

# Executive

Wednesday 6 March 2019

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A meeting of the Executive will be held at the Town Hall, Royal Leamington Spa on Wednesday 6 March 2019 at 6.00pm.

## Membership:

Councillor A Mobbs (Chairman)	
Councillor N Butler	Councillor A Rhead
Councillor M Coker	Councillor A Thompson
Councillor M-A Grainger	Councillor P Whiting
Councillor P Phillips	

## Also attending (but not members of the Executive):

Chair of the Finance & Audit Scrutiny Committee	Councillor Quinney
Chair of the Overview & Scrutiny Committee and Whitnash Residents' Association (Independent) Group Observer	Councillor Mrs Falp
Labour Group Observer	Councillor Naimo
Liberal Democrat Group Observer	Councillor Boad

## Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

## Agenda

### 1. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter. If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

### 2. Minutes

To confirm the minutes of the meeting held on 6 February 2019

(Pages 1 to 46)

## **Part 1**

(Items upon which a decision by Council is required)

### **3. Community Infrastructure Levy (CIL) Regulation 123 List for 2019/20**

To consider a report from Development Services **(Pages 1 to 22)**

## **Part 2**

(Items upon which the approval of the Council is not required)

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

To consider a report from Development Services **(Pages 1 to 5 & Appendix 1 [available online])**

### **5. Commonwealth Games 2022**

To consider a report from Cultural Services **(Pages 1 to 12 & Appendices A-D)**

### **6. Funding for Chase Meadow Community Centre 2019 – 2022**

To consider a report from Health & Community Protection **(Pages 1 to 7 & Appendices 1-3 [available online])**

### **7. Creative Quarter Masterplan and Next Steps**

To consider a report from Development Services **(Pages 1 to 15, Appendices 1A, 1B [available online] & 2)**

### **8. Arts Service Framework**

To consider a report from Cultural Services **(Pages 1 to 48)**

### **9. Shakespeare's England Future Funding**

To consider a report from Development Services **(Pages 1 to 11 & Appendices pages 12 to 109 [available online])**

### **10. Indoor Sports Strategy (2018)**

To consider a report from Cultural Services **(Pages 1 to 8 & Appendices pages 9 to 138 [available online])**

### **11. Newbold Comyn: Shortlisting of Future Options**

To consider a report from Development Services **(Pages 1 to 15)**

### **12. Update on Action Plan following Review of Closure of Accounts**

To consider a report from the Deputy Chief Executive (AJ) **(Pages 1 to 15)**

### **13. Men's Cycle Tour of Britain 2019**

To consider a report from Development Services **(Pages 1 to 17)**

14. **Decision made under delegated authority CE (4)**

To consider a report from Deputy Chief Executive (BH) **(Pages 1 to 5)**

15. **Public and Press**

To consider resolving 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 paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

**Part 1**

(Items upon which a decision by Council is required)

Item Nos.	Para Nos.	Reason
	1	Information relating to an Individual
	2	Information which is likely to reveal the identity of an individual
16	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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

To consider a report from Deputy Chief Executive (AJ) **(Pages 1 to 9)  
(Not for publication)**

Agenda published 25 February 2019

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For enquiries about specific reports, please contact the officers named in the reports  
You can e-mail the members of the Executive at [executive@warwickdc.gov.uk](mailto:executive@warwickdc.gov.uk)

Details of all the Council's committees, Councillors and agenda papers are available  
via our website [www.warwickdc.gov.uk/committees](http://www.warwickdc.gov.uk/committees)

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The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

# Executive

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

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

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

Apologies for absence were received from Councillors Mrs Falp, Grainger and Whiting.

## 133. **Declarations of Interest**

Minute 136 – Business Case for Extension of the Avon Navigation Scheme for Stratford (Alveston) to Warwick

Councillor Rhead declared an interest because he had a house that boarded River Avon and the matter of the Avon Canal was to be discussed, but he did not feel that was a prejudicial interest.

## 134. **Minutes**

The minutes of the meeting held on 9 January 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)

## 135. **Rural / Urban Capital Improvement Scheme (RUICS) Application**

The Executive considered a report from Finance providing details of two Rural / Urban Capital Improvement Scheme grant applications:

- Warwick Tennis Club to resurface and install floodlights to court six to resolve current health & safety issues with the court surface and to increase court usage capacity by enabling later evening and weekend playing time; and
- Hill Close Gardens Trust to build an extension to the existing visitor centre to create an additional visitor's room to create further capacity for viewing their horticultural collection and for community group activities.

The Council operated a scheme to award Capital Improvement Grants to organisations in rural and urban areas. The grants recommended were in accordance with the Council's agreed scheme and would provide funding



to help the projects progress. Both projects contributed to the Council's Fit for the Future Strategy.

Warwick Tennis Club was situated in the Warwick West Ward, a recognised income deprived area. Without the club, there would be fewer opportunities for the community to enjoy and participate in sporting/physical and social activities, which could potentially result in an increase in anti-social behaviour, an increase in obesity and disengage and could weaken the community. The project would resolve current health and safety issues with court six and increase court usage capacity by enabling later evening and weekend playing time. The project would therefore increase opportunities for the community to enjoy and participate in sporting/physical activity, including children, which helped to reduce anti-social behaviour and obesity.

With regards to Hill Close Gardens Trust, the gardens were situated in the Warwick West Ward, a recognised income-deprived area. Without the gardens, there would be fewer opportunities for the community to enjoy and participate in physical, social and arts/cultural activities, which could potentially result in an increase in anti-social behaviour, an increase in obesity and disengage and weaken the community. The Trust had an overall three-phase project. Phase 1 project which the RUCIS grant would contribute towards would build an extension to the existing visitors centre, creating an external shell for an additional visitors room and with completion of the Phase 2 project to equip and fit out the new room, which had firm funding plan in place, further capacity would be created for visitors to view the horticultural collections and for community group activities, such as yoga and meditation, which would further help to reduce anti-social behaviour and obesity and engage and strengthen the community.

In terms of alternative options. the Council had only a specific capital budget to provide grants of this nature and therefore there were no alternative sources of funding if the Council was to provide funding for Rural/Urban Capital Improvement Schemes.

Members could choose not to approve the grant funding, or to vary the amount awarded.

The Executive, therefore,

**Resolved that**

- (1) a Rural/Urban Capital Improvement Grant is approved, from the urban cost centre budget for Warwick Tennis Club, of 50% of the total project costs to resurface and install floodlights to court six, as detailed within paragraphs 1.1, 3.2 and 8.1 of the report and as supported by Appendix 1 to the report, up to a maximum of £17,766 including VAT, subject to receipt of the following:

- a. written confirmation from Warwick Town Council to approve a capital grant of £1,000 (if the application is declined or a lower amount agreed, Warwick Tennis Club will increase their loan application to the Lawn Tennis Association to cover the budget shortfall);
  - b. written confirmation from the Lawn Tennis Association to approve a loan for £5,000 (this will increase to £6,000 if Warwick Town Council decline the grant application as noted above); and
  - c. written confirmation that planning permission has been granted for the installation of floodlighting (application number W/18/2224);
- (2) a Rural/Urban Capital Improvement Grant is approved from the urban cost centre budget for Hill Close Gardens Trust of 33% of the total project costs to build an extension to the existing visitor centre to create an additional visitor's room, as detailed within paragraphs 1.1, 3.2 and 8.2 of the report and as supported by Appendix 2 to the report, up to a maximum of £30,000 excluding VAT, subject to receipt of the following:
- a. written confirmation from Warwick Town Council to approve a capital grant of £5,000 (if the application is declined or a lower amount agreed, Hill Close Gardens Trust will cover the shortfall from their cash reserves which have been evidenced through provision of their annual accounts and recent bank statements).

(The Portfolio Holder for this item was Councillor Whiting)

136. **Business Case for Extension of the Avon Navigation Scheme from Stratford (Alveston) to Warwick**

The Executive considered a report from the Chief Executive presenting the outcome of the high-level assessment of the environmental and the socio-economic impacts of a scheme to extend the Avon Navigation Scheme from Stratford (Alveston) to Warwick.

At its meeting on 28 June 2017, the Executive agreed to the request from the Avon Navigation Trust (ANT) for support to look further at the

principle of the proposal for the extension of existing navigation on the River Avon from Alveston, north of Stratford to the Grand Union Canal at Warwick.

In November 2017, the Executive agreed to make a contribution towards a study covering a high-level assessment of the environmental and of the socio-economic impacts to demonstrate if there was a realistic business case. This was estimated to cost, including a contingency, £45,000. It was agreed that the cost be split three equal ways between ANT, Stratford District Council (SDC) and Warwick District Council (WDC). This would mean that WDC would have to pay £15,000. This was funded from the Community Project Reserve. SDC offered to undertake the procurement exercise. The work was tendered and Peter Brett Associates (PBA) was appointed to undertake the work.

The final reports from PBA were available online and a link was provided in the report. The key points emerging were set out in Section 8 of the report. In summary, the economic case for the scheme was not so overwhelming, given the expected capital costs and the significant environmental issues that would require further work to ensure they could be addressed adequately.

However, the proposal within the report that had merit was to work in partnership with SDC for improved public access along the river corridor between Stratford and Warwick. Here the respective costs were lower, the economic benefits more significant and the environmental consequence much less. If this could be developed along with improvements already discussed by the Executive in a report in November 2018, then it had the potential to create a significant asset for community use, as well as a significant "green" tourism opportunity for the sub region.

As an alternative, the Executive could decide not to proceed in any way at all, yet the evidence collected suggested that an improved public access to the river corridor could have a potential beneficial economic impact but a low environmental one.

The Executive could decide to continue with the Avon Navigation Scheme, but there was not sufficient economic evidence to justify that course of action and it was therefore not recommended.

Councillor Butler, the Portfolio Holder for Business, emphasised that the report made it clear that the environmental issues and the cost did not stack up and he could not support it. Councillor Butler proposed the report, with an amendment to Recommendation 2.2 in the report, to read: "That the Council works in partnership with Stratford District Council to promote and improve footpath / cycleway access along the River Avon corridor between Warwick and Stratford *only, in view of the environmental issues and capital cost of the rest of the scheme.*"

The Executive, therefore,

**Resolved** that

- (1) the study setting out a high-level assessment of environmental and the socio-economic impacts of the proposal to extend the Avon Navigation Scheme from Stratford (Alveston) to Warwick, be noted; and
- (2) the Council works in partnership with Stratford District Council to promote and improve footpath/cycleway access along the River Avon corridor between Warwick and Stratford only, in view of the environmental issues and capital cost of the rest of the scheme.

(The Portfolio Holder for this item was Councillor Butler)

**137. IT Equipment for Councillors 2019 to 2023**

The Executive considered a report from Democratic Services and ICT Services bringing forward the recommendations from the Councillor IT Working Party in respect of IT provision to Warwick District Councillors from 2019 to 2023.

Prior to the 2015 Election, officers had very clear guidance that email was the primary application for Members and that they wanted to access this on a lightweight, portable device. However, this device still needed to be large enough to read and create documents. This steered them towards a tablet and once that decision was made, there was no real choice but to provide Apple devices for two reasons: security and the availability of Apps. The mapping App and Committee papers app provided at the time were only available on iOS. The choice of Apple was also the preference of ICT's portfolio holder at the time.

The iPads currently used by Councillors were a mixture of devices, but the most prevalent model was an iPad Air WiFi & Cellular 32GB. These were purchased with an expected lifespan of four years (the duration of the Council). This was based on the evolution of technology, battery life and that Apple stopped providing software updates for older models. This was built into the IT replacement programme and budgetary provision had been made for this.

The Councillor IT Working Party had reviewed this provision ahead of the next election in May 2019 and they supported maintaining the flexibility of a mobile tablet device, recognising that many Members also had a laptop or PC at home for accessing Microsoft Office 365 if they chose to do so.

Although maintaining a tablet was the Working Party's consensus, whether that was an Android device or an Apple device was less clear cut. Nevertheless, there were a few items for consideration:

- with the loss of the mapping App, the requirement to choose Apple was removed;
- in terms of security iOS vs Android, it was still stacked heavily in Apple's favour: there was more malware aimed at Android devices, it got through more often, and security updates were slower in rolling out (not least because Google's hardware partners were involved as well as Google). Apple devices weren't invulnerable to hacking attempts, but they were much more tightly locked down, and one didn't have to worry about security quite so much. While Android security had improved, it was fair to say one needed to be a little more on your guard. Given this, and given the broad spectrum of IT capabilities of Members, some Members might feel more reassured when using an iOS device;
- anecdotally, the ICT Helpdesk did have less issues with Apple devices than Android and this was believed to be because the Apple devices were locked down tighter, whereas the Android devices tended to be re-skinned by the vendor. Again, given that Members tended to use their devices outside of the Helpdesk support hours, and that there were very few calls relating to the operation of Apple devices, Members might consider this was another benefit;
- it could also be suggested that both an iOS and Android based device were offered to Councillors, for them to choose from. However, it was most cost efficient to support a single type of device (through less training and sundries required), and the iOS platform was considered to be more intuitive when supporting a broad range of IT skills;
- in terms of price, there was a need to be very careful when comparisons were made. Clearly, one could buy some very cheap Android devices, and that was one of their benefits. However, one needed to be mindful of build quality and processor power. Therefore, depending on the Android model, iPads were not vastly more expensive.

Based on the above, the Working Party were of the view that the new device should be an iOS (Apple) based product. They then considered the size of the device to be provided, but after consideration of cost, they were of the view that the 9.7inch model provided the best value for money for the needs of Councillors. They also recognised the cost benefit in purchasing devices, which if needed, could take a sim card (i.e. to make it a cellular device), to enable Councillors to access information when they did not have a Wi-Fi connection. This would allow flexibility within other decisions that needed to be taken.

The Working Party considered in great detail the need for Councillors to be able to use their iPad and have a data connection at all times (through Wi-Fi or 4G), to enable them to work effectively. Considering the information available, including feedback from Councillors, the majority of Councillors' work was completed on a Wi-Fi network, either at home or within the

Town Hall/Riverside House. The Working Party recognised the need for Councillors to attend meetings in other venues, but that the information could be downloaded to the Council-owned device and accessed at the venue without the need for a network connection. They looked at the level of data usage by Councillors who currently had 4G access and the two key user groups were the Leader and those Councillors who worked. The Working Party recognised the need for the Leader, Portfolio Holders, Committee Chairman and Group Leaders to be in regular contact with officers over various matters and that the current budget only allowed enough for 31 Councillors to have 4G access. They therefore considered the approach outlined in recommendation 2.2 in the report was the best way forward at this time.

A significant amount of data was already available for Councillors to access via their Council device and account as set out at Appendix 1 to the report. Progress had been made in enabling further information to be accessed, for example the Intranet. In discussions with the Councillor ICT Working Party, it had been established that further areas should be investigated for making available via the mapping tool, as well as a homepage for Members to use as a sign post to various Council services such as the Constitution. These were also listed at Appendix 1 to the report and would be detailed within the 2019/20 ICT Services Digital Work Programme, considered at Minute Number 140.

The Council made its Committee papers (including the confidential ones) available to Councillors on Council devices through a secure app. The app provided the ability for annotation, in a number of ways, on any agenda by the individual Member. This was going to be promoted to all Councillors with a WDC device in January 2019, following an upgrade to the system and its server. This was with the view of the Working Party that more Councillors should be using electronic agendas instead of paper-based agendas. In doing this, it contributed to the Council being more sustainable through reducing printing and paper consumption (a cost of £4,900 per annum), but also the reduction in road miles an agenda travelled to be delivered) and reduced the cost of postage to the Council (£3,800 per annum).

With the increased information available to Members there would need to be regular support and training opportunities for Members throughout the life of the Council 2019-2023. These would be considered and built into the Member Development Programme for the future years to help Members get the most benefit from the information available to them.

There would be some residual level of value for the device and those current Councillors who either did not seek election or who were not re-elected might wish to keep the device. There might be some spare devices and it was considered appropriate these were offered to staff to buy with those interested being selected at random via a draw. It was considered that £150 would be a reasonable sum of money and this would contribute to the provision of any new iPads. The Council was content for the devices to be sold in this way, but the device would need to be reset first by the

ICT Services Team to ensure all Council data had been removed and also to remove the applications which managed the device for the Council.

It was considered that any printers that had been allocated to Councillors would now be life expired as some were nearly eight years old. Again, Councillors who either did not seek re-election or who were not re-elected might wish to keep them but this would be without charge and those who did not want to keep them could pass them to the Council for disposal, in line with the Council's Waste Electrical Equipment procedure.

The Executive had previously agreed not to provide printers to Councillors unless there was a specific personal reason for them requiring one. These cases were considered in consultation with the relevant Group Leaders. This approach did not need to change, except that decision should be taken in consultation with the Councillor ICT Working Party.

The Councillor IT Working Party had been an exceptionally useful group for resolving issues and considering both the detail/strategic issues of IT provision to Members. It was considered that this Group should continue after the election with a view to meeting more often (if necessary in a virtual setting) to not only to continue the development of IT for Members, but also to act as advocates for the technology being used.

The secure handling of data was an important area of good governance for the Council, not only the personal information Councillors handled but also the commercially sensitive information. Consideration had been given to this matter and officers were mindful that Councillors used their own devices to access Council information and also had paper copies of information with no guidance on destruction of these. The policy was being developed between the Councillor IT Working Party and the Information Governance Manager for the Council.

It was recognised that Councillors were permitted to use their own personal device to install some apps and therefore there should be no restriction in them using their Warwickshire County Council device in a similar manner if they so wished.

The Councillor IT Working Party considered a number of alternative options in respect of IT provision to Councillors.

The iPads currently provided to Councillors had a residual value on the open market of between £100 and £180, depending on the condition and warranty offered. Therefore, more money could reasonably be requested for the sale of the iPads but because these had already been recognised as surplus, it was considered the smaller price reflected the lack of a warranty offer and the condition they were in.

The working party had considered charging for the printers, however, they would be of minimal value (circa £5) and processing the payment would cost more than the income received.

An option could be to provide Councillors with an allowance to provide their own device – Bring Your Own Device (BYOD). However, this approach was fraught with a number of issues. Firstly, the Council needed to ensure that all Councillors had access to appropriate systems to undertake their role. Depending on the device chosen by the Councillor, this could not be guaranteed. Therefore, providing an approved Council device on which all proposed solutions were tested, guaranteed this. Secondly, allowing numerous devices could provide additional support demands on the ICT Service if they were required to get an application working as it was the Councillors' only device. The current approach required ICT to get the necessary functionality working on an approved Council device and ICT would use best endeavours to help Councillors to access systems from a personal device.

The Executive, therefore,

**Resolved** that

- (1) all Councillors be provided with a 9.7 inch iPad with 32GB capacity and cellular capability and note the funding of £16,500 will be from the ICT equipment renewal reserve;
- (2) mobile data for the Leader, Portfolio Holders, Committee Chairmen, Group Leaders and on the provision of a business case by the Councillor to be considered by the Councillor IT Working Party, be approved;
- (3) the information already available to Councillors electronically and the expansion of this along with additional training and support/promotion, is welcomed and noted;
- (4) printers will not be provided to Councillors unless there is a specific requirement due to a disability as defined within the Members' Allowances Scheme;
- (5) the current iPads used by Councillors (including the cases they come with) will be disposed of at a cost of £150 with them being offered to Councillors, then staff as set out in paragraph 3.10 of the report;
- (6) any Warwick District Council printers held by Councillors can be kept, at no charge, by the Councillor if they wish to keep them;
- (7) after the Warwick District Council election, the Councillor ICT Working Party is retained with membership from each of the Political Groups



on the Council plus a Member of the Executive;

- (8) the production of a data handling agreement for Councillors which supplements the current Information Security and Conduct Policy specifically for Councillors is supported Members look forward to considering this at either its March or April meeting; and
- (9) in line with agreed Policy, and so long as Warwickshire County Council are agreeable, a Councillor can install Office 365 and CMIS on their Warwickshire County Council tablet, however, this would not provide access to the intranet.

(The Portfolio Holder for this item was Councillor Mobbs)  
Forward Plan reference 851

### 138. **Local Development Scheme (LDS)**

The Executive considered a report from Development Services seeking approval for a refreshed Local Development Scheme (LDS). The LDS set out the work of the Planning Policy team over the next three years in terms of the production of planning documents, was a requirement of the Planning and Compulsory Purchase Act 2004 and was updated annually.

The adoption and publication of a Local Development Scheme was a statutory requirement of the Planning and Compulsory Purchase Act 2004, which laid out the coverage and duration of the document required. This included a provision for an annual review of the Scheme to ensure it remained relevant and up-to-date.

The Warwick District Local Plan (2011–2029) was adopted in September 2017, and as such, a revision of the LDS was required to detail the Development Plan Documents (DPD) and Supplementary Planning Documents (SPDs) that were required to support the Local Plan and add further detail for applicants and decision makers.

Much of the programme of work was driven by commitments within the recently adopted Local Plan. As well as these commitments, additional work would arise in response to either local planning issues or changes in national legislature. Where possible, these were factored into the Scheme, and a refreshed LDS was produced annually to reflect progress made and any new areas of policy being worked on.

The 2017/18 LDS was adopted by Executive in March 2017. It detailed seven SPDs to be adopted during the financial year. During the course of 2017/18 so far, three SPDs had been adopted, one had completed public consultation with a further three currently undergoing public consultation.

Due to the restrictions of purdah, it was likely that at least one of the outstanding SPDs would not be adopted prior to the summer of 2019.

Members should note that there had been alterations made to the timing of certain documents included in the LDS. The Canalside DPD had been put back to begin its consultation in the Autumn of 2019 to allow for the necessary analysis to take place in the context of the recently adopted Canal Conservation Area. Also, the Affordable Housing SPD had been put back to begin its consultation in Quarter 3 2019 in order to allow for further work to be done on housing need assessments in light of the recent standard methodology consultations.

Two new documents had been added to the LDS. Firstly, an SPD for the South of Coventry that would articulate the delivery requirements of the vision for the growth and development of the area, as per Policy DS20 and Appendix B of the Local Plan. Secondly a Development Design Framework SPD that responded to the revised NPPF's greater emphasis on quality design, as well as the best practice encapsulated in Building For Life 12.

There was also a new work stream in the LDS to review the evidence base and policy context of the Plan, in line with Policy DS19 of the Plan. Once this work had been completed, officers would be able to update Members with whether any further work was required.

There was also a statutory requirement for an Authority's Monitoring Report (AMR) to be published at least annually. The Town and Country Planning (Local Planning) (England) Regulations 2012 laid out the required content of the AMR. As agreed by Executive in March 2018, the AMR was published on the WDC website in the Autumn of 2018.

In terms of alternative options, the Council could choose not to adopt this Local Development Scheme, and instead to suggest a different range of priorities for the identified documents. However, the LDS had been developed to bring forward the right documents as swiftly and efficiently as possible. Therefore, this option had been discounted. The preparation and maintenance of an LDS was a requirement of the Planning and Compulsory Purchase Act 2004.

Councillor Naimo expressed her desire to monitor the progress made and to think of the weight that the Creative Quarter might have. She expressed her opinion that there was a need for a Town Centre development area for Royal Leamington Spa. In response, Councillor Rhead, the Portfolio Holder, confirmed that Councillor Naimo's request would be taken into account.

The Executive, therefore,

**Resolved** that

- (1) the content of the LDS attached as Appendix 1 to the report, be noted;

- (2) the adoption of the LDS and its proposals for delivery of planning documents over the forthcoming three years, be agreed; and
- (3) the Authority's Monitoring Report (AMR) was published on the Council's website in the autumn and can be found at [www.warwickdc.gov.uk/amr1718](http://www.warwickdc.gov.uk/amr1718).

(The Portfolio Holder for this item was Councillor Rhead)  
Forward Plan reference 997

**139. Delivery of St Mary's Lands Masterplan for 2019/20 and beyond, Warwick**

The Executive considered a report from the Chief Executive seeking to update progress on the delivery of the agreed Masterplan for St Mary's Lands, Warwick, thus far. The report also sought agreement to the next steps for delivery and for the appropriate funding to complete this key project for the town of Warwick and the District.

The work of the St Mary's Lands Working Party led to the adoption of a Master Plan in 2017, which set out all the projects that would enable the vision for the area to be achieved. In this past year, the most significant elements that had been completed included resurfacing of the inner perimeter track enabling improved and safer access for all, extension of the 'canter down' to enable the national cycleway to be off road, completion of the Multiple Use Games Area (MUGA) at Racing Club Warwick (RCW), improvements to the Corps of Drums premises, improvements to toilets at the Golf Course which were available for the public to use and ecological enhancements to support the area's biodiversity and wildlife.

Additionally, Hill Close Gardens, a stakeholder in the St. Mary's Lands project, had secured new lottery funding to enlarge its current visitor centre building and implement a programme of much improved interpretation at the gardens.

Alongside these improvement works, other issues had been taken forward, for example, consultation of the proposals along Bread and Meat Close for car parking and for the footpath/cycleway. Preliminary work had also continued in respect of the possible hotel, improvements to the Golf Centre and Caravan Park. RCW had gone into partnership and established an Academy and was actively looking at a 3G pitch via funding from the Football Association. Discussions had also been undertaken about character areas to help address the conflict of differing activities. Two community newsletters had also been produced and a link to the most recent one was provided in the report.

Appendix 1 to the report set out all the Master Plan proposals, their current status and the next steps where that was appropriate over the next few years. Table 1 attached to the report set out the financial

proposals which sat alongside Appendix 1. Map 1 attached to the report illustrated the respective location of each proposal.

In addition, the Executive considered a report in late November 2017 in respect of the hours of flying for model aircraft. A risk assessment and a noise assessment had been undertaken. The ecological work was commissioned but was found to be inconclusive and so the work had had to be re-commissioned over a longer survey period. The report back to the Executive would not happen until that work progressed.

In January 2019, the Executive considered a request from the Friends of St Mary's Lands for the Council to submit an application for Centenary Field status. The report concluded that only one part of the area merited an application – the Northern Enclosure on the basis that there appeared to be a link with a former building, Hill House, which had been used as a hospital for WW1 soldiers. However, further evidence had now come forward to demonstrate that Hill House and its garden were completely separate from the Northern Enclosure, meaning that the Council would not be able to justify an application for this designation. However, the Northern Enclosure would still be suitable for the designation Green for Good and that was the proposal now put forward.

The only other option the Council had was not to note progress. Similarly, not to agree for the elements of the masterplan to proceed would be a reputational risk for the Council, given the efforts that had been made to engage local groups.

There could be options of which elements of the programme should be done when, but as set out, the programme was reasonably logical and took account of the limitations that the racing season might place on when some elements could be implemented.

The Council could decide not to make any application for any designation on the northern Enclosure and that option was available to it should it so choose.

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

Councillor Butler, the Portfolio Holder, was pleased that the Masterplan was successful and its benefits were starting to ring home. The Leader of the Council on behalf of the Executive thanked Councillor Butler as the Portfolio Holder, the officers and all other parties involved for their excellent work.

The Executive, therefore,

**Resolved** that

- (1) progress on delivery of the Masterplan as set out in Appendix 1 of the report to date, be noted;

- (2) the proposals for 2019/20 also as set out in Appendix 1 to the report, be agreed;
- (3) the funding for the proposals for 2019/20 totalling £257,000 as set out in Table 1 attached to the report, be agreed and be funded from the Community Projects Reserve;
- (4) the slippage of £255,000 from 2018/19 to 2019/20 as shown in Table 1 to the report, be agreed; and
- (5) the previous recommendation (January 2019) to apply for Centenary Field designation for the Northern Enclosure be changed to apply for the Going for Green designation from Fields in Trust.

(The Portfolio Holders for this item were Councillors Butler and Mrs Grainger)  
Forward Plan reference 963

#### 140. **2019/20 ICT Services Digital Work Programme**

The Executive considered a report from ICT Services seeking approval for the 2019/20 ICT Services Digital Work Programme, providing a progress update of the current programme and some of the other Digital Strategic themes, both of which were key to the office relocation project and in preparing for the migration to the new office headquarters.

The ICT and Digital Strategy 2015-19 identified five strategic themes. Digital Security naturally sits above these themes. Appendix 1 to the report contained a detailed explanation of the progress made towards the Digital Warwick theme during 2018/19 and the ongoing commitment for 2019/20. In addition, it also provided updates of the latest Digital security improvements and of the remaining four themes, including projects to support our Digital Workforce in an increasingly agile environment and in preparation for the migration to the new office headquarters.

A number of projects had been completed during 2018/19. These projects either originated from the earlier Digital Work Programmes or were subsequently identified as a high priority. A table of these projects was provided at Section 3.2.1 of the report and included Building Control Completion Certificate Self-Serve Requests, Development Control – mitigating critical data from spreadsheets, Frontline self-serve kiosks, Improved Planning Committee speaker requests etc.

A number of projects detailed in Section 3.2.2 of the report were still in progress from the 2018/19 Digital Work Programme and included: A barcode generation system for miscellaneous payments, Fly-tip Reporting, Integrating Jadu web forms with maps and automated progress updates, Lone Worker Monitoring System etc.

Several projects had been withdrawn from the 2018/19 Digital Work Programme, details of which were provided in Section 3.2.3 of the report. These included: Corporate Filed Payment Solution, Corporate Purchasing Card System, Litter Bin issue reporting etc.

Based on the learning points from the 2017/18 Digital Work Programme, the following changes were made by the ICT Application Support Team (who resourced the technical elements of this programme):

- all support calls were now routed via the ICT Service Desk;
- calls requiring ICT Application Support Team expertise were managed via a staff rota; and
- a member of the Desktop Services Team had been working closely with the ICT Application Support Team.

These changes were implemented over a period of six months and had reduced interruptions, increased resource availability and opportunities to collaborate on projects, and improved the support capability within the team. In addition, the main learning points from the 2018/19 Digital Work Programme were:

- it had continued to be challenging for Service Areas to maintain their business as usual service while also releasing the most appropriate staff to design and test their transformational solutions;
- the ICT Application Support Team's availability for development work continued to be affected by the volume and complexity of the support calls or other unplanned projects that it handled.

These learning points had been formally recognised within the Chief Executive's Office Risk Register, under the generic risk "Failure to deliver corporate strategies / initiatives" which was included in the 8 January 2019 Finance and Audit Scrutiny Committee report attached as Appendix A to the report. However, the delivery of the Digital Strategy specifically carried a 'red' risk status. As a result, the following steps would be taken:

- to reduce the burden on multiple Service Areas having to resource a range of transformational projects, the 2019/20 Digital Work Programme had been redesigned to focus on a single Service Area which had already committed sufficient resources;
- service area staff had been encouraged to make ICT Services aware at the earliest opportunity of any proposed project work so that it could be factored into the overall work programme;
- the ICT systems knowledge base was being continually improved so that more calls could be handled by the Desktop Services Team at the first point of contact, helping to reduce some escalations to the ICT Application Support Team; and
- the Neighbourhood Services projects would be developed using the Agile Development Methodology, so that the new solutions would be developed, tested and implemented, in manageable increments, in tandem with relevant back office processes.

The pace of change required to embed digital transformation across the organisation had not yet been reached for a number of reasons and this had prompted a shift in the strategic approach for the 2019/20 Digital Programme.

As mentioned in Section 3.2.6 in the report, one of the Digital Programme learning points was the burden placed on Service Areas to resource a range of different transformational projects. To reduce this burden, the 2019/20 Digital Programme would focus primarily on the high volume of public interactions currently manually handled by the Neighbourhood Services teams.

While the focus would be on Neighbourhood Services, the other service areas would use 2019/20 to think about more comprehensive service changes which would inform future Digital Programmes.

Appendix 2 contained the 2019/20 Digital Transformation Work Programme which included the new projects contained in Appendix 3 to the report.

The remaining projects had been carried forward from the 2017/18 or 2018/19 Work Programmes as a result of supplier or internal delays.

The Work Programme was based on project urgency and importance, internal staff resource / third-party availability and any anticipated procurement requirements. In addition, ICT Services resources would be impacted by a major project to migrate all our Business Applications onto new servers to maintain data security compliance standards.

A table included in Section 3.3.6 of the report summarised the anticipated customer and business benefits for each project in the 2019/20 Digital Programme. Business Cases had not been submitted as these projects would be managed using the Agile Methodology.

In addition, the Application Support Team (who resourced the Digital Programme) would also be heavily impacted by Migration of all Business Applications onto new servers, Supporting the project to procure a replacement to the Civica-APP, Supporting the project to procure new Finance Systems, Supporting the office relocation project and Project to review the ICT resources required to fulfil the ongoing Digital Programme. The business benefits of these were included in Section 3.3.7 of the report.

The Digital Programme budget currently stood at £97,800 and would be used to fund the outstanding 2017/18 and 2018/19 projects. At this stage, it was anticipated that the new 2019/20 Digital Programme projects would incur only minimal costs and therefore no additional funds were required.

To protect the funds made available for this Work Programme, each project would be subject to a detailed financial review to ensure all costs

had been identified, before agreement to release the funds was made by the s151 Officer.

In terms of alternative options, the option not to continue down the 'digital route' was discussed in the 2 December 2015 Executive Report and it was accepted that while there would always be situations when it was entirely appropriate for a customer to transact with a member of staff, many of the Council's services did not need to be delivered in this way. Continuing with the proposed Digital Transformation Programme advocated in this report would be financially efficient and would provide an improved customer experience.

The Executive, therefore,

**Resolved** that

- (1) the ongoing progress made in all areas of the Digital Strategy, including improving the digital security offering and also the return on investment made in the provision of high speed broadband services within Warwick District, with the full updated included in Appendix 1 to the report, be noted;
- (2) the progress made in 2018/19 with the ICT Services Digital Work Programme as set out in the 7 February 2018 Executive Report, including a number of learning points, be noted;
- (3) the 2019/20 ICT Services Digital Work Programme which will primarily focus on various projects to improve the public-facing, internal processes and contractor integrations provided by the teams in Neighbourhood Services, as set out in Appendix 3 to the report, be agreed;
- (4) the digital programme seeks to balance the resources available in both the front-facing service areas and in ICT Services, and a report will be submitted later in the year addressing whether further ICT resources are needed;
- (5) these projects, and any outstanding from previous years, will be funded from the existing Digital Transformation budget, which has a residual balance of £97,800;
- (6) the release of funds for this Programme will be subject to a detailed financial review of



each project's requirements and will require sign off by the s151 Officer.

(The Portfolio Holder for this item was Councillor Mobbs)  
Forward Plan reference 999

**141. Response to the LGA Corporate Peer Challenge Review Follow Up Visit 2018**

The Executive considered a report from the Chief Executive informing Members of the response to the Local Government Association (LGA) Corporate Peer Challenge Review follow up visit 2018.

The Council agreed to be part of a Peer Challenge process organised by the LGA in the summer of 2016. The outcome of that peer challenge was reported in April 2017. An action plan was agreed and as part of that plan, to help ensure and demonstrate that the Council was making progress, a follow up visit was to be undertaken. That follow up visit was made in October 2018 and the report of that visit was attached to the report, along with recommendations and a proposed action plan in response.

This work overlapped with the Investors in People assessment and there were some similar themes emerging to those emerging from the LGA peer review follow up.

The LGA offered a Peer Challenge that was free to all of its members as part of its commitment to support Sector-Led Improvement. It was one of a number of resources made available to help councils continuously improve. The peer challenge process involved a team of experienced elected Members and officers who, as peers, provided practitioner perspective and critical friend challenge to help a Council with its improvement and learning. It was a voluntary process and councils were encouraged to commission one every four to five years.

Warwick District Council had its first Peer Challenge in 2012 and a follow up visit in 2014. After a further two years, it was felt appropriate to undergo another Peer Challenge as part of the Council's ongoing commitment to continuous improvement. The Peer Challenge was held in July 2016, reported to the Executive in April 2017 and in response to the recommendations it was agreed that a follow up visit should be undertaken within 12 to 18 months. That visit was held in October 2018 and the report of that visit with its recommendations was attached at Appendix 1 to the report.

The Peer Review team made four recommendations. In response to these recommendations, an action plan had been prepared, which was attached at Appendix 2 to the report. It was considered that the proposed response to the Peer Challenge Report would help the Council to clarify and achieve its goals, expedite its key projects to delivery and achieve improved partnership working.

Overlapping time-wise and issue-wise had been the most recent Investors in People (IiP) report. That report was attached at Appendix 3 to the report. This was reported to the Employment Committee in December 2018 and an action plan in response would be prepared. Nonetheless, it was felt that given the overlaps, there was merit in this also being presented to the Executive at the same time as the LGA Peer Review follow up visit.

The most significant issue arising was that within the approach of the Council seeking continuous improvement and not being complacent about how and what it did, that as part of its intention of being a high performing organisation it needed to update its performance management approach. To this end, Senior Officers were considering in a facilitated way what this might mean for the organisation and the way it was managed.

In terms of alternative options, the Council could decide not to agree the proposed action plan or indeed any action plan, but this option had been rejected as the Council sought the review follow up visit in the first place as part of its own commitment to continuous improvement and not to agree any actions to the recommendations would therefore be perverse.

The Council could decide alternative action in response to particular actions and, whilst that was for the Council to consider what they might be, they were not easily to identify.

Councillor Mobbs, Leader of the Executive, commented that he had found the process beneficial because it promoted thinking. He proposed the report, with a correction to Appendix 2, page 12 of the report, 1a to read "Training / facilitated briefing workshop *Dec 2018 and Jan 2019*".

The Executive, therefore,

**Resolved** that

- (1) the LGA Peer Challenge follow up visit report at Appendix 1 to the report, be noted;
- (2) the Action Plan attached as Appendix 2 to the report, developed in response to the key recommendations of the LGA Peer Challenge follow up visit, be agreed; and
- (3) the Investors in People (IiP) report at Appendix 3 to the report and an action plan in response will be considered by the Employment Committee, be noted.

(The Portfolio Holder for this item was Councillor Mobbs)

### Part 1

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

#### 142. **Treasury Management Strategy 2019//20**

The Executive considered a report from Finance detailing the strategy that the Council would follow in carrying out its treasury management activities in 2019/20.

The Council's treasury management operations were governed by various Treasury Management Practices (TMP's), the production of which was a requirement of the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management code and which had to be explicitly followed by officers engaged in treasury management. These had previously been reported to the Executive. There had been a few changes to various Treasury Management Practices (TMP's) as follows:

##### TMP 1 - Risk Management

- Paragraph 2.1(a,d,e) – changes in minimum sovereign country rating for counterparties residing outside the United Kingdom from “at least equal to the UK's” to “minimum sovereign rating of AA-”. This had been recommended by Link, the Council's treasury advisers, to help mitigate any potential adverse effects of Brexit in terms of a downgrade to the UK's sovereign credit rating on the Council's ability to invest its funds. Additional details were provided in paragraph 1.4 of Appendix B to the report.
- Paragraph 2.1(k,l) - redefinition of Constant Net Asset Value Money Market Funds to Government Debt Constant Net Asset Value Money Market Funds and introduction of Low Volatility Net Asset Value Money Market Funds following reform of European Money Market Funds.
- Paragraph 2.2 – increase in counterparty limits as outlined in paragraph 2.7 of Appendix B to the report.

##### TMP 4 - Approved Investments, Methods and Techniques

- Paragraph 2.1(j) – changed to reflect the new definition of Money Market Funds as per TMP 1 above.

##### TMP 11 - Use of External Service Providers

- Paragraph 1.3 (h) - changed to reflect the new definition of Money Market Funds as per TMP 1 above.
- Paragraph 2.1 – updated to reflect change of treasury advisers name from Capita – Treasury Solutions Ltd to Link Asset Services.

Finally, the various TMP's had been updated throughout to reflect:

- the new definition of a short term investment as outlined in the 2018 Investment Guidance issued by MHCLG i.e. one that was 365 days or less; and

- the change of name from Department of Communities and Local Government (DCLG) to Ministry of Housing, Communities and Local Government (MHCLG).

Under CIPFA's updated Treasury Management in Public Services Code of Practice, the Council continued to be required to have an approved Treasury Management Strategy, within which its Treasury Management operations could be carried out. The proposed Strategy for 2019/20 was included as Appendix A to the report.

This Council had regard to the Government's Guidance on Local Government Investments. The guidance stated that an Annual Investment Strategy had to be produced in advance of the year to which it related and had to be approved by full Council. The Strategy could be amended at any time and had to be made available to the public. The Annual Investment Strategy for 2019/20 was shown as Appendix B to the report. Increasing cash balances and the potential consequences of a disorderly Brexit made it necessary to consider increasing certain counterparty limits and amending the minimum country sovereign credit rating. It had increasingly become the case that UK branches of non UK domiciled banks were sending deposits raised in the UK back to their home countries, hence the recommendation to amend "UK Private Banks" to "Private Banks" in order to avoid losing valuable counterparties. It was not considered that this posed any significant threat to the security of the Council's investments in such banks.

The Council had to make provision for the repayment of its outstanding long term debt and other forms of long term borrowing such as Finance Leases. Statutory guidance issued by Communities and Local Government (CLG) required that a statement on the Council's policy for its annual Minimum Revenue Provision (MRP) should be submitted to full Council for approval before the start of the financial year to which it related and this was contained in Appendix C to the report.

The Prudential Code for Capital Finance in Local Authorities which was last revised in 2018 introduced new requirements for the manner in which capital spending plans were to be considered and approved and, in conjunction with this, the development of an integrated treasury management strategy. The Prudential Code required the Council to set a number of Prudential Indicators and the report therefore incorporated within Appendix D to the report the indicators to which regard should be given when determining the Council's treasury management strategy for the next three financial years.

An alternative to the strategy being proposed for 2019/20 would be not to alter the current counterparty limits, the minimum sovereign rating and to continue to restrict investments in non UK domiciled banks to UK branches where the funds were not transferred back to the banks' home country. However, this would risk the Council running out of acceptably credit rated counterparties and possibly having to lower its minimum credit ratings below that which it felt comfortable with.

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

The Executive, therefore,

**Resolved** that the changes to the various Treasury Management Practices as detailed in paragraph 3.1 of the report, be noted; and

**Recommended** to Council that

- (1) the Treasury Management Strategy for 2019/20 as outlined in paragraph 3.2 of the report and contained in Appendix A to the report, be approved;
- (2) the 2019/20 Annual Investment Strategy as outlined in paragraph 3.3 of the report and contained in Appendix B to the report be approved, including the following changes:
  - a. that as per paragraph 1.4 of Appendix B and Annex 2 to Appendix B, the minimum sovereign country rating in respect of investments in counterparties residing outside the United Kingdom be amended from “at least the equivalent of the UK” to a minimum of AA- and that no UK sovereign rating applies to UK domiciled counterparties; and
  - b. the current counterparty limits are increased to those shown in paragraph 2.7 of Appendix B and Annex 2 to Appendix B, and that the condition currently restricting investments in banks to those domiciled in the UK be removed for the reasons outlined in paragraph 2.8 of Appendix B to the report;
- (3) the Minimum Revenue Provision Policy Statement as outlined in paragraph 3.4 of the report and contained in paragraphs 5.1 to 5.4 of Appendix C to the report be approved; and
- (4) the Prudential Indicators as outlined paragraph 3.5 of the report and contained in Appendix D to the report be approved.

(The Portfolio Holder for this item was Councillor Whiting)  
Forward Plan reference 972

**143. Housing Revenue Account (HRA) Budget 2019/20 and Housing Rents**

The Executive considered a report from Finance and Housing presenting to Members the latest Housing Revenue Account (HRA) budgets in respect of 2018/19 and 2019/20.

The information contained within the report made the recommendations to Council in respect of setting next year's budgets, the proposed changes to council tenant housing rents, garage rents and other charges for 2019/20.

In July 2015, the Government announced that with effect from April 2016, the rents charged for existing tenants by local authority housing landlords should be reduced by 1% per year, for four years. 2019/20 would be the final year of this reduction.

The 1% rent reduction per annum also applied to supported housing, with 2019/20 being the final year of this reduction.

Specialised supporting housing would remain exempt from this policy for mutual / co-operatives, Alms houses and Community Land Trusts and refuges. However, this Council did not currently have any housing which met these criteria.

From April 2020, a new policy would come into effect, with Councils allowed to increase rents by Consumer Price Index (CPI) (at September) plus 1% per annum.

For new tenancies, landlords were permitted to set the base rent as the Target Social Rent (also known as Formula Rent). In Warwick District's case, this represented a small increase over the social rent charged for tenanted properties and was projected to increase rental income by around £6000 in 2019/20. These tenancies would then be subject to agreed rental policy to comply with the Welfare Reform and Work Bill 2016.

The only exception would be in respect of properties at Sayer Court, Royal Leamington Spa, where the Council had previously approved that tenancies within the new development would be let at Warwick Affordable Rent Levels. Whilst the 1% rent decrease would apply to existing tenants for the coming year, new tenancies established during 2019/20 would be charged at the full Warwick Affordable Rent Value.

Details of all current rents and those proposed as a result of these recommendations were set out in Appendix 1 to the report. A comparison of the Council's social rents with affordable and market rents was set out in Appendix 2 to the report.

The recommendations ensured that the Council was operating in compliance with national policy and guidance on the setting of rents for General Needs and Supported Housing properties.

With regards to Shared Ownership during 2015, the Council took ownership of 15 shared ownership dwellings at Great Field Drive in Southwest Warwick.

Shared owners were required to pay rent on the proportion of their home which they did not own. The shared ownership properties' rent increases were not governed by national Policy.

The Council adopted the Homes and Communities Agency (HCA) template lease agreement which included a schedule on rent review. Schedule 4 of the lease agreement determined that the rent would be increased by RPI + 0.5% from April 2019.

Garage rent increases were not governed by national guidance. Any increase that reflected costs of the service, demand, market conditions and the potential for income generation could be considered. The HRA Business Plan base assumption was that garage rents would increase in line with inflation. However, the Council did not have a formal policy for the setting of rents for garages in place.

There were waiting lists for a number of garage sites, whilst other sites had far lower demand; where appropriate, these sites were being considered for future redevelopment as part of the overall garage strategy for the future.

Two different rent charges applied to garages, depending upon whether the renter was an existing Warwick District Council tenant or not. There were also parking spaces and cycle sheds which were charged for.

Market Research showed that in the private sector, garages were being marketed in the District for on average £80 per month (valuations last reviewed January 2016). The average monthly rent for a Council garage was currently £33.50.

Consideration had been made of the level of increase that could be applied to the garages. Unlike housing rents, there was no requirement to reduce garage rents and therefore the proposal was to increase rents to include inflation and a modest rent rise. Last year, Members approved a £4 rise in garage rents and it was proposed to adopt the same approach this year, with an increase of £4 per month being recommended across all chargeable areas.

The location of many of the garage sites and quality of the land, landscape and garage condition constrained the levels of rent that could reasonably be achieved. It was considered that many sites required investment to improve their condition, provide greater community benefits, extend the life or accommodate the development of additional affordable housing. The Housing Service had started a review of garage sites to determine their optimum potential as an asset of the HRA. Most sites would simply require some form of fairly modest improvement, such as to rooves or to the hardstanding. Others might require more significant work or might benefit from a more strategic redesign and realignment with

contemporary expectations. In addition, the garages and external areas at key high rise sites such as at The Crest were in need of some redesign and modernisation. The proposal was to undertake a detailed redesign of the external environments at the high rise blocks and to detail the requirements for improving sites as they were discounted for their potential for new development. The recommendation of a budget of up to £100k would enable this work to be taken forward.

Any additional income generated for the service would help to alleviate the loss of rental income from dwellings and ensure the continuous viability of the Housing Revenue Account Business Plan.

Should Members approve the recommendation, projected income for 2019/20 would increase by a net £84,000 compared to 2018/19.

Alongside the rent increase, a review of garage voids had indicated that on average, 15% of the total garage stock was void throughout the year, worth £125,000 in potential income. The proposed work to review each site had the potential to reduce the level of voids and possibly to attract additional income.

For tenants, most garage rents would increase by 92p per week (£4 per month), from £7.99 to £8.91. Non-tenants also paid VAT on the charge, so it would increase by £1.10 per week, from £9.59 to £10.69.

With regards to the HRA budgets, the Council was required to set a budget for the HRA each year, approving the level of rents and other charges that were levied. The Executive made recommendations to Council that took into account the base budgets for the HRA and current Government guidance on national rent policy.

The dwelling rents had been adjusted to take account of the loss of rent resulting from actual and anticipated changes in property numbers for 2018/19 and 2019/20. This included additional rental income from the five new build properties at Cloister Way which were due to be purchased and subsequently let to tenants, and changes based on the number of Right-To-Buy sales in 2018/19, and those forecasted for 2019/20.

Shared ownership property rents would increase by RPI + 0.5% in accordance with the terms of the lease. As at November 2018, RPI was 3.2%, therefore the income budget had been increased by £2,700.

The garages rental income budget had been increased by £33,100 to take into account the £4 per month increase in charges for 2019/20 and current level of voids.

Full details of the Budget would be included within the Budget Book which would be available to Members ahead of Budget / Rents Setting by Council, a summary of which was provided in Appendix 3 to the report.



The Housing Investment Programme was presented as part of the separate February 2019 report 'General Fund 2019/20 Budget and Council Tax' (Ref 969).

The recommendations would enable the proposed latest Housing Investment Programme to be carried out and contribute available resources to the HRA Capital Investment Reserve for future development whilst maintaining a minimum working balance on the HRA of at least £1.5m in line with Council policy.

In terms of alternative options for garage rents, the Council had discretion over the setting of garage rents. Each 1% change in garage rents resulted in an increase or decrease of potential income of around £6,900 per year.

It would be possible to set Garage rents higher than those proposed to maximise income. However, significantly higher rents might make garages harder to let and therefore reduce income. Similarly, rents could also be reduced, but this would reduce income to the HRA Budget when it was needed.

The Council did have the discretion to decrease dwellings rents for existing tenants by more than the 1% prescribed. However, this would reduce the level of income for the HRA, which in turn could impact upon the viability of future projects.

The Council did not have the discretion to change the rent schedule for existing shared ownership dwellings, which was determined by the existing terms of the lease.

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

The Portfolio Holder, Councillor Phillips, proposed the report with a correction to Recommendation 2.1 to read "be reduced by 1% *for 2019/20*", not 2018/19.

The Executive, therefore,

**Recommended** to Council that

- (1) rents for all tenanted dwellings (excluding shared ownership) be reduced by 1% for 2019/20;
- (2) HRA dwelling rents for all new tenancies created in 2019/20 be set at Target Social (Formula) Rent, or at Warwick Affordable rent for Sayer Court properties;
- (3) shared ownership rents are increased by RPI plus 0.5% in line with the lease agreement, be noted;

- (4) garage rents for 2019/20 be increased by £4 per month;
- (5) a budget of £100k be set aside to support the delivery of improvements to the HRA garage sites and to environmental improvements at the high rise schemes; and
- (6) the latest 2018/19 and 2019/20 Housing Revenue Account (HRA) budgets as detailed in Appendix 3 to the report, be agreed.

(The Portfolio Holder for this item was Councillor Phillips)  
Forward Plan reference 971

#### 144. **Election of Chairman and Vice-Chairman of the Council 2019/20**

In accordance with Procedure Rules, Councillor Illingworth was recommended to be elected as the Chairman and Councillor Ashford was recommended to be elected as the Vice-Chairman of the Council for 2019/20.

The Executive, therefore,

**Recommended** to Council that

- (1) Councillor Illingworth be elected as the Chairman of the Council for 2019/20; and
- (2) Councillor Ashford be elected as the Vice-Chairman of the Council for 2019/20.

#### 145. **2019/20 General Fund Budget and Council Tax**

The Executive considered a report from Finance informing Members of the Council's financial position, bringing together the latest and original Budgets for 2018/19 and 2019/20, and the Medium Term Forecasts until 2023/24. In doing so, it advised upon the net deficit from 2023/24 and the savings required to balance future years' budgets.

The report would be presented to Council, alongside a separate report recommending the overall Council Tax Charges 2019/20 for Warwick District Council.

Despite significant cuts in Government Funding, the Council had been able to set a balanced budget for 2019/20 without having to reduce the services it provided. This had been the case for many years as a result of the Fit for the Future Programme it had adopted. It had not had to rely on New Homes Bonus to support core revenue spending and had been able to allocate this funding to project work and replenish reserves. Alongside this, the Council had achieved a surplus on its 2018/19 budget. However,

the Council's financial projections showed that further savings needed to be secured from 2020/21 onwards.

By law, the Council had to set a balanced budget before the beginning of the financial year. It had to levy a council tax from its local tax payers to meet the gap between expenditure and resources available.

It was prudent to consider the medium term rather than just the next financial year, taking into account the longer term implications of decisions in respect of 2019/20. Hence, Members received a five-year Financial Strategy, Capital Programme and Reserves Schedule.

The Local Government Act 2004, Section 3, stated that the Council had to set an authorised borrowing limit. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code for Capital Finance in Local Authorities stated the Council should annually approve Prudential Indicators.

The Chief Financial Officer was required to report on the robustness of the estimates made and the adequacy of the proposed financial reserves. This statement was attached at Appendix 1 to the report.

Within the Base Budget report considered by the Executive in January 2019, the 2018/19 Budget was showing a surplus of £3,800. These figures had now been updated, with the most notable changes being:

- reduction in interest on borrowing reduced to reflect use of internal borrowing to fund leisure centre project rather than use external borrowing. As a consequence of this, the Council was receiving reduced investment receipts. Net benefit to General Fund £125,000;
- the legal fees in respect of the Compulsory Purchase Order agreed by Executive in November 2018 of £30,000 had been included within the budget financed from the Contingency Budget;
- planning income was estimated to exceed the current estimate of £1.5m by £200,000. This would be offset by the allocation required to the Planning Investment Reserve in respect of the 20% fee increase (£31,700) and an additional £33,300 expenditure required on consultants as a consequence of the increase in applications (£33,300)
- street naming and numbering – income projected to be £22,000 below budget;
- homelessness disbursements – projected to be £30,000 over budget;
- valuation advice – extra £10,800.

