

Title: Programme Team (Green Spaces) – resourcing delivery of live projects

Lead Officer: Ruth Hýtch (01926 456236/ 07591 988878)

Portfolio Holder: Councillor Alan Rhead/ Moira-Ann Grainger

Wards of the District directly affected: All

Summary

This report sets out the anticipated resources required to complete delivery of projects already commenced by the Programme Team. For this report, the focus is on bringing three key Council projects within the programme to a point where previous investment in their development can be realised and further planned delivery can be reassessed.

Recommendations

- (1) That Cabinet agrees to release £350,000 from the General Fund Balance to provide funding to resource the projects identified.
 - (2) That Cabinet agrees to release £119,000 from the General Fund Balance so that there is a co-ordinated and adequately resourced launch to, and operation of, the cycle trail facilities at Newbold Comyn.
 - (3) That a review is undertaken of the commitment of the Programme Team including pipeline workloads in April 2025 to establish what future resources will be required in the medium and longer term, at that time.
 - (4) That ongoing assessment is undertaken of the operational needs of the cycling facility to establish the future resources required in its first 18 months of operation.
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1 Background/Information

Background

- 1.1 The report examines the current “live” workload, the context of that work and the options considered to achieve effective delivery of the Programme Team. The team commenced operation on 1 April 2020. Two Project Managers posts are fixed term until the end of March 2023, with the other posts permanent.
- 1.2 The Programme Team was established to increase capacity within the Service Area (Neighbourhood Services / Environmental and Operational Services), give a greater focus on project planning, consultation and delivery and improve coordination with other project teams across the Council. Members agreed it on the basis of live projects needing dedicated delivery and the likelihood that there will be further projects identified. The team currently works closely with a range of other Council teams but particularly with the Green Space team.
- 1.3 The Council has now gained operational experience of the concept. There have also been changes in project timing and content. These need to be planned into

the team's current and anticipated project work. This report therefore principally considers the options and resources to continue efficient delivery of the live projects (Table 1) for this proposal. It also notes other areas for consideration relating to the team's work but assumes that the wider requirements of the team will be kept under review until it is known whether the Council wishes to commit to further identified projects that are already drawing upon the team resources. These items are shown at Table 2.

Table 1 - Live/ongoing work

Project	Comprises	Anticipated end date	Comments
Newbold Comyn re-development	Delivery of discrete facilities to complete masterplan implementation	Cycle facilities – Dec 2022 Other elements unknown	Live work includes cycle trails and hub, nature reserve (necessarily linked by planning permission conditions) and football pitch with changing facilities Other masterplan elements not included here but bringing them forwards would add income earning facilities to help support the site's sustainability
Newbold Comyn re-development	Transition to full operation	December 2023	Involves establishing, maintenance and inspection regime, safety oversight, stakeholder response and overall delivery
Tachbrook Country Park Phase 1	Delivery of country park masterplan	Autumn 2024	Work already commenced to link to Phases 2 and 3 and bridge infrastructure
Tachbrook Country Park Phase 1	Refreshment centre	Autumn 2025	Implementation of hybrid part of the planning application in detail and the final element of implementation for the country park
Trees for our Future	Delivery of 160k tree planting target	December 2030	Completion date would still leave a shortfall of 3.6k trees yet to be planted

Table 2 - Pipeline projects

Project	Comprises	Anticipated end date	Comments
Europa Way Bridge	Bridge spanning Europa Way to enter Tachbrook Country Park Phase 1	Unknown	Links Phase 1 country park to other areas of implementation and diverts pedestrian and cycle traffic away from busy road
Tachbrook Country Park Phase 2	Entrance to Tachbrook Country Park via new development and development of second phase of the country park	Unknown	Links to Phase 1 country park to open up green space land has already begun Scope of future work not known as other facilities included in works
Tachbrook Country Park Phase 2	Bishop's Tachbrook	Unknown	Potential links to Phase 1 country park, improving green space access
Tachbrook Country Park Phase 3	Additional green space linked to the country park	Unknown	Site/s adjacent to the other side of Europa Way and near the Asps development
Newbold Comyn links	Examination of land that could be linked to Newbold Comyn to create cycle links and a larger accessible green space	Unknown	Currently being explored
Trees for our Future	Completion of planting (3.6k trees) and handover of operational matters	December 2032	

