | Avoids a pressure on the Council to undertake these works   |
| 12. Hotel Report          | Viability test                           | Sets out the ground work that may indicate that a hotel would be a new net contributor to the council's income. |
| Overall position          |  | Likely to be a net increase in income.  |

- 5.7 The last report highlighted two proposals that would require some commercial/legal advice should they be supported at consultation and the Council subsequently endorses them for inclusion, these being the golf club and hotel proposals.
- 5.8 The recommendations following the consultation process is that an assessment of the hotel proposal is needed to provide assurance that the scheme can be justified to be included within the masterplan. This advice is likely to generate an upfront cost to the Council but would provide a level of information necessary to make an informed decision on this potential development.
- 5.9 The Golf Centre has prepared a draft business plan, which Council officers have commented upon, to seek loan funding from the Council to redevelop the centre. If deemed appropriate, this will be subject to a separate report to the Executive.

## 6 RISKS

- 6.1 The table below summarises the key risks and mitigations identified in the previous Executive report of the 06<sup>th</sup> April. The risks were all successfully avoided by adopting the recommended mitigation strategy.

| Risks                                 | Mitigations                      |
|---------------------------------------|----------------------------------|
| 1. That a masterplan cannot be agreed | 1. The proposed approach seeks a |

|   |   |
|---|---|
| <p>because of the relations between various parties on the SML Working Party deteriorate further and agreement cannot be reached.</p> | <p>facilitated approach to resolving the different views and priorities of various participants so this should minimise this risk but should it still remain then as landowner the Council will have to take the determining role.</p> <p>The master plan has now been agreed in principal by the Working Party subject to further investigation into the hotel development and safety audits on the cycleway and car parking.</p>  |
| <p>2. A negative response to the public consultation questions the direction of the masterplan proposals.</p>                         | <p>1. The masterplan has been developed by all members of the Working Party, who represent a broad cross-section of interest groups. Consideration is being given to how these groups can take a more active part in the consultation process. The risk of not involving the Working Party directly in the consultation is that it will be seen as a solely Council initiative as opposed to one with broad, organisational support.</p> <p>The involvement in the consultation process by the Working party members and especially a high representation of Councillors resulted in a much less advisory process and constructive discussions. The consultation process has demonstrated broad support for the master plan, whilst high-lighting key areas of concern.</p> |
| <p>3. Loss of momentum between the Working Party developing the masterplan and its eventual adoption.</p>                             | <p>1. In parallel to the consultation exercise some further project development work can be put in place. This further work can be funded from an under-spend from the originally approved budget of £20,000. The project momentum has been maintained with a number of actions and projects being developed over the summer period, including the main entrance proposals and the cycle lane connection.</p>   |

6.2 Additional risks have been listed against each of the 21-project actions in the delivery plan. These will be expanded into a more detailed risk register where the Council is to take the lead operationally. The current risks can be summarised as:

| Risks | Mitigations |
|-------|-------------|
|-------|-------------|

|  |  |
|--|--|
| 1. Insufficient funding to deliver the proposals leading to a loss of momentum                                 | 1. The master plan is a 10-year strategy and can be phased over a number of years. The delivery plan identifies the most likely areas for external funding and can be expanded if any project moves forward. Mitigation is to provide business planning and funding support to under-pin the proposals to support individual organisations' self-funding or fund raising for their element of the master plan. |
| 2. Loss of stakeholder support leading to potential project delays, cancellations and abortive time and costs. | 2. The Working Party has continued to cooperate as a group in a highly constructive manner. Opportunities for joint working and collaboration at the operational level are beginning to develop. Continuing to facilitate the group and good communication is the key mitigation proposal.   |
| 3. Loss of community support due to emphasis on the hotel development  | 3. The potential hotel development is the least supported element of the master plan. The mitigation proposed is to undertake a viability assessment so an informed position can be agreed before the final master plan is signed off.   |
| 4. Planning, Highways or other statutory authorities do not support the master plan recommendations            | 4. The delivery plan has outlined the consents and approvals required and will develop dialogue with these organisations if the project moves forward.   |
| 5. Environmental impact and loss of biodiversity conflicting with other interests.                             | 5. Requirement to consider the environmental of the scheme, including a range of protected species surveys to inform each project where relevant.  |

## 7. ALTERNATIVE OPTIONS CONSIDERED

7.1 The options that might be considered include:

1. do nothing: low initial costs but fails to invest to reduce repairs and revenue through poor quality and inefficient operations. Would have a high level of reputational damage given the awareness of the project. Fails to achieve the Council's strategic aims.
2. do the minimum: invest only as items become critical. The reputational damage to the Council would be high as the perception of neglect and failure to address the key issues identified by the Working Party and the consultation process would be on-going for many years
3. invest in the wholesale improvement. Undertaking the master plan proposals over a short period of time may achieve a high quality end product much more quickly but would require significant investment from this Council. There may

also be some loss of community support if too much happens too soon. The likelihood of securing external funding support is reduced as the more rapid programme would reduce the ability to develop and apply for a wide range of grants.

4. invest in a structured way over the 10-year period with an initial capital injection to assist with early wins that are well supported by the public, such as access to toilets and additional benches and bins, whilst a funding strategy is planned and implemented to maximise the Council's contribution as 'match funding'.

- 7.2 The Delivery Plan recommends that option 4 is adopted. Whilst this would see a slower rate of delivering the project, it brings with it a greater chance of securing other funding streams and of partnership working with key stakeholders and the wider community. In this respect option 4 is seen as a balance between managing risk, maintaining a sense of momentum and maximising the Council's finances.
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