The projected 2018/19 budget now showed a projected surplus of £138,000, the treatment of which was considered in Section 3.13 in the report.

The Base Budget report showed that the 2019/20 Budget had an estimated surplus of £19,100. The following notable changes had subsequently been made to this base budget:

- additional Planning fees income, net of the 20% increase due to go to the Planning Investment Reserve £116,600;
- Community Infrastructure Levy administration “top slice”, £60,000 income, to be included within 2019/20 S123 list;
- advertising income – an additional £100,000 was previously included in the budget. More detailed scrutiny of the potential sites suggested this should more realistically be reduced to £15,000 for 2019/20 and £27,000 in subsequent years, so impacting upon the Medium Term Financial Strategy;
- the savings from the proposed local lottery of £30,000 had been removed from the 2019/20 Budget and were forecasted to start from 2020/21. This would be subject to a future Executive report;
- Performance Management – following the recent Peer Challenge, £30,000 had been provided as support to CMT;
- Pay Award and auto enrolment – The 2019/20 pay award had been agreed. This provided for an overall increase of 2% and extra enhancements for lower grades due to the impact of the National Living Wage. This was coming in below the sum previously allowed for, so enabling £98,000 to be released back to the General Fund. In addition, the impact of the Auto Enrolment was costing less, £31,900;
- the borrowing for the recent leisure centre improvements was now assumed to take place mid 2019/20. The net impact on the debt cost and investment interest was estimated to be £134,000; and
- increased postage costs £10,500.

The projected Collection Fund Balance as at 31 March 2019 had been calculated to be a surplus of £1,320,500. This reflected the increased growth in new domestic properties in the District and the resultant increased tax base. Warwickshire County Council and the Warwickshire Police and Crime Commissioner were duly notified of their shares on 15 January 2019. This Council’s share was £143,000 which had been factored into the 2019/20 Budget as a one-off item.

Taking into account all known changes, the 2019/20 budget showed a surplus of £99,000. As previously mentioned, the treatment of this was considered in section 3.13 of the report.

The Government announced the provisional 2019/20 Finance Settlement in December. The Final settlement was expected to be confirmed soon, ahead of the Council being due to agree its 2019/20 Budget and Council Tax in February. No changes were expected to the Final Settlement, but Members would be duly informed if necessary.

As previously announced as part of the four-year Spending Settlement (2016/17 to 2019/20), this Council would not be receiving any Revenue Support Grant for 2019/20.

Members were reminded that earlier Government figures for 2019/20 included "Tariff Adjustments", which would reduce the Council's element of retained Business Rates. These adjustments were widely seen as being "Negative Revenue Support Grant" (Negative RSG). For Warwick District Council, the adjustment was to amount to a further reduction in funding for 2019/20 of £237k. Nationally, the Tariff Adjustments came to £153m. As expected, as part of the provisional settlement, the Government had announced additional funding to remove the Negative RSG. The Council's financial projections had already allowed for this change. With Revenue Support Grant no longer existing from 2020/21, this adjustment was expected to be subsumed within the 2020/21 Settlement figures for Business Rate Retention, as detailed in Section 3.5 of the report.

The Provisional Settlement also included an additional £180 million for local authorities which was funded from the surplus on the Business Rate Retention levy/safety net account. This authority's share was £52,000, which represented a one-off increase to the Council's resources for 2019/20. In line with other changes in business rate income, this would be allocated initially to the Business Rate Retention Volatility Reserve.

Projecting the Council's element of Business Rate Retention continued to present difficulties. The problems involved in forecasting this were detailed in Section 3.5 of the report.

Appeals – there were still many appeals awaiting determination by the Valuation Office. An assessment of the success of these needed to be made and suitable provision had been allowed for within the estimated figures. Whilst it was hoped that this figure was suitably prudent, given the size and nature of some of the appeals, there remained a risk. April 2017 saw the introduction of the new "Check, Challenge, Appeal" regime seeking to expedite appeals and deter speculative appeals. Following previous revaluations, backdated appeals continued to be lodged for several years. The number of new appeals coming forward since April 2017 was minimal. However, it was still expected that a significant number of appeals would come forward in subsequent years that would be backdated to 2017. It was necessary for an estimate of these future appeals to be allowed for in the 2018/19 and 2019/20 Estimates.

From 2020/21, the existing Baselines within the Business Rate Retention would be re-set. This would reflect the spending needs of individual local authorities (as to be determined by the Fair Funding Review currently ongoing, for which consultation responses were sought by February 2019). The review would also reflect the updated business rate bases of local authorities. It remained to be seen what growth in the local business rate base since 2013/14 would be allowed to be retained by local authorities.

75% Business Rates Retention – The original intention was to move to a 100% scheme from 2019/20. Due to limited Government time to consider this matter, it was now proposed that a scheme based around 75% retention would be brought in in 2020/21, using existing Regulations, without the need to introduce new legislation. A Government consultation

document had been issued, for which responses were requested by February 2019.

As with all local authorities, 2020/21 represented a significant risk to the Council's finances with the intended changes to Business Rate Retention. If the Council's share of Business Rates returned to the Baseline, this would represent a potential reduction of over £1m in funding. The Medium Term Financial Strategy (MTFS) allowed for a reduction in funding back to the Baseline. However, this was being mitigated by the use of approximately £600k from the Business Rate Retention Volatility Reserve from 2020/21. The use of the reserve at this level would not be sustainable indefinitely based on current assumptions.

Whilst the estimates from 2020/21 were very uncertain, many local authorities would be severely impacted, potentially many far greater than Warwick District Council, due to the significant growth in their Business Rates base since 2013/14. With potentially substantial swings in local government funding, it was likely that some sort of safety net would need to be allowed for so as to give authorities time to manage large swings in their funding. The future information and figures from the Government would continue to be monitored, with the impact included in the Council's MTFS.

Volatility - Largely due to the regulations governing the accounting arrangements for business rates retention, there could be substantial volatility between years in the amount of retained business rates credited to the General Fund. Consequently, it was necessary to maintain a Volatility Reserve to "smooth" the year on year sums received.

For 2019/20, the net Business Rates Retention to the General Fund (the Council's share of Business Rates, +/- contribution from/to the Business Rates Retention Volatility Reserve) had been increased to £4.532m. This was believed to still be a prudent estimate. The NNDR1 form, which estimated the business rates for 2019/20, was still being finalised. This would produce some of the final figures that fed into the Business Rates Retention income for the Council for the year. It was not expected that there would be any great variation in the NNDR1 and what had been allowed in the proposed Budget. However, should there be any variation, this would be accommodated within the Business Rate Volatility Reserve.

The Executive agreed in the Autumn that the Council would apply to be part of the proposed Warwickshire 75% Business Rates Retention Pooling Pilot for 2019/20. It was understood that there were many applications to be Pilot Pools, of which 15 were accepted. The Warwickshire application was not successful. Therefore, the Council should continue to be a member of the Coventry and Warwickshire Pool for 2019/20 under the current 50% Business Rate Retention scheme.

The Business Rates Retention figures within the MTFS were believed to be reasonably prudent, taking into account all the above factors. These figures would continue to be reviewed and Members would be informed of changes as the MTFS was presented in future reports.

As announced within the Provisional Local Government Finance Settlement, District Councils could increase their share of the Council Tax by the greater of up to 3% and £5 without triggering a referendum. This was in line with the 2018/19 limits.

The national average council tax for district councils was £180.67, and £223.48 including parish/town council precepts. This Council's council tax charge for 2018/19 was £161.86 (excluding parish and town council precepts). This Council's charge was in the second lowest quartile and when Town and Parish Precepts were included, it fell within the lowest quartile.

The Council Tax Base was calculated in November of last year, with the Council's preceptors being notified accordingly. As reported to Members in November 2018 within the Q2 Budget Review Report, the Tax Base for 2019/20 was £55,577.17 Band D Equivalents. This was an increase of over 1,000 properties to the figures previously factored into the Financial Strategy for 2019/20. The increased forecast growth in the tax base had been factored into the MTFS. This clearly impacted upon the Council's estimated council tax income.

The Council's element of the Council Tax was calculated by taking its total budget requirement, subtracting the total funding from Central Government in respect of Revenue Support Grant (RSG), now zero, and Retained Business Rates (details of which were included in Sections 3.4 and 3.5 of the report). This figure was divided by the 2019/20 tax base to derive the District Council Band D Council Tax Charge.

The recommendations within the report produced a Band D Council Tax for Warwick District (excluding parish/town council precepts) for 2019/20 of £166.86, this being a £5 increase on that of 2018/19. Based on this increase, the District's element of the Council Tax for each of the respective bands would be:

	<b>£</b>
Band A	111.24
Band B	129.78
Band C	148.32
Band D	166.86
Band E	203.94
Band F	241.02
Band G	278.10
Band H	333.72

A £5 increase in council tax would generate an additional £278,000 in 2019/20. Maintaining increases of this magnitude up to 2023/24 would generate an additional £1.5m. This had been included within the projections in the Medium Term Financial Strategy (Section 3.8 of the report). It was important that the Council continued to maintain this income base into future years. Costs would continue to face inflationary increases. In addition, there remained threats to the Council's other income streams, most notably its share of Business Rate Retention.

Parish and town councils throughout the district were asked to submit their precepts for 2019/20 when informed of their Tax Bases. At the time of writing the report, not all precepts had been confirmed. It was estimated that the precepts would total just over £1,500,000 based on prior years.

In the Provisional Finance Settlement, the Government had announced it would continue to defer the setting of referendum principles for town and parish councils, on the conditions that:

- the sector continued to take all available steps to mitigate the need for council tax increases, including the use of reserves where they were not already earmarked for other uses or for "invest to save" projects which would lower ongoing costs; and
- the Government seeing clear evidence of restraint in the increases set by the sector.

The Government said it would keep this area under active review.

The Council Tax was set by aggregating the council tax levels calculated by the major precepting authorities (the County Council and the Police and Crime Commissioner) and the parish/town councils for their purposes with those for this Council. The report to the Council Meeting on 20 February 2019 would provide all the required details. This would be e-mailed to all Members as soon as possible following the Police and Crime Commissioner and Warwickshire County Council meetings, which were both due to be held on 6 February. At the time of writing the report, it was assumed that all the Town/Parish Precepts would have been returned. The Council would then be in a position to:

- (a) consider the recommendations from the Executive as to the Council Tax for district purposes; and
- (b) formally set the amount of the council tax for each Parish/Town, and within those areas for each tax band, under Section 30 of the 1992 Local Government Finance Act.

Members were reminded of their fiduciary duty to the Council Taxpayers of Warwick District Council. Members had a duty to seek to ensure that the Council acted lawfully. They were under an obligation to produce a balanced budget and should not knowingly budget for a deficit. Members should not come to a decision that no reasonable authority could come to,



balancing the nature, quality and level of services that they considered should be provided, against the costs of providing such services.

Should Members wish to propose additions or reductions to the budget, on which no information was given in the report, they had to present sufficient information on the justification for and consequences of their proposals to enable the Executive (or the Council) to arrive at a reasonable decision. The report set out relevant considerations for Members to bear in mind during their deliberations, including the statement at Appendix 1 to the report from the Chief Financial Officer.

Section 106 of the Local Government Finance Act 1992 stated that any Member who had not paid their Council Tax or any instalment for at least two months after it became due and which remained unpaid at the time of the meeting, had to declare that at the meeting and not vote on any matter relating to setting the budget or making of the Council Tax and related calculations.

This Council's New Homes Bonus (NHB) for 2019/20 was £3,359k. This was an increase from the £2,482k awarded for 2018/19.

The NHB calculations were still based on the following parameters:

- since 2018/19 funding was based on four years (this previously being six years);
- the baseline of 0.4% had continued for 2019/20. New Homes Bonus was only awarded on growth above this level. There was the possibility that the baseline was to be increased, this remained a risk for the future. For Warwick District Council, for 2019/20 the 0.4% baseline represented 253 dwellings. With the total growth of 1,157 Band D properties, the 2019/20 allocation was based on 904 properties. The baseline was reducing the New Homes Bonus 2019/20 allocation by £423,000.

To date, this Council had used the money to fund various schemes and initiatives and replenish some of its Reserves, and unlike many local authorities, had not used NHB to support core services. It continued to be the Council's policy to exclude NHB in projecting future funding.

As in previous years, Waterloo Housing would receive part of this allocation from their agreement with the Council to deliver affordable Housing in the District. £146,166 was due to be paid to Waterloo Housing in 2019/20. Section 3.13 of the report detailed how it was proposed to allocate the Residual Balance for 2019/20.

When Members approved the 2018/19 Budget in February 2018, the Medium Term Financial Strategy showed that the Council would be in deficit by some £699,000 by 2022/23, as depicted below.

	<b>2019/20</b> <b>£'000</b>	<b>2020/21</b> <b>£'000</b>	<b>2021/22</b> <b>£'000</b>	<b>2022/23</b> <b>£'000</b>
Deficit-Savings Required(+)/Surplus(-) future years	607	81	929	699
Change on previous year	607	-526	848	-230

Since then, Members had received later projections in the quarterly Budget Review Reports in August and November of this year. These Reports had highlighted any major changes.

One of the most significant changes between the forecasts presented to Members in February of each year was always the impact of rolling the forecasts forward a further year. Whilst there was additional income from an increased Taxbase and the Band D charge, alongside the growth in the Leisure Concessions Contract, this was more than offset by inflation and other unavoidable commitments such as pensions. By adding 2023/24 to the prediction in the table above, the savings required increased by some £0.5 million before adding any new developments.

There had been many changes to staffing budgets during the year which had already been reported to Members, the most significant of these being restructure of the Assets Team, £81,000, Finance changes, £88,000, making the Car Parks Project Manager permanent, £49,000 and changes within the Bereavement Service, £40,000.

Income to the Council would increase more than that forecast in February 2018. The most notable sources of this were £224,000 from the growth in the Tax Base in 2019/20 and £145,000 Fees and Charges Income above the 2% factored in. In addition, the increase in planning fees, discussed in paragraph 3.3.1 of the report, £116,600 had also been included as a recurring item into future years.

As part of the 2019/20 Budget Setting Process, it was established that two budgets were inadequate to fund unavoidable Costs. The Repairs and Maintenance Programme had been increased by £96,000 and the net cost of Housing Benefit Subsidy by £97,000.

The following savings had been re-profiled to reflect more likely timeframes:

- Office Relocation £300,000 saving forecast to start January 2022 (nine-month delay);
- Town Hall saving £85,000 saving forecast to start April 2022 (nine-month delay); and
- Local Lottery £30,000 saving forecast to start April 2020 (as detailed in paragraph 3.3.1 of the report).

Taking into account the above changes, the savings to be found within the Medium Term Financial Strategy were:

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Deficit-Savings Required(+)/Surplus(-) future years	330	1,025	456	574
Change on previous year	330	695	-569	118

Appendix 5 to the report showed the summary pages from the MTFS. The further detailed pages were intended to be available ahead of this report being considered by Members, and would be included in the Budget Book which would be available before the 20 February 2019 Council meeting.

The profile of the increased savings included the anticipated increased costs when some of the contracts were re-let to commence April 2021. From 2022/23 the savings to be found reduced as the savings relating to the office re-location, Town Hall and Senior Management review were due to commence.

A Fit For the Future report was due to be brought to the Executive in July 2019 which would detail progress on savings and other projects currently being worked upon. In addition, it would include proposals for further savings or income generation.

As discussed in section 3.5 of the report, the level of savings to be made was very much dependant on the income that the Council received from Business Rate Retention. From 2020/21, prudent assumptions had been made as to what the level of this income would be. The financial projections would be updated as more information was available about the likely level of future business rate income.

Members agreed that £1.5m should be the minimum level for the core General Fund Balance. This balance supported the Council for future unforeseen demands upon its resources. In order to consider a reasonable level of general reserves, a risk assessment had been done and was contained at Appendix 4 to the report. This showed the requirement for the General Fund balance of over £1.5 million against the risks identified.

The General Fund had many specific Earmarked Reserves. These were attached at Appendix 5 to the report, showing the actual and projected balances from April 2018, along with the purposes for which each reserve was held. Finance and Audit Scrutiny Committee was especially asked to scrutinise this element and pass comment to Executive.

Those reserves which showed a significant change in the overall balance in the period 1 April 2018 to 31 March 2023 were detailed in Section 3.9.3 of the report and also shown in Appendix 5 to the report. They included: Business Rates Volatility Reserve, Car Parking Repairs and Maintenance

Reserve, Community Projects Reserve, Corporate Asset Reserve, ICT Replacement Reserve, Equipment Renewal, Homelessness Reserve etc.

There were various small reserves which, for one reason or another, it was appropriate to close at the end of 2018/19 and transfer the balances to other reserves. The proposed closures together with reasons and which reserve the balances were being transferred to were:

- Art Fund Reserve – transfer balance of £75k to the Art Gallery Gift Reserve in order to rationalise the number of Art Gallery Reserves;
- Energy Management Reserve – transfer balance of £112k to the Corporate Assets Reserve as the Energy Management Reserve was effectively redundant and to reduce duplication;
- Rent Bond Reserve – transfer balance of £22k balance to Homelessness Reserve in order to reduce duplication as both reserves deal with the homeless; and
- Right to Bid and Right to Challenge Reserves – transfer balances of £20k and £26k respectively to the Community Projects Reserve as both reserves had never been used and any subsequent expenditure could be met from the Contingency budget.

Drawing down funding from some of the reserves could result in excessive administration and delay, especially where formal Executive approval was required. To assist in this, it was proposed to amend the delegations to the relevant Head of Service, in consultation with the Portfolio Holder and Head of Finance. Any such allocations would be subsequently reported within a future report. The reserves where it was proposed to amend the delegations were:

<b>Reserve</b>	<b>Delegated to</b>
Planning Reserve	Head of Development Services
Building Control Reserve	Head of Development Services
Service Transformation Reserve	Chief Executive

In accordance with the Council's Code of Financial Practice, all new and future capital schemes had to be in line with the Council's corporate priorities, including its capital strategy (detailed in Appendix 11 to the report) and a full business case would be required as part of reports to the Executive for approval. This case would identify the means of funding and, where appropriate, an options appraisal exercise would be carried out. Should there be any additional revenue costs arising from the project, the proposed means of financing such must also be included in the Report and Business Plan.

The Capital Programme had been updated throughout the year as new, and changes to, projects had been approved. In addition to the changes throughout the year, it was proposed to add several new schemes to the Capital Programme as detailed in Section 3.10.2 and Appendix 8 to the report.

Minute 139 concerning the St Mary's Lands Masterplan included schemes which impacted on the Capital Programme. These had been incorporated in the Capital Programme, as detailed in Section 3.10.3 of the report.

In addition to the new projects incorporated in Sections 3.10.2 and 3.10.3 of the report, investment in replacement multi storey car parks, Office relocation and Europa Way Community Stadium capital projects were expected to come forward over the next few years.

Slippage to 2019/20 in the General Fund Programme had been incorporated as reported during the year. In addition, a table included in Section 3.10.6 of the report showed the additional changes to current schemes that were required to be reported to Members. The full details were included within Appendix 8 to the report.

Appendix 9 to the report, Part 5, showed the General Fund unallocated capital resources. These totalled £1.789.4m. The Capital Investment Reserve represented the largest share of this at £1.13m, for which the Council had agreed the minimum balance should be £1m. Whilst the Council did hold other reserves to fund capital projects, it would be noted that these were limited and had been reserved for specific purposes. In addition to the resources shown here, within the Housing Investment Resources, the Right to Buy "Any Purposes Capital Receipts" projected at £7.63m (Appendix 9 to the report, Part 4) were available to fund non Housing schemes.

The latest Housing Investment Programme (HIP) was shown at Appendix 9 to the report, Part 2.

Appendix 8 to the report detailed variations to the HIP from the programme approved as part of the February 2018 budget report. This included new schemes approved during 2018/19, changes to current schemes, and slippage from 2017/18.

Appendix 9 to the report, Part 4, showed the funding of the HIP and the forecast balances at year end until 31 March 2023 after the HIP had been financed.

The Capital receipts primarily related to Right to Buy (RTB) sales. The Council had freedom on how the purpose receipts were utilised, being able to fund General Fund and Housing Capital schemes.

1-4-1 RTB receipts had to be utilised in replacing housing stock that had been purchased from the Council by existing tenants through the RTB scheme. This could be through new build properties (such as Sayer Court), the purchase of existing properties (such as Cloister Way) or buying back of existing council properties previously sold through RTB. However, they could only be used to fund up to 30% of the replacement cost as per RTB regulations. If the funding was not used within a three-year period from the date of receipt, the funding would be repayable to the Government, along with interest. It was envisaged that there would be no requirement to repay any 1-4-1 receipts to the Government as they

would be utilised to finance current or potential schemes within the Housing Investment Programme. Within the current Housing Investment Programme, there were schemes for the acquisition of properties during 2019/20, as agreed by Members. This would fully utilise the 1-4-1 funding that the Council currently held and would receive in 2019/20, with it projected to have a zero 1-4-1 balance as at 31 March 2020. The projections showed that a further £1.4m per annum would be available thereafter for further schemes, with this funding having to be used within the three-year timescale.

The HRA Capital Investment Reserve was funded by the surpluses generated on the Housing Revenue Account. The HRA Business Plan assumed that this funding would be used for the provision of new HRA stock, and to allow debt repayments on the £136.2m loan taken out to purchase the HRA housing stock to commence from 2052/53.

The Major Repairs Reserve was used to fund capital repairs of the HRA stock. The contributions to this reserve were based on depreciation calculations.

Section 106 were payments received from developers in lieu of them providing new on site affordable homes, enabling the Council to increase the HRA stock or assisting housing associations to provide new dwellings. These S106 payments usually had a time limit attached to them by which time they needed to be utilised or they might need to be repaid to the developers.

The Right to Buy Capital Receipts were shown within the sources of Housing Investment Programme funding. As considered previously by Members, these capital receipts were not ring-fenced and could be used for any capital projects.

The Council was required to determine an authorised borrowing limit in accordance with The Local Government Act 2004, Section 3, and to agree prudential indicators in accordance with the CIPFA Code for Capital Finance in Local Authorities.

The Indicators were shown at Appendix 12 to the report. Further indicators were included within the Treasury Management Strategy Report, Minute Number 142.

From 2019/20, the CIPFA revised Prudential and Treasury Management Codes required all local authorities to prepare a capital strategy, which would provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contributed to the provision of services;
- an overview of how the associated risk was managed; and
- the implications for future financial sustainability.

The aim of this capital strategy was to ensure that all elected Members on the Council fully understood the overall long-term policy objectives and

resulting capital strategy requirements, governance procedures and risk appetite. The requirement for a Capital Strategy from CIPFA was as a result of many local authorities investing large sums in non-treasury assets, often to secure a financial return, or for other purposes.

This capital strategy was reported separately from the Treasury Management Strategy Statement; non-treasury investments such as acquisition of Investment Properties or Loans to Third parties would be reported through the Capital Strategy. This ensured the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset. The capital strategy endeavoured to show:

- The corporate governance arrangements for these types of activities;
- Any service objectives relating to the investments;
- The expected income, costs and resulting contribution;
- The debt related to the activity and the associated interest costs;
- The payback period (Minimum Revenue Policy policy);
- For non-loan type investments, the cost against the current market value;
- The risks associated with each activity.

Where a physical asset was being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information would be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council had borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required. The proposed Capital Strategy was included as Appendix 11 to the report. This would be subject to further review during 2019/20, notably in respect of the implications coming out of the Asset Management Strategy that was being produced in forthcoming months. The intention was that the Capital Strategy was a corporate document that supported the whole of the Council's capital expenditure and funding.

The 2018/19 Revenue Budget showed a surplus of £138,000, with 2019/20 showing £99,000. It was proposed that these balances were used to create a Contingency Budget for 2019/20 of £237,000.

New Homes Bonus remained the major source of additional funding over which the Council had discretion as to how it was used, as discussed in section 3.7 of the report.

It was proposed to use the New Homes Bonus as below:

Waterloo Housing Association	£146,200
Leisure Options Phase 2, as discussed in January Executive report	£550,000

CCTV – as discussed in July 2018 Executive report, subject to further report post tenders	£1,000,000
Commonwealth Games Reserve – as discussed in March 2019 Executive report. Allocation to include funding of Commonwealth Officer. Future years contributions form NHB planned.	£100,000
Public Amenity Reserve – to fund green space and play area works, to be supplemented with use of Public Open Spaces Planning Gain Reserve	£101,000
St Marys Land – subject to separate Executive report *	£260,000
Sea Scouts HQ – as discussed in July 2018 Executive report *	£150,000
Norton Lindsay Village Hall – as discussed in October 2018 Executive report *	£190,000
Community Projects Reserve	£499,800
Service Transformation Reserve	£362,000
* These allocations will be carried forward in the Community Projects Reserve on 31 March 2020 if not fully utilised by that date.	

With regards to the Retail Discount (Non Domestic Rates), the Government announced in the Budget on 29 October 2018 that it would provide a business rates Retail Discount scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21. The value of discount should be one third of the bill, and had to be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants had been applied. The Government was not changing the legislation around the reliefs available to properties. Instead, the Government would reimburse local authorities that used their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It would be for individual local billing authorities to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under section 47. Central government would fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003).

Since 2013, local authorities in England had had the discretion to charge a premium of up to 50% on 'long-term empty dwellings' – meaning homes that had been unoccupied and substantially unfurnished for at least two years. This Council adopted this discretion on the basis that it would be an incentive for owners to bring empty properties into use. The premium was in addition to the usual council tax charge that applied to the property. A Bill was laid in order to allow Councils to increase these empty property



premiums and this received Royal Assent on 1 November 2018 and was now law.

This new law gave Councils the option to charge the following premiums for long term empty dwellings and thus strengthened the incentive for owners to bring empty properties back into use:

Financial Year 2019/20

- Maximum of 100% premium (previously 50%)

Financial Year 2020/21

- Maximum of 100% premium – empty less than five years
- Maximum of 200% premium – empty at least five years

Financial Year 2021 onwards

- Maximum of 100% premium – empty less than five years
- Maximum of 200% premium – empty at least five years but less than ten years
- Maximum of 300% premium – empty at least ten years.

In terms of alternative options, the Council did not have an alternative to setting a Budget for the forthcoming year. Members could, however, decide to amend the way in which the budget was broken down or not to revise the current year's Budget. However, the proposed latest 2018/19 and 2019/20 budgets were based upon the most up to date information. Any changes to the proposed budgets would need to be fully considered to ensure all implications (financial or otherwise) were addressed.

The Finance & Audit Scrutiny Committee supported the recommendations in the report but raised a number of concerns about the strategic overview of Reserves and the manner in which they were reported to Members.

In the absence of Councillor Whiting, Portfolio Holder for Finance, the report was proposed by Councillor Mobbs, with an amendment to recommendation 2.4 to read "with a surplus of £99,000", not £88,000.

The Executive, therefore,

**Recommended** to Council that

- (1) the proposed changes to 2018/19 Budgets detailed in Section 3.2 of the report, be approved;
- (2) the Revised 2018/19 Budget of Net Expenditure of £19,432,400 as set out in Appendix 2 to the report after allocating a surplus of £138,000, as detailed in paragraph 3.2.2 of the report, be approved;
- (3) the proposed changes to 2019/20 Base Budgets detailed in Section 3.3 of the report, be approved;

- (4) the proposed Budget for 2019/20 with Net Expenditure of £18,058,600 taking into account the changes detailed in section 3.3 of the report, with a surplus of £99,000, and which is summarised in Appendix 2 to the report, be approved;
- (5) the Council Tax charges for Warwick District Council for 2019/20 before the addition of Parish/Town Councils, Warwickshire County Council and Warwickshire Police and Crime Commissioner precepts, for each band be agreed by Council as follows and as detailed in Section 3.6.7 of the report:

	£
Band A	111.24
Band B	129.78
Band C	148.32
Band D	166.86
Band E	203.94
Band F	241.02
Band G	278.10
Band H	333.72

- (6) the Medium Term Financial Strategy and the future savings still to be made, which will be considered within the Fit For the Future July Executive report, as detailed in paragraph 3.8 of the report, be noted;
- (7) the ICT Replacement and Equipment Renewal Schedules as shown in Section 3.9.3 of the report, be approved;
- (8) the use of the Corporate Asset Reserve to complete the works required to stop unauthorised access to Council sites as detailed in Section 3.9.3 of the report and the transfers between General Fund reserves and changes in delegations as detailed in Sections 3.9.4 and 3.9.5 of the report, be approved;

- (9) the General Fund Capital and Housing Investment Programmes as detailed in Appendices 9 parts 1 and 2 to the report, together with the funding of both programmes as detailed in Appendices 9 parts 3 and 4 and the changes described in the tables in paragraph 3.10 and Appendix 8 to the report, be approved;
- (10) the Prudential indicators as described in paragraph 3.11 and Appendix 12 to the report, be approved;
- (11) the Capital Strategy as detailed in paragraph 3.12 and Appendix 11 to the report, be approved;
- (12) the Financial Strategy as set out in paragraph 4.2 and Appendix 10 to the report, be approved;
- (13) the 2018/19 and 2019/20 budgeted surpluses be allocated to form a Contingency Budget of £237,000 for 2019/20 (paragraph 3.13.1 of the report);
- (14) the 2019/20 proposed New Homes Bonus of £3,359,000 be allocated as follows, as detailed in paragraph 3.13.3 of the report:

<b>New Homes Bonus – 2019/20 Allocation</b>	<b>£</b>
Waterloo Housing Association	146,200
St. Mary's Lands	260,000
Commonwealth Games Reserve	100,000
Service Transformation Reserve	499,800
Community Projects Reserve	362,000
Sea Scout's Headquarters	150,000
CCTV	1,000,000
Green Space / Play Areas	101,000
Norton Lindsey Village Hall	190,000
Leisure Developments Phase 2 - Kenilworth	550,000
<b>Total Allocated</b>	<b>3,359,000</b>

**Resolved** that

- (1) the Business Rate Relief as specified in paragraph 3.14.1 of the report and in the guidance issued by the Ministry of Housing, Communities & Local Government following the Budget announcement on 29 October 2018, be agreed by the Executive, using its discretionary powers; and
- (2) the new Council premiums for long term empty and unfurnished dwellings on the levels as prescribed in the report and as per the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 (paragraph 3.14.2), be adopted.

(The Portfolio Holder for this item was Councillor Whiting)  
Forward Plan reference 969

## **Part 2**

(Items for which the approval of the Council was not required)

### **146. 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 that 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. The report requested that progress 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 supported the recommendations in the report and requested that officers highlight for Members those actions which were critical to the timely closure of accounts for 2018/19, and, especially, any risks to that objective being met, for example from slippage in their target completion dates. In addition, the Committee agreed that this item would be added to their own work programme.

The Executive, therefore,

#### **Resolved that**

- (1) the content of the action plan at Appendix 1 and the report be noted.

(The Portfolio Holder for this item was Councillor Whiting)

147. **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
148	1	Information relating to an Individual
	2	Information which is likely to reveal the identity of an individual
148	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

148. **Minutes**

The confidential minutes of 9 January 2019 were approved and signed by the Chairman as a correct record.

(The meeting ended at 6.25pm)

CHAIRMAN  
6 March 2019

 <b>Executive Committee</b> <b>6 March 2019</b>		<b>Agenda Item No.</b> <b>3</b>
<b>Title</b>	Community Infrastructure Levy (CIL) Regulation 123 List for 2019/20	
<b>For further information about this report please contact</b>	Philip Clarke – Policy & Projects Manager 01926 456518 philip.clarke@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	All	
<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>	5 <sup>th</sup> April 2018 Minute no. 151	
<b>Background Papers</b>	Infrastructure Delivery Plan	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Yes</b>	No
<b>Included within the Forward Plan? (If yes include reference)</b>	Yes – Ref 985
<b>Equality Impact Assessment Undertaken</b>	No
Not applicable	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	31/1/19	Chris Elliott/Bill Hunt
Head of Service	31/1/19	Dave Barber
CMT	31/1/19	Bill Hunt
Section 151 Officer	31/1/19	Mike Snow
Monitoring Officer	31/1/19	Andrew Jones
Finance	31/1/19	Mike Snow
Portfolio Holder(s)	12/2/19	Cllr Alan Rhead
Consultation & Community Engagement		
The Infrastructure Delivery Plan (IDP) was subject to consultation as part of the Local Plan process. The CIL Regulation 123 is based on the IDP. In developing the proposals in the Reg 123 list, there has been significant consultation with Infrastructure Providers including Warwickshire County Council, SWFT, the Clinical Commissioning Group, the Police, and other services within WDC.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 The report sets out the proposed CIL Regulation 123 list for 2019/20 as the basis for focusing the distribution of CIL receipts collected during the year.

## 2. **Recommendations**

That Executive:-

- 2.1 Approves the CIL Regulation 123 List set out in Appendix 1
- 2.2 Approves that the table set out at paragraph 3.13 below is used as the basis for distributing CIL receipts collected during 2019/20.
- 2.3 Recommends to Council that changes are 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."

## 3. **Reasons for the Recommendations**

- 3.1 In preparing the proposals for the Reg. 123 List, officers have 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 have submitted proposals for consideration for inclusion in the Reg. 123 list for 2019/20. A full description of the submitted proposals is set out in Appendix 2. 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 is set out in Appendix 1.
- 3.2 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 addresses current and projected issues
    - § 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 are committed)
  - State of progress (is the scheme clearly planned and deliverable within the timescale envisaged?)
- 3.3 These criteria have been circulated to infrastructure providers to help shape any proposals which they would wish to see funded from CIL and have also been used to assess the proposals as set out in the table below.
- 3.4 These criteria were identified to provide a way of fairly assessing infrastructure proposals from different organisations. In doing, officers have been conscious

that, although Warwick District Council is the CIL charging authority and has the ultimate say on where CIL money is spent, the purpose of CIL is to collect money to spend on infrastructure that the community needs. In this context, the relationship between the Reg. 123 List and the Infrastructure Delivery Plan is important. The IDP is underpinned by an evidence base which was prepared alongside the Local Plan. Schemes in the IDP have therefore been identified as being priorities to address the impact of growth. It is therefore reasonable to use the IDP as the starting point for the Reg. 123 list as we can be confident that the benefits of these schemes have been evidenced and tested alongside the Local Plan preparation and examination.

- 3.5 Notwithstanding this, it should also be noted that the IDP is a dynamic document which recognises and responds to changing infrastructure needs. It also needs to be kept under regular review with new items of infrastructure included where these are justified. For this reason, the Council has established an IDP Member Reference Group to review and update the IDP and assess the schemes that have been proposed for inclusion on the Reg 123 list. This group meets quarterly, and its work informs both this report and the twice yearly review by the Finance & Audit Scrutiny Committee of the IDP.
- 3.6 It should also be noted that currently the CIL regulations prevent Section 106 contributions being sought for any items that are included within the Reg.123 List (however see para. 3.19 below). It is therefore important to consider which infrastructure projects are directly related to specific developments (and are therefore best funded through Section 106 contributions) and which relate either a large number of developments or do not relate well to any specific development, in which case CIL may be more appropriate.

3.7 A summary of the assessment of each proposal is set out below:

Infrastructure Project Title	Total CIL requested 2019-2024	CIL requested 2019/20	Assessment	Include in Reg 123 list y/n
Improvements to Destination Parks – St Nicholas, Warwick and Abbey Fields, Kenilworth	£3.00m	Nil	Aligns with IDP and given nature and location infrastructure may be difficult to achieve through S106 funding.	Yes
Bath Street Improvement Scheme	£3.9m	£195k	This is an area of significant congestion which requires improvements. It is defined as a key project within the IDP and due to the pattern of development across the District, there are unlikely to be significant S106 contributions available. It aligns well with the Creative Quarter proposals in terms of both location and timing. No other sources of funding have been identified.	Yes
Emscote Road Multi Modal Corridor Improvements	£1.66m	£200k	Contribution towards a wider package of improvements along main link between Warwick and Leamington. This is an area of significant congestion which requires improvements. It is defined as a key project within the IDP and due to the pattern of development across the District,	Yes



Infrastructure Project Title	Total CIL requested 2019-2024	CIL requested 2019/20	Assessment	Include in Reg 123 list y/n
			there are unlikely to be significant S106 contributions available. In addition to CIL, over £2.1m has been secured from other sources of funding.	
Warwick Town Centre Improvement works – traffic flow changes, junction enhancements and improved pedestrian and cycle connectivity	£1.98m	£373k	Contribution towards a wider package of improvements in the Town Centre. It is defined as a key project within the IDP and due to the pattern of development across the District, there are unlikely to be significant S106 contributions available. Total project costs are approx. £4.1m.	Yes
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	£6m	Nil	Included in IDP and is part of WDC's commitment to improve leisure infrastructure in Kenilworth. Note that the amount being requested from CIL has increased from £4.4m in 2018 as a result of the further design and feasibility work and public consultation (to RIBA stage 1) carried out on this project during 2018. (A separate report on this project was considered by Executive in January 2019.)	Yes
Medical facilities - North Leamington Spa (Cubbington/Lillington)	£2.8m (GP only scheme) OR £4.3m (hub incl other health services)	Nil	Included in IDP as a key project. Given the pattern of development there are unlikely to be significant opportunities to identify S106 contributions. WDC has affirmed its commitment to this project through a report to Executive in May 2018.	Yes
Medical facilities - Leamington Spa Town Centre	£5.5 - 6m (TBC)	Nil	This scheme could potentially be suitable and eligible for CIL, in particular, recognising that there is significant population growth in Leamington town centre and that this is taking place on a large number of schemes. The scheme is, however, at a very early stage (no site has been identified at this stage and little feasibility and design work has been undertaken) and so the project requires further development before it can be considered further. Also, other sources of project funding have yet to be fully explored.	No
Wayfinding	£140k	£70k	Whilst not included specifically in IDP, this project supports proposals to improve accessibility in Town Centres for cyclists and pedestrians. Improving wayfinding is considered important in terms of improving links between Leamington town centre and the station, supporting the	Yes

Infrastructure Project Title	Total CIL requested 2019-2024	CIL requested 2019/20	Assessment	Include in Reg 123 list y/n
			Creative Quarter initiative and enhancing the town in advance of its role as a host venue for the Commonwealth Games in 2022.	
Warwick Hospital Multi-Storey Car Park project (500 spaces)	£3.63m	Nil	This scheme is not being included within the IDP at the present time. More work needs to be done to establish the business case for this, how it would enable other improvement at the hospital to be made and whether CIL money is appropriate to help fund it.	No
Warwick Hospital Day Surgery development	£5m	Nil	This scheme is potentially suitable for funding through CIL however scheme is at an early stage. It is noted that the total project cost is estimated at £10m however other sources of funding have yet to be established.	No
Electric Charging Infrastructure Developments	£475k	£275k	This scheme is potentially suitable for funding through CIL however is subject to a number of grant applications, the outcomes for which are currently awaited, and therefore delivery cannot be guaranteed at the present time. It is recognised that if other sources of funding are forthcoming, a CIL contribution could be significant to support the delivery of this project.	No
Warwick Wheels Bike Scheme	£1m - £4m	Nil	This scheme is not being included within the IDP at the present time. It is at an early stage of development. Further work is required before this project can be considered further.	No
<b>Total (maximum)</b>	<b>£35,085,000 – £40,085,000</b>	<b>£1,113,000</b>		

3.8 The schemes in the table above total potentially in excess of £40m. Two schemes however can be discounted immediately; the Warwick hospital multi-storey car park (because more work is done to establish the business case for this and whether it requires any other funding to be viable) and the Warwick Wheels Bike Scheme (because this proposal is at a very early stage and needs further scoping before the case for it can be fully understood). This leaves £32,455,000 of schemes which are identified as fitting the Reg. 123 criteria for the period 2019 to 2024.

3.9 This level of demand exceeds the predicted CIL income (see paras 5.2 and 5.3 below) of between £16.2m to £18.36m. As noted in paras. 5.3 and 8.5, this range recognises that a proportion of CIL receipts will need to be passed to Parish and Town Councils at an amount dependent upon whether there is a Neighbourhood Plan in place. To manage the risk that development may not

come forward in line with the Housing Trajectory, it is proposed that the total cost of schemes over 5 years to be included within the Reg.123 risks should not exceed £16.2m in line with the more cautious estimate. There is also, however, as noted in para. 5.3 a further £438k available that has been raised through CIL in 2018/19 but has not yet been distributed. This makes total available CIL receipts for the period 2019/24 of £16,638,000. In view of the level of demand identified above, it is therefore necessary to further prioritise these schemes to ensure CIL provides sufficient funds.

3.10 Prioritised proposals: Within the table at para. 3.7, there are a number of schemes that are 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) are not, however, proposed for inclusion in the Reg. 123 list this year. The reasons for this are as set out in the table and also to reflect the scale of projected CIL receipts. These schemes will be kept under review, and officers will work with infrastructure providers as part of any review of the Reg. 123 list to explore whether, when and how these schemes can be supported.

3.11 To align the potential costs with projected receipts, it is proposed that the Reg. 123 List is comprised of the Infrastructure projects set out in the table below and that over the 5-year period 2019 to 2024, the CIL receipts contribute accordingly to the following projects. It should be noted that these are the same projects that are 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 Leisure (Phase 2): Castle Farm Recreation Centre	£6m	£4.2m	Whilst the value of this project remains 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

Infrastructure Project	Requested	Proposed 19-24	Comment
			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.
<b>Total</b>		<b>£16.073m</b>	

- 3.12 In addition to the above, CIL charging authorities are entitled under regulations to take up to 5% of CIL income as an administrative charge. In order to implement and deliver CIL, the Council has had to employ a full-time CIL Administrative Officer and has had to invest time and resources changing its systems and procedures. Whilst it is not proposed that the Council takes its full 5% (which would equate to over £800k over five years) an administrative charge of £300k (i.e. £60k per year) is considered reasonable. This has been built into the Council's Medium Term Financial Strategy. Taken together with the above list of schemes brings the total amount committed within the Reg. 123 list to £16,373,000; within that of the projected level of CIL income.
- 3.13 In accordance with the calculations set out in para. 5.3 there will 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 gives 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 do not require specific funding during 2019/20, it is possible to support all funding requests of those schemes which are in the proposed Reg 123 list. It is therefore proposed that CIL receipts during 2019/20 be applied as follows:

Infrastructure Project	Proposed 19/20	Percentage
Destination Parks	Nil	-
Bath Street Improvement Scheme	£195k	20.3%
Emscote Road Multi Modal Corridor Improvements	£200k	20.9%
Warwick Town Centre Improvement works	£373k	38.9%
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	Nil	
Medical facilities - N Leamington (Cubbington/Lillington)	£60k	6.3%
Wayfinding in Leamington, Kenilworth and Warwick	£70k	7.3%
PLUS CIL Administrative charge	£60k	6.3%
<b>Total</b>	<b>£958,000</b>	

- 3.14 Any surplus in CIL receipts for 2019/20 over and above £958,000 will be carried forward to 2020/21 and applied proportionately to the Reg 123 list priorities for

2020/21. There are two schemes in the Reg 123 list (destination parks and Castle Farm Recreation Centre) which do not specifically require funding in 2019/20. These are included for transparency as each of them will require significant CIL funding in future years and any surplus in CIL receipts in 2019/20 may be applied to these schemes. It is therefore appropriate to include these from the start to ensure Section 106 agreements do not require future amendments.

- 3.15 CIL receipts will 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 202 being made in line with the 2019/20 Reg 123 list). The money will be paid against an invoice and will be accompanied by a legal agreement which commits the infrastructure provider to spend the money in line with the scheme set out in the Regulation 123 list. In general, the money will be distributed in line with the proportions set out in the table above. However, in the event that total receipts within the year fall short of those predicted, discussions will take place with infrastructure providers and the April distribution will to adjusted accordingly to ensure essential requirements are met.
- 3.16 The making of payments to infrastructure providers in accordance with the above paragraph is a new procedure for the Council which is not covered by any existing scheme of delegation. To allow smooth and timely payments to be made, it is requested that delegated authority is given to the Head of Development Services in accordance with the wording set out in recommendation 2.3 above.
- 3.17 To summarise therefore, the Council is 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

- 3.18 It can be noted that the total projected income for the period 2019/24 exceeds the projects on which this can be spent by £265,000. As noted elsewhere in this report, it is 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 will allow all these figures to be considered further to ensure that CIL income is fully spent.
- 3.19 Finally, it should be noted that the Government has recently finished consulting on proposed reforms to developers' contributions. These relate both to s106 agreements and CIL. Under these proposals:-
- Local authorities will be allowed to use both CIL and s106 planning obligations to fund the same item of infrastructure
  - Reg. 123 lists will 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 will be produced annually and will report 'what has happened' on revenues from developer contributions and the way in which those revenues have been applied. It will also look forward to anticipated revenues from developer contributions and how local authorities propose to apply them in the following years.

- 3.20 As these changes have not yet been introduced they have not informed the recommendations in this report. It is likely, however, that the next review of the Reg. 123 list will be as part of a wider Infrastructure Funding Statement.

#### 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.

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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Will help co-ordinate the timely provision of infrastructure such as schools, community spaces, medical facilities that are essential to enable the growth required in the Local Plan	Will help co-ordinate the timely provision of infrastructure such as new parks, play areas and open spaces that are essential to enable the growth required in the Local Plan	Will help co-ordinate the timely provision of infrastructure such as roads that are essential to enable the growth required in the Local Plan
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly	<u>Intended outcomes:</u> Focusing on our	<u>Intended outcomes:</u> Better return/use of our

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	customers' needs Continuously improve our processes Increase the digital provision of services	assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
None	None	None

## 4.2 Supporting Strategies

The CIL Regulation 123 list aligns with the Infrastructure Delivery Plan which formed a key part of the Local Plan evidence base. The CIL scheme ensures the delivery of appropriate infrastructure to enable the growth required through the plan period. It therefore directly supports the Local Plan.

## 5. Budgetary Framework

- 5.1 There are no direct budgetary implications associated with the recommendations. Funding to appoint a CIL Officer to coordinate the work to collect CIL monies is already in place and the recruitment process has taken place.
- 5.2 If the Local Plan Housing Trajectory is achieved for 2018/19, CIL is predicted to deliver approximately £3,160,000 during 2019/20 and a total of approximately £21,600,000 between 2019 and 2024. This is on top of the estimated £438,000 in CIL receipts for 2018/19 – the first full year in which CIL has been operating in Warwick District. It should be noted however, that CIL is payable within 60 days of developments starting on site. CIL receipts are therefore heavily dependent which developments start during any given year. Therefore, the actual amount of CIL received is not easy predict accurately.
- 5.3 It should also be noted that a proportion of CIL receipts (15% or 25% - see para 8.5 below) must be distributed to Town and Parish Councils. This proportion does not need to be spent on items within the Reg 123 list. Therefore, the amount of money available for projects within the Reg 123 list is predicted to be in the range of £2,370,000 to £2,686,000 for 2019/20 and £16,200,000 to £18,360,000 for the 5-year period to 2024. The income from 2018/19 has not been allocated and this therefore boosts this total by an estimated £438,000.

## 6. Risks

- 6.1 The predicted CIL income is derived from the Local Plan Housing Trajectory. There is a risk that housing will not come forward at the rate suggested in the trajectory. Were this to be the case the actually amount of CIL received during 2019/20 may be lower than predicted. The same applies to the predicted receipts over the five-year period to 2024. The IDP Member Reference Group will keep this under review and will consider whether a report needs to be brought to Executive later in 2019 to further review and amend the Reg. 123

list. Further adjustments will then also be made in March/April 2020 when proposals are brought forward for the 2020/21 CIL Reg. 123 list.

## **7. Alternative Option(s) considered**

- 7.1 Appendix 2 sets out the full range of proposals that have been put forward by infrastructure providers for inclusion in the 2019/20 Reg. 123 list. From this it can be seen that a number of proposals have been excluded from the Reg. 123 list. From this full range of proposals, members could choose different priorities for inclusion. However, this is not recommended for the reasons set out in this report.

## **8. Background**

### **General information about CIL**

- 8.1 The Community Infrastructure Levy (CIL) was introduced under the Planning Act 2008 and is a tariff system that enables local authorities to make a charge on new development to fund infrastructure needed to support development. The CIL Regulations came into effect in April 2010 and minor amendments were made to the Regulations in April 2011. Further Regulations were published during 2012.
- 8.2 CIL is a charge on new development; it is charged per square metre on net additional floor-space of development. CIL is not charged on social housing and developments used for charitable purposes. The amount payable will be set at the time planning permission is granted and payment will be linked to the commencement of development. Larger amounts will be payable in instalments over fixed time periods.
- 8.3 CIL is intended to complement rather than replace other funding streams and is intended to promote development rather than hinder it. Its main advantages are that:
- It is modest representing around 2-5% of total development costs and is not charged on types of development that cannot sustain it.
  - It is a fixed, non-negotiable charge and is therefore transparent and predictable.
  - It is less time-consuming and complicated than Section 106 planning obligations, with less need for protracted negotiations with applicants and the drawing up of legal agreements (although these will still be required to secure affordable housing and addressing site specific mitigation).
- 8.4 Unlike funding from Section 106 agreements, CIL funds can be spent on a wide range of infrastructure to support development without the need for a direct geographical or functional relationship with the development. Section 106 agreements will still be used, but in a more focused way to directly provide both 'off-site' infrastructure, (through financial contributions), and 'on site' improvements through site specific obligations.
- 8.5 Warwick District Council is responsible for collecting CIL monies due. A proportion of the money collected is distributed to Town and Parish Councils in which developments fall. For Town and Parish Councils with an adopted Neighbourhood Plan this proportion is 25%, for Councils without an adopted



Neighbourhood Plan this is 15%. This proportion must be spent to support the impacts of developments on local communities.

- 8.6 To adopt a CIL Charging Schedule, we will need to demonstrate that there is a funding gap which exceeds the likely receipts from other sources. This is set out in a live and evolving document called a Reg. 123 List.

**Warwick District Council**  
**Community Infrastructure Levy**  
**Regulation 123 List 2019/20**

Infrastructure Project	Project Description
Improvements to Destination Parks – St Nicholas, Warwick and Abbey Fields, Kenilworth	Proposed improvements to the two key Destination Parks which have a key strategic role in the provision of open space in the District. The proposals for St Nicholas are based upon the previous HLF bid and improvements to Myton Fields, whilst those for Abbey Fields, seek to build upon the existing heritage as a Scheduled Ancient Monument.
Bath Street Improvement Scheme	<p>The Bath Street Improvement Scheme also known as the Bath Street Gyratory Scheme is a transport infrastructure proposal that delivers a host of much-needed highway and transport improvements in the Bath Street area of Leamington Spa.</p> <p>The proposed infrastructure is fundamental to alleviating the Bath Street area's known air quality issue, (which is an Air Quality Management Area (AQMA)); it provides better accessibility to Leamington Spa's railway station and Leamington South, for all modes of transport, and gives vitality to an area of Leamington that is otherwise declining.</p>
Emscote Road Multi Modal Corridor Improvements	Multi modal improvements, including improved cycle infrastructure, improvements to Portobello Bridge, carriageway improvements and junction improvements to the following: St Johns/Coventry Road, Emscote Rd / Greville Road, Rugby Road/Warwick New Road & Princes Drive/ Warwick New Road.
Warwick Town Centre Improvement works	The improvement works for Warwick town centre include revised traffic flows through the town centre, junction enhancements and improved pedestrian and cycle connectivity.
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	The Council is committed to improving leisure facilities in Kenilworth including the facilities at Castle Farm as part of phase II of its Leisure Development Programme. Professional services were appointed in Spring 2018, and the initial public consultation on a short list of Options took place in Oct/Nov 2018. In January 2019 Executive approved the preferred option for this site (and the preferred option for Abbey Fields). From this point, the project will follow the RIBA framework to develop a scheme

	which is appropriate and viable for Castle Farm.
Medical facilities - N Leamington (Cubbington/Lillington)	New GP surgery in north Leamington Spa (Cubbington/Lillington); or new health hub (incorporating primary medical care and community services) in north Leamington Spa (Cubbington/Lillington).
Wayfinding in Leamington, Kenilworth and Warwick	Review and replacement of pedestrian / cycle signage and way marking in Leamington, Warwick and Kenilworth town centres.