Operational considerations

- 1.4 The team develops outline (largescale) project concepts to the point where they are sufficiently detailed to implement. This work entails pulling together and managing project delivery teams that include colleagues providing expertise in support of these Council-wide objectives. Its role is then to deliver the project to the point where it can be taken over for operational management, usually by the Green Space team.

The skills required are therefore of a depth and breadth that is greater than overseeing a "ready-to-go" project's delivery, potentially via a managing contractor. The additional experience required to cover stakeholder management, scoping of ideas through to practical solutions and co-ordination of technical expertise, alongside liaison at a political level.

- 1.5 In addition to its core activity, the team has learnt in its initial period of operation that early input into the development of project concepts with other teams will lead to more practicable and cost-efficient project design. It is therefore currently working with others to support the practical development of

concepts that are listed in Table 2 and anticipated to be brought forward during the time it is completing live project commitments (Table 1).

- 1.6 Also in addition, to its core activity, the team becomes involved in supporting appropriate operational design of projects, supporting consideration of and transition to live operation of final projects. This is currently particularly the case in the delivery of the cycling facilities and nature reserve elements of the Newbold Comyn masterplan delivery. The team's work therefore encompasses the full "project continuum" to ensure the completion of practical and most cost-effective project targets.

Delivery timeline and work fulfilment

- 1.7 The attached timeline (Table 3) and staff resource requirements (Table 4) show that there is staff resource confirmed to complete one of the projects commenced, based on a full-time contract being in place. Currently, this is allocated to the Trees for our Future work but could be transferred to one of the other projects.
- 1.8 For Newbold Comyn, there is allocated resource (fixed term period) for the substantial but not whole completion of the first elements of the masterplan i.e. the cycle trails build and part of the planning for the nature reserve that must be completed to meet planning conditions.
- 1.9 For Newbold Comyn, there is currently further project resource required to encompass the transition phase and bring the completed built facility to full operational activity in accordance with the plans submitted as part of grant applications.
- 1.10 For Tachbrook Country Park Phase 1 staff resource ceases to be available (fixed term contract) at the time construction on site is planned to commence.
- 1.11 The recommendations propose the provision of appropriate funding resource to complete the current committed live projects to a point of completion where they can be operated and the previous investment in establishing them will not be lost. This funding covers principally the provision of staff resource to steer completion but also establishment funds and initial maintenance for the safety and smooth introduction of facilities at Newbold Comyn. In addition, they propose a recurring annual programme fund to access timely specialist technical advice not available in-house. This would be for an initial operation period of two years with a break point for review. The provision required is set out Table 4 below and Tables 5 and 6 set out the estimated costs for this.

Newbold Comyn	2022/23				2023/24				2024/25				2025/26				2026/27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Cycle facilities																				
Cycle facilities transition to operation																				
Nature reserve management plan (linked to cycle facilities operation) Development & approval, incl costing & delivery methodology																				
Nature reserve - 1st phase delivery (est 3 years) plus ongoing delivery for establishment																				
Other masterplan items - incl. visitor centre & income earning facilities																				
3G pitch* Plans/Cabinet approval/grant application																				

Tachbrook Country Park Phase 1	2022/23				2023/24				2024/25				2025/26				2026/27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Construct north & south sides																				
Allotments & community growing																				
Handover 1 - for immediate management (Green Space team)																				
Refreshment centre planning																				
Refreshment centre construction																				
Oversight STW "insertion"																				
Handover 2 - finalise land transfer arrangements to BTPC																				