Agreed: 6<sup>th</sup> March 2019

## Appendix 2: Schedule of CIL Regulation 123 list proposals – March 2019

Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
Improvements to Destination Parks – St Nicholas, Warwick and Abbey Fields, Kenilworth.	WDC	St Nicholas – refurbishment and improvements, including new play area, paddling pool upgrades, kick about goals, relocated skate and BMX track, shrub beds, tree planting, paths, seating, interpretation, entrance gates, wildflower meadows and site security measures.  Abbey Fields – similar refurbishment and improvements.	Yes	Yes	Economic benefits to Warwick and Kenilworth through visitor spending and health benefits to users.	N/K	a) Preparation and Design: St Nicolas works have already been prepared and designed. Abbey Fields will go out to consultation in 2019. b) Start on site: Tailored to meet the funding stream. c) Completion on site: Anticipated within 12-18 months of the funding becoming available.	Nil	£3,000,000	£3,000,000
Bath Street improvement scheme	WCC	The Bath Street Improvement Scheme also known as the Bath Street Gyratory Scheme is a transport infrastructure proposal that delivers a host of much-needed highway and transport improvements in the Bath Street area of Leamington Spa.  The proposed infrastructure is fundamental to alleviating the Bath Street area's known air quality issue, (which is an Air Quality Management Area (AQMA)); it provides better accessibility to Leamington Spa's railway station and Leamington South, for all modes of transport, and gives vitality to an area of Leamington that is otherwise declining.  Infrastructure that is provided in the Bath Street Improvement Scheme is as follows:	Yes	Yes	<ul style="list-style-type: none"> <li>By reconfiguring the road-space in the area, the scheme is able to provide an overall better experience for all road users through improvements to public transport infrastructure thanks to new a bus interchange, better cycle and walking infrastructure, and a more efficient road system that provides less queuing time for traffic, which in turn presents journey time savings for motorists.</li> <li>With the scheme implemented, the area is set to see an improvement in air quality to a level that is acceptable and in line with national standards. Improvements in air quality will provide assist in improved public health for those that live and work in this area and those that travel through it (the latter being a significant amount of people).</li> <li>The scheme will also provide an overall rejuvenation of the Bath Street area in which new business can grow and the where the local economy can flourish. These ties in with aspirations of the Coventry and Warwickshire Local Enterprise's Strategic Economic Plan, which seeks to develop Leamington Spa into a creative/digital sector.</li> <li>An economic analysis of the Bath Street Improvement scheme as described in the 'Description of Infrastructure' section of this</li> </ul>	2020	a) Preparation and Design: March 2019 – December 2019 b) Start on site: May 2020 c) Completion on site: September 2020	195,000	3,895,000	3,895,000

Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
		<ul style="list-style-type: none"> <li>A new one-way two lane gyratory system utilising Bath Street, High Street, Lower Avenue and Spencer Street;</li> <li>New kerb alignments to improve capacity for all road-users;</li> <li>A new segregated shared use path parallel to Lower Avenue that connects to the Station Approach development and the rear of Leamington Spa railway station;</li> <li>A potential bus gate and bus waiting area on the corner of High Street and Lower Avenue to improve bus user experience;</li> <li>Shared-use facilities on the north side of High Street, which include upgrading the existing pedestrian crossing to a Toucan facility;</li> <li>Bus stop improvements such as wider platforms and parking bays;</li> <li>Better signage to and from the railway station and the town centre; and</li> <li>A potential shared use bridge across the River Leam that will form part of a new cycle and pedestrian link between Lower Avenue/Spencer Street and the Pumps Room Gardens.</li> </ul>			<p>form is given below. The analysis provides a benefit cost ratio (BCR) and net present value (NPV) for future years.</p> <ul style="list-style-type: none"> <li>2020, 2025 and 2031 achieves a BCR of 11.95 with a NPV of £28.73m; whilst</li> <li>2020, and 2025 only, achieves a BCR of 7.85 with a NPV of £17.96m</li> <li>The longer the scheme is in place, the greater the economic benefit.</li> <li>Gross Value Added (GVA) is calculated at £159k</li> <li>With the Bath Street Improvement Scheme implemented reductions in traffic volumes are achieved, which in turn lessens congestion and this directly improves air quality. The graphs below demonstrate this reduction in traffic volume and congestion compared to the do nothing scenario, which is to leave the Bath Street area as it is. The do nothing scenario is given as ref and do something scenario as DS.</li> </ul>					
Emscote Road corridor improvements	WCC	Multi modal improvements, including improved cycle infrastructure, improvements to Portobello Bridge, carriageway improvements and junction improvements to the following: St Johns/Coventry Road, Emscote Road / Greville Road, Rugby Road/Warwick New Road & Princes Drive/ Warwick New Road	Yes	Yes	<p>The project will;</p> <ul style="list-style-type: none"> <li>Address existing congestion issues by improving the capacity of the corridor</li> <li>Address existing severance issues through provision of additional crossing points</li> <li>Encourage modal shift through provision of improved cycle infrastructure, enabling the capacity improvements required to allow further growth</li> <li>Improve safety for cyclists along the corridor</li> <li>Increase the potential for bus priority measures at key pinch points</li> <li>Complement the Warwick Town Centre Improvements</li> <li>Reduce car-based trips into and out of the Air Quality Management Area</li> <li>Contribute to the WDC commitment to reduce CO<sub>2</sub> emissions</li> <li>Improve access to Warwickshire College</li> <li>Improve network capacity around Victoria Park, which is a venue for the Commonwealth Games in 2022</li> </ul>	Spring / summer 2020	Preparation and Design: 2018-19/20 Start on site: 2019/20 Completion on site: 2021/22	£200,000	£1,659,999	£7,049,902

Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
Warwick Town Centre Improvement works – traffic flow changes, junction enhancements and improved pedestrian and cycle connectivity	WCC	<p>The improvement works for Warwick town centre include revised traffic flows through the town centre, junction enhancements and improved pedestrian and cycle connectivity.</p> <p>The specific proposals include:</p> <ul style="list-style-type: none"> <li>one-way proposals for High Street/Jury Street (eastbound) along with widening of pavements and a cycle contraflow along part of the length of the route;</li> <li>one-way proposals for The Butts (northbound) along with widening of pavements;</li> <li>traffic restrictions along Castle Lane in order to protect local residents from rat-running once the one-way eastbound on High Street / Jury Street is in place;</li> <li>junction alterations at Eastgate / Westgate / St Johns to reduce the footprint of the junctions, improve connectivity for pedestrians and cyclists and facilitating traffic flows.</li> </ul> <p>The above works will complement the recent introduction of a 20mph zone in Warwick town centre and associated physical infrastructure works along Priory Road.</p>	Yes	Yes	<p>If schemes are not put in place for the town centre, there will be an unacceptable level of congestion and delay on the highway network due to the housing growth.</p> <p>The one-way proposals and associated junction alterations will improve traffic flow in the town centre by reducing vehicle conflict. This will bring about a reduction in average journey times and delay for motorists.</p> <p>There will be improved connectivity links for pedestrians and cyclists throughout the town enabling easier access to key services and employment. The proposals will also allow for modal shift which in turn will reduce the overall impact of the Local Plan Growth on the Highway Network.</p> <p>This scheme aims to actively manage the growth in the district by looking to make maximum use of public transport, walking and cycling which will help contribute to making developments more sustainable.</p> <p>The scheme will also allow for an improvement to safety for pedestrians and cyclists through widening of footways to create inclusive and accessible places.</p> <p>Wider objectives will include:</p> <ul style="list-style-type: none"> <li>air quality improvements (through improved traffic flow and encourage the take-up of active travel modes);</li> <li>an enhanced historic setting for key town centre gateways and streets;</li> <li>Town Centre Business – By providing better connectivity links to the town centre for cyclists and pedestrians the opportunities for footfall increases.</li> </ul>	2024	<p>Preparation and Design: within 2 years</p> <p>Start on site: 2-5 years</p> <p>Completion on site: 5 years</p>	373,000	1,982,000	4,126,000
Kenilworth Leisure (Phase 2): Castle Farm Recreation Centre	WDC	<p>Phase II of the Leisure Development Programme has now commenced. Professional services were appointed in Spring 2018, and the initial public consultation on a short list of Options took place in Oct/Nov 2018. In January 2019 Executive approved the preferred option for this site (and the preferred option for Abbey Fields). From this point, the project will follow the RIBA framework to develop a scheme which is appropriate and viable for Castle Farm.</p>	Y	Y	<p>Modernised facilities that will future proof provision for the next 20/30 years. The current facilities were built in 1985 and whilst there has been some refurbishment in the intervening 35 years, the provision has fallen behind the expectations of modern communities in some specific areas. There is a shortfall in sports hall space, as identified in the recent Sport England Facility Planning Model exercise (Oct 2017). Changing provision is dated, and the health &amp; fitness provision is far too small for the growing population of the town and surrounding area. Implementing these improvements will result in the facilities meeting the current standards expected by Sport England and comply with the recommendations driven by the recent Sport England Facility Planning Model exercise (Oct 2017)</p> <p>Increased capacity of facilities for the growing population of Kenilworth. The sports hall is already operating at or very close to capacity at certain times of the week/year. The additional housing in the area will bring with it new potential customers, thus placing more pressure on the current</p>	2021	<p>Preparation and Design: commenced Autumn 2018</p> <p>Start on site: 2020</p> <p>Completion on site: 2021</p>	Nil	£6,000,000	£12,500,000

Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
					<p>provision. In addition to the growth from the new housing, the agreement has already been made that the leisure centre will expand to accommodate cricket nets for Kenilworth Wardens. Any new design needs to be based on the equivalent of 6 badminton courts. Through the recommended rebuild option, there is an opportunity to improve the energy efficiency of the building and the activity space within it. Any new build should be delivered using new materials to improve the efficiency and sustainability of the facilities.</p> <p>Depending on the decision taken regarding the best location for the Scouts ie at Castle Farm or at a new site elsewhere in the town, the outcome must be expanded and improved facilities for Kenilworth Scouts &amp; Guides as they are already operating at capacity and new houses means more new recruits for this valuable “youth organisation” that makes a significant contribution to the area.</p> <p>An indirect outcome of improving the facilities will be improved income generation to the Council as a result of renegotiation of the Leisure contract to reflect the improved facility mix</p>					
Health hub for Leamington town centre	SW CCG	New GP Surgery in Leamington Spa town centre	Y H9	N	<p>To ensure that there is sufficient primary medical care capacity in Leamington Spa town centre to meet future demand.</p> <p>Relocating Clarendon Lodge and Sherbourne Medical Centre to new purpose- built accommodation would deliver the following benefits for the resident population of Leamington Town Centre:-</p> <ul style="list-style-type: none"> <li>• Reduce hospital admissions and length of stay for those who have an acute episode requiring hospitalisation;</li> <li>• Integrate health, community and voluntary services operating from a purpose-built facility designed to future proof services;</li> <li>• Enable clinicians to offer quality, pro-active and responsive care in close collaboration with the patient and their families;</li> <li>• Allow clinical and non-clinical staff working from a building that is able to deliver a range of services that is compliant with the latest building standards and will afford the opportunity to grow as demands increase from new housing development;</li> <li>• Provide an environment that will attract both clinical and non-clinical employment opportunities at all levels and support the development of a sustainable, skilled, trained and integrated workforce to meet the needs of the local population;</li> <li>• Deliver a safe, fit for purpose and accessible building for all service users;</li> <li>• Provide compliance with NHS standards and support the strategic objectives of both the CCG and the Local Plan of keeping the local population fit and healthy, leading to better care experiences, improved care outcomes and cost-effective services.</li> </ul> <p>The delivery of primary and community care services for Leamington Town Centre locality within a single “hub” provides an opportunity not</p>	N/K Target 2020/21	This project will progress as funding permits	N/K	N/K	£5.5-6m


Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
					<p>only for a more holistic approach to health and social care but also an efficient and effective delivery of services, some of which can only be delivered "at scale". As well as primary care, the vision also includes integrated health and Social care, community space, space for therapies, Third Sector organisations and allied health services. The development would provide fit for purpose and sustainable premises for primary, community and health and well-being services outside of hospital settings, thus taking pressure off local acute services.</p> <p>Both practices are training practices and currently struggle to accommodate medical students due to lack of clinical space. A new town centre health hub would allow the practices to meet their aspirations of becoming a Primary Care Academy, offering a hub for GP, Practice Nurse and HCA training. This would benefit the local community by attracting, securing and retaining health care professionals within the locality and bringing a centre of excellence to Leamington town centre. Due to the limitations of their current accommodation, the practices are unable to offer a full range of health and social care services for their patient population. A new development would allow both Clarendon Lodge Medical Practice and Sherbourne Medical practice to co-locate and extend the services they can offer their local patient population – potentially to include:</p> <ul style="list-style-type: none"> <li>• Physiotherapy;</li> <li>• Educational space/appropriate space for group consultations for long term conditions;</li> <li>• Mental health services/in-house counselling;</li> <li>• Network provision of sexual health and family planning services;</li> <li>• Social services;</li> <li>• Housing and benefit advice;</li> <li>• Age UK and services for older people working in partnership with the practice frailty provision;</li> <li>• Accommodation for screening services – AAA, Retinopathy;</li> <li>• Diagnostic services;</li> <li>• Appropriate space for out-patient clinics;</li> <li>• Walk-in centralised services for homeless patients;</li> <li>• Dementia café.</li> </ul> <p>The scheme would offer the potential for improvements to the Town Centre and will provide a community resource and offer investment in the local community, bringing community groups to the area.</p>					
Health hub for north Leamington	SW CCG	New GP surgery in north Leamington Spa (Cubbington/Lillington); or New health hub (incorporating primary medical care and community services) in north Leamington Spa (Cubbington/Lillington).	Y H8	Y	<p>The scheme will ensure that there is sufficient primary medical care capacity in north Leamington to meet future demand.</p> <p>Due to the limitations of its current accommodation, Cubbington Road Surgery is unable to offer a full range of health and social care services for its patient population. Relocating the surgery to new purpose-built accommodation would deliver the following benefits for the resident population of Cubbington/Lillington:-</p>	N/K Target 2020/21	N/K	Nil	£2.8m - £4.3m	£2.8 (GP only scheme) £4.3m (hub incl other health services)



Title of Project	Organis ation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Comple tion date	Timetable / key dates	CIL 2019/ 20	CIL 2019 to 2024	Total project cost 2019/24
					<ul style="list-style-type: none"><li>• Reduce hospital admissions and length of stay for those who have an acute episode requiring hospitalisation.</li><li>• Integrate health, community and voluntary services operating from a purpose-built facility designed to future proof services.</li><li>• Enable clinicians to offer quality, pro-active and responsive care in close collaboration with the patient and their families.</li><li>• Allow clinical and non-clinical staff working from a building that is able to deliver a range of services that is compliant with the latest building standards and will afford the opportunity to grow as demands increase from new housing development.</li><li>• Provide an environment that will attract both clinical and non-clinical employment opportunities at all levels and support the development of a sustainable, skilled, trained and integrated workforce to meet the needs of the local population.</li><li>• Deliver a safe, fit for purpose and accessible building for all service users.</li></ul> <p>Support the strategic objectives of both the CCG and the Local Plan of keeping the local population fit and healthy, leading to better care experiences, improved care outcomes and cost-effective services.</p> <p>The delivery of primary and community care services for the Cubbington/Lillington locality within a single “hub” would provide an opportunity not only for a more holistic approach to health and social care but also an efficient and effective delivery of services some of which can only be delivered “at scale”. As well as primary care, the vision also includes integrated health and social care, community space, space for therapies, Third Sector organisations and allied health services. The development would provide fit for purpose and sustainable premises for primary, community and health and well-being services outside of hospital settings, thus taking pressure off local acute services.</p>					
Warwick Hospital Multi-Storey Car Park project (500 spaces)	SWFT	The scope of the Warwick Hospital Multi-Storey Car Park project is to develop additional parking capacity for SWFT patients, visitors and staff to alleviate the current issues which are frequently experienced by users of the Warwick Hospital site.	N	N	<ul style="list-style-type: none"><li>• To build a new purpose built Multi-Storey car park</li><li>• Potential options around energy efficiency will be explored to minimise the carbon footprint</li><li>• Warwick Hospital travel plan is under review to ensure any impact on local residents is mitigated</li></ul> <p>In total, this development is expected to increase car parking capacity by more than 300 spaces, over two phases.</p>	2020	a) Preparation and Design: commence in April 2019 b) Start on site: October 2019 c) Completion on site: March 2020	£3,627,000	£3,627,000	£11,540,000  (Remaining funding to be obtained either from within capital programme or via other external funding source)
Warwick Hospital Day Surgery development	SWFT	SWFT are proposing to re-provide Day Surgery in a new purpose built area. The current Day Surgery Centre has outgrown the space it occupies and there is no opportunity to expand it. As more procedures are being carried out as day cases it is crucial that the area is	N	N	<ul style="list-style-type: none"><li>• To build a new purpose built Day Surgery area that is fit for the future</li><li>• Increased capacity for procedures to be completed as Day Case activity, to meet current levels of demand and future growth</li><li>• Improved flow of patients through main theatres</li><li>• Improved waiting, recovery and ward areas</li><li>• Possible co-location benefits to be explored, including ICU and</li></ul>	2023/24	d) Preparation and Design: <b>from Summer 2021 onwards</b> e) Start on site: <b>estimated Autumn 2022</b>	Nil	£5,000,000	£10,000,000  (Other sources of funding yet to be identified)

Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
		<p>big enough and designed in a way that enhances the flow of these patients through the system. It is also proposed to add additional treatment capacity to the existing Day Surgery facilities at Warwick Hospital.</p> <p>Given the scale of this project it is not likely to be completed until 2023/4, although timescales will be reviewed as the project progresses.</p>			<p>Short Stay Surgical Unit</p> <ul style="list-style-type: none"> <li>Potential provision of treatment rooms for procedures that do not require a fully equipped theatre suite</li> </ul> <p>This development is expected to increase Warwick Day Surgery capacity, and through the design phase the project will determine what kind of facility or space is best suited to fulfil the projected activity increases.</p>		f) Completion on site: <b>estimated Spring 2024</b>			
Pedestrian / cycle signage and way marking in Leamington, Warwick and Kenilworth town centres	WDC	Review and replacement of pedestrian / cycle signage and way marking in Leamington, Warwick and Kenilworth town centres.	No – but links with T15a	Y	<p>There are recognised issues with the existing network of fingerposts and other signage for pedestrians and cyclists in our town centres.</p> <p>In respect of Leamington town centre:-</p> <ul style="list-style-type: none"> <li>The present network of fingerposts is sometimes confusing, particularly when directing people to and from Leamington station.</li> <li>The current signs are old and cannot be effectively repaired.</li> <li>There has been new development, particularly around Leamington station, creating new footpath links which are now not properly waymarked.</li> </ul> <p>The Leamington town centre vision &amp; strategy, developed by the Leamington Town Centre Forum (of which WDC and WCC are members) identified improving signage for pedestrians and cyclists as a key priority for the town centre.</p> <p>In Kenilworth town centre there is no signposting to the new railway station. Also, more could be done to provide wayfinding information between key visitor points including the town centre and Castle.</p> <p>In Warwick, there is a need to review waymarking to ensure that existing and new attractions and visitor destinations are properly marked.</p> <p>This proposal would remedy the problems identified above and significantly enhance walking and cycling in the town centres. In Leamington, some of these improvements would be delivered as part of wider public realm improvements as part of the Bath Street Improvement Scheme (see above) however this scheme is wider than that proposed above and would, potentially cover the whole of the town centre. The Leamington proposals would also complement Leamington's Creative Quarter initiative and the support improvements in advance of the 2022 Commonwealth Games.</p> <p>In 2018, CIL identified £140k; £70k for Leamington and £35k each for Warwick and Kenilworth. Since then, work on an (ultimately</p>	2020/21	Leamington – design and implement – 2019/2020 Kenilworth / Warwick - design and implement – 2020/2021	70,000	140,000	140,000

Title of Project	Organisation	Description of project	In IPD? (y/n)	In current (2018/19) 123 list	Benefits	Completion date	Timetable / key dates	CIL 2019/20	CIL 2019 to 2024	Total project cost 2019/24
					unsuccessful) funding bid for wayfinding in Leamington town centre identified an enhanced wayfinding strategy with an estimated cost of c£70k.					
Electric bus charging Infrastructure Developments	WDC	Provision of electric charging for vehicles and the supporting infrastructure to meet the need of the associated power demands. <ul style="list-style-type: none"> <li>• Installation of rapid chargers in public spaces including on street locations, car parks, taxi ranks etc.</li> <li>• System upgrades including substations to provide for the power requirements of such charging units.</li> <li>• Provide the 25% match funding required for the Ultra-Low Emission Bus Scheme infrastructure bid to the Officer of Low Emission Vehicles.</li> </ul>	No	No	<p>The project will increase the available power supply and demand that is available through the existing network. Allowing rapid charging units to be installed in suitable locations across the district. This will assist in the 'loss of charge' fears amongst car users and enable a modal shift towards electric vehicles.</p> <p>The project will allow the change of policy to enable taxis and private hires to be required to be electric.</p> <p>The project will match fund the councils bid to the Office of Low Emission Vehicles to provide the infrastructure requirements for the electrification of a bus route within Leamington.</p> <p>These changes enable the improvement in air quality and as a result health of the residents of the district particularly those who live within air quality management areas.</p>	2019/20 (subject to successful grant bid)	Bus infrastructure delivered 2019/20 (£275,000)  EV charging units delivered as follows:-  2020/21 = £50,000 2021/22 = £50,000 2022/23 = £50,000 2023/24 = £50,000	275,000	£475,000  (£275k for contribution to electric bus infrastructure, £200k for EV charging units.)	£3 – 3.5m
Warwick Wheels Bike Scheme	WDC	Provision of community bikes similar to those used in London, York etc.	No	No	<p>The project will deliver a community bike scheme across the district through the provision of bikes and docking structures relevant to the procured scheme. The project will provide relevant infrastructure to the dock including power where required and to purchase and bikes are required by the scheme. This will be a modal shift away from the use of domestic vehicles.</p> <p>These changes enable the improvement in air quality and as a result health of the residents of the district particularly those who live within air quality management areas.</p>	2019/20	N/K	N/K	£1m - £4m	N/K (estimated £500-£2,000 per bike)

 <b>Executive 06 March 2019</b>		<b>Agenda Item No.</b>  <b>4</b>
<b>Title</b>	Adoption of the Land East of Kenilworth Development Brief (SPD)	
<b>For further information about this report please contact</b>	Andrew Cornfoot (01926) 456203 Site Delivery Officer <a href="mailto:andrew.cornfoot@warwickdc.gov.uk">andrew.cornfoot@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Park Hill, St.Johns	
<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, 31 October 2018, Item 08	
<b>Background Papers</b>	Warwick District Local Plan 2011-2029	
<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 - 998	
<b>Equality Impact Assessment Undertaken</b>	Yes	
The Local Plan has been subject to an equalities impact assessment which assessed the implications of consultations on equalities.		

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	14/02/19	Chris Elliott
Head of Service	14/02/19	Dave Barber
CMT	14/02/19	Chris Elliott/Andy Jones/Bill Hunt
Section 151 Officer	14/02/19	Mike Snow
Monitoring Officer	14/02/19	Andy Jones
Finance	14/02/19	Mike Snow
Portfolio Holder(s)	14/02/19	Cllr Alan Rhead
Consultation & Community Engagement		
The document is submitted to committee with a recommendation that it is adopted following a public consultation carried out between 19 <sup>th</sup> November 2018 and 14 <sup>th</sup> January 2019		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 The Warwick District Local Plan 2011 – 2029, adopted in September 2017, includes significant housing, education and employment allocations to the east of Kenilworth. Local Plan Policy DS15 'Comprehensive Development of Strategic Sites' applies to housing allocations H06 and H40 to the east of Kenilworth and requires 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.
- 1.2 In October 2018 Executive approved the public consultation on the Draft Land East of Kenilworth Development Brief and agreed to a recommendation that the Development Brief will be brought back before them to formally approve as a Supplementary Planning Document.
- 1.3 The draft version of the Land East of Kenilworth Development Brief was subject to an 8 week period of consultation between 19<sup>th</sup> November 2018 and 14<sup>th</sup> January 2019. This report sets out the outcome of the consultation and recommends adoption of an amended SPD.

## 2. **Recommendation**

- 2.1 That Executive notes the statement of public consultation (Appendix 1) and approves the adoption of the SPD following the identified amendments set out in Appendix 1.
- 2.2 That Executive delegates authority 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. The Development Brief shall be adopted as a SPD no later than 6<sup>th</sup> April 2019, unless otherwise agreed by the Head of Service in consultation with the Portfolio Holder.
- 2.3 That Executive notes that 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.

## 3. **Reasons for the Recommendation**

- 3.1 The draft Development Brief was subject to public consultation for a period of 8 weeks. In addition to the requirements of the Statement of Community Involvement, 3 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.
- 3.2 132 representations were received during the period of the consultation, all of which are summarised and responded to within Appendix 1.
- 3.3 As a result of the representations a number of amendments are proposed, and these are outlined in Appendix 1. It is considered that a further period of public consultation is not required.

- 3.4 Delegated authority is requested to make further, minor amendments to the SPD as a result of the amendments suggested.
- 3.5 The final Land East of Kenilworth Development Brief SPD, provides comprehensive guidance for the development of this strategic housing, education and employment allocation.

#### 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.

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
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met	<u>Intended outcomes:</u> Area has well looked after public spaces	<u>Intended outcomes:</u> Dynamic and diverse local economy
Impressive cultural and sports activities Cohesive and active communities	All communities have access to decent open space Improved air quality Low levels of crime and ASB	Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The SPD will help ensure that the developments bring forward the allocated housing	The SPD will help ensure the provision of green corridors through the site	The SPD will help ensure that the right infrastructure is provided
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>

<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
<b>Impacts of Proposal</b>		
The SPD will help officers in pre-application discussions and in determining relevant applications	Not applicable	Not applicable

## 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies, cutting across many of the FFF strands. The Residential Design Guide ensures the delivery of high quality design enabling and supporting the growth required through the plan period.

## 4.3 **Changes to Existing Policies**

This document seeks to support the new policies adopted within the Local Plan and adheres to national and local policies rather than changing them.

## 4.4 **Impact Assessments**

The Consultation has been undertaken in line with the Council's Statement of Community Involvement (SCI) 2016 approved by Executive in January 2016. The SCI specifically seeks to ensure that all relevant sectors of the community are consulted. The Local Plan has been subject to an equalities impact assessment which assessed the implications of consultations on equalities.

## 5. **Budgetary Framework**

- 5.1 The costs of conducting the consultations and reviewing the responses were covered within the existing budget framework.

## 6. **Risks**

- 6.1 There are no specific risks related to adopting the SPD.

## 7. **Alternative Option(s) considered**

- 7.1 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.
- 7.2 The Executive could decide not to accept the recommended amendments to the draft SPD. However, this would be contrary to the public consultation process.

## **8 Background**

- 8.1 As a result of the recent public consultation, 132 representations were received in relation to the document. As a result, some changes have been made which are outlined in the statement of public consultation (Appendix 1).
- 8.2 As a result of the consultation, the most frequent comments were:
- Concern regarding traffic and especially the routing of the proposed spine road
  - The importance of cycling, walking and sustainable modes of travel
  - Location and nature of education provision
  - Consistency with Kenilworth Neighbourhood Plan.
- 8.3 Following the representations, the most notable amendments can be summarised as:
- Two alternative primary school sites proposed, replacing the single site in the centre of the development area
  - Amendments to ensure consistency with the Kenilworth Neighbourhood Plan, especially with regards to biodiversity net gain
  - Additional information to be provided regarding the distribution of non-value generating land across the development area to ensure an even distribution
  - Amendments to the proposed central park
  - Revision of community centre requirements
  - Amendments to cycling and pedestrian provision requirements to give them greater priority and prominence.



## Report of Public Consultation

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71298	Mrs G Hopkins		<ul style="list-style-type: none"> <li>a) Concern about volume of traffic, particularly with other new developments taking place (e.g. Kings Hill)</li> <li>b) People will always use their cars as the first choice of transport</li> <li>c) There is not an efficient public transport system so most people will not use the bus</li> <li>d) Proper cycle paths should be in place for public safety prior to any new build</li> </ul>	<ul style="list-style-type: none"> <li>a) All committed and Local Plan allocated developments have been considered in the development of the transport strategy in the Kenilworth Development Brief. A significant amount of mitigation is focused in sustainable travel initiatives to encourage alternative modes of transport</li> <li>b) It is understood that many people prefer to use their cars. However, it is important to promote and encourage alternative modes of transport. If routes are safe and legible for pedestrians and cyclists, then this will encourage a modal shift</li> <li>c) Contributions will be sought from developments towards public transport and the Brief includes information on the proposed provision of two bus services to support the development. Furthermore, it promotes connectivity between the development and the railway station</li> <li>d) Cycle paths will be provided along the</li> </ul>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				spine road at the time of its construction and other routes will be provided at an appropriate time in the construction of each phase of development	
71236	Mr P Rolfe		<ul style="list-style-type: none"> <li>a) Generally supportive</li> <li>b) Recommend putting the community centre and shops next to the schools so that people can use the facilities and parking whilst dropping off children</li> <li>c) Concerned that too many houses are proposed alongside the A46 with the associated noise and exhaust pollution</li> <li>d) Recommend the employment land is located alongside the A46</li> </ul>	<ul style="list-style-type: none"> <li>a) Noted, thank you</li> <li>b) We do not want to encourage parents/guardians to drive their children to school or encourage congestion in the vicinity of the schools. The location of the community centre and shops near to the central park and employment site will allow people to walk to/from those destinations. Furthermore, the broad location for these facilities has been chosen when considering the location of other local centres, e.g. Leyes Lane, to ensure a reasonable spatial distribution in the wider area</li> <li>c) Noise and air pollution will be key considerations in the assessment of planning applications in the area and applications will need to demonstrate that dwellings provide an acceptable living environment for future residents</li> <li>d) The employment land is located on land allocated for this use in the Local Plan and is already to be located</li> </ul>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				alongside the A46	
71320	Prof. O Pikhurko		<p>a) General objection to adding new dwellings to Kenilworth is that the town does not provide many employment opportunities and development will put a strain on already busy rush-hour traffic</p> <p>b) There are currently unused post-industrial sites around and in Coventry. Coventry has better connections, many large employers and developing new dwellings there would be a much better use of resources</p> <p>c) It seems that existing sports pitches and clubs would be demolished without building new facilities. There should be a study exploring whether the available public sports facilities in Kenilworth would be sufficient and adequate after the proposed development</p>	<p>a) The examination of the Local Plan considered the location of new housing sites in the District. This site was deemed to be appropriate for development. The Local Plan also allocates 8 hectares of employment land on the site, thus offering more employment opportunities</p> <p>b) Coventry's Local Plan proposes development on many such sites and does not have the availability of sites to fully meet their own housing needs, thus Warwick District is required to meet some of the shortfall</p> <p>c) Kenilworth Rugby Club and Kenilworth Wardens will only move from the site if they are able to relocate to new sites elsewhere in the town and are actively working on relocation plans</p>	No amendments proposed
71462	Mr A Entwistle		<p>a) Difficult to understand the documents. The maps are at a scale too small to see the detail and the language should be different for the public to understand. Is there an alternative method to seeing exactly what is planned?</p>	<p>a) The maps are considered to be at an appropriate scale for the information each depicts. For a number of the plans, it should be noted that this is a reasonably high level masterplan and is not intended to drill down into fine grain detail that would be expected for a planning application. It is considered that the language used is appropriate</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				and balances the need for wider understanding and the necessary use of technical terms	
71305	Mr J Baly	J B Landscap e Architects	<p>a) The strip of woodland between Rocky Lane and the hotel is a fabulous mature woodland which is enjoyable for walking. The proposals show this woodland retained as a narrow strip with no buffer between it and the 'Preferred Primary School Site' and adjacent housing. Recommend ensuring there is a wide buffer between the retained woodland strip and the housing and school site. The best option might be to have the playing fields of the school stretched out along the length of the woodland belt rather than have housing right up to the edge of the woodland. The playing fields could then act as a suitable buffer</p> <p>b) Ensure there are walking routes/links formed, i) down Rocky Lane to cross the A46 bridge and on into Ashow; and ii) to pass through the woodland south of the retained hotel to cross the A46 on the footbridge and on to Stoneleigh Manor, passing through the woodland between the A46 and the B4115 Stoneleigh Rd</p>	<p>a) It is considered that the woodland already offers amenity value. Developments will be expected to have an appropriate relationship with the woodland and utilise it as an asset and may have the potential to incorporate landscaping to complement the woodland. Detailed planning applications will determine appropriate relationships between development and existing features including woodland and the scheduled monument. Further significant landscape buffers will however result in a large land take thus potentially affecting the viability of housing delivery</p> <p>b) Both existing footpaths are to be retained and the Brief seeks improvements to them to encourage their use to improve safety and further encourage their use. Further text to be added in Public Rights of Way section to support improvements to the A46 footbridges, where necessary. This will also be identified in Table 6,</p>	To improve safety and further encourage their use, propose to add further text in Public Rights of Way section to require improvements to the A46 footbridges, where necessary to meet modern safety standards, e.g. raising height of railings. This will also be identified in Table 6, Infrastructure Requirements

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				Infrastructure Requirements	
71237	Mr C Nichols		a) Good mix, right location	a) Noted, thank you	No amendments proposed
71238	Mrs J Nichols		a) Well thought through. Good mix of dwellings. Good location	a) Noted, thank you	No amendments proposed
71239	Mr R Dolan		a) This land was green belt, and while it has been re-designated, wouldn't it be far less contentious to develop the land west of Kenilworth above Rouncil Lane or even further south west which seems a far wider space	a) The examination of the Local Plan considered the location of new housing sites in the District. This site was deemed to be appropriate for development. Land to the west of Kenilworth is constrained for development purposes largely owing to the impact development would have on heritage assets	No amendments proposed
71301	Mr J Miller		a) Knoll House, Glasshouse Lane in ED2 is an early 18 <sup>th</sup> Century farmhouse which is a distinctive feature of the area and should be retained as it doesn't take up much land. This would help retain the character of the area. Retaining the house and its trees would garner some goodwill in the community and perhaps soften the aggressiveness of the plan as a whole	a) The farmhouse is not a statutory listed building, nor a locally listed building and it is not located in a conservation area. Furthermore, it is not in the Kenilworth Neighbourhood Plan as a 'Local Non-designated Heritage asset'. Therefore, whilst it's loss is unfortunate, the building has not been identified as being a building of significant merit worthy of retention. It sits on land recently allocated for education use and specifically where Kenilworth School are to relocate and it is unlikely that this will be able to be retained as part of their proposals	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71314; 71315	Ms M Wahlberg		<p>a) HS2 is not mentioned in Chapters 4 or 5 and should be. HS2 will have a significant impact on land east of Kenilworth and so should be evaluated. HS2 and the development will be taking considerable amounts of agricultural land and there will be further impacts on the viability of agricultural holdings in this area</p> <p>b) There needs to be analysis of noise in the area – both existing and from HS2</p>	<p>a) HS2 is mentioned in Ch1, Ch7 (transport and noise sections) and Development Principle 5C d) specifically aims to ensure noise from HS2 is appropriately considered. Other than potential noise, it is considered that HS2 will not have a major impact upon this development, except the need to ensure the construction of highway schemes are programmed appropriately with HS2 construction to minimise disruption. The loss of agricultural land on the site was deemed to be acceptable through the Local Plan examination</p> <p>b) Planning applications will be required to include noise assessments relating to existing noise/potential noise generation. Mitigation measures will be required where necessary</p>	No amendments proposed
71333	Mr S Robertson		<p>a) Concerned the A452/A46 roundabout already gets very busy at rush hour with long queues and another 1000 homes are likely to make this junction even busier. Please carefully consider this to minimise the impact</p>	<p>a) WCC acknowledge that there are existing issues on the network at this location. A series of transport schemes to address the whole network in this area have been identified. These have been tested with the full allocation of housing and background growth. The schemes will be subject to further rigorous testing and will have to be</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				agreed by Highways England	
71308	Mr K Harvey		<p>a) The land is part of the increasingly important buffer that separates Kenilworth from Coventry and this plan contributes to the steady chipping-away of the two conurbations morphing into one large metropolitan sprawl</p> <p>b) The levels of road traffic in the area has steadily risen over the last ten years and the point has passed at which residents' quality of life is being degraded. Short journeys now take much longer and most of the time is spent sitting in stationary traffic</p> <p>c) Further development should be resisted as the area is full</p>	<p>a) The examination of the Local Plan considered the location of new housing sites in the District. This site was deemed to appropriate for development. Coventry is situated to the north of Kenilworth and this development is to east Kenilworth</p> <p>b) If any air quality issues arise from the development appropriate mitigation will be required as part of planning applications. Substantial traffic analysis has been undertaken as part of the preparation of this Brief and the Local Plan examination. The Brief promotes walking and cycling to encourage travel behavioural change</p> <p>c) See point a) above</p>	No amendments proposed
71457	Prof D Clark		<p>a) Concern there is insufficient recognition of the implications of building in east Kenilworth for flooding in Ashow. Equally a failure to recognise the opportunity to substantially reduce flood risk by separating that part of the catchment of the Ashow stream that falls west of the A46, from the rest of the catchment. The aim must be to ensure that any precipitation that falls west of the centre line of the A46 stays west of the centre line of the A46</p> <p>b) Would like to see WDC prepare a comprehensive drainage plan to achieve this. No building must be allowed in the Ashow stream catchment in east Kenilworth until the</p>	<p>a) Flooding has been considered in the Development Brief and includes Development Principles relating to flood risk and drainage. Both the Lead Local Flood Authority (WCC) and Severn Trent Water being involved in the production of the Brief. Sections on flooding and drainage will however be updated and added to in light of the consultation response received by the Lead Local Flood Authority (see rep ref:</p>	Amendments to be made as per response to rep: 71354 by WCC Flood Risk Management; and also reference to the Kenilworth Neighbourhood Plan Policy KP4

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>drainage plan is implemented in full and signed off by the Council</p> <p>c) Properties in north Ashow are at risk of flooding from the Ashow stream. This rises in east Kenilworth, flows in a pipe under the A46, through Thickthorn Wood, alongside Rocky Lane, and through a narrow culvert in the village. The stream did not evolve to drain the built-up area of east Kenilworth and the A46. The culvert is unable to cope in periods of heavy rainfall. The risk of flooding was increased substantially when Knight's Meadow in east Kenilworth was built c.30 years ago and when the Highways Agency 'improved' the drainage of the A46 in 1997. Ashow stream was a convenient drainage channel. In neither case did the responsible authorities consider the implications for those who live downstream</p> <p>d) Properties in Ashow were flooded in 1993, 1996, 1998 and 1999 and close to being flooded in 2007</p> <p>e) Following 1999 WDC co-ordinated mitigation measures including installation of a by-pass culvert in the village. The Highways Agency promised to create holding ponds in Thickthorn Wood but this never happened. The by-pass culvert has helped, but it was only ever seen by WDC as part of the solution</p> <p>f) East Kenilworth must be made drainage-neutral by the creation of holding ponds and the blocking of the pipe under the A46. This would enable the catchment of the Ashow stream to be halved in size. Convinced from my study of local hydrology and rainfall that this will end the risk of flooding once and for all</p>	<p>71354) and to ensure reference is made to Kenilworth Neighbourhood Plan Policy KP4 part I). Best practice for the design of surface water drainage systems is to mimic natural catchments and to ensure that watercourses are not severed from their natural catchments. This also ensures that flood risk is not increased elsewhere with new flows. Current planning legislation and WDC's Local plan policies state that there must be no increase in surface water runoff from developments in comparison to existing greenfield run off rates</p> <p>b) See a)</p> <p>c) See a)</p> <p>d) Noted</p> <p>e) Noted</p> <p>f) See a)</p>	part I to be added



Ref	Name	Company/ Organisation	Comment	Response	Amendment
71240	Mr R Newham		<p>a) Crewe Lane – The proposals are in part not feasible and they represent a missed opportunity to create a high quality pedestrian and cycle environment. The proposal means that Crewe Lane will need to remain open to two-way traffic for its entire length since there is a residential access adjacent to the Knowle Hill junction. The retention of two-way traffic will mean that the carriageway width cannot be narrowed and the speed of the significant remaining eastbound traffic is on average likely to increase due to the very low opposing westbound traffic flow. If the existing carriageway width is retained there is insufficient land along a significant length of Crewe Lane to enable provision of a continuous footway on the south side. Even if the land can be acquired to enable provision of a continuous footway the pleasant rural character of the road will be substantially harmed since substantial hedgerow and trees would have to be removed. This proposal will leave Crewe Lane as a poor environment for pedestrians and cyclists and it will be damaged environmentally.</p> <p>It is not necessary to retain eastbound traffic on Crewe Lane and a better pedestrian and cycle environment could be achieved if it were closed to vehicular traffic at its junction with Knowle Hill. Crewe Lane west of the spine road would still need to remain open to two-way traffic for access to frontages but all through traffic would use the spine road of the developments, which can be designed to cope with it. Traffic volumes on Crewe Lane west of the spine road would then be very low making it</p>	<p>a) This is a design principle/concept which will have to be worked into more detail. The intention is that traffic will be “access only” and not be able to make through movements. This may be achieved through further restrictions. All schemes will be subject to thorough reviews, modelling and road safety audits. The document does not and should not go into the level of detail that would be expected within a planning application. The flows are expected to be low because of the planned restrictions and therefore options such as on-carriageway cycling or vehicle passing place(s) may be considered</p> <p>b) As above, further analysis will be undertaken prior to determining the optimum scheme for this junction. The scheme will be subject to Road Safety Audit, at which point issues such as these will be addressed. WCC will consider full closure except for access when negotiating appropriate mitigation with developers</p> <p>c) Modelling evidence does not suggest this junction will be a congestion issue. Furthermore, in the medium term the</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>cycle and pedestrian friendly. The need for provision of a footway would be removed thus retaining the existing pleasant character of the road.</p> <p>Crewe Lane would become a very pleasant environment that would encourage walking and cycling and be a great asset to the area for recreational walking. This proposal would also remove vehicular movements into and out of Crewe Lane at the Knowle Hill junction thus simplifying that junction. This proposal would also be cheaper as it would not be necessary to construct a footway on the south side of Crewe Lane</p> <p>b) Crewe Lane/Hidcote Rd/Knowle Hill junction – The proposal for this junction is welcomed but the opportunity can be taken to further improve safety at the junction at a lower cost. It does not deal with the blind right turn from Knowle Hill into Hidcote Road. The higher volume of traffic that will use this route following development will increase the risks associated with the blind right turn. It will be a missed opportunity if the right turns are not removed as part of this junction improvement.</p> <p>A much simpler and cheaper scheme for this junction would be to close vehicular access to and from Hidcote Road and Crewe Lane. With the spine road in place and the improved junction at Leyes Lane there is little reason to retain these movements. This proposal would remove the disruption and cost of constructing the carriageway realignment and junction table. In this way a safer, cheaper and less disruptive solution is available</p> <p>c) Common Lane/Coventry Road junction – Whilst this</p>	<p>proposed A46 Link Road (Phase 2) will further reduce impacts here as it will offer an alternative route due to delays caused by the signals on Common Lane</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			junction is somewhat remote from the main development it is likely that traffic volume will increase here as a result of development. Egress from Common Lane to Coventry Road is already difficult at busy periods and this leads to risk taking at the junction and to traffic inappropriately using Woodland Rd as an alternative. Larger vehicles such as buses find the junction difficult if traffic is queued on Common Lane. It is justifiable to fund signalling this junction as an off-site highway improvement. The savings from the two proposals above would fund this improvement		
71463	Mr G Bisla		<p>a) Not opposed to the development but have one specific concern and a general request</p> <p>b) What is the intended use of the farmer's track providing access to the fields and a rented cottage (Jersey Cottage)? Concerned about ensuring a secure boundary to properties in Glasshouse Lane. The general plan shows 8 black access arrows on Glasshouse Lane and Thickthorn Close yet the text states 7 road access points</p> <p>c) Unclear why the Council haven't established safe cycle routes from the East side of Kenilworth to Abbey Fields and other leisure facilities like the Kenilworth Greenway. This and other upcoming developments should be used to vastly improve the cycle routes and pedestrian paths in Kenilworth</p>	<p>a) Noted</p> <p>b) This is answered on p84 of the draft. It is unlikely that the access will be considered appropriate as a main access point into the wider site and any development off the access would need to demonstrate its connectivity with the remainder of the site in terms of design and sustainable travel routes. Detail relating to securing boundaries will be a matter for consideration at the planning application stage. There should be 7 not 8 black arrows on Figure 22 and this will be amended</p> <p>c) The Development Brief strongly promotes and encourages cycling. Fig.24 shows proposed cycle routes and the Brief identifies that developers</p>	<p>Amend Fig.22 to ensure arrows denoting access to Woodside Hotel and Woodside Lodge are accurate</p> <p>Additional plan to be provided showing how the development will be connected to destinations in the town</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				will be required to contribute towards the delivery of this cycle network which will connect the site to other destinations. An additional trip generators plan will be added and show key destinations which the development will be expected to connect with to fully integrate with the existing town	
71328	Mr R Seaber		a) Currently no safe cycling route from Kenilworth to Abbey Park in Stoneleigh. There will be more vehicles on the road following development making it worse. Stoneleigh Park and the NAC is just across the A46 from Kenilworth with many businesses based there, now is the perfect time build a cycle way from Kenilworth to both business parks. With hundreds of workers and even more visitors to the NAC wouldn't it make a great showcase for Warwickshire to show how it's connecting people to their workplaces. It will have health benefits for employees too	a) The importance of providing cycle access to Stoneleigh Park is recognised and the options for providing links will be investigated further as part of WCC cycle network planning work	No amendments proposed
71453	Mr R Evans		a) There are TPOs on the trees that border the new development with the bottom of the gardens on Birches and Glasshouse Lane. Please ensure that the TPOs on the land to be developed and land adjacent to the development are fully respected b) Underground waste water drains – There is at least one waste water pipe which takes considerable water from Birches Lane and Glasshouse Lane where it is suspected it is ultimately allowed to soak away on land towards the A46. This pipe runs through rear gardens of the last	a) The trees in question are protected by a group Tree Preservation Order. All trees within that area are protected and consent would be required for works to trees. This does not mean that there could be no works to those trees, just that consent would be required. The Brief supports the retention of mature trees unless there is strong justification for their removal	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			houses in Birches Lane and the first house of Glasshouse Lane facing the development. It briefly enters a corner of the Rugby Club (where there is an inspection cover) and then heads towards the A46. Please ensure that the water that this pipe carries is adequately dealt with and not just ignored as it will cause future problems	and also encourages landscaping between new development and existing dwellings in that area b) Public sewers, including, waste water (Foul) sewers are the responsibility of Severn Trent Water (STW). However, site specific flood risk assessments submitted with planning applications will consider existing sewers and the LPA will consult STW on these applications	
71460	Mr T & Mrs B Steele		<p>a) Figure 28 Indicative proposed Crewe Lane/Glasshouse Lane/Hidcote Lane junction – proposed one-way system at north west corner of Crewe Lane will limit access to our property and be detrimental to our occupancy and also reduce the value of the property (object)</p> <p>b) Concept Plan Figure 56 Pedestrian and Cycle Connectivity – Proposed cycleway/footpath opposite Golf Club entrance on the boundary between Southcrest and Crew Gardens. For 40 years we have had permitted informal access from the garden of Southcrest to our Arboretum adjoining Crewe Lane. We note the Development Brief wishes for the Arboretum to be retained. If we do not have direct access – garden to ‘tree garden’, we will be prevented from working on the upkeep of the Arboretum. We keep the Arboretum paths mown and from late July we keep the grass round the trees rough mown to prevent a thicket of brambles obscuring and damaging the trees. There is also often arboriculture to attend to, to keep the</p>	<p>a) The schemes identified in the Kenilworth Development Brief are design concepts and will be subject to further design and assessment. Any change to the highway network which will alter access to your property will be appropriately consulted upon and access arrangements to existing properties will be an important consideration. The intention of the scheme is to reduce the through traffic and to improve conditions for pedestrians and cyclists</p> <p>b) We wish to see the arboretum retained. However, do not believe that the provision of a cycle/footpath between Southcrest and Crewe Gardens would prevent the ongoing</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>trees in good health. Without this access there is a risk of the Arboretum becoming neglected and we would probably then apply for planning for maybe 4 self-build housing plots as the best way to preserve as many trees as possible (object)</p> <p>c) We object to the homes of Knoll House and Southcrest Farm being demolished</p>	<p>maintenance of the arboretum</p> <p>c) The properties are located within an allocated site for education use on a site identified by Kenilworth School and supported by the Local Plan Inspector for the construction of a new school and it is unlikely that they could be retained through this process</p>	
71241	Mr P Slater		<p>a) Please make sure there is a decent noise barrier alongside the A46 otherwise the new development will be marred by excess traffic noise. This will also improve the environment for current residents</p>	<p>a) Development Principle 5C covers this issue. Development proposals will be required to provide appropriate noise mitigation the extent and nature of which will be determined through planning applications. Given that the relationship between different parts of the site and the A46 varies, a one size all approach to mitigation is not appropriate</p>	No amendments proposed
71395	Ms J Stratton		<p>a) Speed of traffic on Glasshouse Lane – many cars travel along this road above 30 mph. What will be done to improve the compliance of traffic with the speed limits?</p> <p>b) The part of Glasshouse Lane that I live in will form part of the proposed spine road. Concerned that there will be a huge increase in traffic, bringing noise and air pollution. We would prefer there is a completely new road built that keeps the additional traffic away from existing properties</p> <p>c) Concerned that there is no new doctor's surgery on the development. What is being done to make sufficient additional provision for the new residents as the houses</p>	<p>a) Speed limits on Glasshouse Lane will be reduced near to the proposed Secondary School to 20 mph and the creation of two roundabouts along Glasshouse Lane will assist in naturally slowing traffic along stretches of the road</p> <p>b) There are various constraints in providing a spine road running entirely through the development site, as set out in the Development Brief. There</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>are built?</p> <p>d) There are some dangerous spots on Glasshouse Lane e.g. turning for Windy Arbour, the corner by the Woodside Conference Centre, the blind hill on the Crewe Lane junction. What is being done to address these areas?</p> <p>e) If Glasshouse Lane is going to be the site for new schools what is being done to provide pavements, cycle routes etc without damaging trees and hedges?</p> <p>f) How will the community centre be run? The current centre in Kenilworth has struggled to gain funding, how will the new centre be funded to ensure it remains viable?</p> <p>g) How will the development be built to ensure that amenities, shops, doctors, school etc are built at the right time to avoid overload on the existing amenities?</p>	<p>will be an inevitable increase in volume of traffic due to an increase in development in the area, however the impact of these changes will be mitigated as much as possible, with significant improvements for sustainable modes of transport. Noise and air pollution mitigation will be an important consideration at the detailed design stage and in the assessment of planning applications</p> <p>c) The South Warwickshire Clinical Commissioning Group (CCG) has confirmed that the quantum of development does not justify a new GP practice on the site. They will however require contributions from developments to support improving the facilities and enable the expansion of existing GP practices in the town</p> <p>d) The Transport Assessments required to support each development site will be subject to detailed Road Safety Audits. The speed limits will be subject to reviews and where necessary appropriate speed limiting measures will be identified</p> <p>e) To promote sustainable travel, it is essential that pedestrians and cyclists</p>	

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				<p>have the ability to travel safely to schools and this will require appropriate facilities for these users. Where possible trees and hedges should be retained and protected</p> <p>f) It is expected that the construction costs and initial running costs of the community centre will be provided by housing developers and that a community development worker and centre manager will also be funded through developer contributions. It will be down to the community centre to become self-financing and sustainable once the developer funding ends</p> <p>g) Where considered necessary and appropriate trigger points are included in the Development Brief to ensure infrastructure is delivered at the required time</p>	
71242	Mr P Gebbels		<p>a) Can I assume that an effective acoustic barrier of some form will be introduced between the A46 and the new development?</p> <p>b) Will the existing tree preservation order which covers the boundaries of the Thickthorn development area effectively preserve this natural habitat?</p>	<p>a) Development Principle 5C covers this issue. Development proposals will be required to provide appropriate noise mitigation. Given that the relationship between different parts of the site and the A46 varies a one size all approach to mitigation is not appropriate</p> <p>b) The trees in question are protected by a group Tree Preservation Order. All</p>	No amendments proposed



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				trees within that area are protected and consent would be required for works to trees. This does not mean that there could be no works to those trees, just that consent would be required. The Brief supports the retention of mature trees unless there is strong justification for their removal and also encourages landscaping between new development and existing dwellings in that area	
71296	Mr F Hurst		<ul style="list-style-type: none"> <li>a) Consultative documents understate the ability of both Glasshouse Lane and Birches Lane to cope with the large volumes of cars/traffic that will be generated by the development</li> <li>b) Kenilworth already struggles to cope with current levels of traffic through the town, traffic jams along St. John's island/Warwick Rd/Leamington Rd are the rule, not the exception. It is quite common for traffic to back up all the way along Birches Lane towards Glasshouse Lane because of congestion at the St.John's island/Warwick/Leamington Rd area</li> <li>c) Adding more feeder roads from the new estate into Birches Lane &amp; Glasshouse Lane will make Warwick Rd/St John's island traffic stationary with consequential actions of motorists looking for 'rat runs' around side streets (as can be witnessed now due to the temporary closure of Common Lane)</li> <li>d) The traffic survey was flawed in measuring current</li> </ul>	<ul style="list-style-type: none"> <li>a) The initial assessments of the sites in Kenilworth were undertaken as part of the Strategic Transport Assessment to support WDC Local Plan. The impacts of traffic generated from new developments was assessed and appropriate mitigation identified for the areas discussed</li> <li>b) WCC acknowledge existing issues and have identified mitigation measures to address the impact of development traffic. WCC are bound by policy in the National Planning Policy Framework where impacts on the road network should not be "severe" when compared to forecast reference case conditions</li> <li>c) It is for these reasons that the</li> </ul>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>volumes of traffic, the assessment of the existing roads to manage with increased levels of traffic is wrong</p> <p>e) More work should be done with Highways England to find a way of traffic accessing the A46 directly from the development. The current road proposal is not an acceptable solution for either the motorist, the resident, the town, the air quality and ultimately will have a negative impact on Kenilworth's ability in attracting new inhabitants and businesses</p> <p>f) The second thing that needs to be looked at closely is the viability of creating a one-way road system around Warwick Rd and Waverley Rd to try and keep traffic moving more freely</p> <p>g) Something needs to be done about delivery vehicles blocking Warwick Road. This is a major cause of off-peak traffic jams and damage to pavements. Should be more 'delivery only' spaces in car parks at the rear of the shops on both sides of Warwick Rd, combined with more rigorous traffic warden patrols to stop kerb parking will help alleviate congestion and improve air quality</p>	<p>Development Brief recommends a high quality link road principally through the development sites, improvement and signalisation of St Johns gyratory and have recommended significant sustainable travel improvements</p> <p>d) All analysis is based upon future forecast conditions and meets all government</p> <p>e) It is not possible to create a new junction on the A46 due to a number of constraints including Ancient Woodland, gradients and proximity to existing A46 junctions. Major improvements to the 2 existing Kenilworth access junctions are planned, as set out in the Kenilworth Development Brief and the Strategic Transport Assessment</p> <p>f) This was not identified as being necessary linked to the proposed development sites. When requesting mitigation from developers there must be a clear link between development impact and the mitigation required</p> <p>g) This is an operational issue and not directly related to the proposed development site</p>	
71289	Ms C	Duckfield	Can see a number of issues:	a) The location of the Local Centre	Add a sentence in

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	Duckfield	Property Development	<p>a) There is a spine road, which by its nature should be to ensure the smooth flow through the development which is great but then there is a main street right in the centre which by its nature will cause congestion</p> <p>b) There is a projected budget for bus route support but no indication of how many years these funds will cover and how it will be funded when these funds have been used</p> <p>c) There is no proposal on how the existing infrastructure will cope with 1400-2800 extra vehicles. The A46 and A452 into Leamington are already heavily congested and the Stoneleigh Junction is equally busy at peak times. Can see nothing in this proposal to address the infrastructure of Warwickshire as a whole to keep things moving. A cornerstone of all major building schemes going forward should be to improve the road infrastructure as these activities are implemented so that the roads stand a chance of keeping up with future demands</p>	<p>adjacent to the spine road is considered appropriate. The final layout and relationship between the spine road and local centre will be a matter for the detailed planning application. Traffic, pedestrian and cycle movements will be a key consideration in determining the most appropriate final layout</p> <p>b) P91 of the Draft Development Brief states that this will cover the services for 6 years. The expectation is that the routes will be (largely) self-financing at the end of this period</p> <p>c) The details relating to the ability of the transport network (existing and proposed mitigation) to cope with the demands linked to the housing are contained within the Strategic Transport Assessment for the Local Plan available on WDC website</p>	the Development Brief regarding financing of the bus services after the 6 year period
71243	Mr D Crawley		<p>a) Crewe Lane/Glasshouse Lane/Hidcote Rd junction shown in Figure 28 – having made several representations on behalf of residents of Hidcote Rd since March 2015 about the dangerous nature of this junction, we are pleased to see this proposal</p> <p>b) However, with the plan showing that houses/primary school are to be built on the triangle of land adjacent to Crewe Lane/Glasshouse Lane, the complete closing of</p>	<p>a) Noted, thank you</p> <p>b) Further analysis will be undertaken prior to determining the optimum scheme for this junction. The scheme will be subject to Road Safety Audit, at which point issues such as these will be addressed</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			Hidcote Rd would help to remove the traffic risks of the existing and new access road junctions		
71458	Ms L O'Connor		<ul style="list-style-type: none"> <li>a) It is essential that the existing green belt in this town is protected</li> <li>b) Concerned there won't be an efficient and effective transport system if careful attention is not paid to several roads. The junction where Crewe Lane meets Glasshouse Lane is presently a danger to pedestrians and vehicles. It will be very close to the new school and needs altering. The length of Glasshouse Lane, from its junction with Rawnsley Drive needs footpaths on both sides and the road needs upgrading. Safety must be a top priority</li> <li>c) Other roads will also need upgrading and co-ordination is required between all parties to relieve traffic congestion. The A46 is to be upgraded, HS2 works will begin soon and for the benefit of all road users, there needs to be a holistic approach to all of these traffic problems</li> <li>d) The St John's Gyratory and the Rouncil Lane/Warwick Road junction and traffic hold ups in Kenilworth town centre need sorting before any more housing developments take place</li> <li>e) A new 420 pupil primary school will generate extra traffic. Access points to this must be carefully considered, together with traffic management at peak times</li> <li>f) Concerns over meaningful consultation between residents and applicants during the planning application stage</li> <li>g) Public transport is necessary to relieve the road congestion, with the thread of a reduction in the number of buses</li> </ul>	<ul style="list-style-type: none"> <li>a) This development does not result in the loss of any existing green belt. The land was removed from green belt when the Warwick District Local Plan was adopted in September 2017</li> <li>b) The Development Brief proposes changes to the Crewe Lane/Glasshouse Lane junction. A new footpath is likely to be required outside the front of the new secondary school</li> <li>c) WCC as Local Highway Authority, in association with other organisations, will co-ordinate with one another and seek to minimise disruption. Individual developments will be required to submit a construction management plan which will also seek to minimise disruption. However, it should be noted that any impacts of construction will be short term issues not permanent</li> <li>d) The Development Brief proposes improvements to St.Johns Gyratory and requires these at an early stage in development</li> <li>e) Noted. However, the Brief is to be amended to indicate two smaller</li> </ul>	Clarity to be added to Brief that footways will be required to serve the new school

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			<p>h) The lack of policy funding will mean that new developments will be difficult to police, emergency services are already working to capacity and more doctors, dentists and retail outlets will be required</p> <p>i) Landscaping will be needed to make a pleasant environment</p> <p>j) Drainage could be a big issue when houses are built</p> <p>k) The infrastructure for the development must be put in place</p>	<p>primary schools thus dispersing traffic movements</p> <p>f) The Local Planning Authority has no powers to insist upon public consultation prior to the submission of planning applications. As indicated in the Development Brief applicants are however strongly encouraged to undertake meaningful consultation</p> <p>g) New and altered bus services are proposed to serve this development</p> <p>h) Warwickshire Police and South Warwickshire CCG have been consulted on this document and have provided a response. Retail outlets are proposed and there is potential for a dental surgery to be provided in the Local Centre if there is demand and a proposal for this</p> <p>i) Agreed. The Brief requires appropriate landscaping as part of developments and seeks to retain existing landscape features</p> <p>j) Drainage matters are covered within the Brief</p> <p>k) Agreed. This Brief is a tool to identify infrastructure needs required to serve the development</p>	
71327	Mr R		a) Will have a significant and detrimental impact upon	a) WCC acknowledge existing issues and	No amendments

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	Clarke		<p>existing residents along Birches Lane, Glasshouse Lane and certainly the spur roads of Farmer Ward, Windy Arbour, Moseley Rd, Dencer Drive and Leyes Lane. The impact of so many vehicles suddenly utilising this piece of road, both in rush hour and school runs will lead to deterioration of quality of life, ability to freely access and traverse roads adjacent to the immediate and surrounding properties</p> <p>b) The spine road must continue through the entire new development from the A452 and into lower Crewe Lane</p>	<p>have identified mitigation measures to address the impact of development traffic. The Development Brief proposes a high quality link road principally through the development sites, improvement and signalisation of St Johns gyratory and recommends significant sustainable travel improvements</p> <p>b) There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief. The spine road proposed is continuous, it utilises existing infrastructure in places</p>	proposed
71332	Mr S French		<p>a) Please ensure that parking is fully taken into account with any planning permission for the E1 employment land. The area on the plan does not look large enough to handle enough parking spaces especially considering the lack of overflow or alternatives nearby. While green policies such as buses and cycleways will obviously be promoted it is certain that most employees, customers and visitors to the E1 area will still take cars. There is no other parking outside of E1 close by other than the residential estate and the A452 Leamington Rd (and specifically the access roads opposite the site where limited residential parking is available)</p> <p>b) Concerns over the access to the A452 Leamington Rd from</p>	<p>a) It is envisaged that parking will be provided within the employment site in accordance with WDC's recently adopted Parking Standards SPD (2018) and employers will be required to provide travel plans to promote sustainable modes of travel</p> <p>b) As part of the detailed planning application process, the development site access will be subject to further detailed modelling, design, safety audits and will also have to be assessed by Highways England prior to accepting</p>	No amendments proposed

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			<p>this development. It is proposed that there is an entrance/exit road on the A452 as well as one off the A452/A46 roundabout for the business element. The A452 is a key road into and out of Kenilworth as well as the main route to Leamington/Warwick and the access to the main A46 arterial route for the south of Kenilworth. It is important that this is kept moving and even now the road is at a standstill at busy times. Adding a main junction where the current exit for that site is would cause terrible traffic flow issues (even at today's traffic levels prior to any development). Surely it is better to have all traffic (except for cycles) use the new exit on the A452/A46 roundabout to keep traffic on the A452 moving better</p>	<p>an access solution</p>	
71288	Mr B Moreton		<p>a) No consideration given to adverse difficulties for existing ratepayers living in the area along Birches Lane and Glasshouse Lane. There are existing serious hazards of traffic joining from Windy Arbour and Farmers Ward Rd junctions and this is before the queueing and challenge of St Johns roundabout. The plan needs a new road running through the development that would relieve traffic along Glasshouse &amp; Birches Lane as well as serve traffic from the new development, not create traffic problems for the area</p> <p>b) Question the need for 2,800 extra houses to be built. The Town's existing ratepayers should not be inconvenienced by having overspill from other towns dumped upon them. The plan should give explicit details of the towns existing population's housing needs and meet that requirement and no more, otherwise we are in danger of becoming a sprawling metropolis of Kenilworth, Leamington and</p>	<p>a) WCC acknowledge existing issues and have identified mitigation measures to address the impact of development traffic. WCC are bound by policy in the National Planning Policy Framework where impacts on the road network should not be "severe" when compared to forecast reference case conditions. There are various constraints in providing a spine road running entirely through the development, as set out in the Development Brief. The spine road proposed is continuous, it utilises existing infrastructure in places. However, it has been designed to</p>	No amendments proposed

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			<p>Warwick with a complete loss of identity. The focus should not be on building the maximum number of houses but rather provide an area that is pleasant to live in – we don't need more Victorian slums</p> <p>c) The Plan fails to recognise that its roads need to be wide enough for buses and Council waste collection vehicles not to impede other traffic. It needs to be realistic and provide at least parking space for 2 vehicles per dwelling as well as designated pedestrian &amp; cycling routes from all parts of the development to other areas of the town, new schools, shops &amp; surgery</p>	<p>mitigate impacts of the development and in addition to improvements at St Johns, will minimise delays in the area.</p> <p>b) 1,400 dwellings are estimated in this area and 2,000 across the whole of Kenilworth. The examination of the Local Plan considered the location of new housing sites in the District. This site was deemed to be appropriate for development. This Development Brief promotes good design that respects and utilises existing features, in order to ensure a pleasant place to live and work</p> <p>c) The Brief supports the provision of pedestrian and cycle routes to other destinations and it is envisaged that parking standards will be in accordance with the District's Parking Standards SPD (2018). The width of roads are expected to conform with the standards set out in the Development Brief</p>	
71293; 71294	Mr E King		<p>a) The road system cannot take all this traffic. Roads with any slowing of traffic will be a complete failure. The development is too much for this side of Kenilworth and will cause rat runs</p> <p>b) Drainage issues</p> <p>c) Air pollution will be a major problem from</p>	<p>a) The details relating to the ability of the transport network (existing and proposed mitigation) to cope with the demands linked to the housing are contained within the Strategic Transport Assessment for the Local</p>	No amendments proposed



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			<p>A46/development traffic</p> <p>d) HS2 and this development will be a nightmare during construction and then once built with new school traffic to the relocated school</p>	<p>Plan available on WDC website</p> <p>b) No further detail is made on this point. However, the Brief includes sections (Objectives 5 and 8 in Chapter 6) on drainage matters</p> <p>c) Planning applications will be required, through air quality assessments to demonstrate that air pollution will be acceptable to the end users of development</p> <p>d) WCC as Local Highway Authority, in association with other organisations, will co-ordinate with one another and seek to minimise disruption. Individual developments will be required to submit a construction management plan which will also seek to minimise disruption. However, it should be noted that any impacts of construction will be short term issues not permanent</p>	
71299	Ms G Walsh		<p>a) Very disappointed that the proposed spine road is now not included in the plans. Why has this been removed? It is going to have a tremendous impact on existing roads where junctions need to be created</p> <p>b) Glasshouse Lane and Birches Lane are entirely unsuitable for such a high volume of traffic. None of the existing roads, in particular Leyes Lane, are capable of carrying greater volumes of traffic &amp; are totally unsuitable for</p>	<p>a) A continuous spine road is included in the plans and utilises existing infrastructure in places. There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief. WCC are satisfied that the spine road</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			roundabouts/traffic lights	as planned is suitable for accommodating the forecast levels of traffic b) The details relating to the ability of the transport network (existing and proposed mitigation) to cope with the demands linked to the housing are contained within the Strategic Transport Assessment for the Local Plan available on WDC website	
71245	Mrs J Jones		a) Concerned that the plan sees existing GP surgeries able to cope with what will be a very large increase in population. Both surgeries have extended their provision as much as what seems practical on their current sites. Hard to see how they provide adequate healthcare to the proposed increase in population	a) The South Warwickshire Clinical Commissioning Group (CCG) has confirmed that the quantum of development does not warrant a new GP practice on the site. They will however require contributions from developments to support improving the facilities and enabling the expansion of existing GP practices in the town and have liaised with the practices on this matter	No amendments proposed
71244; 71247; 71248	Mr A Palmer		Using Glasshouse Lane as part of the spine road would mean two things: a) 1. Given there will be possibly 3000 more cars using the route, the peak hour traffic would be much higher than now. All current road users, particularly those living on or just off the part of Glasshouse Lane that will become a spine, will be impacted b) 2. The southwestern end of Glasshouse Lane/Birches Lane	a) The details relating to the ability of the transport network (existing and proposed mitigation) to cope with the demands linked to the housing are contained within the Strategic Transport Assessment for the Local Plan available on WDC website b) The proposed spine road is the	No amendments proposed

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			<p>will be used instead of the new spine road by many wanting to go into or north/northwest of Kenilworth. Current dwellings will be impacted. A proper spine road through the entire new housing area from Leamington Rd to Crewe Lane would reduce the impact. The current plan adds impact</p> <p>c) Cars will not be able to safely exit Heyville Croft when turning right</p> <p>d) The planned linear public park should be reoriented to be roughly parallel to Glasshouse Lane and the spine road could go all the way through the new development without having to make use of Glasshouse Lane. No significant amenity would be lost but traffic flow would be better and existing dwellers would not be seriously impacted</p> <p>e) Can't see any new parking for the central park. Currently there are about 3 spaces at the Glasshouse Lane end of Rocky Lane. Overspill parkers already use Heyville Croft (often parking dangerously on the corner). It is good to promote arrival on foot or by cycle but in practice car parking is required. Reliance of Heyville Croft and possibly Mountbatten Avenue cannot be the plan. There has to be ample public parking within the new development area for visitors to the central park and other 'green' areas</p> <p>f) Spine Road junction with Glasshouse Lane near Heyville Croft - extending the end of Mountbatten Avenue to meet Mayfield Drive by Warton Close would provide an alternative route to Kenilworth and other places to the north (like Balsall Common/ Knowle/ Solihull) for existing</p>	<p>optimum solution given the known constraints</p> <p>c) Network changes will be subject to Road Safety Audits</p> <p>d) The Development Brief identifies a number of constraints that would mean routing the spine road directly through the centre of the site would be undesirable</p> <p>e) The central park is not proposed to be a destination park, such as Abbey Fields. It is likely to be primarily used by residents living in the local vicinity and sustainable modes of travel will be encouraged. A small level of car parking may be considered appropriate and this will be explored at the detailed planning application stage</p> <p>f) This would introduce rat running on residential roads not designed to cope with increased levels of demand</p>	

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			residents at relatively low cost. This would avoid residents having to try to join a busy road (Glasshouse Lane) if they are travelling to local shops (via Dencer Drive and Leyes Lane) or the above, more distant areas. It would take some pressure off Glasshouse Lane and might eliminate the need for the traffic island near Heyville Croft. Closing the Glasshouse Lane end of Heyville Croft could then be considered. The above should be seen as a fall back option if the correct solution (having a true spine road all the way through the new development) is not adopted		
71295	Ms E Deeley		<p>a) We want to buy a 4-bedroom family house on the new development. However, we do not want to pay over half a million for the house so are concerned about the costs. Also we do not want to buy a house next to 'affordable housing' of which are social houses because we feel it is not quite fair. 40% affordable housing is far too much</p> <p>b) It's great new houses are finally coming to Kenilworth. I hope it brings professionals into the area from all over England. Two new schools is excellent, will one be a catholic school as there is only one in Kenilworth which is overprescribed?</p>	<p>a) Affordable housing can provide opportunities for those who cannot afford to pay full market value. WDC remains committed to the delivery of 40% affordable housing</p> <p>b) Noted. Under current Government policy, all new schools will be Free Schools. At this stage it is not known which Academy Sponsors will apply to run the primary schools</p>	No amendments proposed
71250	Mr A Milton		<p>a) Good principles in regards to cycling but fails to give priority to cycling and pedestrians over cars – it still accommodates cycling and pedestrians rather than designing on their behalf</p> <p>b) It is essential that the approach to the spine road is not watered down. The road could be potentially dangerous for non-car users so must be made safe including appropriate crossing points</p>	a) The Brief proposes high quality provision for cyclists both within the site and to key destinations in and around Kenilworth. Design work will be undertaken on these schemes at an appropriate stage and will be based on recognised design principles and guidance	No amendments proposed

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			c) The mention of connections to wider cycle routes are not sufficiently explained or detailed and are essentially meaningless. If this is not to become a well-intentioned white elephant these plans need to be detailed now	b) The Brief seeks a high quality cycle route on the spine road and to ensure this is accessible from all areas of the development through provision of suitable crossing points. c) The cycle network plan identifies a number of future routes to connect the site to key destinations within the town and further afield. It will be ensured that these connect conveniently to the on-site cycling provision. Design work on these routes will be undertaken at the appropriate stage	
71339 and 71340	Mr E Kirwan		a) Chapter 8 p145 shows vehicular access into the site from Thickthorn Close leading to a secondary route around the site. P144-145 indicate this will be the only access point into the site (there is no connection shown to the new spine road). If it is the 'only access it can't be considered as secondary b) Objection on the following: i. The above would require traffic from the A46 and Leamington Rd to access the site via the St John's Gyratory system, then Birches Lane and Thickthorn Close ii. Ch 7 p84 makes reference to the potential of using Thickthorn Close as an Access but states 'they will be unlikely to be considered appropriate means of main access points...' It also states	a) The term primary route is used to determine the principal transport corridor through the development site. Thickthorn Close does not fulfil this function and therefore is referred to as a secondary route. b) WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road. Detailed access arrangements will be a matter for consideration at the planning application stage. The Brief is seeking to identify Thickthorn Close as providing pedestrian and cycle links to	Wording on p84 to be reviewed and amended if necessary for clarity  A 'Proposed Access' drawing similar to the 'Existing Access' drawing, Figure 22, might be added  Amend Figure 61

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>‘Impact upon residential amenity will be a consideration when assessing the suitability of these access points. While not proposed for vehicular access the accesses do offer good potential for use as emergency access points and enable opportunities for good connectivity to the existing town for walking and cycling’</p> <p>iii. P49 Ch 5 Figure 22 indicates the existing access points to the whole development site and sensibly does not refer to an access off Thickthorn Close</p> <p>iv. By making the access via Thickthorn Close there will be a loss of amenity to existing residents, an increase in traffic onto existing streets and a subsequent increase in risk to pedestrians and cyclists</p> <p>v. It seems appropriate to positively plan for and integrate the new development with pedestrian and cycle connectivity only at the ends of Thickthorn Close but with all vehicular access being provided off the proposed Primary Routes</p> <p>c) Property Types and Scale – Ch 8 p150 indicates a mix of bungalows as well as 2 and 3 storey properties being located in the section of the site between Thickthorn Close and Leamington Rd. P150 also states ‘it is recommended that the scale of properties is similar to the scale of neighbouring properties’. Object based on the fact that Thickthorn Close is primarily made up of bungalows whereas the plan indicates the majority of new dwellings being 2 and potentially 3 storeys</p>	<p>the existing town and also potentially serving a small number of dwellings, which may help with development phasing, but it would not be desirable for there to be a vehicular link with the spine road</p> <p>iii. This is an ‘Existing’ access drawing that only shows current access points into the site</p> <p>iv. Whilst a matter for detailed consideration through a planning application, it is unlikely that the provision of a small number of additional dwellings accessed off Thickthorn Close will result in any significant harm to the amenities of existing residents</p> <p>c) Fig 61 identifies new development closest to this road as being ‘2 storey properties with some bungalows’ which is considered appropriate and flexible. To the north-east of the road it does indicate ‘Predominately 2 storey buildings with some 3 storey buildings at key locations’ and it is agreed that 3 storey properties immediately adjacent to Thickthorn Close may be unsuitable. However, beyond any new dwellings immediately adjacent to Thickthorn</p>	<p>to change the block to the north east of Thickthorn Close to ‘2 storey properties with some bungalows’ and add a ‘Predominately 2 storey buildings with some 2 storey buildings at key locations’ further into the development site (mirroring the block to the south west of Thickthorn Close)</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				Close, 3 storeys may be considered appropriate	
71459	C O'Connor		<p>a) This vast scheme must take into account all of the other proposed housing schemes in Kenilworth and their likely impact on the town. In particular, there needs to be a co-ordinated and holistic approach to alleviating the current traffic congestion in the town. Without the necessary measures being in place matters will only become worse. There needs to be a comprehensive strategic plan to enable Kenilworth to function normally whilst achieving the satisfactory completion of all of these works</p> <p>b) I note that the St.John's gyratory and various road junctions in the town are to be improved at some point. Perhaps these could be incorporated into the overall plan, thus saving much inconvenience?</p> <p>c) Query the location of the new secondary school. It could not be any further from the eastern side of Kenilworth. This will cause more vehicle movements and is extremely bad for the environment in terms of air pollution</p> <p>d) At present it is a very slow tortuous journey to Leamington in the morning. To now propose to add further access points to the A46 Thickthorn island would be folly and only compound delays. This junction requires a total reconfiguration possibly with an over bridge for the Kenilworth/Leamington traffic. No doubt developers would suggest a sophisticated traffic light system which would be cheaper, but lead to longer queues</p> <p>e) Kenilworth needs a north/south bypass possibly from improving the road from Stanks interchange northwards</p>	<p>a) The examination of the Local Plan considered the location and amount of new housing sites in the District. This site was deemed to appropriate for development as were other sites in Kenilworth. The Local Plan evidence base included a series of Strategic Transport Assessments which considered the impact on the highway network, please refer to WDC website for details. It is acknowledged that various development is proposed in and near to Kenilworth and therefore WCC as Local Highway Authority, in association with other organisations, will co-ordinate with one another and seek to minimise disruption. Individual developments will be required to submit a construction management plan which will also seek to minimise disruption. However, it should be noted that any impacts of construction will be short term issues not permanent</p> <p>b) This Development Brief identifies junctions that require improvements and does include them in the overall</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			to the Wroxall island to help diverting any Birmingham traffic	<p>plan</p> <p>c) The location of the land allocated for education, and to include the secondary school, was considered in detail through the Local Plan examination and this was deemed the only appropriate site within the town. Despite its position to the east of the town, the school remains accessible on foot for the majority of residents</p> <p>d) Any changes to the highway network will be subject to detailed modelling analysis and road safety assessments. The additional arm is one option to be considered, however through the development and analysis of the scheme alternative arrangements may be identified. The final option must be demonstrated to be a workable solution for both Warwickshire County Council and Highways England</p> <p>e) This would not be a proportionate response to the scale of development proposed irrespective of other significant constraints</p>	
71249	Mr D Tudor		a) The original 'spine road' looks to have been scrapped for tapping into the existing road network with some roundabouts – this will cause gridlock at peak times. This is totally unacceptable and increases dramatically the	a) This is the only spine road that has been tabled by WDC and therefore is the original spine road. There are various constraints in providing a spine	No amendments proposed (except for primary school locations)



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>serious potential risk of injury and to life via accidents to road users, pedestrians and the young school children</p> <p>b) Re: the 'primary school' site – parents on the school run will cause obstructions. This is totally unacceptable and increases dramatically the serious potential risk of injury and to life via accidents to road users, pedestrians and the young school children</p>	<p>road running entirely through the development. These have been fully considered in the Development Brief</p> <p>b) Parking for schools will be considered carefully and sustainable travel will be encouraged to minimise such impacts. Note, the primary school locations are proposed to change (see Executive Report)</p>	
71336	Ms J Mullaney & Mr J Saxelby		<p>a) The original spine road roughly parallel to the A46 linking Crewe Lane with the Leamington Road should be re-introduced. The present plan is not satisfactory as Glasshouse Lane is not suitable to carry the increased volume of traffic. It is already used as a 'rat run' and is very busy at rush hour times. There is a dangerous sharp bend by the hotel and conference centre, and many other junctions which need consideration. The junction of Windy Arbour and Birches Lane is already dangerous, and more traffic might be tempted to go that way instead of taking the spine road at the roundabout at Heyville Croft, as shown on the present plan. A spine road parallel to the A46 linking Crewe Lane with Leamington Road is a much better and safer option and should be re-introduced</p>	<p>a) This is the only spine road that has been formally tabled by WDC. There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief</p>	No amendments proposed
71452	Mr P and Mrs S Chatland		<p>a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)</p>	<p>a) See response to Mr E Kirwan (rep refs: 71339 and 71340)</p>	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71355;	Mr M	Kenilwort	<p>a) KRFC acknowledge the need for an overall comprehensive</p>	<p>a) Noted, agreed</p>	Requirements of

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71356; 71357	Blakeman	h Rugby Football Club (KRFC)	<p>Development Brief for the East of Kenilworth development and have been supportive throughout the process and have provided positive and constructive input during the development of the brief</p> <p>b) Vision for greenspace within the site – Whilst it is accepted that there is a need and a statutory obligation to provide public open space within the entire East of Kenilworth Development commensurate with the increase in dwellings, the provision of one central multi-functional open space (Diagram 43, Page 106) in which the location of the central park and its size would account for circa 50% of the developable area of the land controlled by KRFC on the land known as ‘The Cowpatch’. On this basis the value that is likely to be achieved based on the valuations provided by Bruton Knowles to WDC would render KRFC’s relocation unviable</p> <ul style="list-style-type: none"> <li>- Unlike the other landowners (apart from the Wardens), KRFC need to fund their entire relocation from the proceeds of the sale of their grounds. As WDC are aware, The Cowpatch is on a long leasehold from the Trustees of Stoneleigh Estates and therefore KRFC will only receive a portion of the proceeds from the sale from which they will have to fund the entire relocation. This will entail significant upfront funding which will have to be obtained from the appointed developer – at a significant cost.</li> <li>- For KRFC to be able to relocate the following conditions will have to be met in connection with The Cowpatch in order to ensure the viability of the</li> </ul>	<p>b) Whilst there remains a strong desire to deliver a central park, the size of this park will need to be scaled back to ensure it can be delivered in the context of the requirements of the Public Open Space SPD. This revision will feature in the revised Development Brief. The updated Brief will include a principle that site owners will not be disproportionately adversely impacted by non-value generating land uses. It is acknowledged that KRFC and the Wardens require the development value from their existing sites to be sufficient to enable their proposed relocation to alternative sites. If there remain significant concerns regarding development viability, following the above changes, these will be matters for consideration at the detailed planning application stage</p> <p>c) Following detailed dialogue with promoters Catesby and Barwood as well as with the Department for Education and WCC, the Brief is to be amended to indicate two smaller primary schools on land under the control of Catesby and Barwood. With</p>	<p>central park to be revised in appropriate sections of the Brief.</p> <p>References to the primary school requirements and location(s) will be amended in the Brief. The Masterplan will be updated</p> <p>An updated version of the Cycle Network Plan will be included</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>relocation:</p> <ul style="list-style-type: none"> <li>i) A minimum developable area of 12.5 acres</li> <li>ii) No requirement for further public open space within the site</li> <li>iii) A reduction in the level of affordable housing required within the overall development</li> <li>iv) No requirement for any Section 106 payments</li> </ul> <p>- Our advisors consider that on the basis that the development complies with our strategic requirements, then a relocation on the site allocated within the Local Plan is indeed financially viable.</p> <p>c) Masterplan – The various plans published in connection with the Masterplan Design Principles show an incorrect boundary between the Wardens land and the KRFC controlled land. This boundary does not tie in with the proposed additional access from Glasshouse Lane. The net effect of the revised boundary (if correctly interpreted) means that, once again, the area of the KRFC retained land would be further reduced in order to accommodate the proposed primary school. This substantially affects the viability of the entire relocation</p> <p>d) Furthermore, Figure 57 shows the secondary access route being routed around the site allocated for the primary school. This further encroaches into the KRFC controlled land. This is at variance with the access concept prepared as part of the Transport Study. It is unlikely that the diagrammatic routing of the proposed access into the balance of the residential land will provide an acceptable highways solution.</p>	<p>the removal of the proposed primary school on the central parcel of the site this section of the masterplan will be redrawn and due regard will be given to land ownership boundaries</p> <p>d) As per c) the masterplan will be redrawn. However, we highlight that the Masterplan is indicative and therefore the precise layout of infrastructure will be come forward as part of the detailed planning process</p> <p>e) The cycle network plan highlights an indicative route for this connection and will be updated to reflect these comments. Identification of the preferred alignment will take place at the appropriate stage in the future development of this route</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			e) Proposed cycle routes – Although outside of the East of Kenilworth Development Brief area, the proposed expanded cycle network as indicated in Figure 24 shows a proposed link between Leamington Road and Warwick Road. The cycle route crosses through private woodland over which Warwick DC have no control and then crosses the land allocated for KRFC with the route going right though the proposed location of the Clubhouse		
71251	Mr B Birkett		<p>a) Section 2 - The employment land should be laid out so the orientation of the building roofs maximises the generation of electricity by solar panels. The angle of slope of the building roofs should also maximise the generation of electricity by solar panels. The buildings should harvest and store rainwater for flushing toilets</p> <p>b) Sections 1 and 4 – delivery of a mix of housing and social and community infrastructure (same points as above)</p>	<p>a) The orientation and specific detail individual buildings will be a matter for detailed planning applications. However, we encourage developments to be designed sustainably and in an environmentally conscious way and developments will be required to accord with Policy CC1 'Planning for Climate Change Adaption' of the Local Plan which refers to building orientation</p> <p>b) See a)</p>	No amendments proposed
71312; 71313	Mrs C Wilkes		<p>a) Unhappy with the spine road being on Glasshouse Lane between Crewe Lane and Rocky Lane. This is already a busier road than it was and the additional traffic the development and school will bring will be too much for the existing residential area. Request consideration of a spine road linking Crewe Lane and Leamington Rd closer to the A46 as this would alleviate some of the additional traffic east Kenilworth will have</p> <p>b) P44 (Chapter 5) – If the intent of the development</p>	<p>a) The proposals put forward are considered acceptable in highway terms. There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief</p> <p>b) Effort has been made to minimise the impact of the entire development on</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>proposals is to 'minimise the impact on existing residential properties' the proposed location of the spine road is inconsistent with this aim</p> <p>c) Request that any lighting along Glasshouse Lane is sympathetic for the residential housing in the vicinity, i.e. not high lampposts and not high glare</p>	<p>existing residential properties. The proposed spine road is considered the most appropriate in order to deliver the development as a whole with as little negative impact as possible taking into account other material considerations</p> <p>c) This will be addressed at detailed design stage. Lighting will be designed to an appropriate level and will be subject to the same policies as other lighting in the surrounding area and should have due regard to other considerations such as ecology</p>	
71381; 71382	Mr D Van Gils		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	b) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71440	Mr T Spencer		<p>a) Support objections submitted by Mr E Kirwan</p> <p>b) Concerns over traffic on Thickthorn Close. Since Thickthorn Manor became a nursing home there has been an increase in traffic created from staff at changeover periods and from visitors at weekends. The side road is often lined with cars parked as an overspill from the Manor. During morning rush hour, the traffic jam on Birches Lane often reaches the entrance to the Close and it is difficult to exit and add to this blockage. With 10-15 houses adding possibly another 20-30 cars exiting onto</p>	<p>a) See response to Mr E Kirwan (rep refs: 71339 and 71340)</p> <p>b) WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road</p>	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			Birches Lane the problems will be increased at this pinch point. Traffic emanating from the development should be directed to the new spine road		
71464	Ms M MacDonal d		<p>a) The building of the new primary school, retail outlets, commercial and community buildings is not scheduled until the development is two thirds completed, i.e. before the 1000<sup>th</sup> house. Could this be done earlier in the development?? Are there safeguards to stop developers walking away leaving the last few houses unbuilt and no primary school, retail outlets, commercial and community buildings?</p> <p>b) There is no mention of improvements to the road into Leamington Rd beyond the A46 roundabout. Heading into Leamington is already very busy and there is no safe cycle route. Is one planned?</p>	<p>a) Trigger points for the delivery of infrastructure will be agreed in legally binding documents between developers and the District and County Council</p> <p>b) Items 1, 14 and 23 of Table 2 in the Brief do identify improvements including the K2L (Kenilworth to Leamington) cycle route, improvements to the A452 Bericote Roundabout and the dualling of the A452. Provision of a continuous cycle route along the A452 between Kenilworth to Leamington is a high priority future cycle scheme. Contributions towards this route will be sought from the East Kenilworth development</p>	No amendments proposed
71300	Mr G N and Mrs G M Way		<p>a) The siting of the new proposed roundabout in the vicinity of Heyville Croft has raised anxieties for residents in the immediate location. The proposed slip roads connecting the new roundabout with Glasshouse Lane, Heyville Croft and the new road linking with Leamington Rd will impact severely on properties in this part of Glasshouse Lane</p> <p>b) Would seem more logical to site the new roundabout further into Rocky Lane thus moving traffic further away</p>	<p>a) Designs will be subject to Road Safety Audits and consultation. The impact of all highway schemes upon existing properties will be an important consideration at the detailed planning stage</p> <p>b) Where feasible it would be preferable to locate the roundabout further from</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>from the frontages of properties immediately adjacent to the slip roads</p> <p>c) The considerable increase in the expected number of cars will put an intolerable pressure on the roundabout particularly onto Glasshouse Lane. What guarantee can there be that traffic en-route for Kenilworth or the A46 coming from Knowle Hill will not use Glasshouse Lane in preference to the proposed new road through the new estate</p> <p>d) As the development now stands, there will also be considerable impact on a number of adjacent properties in Heyville Croft and Dencer Drive. How can this be avoided?</p> <p>e) Fully accept the need to build new houses and the associated services, however a minor adjustment to the plan could ease the anxieties of people living in the area</p>	<p>residential properties. However, it is also important to protect the woodland at Rocky Lane and moving the roundabout would potentially impact upon this. This will be considered at detailed design stage</p> <p>c) The spine road would be the quicker and shorter route. Whilst we cannot guarantee that all traffic will take this route it will be the most desirable route</p> <p>d) Refer to responses a) and b)</p> <p>e) Noted</p>	
71321; 71322; 71323; 71324	Mr M Harper		<p>a) Table: Kenilworth Transport Development Plan Key (p94-97) – Schemes 11 and 22 seem to be at odds. How can the school entrance be created and traffic lights installed without Leyes Lane being realigned at the same time? Currently they are programmed 2 years apart and by different parties. This drags out the construction inconvenience. It also means that the second scheme will be undertaken after the school has become operational. Scheme 22 should be delivered by Kenilworth School at the same time as Scheme 11. Both schemes are necessitated by the new school development</p> <p>b) Vision and green space within the site (p107) – Soft green edges etc should also apply to the new school site</p>	<p>a) Agree – scheme 22 should have an estimated delivery date of 2021</p> <p>b) Agree. However, the wording already identifies the requirement for soft, green edges to the ‘development site’ which includes the school site</p> <p>c) i. Development Principles 5C c) and 5D b) address this point ii. The Development Brief already does seek to protect residential amenity of existing residents. No further changes are considered necessary iii. Development Principle 5A j) already</p>	<p>Amend Table 2, scheme 22 to change estimated delivery date to 2021</p> <p>Some additional detail to be provided regarding site ED2</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>c) Development Principles 5C &amp; 5D – Noise and air quality (p114-115):</p> <ul style="list-style-type: none"> <li>i) Why do these two principles not apply to the impact on existing development due to the new development? They should. Wisley Grove will be severely impacted by the school development and needs protection. Two sets of traffic lights, slow moving and standing traffic, vast people and vehicle movements 24/7 is not something to be dismissed</li> <li>ii) Kenilworth Neighbourhood Plan Policy KP4 point j provides for protection of residential amenity of existing development. This point needs incorporating in the Development Brief if only for emphasis</li> <li>iii) There should be a requirement to retain or enhance all existing hedge boundaries and trees wherever possible in order to maintain wildlife. This development will destroy large amounts of natural habitat for animals and plants so it needs to be made very clear that as much of the existing habitat as possible is retained or enhanced</li> <li>iv) The draft is very specific on how the residential parts of the site should be developed. There is very little about how the educational buildings, sports pitches and other buildings on site ED2 should be sited or be constructed. Why not? The issue is of just as much importance to other parts of the development as well as the existing built environment. Issues such as drop off points and</li> </ul>	<p>addresses this</p> <p>iv. The Brief will be updated to provide assurance that the future design and layout of the educational allocation will positively respond to existing site features, existing neighbouring properties and proposed neighbouring development. However, the Brief will not go into detailed design principles as per the residential properties owing to the unique nature of bringing forward education facilities. We will continue to work closely with the school and WCC to ensure the new school meets the educational requirements as well as respecting neighbouring properties.</p> <p>d) It is considered that an education and residential use are likely to be compatible alongside each other and therefore no significant buffer is required. However, all developments will be expected to include appropriate landscaping</p>	



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			noise limitation need addressing d) Employment land (p63) – This provides for a buffer zone between the employment/residential but no such provision is made in respect of the new school. Why? If site ED2 is to be used much more intensely then noise and pollution from traffic during those longer hours is bound to have a detrimental effect on surrounding residential areas, be they new or existing		
71292	Ms D Kings		a) Agree entirely with Mr Kirwan's comments but would like to add that the loss of amenities to existing residents who are predominantly elderly in Thickthorn Close, would cause a great deal of stress. The increase in heavy traffic would obviously incur greater air pollution affecting residents with health problems	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71331	Mr N and Mrs R Clark		a) Object to the access on Thickthorn Close. The close is unsuitable to take the type of traffic, well intentioned how it seems will only act in future as a main entrance. The primary route is very close to the island junction that carries fast moving traffic	a) WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road. Changes to the highway will be subject to Road Safety Audit	No amendments proposed
71454	Mrs G Taylor		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71455	Ms S Lee-Wright		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339

Ref	Name	Company/ Organisation	Comment	Response	Amendment
					and 71340)
71436	Mr R Bruce		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71254	Mr G Stewart		<p>a) Ch 5 highlights requirement for consideration of the relationship with neighbouring buildings. However, the proposed Glasshouse Lane/Spine Rd/Heyville Croft 3-arm roundabout (Fig.31) does not consider the detrimental impact the roundabout will have on adjoining properties (in particular nos.59, 61 and 63 Glasshouse Lane) and the impact which using the road for the middle section of the spine road would have on properties in that location due to the resulting increased traffic, including the 51 properties which exit onto Glasshouse Lane from Heyville Croft</p> <p>b) Access to/from no.61 would be a particular problem and all 3 properties would incur considerably increased traffic noise and have vehicle headlights pointing directly at them</p> <p>c) Although there is mention of priority access it is unclear how this would operate for cars joining Glasshouse Lane from Heyville Croft</p> <p>d) Concerns could be overcome by routing the spine road through the new development. Cycle and pedestrian access across Rocky Lane could be maintained by a bridge over the road</p> <p>e) Alternatively, the concerns could be alleviated by siting</p>	<p>a) The design will be subject to further assessment and consultation. There are physical constraints, road safety and ecological constraints to consider if moving the location of the junction. The protection of residential amenity and access arrangements for existing residents are important considerations and will be fully considered in the detailed design of this junction. The feasibility of siting the roundabout slightly further into the site should be considered at the detailed design stage</p> <p>b) As per a)</p> <p>c) As per a)</p> <p>d) As set out in the Brief, there are various constraints in providing a spine road running entirely through the development. A bridge would be excessively costly and likely impact upon the viability of development</p> <p>e) As per a)</p>	Additional text to be added to the Development Brief regarding the need to consider residential amenity and access to existing residential properties in the final design of the two proposed roundabouts and highway schemes relating to the development in general

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			the new roundabout further into the development site, reducing the impact on adjoining properties. A further possibility would be to utilise the land of the non-residential property at 56 Glasshouse Lane		
71286	Mr A Fox		a) Ch 9, p151 – Traffic problems likely by having two access points. At peak times the flow of traffic past the indicated Leamington Rd junction is extremely heavy and the consequence of constructing a further traffic inflow at this point would add to the burden that drivers have to face during the weekday commute. Far better would be to use solely, the junction directly from the A46 roundabout, through the industrial sector and onto the spine road. Two junctions are unnecessary when one will suffice, remove the spine road junction onto the main Leamington bound main road	a) Whilst the Brief identifies two accesses as the preferred option this may not ultimately be the final scheme as there are other potential options. The final design will be subject to further detailed analysis and will also have to be agreed with Highways England	No amendments proposed
71432	Mr R and Mrs D Collins		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71309	Mr K L Gray		a) Endorse the points made by Mr E Kirwan b) Since their construction the rose bed borders to properties on Thickthorn Close have been tended by the householders, new roses bought as necessary, with all such labour and expense carried by themselves. These borders greatly improve safety and convenience for children and older pedestrians. Further, as your proposals implicitly accept you cannot possibly consider widening the road	a) Noted. See response to Mr E Kirwan (rep refs: 71339 and 71340) b) No widening of the road is proposed in the Development Brief, nor is it inferred	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71443	Ms T Wheat		<ul style="list-style-type: none"> <li>a) Realise what a great deal of work has gone into the document</li> <li>b) Very concerned about the lack of real commitment by WDC to keep this area developed by the Arden Regional Landscape Character Area designation especially concerns over the ancient woodlands and hedgerow. Who decides whether the removal of the mature landscape 'enhances the development?' 'Feasible' and appropriate' are not words developers understand</li> <li>c) Drainage – what damage could be done to the ancient landscape by developers mitigating pluvial flooding?</li> <li>d) Car ownership and infrastructure: car ownership is above average, public transport in Kenilworth is poor. Need to ensure that each development provides ample off road parking. Roads must be wide enough for buses and not have cars parked on the streets or grassed kerbs</li> <li>e) By having the secondary school on this new site the traffic along Glasshouse and Birches Lanes will be horrendous at certain times. Care must be taken not to allow nearby roads to become rat runs</li> <li>f) Traffic flows in Crewe Lane do not mention changes due to HS2</li> <li>g) Birches Lane maybe needs to have part time traffic signals on the new proposed St John's roundabout</li> <li>h) All accommodation should have their own outside space</li> <li>i) No student accommodation should be allowed, the town centre is already oversubscribed</li> <li>j) Affordable rental accommodation for young people should be provided</li> </ul>	<ul style="list-style-type: none"> <li>a) Noted, thank you</li> <li>b) We will be encouraging developers to retain mature trees and hedgerows. The specific details will come forward as part of planning applications relating to the site which will be determined through the planning process</li> <li>c) Any potential damage caused by flood mitigation measures would be considered through the planning process</li> <li>d) All developments will be expected to meet the standards laid out in the Parking Standards SPD. Road widths are to be designed in conformity to the Highways Authority requirements</li> <li>e) This development Brief has included substantial highway analysis and planning to help mitigate this. The examination into the Local Plan identified the proposed school site as appropriate for that use</li> <li>f) HS2 is not expected to significantly impact traffic flows on Crewe Lane. Any impacts during construction will be temporary although all efforts will be made to manage the impact upon the local highway network</li> <li>g) The gyratory at St Johns will become a</li> </ul>	<p>Wording to be added to the Brief highlighting the requirement for Electric Vehicle charging points to be provided (as required by the Local Plan and Parking Standards SPD)</p> <p>Text on p86 to be amended regarding signalisation of the end of Birches Lane</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>k) A smaller local centre should be provided but much further out as this site is near to the town centre</p> <p>l) An urban street design has problems, not having any front garden causes problems and a lack of privacy</p> <p>m) Community centre – after 5 years funding, WDC will not pay out for youth workers and Kenilworth people will have the problem of funding this new centre as well as the one in town</p> <p>n) Why can't the new schools become community schools and locals use these facilities? Health centres could use them as the current health centres are not enough to serve the development</p> <p>o) Greenspaces, parks etc are a great idea but only if designed not to cause a social nuisance</p> <p>p) Will the increased number of new residents lead to better policing in Kenilworth?</p> <p>q) Open spaces must allow for use by older people. This seems omitted in the Brief</p> <p>r) Lack of electric vehicle charging points – this should be included in the Brief</p> <p>s) All developments shall have high speed broadband installed on the site not added later when roads etc have to be dug up to lay cables</p>	<p>signalised junction. Further modelling, design and road safety audits will need to be undertaken prior to identifying the final solution. Often leaving a single arm of a signalised roundabout improves capacity, the drawings in the Kenilworth Development Brief are a proof of concept and do not present the final optimised layout. Figure 36 does however show traffic signals at the end of Birches Lane but there is an error in the text on p86 which states that they will be unsignalised. Text to be amended to reflect detail on the drawing that Birches Lane might be signalised</p> <p>h) Amenity space requirements are detailed in the district-wide Residential Design Guide and Public Open Space (POS) SPDs. All development will be expected to meet these requirements</p> <p>i) There is no evidence to suggest that the town centre is oversubscribed with students. Furthermore, this document would not be able to and would not wish to refuse a certain type of occupier of accommodation</p> <p>j) The Council's policy for 40% affordable housing in a mix of tenures. These</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				<p>cannot be restricted to specific age groups</p> <p>k) The broad location for the Local Centre as indicated in the Indicative Masterplan is appropriate when considering its relationship with other centre, e.g. Kenilworth town centre and Leyes Lane local centre</p> <p>l) A range of street typologies have been proposed with the urban street only being shown in the vicinity of the local centre. Varying street typologies will have different characteristics, reflecting the diverse range within existing Kenilworth</p> <p>m) Upon construction developers will fund operational costs and staffing costs of the community centre for a period of time which shall be agreed through legal agreements between developers and WDC. Following this period, there is an expectation that the community centre will become self-sufficient</p> <p>n) The new schools will be important community facilities. WDC will look to enter into community access agreements with the schools to promote wider community use. The South Warwickshire Clinical</p>	

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				<p>Commissioning Group (CCG) has confirmed that the quantum of development does not justify a new GP practice on the site. They will however require contributions from developments to support improving the facilities and enabling the expansion of existing GP practices in the town</p> <p>o) Agreed, the design of accessible and inclusive open space for all is important. Detailed designs of open spaces and their relationship to other development will be a matter for consideration through the planning application process</p> <p>p) All new development will be required to pay appropriate contributions to services such as the police, at the request of that service, during the planning application process. Warwickshire Police have indicated that they will seek contributions from developers on this site to support their service</p> <p>q) See point o)</p> <p>r) The requirement for electric vehicle charging points is set out in the Local Plan and Parking Standards SPD and</p>	

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				<p>therefore does not require repetition in the Brief. However, for the avoidance of doubt a paragraph will be included within the Brief to highlight the need for such provision</p> <p>s) Policy BE5 'Broadband Infrastructure' of the Local Plan encourages residential and employment developments to provide on-site infrastructure, including open access to industry standards, to enable all premises and homes to be directly served by fibre optic broadband technology. WDC would expect developers to engage with utilities companies at an early stage in the development of their sites</p>	
71343	Mr I A Moss		<p>a) National, Local and Neighbourhood Plan policies give priority to the provision of cycling and walking routes. Whilst the Brief does make reference to this the Brief fails to provide a successful basis to ensure that cycling and walking become the transport mode of choice. It is a traditionally based car dominated analysis</p> <p>b) It is essential that the needs of walking and cycling are given priority with relevant infrastructure provided at an early stage of the development so that new residents get into the habit of not using the car because there are attractive alternatives</p> <p>c) There is a failure to analyse in detail what routes exist and</p>	<p>a) The Brief is considered strong in its promotion of cycling and walking both within the development and to nearby destinations. The section on walking and cycling is at the front of the section on movement/transport emphasising its importance. There is of course also a need to ensure that there is appropriate infrastructure for vehicles (as is apparent in many consultation responses)</p> <p>b) The need for early delivery of the</p>	<p>Update the policy section on the Kenilworth Neighbourhood Plan now that it has been 'made'. Add KNP policies in the blue boxes setting out each objective</p> <p>Amend wording</p>



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>what can be done to make them safe and attractive. This means that the Brief cannot be used as a basis for a successful, sustainable development</p> <p>d) Prioritising walking and cycling provide a range of benefits including visual impact, less pollution improving air quality and health</p> <p>e) The Kenilworth Neighbourhood Plan is now part of the Development Plan. The statement in the last paragraph on page 25 is incorrect where it states the KNP, “will be afforded significant weight in the determination of planning applications.” As part of the development plan “determination must be made in accordance with the plan unless material considerations indicate otherwise.” In this context in Chapter 7 of the Brief where “Relevant WDC Policies” are listed needs to be amended to read Development Plan Policies with relevant policies from both the Local Plan and Neighbourhood Plan included</p> <p>f) The details of the Brief fall short of what is needed to ensure that the proposed development will be genuinely sustainable (p6 states the development will be a ‘sustainable urban extension’)</p> <p>g) The introduction to Chapter 1 (page 6) states “...Land East of Kenilworth presents a significant opportunity to deliver a high quality new community...” The only definition of high quality I have found is on page 7 which states, “The overarching aim of a Development Brief is to secure a higher standard of development than would have been achieved without it. This is a very nebulous definition against which it will be impossible to measure success.</p>	<p>cycling infrastructure is recognised and highlighted in Table 2 of the Brief</p> <p>c) The cycle network plan highlights a number of key future routes to serve the development site. These have been subject to an initial assessment to establish the feasibility of appropriate cycle infrastructure improvements. Further feasibility and design work will be carried out at the appropriate stage. It is not necessary to include a high level of detail for off-site cycle routes in the Development Brief and resources do not permit detailed design work to be carried at this early stage. At this stage, the key requirement is to identify the extent of the future routes required to serve all key destinations, establish that they are broadly feasible and ensure developers are aware of the level of funding required to deliver the routes</p> <p>d) Noted. These benefits are already identified in the Brief</p> <p>e) Agreed. The Brief will be updated now that the KNP forms part of the Development Plan</p> <p>f) Disagree. The Development Brief offers a range of methods and interventions</p>	<p>in relation to the proposed part of the southern spine road access/employment access to refer to the need to connect cycle routes with the proposed K2L cycle route</p> <p>Add reference where appropriate in the Brief to the forthcoming WDC Developer Design Framework SPD which will provide further detailed guidance on achieving high quality design</p> <p>Objective 3 to be re-written to state: “To deliver</p>

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			<p>Unless a clear definition of high quality the phrase should be deleted from the document as misleading and meaningless</p> <p>h) It is noted at page 6, paragraph 2 that the District Council "...has undertaken extensive consultation with key stakeholders including ...landowners and land promoters." It is should be noted that the interests of these two groups are almost certainly at variance with the interests of the people of Kenilworth who will have to live with the consequences of the development. Encourage more active engagement with the people of Kenilworth</p> <p>i) Given the need to minimize the use of the car and promote cycling and walking it is essential that the development brief provides a clear analysis of the problems with solutions to be achieved as part of the development process. There is no comprehensive analysis of such routes and therefore no solutions are provided</p> <p>j) It is essential that walking/cycling routes into the centre should be by the shortest routes to promote pedestrian and cycle movement and fully integrate the development into the town</p> <p>k) Objective 3 on page 65 does not give the right priority. The Local plan and KNP give a clear lead that walking and cycling should be given priority. The objective should be rewritten as 'To deliver a sustainable transport system that gives priority to walking and cycling links with good public transport connectivity'</p> <p>l) Relevant Policies from the Kenilworth Neighbourhood Plan which should be referenced include KP2, KP4, KP8</p>	<p>that will help ensure that the East of Kenilworth development sites will be a sustainable urban extension</p> <p>g) The forthcoming Developer Design Framework SPD, based upon the national best-practice guidance Building for Life 12, will provide further detailed guidance on achieving high quality design</p> <p>h) The Plan has been developed with input from various organisations. Presentations have been delivered to and discussions been had with Kenilworth Town Council (elected by residents) and the Kenilworth Development Forum, the latter including a workshop specifically focusing on the Brief. The public consultation for this document, over and above the typical level of consultation for such events, involved public drop-in sessions where members of the public could come and talk to officers to discuss their thoughts</p> <p>i) A comprehensive future cycle route has been identified, based on an initial feasibility assessment of each route. It also identifies the requirement for improved wayfinding to existing</p>	<p>an effective and efficient transport system that gives appropriate priority to pedestrians and cyclists, as well as delivering public transport connectivity and the safe movement of traffic"</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>and KP9</p> <p>m) It should be noted that there is a clear link between Objective 3 and Objective 6 “Promoting a healthy and safe community”. By promoting walking and cycling this has clear health benefits as well as reducing pollution from vehicles. All these benefits are contained in Warwickshire County Council’s document ‘Healthy Travel Choices in Warwickshire’</p> <p>n) Given the need to ensure that this is a genuinely sustainable development it is surprising that emphasis and a lot of work appears to have been devoted to ensuring the free flow of traffic and little practical work on improving pedestrian/cycle routes</p> <p>o) How is the penultimate paragraph on p66 to be effectively implemented?</p> <p>p) P67 states “Enhancements to the crossing points over the railway line, which currently create a barrier to east-west cycling movement” but nowhere does it state what those enhancements will be or a time scale. This is absolutely critical for the whole cycling/walking strategy</p> <p>q) When considering the access arrangements to the employment site there is no mention how this will link to the proposed K2L cycle route</p> <p>r) Crewe Lane/Glasshouse Lane/Hidcote Rd (p76) – it is not clear how the layout improves pedestrian and cycle provision as the no entry sign means that cyclists will have to find a long way round to reach their destinations. How the proposal improves visibility at the junction is not explained as it is the vertical alignment of Glasshouse</p>	<p>destinations. It is not feasible or considered necessary for the Brief to provide detailed analysis and solutions for the off-site infrastructure at this stage, when at present the main focus is on securing funding towards delivering the identified network. Cost estimates have been based on previous schemes and government guidance and therefore are considered robust at this stage. The County Council, as highway authority, will have responsibility for delivering the cycle routes connecting the site to destinations in and around Kenilworth, with funding secured from the developers via S106 agreements / CIL. Design work on the routes identified on the cycle network plan will be carried out at the appropriate stage and will be based on national / regional design guidance and will be developed once funding becomes available</p> <p>j) The identification of the key cycle routes to connect the site to the town centre and railway station has been based on the core principles for cycle route design, one of which is directness. The layout of the existing</p>	