Trees For Our Future	2022/23				2023/24				2024/25				2025/26				2026/27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WDC profiled delivery only to Dec 2030 with 3.6k target to be delivered after that date																				
SDC delivery																				

Key



Principal delivery period

Secondary delivery e.g. snagging, handover, retention period, maintenance

*

Delivery by CTL Programme Team but Programme Team to oversee as a masterplan element



Staff resource
available

Table 3 - Timeline

Table 4 – Required resources

Item	Programme element	Timeline
Project Manager	Newbold Comyn – cycle facilities/nature reserve & football pitch	To 31 March 26
Project Manager	Tachbrook Country Park creation to operational handover	To 31 March 26
Cycles site specialist	Newbold Comyn transition Cycle facilities – first 2 years - monitoring, inspection, recording and liaison for maintenance and repairs. To be reviewed after first two years of establishing operation.	2 days per week from commencement of trails' operation To 31 March 25
Cycling liaison	Newbold Comyn transition	To 31 March 25
Cycles site specialist - training	Newbold Comyn transition	To March 2026 and then review
Cycles – roll-out of development plan	Newbold Comyn transition	To March 2026 and then review
Cycling liaison – volunteers' support	Newbold Comyn transition	To March 2026 and then review

2 Alternative Options available to Cabinet

- 2.1 In order to complete already committed work based on the elements of Table 1, the following options have been considered:

Cease project activity in line with staff resource availability.

This option would be available at break points in project activity but were it to be used for the Table 1 items of work at the point staff resource is lost, the cost and reputational damage to the Council would be key factors for not pursuing this.

- 2.2 Extend the current time periods for staff provision to match the project completion needs over the next three years i.e. until the end of 25/26 financial year.

This option is the one proposed, as it meets the current project needs. It would enable the completion of committed key Council projects to the completion of key milestones, maximising the benefit of spend already accrued to commence them but allowing for a break point to review the continuation of any further works.

3 Consultation and Member's comments

- 3.1 Councillor Rhead has supported the content of this report and its submission.

4 Implications of the proposal

4.1 Legal/Human Rights Implications

4.1.1 The current posts' time length means that the holders would be put "at risk" at the point that they are currently planned to cease.

4.2 Financial

Table 5 – Staffing Resource

Item	Cost				
	2022-2023	2023-24	2024-25	2025-26	Total
1.Project Manager		£57,190	£58,334	£59,500	£175,024
2.Project Manager		£57,190	£58,334	£59,500	£175,024
3.Cycles site specialist	£4,620	£18,840	£19,217	~	£42,677
4.Cycling liaison	£4,620	£18,840	£19,217	~	£42,677
					£435,402

~ As noted in recommendation 4, the early operation will be monitored and reviewed, as the facilities' operation settles, to predict future resource requirements, including ongoing planned and preventative maintenance.

Note: It is anticipated that some of the salary costs could be mitigated by the income of grant and other resources achieved by those in the extended posts. Whilst this income activity is high risk (i.e. grant applications are awarded or rejected) and cannot be enumerated at this stage, it is a consideration. 2% annual increase is assumed. The costs quoted are inclusive of all overheads.

Table 6 – Project continuum resource (development and transition to operation)

Item	Cost				
	2022-23	2023-24	2024-25	2025-26	Total
Cycles site specialist - training	£1,500		£1,600	£1,660	£4,760
Cycles – roll-out of development plan	£1250	£5000	£5100	£5200	£16,550
Cycling liaison – volunteers' support		£3,000	£3,000	£3,000	£9,000
Total					£30,310
10% contingency					£3,031
Total					£33,341

4.2.1 Within the 2022-23 budget as approved by members in February 2022, it was forecast that the General Fund Balance as at 31st March 2022 will be £2.8m. Work is ongoing as part of the Final Accounts closedown, with this balance to be confirmed within the draft Statement of Accounts due to be published before the deadline of 31st July.