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			<p>Lane that is the critical issue. This problem could be resolved by making Hidcote Rd to Crewe Lane the priority route</p> <p>s) Two roundabouts are proposed without any provision for cyclists</p> <p>t) St.John's Gyratory (p86) – The focus here seems to be getting as much traffic through this junction as possible. There is a statement that this “would allow for increased opportunities to provide controlled pedestrian and cycle crossing points.” What does this mean in practice? Given that this junction provides access to Leek Wootton and Rouncil Lane it is essential that cyclists are given a safe route through. How is this to be achieved?</p> <p>u) Dalehouse Lane/Knowle Hill - What is meant by the statement at the bottom of page 87 that it will improve ‘pedestrian and cycle connectivity’. This junction is a link between the development site and cycle route 52. There are no proposals to improve this link for cyclists which is a wasted opportunity</p> <p>v) Leyes Lane realignment - Given that this is a key link to the new school site where getting school children into the cycling habit is vital this has to be the most preposterous scheme in the document. The objective of this scheme seems to be to maximize traffic flow through the junction. The objective must be how do we maximize the arrangement of this junction to make it attractive and safe for cyclists as part of a comprehensive approach to walking and cycling</p> <p>w) Page 140 has a list of principles including, “Ensuring the</p>	<p>residential area adjoining the site and physical barriers such as the railway line impact on the potential for providing direct routes as does the availability of highway land. However, it is considered that the routes identified on the network plan are the most direct routes possible within the above physical constraints</p> <p>k) Agreed, in order to fully comply with Kenilworth Neighbourhood Plan policy KP8 the objective will be re-written to: “To deliver an effective and efficient system that gives appropriate priority to pedestrians and cyclists, as well as delivering public transport connectivity and the safe movement of traffic”</p> <p>l) See response to e)</p> <p>m) Agreed. This link is already identified in Objective 6</p> <p>n) Significant work was required to be undertaken on the highway network impacts, and the concerns of representations clearly reflect this, and confirm the appropriateness of this work. However, the Development Brief does also place great emphasis on walking and cycling and brings forward a number of requirements with regards</p>	

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			<p>necessary infrastructure to encourage walking and cycling as part of people's daily routine" and "Connecting the site with the existing town and surrounding countryside". Page 144 Fig 56 purports to show Pedestrian and Cycle Connectivity. However, this just shows the existing situation</p> <p>x) The document fails to ask the question of how do we get residents out of cars</p>	<p>to cycling and pedestrian connectivity and movement. £3.7m of cycleway improvements, along with un-costed improvements at junctions and through the proposed development sites have been identified. This is a very significant and ambitious proposal for encouraging more use of cycle and facilitating the modal shift required</p> <p>o) The cycle routes will be delivered with developer funding as and when each part of the development site comes forward. The key route(s) to provide sustainable transport links from each particular application will be identified and funding secured from the developer concerned. The need to deliver routes at an early stage to enable sustainable travel habits to be established is recognised and reflected in Table 2 of the Brief. The routes highlighted on the network plan have been identified to provide direct and convenient routes to key destinations, within the constraints of the existing highway layout and residential pattern in Kenilworth. Each route will be subject to further feasibility work and design work, based on recognised</p>	

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				<p>design guidance</p> <p>p) The options for cycle crossings of the railway line have been identified and the feasibility / design work on these routes will be carried out as and when funding comes forward from the site</p> <p>q) It will be vital that the spine road cycle route connects directly and conveniently with the K2L route and this should be achievable. Wording in this section will be amended to reflect this and refer to K2L</p> <p>r) Cyclists will be permitted to use the route. Cycling infrastructure will be included in the design for the junction scheme, to contribute towards the delivery of the identified cycle links from the site</p> <p>s) See response to r). If a cycle route has been identified to pass through these junctions, there will be provision for cyclists</p> <p>t) Further consideration will be given to the safe operation of this junction for all users when working with developers on their planning applications, including provision for cycle movements</p> <p>u) Where cycle routes pass through</p>	

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				<p>junctions WCC will consider the need for improvements for cyclists with the junction design. Crossing facilities will be incorporated into new junction designs. Cycle network planning work has identified an alternative route to connect the site to NCN52 due to constraints on highway space on Knowle Hill which will make dedicated cycling infrastructure difficult. However, it is acknowledged that Knowle Hill will offer the most direct on-carriageway route for cyclists travelling in the direction of Coventry / the Greenway, and opportunities to improve cycling conditions will be sought, including as part of the signals scheme at the Knowle Hill / Dalehouse Lane junction</p> <p>v) This scheme will both be beneficial to cyclists and pedestrians by providing suitable crossing points when travelling west-east and improve legibility and also be beneficial in terms of highway safety</p> <p>w) Figure 56 includes proposed routes. Figure 24 of the Brief also shows proposed routes</p> <p>x) The document identifies the cycle</p>	

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				routes needed to connect the site to all key destinations and the level of funding required to deliver these routes, in order to seek funding from developers. Provision of comprehensive and high quality cycling and pedestrian infrastructure will help to make cycling and walking a viable choice for short local journeys. This will be complemented by extensive signage and promotional measures to raise awareness of the benefits and opportunities for sustainable travel	
71383; 71384	Mr D Hunt		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	b) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71325	Mr R A Sambrook		a) The traffic in Birches Lane has got worse year on year for 40 years especially early mornings on St Johns junction. It is therefore very important that the Council do not lose the chance to build a relief or spine road from Thickthorn roundabout to Dalehouse Lane this will help take some of the traffic from St John island which will only increase more with the planned 1400 new homes. If the housing and employment units are built without a link road then there will be no way of building one in the future	a) It would be unfeasible to build a spine road to Dalehouse Lane. A continuous spine road is proposed, as set out in the Development Brief. There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief	No amendments proposed
71406; 71407;	Mr J Whitehou	The Trustees	a) The development of this area is of vital interest to the whole of the town, not just its future residents	a) Noted, agreed b) The vision and objectives do relate to	Amendments are proposed to the



Ref	Name	Company/ Organisation	Comment	Response	Amendment
71408; 71409; 71410	se	of The Kenilworth Centre	<p>b) Agree with the statement in the Vision &amp; Objectives section that “The new community will be fully integrated into the existing town...” but want to see this vision extended to all aspects of the Brief and not just its highways infrastructure and transport aspects</p> <p>c) The key focus for the Trustees is the proposed community centre facility (p97-101). We have already made a formal expression of interest to WDC to be involved in the design and development work for this facility at an early stage, and look forward to this happening soon</p> <p>d) It is unclear why the proposed Whitnash Community Hub has been used as the template for the centre configuration, as the scope of this hub is considered wider than needed for this site. For example, it includes relocation of Whitnash library and town council offices. Also, the quoted cost for the Whitnash hub of £1.6m has already been superseded, with the latest estimate nearer to £2m</p> <p>e) In relation to the sports facilities proposed for the community centre, namely sports hall and sports area with a separate entrance and changing facilities leading out into an open space, these need to be considered in the context of the sports facilities to be made available to the local community at the new Kenilworth School site to be built only a short distance away. We understand that the footprint of these facilities will be similar to what is at the current school site, with a similar operating model. There appears to be some danger of duplication of sports facilities between the new school site and the community</p>	<p>all aspects of the Brief</p> <p>c) Noted. A procurement process will be undertaken in due course allowing all interested parties to bid to be involved in the community centre</p> <p>d) The proposed Whitnash Centre was used as it is the most recent community centre proposal in the District. However, some amendments will need to be made following further guidance from WDC Community Partnership team</p> <p>e) The Brief was drafted before the leisure development plan for Kenilworth was known. There is a need for the Brief to be amended to co-ordinate with WDC’s leisure plans, which will remove the requirement for some of these facilities in the new community centre as they will be provided elsewhere in the town</p> <p>f) Noted. There will be some tweaks to the main hall requirements to allow for a multi-use hall</p> <p>g) The aim of having community offices based in the community centre is for centre management and community outreach purposes</p> <p>h) Noted, agreed</p>	<p>section setting out community centre requirements (and Table 6) following further liaison with WDC Community Partnership Team and WCC in light of this response and those from promoters. Notable changes include: the sports hall is no longer required in addition to a multi-purpose hall; contributions will be sought towards a centre manager</p>

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			<p>centre</p> <p>f) A main hall seating more than 150 people would be a major new asset for the town as a whole. Currently no such community hall of this capacity exists within the town, other than by using one of the churches</p> <p>g) It is unclear for what purposes the provision of community offices is proposed</p> <p>h) The provision of suitable external space associated with the community centre would be excellent. The footprint of the town centre-based Kenilworth Centre includes a small external hard surface sports court, but no grassed area</p> <p>i) It is unclear whether the quoted cost of £28k per annum for a 20 hours per week community champion/developer worker is the actual cost or a full-time equivalent rate. If the former it seems high, but if the latter then low</p> <p>j) One member of staff working 20 hours per week seems inadequate for the scale and scope of the facilities proposed. Roles to be covered include facilities management, reception and customer bookings and finance and administration. This is one of the areas where there could be considerable synergies with the current Kenilworth Centre structure, where all of these roles are in place and well developed, and could be expanded to cover another facility at relatively low incremental cost</p> <p>k) We have not interrogated the estimated centre running costs of £33,820 per annum in detail, but on the face of it these seem reasonable</p> <p>l) It is unclear why the developer contribution towards</p>	<p>i) The Brief is to be amended to include costs associated with a centre manager and community development worker based on experience WDC has identified with other centres around capacity and sustainability</p> <p>j) See i)</p> <p>k) Noted</p> <p>l) Noted. It important that we consider how we create self-sustaining socially active communities, where residents participate in a range of social recreational activities at a neighbourhood level and where people can have a positive sense of belonging to the wider community. The rationale behind the Community Development Worker role is to have someone in situ who can work with new residents as the development progresses. When a specified number of dwellings are occupied should act as a trigger to appoint a Community Development Worker so the work of engaging with the new and emerging community can begin. The focus of the work is around setting up community structures such as a resident association as part of supporting community interaction and</p>	

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			running costs is proposed for 10 years for the community champion/development worker, but 5 years for centre running costs. The experience of the Kenilworth Centre shows the dangers of a cliff-edge drop in funding. The new facility would need to be managed from Day 1 with a very clear strategic plan as to how long-term financial sustainability will be achieved	engagement. In addition, engaging and involving communities at an early stage makes it more likely that the physical design and layout of any centre facilities will create a sense of ownership and that any service offer is tailored to the needs of the community. Therefore, in order to deliver on this work, it important that at least 10 years funding is available to support a Community Development Worker to help support the development of the new community. The 5 years funding for running costs is to help with the sustainability of the centre and support the development of a business plan that will look at how the centre can be sustained beyond the initial 5 years funding	
71303	Mrs J Sherwood		<p>a) I am probably the most affected by this development, particularly the location of the proposed new roundabout, which is directly in front of the access to my property. The plan indicates that the roundabout would encroach onto the existing grass verge, bringing the road even closer to my home. This would mean that on driving from my property, any vehicle would be all, or in part, blocking the footpath, until it is able to proceed onto the road</p> <p>b) The roundabout would result in a significant increase in traffic noise, congestion, pollution, safety issues and lights</p>	a) Designs will be subject to further assessment, Road Safety Audits and consultation. There are physical constraints, road safety and ecological constraints to consider if moving the location of the junction. The protection of residential amenity and access arrangements for existing residents are important considerations and will be fully considered in the detailed design	Additional text to be added to the Development Brief emphasising the need to consider residential amenity and access to existing residential

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			<p>shining directly into the front of my property and also neighbouring properties. Quality of life would be severely affected</p> <p>c) The original concept of a 'spine road' roughly parallel with the A46, linking Crewe Lane with Leamington Rd, allowing traffic to remain within the development is surely the logical solution. This would support the new development and not impact on existing properties.</p> <p>d) Should the plan be implemented, there would be severed inconvenience as a result of road works and traffic controls, necessary to carry out the work</p> <p>e) Alternatively, serious consideration should be given to relocating the roundabout into the Green Park area, proposed on the other side of the existing Glasshouse Lane, in order to reduce the impact on existing properties</p>	<p>of this junction. The feasibility of siting the roundabout slightly further into the site should be considered at the detailed design stage</p> <p>b) See response to a)</p> <p>c) As set out in the Brief, there are various constraints in providing a spine road running entirely through the development. This is the only spine road route that has been put forward by WDC</p> <p>d) There will be appropriate Construction Traffic Management Plans required as part of any detailed planning application</p> <p>e) See response to point a)</p>	properties in the final design of the two proposed roundabouts
71256	Dr D Darby		<p>a) I envisage that exiting from Heyville Croft onto Glasshouse Lane will become more hazardous as will need to cross the flow of traffic to go right. When a school is built I foresee that a lot of the side roads off Glasshouse Lane will become parking lots, which already happens when the rugby club is in use. Parked cars decrease visibility and the pavements become blocked. I would hope that double yellow lines are instated on these side roads to reduce the hazards</p> <p>b) Using a single spine road with increased housing and population, increased schooling and business facilities will cause an inevitable bottleneck. Examples of the inevitable chaos is already present in Myton Road, Warwick and</p>	<p>a) Designs will be subject to further detailed design, Road Safety Audits and consultation. In the detailed planning application for the new school consideration will be given to matters such as this and any mitigation deemed necessary will be delivered</p> <p>b) The modelling to date has not identified these issues. Further assessments will be required to support planning applications</p>	No amendments proposed

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			Heathcote and Warwick Gates developments in Warwick/Leamington		
71379; 71380	Mr D and Mrs C Owen		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71285	Mr A Rogers		<p>a) Understand more homes are required in the UK. However, don't think the major developments and number of houses planned for Kenilworth are appropriate given the facilities, schools and already busy roads. There are numerous developments planned for Kenilworth over the next few years, and they are being looked at in isolation, rather than holistically. Consequently, the full effects of the developments are not being considered together. All of the schools and medical centres in the town are full. During rush hour, all routes in and out of the town are heavily congested. Adding hundreds of new homes will result in many hundreds more cars, journeys, children (requiring schools) and people (requiring medical facilities)</p> <p>b) Object to the roundabout and entrance to the new estate at the junction of Stansfield Grove and Glasshouse Lane. This will adversely affect the lives of everyone in the small cul-de-sac of Stansfield Grove with air and noise pollution, as well as parking issues, cars turning in people's drives when they make a wrong turn, noise from lorry and bus brakes, as they slow for the roundabout etc. Why does the roundabout/entrance have to be right outside</p>	<p>a) The examination of the Local Plan considered the location and amount of new housing sites in the District. This site was deemed to appropriate for development. The Local Plan evidence base included a series of Strategic Transport Assessments which considered the impact on the highway network, please refer to WDC website for details</p> <p>b) The route of the spine road will involve utilising part of Glasshouse Lane as the central part of the road. This route is a result of weighing up various constraints. The roundabouts must provide access into the residential elements of the proposed development. A junction at the end of Leyes Lane would not provide access into the residential development as Glasshouse Lane at this point abuts the land allocated in the Local Plan for</p>	No amendments proposed

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			people's homes? Why not place this junction further up Glasshouse Lane towards the Leyes Lane T junction where the houses are set back from the main road? There could be a simple T junction (rather than a roundabout) which would be screened by the large, mature trees which are already present and will therefore not spoil anyone's view, or cause as much noise/air pollution	education use	
71311	Ms L Wood		<p>a) Whilst I accept that the additional housing and schools are inevitable I am distressed that the main spine road is not a spine road at all, but joins onto Glasshouse Lane as the primary route, before meandering back into the new development again. Feel let down by your Council as at meetings I have attended in the past the traffic issues were addressed by this new road and Glasshouse Lane/Birches Lane would be relatively unaffected. As the spine road was not as was first discussed and with the obvious huge increase in road congestion, air and noise pollution, quality of life is diminished</p> <p>b) Intrigued as to the mix of housing. By your own admission the highest rate of projected population growth in the future is aged 65+ and yet there is only a vague suggestion of bungalows to be constructed</p>	<p>a) As set out in the Brief, there are various constraints in providing a spine road running entirely through the development. This is the only spine road route that has been put forward by WDC. Air quality and noise assessments will be required at the detailed planning application stage and will need to demonstrate acceptable impacts. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic</p> <p>b) There is no such 'admission' in the Development Brief. An appropriate mix of dwellings has been proposed</p>	No amendments proposed
71387; 71388	Mr R Williams		<p>a) There is currently congestion around St John's Gyratory and roads leading to it every morning. The tail back regularly reaches Mosely Road junction making it extremely difficult to join Birches Lane from any of the side roads such as Thickthorn Close and Jordan Close. In view of the current congestion, would like to know if any</p>	<p>a) Modelling has been undertaken using Paramics Microsimulation tools, WCC has significant experience in this field and have been assisted by Vectos Microsim who are leading specialist in microsimulation modelling. Details of</p>	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>computer simulation has been undertaken of the traffic flows and the impact of the extra traffic. Would like to see this and even with the main spine road the whole area will become gridlocked during peak times</p> <p>b) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)</p>	<p>the series of modelling assessments which were undertaken can be found on WDC website under Local Plans, Strategic Transport Assessment.  <a href="https://www.warwickdc.gov.uk/info/2/0410/new_local_plan/1197/local_plan_evidence_base">https://www.warwickdc.gov.uk/info/2/0410/new_local_plan/1197/local_plan_evidence_base</a> . WCC have adopted the same approach across all districts and boroughs in Warwickshire and have assisted a number of Local Authorities in achieving a sound Local Plan</p> <p>b) See response to Mr E Kirwan (rep refs: 71339 and 71340)</p>	
71345; 71346; 71347; 71348; 71349	Ms J Burnell	Kenilworth All Together Greener (KATG)	<p>a) This is an opportunity for ensuring that Kenilworth becomes a genuinely sustainable town. This requires integration of the new with the old in a manner that will be fit for the 21st century. The document highlights the need for integration but then fails to demonstrate how this will be delivered in a sustainable manner</p> <p>b) The phrase 'high quality' is used through the document but not defined. If the development is genuinely to be sustainable then clear criteria such as build quality must be set down</p> <p>c) We note there appears to have been detailed consultation with some stakeholders but this is the first time residents of Kenilworth have been involved. We look forward to working with WDC to develop a document that will meet the aspirations of new residents and the needs of the</p>	<p>a) The Brief sets out a number of ways that the new development will integrate with the existing town, and includes a variety of sustainability measures, including providing good cycling and walking routes within the site and linkages to nearby destinations</p> <p>b) The authority is producing a Development Design Framework SPD that will articulate the thresholds and assessment criteria, based on the Building for Life 12 principles. This will be referred to in the appropriate sections of the Development Brief</p>	<p>Add reference(s) to the proposed Development Design Framework SPD, which will provide further to ensure high quality development</p> <p>Update the policy section on the Kenilworth Neighbourhood</p>

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			<p>existing town</p> <p>d) Almost identical issue to point e) of Mr I Moss's representation (ref: 71343)</p> <p>e) Almost identical issue to point f) of Mr I Moss's representation (ref: 71343)</p> <p>f) Almost identical issue to point g) of Mr I Moss's representation (ref: 71343)</p> <p>g) Almost identical issue to point h) of Mr I Moss's representation (ref: 71343)</p> <p>h) P13 - Question the extent of stakeholder engagement. More organisations could have been involved, nor is there any mention of other communities where successful sustainable urban communities have been developed, e.g North Bicester</p> <p>i) Delighted to read that the 2018 version of the NPPF is referenced. Following the consultation on updating the NPPF, the government's summary response has clarified that councils can once again set energy efficiency standards for new homes which go above and beyond the building regulations (Part L). This enables the effective implementation of Policy KP15 which seeks to encourage applicants to adopt higher environmental standards of building design and energy performance such as Passivhaus or equivalent. This ambition and reference to KP15 should be evident within Chapter 3</p> <p>j) Pleased to see the bullets on p44 relating to the site analysis, constraints and opportunities</p> <p>k) Question how minimising the impact on green/blue infrastructure and on wildlife sites, and retaining habitats</p>	<p>c) In order to produce a detailed Development Brief there is necessarily a large amount of work that needs to be done prior to consultation. However, there has been significant work done to ensure that as many residents as possible have been made aware of the Development Brief and its consultation</p> <p>d) See response to Mr I Moss (rep ref: 71343)</p> <p>e) See response to Mr I Moss (rep ref: 71343)</p> <p>f) See response to Mr I Moss (rep ref: 71343)</p> <p>g) See response to Mr I Moss (rep ref: 71343)</p> <p>h) WDC undertook comprehensive engagement, significantly in excess of that required by statute. Presentations were made to the Town Council and Kenilworth Development Forum (and a workshop was held with the latter), neighbour notices were hand delivered to all adjoining properties, site notices were put up near to the site and in the town centre, email and paper notifications were sent to all statutory consultees and all those with a</p>	<p>Plan now that it has been 'made'. Add KNP policies in the blue boxes setting out each objective</p> <p>High quality designed and energy efficient schools will be encouraged and the section on 'Education Facilities' and Development Principle 4B will be updated to emphasise this</p> <p>References in the Brief to the draft Air Quality SPD will be updated to reflect its recent adoption. All references to draft SPDs will be checked to</p>



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			<p>where possible, complies with KNP policy KP4(l) which calls for an environmental strategy to establish how the development will deliver a net biodiversity gain. A requirement for the development of such a strategy is missing</p> <p>l) Note there are no recommendations as to how close to the A46 houses and gardens should be. With respect to noise and its attenuation the Passivhaus approach to construction ensures a better quality of life for house occupants thanks to its high levels of insulation and low air/noise permeability</p> <p>m) Ch 6 – We do not feel that this vision fits with the vision for Kenilworth as set out in the Kenilworth Neighbourhood Plan</p> <p>n) Mention is made for affordable housing but there is no reference to social housing or custom and self-build housing in the vision</p> <p>o) KNP Policy KP4(e) states that there should be provision of open market homes as self-serviced plots for self-build and custom build not exceeding 5% of the total number of dwellings. There is the proviso in this policy that this build is commensurate with the demand evidenced on the local authority self-build register of interest. However, if this is not advertised as part of the vision and objectives how are people to know of this opportunity?</p> <p>p) The Vision refers to “high quality sustainably designed buildings” however, there is no definition of what this means. KNP policy KP15 seeks to encourage applicants to adopt higher environmental standards of building design</p>	<p>registered interest on our system (numbering over 4000 individuals), public exhibition and drop-in sessions were run in Kenilworth library and the consultation was promoted on the Council’s website (and Kenilworth Town Council’s), via social media pages and via traditional press</p> <p>i) Whilst energy efficient would be welcome, in order to set standards beyond those contained within Building Regulations, evidence must be presented and policies set as part of a Local Plan (as per the Planning and Energy Act 2008) and It is not therefore possible to set them as part of a SPD. Policy KP15 encourages these higher targets but cannot set them as requirements</p> <p>j) Noted, thank you</p> <p>k) The wording in the Development Brief will be amended to provide specific reference to Kenilworth Neighbourhood Plan Policy KP4 part l) and set out a clear requirement for each application (at which point the impact of schemes will be known) to be accompanied with an environmental strategy to establish</p>	<p>ensure they accurately reflect the latest position</p> <p>Masterplan to be amended to show a greater landscape buffer to the eastern side of the central parcel of land</p> <p>Amend wording in Objective 5 and Development Principle 5A (or create a new Development Principle) to require each application to include an environmental strategy to establish how the development will deliver a net</p>

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			<p>and energy performance such as Passivhaus or equivalent. It goes on to say that the public sector has an important role to play in demonstrating the practicalities and the long-term benefits of adopting high environmental building standards. To comply with this policy, it will be necessary for applicants to go beyond the current 2013 building regulations. Such a requirement is absent from the vision and objectives</p> <p>q) Question how the vision statement relating to the removal of existing mature landscaping and woodland can enhance the development? KNP policy KP4(l) calls for an environmental strategy to establish how the development will deliver a net biodiversity gain. Any requirement for the development of such a strategy is absent from the document</p> <p>r) There is nothing in the vision and objectives about how to counteract the noise and air pollution from the A46</p> <p>s) Ch 7 Development Principles – The opening statement that the development principles are based on the vision and objectives of Chapter 6 does not inspire confidence</p> <p>t) Have examples of other such developments been studied – both ones that have worked and ones that have not? Have any discussions taken place with leading communities both in the UK and Europe as to how they have managed to develop more sustainable communities? E.g. Malmo, Freiberg and North Bicester?</p> <p>u) Pleased to see that self-build and custom-build housing feature. The principles laid down in Objective 1B are broadly appropriate, however there is no specific mention</p>	<p>how the development will deliver a net biodiversity gain and manage the sustainable drainage of the land. Each strategy will be required to complement any other approved environmental strategies submitted as part of applications within land East of Kenilworth</p> <p>l) The Brief identifies noise and air quality associated with the A46 as being issues which require consideration and mitigation. The mitigation will almost certainly involve, inter alia, setting development back from the A46. Also see response to i)</p> <p>m) The Development Brief and the Neighbourhood Plan were drafted cognisant of one another and WDC liaised with the Town Council (as qualifying body for the Neighbourhood Plan) prior to publication of the Brief, and we do not believe there is conflict between the two</p> <p>n) The definition of affordable housing is held within the NPPF and includes social housing. Custom and self-build is not a type of affordable housing</p> <p>o) The method of promotion of self-build plots is contained within the Custom &amp;</p>	<p>biodiversity gain and manage the sustainable drainage of the land</p> <p>Wording will be added in the Brief to refer to the incorporation of green roofs as potential measures to assist with the attenuation of rain water and encourage biodiversity</p> <p>A note will be added at the start of the on and off-site highway infrastructure section to highlight that notwithstanding details on</p>

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			<p>of the potential for small bespoke developers who in general build higher quality housing with performance in use standards. Therefore, advocate that WDC advertise the fact that sites for this type of development will be available for both individuals and for small bespoke developers/builders</p> <p>v) Employment Land – Can a definition of high quality design be provided/ We advocate that building to the out-dated 2013 building regulations is most certainly not high quality, consequently WDC needs to make its ambition clear to developers</p> <p>w) Objective 3 – This highlights a major shortcoming of the document. Although it seeks to promote walking and cycling the actual policies and implementation is focused on detailed improvements to the road network with very little on the practical requirements to make a success of encouraging people to walk and cycle</p> <p>x) Almost identical points to points b), i), j), k), l), m), n), p), r), s) of Mr I Moss's (ref: 71343) representation</p> <p>y) The section on junction improvements proposed illustrates that this is a traditional and out-dated approach to traffic management which completely fails to respond to policy requirements and the need for sustainable development. Over and over again cycling provision has been forgotten</p> <p>z) Crewe Lane/Glasshouse Lane/Hidcote Rd (p76) – it is not clear how the layout improves pedestrian and cycle provision as the no entry sign means that cyclists will have to find a long way round to reach their destinations. This</p>	<p>Self-Build SPD currently under public consultation</p> <p>p) See answer to i)</p> <p>q) The Brief must include some flexibility and the vision only supports the removal of existing landscaping and woodland “where their removal demonstrably enhances the development” – i.e. there are greater benefits that can be achieved in the aim of delivering high quality development if they are removed. See response to k)</p> <p>r) There are many specific constraints that require consideration and mitigation. The vision should be succinct and cannot refer to all matters considered in the Brief. The second paragraph of the vision is considered to appropriately cover matters relating to noise and air quality</p> <p>s) Noted, although we would dispute this</p> <p>t) The Brief is the result of extensive research. However, this has rightly been focussed on ensuring that what is proposed is the best and most appropriate for the needs of the District and town</p> <p>u) It would not be appropriate for the</p>	<p>indicative drawings, cycling and pedestrian provision will be given full consideration in the design of each highway scheme</p>

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			<p>indicative layout conflicts with Fig 56 on p143 which shows Crewe Lane as a cycle route. How the proposal improves visibility at the junction is not explained as it is the vertical alignment of Glasshouse Lane that is the critical issue. This problem could be resolved by making Hidcote Rd to Crewe Lane the priority route</p> <p>aa) Dalehouse Lane/Knowle Hill - What is meant by the statement at the bottom of page 87 that it will improve 'pedestrian and cycle connectivity'. This junction is identified as a link between the development site and cycle route 52 yet proposals to improve the link for cyclists are missing</p> <p>bb) Leyes Lane realignment – Schools across the country are looking for ways to keep traffic away from their sites because of concerns about air pollution and road safety as well as the need to promote exercise for general health. Yet it appears this scheme is designed to do the exact opposite and maximise the traffic flow to the new school, Given the proximity of the new school where getting school children into the cycling habit is vital, this layout needs to be reconsidered with the aim of optimising the arrangement to make it attractive and safe for cyclists. The importance of taking a comprehensive approach to walking and cycling to school cannot be overstated</p> <p>cc) Welcome the 20mph speed limit which is in accordance with policy KP4(g) of the KNP. However, there is no justification to have a 30mph speed limit on the spine road as all of it goes through the residential area. Merely placing a 20mph speed limit through the local centre will</p>	<p>Brief to favour one size of housing developer over another – the key is that they conform with guidance within the Brief and the emerging Custom and Self-Build SPD</p> <p>v) As per previous comments regarding the national Building Regulations, it is not possible for this document to require standards beyond those that are nationally set via Building Regulations</p> <p>w) There are significant and substantive improvements and suggestions to the cycle network suggested as well as significant on-site provision. These of course need to be balanced with the need to ensure that the road network is best placed to take the additional vehicular movements that will accompany the new development</p> <p>x) See response to relevant points in Mr I Moss's representation (rep ref: 71343)</p> <p>y) Disagree. The improvements identified for cycling represent a very significant investment in cycling infrastructure, £3.7m, improvements at junctions and a network of planned routes through the proposed development sites will achieve a step change in cycle</p>	

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			<p>encourage braking followed by acceleration over short distances. As Glasshouse Lane will become a road within a residential area it should also have a 20mph speed limit</p> <p>dd) Fig 56 on p144 purports to show pedestrian and cycle connectivity. However, this just shows the existing situation: no improvements or enhancements are indicated</p> <p>ee) Objectives 4 and 5– We note that the appropriate KNP policies are missing from the blue highlighted box</p> <p>ff) Principle 4A – Pleased to note the significant detail provided for the configuration of the community centre (p99). Can similar detail be provided for what a sustainable urban extension might look like...and what high quality design might look like in relation to the new houses?</p> <p>gg) Design Principle 4: Education - There is a lack of ambition for the design quality of the new schools. With the schools being at the heart of the new sustainable urban extension it is up to the public sector to set the brief for exemplar buildings. We would advocate that the buildings be designed to certified Passivhaus standards as this will set the agenda for future generations of children and also provide a message for the various developers looking to build 'high quality' housing</p> <p>hh) With the location of the proposed new primary school being set for the central parcel of land, we are concerned that due consideration has not been given to the potential problems of air quality issues from the A46</p> <p>ii) Pleased to read that a standard of green space has been</p>	<p>provision for Kenilworth</p> <p>z) Whilst the drawing may not clearly identify cycle provision at the junction, cycling infrastructure will be included in the design for the junction scheme, to contribute towards the delivery of the identified cycle links from the site. A note will be added at the start of the on and off-site highway infrastructure section to highlight that notwithstanding details on indicative drawings, cycling and pedestrian provision will be given due consideration in the design of each highway scheme</p> <p>aa) See response to z)</p> <p>bb) The network has been planned in a way which can accommodate cyclists and pedestrians safely. Simplifying the network (removing staggered junctions), providing signalised junctions with cross facilities and slowing the speed of traffic down in this vicinity are all features designed to help facilitate more use of cycles. The signalisation at this location is not required for capacity reasons, it has been identified to manage the traffic flows and primarily to ensure safe</p>	

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			<p>identified as a primary concern by the Parks and Open Spaces Audit, but would welcome guidance on what a 'high quality' environment looks like, with examples on what has been achieved elsewhere, including mainland Europe. Would question whether the WDC 'Open Space SPD' is fit for purpose 10 years on?</p> <p>jj) Due consideration must be given to the potential public health issues arising from air pollution and noise from the A46 when planning the development of public open spaces and allotments</p> <p>kk) Ecology and Biodiversity – We note that there are three designated Local Wildlife Sites within the site. To ensure that these are considered properly a full biodiversity assessment should have been conducted to inform the Development Brief</p> <p>ll) Principle 5A – What will 'high quality' look like? We note that applications shall be accompanied with a Biodiversity Impact Plan and this shall set out measures to ensure that there is no overall loss of biodiversity. This negatively expressed statement is at odds with KP4(l) which calls for an environmental strategy to establish how the development of land will deliver a net biodiversity gain</p> <p>mm) Principle 5A – There is no mention of mitigation measures required to protect the health of people while within the green infrastructure areas subject to noise and air pollution from the A46</p> <p>nn) Principle 5C – We welcome this principle although are concerned about the comment that consideration will be given to the financial viability of a solution. We advocate</p>	<p>movements for pedestrians and cyclists</p> <p>cc) The justification is that the route would not be attractive at 20mph and would not work as a Spine Road, this would place undue pressure on other areas of the network</p> <p>dd) See response to point w) of Mr I Moss's representation (rep ref:71343)</p> <p>ee) See response to point e) of Mr I Moss's representation (rep ref: 71343)</p> <p>ff) The purpose of the Development Brief is to provide the detail of what the development sites will comprise of, including such things as indicative densities, street hierarchy and placemaking principles. The forthcoming Developer Design Framework SPD – based upon the national best-practice guidance Building for Life 12 – will provide further detailed guidance on achieving high quality design</p> <p>gg) As with the residential development, it is not possible for the Brief to require a standard in excess of those set out in the national Building Regulations. High quality designed and energy efficient schools will be encouraged and the section on 'Education Facilities' and</p>	

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			<p>that people's health and wellbeing should come before financial considerations</p> <p>oo) Principle 5D – Welcome this principle although are concerned that all detailed air quality assessments should be up to the best international standards. Most AQ assessments fail to measure particulate matter (PMs) and this should be deemed unacceptable as there is no lower 'healthy' threshold for finest particles (PM2.5s) that enter the bloodstream</p> <p>pp) It is also a concern that existing AQ assessments on the site (Catesby) rely on modelled data and not monitored data, especially when the sole attempt to validate the modelled AQ shows a significant underestimation of pollution levels. I would argue that the text is amended to include the need for specific monitoring programmes for nitrous oxides, PM10s and PM2.5s at key locations (e.g. roadside, roundabouts) but especially along transects at right angles to the A46 to assess the distance that the pollution plume extends over the site. The monitoring programmes should run for at least 12 months prior to planning permission consent to enable an assessment of annual cumulative pollution loadings within households</p> <p>qq) Given medical evidence that poor air quality in the UK contributes to the early deaths of up to 40,000 people each year and particularly in view of the emerging risks to children, it is important to pay particular attention to pollution levels around the proposed schools. We argue that continuous AQ monitoring should be installed inside all new schools for their lifetime</p>	<p>Development Principle 4B will be updated to emphasise this</p> <p>hh) The site of the primary school is to be moved. However, there is no evidence to suggest that the proposed site was unsuitable on air quality grounds and officers discussed the matter of air quality in relation to the new school with the Council's Environmental Protection team prior to publishing the draft SPD</p> <p>ii) There is a new Public Open Space SPD currently out for public consultation which details the requirements for various typologies of Public Open Space</p> <p>jj) Noted, these will be considerations for detailed planning applications</p> <p>kk) The Development Brief has been sensitive to these sites in its production. Full assessments will be expected as part of detailed planning applications</p> <p>ll) See response to k)</p> <p>mm) Whilst there is no specific mention of greenspaces, Development Principle 5C does require development to provide acceptable standards of amenity for future users and this</p>	

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			<p>rr) Request that estimates for pollution produced by new residents through house heating and vehicle movements should be fully quantified and explained. Current AQ assessments of the projected pollution generation (Catseby) are insufficiently transparent to afford proper interrogation of the assumptions, methods and data used (e.g. how vehicle movements, including start up each morning and pollution levels are calculated).</p> <p>ss) Development Principle 5F – There is no mention of the use of green roofs. Yet these can assist with the attenuation of rain water and encourage biodiversity</p> <p>tt) Objective 7 – We question whether the guidance contained within the WDC Garden Towns Villages and Suburbs document (May 2012) is fit for purpose. We query this having viewed the extensive new housing developments to the south of Warwick &amp; Leamington all of which we consider to be of ‘poor design’</p> <p>uu) We question why it is thought that the local vernacular is appropriate for a 21<sup>st</sup> century sustainable community. Especially since bricks are not a sustainable building material. One of the drivers of the Government’s Clean Growth Strategy is the promotion of off-site construction which uses sustainable materials, e.g. timber. This alternative approach is quite capable of delivering a consistent high quality, sustainability and good design as well as the distinctive character cited in Table 4 item 5 (p121)</p> <p>vv) Welcome the requirement that the design should include ‘Use of sustainable construction materials and</p>	<p>would include areas of public open space. Noise and air quality impacts will be assessed as part of planning applications where the relevant objective levels are likely to be exceeded. In this case we will would expect the air quality assessment to include designated public open spaces near to the A46 in order to demonstrate that the hourly air quality objectives would not be exceeded</p> <p>nn) Noted. People’s health and well-being is a key consideration and development is unlikely to be unacceptable if it is likely to result in significant harm to health. However, financial viability is also an important consideration that must be considered through the planning process</p> <p>oo) The minimum requirements will be in line with the Council’s recently adopted Air Quality SPD. Impacts of new development on particulate matter levels are routinely assessed by WDC Environmental Health through requests for air quality assessments</p> <p>pp) The recently adopted Air Quality SPD, developed in conjunction with the Council’s Environmental Health team,</p>	



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			<p>construction of energy efficient buildings, utilising zero-carbo or renewable energy technology where applicable'. However, since a study into new domestic and non-domestic buildings built to 2013 Part L Building Regulations carried out under the Technology Strategy Board/Innovate UK's Building Performance programme (Jan 2016) revealed a typical energy use performance gap of between 2.5 and 4 times, we would recommend that WDC clearly quantifies its ambition for energy efficiency and includes this in the Brief</p> <p>ww) Principle 7D – We question why consideration has not been given to replicating existing developments where the car is secondary to the street scale allowing residents and children to have access to safe public space, e.g. exemplar developments in Malmo, Freiberg, the Netherlands and Kevin McCloud's first development in Swindon</p> <p>xx) Principle 8 – When upgrading of the WPD primary substation is planned, we consider it essential that consideration is given to the need for additional electricity capacity for the increased take up of Electric Vehicle charging points, air source and ground source heating and the move in general from gas to electricity as a source of power. What consideration is being given to incorporating infrastructure supporting local distributed generation and storage to mitigate centralised supply inadequacies?</p> <p>yy) Ch 8 – Whilst we welcome the Masterplan Design Principles, we would recommend that specific examples of exemplar developments are included as being</p>	<p>sets out the requirements, mitigations and damage costs for air quality impacts. The SPD encourages monitoring to be undertaken at locations with complex road layouts and/or topography but this is not always feasible and therefore modelling can be used. This Development Brief cannot set requirements such as those suggested as they are beyond the requirements of the Local Plan</p> <p>qq) The installation of monitoring stations inside all schools, for the lifetime of the school, is not something that is feasible or viable at the current time. However, we would expect nearby schools to be included as a receptor in the air quality assessments submitted as part of planning applications</p> <p>rr) As per the recently adopted Air Quality SPD, dependant on the nature of the development, reports will need to accompany the planning application that will be reviewed by our Environmental Health team. Where impacts are identified they will need to be mitigated, preferably on site. These mitigations will vary dependent on the</p>	

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			<p>‘indicative’. We note for example in the Land Use and Housing Density concept plans that residential areas are shown right up to the edge of the A46. We hope this is not indicative</p> <p>zz) Ch9 – Indicative Masterplan and Scale Parameters Plan – The developments seem to revolve round the car. This is not appropriate for the 21<sup>st</sup> century when the street should revolve around walkers and cyclists. The housing in the streetscapes look mid war – 1920s and 30s some Victorian. Is this the streetscape that WDC should be putting forward to potential developers? We ask if consideration can be given to modern exemplar developments such as Malmo, Freiberg, the Netherlands and North Bicester</p> <p>aaa) We understand that this is a high level indicative masterplan, however we are of the opinion that it totally lacks ambition and as such gives potential developers the impression that this is anything but a genuinely sustainable urban extension. We believe this will attract poor design rather than high quality design</p> <p>bbb) Welcome the statement that WDC will take a proactive role in monitoring the delivery of dwellings and recommend that this be extended to cover the energy efficiency of new buildings</p>	<p>site and issue and therefore the Brief does not specify the precise nature of the mitigation that is required</p> <p>ss) There can be no requirement in the Development Brief for green roofs as this is not a requirement in Local Plan/Kenilworth Neighbourhood Plan policy. However, Policy CC1 ‘Planning for Climate Change Adaptation’ of the Local Plan does refer to the potential use of green roofs. Wording will be added in the Brief to refer to the incorporation of green roofs as a potential measure to assist with the attenuation of rain water and encourage biodiversity</p> <p>tt) As part of the development of the forthcoming Developer Design Framework SPD significant assessments will be made of existing developments. As far as we are aware this will be the first time that a robust, consistent methodology will have been used to appraise new development design in the South of Leamington and Warwick. It would, therefore, be premature to claim that the previous SPD did not deliver good quality design. However, if improvements</p>	

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				<p>could be made then this process will identify and redress this through the new, district-wide SPD</p> <p>uu) We feel that it is important that the new development is integrated into and feels a part of the town, and an element of that is understanding and utilising local vernacular where appropriate</p> <p>vv) The energy efficiency standards are those contained within the Building Regulations and so do not require repeating within the Development Brief</p> <p>ww) In producing the Development Brief, a wide range of potential scenarios and urban design principles were assessed. The indicative masterplan is the culmination of this work and represented the most appropriate development that will provide the housing, employment and education that is needed and that will integrate with the rest of the town. The residents of the proposed developments will have safe access to shared space, notably the central park</p> <p>xx) Noted. This will be shared with Western Power though is beyond the</p>	

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				<p>scope of the Development Brief</p> <p>yy) Diagrams such as those mentioned are used to understand the Development Brief area in spatial relationship terms. Any applications that come forward will need to respond to this as well as meet the various technical requirements such as noise and air quality issues. However, it is acknowledged that development is unlikely to be located as close to the A46 as currently shown on the central parcel of land (the Wardens and KRC sites) and therefore the masterplan will be amended accordingly</p> <p>zz) See response to vw). Also, Kenilworth is a commuter town, even with the planned improvements in rail services and cycle networks there will still be a strong reliance on the car for accessing employment and other services</p> <p>aaa) We respectfully disagree, and are confident that the masterplan will deliver a development that integrates well with the town, and provides housing, education and employment opportunities for its residents</p> <p>bbb) Warwick District Council's Building Control will take appropriate</p>	

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				measurements where they are responsible for signing off developments. However, developers may use private, Approved Inspectors should they wish over which the Council has no control. It is therefore not possible to impose the additional monitoring suggested	
71441	Ms T J Langmead		<p>a) Filled with despair regarding the proposed vehicle access point off Thickthorn Close when the new properties are built. It will spoil the very nature of the neighbourhood, which is mainly made up of elderly residents.</p> <p>b) The nursing home at the end of the road requires constant access for ambulances, fire engines and staff. If the road is clogged up with extra vehicles from residents or construction vehicles this could lead to a serious incident where ambulances or fire engines are delayed</p> <p>c) The road is already narrow and in poor repair and extra vehicles will only exacerbate the condition of the road. If vehicles are parked on the road, then construction vehicles will not get past. Under no circumstances should the flower borders be removed in order to widen the road as they have been present since the houses were built and are an integral part of the neighbourhood</p> <p>d) The extra traffic caused by the possibility of at least a hundred extra vehicles down a normally quiet road would not only be detrimental to the quality of life of the current residents, but would also have a massive knock on effect to the traffic which already clogs up Birches Lane and</p>	<p>a) WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road. Changes to the highway will be subject to Road Safety Audit</p> <p>b) Noted. However, it is considered that a small number of additional dwellings potentially being served off Thickthorn Close is unlikely to cause any significant congestion. Developments will be required to have construction management plans to identify and mitigate construction impacts</p> <p>c) There is no suggestion of widening the road in the Development Brief. WCC are responsible for road conditions across the County and will intervene where necessary</p> <p>d) See response to a). It is highly unlikely that all vehicles associated with new</p>	No amendments proposed

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			<p>Glasshouse Lane and also have a negative impact on the volume of traffic at St Johns gyratory which cannot cope with current volumes of traffic.</p> <p>e) Although I appreciate the need for extra housing in Kenilworth and the Council's obligations to provide this, it must be done in a manner that does not impact negatively both on current Kenilworth residents and road users</p> <p>f) It would be prudent that the new housing is accessed by a spine road off the A46 thereby alleviating any potential distress to residents, the nursing home and road users in this area</p>	<p>development would travel along the road at the same time and a small number of additional dwellings is unlikely to significantly adversely impact upon the living conditions of existing residents</p> <p>e) Noted, we agree development should proceed in a manner that does not result in significant harm to existing residents or result in adverse highway impacts</p> <p>f) The majority of new housing will be accessed off a new spine road</p>	
71423	Mr C Leggitt	Kenilworth Golf Club	<p>a) Whilst we take some comfort from the statement in Chapter 5, page 54, that "the impact on KGC must be considered with regard to the development of Crewe Lane" this is not followed through in Chapter 7 which contains proposals which would have significant adverse effects on KGC</p> <p>b) Object to the proposed changes to the access to Crewe Lane from Glasshouse Lane as described in Development Principles 3E b) and c) and shown on figure 28. The proposals would severely affect golf club staff, members and visitors who work or play at the club or attend social functions who wish to leave the club and head towards Kenilworth. Their choices would be to drive through the proposed development or to take a very long detour which would exacerbate traffic problems elsewhere. Either route would be completely unacceptable. The</p>	<p>a) Noted. However, we disagree there would be significant adverse impact on KGC</p> <p>b) C and d) This is a design principle/concept which will have to be worked into more detail. The intention being that traffic will be "access only" and not be able to make through movements. This may be achieved through further restrictions. All schemes will be subject to through reviews, modelling and road safety audits. The document is a Development Brief and does not go into full details of the arrangements as they will have to be worked up fully</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>proposals would also affect Reservoir House, the golf club greenkeepers sheds and the adjoining residential property 'Dingle', all of which are accessed from Crewe Lane between the golf club entrance and Glasshouse Lane. Furthermore, figure 28 shows a junction layout that prevents, or at least makes it very difficult to turn right from Glasshouse Lane in to Crewe Lane. The proposals would effectively isolate the KGC from Kenilworth and have a disastrous impact on the club which is one of the major outdoor sports amenities in the area. Journeys would increase in terms of time and distance travelled with a major impact on traffic congestion and the environment. We urge the Council to delete this proposal</p> <p>c) The draft Plan recommends that Crewe Lane between the spine road and the golf club is retained as an informal access road. We have concerns as to what this will mean for the club and how it will be achieved. However, in the light of our very strong objections to Development Principle 3E, we would expect this policy to change</p> <p>d) Strongly object to the proposals to change the priority route on Crewe Lane at the development access as shown on figure 27. We consider this layout to be fatally flawed as it is inherently dangerous to access the development via a sharp bend. We urge WDC and the Highway Authority to revert to a priority junction off Crewe Lane with the major route being Crewe Lane</p> <p>e) Figure 30 appears to show the proposed spine road joining Crewe Lane at the point of the existing access land to Crewe Gardens. This would be undesirable from our</p>	<p>through planning applications. The flows are expected to be low because of the planned restrictions and therefore options such as on carriageway cycling or vehicle passing place may be considered</p> <p>e.) Priority will reflect the heavier flow of traffic which will be on the Spine Road. Congestion and safety would result otherwise</p> <p>f.) There is no forward funding for the infrastructure and the developers are currently assessing at what level of housing that there is a requirement for the St.Johns improvements to come forward. This will have to be agreed with WCC as highway authority and will be in adherence with the National Planning Policy Framework</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>perspective and we would wish to discuss with the highway authority a more suitable access point</p> <p>f) We note the WCC signalisation scheme for the St. John's Gyratory which is proposed to mitigate the impact of development traffic but there must be a s106 obligation requiring the improvement scheme to be in place prior to first occupation of any development. The Highway Authority has a track record of delivering improvement schemes well behind programme and they must commence design, procurement and construction well in advance to avoid this busy junction becoming a major problem</p>		
71266	Mr D Lloyd		<p>a) Figures 55 &amp; 57 show a secondary access for vehicles to part of the development from Thickthorn Close. This is their only access as there is no connection shown to the new spine road. I object to having vehicular access via Thickthorn Close and would instead fully support restricted access for sustainable active forms of travel such as walking and cycling into the town facilities and rail station. I recommend the development site in question should have access via the new spine road which will be designed for this purpose and weight/volume of traffic</p> <p>b) Agree with chapter 7 which refers to additional possible accesses including via Thickthorn Close and states "these potential accesses will be unlikely to be considered as main access points into the wider site and any development off these accesses would need to demonstrate its connectivity with the remainder of the site. It is likely that the number of dwellings accessed off</p>	<p>a) and b) We wish to avoid Thickthorn Close becoming a through route to the spine road and encouraging 'rat running' and this is why there is no connection. WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road. Detailed access arrangements will be a matter for consideration at the planning application stage. The Brief is seeking to identify Thickthorn Close as providing pedestrian and cycle links to the existing town and also potentially serving a small number of dwellings, which may help with development</p>	No amendments proposed



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			Thickthorn Close will be limited and through routes to the Spine Road are unlikely to be supported for vehicles (but will be required for walking and cycling)".	phasing, but it would not be desirable for there to be a vehicular link with the spine road	
71306	Mr J Hodge		<p>a) It is a pity that the spine road does not run through the complete site but I accept that the retention of the Woodside complex makes this impossible</p> <p>b) It does mean that the northern spine road will almost certainly disgorge the majority of its traffic into Glasshouse Lane at the proposed roundabout adjacent to Stansfield Grove. This will mean that an already busy Glasshouse Lane will become extremely busy in the direction of Birches Lane</p> <p>c) I am not clear where the entrance to the primary school adjacent to Woodside will be – assume it will be onto the spine road to the east of the site. An entrance to Glasshouse Lane would be calamitous. This will be an extremely busy road and the thought of parents waiting in their cars and primary age pupils being released onto this road is very worrying. I suspect there will be a 20mph speed limit and possibly double yellow lines on Glasshouse Lane. Even so the severe bend in the road about 50 yards from a possible entrance would render such an entrance very dangerous. I also suspect that if double yellow lines are put on the main part of Glasshouse Lane to prevent parental parking they will also be keen to do the same in the small cul-de-sac opposite which would create great problems for residents when it comes to parking for visitors etc</p>	<p>a) Noted. There are a number of constraints that would make the spine road running centrally through the site difficult, including the Woodside Hotel</p> <p>b) The proposals put forward are considered acceptable in highway terms and WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic. However, designs will be subject to further assessment, Road Safety Audits and consultation.</p> <p>c) The access to the school would have been on a road off Glasshouse Lane and not off the spine road itself. The location of the proposed primary school however is to be changed. See response c) to Kenilworth Rugby Club rep ref: 71357</p>	Changes to be made regarding primary education provision (see Kenilworth Rugby Club rep ref: 71357)
71329;	Mr R &		a) Concerned about Thickthorn Close being used as an	a) See response to Mr E Kirwan (rep refs:	See amendments

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71330	Mrs A Meeks		<p>access to this new development. The road is narrow and often has parked vehicles on it so it is totally unsuitable for construction traffic or a big increase in traffic due to being a rat run through to the A46. Concerned about safety of children. I do not mind pedestrian or bicycle access up the road but object to the character of the area being changed significantly</p> <p>b) With regard to the house types on the development I do not mind there being more 2 and 3 bedroom properties than bungalows, which I know is a complaint of others locally and would prefer high specification housing to small units</p>	<p>71339 and 71340)</p> <p>b) The housing mix will need to conform to the mix given in Development Brief, which gives sufficient scope to meet the needs of individual sites as well as providing the homes that the District needs</p>	to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71304	Mr J Atkinson		<p>a) Our family believe that the new spine road joining Glasshouse Lane near the Heyville Croft turning on Glasshouse Lane will cause a bottleneck for traffic particularly at school start and finish times and other peak period. Currently there are approximately 50 properties on Heyville Croft and Mountbatten Ave. The only route onto main roads for residents of this road is the Heyville Croft exit. If a traffic roundabout is built close to this junction it will present a very tricky and potentially hazardous right turn onto Glasshouse Lane and the associated delays for residents trying to leave these two roads. This will only be exacerbated by a significant increase in the volume of traffic from residents of new homes. The alternative left turn out of Heyville Croft will take residents towards the proposed location for the new primary school opposite Dencer Drive potentially contributing to additional bottlenecks in this area</p>	<p>a) The proposals put forward are considered acceptable in highway terms and WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic. However, designs will be subject to further assessment, Road Safety Audits and consultation</p> <p>b) The proposals put forward are considered acceptable in highway terms. There are various constraints in providing a spine road running entirely through the development. A continuous spine road is included in the plans and the route of the road is considered to be the most appropriate in order to deliver the development as</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>b) The spine road needs to be located through the new development. This needs to run in parallel to the A46 so that this route is in addition to the existing Glasshouse Lane. Failure to build a completely new and separate spine road for the development will have an adverse impact on all residents</p> <p>c) The changing demographics of Kenilworth will also contribute to an increase of road users in the area.</p> <p>d) The disruption caused by the recent temporary closure of Common Lane and the impact this has had on alternative local routes, particularly at peak time, should also be noted</p>	<p>a whole with as little negative impact as possible taking into account other material considerations. These have been fully considered in the Development Brief. Effort has been made to minimise the impact of the entire development on existing residential properties and this will be an important consideration when looking at detailed designs for junctions at the planning application stage</p> <p>c) Noted, however no evidence is provided to justify this statement</p> <p>d) Noted. The assessment of network disruption and mitigations, and further details of modelling is in the Strategic Transport Assessment on WDC website</p>	
71389; 71340	Ms E Keell		<p>a) Hugely concerned about the new plans and alterations to the dog-leg of Leyes Lane. Concerned some or all of the green that lies between Leyes Lane and Wisley Grove will be destroyed and fear the negative impact this may have as well as increased traffic. What evidence do you have that widening our road or removing some of the green will decrease congestion? Are you planning to alter the green area at all?</p> <p>b) The green is used by children to play and is attractive with biodiversity value. How are you going to add biodiversity by removing this green area and re-aligning Leyes Lane</p>	<p>a) Justification will be based upon traffic modelling and road safety audits. The proposal will inevitably involve the removal of a part of the green area</p> <p>b) The loss of any trees/greenery and any biodiversity impact will be assessed as part of any planning application relating to this scheme and where mitigation is necessary this will be required to be provided</p> <p>c) It is considered that the trees in this</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			c) The trees act as a noise barrier. Concerned about impact of noise and increasing traffic and removing or altering these will affect residents	area will have limited impact in terms of noise reduction. Furthermore, it is unlikely that there will be any significant noise generated over and above levels that would exist without any alterations to the junctions in this area. However, it is expected that these matters will be considered further at the detailed design stage	
71338	Ms W Parkes		a) Object to the proposed vehicular access into the site from Thickthorn Close. Changing the quiet close into a thoroughfare would be very detrimental and will spoil my home, which I have lived for so many years. Any increase in traffic would be extremely dangerous (there are many elderly residents at Kenilworth Manor) and noisy	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	No amendments proposed
71334	Ms T and Mr J Douthwaite		a) Taking into account the sheer devastation that will be made to the surrounding area, especially the local wildlife, will I ever hear our owl again? b) I am ready to sacrifice even Rocky Lane, the main haunt of dog walkers, for the spine road to continue through the new estate. How can it be considered sensible to keep it when all the traffic problems will be considerable and Glasshouse Lane, a quiet road will become the North Circular of the Town	a) The Brief seeks to protect existing mature woodland and thus avoids any such impact b) There are a number of constraints that would make the spine road running centrally through the site difficult	No amendments proposed
71349	Mr G Lawrence		a) AM peak traffic regularly queues back from past Jordan Close to just before Windy Arbour and it is difficult to get out of side roads. All of this traffic is going to join the St John's gyratory where there is a further wait to be able to find a gap in the traffic heading South from the Kenilworth	a) Detailed modelling has been undertaken to determine the impacts and mitigation requirements linked to the development proposals. The details are available Strategic Transport	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>Town Centre. There is another queue to get onto the A46 roundabout because of the traffic approaching it from the right heading either from the A46 to Leamington, or from Leamington to the A46 Northbound. I have been told that the average car owning ratio in this area is 2.4 cars per household. So an additional 3,360 cars have to be taken into account. If only half of them wish to leave the new site during the morning rush hour, that is an additional 1,680 cars must be given access to the surrounding roads</p> <p>b) It appears from the plans that a major exit will be onto or very near the bend in Glasshouse Lane where a new roundabout is being proposed, and further exits are planned through the current Rugby Club and adjacent to Wardens Cricket ground access. It is clear from the current situation that bringing more traffic onto Birches Lane will not be successful. It will add to the congestion at St John's gyratory, where it is planned to fit traffic lights. This will simply back up the Southbound traffic from town along the Warwick Road, and will also release cars from Birches Lane in large groups as opposed to in small numbers Southbound towards the A46. Getting across all this traffic to simply get to St John's school will be a nightmare. The traffic lights will also add to the congestion of the vehicles trying to access the gyratory from Leek Wootton</p> <p>c) A second major exit from the new development is planned to be approximately where the current Horse Fair enters and exits the field. You only have to see the congestion caused by this event to realise that putting a</p>	<p>Assessments at:  <a href="https://www.warwickdc.gov.uk/info/2/0410/new_local_plan/1197/local_plan_evidence_base">https://www.warwickdc.gov.uk/info/2/0410/new_local_plan/1197/local_plan_evidence_base</a> . It should be noted that car ownership does not translate directly into trip generation figures. Whilst car ownership may be high the trip generation linked to a development site will be much lower. The figures adopted in the Strategic Transport Assessment are robust and a peak hour figure of 0.6 trips generated per household in the AM peak was adopted (0.48 leaving 0.12 arriving AM peak). This is higher than the majority of sites on the national Trics website and higher than locally observed trip rates</p> <p>b) The long term solution is to provide a high quality route through the development site in the south linking Glasshouse Lane to Leamington Road thus reducing the need to use Birches Lane. There are also significant plans for improving the operation of St Johns Gyratory which will help manage the throughput. The network improvements have been determined through a detailed modelling</p>	

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			<p>new road there with traffic lights will not work. For the Thursday and Friday before a horse fair the traffic backs up to St John's gyratory and beyond in all directions in spite of the good services provided at peak times by the local police</p> <p>d) There is also a plan to put traffic lights on the roundabout above the A46. The distance between the new spine road exit and the first lights will not permit many cars to be able to wait there, which will also add to the congestion North of this new junction. The traffic lights on the roundabout will cause congestion to occur for the first time for cars approaching the roundabout from the Northbound slip road off the A46, and from Leamington trying to get onto the Northbound slip onto the A46</p> <p>e) A further plan is to add another junction to the A46 roundabout from the business part of the new development. I cannot see how you could restrict cars which leave the new houses from using this access if they wish to go to Coventry or Leamington for business. With the increased traffic on the existing access to the roundabout, this will simply cause further problems. This appears to me to be a congestion disaster waiting to happen</p> <p>f) A further general concern is that the average speed of traffic outside peak rush hours on Birches Lane is already far higher than the legal 30 mph. The current "advisory" signs are not adequate to control the majority of drivers using the lane. Any additional cars using Birches Lane as an access road, both from the new development and for</p>	<p>assessment (see link in response to a)). Further scheme optimisation of scheme proposals will be undertaken through the development of the proposed schemes</p> <p>c) Scheme proposals have been subject to modelling assessments. Under signalisation, the Thickthorn roundabout and the development site access have been demonstrated to operate well. Any changes to the highway network will be subject to further detailed modelling analysis and road safety assessments. The final option must be demonstrated to be a workable solution for both Warwickshire County Council and Highways England</p> <p>d) See response to c)</p> <p>e) Any changes to the highway network will be subject to detailed modelling analysis and road safety assessments. The additional arm is one option to be considered, however through the development and analysis of the scheme alternative arrangements may be identified. The final option must be demonstrated to be a workable solution for both Warwickshire County</p>	

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			<p>those using it as an access to the new Kenilworth School location, will only add to the difficulty of trying to cross the road as a pedestrian. I cannot speak on behalf of cyclists, but I would imagine their problems are similar. Birches Lane will become such an important urban highway that speed bumps would not be the answer either. Proper speed cameras in several places are the only real answer</p> <p>g) In my opinion, an additional access to the A46 is going to be the only real solution to solve the highway problems. The one proposed already for the business area is a small step but I cannot see how it will solve the problem on the roundabout. I think a major highway junction is needed to be able to get the traffic in and out of the new development</p>	<p>Council and Highways England</p> <p>f) Speed cameras will only be installed where there has been a history of injury related collisions and where there are no options for addressing such issues with engineering solutions</p> <p>g) An additional access on to the A46 is not feasible as there would be insufficient distances between the junctions to meet the required highway standards for a dual carriageway trunk road</p>	
71287	Mr B Nutter		<p>a) Mostly concerned about the considerable increase in traffic in the area, its effect on the quality of life of Kenilworth's existing residents and the future impact of the present pressure points in the Glasshouse Lane and Birches Lane roads</p> <p>b) I note that a partial spine road has been envisaged from the southern end of Birches Lane to Heyville Croft but that it has not continued to run parallel to the A46 and behind the Woodside Conference Centre to the new housing estate as was originally proposed. It seems this original proposal would perform the function of diluting the traffic and easing the pressure points at peak times. This would also make the journeys safer and dilute the adverse effects of noise and pollution. Safety must be paramount</p>	<p>a) The initial assessments of the sites in Kenilworth were undertaken as part of the Strategic Transport Assessment to support WDC Local Plan. The impacts of traffic generated from new developments was assessed and appropriate mitigation identified for the areas discussed. Impacts upon the amenities of residents will be considered as part of planning applications</p> <p>b) The proposals put forward are considered acceptable in highway terms. There are various constraints in</p>	No amendments proposed

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			<p>since there will be considerable numbers of secondary and primary school pupils on foot mingling with the additional residents going to work along with school staff and pupils travelling by car</p> <p>c) Aside from traffic problems envisaged in the new plan consideration should be given to the beautiful aspect of Glasshouse Lane and hope that its avenue of trees can be retained. Is it not possible to construct a bridge over Rocky Lane to continue the spine road behind Woodside?</p> <p>d) Since the population of Kenilworth contains a large percentage of people over 65 it would be helpful to include a number of bungalows and provision for the elderly in the new development</p>	<p>providing a spine road running entirely through the development. A continuous spine road is included in the plans and the route of the road is considered to be the most appropriate in order to deliver the development as a whole with as little negative impact as possible taking into account other material considerations. These have been fully considered in the Development Brief. Effort has been made to minimise the impact of the entire development on existing residential properties and this will be an important consideration when looking at detailed designs for junctions at the planning application stage. Road safety audits will be required as part of the detailed design of schemes</p> <p>c) The retention of veteran and mature trees throughout the development area is encouraged wherever practicable</p> <p>d) The housing mix will reflect the needs of the town and also the wider District. The opportunity to develop significant amount of affordable and start homes is one that is welcomed</p>	



Ref	Name	Company/ Organisation	Comment	Response	Amendment
71297	Mr F Farrell		<p>a) Concern relates to vehicular access between the site of the proposed development and Thickthorn Close. Chapter 8 pages 144-145 indicate that the only access point to the site will be from Thickthorn Close. This would require traffic from the A46 and from Leamington Rd, as well as local traffic from the town centre, to access the site via the St John's Gyratory, Birches Lane &amp; Thickthorn Close. However, in Chapter 7 page 84 access from Thickthorn Close is referred to but 'will be unlikely to be considered appropriate means of main access points into the wider site' and 'while not proposed for vehicle access, the accesses do offer good potential for use as emergency access points and enable opportunities for good connectivity to the existing town for walking and cycling'</p> <p>b) Vehicle access from Thickthorn Close will entail a loss of amenity to existing residents (concern for which is expressed in Chapter 3 page 26) and a significant increase in traffic onto existing streets. It therefore seems appropriate to plan for pedestrian and cycle access only from Thickthorn Close, but with all vehicle access from the proposed primary routes</p>	<p>a) See response to Mr E Kirwan (rep refs: 71339 and 71340)</p> <p>b) See a)</p>	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71316; 71317; 71318	Ms M Moorhouse		<p>a) As a resident of the area, I accept that new housing, and the infrastructure to support it, are inevitable, but I have concerns about the plan as it stands. In any discussions over many years with residential and council groups, the one point on which there was adamant agreement was that a spine road would take new traffic away from Birches Lane and Glasshouse Lane, as these are already very busy roads, especially at peak times. However, the</p>	<p>a) A continuous spine road is provided that utilises existing infrastructure in places. As set out in the Brief, there are various constraints in providing a spine road running entirely through the development. This is the only spine road route that has been put forward by WDC</p>	No amendments proposed

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			<p>latest plan indicates no such road to divide the traffic between the existing roads and a spine road, all traffic converging between Heyville Croft and Stansfield Grove. There is no spine road, the one thing we believe is fundamental to any new development</p> <p>b) The proposed roundabouts will halt and slow down traffic, increasing air and noise pollution and disruption, and diminishing quality of life for those already living on busy streets</p> <p>c) The development will cause so much disruption to flora and fauna anyway that a proper spine road continuing from the proposed southern new road, across Rocky Lane, behind Woodside Hotel and the new houses, would be less intrusive and would be parallel to the A46</p> <p>d) Hundreds of daily school runs to new school sites will increase traffic enormously and needs to be shared by more than the existing roads, which will become Kenilworth Eastern Ring Road, especially as there is not to be any new access to and from the A46</p> <p>e) There is little mention of provision of housing for the older population of Kenilworth, despite your admission that the highest rate of projected population growth will be in the 65+ age group</p>	<p>b) The roundabouts are necessary to minimise the delays not increase them. If the junctions were standard priority junctions the delays would increase. Noise and air pollution will be important considerations in the detailed design of junctions and in the assessment of planning applications</p> <p>c) Disagree. The protection of the designated wildlife corridors is an essential feature of the development, coupled with the mitigation and improvement provided elsewhere in the development brief area</p> <p>d) Appropriate mitigation has been identified through the STA and further assessment will be undertaken for the planning application for the school. The junctions on the A46 will not be affected by school related traffic, but there are plans for major improvements referred to in the Brief</p> <p>e) An appropriate mix of dwellings is considered to be proposed that not only meets the needs of the existing home-owning population of the town but offers much-needed opportunity for first time buyers and younger home owners.</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71396; 71397; 71398; 71399; 71400; 71401; 71402; 71403; 71404	Mr J Brightley		<p>a) Generally supportive of the Brief but with a few comments</p> <p>b) Ch 7, p61 – Development Principle 1A – Does this mean every development should accommodate housing suitable for older people, or should there be a separate site for specialist housing somewhere on the development? More clarification is required</p> <p>c) P62 – Support Development Principle 1B but unsure how ‘major’ is defined? Should the word ‘major’ be omitted?</p> <p>d) P67 – Proposed cycling routes should include ones across the railway at Clarendon Rd and from Glasshouse Lane to Stoneleigh Park (an upgrading of public footpath W202), as this is a major employment site which is very close to the development site, but has very poor links at present</p> <p>e) P64 and 72-73 – Although para 3, p72 suggests there could be two options to access the residential site, the preferred option highlighted by para 3 on p64 says that “there should be no through route between the employment land and residential areas”. Two separate links to the A452 Leamington Rd would appear to be unnecessary duplication and adds complications. P73 notes that with the current proposals, there is a danger of traffic queueing back to the A46 roundabout. This is highly likely as currently in evening peak periods traffic frequently backs up from the St John’s gyratory across the roundabout and down to Chesford Bridge. When this development was originally proposed, the expectation was that all the new development would be served directly from the Thickthorn roundabout and suggest that</p>	<p>a) Noted, thank you</p> <p>b) This policy specifies that development for older people within the Development Brief area will be supported. It does not make it a requirement of all, or indeed any, individual parcels of land. It is not felt that any further clarification is needed, detail will come forward as part of the planning application process</p> <p>c) Major housing applications are defined in planning terms as applications for 10 dwellings or more</p> <p>d) A route over the railway line via Clarendon Rd was not included on the network plan due to the width of the bridge, which is below the recommended width for shared use. However, further consideration will be given to options for this route. The crossing point between Farmers Ward Road and Clarke’s Avenue offers more scope for upgrading and this forms part of the updated cycle network plan</p> <p>e) The draft Brief puts forward a preferred option but alternatives will be considered. Planning applications for the employment and housing sites will be subject to further detailed</p>	<p>Amend text relating to St. John’s Gyratory on p86 relating to the potential signalisation of Birches Lane</p> <p>Whilst the K2L cycle route is identified as no.23 in Table 2 a reference to it will also be included in no.1 of the table</p> <p># to be removed next to Scheme no.23 of Table 2. This is because contributions towards K2L will be sought from developers</p> <p>P108 – additional wording to be added relating to</p>

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			<p>arrangement be provided</p> <p>f) P76 – If the Hidcote Rd junction is changed as Fig.28, how is the current X17 bus service supposed to negotiate the junction, or is it to be diverted?</p> <p>g) P86 – i. Para 1 says that Birches Lane will remain un-signalised yet Fig.36 below it shows ‘new traffic signals’ at the junction. It is imperative that there are new signals at this junction as at present there are frequently long queues of traffic waiting to exit Birches Lane in rush hour periods; ii. There also needs to be provision through the gyratory system for cyclists as it is an important link between the north of the town and the Warwick/Leamington Rds and will also be one end of the K2L cycle route; iii. The footway adjacent to the petrol station needs to be retained to allow pedestrian access to the petrol station and Camden House – a lot of people use the petrol station as their local convenience store and access it by foot; iv. Visibility from the vehicle exit from the petrol station is currently difficult and should not be made worse</p> <p>h) P88 Fig.38 – carriageway widening will be required to allow buses to negotiate the corner safely. At the moment, buses frequently mount the pavement on the turn from Dalehouse Lane into Knowle Hill</p> <p>i) P89 Fig.39 – It would appear that a number of mature trees would have to be removed to achieve the proposed alignment of Leyes Lane. Have they been taken into account?</p> <p>j) P90 – i. It may be more practical for the town service bus</p>	<p>analysis and will have to seek agreement from Highways England</p> <p>f) This will be considered through the detailed design of this junction. It is possible to design junctions, if desirable and necessary, so that bus movements are possible but no other vehicle movements. The drawings in the Development Brief are a proof of concept and do not present the final optimised layout. Through the development of the scheme further consideration will be given to the impact on all modes of travel including the routing of bus services</p> <p>g) This is a drafting error. St.Johns Gyratory on Birches Lane may be signalised. The text in the Brief will be amended. However, final details of the design of this junction may result in the junction being either signalised or unsignalised</p> <p>h) This will be considered at the detailed design stage</p> <p>i) The drawings in the Development Brief are a proof of concept and do not present the final optimised layout. Through the development of the scheme further consideration will be</p>	<p>the requirement for a RoSPA report to include the words “to confirm that the proposed designs are safe”</p> <p>Amend wording on p120 relating to renewable energy technology to state “where appropriate”</p> <p>Development Principle 7C b) wording to be amended along the lines suggested in point x)</p> <p>Last sentence of first bullet in Car Parking section relating to Development</p>

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			<p>route to return to the town via Leyes Lane rather than as an 'out and back' route</p> <p>k) Fig.40 does not show the current 'SL' (station link) bus service</p> <p>l) Table 2-map ref 1. Should include reference to incorporating K2L cycle route</p> <p>m) Table 2-map ref 23- K2L should be part funded by East of Kenilworth sites. This is very important and justified so # symbol should be removed. Many of the new residents will be able to use the new route to access Leamington and is more important/just as important as 'Cycle Network Improvements' (unnumbered)</p> <p>n) P102 – The location of the primary school should be determined at this stage, rather than having the vagueness of 3 potential sites</p> <p>o) P103 – It is good that the current under-provision of open space in this area of town is highlighted. However, object to the statement that “applicants are not expected to address an existing deficiency”. It is very reasonable that applicants contribute to resolving this deficiency</p> <p>p) P107 – The statement of ‘soft green edges to the edge of the development will be desirable’ should be changed to ‘essential’</p> <p>q) P107 - Support the statement that developers should offer open spaces to be adopted by the Council</p> <p>r) Support the statement “the Council will require a ROSPA report to be provided” but the wording “to confirm that the proposed designs are safe” should be added</p> <p>s) P117 – Objective 7 – the words “where possible and</p>	<p>given to the impact on trees</p> <p>j) At this preliminary stage, the bus route indicated in the Brief is not finalised, and simply acts as an indication of the bus service to be provided. The optimum route is still under consideration</p> <p>k) The Station Link was not included because it is currently only being operated on an experimental basis to measure passenger demand. A decision on the long term future of the bus service has yet to be determined</p> <p>l) Whilst the K2L cycle route is identified as no.23 in Table 2 a reference to it will also be included in no.1 as suggested</p> <p>m) The importance of the Kenilworth to Leamington cycle route to provide a sustainable travel connection for residents of the site is recognised. The section between Kenilworth and Bericote Road will be delivered by the A452 highway scheme, which will be partly funded by the East Kenilworth site, and an appropriate contribution towards the remainder of scheme will be included in the package of schemes to encourage cycling from the site. The # relating to scheme 23 in Table 2 will</p>	<p>Principle 7D, to be removed</p> <p>First bullet point on p159 to be amended to also include reference to the Local Plan and Kenilworth Neighbourhood Plan</p>

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			<p>appropriate” should be omitted</p> <p>t) In the phrase “...recommended that properties be built to the optional requirements”, suggest the word ‘recommended be omitted to avoid confusion</p> <p>u) P119 – Suggest the words “strive to achieve Building for Life accreditation” should be replaced by “properties will be required to achieve Building for Life accreditation” to avoid confusion</p> <p>v) P120 – In the phrase “renewable energy technology where applicable” the words “where applicable” should be removed to avoid confusion</p> <p>w) P129 – Support the fact that red sandstone detailing has been recognised as a particularly distinctive Kenilworth feature</p> <p>x) P132 – Development Principle 7C b) needs to be amended. The statement “Timber fencing, without hedging, will not be supported as a boundary treatment to the edge of any plots..” is impractical and unnecessary. It should be amended to read “Timber fencing to the boundaries of rear gardens adjoining highways will not be supported”</p> <p>y) P132 – Car parking – the first paragraph says ‘on plot parking...should be integrated into the street’. This is not clear – what does it mean?</p> <p>z) P132 Paragraph 5 – “...constructed from permeable paving unless it is deemed unsuitable”. Omit ‘unless it is deemed unsuitable’ to avoid confusion</p> <p>aa) P135 – Development Principle 7E Public Art – the words “...will be supported and strongly encouraged” should be</p>	<p>therefore be removed as contributions will be sought for this from developers</p> <p>n) The Brief needs to provide some flexibility as it is unknown when different sites will come forward</p> <p>o) It is not appropriate to require developers to overprovide greenspace to meet any existing deficiency</p> <p>p) Whilst the provision of soft green edges is desirable there may be occasions, such as ensuring seamless, targeted integration with the existing town, where a comprehensive and consistent green edge may be counter-productive, and therefore the original wording is appropriate</p> <p>q) Noted</p> <p>r) Agreed, the additional wording would add clarity. Brief to be amended</p> <p>s) Disagree. The wording is appropriate</p> <p>t) We cannot insist upon requirements over and above the statutory requirements of the Building Regulations and therefore this will be unchanged</p> <p>u) It would be inappropriate for the Development Brief to set a requirement in excess of the Local Plan</p> <p>v) Wording to be amended to “where</p>	

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			<p>replaced by "...will be required". If these words are not included it is likely that no public art will be provided by applicants. Also change words "All major applications" with "All planning applications"</p> <p>bb) P143 – The inclusion of indicative densities is supported. Within the 'high density area' higher densities than 50 units/hectare could be possible if apartments are included without detracting from the overall concept</p> <p>cc) P144 – A cycle route to Stoneleigh Park via the existing footpath route to the Grecian Lodges should be included. A cycle link to Thickthorn Close is shown but a cycle route along Thickthorn Close and Moseley Rd should be shown as this could be the most suitable quiet cycle route from the southern end of the site to the town centre</p> <p>dd) P159 – Planning applications should also include supporting documentation showing how the application accords with the aims and objectives of the Kenilworth Neighbourhood Plan</p> <p>ee) P163 – Support the infrastructure delivery triggers and proposals for the spine roads to be completed before housing is occupied. This is realistic and necessary to avoid extra traffic on existing surrounding roads</p>	<p>appropriate"</p> <p>w) Noted</p> <p>x) Agreed, wording will be amended. This was the intention of the wording</p> <p>y) The final sentence of the first bullet will be removed for clarity</p> <p>z) Without the detailed information that will come forward through the planning application process it would be inappropriate to remove this caveat as there may be specific, exceptional circumstances where permeable paving is not suitable</p> <p>aa) It would be inappropriate for the Development Brief to impose a requirement that is not already contained within the Local Plan. However, we do strongly encourage the incorporation of public art and will be working with developers towards this</p> <p>bb) The densities suggested are indicative and are aimed to act as a guide. Should an application come forward with higher density in a particular area, the merits of this will be fully considered through the assessment of the application</p> <p>cc) The importance of providing cycle</p>	

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				<p>access to Stoneleigh Park is recognised and the options for providing links will be investigated further as part of WCC cycle network planning work. Improvements to footpath W202 will be considered – however, the A46 bridge is currently unsuitable for use by cyclists due to width / parapet height. The potential for a cycle link via Thickthorn Close / Moseley Road will be considered and if appropriate added to the cycle network plan.</p> <p>dd) The wording of the first bullet point will be amended to also include reference to the Local Plan and Kenilworth Neighbourhood Plan</p> <p>ee) Noted</p>	
71267; 71269; 71270; 71271; 71272	Ms M Ashton		<p>a) Chapter 1 - I note that H09 Kenilworth School Site is not included in this Development Brief. Given the increased number of residential properties when this site is developed, it will impact considerably on traffic in the area, particularly in Leyes Lane, Dencer Drive and Windy Arbour. Therefore, it would seem appropriate to include H09 in this Development Brief with regard to transportation in particular</p> <p>b) Principle 3C – Traffic speeds referred to in the Brief should include Leyes Lane as this is proposed to be a key access road to the new secondary school. Recommend speed and traffic calming measures on Leyes Lane remain as pupils</p>	<p>a) This Development Brief solely covers the East of Kenilworth development. A separate Development Brief will be required to be prepared for site H09 as required by Policy BE2 of the Local Plan. Transport considerations/assessment informing this Brief is based on Local Plan modelling, which includes the proposed development on site H09</p> <p>b) As part of the assessment of the planning application for the secondary</p>	<p>Additional text to be added to p76 to highlight the impact of the indicative scheme upon Hidcote Road</p> <p>Table 2, scheme no.22 'Leyes Lane Realignment' estimated</p>



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			<p>will be walking this way. The safety of pupils should be considered at lunch time and after school as they visit shops in Leyes Lane</p> <p>c) Principle 3E – Crewe Lane and Hidcote Rd junctions. It is unclear how traffic restrictions apply to Hidcote Rd. Fig 28 shows no entry signs but there is no comment in the document about one-way traffic in Hidcote Rd</p> <p>d) Principle 3J – i. Leyes Lane should not be considered as a primary means of access or ‘cut through’ to the new school and the new housing development from central Kenilworth. Glasshouse Lane, the new Spine Road and Knowle Hill are the main access roads. Wording should be amended; ii. Other roads to the west of Leyes Lane are already congested at peak times of the day, made worse with unrestricted parking in narrow roads. These roads are not suitable to take even more traffic from and to the new school and new housing; iii. The junction at western end of Leyes Lane is staggered with limited visibility when exiting Leyes Lane and also Whitemoor Rd. A review of this junction and options to improve it should be included in the Brief; iv. Parking on the road at the east end of Leyes Lane before the proposed signalisation should be reviewed. At peak times of day, parking along this section of Leyes Lane already causes traffic to be held up</p> <p>e) The junction at Windy Arbour and Glasshouse Lane/Birches Rd should be considered as part of the Transport study in this area. When approach the east of Kenilworth from the St Johns roundabout, there is a bend in the road which obscures the junction at Windy Arbour.</p>	<p>school, consideration will be given to what changes may be required to speed limits and traffic calming measures both on Glasshouse Lane and immediate surrounding roads</p> <p>c) Additional text will be added to acknowledge this alteration. Further consideration of layouts will be assessed through scheme development</p> <p>d) The impact linked to increased traffic volumes is considered through the Strategic Transport Assessment and will be considered further at planning application stage</p> <p>e) The assessments to date have not identified a need to improve the junction based upon junction capacity. There may be opportunity to consider implications of increased traffic through this junction in safety terms through the planning application process</p> <p>f) Dates are indicative and will depend on funding being available. However, it is proposed to amend the Leyes Lane realignment to 2021 to reflect the date of the school access as it would be preferable to see this work carried out at the same time</p>	<p>delivery date to be changed to 2021</p>

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			<p>Traffic exiting Windy Arbour is not visible and there is potential for a serious accident. Signalisation or a mini roundabout would help to improve this junction. With the new traffic arrangements at the east of Leyes Lane, Windy Arbour may be used more frequently by residents in the area</p> <p>f) Summary of highway infrastructure requirements – The timings in the Development Plan key reference Leyes Lane are confusing: 11) refers to a date in 2021 for access from Leyes Lane to the School site, whereas 22) refers to Leyes Lane realignment in 2023. Surely the realignment of Leyes Lane needs to be completed first to enable access to the School site as shown in the maps included in the Brief</p> <p>g) Chapter 10 – Indicative trigger points mentioned in this section do not refer to the secondary school in the education paragraph. There is no mention of the date of completion for the secondary school within the Brief. Please include this for clarity</p>	<p>g) P101 of the Brief does already highlight that the school hope to move to the new site and be operational from September 2021</p>	
71344	Mr G Martin		<p>a) Welcome the idea of a Development Brief for all of the land east of Kenilworth and recognise the difficulties of dealing with a number of landowners</p> <p>b) Can consideration be given to the creation of a Locally Accountable New Town Development Corporation. This would enable WDC to have full control of the development</p> <p>c) Believe the Brief falls short of what is needed to ensure the proposed development will be genuinely sustainable. This is a missed opportunity to develop a more challenging Brief that looks to the future with climate</p>	<p>a) Noted</p> <p>b) This is not a mechanism that WDC wishes to pursue, and is instead using this Development Brief and the traditional planning process to bring forward development</p> <p>c) The Brief will be an essential tool in bringing forward a SUE that meets all of the requirements of the Local Plan and Kenilworth Neighbourhood Plan, delivering housing, employment and</p>	Amend wording in Objective 5 and Development Principle 5A/or an additional Development Principle to require each application to include an environmental

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			<p>change as a major concern. My view is that the brief will allow developers to build 'anywhere housing'. Is there any reason why this should not be an exemplar sustainable urban extension?</p> <p>d) Question the extent of stakeholder engagement. More organisations could have been involved and there are also a number of tools available to assist with stakeholder engagement which could have been used</p> <p>e) The document needs to be updated with the specific Kenilworth Neighbourhood Plan (KNP) policies so that developers are fully aware that they are required to take these policies into account. I am of the opinion that the vision included within the document does not match the vision for Kenilworth as set out in the Kenilworth Neighbourhood Plan</p> <p>f) Delighted to read that the 2018 version of the NPPF is referenced. This needs to be highlighted to developers so they understand the enhancements over the 2012 vision</p> <p>g) High Quality – Delighted to see so many references to 'high quality' in the document although cannot find definitions of how this will be measured nor is it explained how this will differ from what developers would normally deliver. Ask that clear definitions be included for 'high quality' including details as to how this will be measured</p> <p>Housing:</p> <p>h) The Vision refers to "high quality sustainably designed buildings" however, there is no definition of what this means. KNP policy KP15 seeks to encourage applicants to adopt higher environmental standards of building design</p>	<p>education land to the benefit of the town</p> <p>d) The Council undertook comprehensive engagement, significantly in excess of that required by statute. Presentations were made to the Town Council and Kenilworth Development Forum (which also included a workshop specifically relating to Land East of Kenilworth), neighbour notices were hand delivered to all adjoining properties, site notices were put up, email and paper notifications were sent to all statutory consultees and all those with a registered interest on our system (numbering over 4000 individuals), public exhibition and drop-in sessions were run in Kenilworth library and the consultation was promoted on social media and via traditional press</p> <p>e) The Brief was written prior to the Neighbourhood Plan referendum, and minor changes will be made to update the Brief to reflect the new status. The Brief and the NP were drafted cognisant of one another and there is no conflict in their respective visions or subsequent policies</p> <p>f) This is not necessary and to list the</p>	<p>strategy to establish how the development will deliver a net biodiversity gain and manage the sustainable drainage of the land</p>

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			<p>and energy performance such as Passivhaus or equivalent. It goes on to say that the public sector has an important role to play in demonstrating the practicalities and the long-term benefits of adopting high environmental building standards. To comply with this policy, it will be necessary for developers / house builders to go beyond the current 2013 building regulations. Such a requirement is absent from the document</p> <p>i) An ‘otherwise distinctive character’ would be one that incorporates modern technologies and building methods and importantly sustainable materials in order to create something attractive, distinctive and sustainable</p> <p>j) There is a need to make use of modular construction and off-site construction to reduce emissions</p> <p>k) Mention is made for affordable housing but there is no reference to social housing. Surely there will be provision for social housing?</p> <p>l) The requirement for custom and self-build housing is not mentioned within the vision thereby potentially downplaying this in the eyes of developers. How are people to know about this opportunity if it is not advertised as part of the vision and objectives?</p> <p>m) The principles laid down in Objective 1B are broadly appropriate, however there is no specific mention of the potential for small bespoke developers who in general build higher quality housing with performance in use standards. I advocate that WDC advertise the fact that sites for this type of development will be available for both individuals and for small bespoke</p>	<p>changes between the 2012 and 2018 NPPF’s would be superfluous</p> <p>g) The placemaking principles provide a strong idea of what is required to achieve high quality development. The District will be bringing forward a Developer Design Framework SPD that takes Building for Life 12 as it’s starting point. This SPD will set out the framework for assessing the quality of the design of proposals</p> <p>h) A SPD, or Neighbourhood Plan cannot require standards in excess of Building Regulations, this can only come forward within a Local Plan. The NP “encourages” these higher standards but does not, and cannot, make them a requirement</p> <p>i) Noted</p> <p>j) These kind of mitigations, and others, that are aimed at reducing emissions will be considered at the planning application stage</p> <p>k) The definition of affordable housing is set by the National Planning Policy Framework and thus includes social housing</p> <p>l) The provision of custom &amp; self-build plots is a requirement within the</p>	

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			<p>developers/builders</p> <p>n) Note there are no recommendations as to how close to the A46 houses and gardens should be. With respect to noise and its attenuation the Passivhaus approach to construction ensures a better quality of life for house occupants thanks to its high levels of insulation and low air/noise permeability</p> <p>Environment – biodiversity</p> <p>o) Question how the vision statement relating to the removal of existing mature landscaping and woodland can enhance the development? KNP policy KP4(l) calls for an environmental strategy to establish how the development will deliver a net biodiversity gain. Any requirement for the development of such a strategy is absent from the document</p> <p>p) There is also a later statement on page 55: “Detailed development proposals will need to retain habitats where possible and mitigate any impact upon ecology.” However, minimising the impact on green / blue infrastructure and on wildlife sites, and retaining habitats where possible, also does not equate to policy KP4(l) within the Kenilworth Neighbourhood Plan. A requirement for the development of such a biodiversity strategy is missing from the document including specifically for the 3 designated wildlife sites</p> <p>q) Pleased to read that a standard of green space has been identified as a primary concern by the Parks and Open Spaces Audit, but would welcome guidance on what a ‘high quality’ environment looks like, with examples on</p>	<p>Kenilworth Neighbourhood Plan, and the marketing and promotion of these will need to take place appropriately. The guidance for this is laid out in the Custom &amp; Self-build SPD currently under consultation</p> <p>m) It would not be appropriate for the Brief to favour one size of housing developer over another – the key is that they conform with guidance within the Brief and the emerging Custom and Self-Build SPD</p> <p>n) Noise attenuation and air quality mitigation will be requirements of the individual planning applications, where issues are identified</p> <p>o) The wording in the Development Brief will be amended to provide specific reference to Kenilworth Neighbourhood Plan Policy KP4 part l) and set out a clear requirement for each application (at which point the impact of schemes will be known) to be accompanied with an environmental strategy to establish how the development will deliver a net biodiversity gain and manage the sustainable drainage of the land. Each strategy will be required to</p>	

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			<p>what has been achieved elsewhere, including mainland Europe. Would question whether the WDC 'Open Space SPD' is fit for purpose 10 years on?</p> <p>r) Due consideration must be given to the potential public health issues arising from air pollution and noise from the A46 when planning the development of public open spaces and allotments</p> <p>s) Traffic and Transport – Fig 56 on p144 purports to show pedestrian and cycle connectivity. However, it just shows the existing situation with no improvements or enhancements. Thee chapter fails to provide a successful basis to ensure that cycling and walking become the transport mode of choice</p> <p>t) Traffic Speed – Welcome the 20mph speed limit which is in accordance with KNP policy KP4(g). However, there is no justification for the spine road to have a 30mph speed limit as all of it goes through the residential area. Merely placing a 20mph speed limit through the local centre will encourage braking followed by acceleration over short distances. Also as Glasshouse Lane will become a road within a residential area it should also have a 20mph speed limit</p> <p>Air Quality</p> <p>u) Air Quality – This is the major concern with medical evidence demonstrating that poor air quality in the UK contributes to the early deaths of up to 40,000 people each year. Is WDC satisfied that the land east of Kenilworth is safe for people's health and that by living there it will not contribute to their early death?</p>	<p>complement any other approved environmental strategies submitted as part of applications within land East of Kenilworth</p> <p>p) See response to o)</p> <p>q) There is a new Public Open Space SPD currently out for public consultation which details the requirements for various typologies of Public Open Space</p> <p>r) These will be matters that will be considered through the planning application process</p> <p>s) Figure 56 shows proposed routes and identifies existing roads where improvements will be sought to improve routes</p> <p>t) Noted. The spine road needs to remain an attractive route and the favoured alternative to using Birches lane to access the A46/Leamington Road. At lower speeds the route would become less attractive. Design features such as appropriate crossing points, wide footways and cycleways, limited on-street parking etc will ensure that the operation of the network is safe. Whilst the spine road will go through residential areas restricting this road to</p>	

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			<p>v) The paragraphs related to Development Principle 5D: Air Quality, describe minimum requirements for air quality (AQ) assessment. Most AQ assessments fail to measure particulate matter (PMs) and this should be deemed unacceptable as there is no lower 'healthy' threshold for finest particles (PM2.5s) that enter the bloodstream</p> <p>w) It is also a concern that existing AQ assessments on the site (Catesby) rely on modelled data and not monitored data, especially when the sole attempt to validate the modelled AQ shows a significant underestimation of pollution levels. I would argue that the text is amended to include the need for specific monitoring programmes for nitrous oxides, PM10s and PM2.5s at key locations (e.g. roadside, roundabouts) but especially along transects at right angles to the A46 to assess the distance that the pollution plume extends over the site. The monitoring programmes should run for at least 12 months prior to planning permission consent to enable an assessment of annual cumulative pollution loadings within households</p> <p>x) It has become clear recently that inner city London schools have the highest concentrations of pollutants inside classrooms. Coupled with other studies that show the most adverse health effect of air pollution is stunted lung growth in children, it is important to pay particular attention to the pollution levels in and around the two proposed schools. Continuous AQ monitoring should be installed inside all new schools for their lifetime</p> <p>y) I also request that estimates for pollution produced by new residents through house heating and vehicle</p>	<p>20mph will reduce its effectiveness as a spine road and therefore in this instance there is a strong argument that material considerations would suggest a deviation from the precise wording of KNP policy KP4(g)</p> <p>u) The allocation of the development site was considered in detail through the Local Plan process and the subsequent, independent Examination in Public. The site was found to be suitable for residential, educational and employment development</p> <p>v) The minimum requirements are in line with recently adopted Air Quality SPD</p> <p>w) The recently adopted Air Quality SPD, developed in conjunction with the Council's Environmental Health team, sets out the requirements, mitigations and damage costs for air quality impacts. This Development Brief cannot set requirements such as those suggested as they are beyond the requirements of the Local Plan</p> <p>x) The comments regarding inner city London schools are noted. The installation of monitoring stations inside all schools, for the lifetime of the school is not something that is feasible</p>	

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			<p>movements should be fully quantified and explained. Current AQ assessments of the projected pollution generation (Catseby) are insufficiently transparent to afford proper interrogation of the assumptions, methods and data used (e.g. how vehicle movements, including start up each morning and pollution levels are calculated). Beyond direct AQ assessment is the need for Transport Plans offering a comprehensive and integrated strategy for all types of journeys, funded through Section 106, that can actually reduce vehicle use</p> <p>z) I would strongly advocate that WDC directly commission the air quality monitoring to ensure that they are entirely in control of the quality and transparency of the work and that there is no risk of 'manipulation' by the developers</p> <p>Noise</p> <p>aa) The location of the site next to the A46 means that noise in addition to air quality needs to be addressed. If this sustainable urban extension is to be a 'high quality' development, then these issues must be resolved. I am not confident that enough resource is being devoted to this, particularly in light of the comment in the Planning Statement forming part of the Catesby Planning Application (W18/1635), "The predicted noise levels throughout the majority of the site's proposed garden areas would likely meet the WHO noise criteria for outdoor living areas, assuming the garden areas would have intervening buildings and garage blocks in front. In this case, it is likely the outdoor garden areas would not exceed the upper BS 8233 criteria of 55 dB(A)." (para</p>	<p>or viable at the current time</p> <p>y) As per the recently adopted Air Quality SPD, dependant on the nature of the development, reports will need to accompany the planning application that will be reviewed by our Environmental Health team. Where impacts are identified they will need to be mitigated, preferably on site. These mitigations will vary dependent on the site and issue and therefore the Brief does not specify the precise nature of the mitigation that is required</p> <p>z) Noted</p> <p>aa) Noise impact and attenuation is a matter for the planning application process rather than the Development Brief. Environmental Health officers will carefully examine noise issues as part of the determination of each application</p> <p>bb) Noted. Financial viability of a development is important as we need to meet the growth requirements of the district. It is therefore important that we find appropriate mitigation for any site issues that deliver an appropriate living environment whilst also delivering the needed housing</p>	



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			<p>5.4.12). This raises the question development is this progressing when it is only 'likely' that WHO standards will be met? I would strongly advocate that this issue needs to be resolved now before development commences?</p> <p>bb) Whilst I welcome the Principle 5C I am very much concerned about the comment that consideration will be given to the financial viability of a solution. I would advocate that people's health and wellbeing should come before any financial considerations.</p> <p>cc) As with the air quality, I would also advocate that WDC directly commission the noise surveys so as to ensure control and quality of the work</p> <p>Education</p> <p>dd) There is a lack of ambition for the design quality of the new schools. With the schools being at the heart of the new sustainable urban extension it is up to the public sector to set the brief for exemplar buildings. We would advocate that the buildings be designed to certified Passivhaus standards as this will set the agenda for future generations of children and also provide a message for the various developers looking to build 'high quality' housing</p> <p>ee) Worryingly, the proposed site for the new primary school sits in the narrowest part of the site between the A46 and Glasshouse Lane. Young children are at greatest risk from poor air quality in terms of asthma and stunted lung development. Before indicating the site for a primary school to developers, the evidence should be presented that air quality is not an issue at this site</p>	<p>cc) Noted. However, this is not generally how the planning process works. It is for applicants to provide detailed reports relating to their proposals and the LPA has the opportunity to challenge these reports if it considers it necessary to do so</p> <p>dd) As with the residential designs, it is not possible for the Development Brief to require a standard in excess of those set out in the national Building Regulations</p> <p>ee) The site of the primary school is to be moved. However, there is no evidence to suggest that the proposed site was unsuitable on air quality grounds</p> <p>ff) Noted</p> <p>gg) There is sufficient energy provision either currently available or within current expansion capabilities. However, the local authority would welcome applications that feature alternative sources of power generations</p>	

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			<p>ff) Utilities – When upgrading is planned to the existing primary substation it is essential that consideration is given to the need for additional electricity capacity for the increased take up of electric vehicle charging points, air source and ground source heating and the move in general from gas to electricity as a source of power</p> <p>gg) Utilities – why has consideration not been given to incorporating infrastructure supporting local distributed generation and storage to mitigate centralised supply inadequacies?</p>		
71391	Mr G and Mrs J Mexson		<p>a) Support the development as it will be good for Kenilworth. However, have been concerned as to how this development may affect us and our property</p> <p>b) We are pleased to see that two of our concerns have been addressed: i. Note that the spinney that runs along Jordan Close from Thickthorn Close to the A452 is to be retained, and in any case it contains some very large protected trees; ii. The planted verges on Thickthorn Close are to be retained. These are a unique feature in Kenilworth and are part of the ambience of the Close. This is also sensible as almost all of the services either run along these verges or across them (including electricity, communications, rainwater and sewage drainage and gas). These conditions must be rigorously protected</p> <p>c) However, one serious concern about access into and out of the new development from Thickthorn Close. The Brief appears contradictory:</p> <ol style="list-style-type: none"> <li>1. A secondary road within the residential development at the end of Thickthorn Close is shown with a sole</li> </ol>	<p>a) Noted</p> <p>b) Noted</p> <p>c) The term primary route is used to determine the principal transport corridor through the development site. Thickthorn Close does not fulfil this function and therefore is referred to as a secondary route. WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road. Detailed access arrangements will be a matter for consideration at the planning application stage. The Brief is seeking to identify Thickthorn Close as providing pedestrian and cycle links to the existing town and also potentially serving a small number of dwellings,</p>	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)

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			<p>access point into Thickthorn Close, which is specified as a 'secondary access' (See Fig.57 on p145). Surely this should be classed as a primary access if it is the only one?</p> <p>2. Elsewhere the Brief states that access into Thickthorn Close is for pedestrians and cyclists only and is not intended for vehicular access. How are the residents in the new development to get their vehicles in and out as elsewhere it states that access into this residential should not be from the spine road and at least one plan shows this completely sealed off from the rest of the development by a green barrier?</p> <p>3. The Brief suggests that access via Thickthorn Close could be used by emergency vehicles. How is this to be designed such that it is suitable for such use but other vehicular traffic is prevented from doing so?</p> <p>4. The Brief also acknowledges on p86 that Thickthorn Close is not appropriate as a main access and defines how access via this route should be restricted (to pedestrians and cyclists)</p> <p>5. Figure 22 on p49 purports to show 'Access and Connectivity at Site Level' and does not show any access from Thickthorn Close</p> <p>d) One of the problems in using Thickthorn Close as an access way into the development is its width (at 4.75m it does not even conform to the specification for a secondary route which is set at a minimum of 6m – see p154). This is evident even without the new development</p> <p>e) Of even more concern is the junction at the top of</p>	<p>which may help with development phasing, but it would not be desirable for there to be a vehicular link with the spine road. The content of the Brief will be checked to ensure it is written to this effect.</p> <p>No.5 – This is an 'Existing' access drawing that only shows current access points into the site</p> <p>d) Noted. The route hierarchy is a guide and in some instances it may be acceptable to allow deviations from this guide. In this case there is an existing road which functions acceptably for the existing dwellings on Thickthorn Close and therefore there is no reason to suggest that it wouldn't for a small number of additional dwellings. WCC/WDC would want to take a pragmatic view in light of residents having a strong desire to not see the road widened as this would result in the loss of the rose beds which are an attractive feature of the road</p> <p>e) WCC Highways do not foresee an issue with a small number of dwellings being accessed via Thickthorn Close and not connecting to the spine road. Detailed</p>	

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			<p>Thickthorn Close onto Birches Lane which is definitely not for use by heavy vehicles. This is not suitable for the safe exit of such vehicles and will almost certainly cause traffic congestion on Birches Lane and accidents</p> <p>f) Whilst access through Thickthorn Close for pedestrians and cyclists would not be a problem, vehicular access certainly would be if there were to be a significant number of cars</p>	<p>access arrangements will be a matter for consideration at the planning application stage</p> <p>f) Noted</p>	
71405	Mr J Lyons		<p>a) Understand that WDC has to implement Government housing targets but have a number of concerns how it might affect us and our neighbours (off Glasshouse Lane)</p> <p>b) The new school(s) will be in area ED2 opposite where we live. We have not seen any formal plan of the exact position or the design or layout of the school. We hope that the location and design will be as sympathetic as possible with the existing housing, including the retention and possible extension of green screening along Glasshouse Lane and the siting of the main school building well back on the site</p> <p>c) We are aware of current traffic problems in and around Leyes Lane due to on-street parking and the use of nearby shops and cul-de-sacs as dropping-off and collection points, four times a day. We trust that the school will be built with sufficient parking on site and easy arrangements for dropping-off and collecting children, so that drivers are not attracted to look for alternatives. We are not happy at the prospect of the current parking problems being shifted in our direction and having daily conflict with school users cluttering our cul-de-sac and</p>	<p>a) Noted</p> <p>b) These details will come forward as part of the planning application process. Kenilworth School will be undertaking public consultation and also pre-application discussions with WDC/WCC prior to the submission of a planning application. The Development Brief lacks detail relating to what is expected from the school site (and the primary school sites) and so will be updated to emphasise the need for perimeter landscaping and the development to respect the amenities of neighbouring residential properties.</p> <p>c) These matters will be considered through the detailed planning application process. In initial discussions with Kenilworth School WDC/WCC have advised to ensure that there are appropriate levels of on-site</p>	<p>Development Principle 4B (Education) to be amended to add some additional detail around the need for perimeter landscaping and for the proposed schools to be designed to respect the amenities of neighbouring properties</p>

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			<p>inhibiting our movements</p> <p>d) Although the ED2 zone has been shown as the site for the new school, we have read comments that there might be more land than needed and therefore part of this zone (the top part bordering Glasshouse lane and Crewe Lane) was not allocated for any specific use. We now read that it could be used for additional housing. Given that the Council's additional building quota is covered in the other zones, we object to this and question whether it is desirable or legal to increase the land allocation for housing when this is not necessary and would be an intrusion into what will remain of the Green Belt</p> <p>e) We assume that other measures such as traffic calming and reduced speed limits might be proposed for Glasshouse Lane, including 20 mph limits. We are concerned that any such measures should be sensible and commensurate with need rather than blunt measures that have little relevance to any speeding problems or attendance patterns - such as restrictions for 24 hours a day and 7 days a week</p> <p>f) We note that the plan for new roads has been changed and that rather than build a spinal road through the new development it is now proposed to direct much of the new traffic along Glasshouse Lane between Crewe Lane and Rocky Lane – we have seen a figure of 6000 extra journeys a day. This seems entirely inappropriate and will surely create conflict between domestic and school traffic</p> <p>g) Potential chaos and disruption whilst the building work is being carried out. This will be compounded by potential</p>	<p>car and cycle parking and the provision of an on-site drop off facility will be required</p> <p>d) The educational land has an underlying allocation for housing, and land not needed for educational purposes will be given over to housing. This was clearly articulated in the Local Plan Policy DS12. As part of the Local Plan process the entire Development Brief area was removed from the green belt and so this does not require a green belt release</p> <p>e) Detailed traffic calming measures will come forward as part of the detailed planning application process</p> <p>f) This is the only spine road that has been put forward by WDC. A continuous spine road is included in the plans and utilises existing infrastructure in places. There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic</p>	

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			disruption caused by the construction of HS2. The housing, school and HS2 developments need to be coordinated to minimise disruption and inconvenience.	g) Noted. All efforts will be made to co-ordinate the various developments and mitigate the disruption	
71268	Mr G Hyde		a) The proposed location for the community centre is on the southern edge of Kenilworth and the south-western end of the development. It is hard to understand how this can be described as a hub for eastern side of town as a whole. Please consider siting this on the north-eastern corner of the Leyes Lane School site (H09), which is opposite the existing shopping area and pub. The existing library building is little more than 20 years old so could be adapted for use as a community centre. Traffic calming on Leyes Lane is already in place	a) The proposed community centre is located in a fairly central location on the site and adjacent to the proposed Local Centre. One of the reasons for siting these facilities here is to ensure an appropriate spatial distribution of centres and therefore is deliberately away from Leyes Lane. As developers of the new development will be funding the community centre it is entirely appropriate that it is delivered on their site. As with the primary school, to locate these facilities on the central parcel of land is likely to have resulted in more challenges to the delivery of the community centre	No amendments proposed
71370	Mr B Heath		a) At present, there is a reasonable traffic flow along Glasshouse Lane/Birches Lane towards the St. Johns Gyratory (SJG) at most times, with the following exceptions: 1) The junction of Birches Lane, Windy Arbour and Glasshouse Lane is particularly dangerous. There is a kink in the road and the junction layout makes it almost impossible for traffic exiting Windy Arbour to see traffic approaching on Birches Lane and vice versa. 2) During the morning rush hour there is often a queue to	a) 1. Further consideration will be given to the safe operation of this junction when working with developers on their planning applications 2. Noted, WCC will be adopting the use of a network of signals which can communicate to optimise the throughput of traffic and minimise queues. The spine road through the development site will also mitigate	No amendments proposed

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			<p>enter the SJG. This becomes a major problem in the event of any traffic hold-ups on roads such as the A46 resulting in local diversions.</p> <p>Having read the Draft Development Brief, these issues will be greatly magnified by the resulting increased traffic flows; and the signalisation of SJG will further hinder the flow unless careful, intelligent, traffic phasing is incorporated into the scheme. The diversion of the planned spine road to use Glasshouse Lane as part of its route will also contribute to the potential for congestion on Glasshouse Lane</p> <p>b) The Development will incorporate new schools on the Southcrest Farm site and, most likely, on the development opposite the southern junction of Dencer Drive with Glasshouse Lane. The plans for various roundabouts and traffic lights on Glasshouse Lane are obviously designed to slow traffic flow and increase safety around the vicinities of these schools, but great care needs to be taken to ensure that the changes do not encourage congestion; with resulting increases in accident risks. Recent developments in Leyes Lane have been made with the aim of increasing safety for pupils attending Kenilworth School, but in my view they have not addressed the issues effectively and have proved a significant hindrance to traffic using Leyes Lane at times when school children are not present. A particular issue at night is that the headlights of traffic negotiating the speed ramps momentarily blind on-coming cars, cyclists and pedestrians, increasing the risk of accidents. Also, as a</p>	<p>these impacts</p> <p>3. The details regarding the treatment of the highway in the vicinity of the school will be determined through the planning application process for the school. The statistical evidence from following the implementation of the traffic calming measures on Leyes Lane differs from your anecdotal observations. There has been a reduction in injury accidents from 6 during the period 2012–07/2015 to 1 accident (at the school entrance when a child stepped in front of a turning coach) during the period 09/2017 – 01/2019. We are also planning to implement a comprehensive network of cycle paths and improvements for pedestrians and aim to achieve a good shift to alternative</p>	