4.3 Council Plan

- 4.3.1 The Council's Business Strategy 2020-2023 identifies that the three live projects are key initiatives for delivery in relation to the Climate Emergency. In addition, they support improved health for all, access to decent open space and safe access to alternatives to car-based transport, in turn supporting improved air quality and greater biodiversity.

4.4 Environmental/Climate Change Implications

- 4.4.1 As noted above, this work supports delivery of the Council's activity to address the Climate Emergency.

4.5 Analysis of the effects on Equality

- 4.5.1 Individual Equality Impact Assessments have been undertaken and agreed by Council for each project in the Programme.

4.6 Data Protection

- 4.6.1 It has been confirmed, in conjunction with the Information Governance team, that the programme data needs fall within the standard Warwick District Council policy guidelines.

4.7 Health and Wellbeing

- 4.7.1 The live projects being delivered support the creation of greater access to green spaces for quiet enjoyment and physical exercise, as well as helping to improve air quality through greater use of sustainable transport and creation of improved ecosystems.

5 Risk Assessment

5.1 SWOT Assessment

Strengths <ul style="list-style-type: none">• Saves the financial commitment on the projects to date as a benefit• Projects currently committed to "beyond the point of no return" would be completed.• Guards against known recruitment difficulties and potentially the cheapest option• Retains a resource to deal with any pipeline projects (already being used)	Weaknesses <ul style="list-style-type: none">• Costs more• Uncertain how this would be funded• The projects being delivered are key business strategy projects but not statutory
Opportunities <ul style="list-style-type: none">• Builds in-house capability rather than resourcing individual projects in a piecemeal approach i.e. staff can support business delivery security by working across more than one identified project• Builds in-house capability in an area where skills are transferable across service disciplines• Builds flexibility to provide support to the statutory delivery areas of the Council	Threats <ul style="list-style-type: none">• Availability of financial resource• There may be need to recruit technical specialists vs more general delivery skills• The culture of working in a matrix management structure may be resisted as staffing resource reduces elsewhere

Conclusion/Reasons for the Recommendation

- 5.2 The recommendation to agree the funding to extend existing posts allows for business continuity to finish delivering live projects to a key milestone point. This would enable project delivery without interruption to current programmes or incurring additional costs due to a break in programme.
- 5.3 The recommendation to support the Newbold Comyn establishment relates to learning gained during its early implementation and will support the “bedding in” of the facilities and assessment for their ongoing maintenance for future operation.

Background papers:

Please provide a list of any papers which you have referred to in compiling this report and are not published documents. This is a legal requirement.

You must also supply these when submitting the report.

Supporting documents:

This is not a legal requirement but may assist others in identifying documents you have referred to in producing the report.

Report Information Sheet

Please complete and submit to Democratic Services with draft report

Committee/Date	Cabinet/25 May 2022	
Title of report	Programme Team – resourcing delivery of live projects	
Consultations undertaken		
Consultee *required	Date	Details of consultation /comments received
Ward Member(s)		Councillor Alan Rhead confirmed is supportive of the content to A Jones as the Portfolio Holder. Affects all wards
Portfolio Holder WDC & SDC *		See above
Financial Services *	12/5/22	A Rollins/D Dabasia/ L Henson
Legal Services *		
Other Services		
Chief Executive(s)		Confirmed support via CMT meeting
Head of Service(s)		No relevant HoS. A Jones supports.
Section 151 Officer	12/5/22	Confirms availability of funding and appropriate wording
Monitoring Officer	12/5/22	See HoS comments
CMT (WDC)		Supports
Leadership Co-ordination Group (WDC)		
Other organisations		N/A
Final decision by this Committee or rec to another Ctte/Council?		Recommendation to :Cabinet
Contrary to Policy/Budget framework		No
Does this report contain exempt info/Confidential? If so, which paragraph(s)?		No
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?		No
Accessibility Checked?	Yes	File/Info/Inspect Document/Check Accessibility