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			regular user of Leyes Lane at school times, I have observed that parents taking their children to school by car take advantage of temporary halts in the traffic flow to allow children to alight directly onto the road. This causes further delays to the traffic flow, but more importantly it increases the risk of accidents to school children; and potentially to passing cyclists. It is imperative that this traffic congestion and these risks to school children are not transferred to the new school sites on Glasshouse Lane. Traffic pull-ins should be provided at each new school site; and they should be of sufficient length and appropriate design to ensure that parents are able to drop off their children in a safe and effective manner. Further, this would also minimise the need for parents to park in nearby roads to deliver their children to school, causing further traffic congestion and inconvenience to local residents. I have regularly encountered unnecessary traffic congestion, with associated risk to the safety of school children, at many school sites in Kenilworth.		
71361; 71362	A Dearing	Kenilworth Green Party	<p>a) Following much consultation seeking residents' views on the proposals, we conclude that, in many ways, the Draft Development Brief offers an acceptable guideline to developers</p> <p>b) Residents are critical of specific issues relating mainly to traffic flows, road layouts and connectivity, and our own concerns focus on sustainability and standards, placemaking principles and air quality. At the heart of these criticism is the view that the necessary evidence for</p>	<p>a) Noted, thank you</p> <p>b) Noted. The Plan has been developed with input from a significant number of organisations. Presentations have been delivered to and discussions been had with Kenilworth Town Council (elected by residents) and the Kenilworth Development Forum, the latter including a workshop specifically</p>	No amendments proposed



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			<p>proposing specific elements within the Brief have not been sought nor been presented in detail for proper scrutiny. Much greater stakeholder participation and engagement is required before the Brief will be acceptable to us</p> <p>Residents' Views</p> <p>c) There has been insufficient communication between WDC and the residents of Kenilworth who constitute key stakeholders. This is contrary to the statement on page 6 of the Brief that the Council has undertaken extensive consultation with key stakeholders. Unless there is further direct engagement with residents this paragraph should be amended for accuracy</p> <p>d) Central Spine road – concerns about the route of the spine road. Believe this should run straight through the site and not onto Glasshouse Lane</p> <p>e) Concerns about the proposed re-configuration of the dog-leg junction where Leyes Lane meets Rawnsley Drive/Dencer Drive related to congestion/traffic flow and also the possible loss of biodiversity and amenity, especially when the whole development is supposed to result in 'added biodiversity value'</p> <p>f) Concerns about the car parks or drop-off points needed for the new secondary school</p> <p>g) Concerns about the Hidcote Ave, Crewe Lane, Glasshouse Lane junctions and a heightened risk of accidents particularly as this will be the focus of traffic movements in and out of the new secondary school</p> <p>h) Concerns about traffic speeds on Glasshouse Lane and</p>	<p>focusing on the Brief. The public consultation for this document, over and above the typical level of consultation for such events, involved public drop-in sessions where members of the public could come and talk to officers to discuss their thoughts</p> <p>c) See b)</p> <p>d) There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic</p> <p>e) Noted. The network has been planned in a way which can accommodate cyclists and pedestrians safely. Simplifying the network (removing staggered junctions), providing signalised junctions with crossing facilities and slowing the speed of traffic down in this vicinity are all features designed to help facilitate more use of cycles. The signalisation at this location is not required for capacity reasons, it has been identified to manage the traffic flows and</p>	

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			<p>Windy Arbour and how these may become greater with more traffic flows. This is of particular concern because the proposed 30mph speed limit for the Spine Road would be contrary to the Kenilworth Neighbourhood Plan policy KP4(g) which states “residential roads within developments are designed to a 20mph standard”</p> <p>i) Concerns about the proposed roundabout at the end of Rocky Lane and the need for allocated car parking spaces to access the Central Park</p> <p>j) Non-vehicle routes – the new houses and schools will create more vehicle movements. Safe routes for pedestrians, mobility scooters and cyclists within the development site and the between the rest of the tow and the site should therefore be viewed as absolute priorities</p> <p>Local Green Party Views</p> <p>k) High quality sustainable development should reflect the best practices and standards that exist across the UK and Europe: a step-change in quality rather than incremental improvements on what currently passes as sustainable</p> <p>l) Sustainability and Standards – Clear definitions must be included for ‘high quality’ including specified measurable standards</p> <p>m) Almost identical comments to Mr G Martin’s (ref: 71344) points g), h), k) and dd)</p> <p>n) Advocate a specific section on energy – for example there is no mention of a distributed energy system on a neighbourhood scale. Neither is there mention of the possible need to move to electric heating rather than gas</p>	<p>primarily to ensure safe movements for pedestrians and cyclists. It is acknowledged that there would be some loss of trees/greenspace and the design of any final scheme for this proposal will be required to pay due consideration to any such impacts upon biodiversity. These matters will be considered through the detailed planning application process</p> <p>f) In initial discussions with Kenilworth School WDC/WCC have advised to ensure that there are appropriate levels of on-site car and cycle parking and the provision of an on-site drop off facility will be required</p> <p>g) This Development Brief acknowledges that this junction requires detailed consideration and p76 of the draft Brief and Figure 28 show an indicative proposal for these junctions. As part of any detailed proposals for changes to these junctions, safety will be a key consideration and road safety audits will be required. Planning applications in the area will be required to consider the impacts of their developments upon any relevant off-site junctions</p> <p>h) Noted. However, the spine road needs</p>	

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			<p>as the nation moved to a decarbonised future</p> <p>o) 7A Placemaking Principles – These are laudable in their range and general aspiration. However, we question how they will be applied by developers. Whilst the Brief considers theses of ‘Healthy Community’, ‘Connectivity and Movement’ and ‘Car and Cycle Parking’, there is little evidence of integrated thinking about how they affect each other, especially around the issue of traffic flows and non-vehicle journeys</p> <p>p) The Brief does not give confidence that the traffic flows are currently understood to a sufficient level to enable planners and residents to properly foresee the problems – and the solutions</p> <p>q) The Kenilworth Transport Study is referred to in several locations but we have not been able to access it: this needs to be publicly available</p> <p>r) There is frequent mention in the Brief of safe cycling and walking routes but there is no concrete proposal for funding the cycle network (which we welcome). Chapter 7, Table 2 lists 24 new proposed transport schemes. ‘Cycle Network Improvements’ are listed but not even numbered which suggests a very low priority</p> <p>s) There is a need for an Integrated Transport Plan for the whole town: a comprehensive strategy that captures local private car journeys, through-traffic journeys, bus travel, rail travel, walking, mobility scooters and cycling – not just for now but for 10 years hence (at least) when the development is due for completion</p> <p>t) The Plan needs full stakeholder participation from the</p>	<p>to remain an attractive route and the favoured alternative to using Birches lane to access the A46/Leamington Road. At lower speeds the route would become less attractive. Design features such as appropriate crossing points, wide footways and cycleways, limited on-street parking etc will ensure that the operation of the network is safe. Whilst the spine road will go through residential areas restricting this road to 20mph will reduce its effectiveness as a spine road and therefore in this instance there is a strong argument that material considerations would suggest a deviation from the precise wording of KNP policy KP4(g)</p> <p>i) There may be some allocated parking provided on street or adjacent to the Central Park – this detail would need to come through the detailed planning application. However, there will be parking associated with the community and commercial centre and there will be sustainable travel routes through the Development Brief area to encourage walking and cycling to the central park area</p> <p>j) Noted. The Brief strongly supports safe</p>	

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			<p>start with residents, user groups, private transport providers, local businesses etc working together with the District and Council planners. Residents have to be included in the decision-making process</p> <p>u) The Plan needs to combine the best transport modelling with sensitivity experiments to model alternative assumptions, projected changes in demography and new information about personal preferences for travel with the findings made accessible for perusal and comment</p> <p>v) The A46 will remain a major air polluter for at least a decade. The Brief recognises the need for buffer zones, vegetation and fences but there is no explicit description of what developers must do to ensure that they are not building houses within the polluted zone</p> <p>w) The new development will cause higher levels of pollution. If high levels of nitrous oxides are realistic they represent severe health risks to Glasshouse Lane residents who should be made aware</p> <p>x) Worryingly the proposed site for the new primary school sits in the narrowest part of the site between the A46 and Glasshouse Lane. Young children are at greatest risk from poor air quality. Before indicating the site for a primary school, the evidence should be presented that modelled annual average and peak air pollution levels are not, and will not be, an issue at this site</p> <p>y) The Brief should lay down a clear set of protocols for developers to evaluate the levels of nitrous oxides and the even more damaging particular matter (PM2.5 and PM10) particulars. Independent expert advice should be sought</p>	<p>pedestrian and cycle routes</p> <p>k) Noted</p> <p>l) These will be further articulated in the forthcoming Developer Design Framework SPD which will be based on the national best-practice Building for Life 12</p> <p>m) Please see answers to representation from Mr G Martin rep ref: 71344</p> <p>n) Noted, however these do not constitute planning requirements appropriate for a SPD to bring forward</p> <p>o) Disagree. The Development Brief has been brought forward as a coherent and integrated document. Once adopted it will carry material weight in the planning process</p> <p>p) Noted, however a significant, detailed and extensive Transport Study has been undertaken and the mitigations and amendments to the network stem from this</p> <p>q) The Transport Study is available on the WDC website</p> <p>r) Funding for the interventions proposed will come forward through the Section 106 process, as part of planning applications</p> <p>s) Noted, however, this is beyond the</p>	

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			<p>but it would seem sensible to install monitoring stations for these pollutants along transects at right angles to the A46 for at least 12 months prior to the start of building</p> <p>z) Permanent monitoring stations should be a mandatory requirement inside and outside of proposed schools. Additionally, modelled air quality for the whole site using inputs from the vehicle flow modelling should be made publicly available and published within the final version of the Brief</p>	<p>scope of a site-specific Development Brief</p> <p>t) The Development Brief process has included a wide range of engagement with stakeholder groups. This Brief, and the Local Plan have undergone significant consultation periods, open to all members of the public to make representations. Finally, applications that come forward for the site will be available for members to make comment on, and to support or to object</p> <p>u) Noted. The Kenilworth Transport Study is available to review on the Council's website</p> <p>v) As the site is not uniform in topography and its relationship with the A46 it will be for the individual application to come forward with appropriate mitigation, in line with the recently adopted Air Quality SPD</p> <p>w) Noted</p> <p>x) The amendments proposed to the Development Brief will relocate the primary school. However, there is no evidence to suggest that there was a significant air quality issue</p> <p>y) Developers will be expected to adhere</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				to the standards laid down in the recently-adopted Air Quality SPD z) The installation of monitoring stations inside all schools, for the lifetime of the school is not something that is considered feasible or viable at the current time	
71273; 71274; 71275; 71276; 71277; 71278	Ms S Fitton	Finham Brook Flood Action Group	<p>a) Have concerns about how the proposed traffic lights at the bottom of Knowle Hill will interact with the traffic lights on Common Lane. There are currently temporary traffic lights on Common Lane (which I assume will be similar in their effect on traffic flows to the permanent solution), and already at peak times traffic is queuing back to the bottom of Knowle Hill. Will these lights have a linked control system?</p> <p>b) The running costs for the Community Centre should be supported by the developers for a longer period than 5 years. During this period, the estate would still be developing, a longer time period (for instance 10 years) would allow for the development to become more mature, at which point the facility could look to become self-funding. This is especially pertinent if the community worker is expected to be funded for 10 years</p> <p>c) To ensure that the highest standards of noise mitigation are applied to all residential dwellings in the development, it would be helpful if policy could ensure that areas of social housing are not concentrated in the areas of development that are worst affected by traffic noise from the A46</p>	<p>a) Appropriate assessment will be undertaken through the scheme development, consideration will be given to linking of local signalised crossings and junctions at this stage. Permanent traffic lights will be more efficient at managing traffic than standard temporary signals</p> <p>b) Noted. It important that we consider how we create self-sustaining socially active communities, where residents participate in a range of social recreational activities at a neighbourhood level and where people can have a positive sense of belonging to the wider community. The rationale behind the Community Development Worker role is to have someone in situ who can work with new residents as the development progresses. When a specified number of dwellings are occupied should act as a trigger to</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>d) Flooding is a cumulative issue and I would like to see this policy strengthened to ensure that developers across the whole site are obliged to work together to mitigate the impacts of flooding from the whole site as a single objective, rather than for each individual plot. In addition, has an adequate assessment been undertaken of the impact of developing this site on the current mitigation of surface run-off from the A46?</p> <p>e) I would like to see Concept Plan no.7 better aligned with the WCC advice on Surface Water Management Plans</p> <p>f) Section 8 (utilities) – point d needs to be replaced with a clause that an SWMP for the entire site should be approved by WCC as the LLFA</p>	<p>appoint a Community Development Worker so the work of engaging with the new and emerging community can begin. The focus of the work is around setting up community structures such as a resident association as part of supporting community interaction and engagement. In addition, engaging and involving communities at an early stage makes it more likely that the physical design and layout of any centre facilities will create a sense of ownership and that any service offer is tailored to the needs of the community. Therefore, in order to deliver on this work, it important that at least 10 years funding is available to support a Community Development Worker to help support the development of the new community. The 5 years funding for running costs is to help with the sustainability of the centre and support the development of a business plan that will look at how the centre can be sustained beyond the initial 5 years funding</p> <p>c) Through planning applications, the LPA will ensure that affordable housing is pepper-potted across developments</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				<p>d) Each site must demonstrate that they are not increasing flood risk through a site specific Flood Risk Assessment and Drainage Strategy and they will have to pay due regard to the known development coming forward elsewhere on the wider site</p> <p>e) Agreed, please see rep ref: 71354 from WCC Flood Risk Management. Beyond that there is not enough detail to understand the question.</p> <p>f) The point highlights the acceptable outfall hierarchy for surface water outfalls as detailed in planning practice guidance, WCC Flood Risk Management support that connection to a sewer is not listed</p>	
71433	R A Busby		<p>a) I have read the document on line in its entirety and I believe it to be a generally positive approach</p> <p>b) Fully accept and endorse the need for the country to build more houses and as such do not seek to resist this development, however I am surprised at the ease with which the noise and air pollution consequences of siting so many people by the A46, a six lane highway which forms a significant link in major national routes are accepted, (page 113) particularly in the light of recent research evidence of the effect of 2.5pm on the development of children? Mitigation can only be limited, please walk down Rocky Lane at evening rush hour</p>	<p>a) Noted, thank you</p> <p>b) The site was established as an appropriate location for development through the Local Plan process, culminating in an independent Examination in Public</p> <p>c) Noted</p> <p>d) The trigger point for when land is required will be negotiated with the developers at the time of their applications. We need to take account of site accessibility and the subsequent</p>	Reference on p86 to Birches Lane being unsignalised to be amended



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>c) Given the above concern the proposals regarding the site seem generally very positive, however I have several significant concerns regarding the traffic management. Regarding the site:</p> <p>d) It is essential that the infrastructure changes and provisions are made early, the 1000th dwelling being occupied is too late, especially for the school</p> <p>e) Very active steps need to be taken to protect the ancient woodland, both during construction and afterwards, particularly the young newly planted trees, with so many additional people on site, parts of it need to be restricted from people and dogs or it will become a sterile area with no wildlife</p> <p>f) Whilst I support the desire not to put a spine road through the woods along Rocky Lane, I would encourage you to go and view the effects of the recent felling which has removed 75% of the mature trees, I believe this renders invalid the wish to avoid putting a second access point into the middle section of housing on the sports pitches. There remains very good reason to avoid a road through Glasshouse Spinney</p> <p>g) I note the suggestion that noise and air pollution is abated by putting play areas and green space next to the A46 boundary – are we to encourage children to play in the area of greatest noise and pollution?</p> <p>Regarding traffic flows</p> <p>h) Your recently delivered A5 document speaks of the new school generating 6000 journeys per day. The original spine road was envisaged as keeping this off Glasshouse</p>	<p>safety of pupils attending provision on a live building site. At this stage it is intended that initial growth across Kenilworth will be met through the expansion of existing provision. This will also cater for the early development at East Kenilworth. Projections show that the absolute deadline for a new school to open is by the 1000th occupation. However, if land is transferred prior to the 500th occupation we would envisage the first primary school opening well in advance of the 1000th occupation. Pupil forecast data and resulting timetable for required new places will be made available to support the delivery of a shared infrastructure solution</p> <p>e) Agree that there needs to be appropriate protection of ancient and mature woodland during construction and this will be something that will be considered carefully at planning application stage and likely to be covered through Tree Protection Plans/Construction Management Plans</p> <p>f) We are not aware of an approved scheme to remove 75% of the mature trees along Rocky Lane. However,</p>	

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			<p>Lane and limiting the probability of rat runs?</p> <p>i) This volume of additional traffic on Glasshouse Lane is certain to cause fatalities with school children being at highest risk, already cars are driven at excessive speeds past the proposed school site and on down round the bend at Woodside, the provision of the roundabouts will just add to the drivers' frustration, traffic calming measures including a 20mph limit are going to be essential.</p> <p>j) The entire spine road not just the section outside the school (page 71) should be 20mph</p> <p>k) What is the pollution impact on Glasshouse Lane residents from this number of journeys – has this been assessed?</p> <p>l) I have yet to see any attempt to address how the number of vehicles that will wish to either enter the new school site or to drop off children will do so, Lyes Lane is chaotic in the mornings and has just made into a 20mph zone, now a bigger school and including the 6th form is intended on a road that is in effect an eastern ring road. Whilst I commend the desire to promote walking and cycling these require the pupils to cross Glasshouse Lane to enter the school, what effect will this have on traffic flows? Also I cycle in Kenilworth and it is often not a pleasant experience, will there be cycleway provision along Glasshouse Lane to provide a safe route to school?</p> <p>m) The closing of access from Hidcote Road onto Knowle Hill/Glasshouse Lane blocks access from the Knights Meadow estate for those who wish to travel north to Coventry or the motorways, this will encourage the use of</p>	<p>active woodland management does sometimes require the pruning and felling of trees</p> <p>g) The uses proposed close to the A46 will require assessment and suitable mitigation. It should be noted that the nationally-set level of acceptable noise and environmental intrusions varies dependent on use, with residential dwellings one of the most sensitive due to the prolonged nature of the exposure</p> <p>h) WDC are unsure what document is referred to here and do not believe it is a WDC produced document. Our understanding is the school have always proposed their main point of access to be off Glasshouse Lane</p> <p>i) A lower speed limit is proposed near to the school and the proposed roundabout on Glasshouse Lane nearest to the school and the Lyes Lane realignment and Dencer Drive junction should assist in slowing vehicle speeds to appropriate levels</p> <p>j) Noted. However, the spine road needs to remain an attractive route and the favoured alternative to using Birches lane to access the A46/Leamington</p>	

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			<p>the rat run through Finham Road and a right turn onto Dalehouse Lane towards the A46. Better to close Crew Lane or enlarge it and provide a roundabout.</p> <p>n) The proposal to put traffic controls on the gyratory (page 86) at the bottom of Birches Lane by the studies own admission will provide minor improvements at peak times, already it is difficult to exit Birches Lane in the morning yet it is not to be provided with signal controlled access to the gyratory?</p> <p>o) Finally the proposals still only provide two options for cyclists to cross the railway line to access the town centre both of which are dangerous, the aim of improving cycling rates is unlikely to be achieved</p>	<p>Road. At lower speeds the route would become less attractive. Design features such as appropriate crossing points, wide footways and cycleways, limited on-street parking etc will ensure that the operation of the network is safe. Whilst the spine road will go through residential areas restricting this road to 20mph will reduce its effectiveness as a spine road and therefore in this instance there is a strong argument that material considerations would suggest a deviation from the precise wording of KNP policy KP4(g)</p> <p>k) The detailed impact studies for the proposed spine road, and suitable mitigation, will come forward as part of the planning application process</p> <p>l) Cycle routes to the school will be provided in the new development and developers will also be expected to contribute towards off-site cycle routes. WCC Highways will require drop-off facilities for pupils within the school site and therefore off the main carriageway of Glasshouse Lane</p> <p>m) The new spine road and improvements to the B4115 will provide a better and safer alternative route. It is unlikely</p>	

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				<p>that there will be any significant increase in journey time for residents</p> <p>n) The gyratory at St Johns will become a signalised junction. Further modelling, design and road safety audits will need to be undertaken prior to identifying the final solution. Often leaving a single arm of a signalised roundabout improves capacity, the drawings in the Kenilworth Development Brief are a proof of concept and do not present the final optimised layout. The reference to Birches Lane remaining un-signalised will be amended to reflect the drawing but highlight that that this will be fully considered as part of the detailed design of the scheme</p> <p>o) The options for cycle crossings of the railway line have been identified and the feasibility / design work on these routes will be carried out as and when funding comes forward from the site. The cost of any additional crossing locations being installed would be prohibitive and so the Brief concentrates on improving the existing two crossings</p>	
71438	Mr S Keell		a) Issue not with the development itself, but the piecemeal and non-transparent presentation of it	a) This Brief ensures provides a transparent presentation and helps	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			b) A consultation plan has been presented without giving specific information about traffic management and access from the surrounding area. More detailed information sought	avoid piecemeal development b) The Kenilworth Development Brief focuses on a specific area within Warwick District, to understand the interaction with the wider highway network and other planned developments and schemes. Please see the WDC Strategic Transport Assessment available on WDC website	
71375	Mr C Dickson and Ms C Laver		<p>a) Concerned that our rights in relation to the affect on our use, enjoyment and amenity of our property have not been fully considered in the Brief</p> <p>b) We are supportive, in principle, to the overall objectives of the Brief and that our concerns specifically relate to the affect on our property</p> <p>c) In broad terms, we agree with the objectives set out in Chapter 1 of the development brief, in that we welcome the ongoing investment in Kenilworth and we can see that there will be some connected benefits in improving safety (particularly for road users on Glasshouse Lane) by consequence of the changes to infrastructure that will be required to deliver the Brief and the subsequent detailed implementation plans</p> <p>d) For the avoidance of doubt, we believe that the enjoyment of our property is detrimentally affected by areas that you have designated "H40" (which is also the subject of the Planning Application) and "H06". You will be aware that our property is situated at the point at which these two areas intersect</p>	<p>a) Noted. However, we disagree. The Brief does highlight the importance of the amenities of existing residents but the nature of the document is that it does not go into the level of detail that would be considered through a planning application</p> <p>b) Noted</p> <p>c) Noted</p> <p>d) The sites were allocated through the Local Plan process and the owners of your property were consulted as part of this process. It is understood that you purchased the property in the knowledge of the Local Plan allocations</p> <p>e) It is considered that the impact of the development upon your property has been appropriately considered. However, further more detailed considerations are a matter for</p>	<p>Incorporate reference to retained dwellings, rather than just buildings in text on p54 of the draft Development Brief</p> <p>Amend Fig.32 to include an access to Woodside Lodge (opposite the access shown to Woodside Conference Centre)</p>

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			<p>e) We are pleased to note that the underlying tone of the Brief is to provide a “sustainable” urban extension. We are similarly pleased to note that is accepted that: “The site is owned by multiple landowners (see Figure 7) and therefore it is considered important to provide overarching guidance to ensure that the multiple applications which are anticipated are prepared in the context of an overall vision for the area. This Brief helps to identify and set out the infrastructure requirements to support the successful delivery of the development as well as identifying any phasing required”. Clearly, we are one of the affected “multiple landowners” yet appear to be the only landowners whose rights and amenity have not been considered in pursuance of delivering the overall commercial and revenue-generating Brief for other parties with a financial gain and/or interest in mind</p> <p>f) We are pleased to note, at Chapter 2, that the presence of ancient woodland “Glasshouse Spinney” and the “Designated Ancient Monument” (which abut our property) are acknowledged in the site description. In particular, we are concerned that appropriate consideration is given to the protection of Glasshouse Spinney and the “Roman Settlement at Glasshouse Wood” as one of only four scheduled monuments (the others being Kenilworth Abbey, Kenilworth Castle and Fishpond Complex at Castle Farm), page 38. We would like to know whether Natural Woodland (sic) have been consulted in line with statutory requirements</p> <p>g) Objection – We consider that the Brief does not satisfy</p>	<p>assessment through the planning application process. It should also be noted that your property lies within a strategic housing allocation that is required to meet the housing needs of the District</p> <p>f) Noted. The Development Brief places great emphasis on the protection of these important assets. Natural England have been consulted and their response has been included as part of this document. As part of planning applications relating to the area, all required statutory consultees will be sent consultations</p> <p>g) Noted. However, we disagree. The Indicative Masterplan has avoided the spine road being routed through these areas partly to minimise tree removal. Whilst there may be a requirement for some very limited removal of woodland, this would be kept to a minimum and only acceptable if there is a wider benefit to the overall scheme. The provision of footpaths/cyclepaths is an essential element of the scheme to encourage these uses and it is considered that such routes located near to your</p>	<p>Remove reference to mountain bike/BMX facility from the Development Brief</p> <p>Masterplan to be updated to show and/or reference Woodside Lodge and Southcrest (dwellings envisaged as being retained)</p>

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			<p>the objectives set out on Page 44 to: “Retain and minimise the impact on existing historic assets whilst providing opportunities to enhance their setting and afford them greater protection • Retain and minimise the impact on wildlife sites and provide new additional habitats and associated connectivity • Minimise the impact on existing residential properties”. Specifically, we believe, the creation of new thoroughfares and boulevards that dissect Glasshouse Spinney will disproportionately and negatively impact upon our existing property and significantly erode the historical and present value of Glasshouse Wood and Spinney. This view is based on the inherent need to remove ancient trees and the unavoidable impact of driving more foot traffic, litter and anti-social behaviour into the area. Whilst Glasshouse Spinney is clearly a Warwickshire Wildlife Trust reserve and co-maintained area, it appears to be at risk in the event that there are not more prominent protective measures in the final plan</p> <p>h) Objection – Chapter 5 sets out a detailed analysis of the existing access and connectivity to the site/proposed site yet does not reflect either the need to access Woodside Lodge or, specifically, the legal right of way enjoyed by us as owners to park vehicles on the adjacent land which does not fall within our ownership</p> <p>i) Objection - In Chapter 7 of the Brief, the proposals set out, in detail, the aims in relation to the proposed developments. Whilst many of the proposals are clearly positive, and which we support in principle (such as</p>	<p>property are unlikely to cause significant harm to the amenity of residents of the property. All public open space within the development will require a management plan. These matters will be considered fully through the planning application process</p> <p>h) Figure 22 shows an existing access to your property. The text under ‘Other’ on p54 also acknowledges that there are some existing on-site buildings that will be retained. It is not considered necessary for the Development Brief, a document aimed at bridging the gap between the higher level Local Plan and the detailed requirements of planning applications to consider matters relating to private rights of way</p> <p>i) The property is located within a strategic allocated housing site and it is therefore inevitable that there will be an increase in activity over and above the existing situation. However, the envisaged relationship between new housing, new roads and paths and this property are considered to be acceptable in principle subject to</p>	

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			<p>promoting walking, cycling etc), the proposals do not appear to take into account the deteriorating effect on our enjoyment of Woodside Lodge. Specifically, the proposed development principles (whether intentionally or otherwise) all appear to conspire to drive significant foot and vehicular traffic to the entire perimeter of our property. We believe that it is possible to build in some prohibitive principles to future plans to mitigate this risk, whilst still achieving the stated aims and principles of the brief. For example, compelling screening, minimum distances or similar measures could easily be prescribed for adoption by future developing parties</p> <p>j) Objection - We have been provided multiple versions of events/proposals in relation to access to our property by Catesby plc. Initially, we were advised that the delivery of their plans for area "H40" would require the introduction of a new roundabout further along Glasshouse Lane which would then necessitate and new link road (discreetly) to our property and, separately, the Woodside Hotel and Conference Centre. In subsequent discussions we were advised that this was no longer proposed and that the existing access would remain as it is presently. We understood this to be at the behest of highways planners due to "safety reasons" but there would be no feeder road to the lower part of the H40 development driving increased traffic past our front door. We see from the proposals at page 81 (fig 32) of the Brief that none of the above is true. In fact, it appears that a new feeder road to the bottom of the development is planned and that new</p>	<p>further detailed consideration at planning application stage. The Brief identifies the need to protect residential amenity and it is a matter for detailed consideration through the planning application process as to how this can be achieved – e.g. through planting to provide appropriate screening to the rear garden of the dwelling. WDC have proposed a Brief that is able to accommodate development around this retained dwelling</p> <p>j) WDC was not involved in any discussions between the property owner and Catesby that took place prior to the submission of the Catesby application. The Development Brief identifies an indicative proposed arrangement that would see access to Woodside Hotel improved whilst also providing a separate spine road into the development. It is unlikely that there would be any such rat run as it would be easier to access Glasshouse Lane via the proposed roundabout than the other junction shown. Fig.32 clearly should have included an access into Woodside Lodge opposite the</p>	



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			<p>access to the hotel will be provided. We are concerned that this will produce a natural “rat run” which presents a safety and loss of enjoyment risk and will unintentionally drive parents towards parking on or adjacent to our property when dropping off for the school run (assuming the new primary and secondary school locations proposed remain as presented). Notwithstanding the major issue of additional vehicular traffic passing our boundary, the plans as produced entirely cut off Woodside Lodge from any access at all and do not consider our rights of way or rights to park adjacent to our property. Clearly this is entirely unacceptable and, we consider, illegal. We believe that there are a number of proportionate and cost effective potential solutions to this issue which we would be happy to discuss</p> <p>k) We note the proposed requirement for an alternative Mountain Bike/BMX facility in H40 (due to the presence of the existing unauthorised track in Glasshouse Spinney) at page 107. We would propose to comment further on any detailed plans when produced.</p> <p>l) We note the proposals at page 105, table 3, for the requirement of allotments. Subject to no further detriment being caused by any of the preceding points we are content with the proposed placement of the allotment area in H40</p> <p>m) Objection – We object to the proposal for a major boulevard or connecting avenue through Glasshouse Spinney. We do not believe that the current proposals (when taking the Planning Application and the intentions</p>	<p>proposed access to Woodside Conference Centre and this amendment will be made. However, it should be acknowledged that the arrangements shown in Fig.32 is an arrangement that has emerged from the Kenilworth Transport Study and that the Brief is sufficiently flexible to allow alternative proposals to come forward. It is noted that Catesby have submitted alternative access arrangements and these will be considered through the assessment of their planning application for the site</p> <p>k) The mountain bike/BMX facility is being removed from the proposals as it is not deemed to be necessary</p> <p>l) Noted</p> <p>m) A shared use footpath/cycle route is considered to be appropriate and necessary to connect the land currently in use by Kenilworth Wardens and land in the control of Catesby and this is an important factor in achieving the comprehensive development of the area. Sufficient care will need to be given to minimising the impact upon the Scheduled Monument when implementing this proposal and this</p>	

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			<p>of the Brief together) to connect the upper and lower ends of the H40 and H06 achieve the position set out at page 111 (3<sup>rd</sup> full paragraph). However, we may (subject to final proposals) arrive at the view that the present usage of the spinney (mountain bike or otherwise) is an acceptable trade off to the preclusion of a full thoroughfare</p> <p>n) Objection - We agree with the assessment and recommendations in relation to boundary treatments at page 132. However, we cannot see from the proposals that there is any compulsion on future developers to adopt the same. In relation to our property, this would mean that – with the commensurate increase in foot traffic along the proposed adjacent footpaths - that there would be no obvious segregation of our property mandated to fall in accordance with this principle. We find it entirely objectionable that we, as existing homeowners, should be put to considerable expenditure (estimated at in excess of £150k) to, effectively, delineate our property to meet the likely requirements</p> <p>o) Objection – We do not have any objection in principle to the car parking principles set out at fig 51 and on page 134. However, we anticipate that the presence of the “rat run”, cut through and school runs will invite residents and others to park on or adjacent to (where we have a legal right of way) our property. We would expect a positive prohibition to be present in any material plans either at the level of the Brief or to be forced upon the Planning Application for this area</p>	<p>will be a matter for detailed consideration through a planning application. As identified in the Brief, the use of Glasshouse Wood for mountain biking/BMX jumps is not appropriate and has resulted in the Scheduled Monument being listed on the Historic England’s ‘At Risk’ Register</p> <p>n) Development Principle 7C sets out to developers what will be expected with regards to boundary treatment. The matter raised is not insurmountable and is a detailed issue for consideration at planning application stage</p> <p>o) Noted. However, this issue is not insurmountable and is a detailed matter for consideration at planning application stage</p> <p>p) Noted. The Masterplan is to be updated to show and/or reference this retained dwelling. One other dwelling, Southcrest, is likely to be retained on site and therefore the amendment is likely to reference this also</p> <p>q) The property is located within a strategic housing site. Excellent pedestrian/cycle connectivity is a key aspect of the Brief and it is likely that</p>	

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			<p>p) Objection - We object to the indicative master plan set out at figure 60 (page 149) on the basis that, whilst it references the retained Woodside Hotel, it completely ignores our presence. We do not object, and positively endorse, the proposed placement of the allotments (note 6) and primary school (note 2), subject to the footfall, vehicular and other infrastructure issues relating to our property being fully resolved</p> <p>q) Objection - The combined developments will, without doubt, drive considerably more foot traffic around Woodside Lodge. No mitigating steps appear to have been built into either plan. Indeed, the delivery of both the Brief and the Planning Application appear to require Woodside Lodge to become an, effective, "goldfish bowl" to foot traffic that could easily be diverted elsewhere without breaching the stated principles of the Brief</p> <p>r) Objection - The Planning Application (with allotments at the lower end of the development) and the Brief (with Primary school at upper end of H06) will drive people to misuse our property and breach our legal rights of enjoyment and adjacent parking</p> <p>s) It is imperative that Woodside Lodge has reasonable vehicular access. The current plans do not afford this</p> <p>t) The creation of essentially a parallel footpath network around our property appears to be unduly onerous and detrimental to our enjoyment of our property when there are clearly easy mitigating steps</p>	<p>such routes will have to be directed around the property in order to deliver the housing allocated to the site through the Local Plan. The detail of any proposed footpaths and their relationship to the dwelling will be a matter for detailed consideration through a planning application</p> <p>r) This is a detailed issue that is a matter for the planning application stage. However, this issue is not insurmountable and if there was to be a problem there are potentially measures that can be undertaken, e.g. signage/rising bollards, by the property owner to prevent such usage</p> <p>s) See response to j)</p> <p>t) Full details of any pedestrian/cycle paths will be assessed through detailed planning applications and the impact of these upon neighbouring properties will be fully assessed at that stage. However, the provision of a network of pedestrian and cycle routes within the site is considered to be an essential element of the proposed development of the area</p>	
71290; 71291	Mr R Dickson		a) Concern about access from Thickthorn Close to the site at Thickthorn. The close must remain a close because it's not	a) There are no plans to allow a through route between Thickthorn Close and	See amendments to Mr E Kirwan's

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			<p>designed for through traffic</p> <p>b) Concern about any vehicular access off Thickthorn Close. The properties have a distinct character brought about by their seclusion and single access off Birches Lane solely to the properties</p> <p>c) The housing that is close to the bungalows of Thickthorn Close should be in keeping, i.e. be bungalows not 3-4 bed houses</p>	<p>the proposed spine road</p> <p>b) See response to Mr E Kirwan (rep refs: 71339 and 71340)</p> <p>c) See response to Mr E Kirwan (rep refs: 71339 and 71340)</p>	<p>representations (rep refs: 71339 and 71340)</p>
71345; 71346; 71347; 71348; 71349	Ms J Burnell		<p>a) Inconsistency p162-163 - Suitable phasing of the implementation of public transport, cycling and pedestrian routes to encourage residents and employees to adopt sustainable modes of travel soon after occupation is essential. The phrase 'soon after' is open to wide interpretation. I've heard of this delay being more than a decade elsewhere in the District. New residents need to find sustainable modes of travel available and attractive from the time they move in. A couple of paragraphs lower down the same page it says: "ensure that residents experience a satisfactory living environment with necessary services from the outset" which is how it should be</p> <p>b) Page 162 lists a number of road improvements which are required before certain parcels of land are developed. Yet no mention is made of the cycle infrastructure which is to be prioritised and hence at least as important.</p> <p>c) Page 163 lists trigger points and once again these are only car-related, even though the cycle infrastructure is just as vital and needs to be there from the outset. Cycling infrastructure should be included in the trigger conditions</p>	<p>a) The specific details of the trigger points within a Section 106 agreement will be part of the planning application process. This will agree appropriate and legally binding trigger points.</p> <p>b) Cycle infrastructure is included in chapter 7 of the Development Brief</p> <p>c) Noted. However, the stress that any development makes is inevitable on the surrounding road network – one of the great advantages of the cycle network is the all but absent congestion issues</p> <p>d) We feel that the indicative figures follow a clear logical path from the proceeding paragraphs. Both these descriptions and their following indicative illustrations follow best practice urban design principles whilst also respecting the urban vernacular and the site constraints</p>	<p>Objective 5 to be amended with updated text/additional Development Principle relating to ecology/the requirement for an environmental strategy for each site</p>

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			<p>d) Indicative but of what? – There are numerous maps, plans and other illustrations which are described as ‘Indicative’. However, rarely does the text or caption give any guidance as to what they are indicative of, and, just as important, what they are not indicative of. For example, the new housing areas are shown with straight criss-crossed streets with long sight lines which are known to encourage speeding. Yet piecing together information from elsewhere in the text and other relevant planning documents, the new residential areas are to be designed for 20mph with permeability across areas for cycles and pedestrians so that the roads can be social spaces. This would surely be best achieved with curves and cul-de-sacs so why employ illustrations which give a conflicting impression? How can conflicting imagery possibly result in good communication with developers? The Department for Transport said its own guidance “is crystal clear that street design should explicitly consider pedestrians and cyclists first”. This is the approach which needs to be evident throughout the Brief and one which is vital to achieving the intended modal shift in transportation</p> <p>e) Boundary treatments p131 – Impenetrable garden boundaries are believed to be a major factor in the decimation of the UK hedgehog population and would not be compatible with the protection or improvement of current biodiversity. The Brief should include the stipulation that “all garden boundary treatments should be hedgehog-friendly”</p>	<p>e) Noted, however we feel inappropriate for the Development Brief to specifically favour one species over another. Additional text/ad additional Development Principle may be added to Objective 5 relating to ecology/the need for an environmental strategy in accordance with the KNP but this will require ecology and biodiversity matters to be fully considered and not lay out specific requirements such as this</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71392; 71393	Dr G Williams		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) See response to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71435	Mr R Hall		a) Aware there are some considerations to either extend Leyes Lane or to significantly change the current road layout at the Leyes Lane/Dencer Drive/Glasshouse Lane junctions and also you may look to remove the current 'dog leg' that exists on Leyes Lane. Concerned of the impact such plans could have on Wisley Grove and the current tree lined common area that sits opposite. We cannot find any definite comments/inclusions in the proposed plans but would welcome comments and of course encourage consultation regarding such changes	a) Any proposals to change the current road layout would need to be subject to detailed design and impact work, and be subject to a public consultation through the planning process	No amendments proposed
71302	Mr J N Price		a) Principal concerns revolve around the proposed Spine Road and its various junctions. The original concept as proposed by Catesby and in the Kenilworth Town Plan proposed a new spine road running the full length of the development, with various access points to the existing road network. The current plan involves the integration of a considerable length of Glasshouse Lane, passing a number of side junctions serving around 600 existing properties in total, many of which have no other vehicular egress to the wider road network. b) The Brief assumes that traffic joining the northern sectors of the spine road will exit the Glasshouse Lane at the proposed Heyville Croft roundabout. It seems more likely	a) WCC/WDC were not involved with the alignment shown in Kenilworth Town Plan. There are immovable constraints which prevent this more direct alignment being achieved. WCC are satisfied the proposed alignment will be fit for purpose b) Assessment of junction impact has been undertaken through the Strategic Transport Assessment (see WDC website) and will be further assessed throughout the planning application process	Amend the indicative masterplan to reduce the size of the central park and potentially provide a slightly more linear park arrangement

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>that much of this traffic will be destined for Kenilworth town centre or the various side roads from the western part of Glasshouse Lane and therefore not exit to the proposed western sector of the spine road, thereby exacerbating the existing traffic problems in Glasshouse Lane and Birches Lane, including the difficult exits from Moseley Ave and Windy Arbour. The Heyville Croft exit, as depicted in Figure 31 appears to include an additional hazardous right turn for traffic heading west; a four arm roundabout should perhaps be located at that junction</p> <p>c) Propose that the spine road would be better located to the east of Woodside (which could then have a new and safer entrance, there having been a number of road traffic collisions in recent years at the current entrance off Glasshouse Lane). The road could then roughly bisect the development site, parallel to Glasshouse Lane and the A46 as far as the planned Local Centre, thus serving the proposed primary school before re-joining the planned route</p> <p>d) The proposed public park could be re-orientated alongside the A46 and join up with the area of ancient woodland and thus further increasing its amenity. This change might increase potential development area available around the local centre</p> <p>e) The spine road should be constructed very early in the development (no indication of the programme is included in the Brief), thus avoiding construction traffic in the surrounding roads which cannot easily accommodate heavy vehicles. This is partly due to on street parking.</p>	<p>c) There are a number of constraints, identified in the Development Brief affecting a potential spine road route along the route suggested</p> <p>d) The shape of the central park may differ from the indicative masterplan. A totally linear park would not be desirable, and make accessing, maintenance and legibility problematic. However, it is proposed to amend the indicative masterplan as the size of the park is unlikely to be achievable and also a slightly more linear park arrangement may be proposed which will also assist in providing a buffer between the A46 and the built development and assist in the viability of development as land furthest from the A46 is likely to be higher in terms of value</p> <p>e) Whilst there may be some benefit to this, the significant forward funding required is not available to achieve this</p> <p>f) The provision of parking spaces is comprehensively dealt with in our Parking Standards SPD</p> <p>g) Clearly, the use of circular services is not always suitable and the use of such services is only considered if</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>f) Informal research indicates an average population of more than two cars per house in the immediate area, a fact which should be borne in mind when providing space in the new development</p> <p>g) Need to consider carefully the proposals for public transport facilities. Circular services served only in one direction can result in excessively long journey times, a clear deterrent to users</p>	appropriate. The final routing of the bus services have yet to be fully determined	
71279; 71280; 71281; 71282	Mr P Kershaw		<p>a) Indicative Site Masterplan – the plan is sufficiently fuzzy to prevent easy reading of the key and shows an area at the north of the site which was previously referred to as reserved for education now being residential. This indicates that either the plan has changed or we are being misled about the extent of the education or residential development</p> <p>b) Concept plans – the plans are insufficiently clear to show the junction locations for proposed vehicular access</p> <p>c) On &amp; off site highway infrastructure – there is no indication of proposed junctions to Glasshouse Lane other than the major junctions. The effect of the changes along Glasshouse Lane and Leyes Lane means that residents in the area will be hemmed in by comparison to the free flowing traffic movements that are currently in place. An increase in noise and pollution would be expected due to vehicle braking and accelerating from the multitude of lights and junctions created</p> <p>d) On &amp; off site highway infrastructure - Crewe Lane would be better as no entry westward at the start of the new spine road</p>	<p>a) Policy DS12 in the Local Plan is clear that any land within the education land allocation not required education uses will have a housing allocation. This is reiterated in the Development Brief. There is, therefore, no change to the plan or any misleading</p> <p>b) They are concept plans, detailed plans will be developed through the planning application process and through scheme development</p> <p>c) This has not been highlighted as an issue in the assessment undertaken. We are bound by National Planning Policy Framework when requesting mitigation from developers. Under the NPPF, impacts are acceptable until they are considered “severe”. Noise and air quality impacts will be assessed fully through the planning application process</p>	No amendments proposed



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			e) On & off site highway infrastructure – There is no identification of any junction improvements to the Crewe Lane/B4115 junction, nor the B4115/A452 junction to alleviate flows out of the development northern spine road exit. These are particularly relevant in the event of duelling the A452 between the Thickthorn and Bericote which is identified as a proposed scheme	d) Noted. The principle/concept is to restrict vehicle movements, options to achieve this are still being considered e) Consideration will be given to the B4115/Crewe Lane junction through the planning application process. The A452/B4115 junction will be considered through the scheme development work to informing the Thickthorn to Bericote duelling	
	Mr J Whitehouse	Liberal Democrats in Kenilworth	a) The development will be of huge significance to the town and will affect all current residents as well as the new ones. If done well, it could contribute to a major transformation of some of the current inadequacies of Kenilworth's local infrastructure and facilities. If done badly, it risks the creation of a largely separate new population living close to the existing town but not forming an integral part of it b) The statement that the new community will be fully integrated into the existing town is important. The question should not be 'what does the new community need' but 'what does the whole town need' to ensure that the ambitious vision is achieved c) In terms of linking the site with the rest of the town, heavy reliance is placed in the document on linking with the WCC "Kenilworth Cycle Network" shown in Figure 24 (page 67). However, much of this "network" only exists on paper and is purely aspirational at this stage, with little to	a) Noted b) Noted c) This Brief identifies that developers will be required to contribute towards improvements to the cycle network with Table 2 providing an indicative figure of £3.7m towards cycle network improvements. The precise levels of funding from each application is a matter for consideration through planning applications and any contributions sought must be in accordance with relevant tests for obligations. The distribution of CIL receipts is governed by projects being accepted on the Regulation 123 List, an annual process that is the decision of the District Council's Executive, and therefore not something that the	Amend specification of spine road (as per Local Highway Authority comments)

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>no public funds currently dedicated to its delivery. Reference is made to seeking S106 contribution from developers to assist, but we believe that the cycle network for the whole town should be one of the top priorities for CIL and public infrastructure funding as well</p> <p>d) There are significant barriers to safe cycling in Kenilworth at the moment, in particular the shortage of safe routes across the railway line splitting the town, and the dangerous St John's Gyratory road system. The National Cycle Network route 52 through the town has a gap in the middle, with the ongoing failure to resolve the question of a cycle route through Abbey Fields. The Greenway cycle route to the University of Warwick lacks sufficient connectivity with key areas of the town. The K2L route to Leamington remains unfunded</p> <p>e) It is vital that residents of the new development are as closely linked with the existing town as possible, and bus services have a vital role to play in this. What is proposed at the moment is completely inadequate. Diverting the Stagecoach X18 service through the site will link new residents with Coventry and Leamington for employment or shopping/leisure purposes, but do nothing to help them get in and out of Kenilworth. The only town bus link proposed appears to be to extend the route and frequency of the current hourly station link service, which is poorly used and dependent on time-limited public subsidy. We recommend that urgent consideration is</p>	<p>Development Brief can set. There would also be a greater risk to securing such funding if we relied on such a scheme to be on the Regulation 123 List. It should also be noted that the Town Council will ultimately be in receipt of some CIL income and they would have the ability to spend this on infrastructure to benefit the town</p> <p>d) Noted</p> <p>e) The proposed bus routes identified in the Brief would provide services that both connect the development to the existing town and to neighbouring settlements. The proposals put forward in the Brief have been developed through input from Stagecoach and WCC</p> <p>f) The preferred layout option of a separate entrance to the employment land is the result of the detailed transport study jointly commissioned by WDC, WCC and Kenilworth Town Council. The purpose of splitting the two is to minimise conflict between the different uses, however the Highways Authority remain open to alternatives should this preferred option prove to be undeliverable. Highways England</p>	

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			<p>given to diverting the strategic Stagecoach X17 service, by turning off the Leamington Road, going along the southern section of the new slip road as far as Glasshouse Lane, then turning left down Birches Lane and re-joining the existing X17 route at the St. John's Gyratory. This would be a relatively minor diversion, which would link the majority of new residents directly with the town centre via a frequent service, as well as further afield to Coventry and Leamington – therefore making the proposed X18 route diversion probably unnecessary</p> <p>f) Question the rationale for separating access for the employment area and for the spine road at the southern end of the development, either both off the Leamington Road, or one off the Leamington Road and one directly on to the Thickthorn roundabout. This is especially important if the option of access direct on to the Thickthorn roundabout turns out not to be feasible. To have two access points off the Leamington Road within a short distance of each other would be highly undesirable. A single entrance to the development, ideally coming directly off the Thickthorn roundabout, would be safer and would help maintain traffic flow on one of the main entrances into the town</p> <p>g) Housing mix (p60-63) –The shortage of affordable housing within the existing housing stock in Kenilworth is one of the major current problems facing the town. Children of current residents find it difficult to stay locally when they</p>	<p>will also be involved in any final decisions regarding access into the southern end of the site given its relationship with A46/Thickthorn Roundabout</p> <p>g) The development sites will be expected to meet the required 40% affordable housing threshold. The table on p61 shows the housing mix requirements of market and affordable housing types. The preceding paragraph on p60 makes it clear that the policy requirements will be expected to be complied with</p> <p>h) Agree. The sections in Objective 1 about both types of uses already makes this clear</p> <p>i) The provision of a through-route from the residential to the employment land would inevitably lead to 'rat-running' which we are keen to avoid</p> <p>j) Rat-running will occur where alternative routes through are provided. The spine road will be of different width and typology better suited to through traffic and so it is appropriate to ensure that traffic principally travels along it. By not providing potential rat-runs we are</p>	

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			<p>want to get on to the housing ladder, while many people employed within the town, especially in the retail and hospitality sectors, cannot afford to live here. It is unclear how the housing mix percentages set out in Table 1 (page 61) meet WDC's overall 40% affordable requirement, which must be the minimum objective for this development</p> <p>h) We agree with the comments about older people's housing and student accommodation, but note that both will require good public transport links</p> <p>i) Employment land (p63-65) – Welcome the inclusion of employment land within the development. However, we disagree with the deliberate separation of the employment land from the residential areas, with no through route for vehicles. While it is right to encourage sustainable travel (walking and cycling) to and from work for new residents living within the development, residents from the existing eastern side of the town can be expected to take up these new employment opportunities as well, and may well be travelling by car given the longer distances. Their logical route to/from work may well be using the new spine road through the residential areas, which will keep them away from the congested town centre. With what is proposed, however, they would have to join the Leamington Road for a short distance before leaving it again to access the employment area, adding extra congestion to this already busy road</p>	<p>helping to ensure this</p> <p>k) Noted</p> <p>l) Noted</p> <p>m) The specification for the spine road (as amended in light of representation received by the Local Highway Authority) is considered appropriate by the Highways authority to deliver a high quality, desirable cycle route. Comments regarding placement of crossings is noted and this will be a key consideration at the detailed planning stage</p> <p>n) Noted. This is a detailed matter that will be considered through the planning application process</p> <p>o) Noted. However, the spine road needs to remain an attractive route and the favoured alternative to using Birches lane to access the A46/Leamington Road. At lower speeds the route would become less attractive. Design features such as appropriate crossing points, wide footways and cycleways, limited on-street parking etc will ensure that the operation of the network is safe. Whilst the spine road will go through residential areas restricting this road to 20mph will reduce its effectiveness as</p>	

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			<p>j) The comment about avoiding rat running is not understood. If the concern is about rat running through the whole development, the new spine road will provide this opportunity anyway, however it joins the Leamington Road. This needs to be addressed in the design of the spine road itself, not by creating an artificial barrier between the employment and residential areas</p> <p>k) Transport (p65-97) - We strongly support the statement on page 65 that "It is vital that good connectivity is provided from the site to key destinations...to ensure that the development provides residents with a choice of sustainable travel options". Turning this into reality in a town like Kenilworth, where the existing road and footpath network places severe constraints on sustainable travel options, will be a major challenge, and will require action and substantial investment not only within the boundaries of the new development but also elsewhere in the town</p> <p>l) We agree with the "Manual for Streets" providing the design basis for encouraging and prioritising walking and cycling within the site</p> <p>m) The cycling provision for the spine road is possibly over-specified. While it is highly desirable to have a cycle track on both sides of the carriageway, each could be a 3 metre shared use track (i.e. walking and cycling) rather than a 4 metre track with separation of use. What is more important is the design of safe crossings (of side roads on</p>	<p>a spine road and therefore in this instance there is a strong argument that material considerations would suggest a deviation from the precise wording of KNP policy KP4(g)</p> <p>p) Noted</p> <p>q) The drawings in the Kenilworth Development Brief are a proof of concept and do not present the final optimised layout. Through the development of the scheme further consideration will be given to the impact on all modes of travel including the routing of bus services</p> <p>r) Noted</p> <p>s) All junction schemes included within the Development Brief will be subject to further detailed assessment and will include provision for cyclists. A review of the pedestrian and cycle usage of the gyratory will be undertaken prior to committing to any change. A comprehensive cycle network is proposed for Kenilworth which includes links to K2L</p> <p>t) Noted</p> <p>u) Whilst not mentioned explicitly the Brief does identify support for similar type of provision to that found in a</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>to the spine road) with priority for both cyclists and pedestrians</p> <p>n) Shared paths through green areas should not be reduced below 3 metres minimum width. While reference is made to secondary networks being for pedestrian use, policing their non-use by cyclists is generally impracticable</p> <p>o) Strongly support the general principle of 20 mph speed limits throughout the site. However, the comments about the spine road are a concern, with a mixture of 20 mph and 30 mph sections planned for both the spine road and Glasshouse Lane. We would prefer a single 20 mph speed limit for the whole development, with appropriate traffic calming measures where required</p> <p>p) We prefer the option of access to/from the employment area directly on to the Thickthorn roundabout, to minimise the impact on the existing Leamington Road gateway into Kenilworth. This should also provide easy and safe access for cyclists on to the K2L cycle route between Kenilworth and Leamington, which is a major CIL priority investment</p> <p>q) Figure 28 (page 76), the plan for the Crewe Lane/Glasshouse Lane/ Hidcote Road junction, is not understood. It appears to show no entry from Hidcote Road into the junction, but there is no reference to this in the text. Hidcote Road is an important link from eastern Kenilworth out towards Coventry and the A46, and is on the strategic X17 bus route</p>	<p>couple of other named local centre (p97 of draft Brief) both of which have pub/restaurants. A public house is by no means ruled out and text on p98 and Development Principle 4A c) will be amended to also refer to A4 uses. However, the pattern of development throughout the country over the last decade or two suggests it is much more likely for there to be a café or restaurant within the local centre as opposed to a traditional pub</p> <p>v) Further discussion has been undertaken with WDC's Community Partnership team and the specification for the community centre will be revised – this will take into account what is planned at the secondary school site and therefore no sports hall will be required as part of the community centre. We agree that there will be a need to involve the community, including existing organisations, in detailed planning for the community centre</p> <p>w) Noted, thank you</p> <p>x) Noted</p>	

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			<p>r) We support the idea of a section of Glasshouse Lane becoming the central section of the spine road, but every effort must be made to mitigate the impact of this on existing residents. Our comments about not over-specifying the spine road are particularly relevant here</p> <p>s) The signalisation of the St John's Gyratory is long overdue, and is a major priority for the town. However, the design in Figure 36 (p86) appears to have omitted any reference to improvements for cyclists, or integration with the K2L cycle route or the Kenilworth Cycle Network. This is currently a very dangerous junction for cyclists, and in fact a major barrier to many residents cycling into the town centre at all</p> <p>t) Local Centre &amp; Community Facilities (p97-101) – We support the development of these facilities, to support the needs not only of the new site but also of existing residents in the adjacent areas. Strongly support investment in such decentralised facilities, rather than concentrating further investment in the town centre</p> <p>u) While mention is made of possible restaurants/cafes within the Local Centre, no comment is made about the possibility of a pub. Eastern Kenilworth is currently poorly served by pubs compared with the rest of the town</p> <p>v) The outline specification for the community centre appears to be based on that for the (currently unbuilt) Whitnash Centre, which may not be appropriate for this site. Any new facility must be planned taking full account</p>		

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			<p>of what is planned at the new Secondary School site, and what other community facilities already exist in the town. The earliest possible consultation with and involvement of existing community centre organisations is recommended to ensure a holistic approach is taken to meeting the needs of the whole town, and complementing rather than competing with what we already have. Financial sustainability of the community centre will be crucial in the longer term, even with developer funding to start with, and all opportunities to gain synergies with existing community centre organisations should be explored</p> <p>w) Open space provision – We support the general approach set out under Development Principle 5A: Delivery of green infrastructure, play and recreation provision on p109-110. In particular, we support the concept of concentrating open space provision as much as possible into a large central park (min 8 ha) within the development, with a range of facilities to attract residents of all ages</p> <p>x) Noise and air quality - Given the proximity of the new development to the A46 trunk road, these aspects of the design brief require careful attention if a good quality of life is to be provided to all of our new residents. It is already the case that noise pollution from the Kenilworth A46 can blight homes and gardens across eastern Kenilworth, particularly when the wind direction is from the south</p>		



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71335	Mr A Limehouse		a) Whilst no objection in principle to the development, do not agree with the main 'spine road' using a section of Glasshouse Lane instead of being contained within the new development, as was shown in the original scheme. I believe this will encourage the development of 'rat runs' through existing residential areas and will have a significant negative affect on the quality of life in those areas affected	a) A continuous spine road is included in the plans and utilises existing infrastructure in places. There are various constraints in providing a spine road running entirely through the development and these have been identified in the Development Brief. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic. No additional "rat runs" are encouraged through opening up the spine road. The spine road will offer more efficient routing to trip destinations and as such may reduce the propensity to rat run on alternative more congested routes	No amendments proposed
71307	Mrs K Limehouse		a) Whilst no objection in principle to the development, do not agree with the main 'spine road' using a section of Glasshouse Lane instead of being contained within the new development, as was shown in the original scheme. I believe this will encourage the development of 'rat runs' through existing residential areas and will have a significant negative affect on the quality of life in those areas affected	a) A continuous spine road is included in the plans and utilises existing infrastructure in places. There are various constraints in providing a spine road running entirely through the development and these have been identified in the Development Brief. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic. No additional "rat runs" are encouraged through opening up the	No amendments proposed

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				spine road. The spine road will offer more efficient routing to trip destinations and as such may reduce the propensity to rat run on alternative more congested routes	
71385; 71386	Mrs D and Mr W Hirons		a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	a) Identical points raised to Mr E Kirwan (rep refs: 71339 and 71340)	See amendments to Mr E Kirwan's representations (rep refs: 71339 and 71340)
71284	Ms A Paveley		<p>a) Spine Road - Shocked to see the earlier sensible plan for a spine road running north-south through the entire site has now been watered down so that traffic through the site will have to spill out onto Glasshouse Lane for the middle section. Glasshouse Lane already has heavy traffic especially in the early morning and end of the working day, frequently queuing at the Birches Lane/A452, so the extra traffic will make the situation much worse. Please revert to the earlier plan of a true spine road that allows traffic to go north/south through the site without having to use Glasshouse Lane</p> <p>b) Spine Road Southern Exit – Strongly prefer the proposal to exit southern end of the site directly onto the A46/A452 roundabout by adding a fifth arm to that roundabout. The alternative proposal of a T-junction with the A452 will cause much more congestion on the A452 for traffic travelling into Kenilworth and traffic going to the A46 or Leamington. This part of the A452 gets very busy at peak times</p>	<p>a) This is the only spine road that has been formally tabled by WDC/WCC. There are various constraints in providing a spine road running entirely through the development. These have been fully considered in the Development Brief. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic</p> <p>b) Noted. The Brief sets out preferred access arrangements. However, the Highways Authority remain open to alternatives should this preferred option prove to be undeliverable or if there are better, more appropriate alternatives. Highways England will also be involved in any final decisions regarding access into the southern end</p>	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				of the site given its relationship with A46/Thickthorn Roundabout	
71337	Mrs V A and Mr P J Jamieson		a) Object to the 'spine road'. This is not a spine road in that it will link up with Glasshouse Lane and come out of the development area altogether, thus putting further pressure onto Birches Lane which gets backed up from Moseley Rd and Farmer Ward Rd at rush hour. With the added school traffic this will be a nightmare	a) A continuous spine road is included in the plans and utilises existing infrastructure in places. There are various constraints in providing a spine road running entirely through the development and these have been identified in the Development Brief. WCC are satisfied that the spine road as planned is suitable for accommodating the forecast levels of traffic	No amendments proposed
71283	Mr S Simms	SSA Planning Limited (on behalf of Kentucky Fried Chicken (Great Britain) Limited)	a) Consider the Healthy Community placemaking principle to be flawed in that it implies that food purchased at hot food takeaways is less healthy than that purchased at other food and drink establishments. There is increasing evidence that the reverse is, in fact, true. If restrictions are to be imposed on health grounds, then they should be imposed equally on all food and drink uses (including those operating within Class A1 or across A1, A2, A3, A4 or A5). The evidence for any causal effect of proximity or density on incidence of obesity is weak and conflicting. Therefore, suggest deleting 'restrictions on hot-food takeaway outlets' from the Healthy Community placemaking principle. Evidence cited – Robinson, Eric et al (2018) '(Over)eating out at major UK restaurant chains: observational study of energy content on major meals' British Medical Journal 2018	a) We are not aware of significantly increasing volumes of evidence that food purchased at hot takeaways is healthier than food purchased elsewhere. Whilst there has been a recent report published in the BMJ regarding the likelihood of over-consumption or unhealthy choices being available in all use classes, there is still a substantial body of evidence that supports the restriction of A5 uses in order to support healthy choices. The policy does not seek to refuse all A5 uses, but to restrict them to appropriate locations and quantum, where in harmony with the other	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
				principles set out in the Brief	
71319	N and I Barber		<p>a) Concern over impact of increased traffic flow, and the implications on our childrens' safe route to secondary school (from Leamington Rd) via walking or cycling. We currently don't consider it safe for the children to cycle on Leamington Rd due to the volume and speed of traffic. We hope that our children will be able to cross Leamington Rd and travel to the new secondary school along a safe route</p> <p>b) Access to the A45 from Leamington Rd – it currently takes a great deal of time for us to turn right out of the service road onto Leamington Rd towards the A46, particularly during rush hour. We are concerned that we will be constrained to turn towards the Jet garage, rather than towards the A46 given that turning across 4 lanes of traffic will be difficult</p> <p>c) Access to Kenilworth town centre using public transport – It is currently very infrequent. Due to unsafe cycle and crossing points, we currently prefer to drive. We would like to see additional bus services along Leamington Rd</p> <p>d) Access to our driveway, which is currently off the service road – If the roundabout exit is to be widened, we are concerned about safe access and egress to the property</p> <p>e) Parking and pedestrian access to the new rugby ground – We currently have very little pedestrian traffic past our house. We are concerned about the possibility of people parking on Leamington Rd and accessing the rugby club on foot through Thickthorn Woods</p>	<p>a) A comprehensive Kenilworth cycle network is being planned which will improve opportunities for safer cycling routes. The indicative plans produced identify a signalised crossing over Leamington Road</p> <p>b) The impact on the existing network and residences will be considered through the detailed scheme development</p> <p>c) These are being planned and have been documented in the Brief, as have the proposed cycle improvements</p> <p>d) Detailed matters such as this will be considered fully through the scheme development process and at detailed planning stage</p> <p>e) This should be considered as part of the detailed planning application process</p>	No amendments proposed
71326	Ms R		a) The Council have always held strong on the view that	a) It is not a main access point, any	No amendments

Ref	Name	Company/ Organisation	Comment	Response	Amendment
	Stevenston		Thickthorn Close is not a suitable access point due to it being a narrow road. It is clear that it is now a main access point for the new estate. There was a commitment that the amenity of residents in Thickthorn would not be impacted and this clearly does impact	vehicular access would be to serve a limited number of dwellings and not provide a through route to the spine road	proposed
71445	Ms R McLean	Severn Trent	a) Supportive of the plan, particularly with reference to the drainage strategy and the SuDS policies	a) Noted, thank you	No amendments proposed
71461	Mr A Hickmott	Warwickshire Fire & Rescue Service (WCC)	a) No objection in principle and reserve comment until more detailed plans are received b) Guidance for access for emergency vehicles and the fitting of sprinkler systems provided	a) Noted b) Noted. Such matters will be considered through Building Regulations	No amendments proposed
71446	Mr J Fox	HS2 Ltd	a) As no part of the land in question is within the area safeguarded for Phase One of HS2 we have no specific comments to make on the draft Development Brief	a) Noted	No amendments proposed
71447	Ms H L Bevins	Wood (on behalf of National Grid)	a) An assessment has been carried out with respect to National Grid's electricity and gas transmission apparatus which includes high voltage electricity assets and high-pressure gas pipelines and also National Grid Gas Distribution's Intermediate and High-Pressure apparatus. National Grid has identified it has no record of such apparatus within the area	a) Noted	No amendments proposed
71451	Mr C Telford	The Coal Authority	a) Having reviewed the document, no specific comments to make	a) Noted	No amendments proposed
71442	Mr R Timothy	Highways England	a) Given the close proximity of the A46 to the proposed sites it is considered there is likely to be both traffic and boundary issues which will need to be addressed at the appropriate times b) Our review of the of the East of Kenilworth Transport	a) Noted b) Noted c) Noted d) Noted, wording to be added to this effect	Additional wording to be added in Chapter 7, section 3 'Delivery of an

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>Study, v.6 9 Aug 2018, has concluded that this document comprehensively outlines the potential infrastructure changes in support of the Land East of Kenilworth site. We have specific interest in alterations proposed at the A46/A452 roundabout, which forms parts of the Strategic Road Network (SRN)</p> <p>c) The Kenilworth Transport Study also provides turning flow movements from the site at the Thickthorn junction. Turning flow diagrams have been produced based on traffic have been produced based on traffic flows provided by Vectos Microsimulation from the 2029 Local Plan model year; as part of the recent revalidation of the Kenilworth and Stoneleigh Wide Area (KSWA) model. We therefore consider the Kenilworth Transport Study suitable for us in informing the Brief</p> <p>d) The production of Transport Assessments and Travel Plans for large-scale developments, as cited in Policy TR2 of the WDC Local Plan, is welcomed. However, for the avoidance of doubt it is recommended that the Brief explicitly state that the impact on Highways England's network needs to be fully determined given the proximity of the A46 trunk road and Highways England should be consulted with regards to the scope of the required assessment in each case</p> <p>e) Figure 24 of the Brief indicates a desire to upgrade the Glasshouse Wood Path A46 footbridge to accommodate cyclists. It is noted that the bridge is not considered suitable for cyclists for safety reasons due to the parapet height. Connectivity from the development to the existing</p>	<p>e) Figure 24 doesn't identify Glasshouse Wood path as a proposed cycle route owing to the narrow width of the bridge. We would however wish to encourage pedestrian movement across the bridge and therefore, to encourage usage, improvements will be sought to improve the safety of the bridges, where appropriate. Relevant sections of the Brief to be amended</p> <p>f) Noted, additional wording to be added</p> <p>g) Noted. Whilst this preferred access has been identified through the Kenilworth Transport Study undertaken by Atkins, further detailed consideration of the impacts of access arrangements to the southern end of the site will be undertaken and Highways England will be integral to this further detailed analysis</p> <p>h) Noted, see g). Whilst it is important to ensure proposals have an acceptable impact upon the highway network for road vehicles, it is also of significant importance to ensure the junction(s) in this area are designed to accommodate safe pedestrian and cycle movements to encourage sustainable modes of travel</p>	<p>effective and efficient transport system' to state that Transport Assessments will need to fully consider the impact on Highways England's network given the proximity of the A46 trunk road and that Highways England should be consulted with regards to the scope of the required assessment in each case</p> <p>To improve safety and further encourage their use, propose to</p>

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			<p>footbridge will need to be carefully considered so not to encourage cyclists to utilise the existing footbridge for safety reasons. If an upgrade of the footpath is proposed, mitigation to the A46 Footbridge would be required to meet Design Manual for Roads and Bridges (DMRB) standards</p> <p>f) Recommend that the wording of Principle 3A Cycling and Walking (p69) should also consider provision of cycling and walking improvements impacting on the SRN. Any improvements will need to be designed in accordance with DMRB standards and other relevant guidance notes applicable to the trunk road network</p> <p>g) The principal of a fifth arm at the Thickthorn roundabout (as shown in Fig 25 of the Brief) will affect its operation and consequently may have wider disbenefits to traffic flow at the junction. This needs to be considered in terms of the already identified need to improve the junction as identified within the Warwick District Infrastructure Delivery Plan</p> <p>h) Proposals to include new pedestrian and cycle links (in the form of Toucan crossings at the junction as outlined in the Brief) may also have implications on users of Thickthorn Roundabout due to intensification of use of the existing pedestrian and cycle facilities which may not be of acceptable standard. Detail of a new access to the proposed spine road off the A452 may have further (linked) implications for the operation of Thickthorn Roundabout which need to be agreed jointly. The proposals for the introduction of a spine road through the</p>	<p>i) We do not feel that the inclusion of indicative highway layout is unnecessary detail. We acknowledge that further detail will come forward through the planning application process, and that Highways England will require that information in order to confirm that access proposals are appropriate</p> <p>j) Noted</p> <p>k) It is acknowledged that the Brief does not include reference to the need to ensure lighting has an acceptable impact upon the A46. An additional Development Principle and associated text is proposed within the Environmental Quality section to cover matters relating to external lighting and the need to ensure that it is designed to be visually attractive and energy efficient and suitable in terms of its impact upon ecology, heritage assets and highways</p> <p>l) The drainage system referred to is a culverted watercourse and has not been installed specifically to service the A46. Site proposals will be limiting runoff to QBAR so there will be no increase in flows compared to existing</p>	<p>add further text in Public Rights of Way section to require improvements to the A46 footbridges, where appropriate. This will also be identified in Table 6, Infrastructure Requirements</p> <p>Additional wording to be added in Development Principle 3A to require cycling and walking improvements impacting on the SRN to have regard to DMRB standards and other relevant guidance notes</p>

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			<p>site may have further traffic implications for the distribution of traffic in the areas including affecting the A46 at Thickthorn and Stoneleigh junctions. However, the principal of a spine road appears sensible and is not a primary matter of concern for Highways England</p> <p>i) It is our view that the specific form of the access proposals should be matters for the planning application stage; rather than being detailed as preferred schemes within the Brief. This is the stage where the environmental, traffic and other planning implications should be appropriately considered. It has not yet been demonstrated to Highways England that the access proposals are appropriate and alternative proposals may still need to be considered for the access schemes. The final form of these proposals should therefore not be prejudiced by the inclusion of unnecessary detail regarding the highways layout within the Brief</p> <p>j) It is acknowledged that it is caveated that the developers of the employment site are strongly recommended to liaise with WCC and Highways England in any case. This is outlined in Principle 3D(b) which is welcomed by Highways England should fundamental safety-related concerns become apparent during the preliminary design stage(s)</p> <p>k) The Brief states that a Lighting Assessment would be required to be undertaken to support any planning application submission (p160). We recommend that the Brief is amended to ensure that, as well as taking account of heritage and ecology concerns, external lighting should</p>	m) Noted	<p>applicable to the trunk road network</p> <p>Additional Development Principle to be added in Environmental Quality section of Chapter 7 relating to external lighting</p>



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			<p>also be considered in accordance with Guidance Notes for the Reduction of Obtrusive Light GN01:2011 to demonstrate compliance with DfT 02/2013 para 49 to identify if any proposed external artificial lighting may pose as a visual distraction to motorists of the SRN</p> <p>l) Drainage – there are two existing ordinary watercourses running through the site towards two different culverts underneath the A46 trunk road. Both culverts are Highways England Assets and are connected to the A46 Highway drainage system. It is likely that the majority of surface water run-off from the natural catchment of the existing Kenilworth allocation sites E1, H06, ED2 and H40, would outfall to the ordinary watercourse running through the site. As a result of this, any land drainage solution as a result of the development proposal will need to be carefully considered in accordance with DfT Circular 02/2013 para 50. This point should also be reiterated on page 115 under ‘Flood Risk’, as well as on page 136 for ‘Surface Water’ and page 147 ‘Sustainable Drainage’ which details SuDS features within close proximity to the SRN boundary and highway drainage system</p> <p>m) We consider that need for both Noise Impact and Air Quality impacts to be undertaken have been clearly outlined within the Development Brief, taking into consideration the A46 trunk road and the interests of Highways England in terms of compliance with DfT 02/2013 para 45</p>		
71465	Mr I Dickinson	Canal & River	a) No comments to make on this document	a) Noted	No amendments proposed

Ref	Name	Company/ Organisation	Comment	Response	Amendment
		Trust			
71350; 71351; 71352; 71353; 71354	Ms J Kaur	Warwicks hire County Council	<p>a) The Development Brief will provide clear direction for the development of the site. The County Council has been engaged in the preparation of the Brief and support this approach. We have had continuous engagement of this site</p> <p>b) More detailed comments from WCC Highways will follow</p> <p>c) Electric vehicle charging points – There appears to be an omission on EV charging point’s infrastructure for new developments. We assume this will be picked up at the detailed planning application stages and nevertheless it should be a requirement for the submission of the planning application. A reference to this should be included in the “Delivery” chapter of the Brief</p> <p>d) Employment land – short of smaller employment uses – Evidence from the LEP suggests there is a need for smaller employment units in the Warwick District area. The District should also consider meeting these needs</p> <p>e) Financial implications of the Brief – WCC cannot commit to any financial implications from any proposals emanating from the Brief. However, we will assist the District Council in delivering infrastructure providing they receive any funding that may arise from s106 agreements, Community Infrastructure Levy or any other sources</p> <p>f) The key tasks for the implementation of the Brief are:</p> <ol style="list-style-type: none"> <li>1. The District Council continues to lead on this successful collaborative work on the strong partnership working with stakeholders and landowners. This will ensure that the direction of the</li> </ol>	<p>a) Noted</p> <p>b) Noted</p> <p>c) Reference to EV charging points was not made as it is not considered the Development Brief can add anything over and above requirements set out in the adopted Parking Standards SPD. However, given that the provision of EV charging facilities is undoubtedly required as part of the development, in this instance it is considered that emphasising this aspect of other adopted guidance is acceptable. Therefore, reference to the need for EV charging points to be provided as required by the Parking Standards SPD (2018) will be added to the appropriate section(s) of the Development Brief</p> <p>d) Whilst there is some evidence emerging regarding the size of employment units, it is beyond the powers of the Development Brief to limit the employment land development to a specific size of floorplate. However, we will continue to work with promoters and developers to deliver an appropriate mix of employment opportunities</p>	Reference to the requirement to include EV charging points within development, as required by the Parking Standards SPD (2018) to be added in the appropriate section(s)

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			<p>Brief and subsequent reserve matters/full applications for the sites relate effectively to the delivery of the site and ensure that on site and off site infrastructure is implemented in a timely way</p> <p>2. Non-sensitive information is shared in order for cumulative impacts to be fully considered comprehensively across the entire site and any impacts from other developments</p> <p>3. Businesses/Business forums are also included in the development proposals for Kenilworth including in the meaningful consultation events from the developers</p> <p>4. Housing mix – affordable housing and extra care provision. Our latest data shows that in the Kenilworth area demand for extra care outstrips supply. The County Council can offer assistance to the District in assessing these matters for extra care and housing needs for vulnerable residents</p> <p>g) As a general observation the expansion of Kenilworth, University of Warwick and South of Coventry will see significant development pressures in the wider locality from housing and employment, thus a joined up approach/ strategy is needed in delivering comprehensive development across both areas and a programme of supporting infrastructure would tie up the approach of this Development Brief. We would support a wider approach to ensure the timely delivery of the necessary infrastructure in the wider area</p>	<p>e) Noted</p> <p>f) Noted, although these would not necessarily be WDC's view of the key tasks for the implementation of the Brief</p> <p>g) Noted, although this point is beyond the scope of the Development Brief</p>	
71350; 71351;	Ms J Kaur	Warwicks hire	a) P52-53 Landscape Features; i. The LLFA are pleased that watercourses are described as having the potential to	a) i. Agree – word 'ordinary' to be added ii. Noted, will amend wording to	P52 – Add the word 'ordinary'

Ref	Name	Company/ Organisation	Comment	Response	Amendment
71352; 71353		County Council (comments from Flood Risk Management)	<p>form amenity features. The LLFA would recommend inserting the word 'ordinary' before watercourse to distinguish them in terms of size and responsibility; ii. Recommend adding that watercourses should remain open channel wherever possible; iii. Pleased to see the inclusion of advice in relation to site topography and SuDs. Would recommend adding 'overland flow routes' and the removal of 'attenuation ponds' to read 'This needs to be factored into the development when considering flood risk, overland flow routing and suitable locations for sustainable drainage' Ask for this change as sustainable drainage is not limited to pond features and the LLFA would encourage the use of multiple types of features to mimic best practice</p> <p>b) P107 Other open space and green corridors; i. Pleased to see the inclusion of 'well designed SuDs' in this section; ii. Would add that green corridors should be formed around existing watercourses, and ensure that existing watercourses remain open channel to provide water quantity, quality, amenity and biodiversity benefits</p> <p>c) f; ii. The section should highlight that any proposed SuDs features should be designed in accordance with best practice inclusive of the SuDs manual CIRIA C753 and adhere to the LLFA's Standing Advice document; iii. Discharge rates must adhere to the WDC Local Plan policies. The downstream village of Ashow has experienced flooding, this must be mitigated by ensuring flows off-site are in accordance with LP policies; iv. Multiple SuDs features to provide maximum surface water</p>	<p>recommend that they remain open channel where possible</p> <p>iii. Agreed, changes will be made</p> <p>b) i. Noted, thank you</p> <p>ii. Noted, agree the changes would be beneficial</p> <p>c) The sustainable drainage section will be updated to take into account the points raised</p> <p>d) Additional text will be added to require relevant applications to determine flood zones for ordinary watercourses. Text to be amended to refer to points made in ii, iii, iv</p> <p>e) Noted, the text will be amended accordingly</p>	<p>before watercourses</p> <p>P52 – Amend wording to recommend that the watercourses remain open channel where possible</p> <p>P53 – Amend text in line with comments received in a) iii.</p> <p>P107 – Amend text to add that green corridors should be formed around existing watercourses, and ensure that existing watercourses remain open channel to provide water quantity, quality,</p>

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			<p>treatment should be encouraged and to ensure permanent standing water is kept to a reasonable depth, by spreading attenuation volume through source and site control features; v. Existing catchments should be maintained to ensure discharge is not moved cross-catchment, creating flooding or water supply issues to receiving watercourses. Cross-catchment discharge would be a concern on this site if the relevant landowners create small disconnected networks; vi. Provide amenity etc benefit in addition to mitigating flood risk</p> <p>d) P115 Flood Risk; i. Although the development is shown to be in Flood Zone 1, the national scale mapping only denotes flood zones for watercourses with larger than a 3km catchment. Proportionate modelling has been requested through pre-app advice to the application for the allocation for H40 to determine the flood zones for the ordinary watercourse within this allocation; ii. The two on site watercourses will require maintenance easements in accordance with LLFA Standing Advice to ensure that access is available to clear blockages and undertake maintenance once the development has been completed; iii. Any Construction Environmental Management Plan (CEMP) should include measures to control siltation and pollution to the downstream watercourse to mitigate an increase in flood risk due to siltation of the culverts crossing under the A46, and to protect water quality of the downstream Local Nature Reserve; iv. Any alterations, temporary or permanent, should not be made to the onsite watercourses without obtaining Ordinary</p>		<p>amenity and biodiversity benefits</p> <p>Amend text on p108 Sustainable Drainage – in line with comments in c)</p> <p>Additional text to be added on p115 Flood Risk in line with comments in d)</p> <p>Amend text on p147 relating to Figure 59 Sustainable Drainage to remove reference to oversized drainage pipes</p>

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			<p>Watercourse Land Drainage consent from WCC as LLFA first</p> <p>e) P147 Sustainable Drainage – The LLFA does not consider oversized pipes as Sustainable Drainage and would not accept them as SuDs if submitted during the planning process. We would recommend this is removed and the sentence reworded to the following ‘Typically this will include both source control features such as permeable surfaces, conveyance features such as swales and site control features such as attenuation ponds to create a management train for surface water on the development site’</p>		
71430	Ms M Eaton	Warwickshire County Council (Ecology)	<p>a) Until we are able to view the Environmental Impact Assessment (EIA) and/or the baseline ecological data of habitats and species from sufficient survey work, we can only provide general comments on the potential impacts of the proposed development and layout at this stage</p> <p>b) Biodiversity Impact – At this early stage, I can recommend that a Biodiversity Impact Assessment (BIA) should be carried out to assess the biodiversity loss on site. This can only be completed once the baseline habitat data has been gathered. Should a significant loss be calculated on site, it is recommended to secure assurance through a draft habitat mitigation plan or biodiversity offsetting agreement that would be taken forward through a Section 106</p> <p>c) Habitats – It is vitally important that habitats of high conservation value, such as Thickthorn Wood (ancient woodland) and Glasshouse Spinney and Glasshouse Wood</p>	<p>a) Noted</p> <p>b) Noted, BIAs should be conducted and presented as part of the planning application process where appropriate</p> <p>c) Noted</p> <p>d) The provision of such a buffer is beyond the requirements of the NPPF and the local plan and is sufficiently restrictive as to affect the viability of delivery. Suitable buffers and interaction with natural features will come forward as part of the planning application process, to which the Ecology department of WCC will have an opportunity to comment upon</p> <p>e) Noted, and these will be considered with the other requirements and</p>	Objective 5 ‘Environmental Quality’ will be amended to include an additional Development Principle providing basic guidance regarding the expectations of development with regards to ecology

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			<p>Local Wildlife Sites (LWS) are retained and protected by sufficient buffer zones. Full consideration should be given to maximising opportunities to enhance and strengthen these areas providing connectivity through Green Infrastructure across the site. We consider it is important to consider the cumulative impacts from each scheme with regards to the green infrastructure, enhancements/species mitigation measures/habitat creation on sites ensuring the sites link appropriated</p> <p>d) Habitats – From the Indicative Masterplan I note that the wooded areas are proposed to be retained. However, have concerns over the proximity of some of the sites to these areas. A sufficient buffer should be provided that extends sufficiently past the Root Protection Areas to protect these important habitats. It is also important that these habitats are no subject to public pressure. I would recommend that these areas are fenced off or incorporate a natural buffer that deters the public to this area and the woodland edge. We generally recommend a 30m buffer from works for construction near woodland with tall mature trees, predominantly for health and safety reasons. It should be ensured that natural buffer is retained between development and the woodland edge</p> <p>e) Strongly recommend that full consideration is given to maximising opportunities for retention and restoration/enhancement or creation of habitats of high conservation value, such as species rich grasslands, woodland (Thickthorn Wood LWS, Glasshouse Spinney and Glasshouse Wood LWS), water bodies, etc across the</p>	<p>constraints of the sites as they come forward through planning applications</p> <p>f) Noted</p> <p>g) Noted. It is acknowledged that the Brief does not have a specific Development Principle relating to Ecology. Therefore, Objective 5 'Environmental Quality' will be amended to include an additional Development Principle providing basic guidance regarding the expectations of development with regards to ecology</p> <p>h) Noted, such details will come forward as part of the detailed planning application process</p> <p>i) Noted</p> <p>j) Noted. The Brief will not include this as a requirement. However, the additional text indicated in response to g) can provide examples of appropriate features including this measure</p>	

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			<p>site. The management of these habitats should be considered in order to provide good quality habitat. If this can be achieved, it would assist in minimising biodiversity impact. Areas proposed for public open space would not be able to support valuable habitat, such as a fully functioning semi-improved grassland habitat, due to the impact from public pressure</p> <p>f) Species – Protected species surveys should be carried out at the appropriate time of year prior to approval of plans and the results of the surveys should assist in producing the layout plans. It is important that such information is taken into consideration prior to finalising the layout plans</p> <p>g) Species – Schemes such as this can easily include measures/features for notable species such as ground nesting birds, amphibians, reptiles, and hedgehogs, so this is recommended to be considered at this stage with regards to the layout. Advise that some consideration is given towards designating an area for wildlife that is essentially fenced off from public pressure and associated pets such as dogs and cats</p> <p>h) Ground nesting birds, such as Skylark, should be taken into consideration if they are recorded on site. A sufficiently sized area would be required to mitigate for loss of ground nesting bird habitat. The area could also be managed in such a way that would make an enhancement for biodiversity. If this is not possible it will be recommended that any such loss is compensated for by a one-off agreed contribution made by the developer to support a scheme to mitigate for skylarks</p>		



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			<p>i) In terms of amphibians in general, recommend the designs of kerbs and gully pots are considered. In general, standard gully pots are not recommended in schemes, although we appreciate this is likely to be unavoidable. Recommend full consideration is given to avoiding these in more sensitive areas where amphibians may be present. Amphibian-friendly wildlife kerbs are recommended to be incorporated along all new roads</p> <p>j) The hedgehog, a Local Biodiversity Action Plan (LBAP) Species is in great decline. For the species to be successful it is extremely important that the fences used throughout the development incorporate hedgehog friendly fences to facilitate movement. This is one of the main causes of their decline. This is a recommendation that can easily be incorporated into the scheme and will help ensure success of this species and contribute to the national project that is running to help address the decline</p>		
71257	Mr B Sharples	Sport England	<p>a) Chapter 1: Sport England would not support any development taking place on the Kenilworth RFC and Kenilworth Wardens Sports Club without the clubs first being operational on their new site. If this did not happen Sport England would raise a Statutory Objection to any planning application</p> <p>b) Chapter 5: Kenilworth Golf Club is situated on the northern side of Crewe Lane and therefore the impact of development on Crewe Lane must include consideration of how this will affect the golf course. This may require a ball strike assessment to be carried out by a qualified consultant such as Labosport, as part of any planning</p>	<p>a) Noted. We would also not support residential development on the sports club sites prior to them being operational on their proposed sites</p> <p>b) Noted. P54 of the draft Brief already requires proposed development in the vicinity of the Golf Club to include consideration of how it will affect the golf course</p> <p>c) Disagree. The proposed wording mirrors that within the Local Plan and provides suitable clarity as to the</p>	<p>Amendments to be made to the community centre requirements – omitting the need for a dedicated sports hall.</p> <p>Remove specific reference to a</p>

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			<p>application</p> <p>c) Section 2: I believe it is Development Principle Policy 2 should allow for employment generating uses as sport. I would recommend alterations to bullet point b): Uses within the employment land shall include only B1 and B2 uses and not B8 or non-employment uses; to: b) Uses within the employment land shall include only B1 and B2 uses and other employment uses which generates sustainable growth employment which would including training, not B8 or non-employment uses</p> <p>d) Chapter 6: Advise that WDC looks at our Active Design Guidance which is considered nationally as good practice in creating new communities:  <a href="http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/">http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/active-design/</a>. It sets out established guidance on how the design and layout of new developments can be planned to make communities more active and healthier and some of the principles in this guidance could be incorporated into a new criterion in the policy. This is in line with Section 8 promoting healthy and safe communities in the revised NPPF. It is also referenced in the new Essex Design Guidance.</p> <p>e) Section 4: Gymnasium and community centre. These facilities should be justified using robust and recognised methodology. I am struggling to see an additional sports hall can be justified on top of the school sports hall. It would make more sense to increase the size of the school sports hall to a 5-court hall. The gymnasium needs to be</p>	<p>appropriate uses within the employment land</p> <p>d) Noted. However, we believe that the design and layout, as per our indicative masterplan, brings together urban design principles and site constraints to produce an appropriate aspiration for the development brief area</p> <p>e) As identified earlier in this table the sports hall will be omitted from the plans for the community centre. We agree it would make more sense to increase the size of the secondary school sports hall to 5-court hall and work with the school to see if this is possible, whilst taking into account our FPM modelling. The gymnasium was a reference to a private gym and the intention was for the private sector to potentially provide it – this reference was purely to identify potentially acceptable uses in the Local Centre. In light of planned investment into leisure facilities, including gyms, a further gym is not considered necessary. However, flexible space that can be used for a range of sports is welcome within the development</p> <p>f) Agree, WDC is working with Kenilworth</p>	<p>gym being a suitable use within the Local Centre</p> <p>Remove requirement for BMX/mountain bike facility</p> <p>Table 6 to be updated to reflect up-to-date advice and figures from WDC Cultural Services (Leisure) team relating to infrastructure requirements</p>

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			<p>clearly defined – is it a venue for gymnastics – is so what disciplines will it accommodate? Or is it a gym like Virgin Active? If the latter the private sector should provide it</p> <p>f) Section 4: Development Principle 4B. Refer to previous comments about sports halls. The sporting element of the school should be designed around dual use. Consideration should be given to WDC's playing pitch strategy and the possibilities of including artificial grass pitches in the mix of outdoor pitch provision. Sport England have produced a lot of guidance on community use of schools: <a href="https://www.sportengland.org/facilities-planning/use-our-school/">https://www.sportengland.org/facilities-planning/use-our-school/</a></p> <p>g) Outdoor sport and recreation – Justification is needed for the MUGA and consideration to its floodlighting and surface</p> <p>h) Justification for the BMX/Mountain Bike facility (including changing and bike storage &amp; toilets) is required. Sport England also requires to see support too from British Cycling and that the facilities are built to Sport England/Sport Scotland's technical standards for BMX courses and Mountain bike courses. Finally has consideration been given to a closed road circuit? Ideal for young cyclists and the disabled</p> <p>i) The costs for the sports provision should be more acutely defined than just using our Sports Facility Calculator (SFC). A case in point is the proposed Artificial Grass Pitch at Castle Farm, depending on the surface the figure stated may be enough, however you also then have to factor in the ancillary facilities such as a pavilion and car parking.</p>	<p>School to ensure the sporting elements are designed around dual use. WDC is aware of its Playing Pitch Strategy and the possibility of including artificial pitches in the mix of outdoor pitch provision and this has been acknowledged in the LFFP work with the FA</p> <p>g) WDC's greenspaces team support the provision of a MUGA within the development and due consideration of its surface and any lighting will be matters for consideration at the detailed planning stage</p> <p>h) The mountain bike/BMX facility is to be removed from the proposals. Such a facility would be land hungry and would be difficult to justify as necessary to make the development acceptable. Consideration has not been given to a closed road circuit and whilst this is an attractive idea, for the reasons identified above, it would not be appropriate to include this in the Brief</p> <p>i) The Sports Facility Calculator is a good starting point but more detail is required in working up the costs for each facility proposed. Further work</p>	

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			The SFC is a good starting point but more detail is required in working up the costs for each facility proposed. I am surprised that there is no contribution towards an indoor bowling facility in the District	with the Council's Leisure team has resulted in more up-to-date figures relating to infrastructure requirements for leisure infrastructure and the Brief will be amended accordingly. The figures are higher than those stated in the draft Brief. We no longer have indoor bowls as a priority in the district – this was debated with Bowls NGBs and the local indoor bowls club who at one point were looking for a new home but are now remaining in their current home venue	
71367; 71368	Ms A Ottaway	Warwicks hire Wildlife Trust	<p>a) P57 Vision – In the 7<sup>th</sup> paragraph recommend the wording is amended so that the vision is to 'protect and enhance' existing mature landscaping and woodland, rather than simply 'retain' it</p> <p>b) P58 Objectives – The revised NPPF and Government's 25-year plan for the environment are clear that we should be aiming for net gains to biodiversity so as to half the loss and decline of our natural environment and the services we receive from it. Recommend that Objective 5 is amended to include achieving net gains for biodiversity within the site</p> <p>c) Ancient Woodland Protection – Ancient woodland is irreplaceable and protected by paragraph 175 of the NPPF. The site contains a parcel of ancient woodland as identified on the constraints plan. However, no reference has been made to protecting it from direct or indirect</p>	<p>a) The current wording is appropriate. It would set the bar too high for the allocated development areas to enhance mature landscaping and woodland</p> <p>b) Agreed, Objective will be amended and associated text within Objective 5</p> <p>c) The protection of the ancient woodland is specifically listed under the Masterplan Design Principles on p.140 and is noted in the indicative drawings that follow. However, Development Principle 5A relating to green infrastructure is proposed to be amended to provide specific reference to Ancient Woodland</p>	<p>Objective 5 and associated text to be amended to include reference to biodiversity net gains</p> <p>Amend Development Principle 5A to provide specific reference to Ancient Woodland</p> <p>Text to be added</p>

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			<p>impacts from the proposed development</p> <p>d) Refer to Natural England's Standing Advice on Ancient Woodland and Veteran Trees and also the Woodland Trust's Planner's Manual for Ancient Woodland and Veteran Trees. Both are clear that for large developments such as this a suitable buffer of semi-natural habitat along with other measures should be provided so as to mitigate impacts</p> <p>e) Recommend that specific references to protecting and enhancing the ancient woodland are made throughout the document and that Development Principle 5A is updated to include a paragraph on protecting and enhancing the ancient woodland and other high value ecological features</p> <p>f) Development Principle 5F: Flood Risk – Welcome the requirement for appropriate Sustainable Drainage Systems to be used to minimise flood risk, however recommend the paragraph is expanded to state that where possible SuDS should be multifunctional and contribute towards biodiversity enhancement and landscape character</p>	<p>d) Noted. The Development Brief encourages the retention of such natural features where they exist along with the retention of such wildlife habitats as Thickthorn Spinney</p> <p>e) Noted, see response to c)</p> <p>f) Agree, text will be added to this effect</p>	<p>in/relating to Development Principle 5F 'Flood Risk' to state that where possible SuDS should be multifunctional and contribute towards biodiversity enhancement and landscape character</p>
71363; 71368	Mr A Morgan	Place Partnership Limited (on behalf of Warwicks hire Police)	<p>a) Vision – Whilst supporting the content of the Vision, WP would like to see a strong reference to the aspiration of ensuring that the new community created at the site is safe, secure and enjoys low levels of crime and anti-social behaviour. This would better tie the Vision to: i. objective 6 and chapter 10; Paras 8(b), 91(b), 95(a) and 127(f) of the NPPF and Policies HS1 and HS7 of the Warwick District Local Plan. WP request that the following paragraph is</p>	<p>a) Noted, however in the interest of brevity it is not proposed to add additional aspects to the vision aside from incorporating the words 'safe environment' or similar</p> <p>b) Noted, thank you</p> <p>c) Noted, thank you</p> <p>d) Noted. The Brief will be amended</p>	<p>Add reference to a 'safe environment' or similar in the Vision (Chapter 6)</p> <p>Third bullet of</p>

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			<p>added to the Vision: 'The new community will be safe, secure and benefit from low levels of crime and anti-social behaviour. This will be achieved through a comprehensive package of design and infrastructure measures throughout the development'</p> <p>b) Objectives – WP welcome and support the proposed objectives for the new development, which are fully in accordance with the above paragraphs and policies of the NPPF and WDLP</p> <p>c) Development Principle 3C: Traffic Speeds – WP welcome and support the proposed maximum traffic speeds within the development. This will be vital to help motorists stay safe and reduce risk of accidents, collisions and fatalities.</p> <p>d) Development Principle 7A: Placemaking Principles – Whilst WP are pleased to see the inclusion of 'Safety and Security' as a placemaking principle and the promotion of Secured by Design (SBD), it is disappointing that the proposed text of the 3<sup>rd</sup> bullet point effectively states that incorporating SBD will compromise the aesthetics of the development. This is a misapprehension that the Police Service nationally has worked hard to overcome with commercial developers and other stakeholders. It is a false assumption that a development can either adopt the design standards recommended or be aesthetically pleasing, but not both. WP consider the current wording of the bullet point is contrary to paragraphs 8(b), 91(b), 95(a) and 127(f) of the NPPF and Paragraph 010 (Revision date: 06/03/2014) of the national planning practice guidance. WP contend that if both cannot be achieved,</p>	<p>accordingly</p> <p>e) Noted</p>	<p>'Safety and Security'</p> <p>Placemaking Principle to be amended to state:</p> <p>'Aim to achieve Secured by Design accreditation throughout the development'</p>

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			<p>that is the failure of the proposed design, not the SBD guidance. Details provided for WP SBD advice free of charge via Design Out Crime Officers. Request the third bullet of the 'Safety and Security' placemaking principle be amended as follows to fully resolve this issue: 'Aim to achieve Secured by Design accreditation throughout the development'</p> <p>e) Table 6: Infrastructure Requirements – Emergency Services – The stated infrastructure requirements and indicative costs shown for WP are correct and reflect previous discussions with the Council about the site</p>		
71450	Ms A Hargrave	South Warwicks hire Clinical Commissioning Group	<p>a) The estate review in 2016 has established that existing GP capacity within the District is not sufficient to meet future demand arising from planned housing growth. The CCG has therefore clearly signalled its intent to seek appropriate mitigation via planning obligations and/or the Community Infrastructure Levy (CIL)</p> <p>b) In relation to development east of Kenilworth, the CCG has noted the anticipated connectivity between the development area and the town centre, with 'connecting the site with the existing town' identified as one of the masterplan design principles. With this in mind, the CCG intends to seek developer contributions for the purpose of extending the capacity of the existing town centre practices in order to ensure that the population of the development area is able to access GP services</p> <p>c) The inclusion of accommodation for the elderly within the development area (extra care housing, residential care home, nursing home, etc) would be an issue of concern as</p>	<p>a) Noted</p> <p>b) Noted, this is reflected in the Development Brief</p> <p>c) There is a latent demand for such provision in the District and the Town and so advice on the appropriate location of such development would be welcome. We would welcome further discussion with the CCG</p>	No amendments proposed

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			regards the specific requirements that the population are likely to have in relation to accessing GP services. As such, we would welcome the opportunity to engage with the District Council in relation to the planned inclusion of any such accommodation		
71369	Mr W Blincoe	Coventry & Warwicks hire Local Enterprise Partnership (CWLEP)	<p>a) The CWLEP is increasingly concerned to ensure that all relevant development plan documents address the provision of suitable and sufficient allocations for business and commercial space to meet current and future needs. There is evidence of shortages of suitable employment and commercial space in a number of key economic sectors to meet particular market and sub market sectors. This includes small workshop space, and smaller employment premises between 500-20,000 sq.ft which are suitable for small and medium enterprise (SME) types of business</p> <p>b) In view of the shortages in readily available employment land then bringing forward the employment content of the East of Kenilworth is crucial to maintain current economic growth across the District. The land has excellent location and accessibility credentials and as the Brief identifies is suitable for a range of high quality employment uses</p> <p>c) The current supplies of allocated employment land in Warwick District are now reducing and it is acknowledged that it is vital to maintain a flow of employment land capable of the provision and occupation of business units. In the District the stock of allocated land that is currently available to the market has reduced significantly in the</p>	<p>a) Noted</p> <p>b) Noted, agreed</p> <p>c) Noted</p> <p>d) The District has been proactive in allocation of significant parcels of land for employment use, including meeting sub-regional need at the Sub Regional Employment Site to the North East of Kenilworth. The employment land allocated as part of East of Kenilworth has been restricted to uses within Classes B1 and B2 to ensure that the development brings forward the appropriate mix of opportunities. It is felt that this is sufficient to meet the growth objectives of the Local Plan, and that additional restriction or detail may fetter the ability of a market-responsive development</p> <p>e) See response to d)</p> <p>f) The production of a housing trajectory is a requirement under the Act, and used when calculating the 5-year housing land supply. There are no such</p>	No amendments proposed



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>last five years and this site (along with other nearby allocations) must be implemented at the earliest opportunity to maintain the buoyancy of the local economy and avoid growth going outside the sub-region</p> <p>d) Central concern is that the Brief takes a 'passive' position on the implementation of the employment land. The overriding implication is that the Council is prepared to leave matters to market forces to bring forward this important strategic employment release. This creates uncertainty in terms of meeting the joint economic growth objectives of both the Council and in a wider context the CWLEP</p> <p>e) The level of detail relating to the employment content of the development area is throughout the draft low and is general. The employment land is hardly dealt with in the 'Design Principles' and it is unclear what the Council's vision is for the type and character of the employment land. Consequently, it is difficult to see how this strategic employment site is likely to meet various types of need that exist across the District. Request more detailed consideration of the proposed employment area and its role in meeting current requirements</p> <p>f) Particularly concerned by the absence of any information related to the timing and implementation of the strategic employment area at Kenilworth. While a housing trajectory is set out at Table 5 in the Delivery Section of the guidance (and this already appears to be slipping?), the draft gives no clues to the likely timing of release of the employment area. This is a concern for the CWLEP</p>	<p>requirements set for employment land and so no such trajectory is created or maintained. The authority remains in close dialogue with land owners, promoters and developers with the intention of bringing forward the various elements of the wider development in an appropriate and timely manner, but the precise timing and phasing of the development is outside the scope of the Development Brief</p> <p>g) The Development Brief cannot restrict the employment land development further than use class restrictions set out in the Local Plan. The text associated with the Objective 2 does however highlight that WDC is supportive of a mix of employment including a range of different sized units and specifically identifies that it will be supportive of and encourage start-up business space, business growth space and flexible office space</p> <p>h) Whilst there is some emerging evidence this has yet to be published or adopted by either the LEP or any local authority, and therefore would not be appropriate for the Brief to take</p>	

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			<p>because the site has strategic significance as part of the wider sub regional picture. Moreover, this makes monitoring of economic performance difficult. The latter is important in terms of the agreed Employment MOU agreed by all C&amp;W local authorities</p> <p>g) The draft Brief has no information about the likely content of the employment area in terms of the mix of uses or size range of units envisaged. We consider that instead of an implied position that this will be left to prevailing market forces an indication of the aspirations and market types that the District wishes to achieve would help guide developers. We appreciate the District Council has no direct land control but nevertheless consider the Brief represents an opportunity for the local authority to look at what type of employment land will have the most beneficial impact</p> <p>h) In relation to the 'targeting' of the site the Brief represents an opportunity to examine the requirements of local businesses and whether the site can provide for any of these needs. In particular, recent research has highlighted the absence of provision of expansion space for many SME businesses. The Brief provides an opportunity to provide a range of smaller units. The recent Market Signals work provides good evidence base for this. A clear policy framework in the Brief setting out the ambitions of the Council to achieve the provision of a tranche of small units would help reinforce the LPA position in future negotiations around planning obligations</p>	<p>into account. However, it is not the intention of the Brief to fetter the development of a market-responsive employment development by overly-restrictive requirements in the Brief</p> <p>i) See response to i)</p> <p>j) These matters will be considered as part of the planning application process</p> <p>k) Noted, and WDC have responded to the CWLEP requesting a meeting to discuss these matters in more detail</p>	

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			<p>i) The land East of Kenilworth represents a very large area and in order to produce a generally sustainable and mixed community the Local Authority should look to provide a range of small business units that can sit comfortably within and perhaps mixed into predominantly residential units. This would provide both design variety and local employment opportunities. In particular land in or adjacent to the proposed local centre seems to hold potential for the provision of small business units</p> <p>j) Little detail about how the implementation will be managed and crucially when key infrastructure and facilities will be developed. Whilst the Brief contains various information about major infrastructure costs, not clear if the delivery of the employment land can be carried out in isolation or ahead of the surrounding residential areas? This may impact significantly on the timing of release</p> <p>k) The CWLEP would welcome the opportunity to discuss the issues raised in more detail with the Council</p>		
71448	Mr R Torkildsen	Historic England	<p>a) Historic England welcome reference in the Brief to the Scheduled Monument in Glasshouse Wood and the need for development to positively respond to it (para 5, page 53)</p> <p>b) However, to ensure an effective Brief could we suggest the following:</p> <p>i) Could the Brief refer to the need for a detailed Management Plan for the Scheduled Monument to set out the future approach, responsibilities and how management commitments will be secured in the long</p>	<p>a) Noted</p> <p>b) i. Development Principle 5B, b) already does require such a Management Plan. It is not considered necessary or appropriate to include the Heads of Terms document to be included in the Brief</p> <p>ii. additional wording will be added to specifically refer to Glasshouse Wood and also Thickthorn Wood</p>	Additional wording to be added relating to Figure 19 to refer to Glasshouse Wood and Thickthorn Wood

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			<p>term? Could the Heads of Terms document that has been agreed with the prospective developer for this site be included in the Development Brief?</p> <p>ii) Could the Brief include a greater reference to Glasshouse Wood in the Green and Blue Infrastructure sections of the document (Page 40)?</p> <p>iii) An important concern for Historic England is to ensure the Brief provides due consideration of the setting of affected Heritage assets. In the case of Glasshouse Wood we were very conscious of the rural landscaping setting of the Roman site that would be lost by a modern suburban housing estate, causing harm to the significance of the Scheduled Monument. As you know great weight needs to be afforded the conservation of the significance of designated heritage assets. It is therefore essential that a significant open buffer between the development and the Monument is provided including perhaps the relocation of allotments to maximise green space</p> <p>iv) The design response to the Monument must also be carefully considered and appropriately responsive, ensuring for example that development is orientated to face the Monument rather than turn its back on it. The Roman site should be appreciated and enjoyed rather than ignored</p> <p>v) A point of particular concern is in relation to a suggestion that a large acoustic barrier between the housing and the dual carriageway is introduced (between it and the housing), rather than along the</p>	<p>iii. The Brief does suggest a buffer between the Scheduled Monument and built development. However, it is important to balance the need to pay appropriate regard to the Scheduled Monument and other material considerations and the need to deliver dwellings. The extent and location of any buffer is a matter for detailed consideration for planning applications relating to this part of the site</p> <p>c) It is considered that the Brief already suitably addresses this point</p> <p>d) Part f) of Development Principle 5B does highlight that any acoustic screening would be best located abutting the A46. In Development Principle 5C it also highlights that the impact upon any heritage assets must be considered when designing acoustic mitigation relating to A46 noise</p>	

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			edge of the Monument and the road. If this were proposed, Historic England is likely to formally express objection as it would divorce the Monument from its setting and negate the positive initiatives described above. We would recommend the Brief address this matter		
71434	Mr R Lemon	Savills (on behalf of Gleeson Strategic Land Ltd)	<ul style="list-style-type: none"> <li>a) Gleeson is currently in pre-application discussions with WDC/WCC in respect of the delivery of residential development on part of the ED2 site</li> <li>b) Ch 6: Vision and Objectives – Owing to its broad consistency with both the adopted Warwick District Local Plan and the provisions of KP4 of the Kenilworth Neighbourhood Plan, Gleeson agrees with the overarching vision and objectives for land east of Kenilworth</li> <li>c) It is agreed that the site should be developed comprehensively as a high quality and integrated development including circa 1,400 dwellings, although we consider this should be a minimum figure and the policy amended accordingly. The specific quantum of development should be guided by site specific constraints and opportunities in keeping with national planning policies relating to the delivery of sustainable development. It is accepted that the vision includes for the provision of educational facilities, including both primary and secondary provision</li> <li>d) Objectives 1-8 relate well to the overarching vision proposed by the District Council. Gleeson particularly supports Objective 1, relating to the delivery of a mix of housing to create a sustainable community</li> </ul>	<ul style="list-style-type: none"> <li>a) Noted</li> <li>b) Noted, thank you</li> <li>c) Noted. The wording in the Brief reflects that of the explanatory text to Policy DS11 of the Local Plan which states that the number shown for each site is “An estimated figure for the number of dwellings for each site is shown”. Therefore, the use of the words ‘estimated’ and ‘approximately’ are consistent with the Local Plan. It is also owing to site specifics that the use of the term ‘estimated’ is also deemed appropriate as more detailed analysis of a site will take place to support a planning application than was required to support a Local Plan allocation</li> <li>d) Noted, thank you</li> <li>e) Noted, refer to response to c)</li> <li>f) Noted, thank you</li> <li>g) Agreed, text to be altered. The site should not necessarily be dependent on this improvement coming forward</li> </ul>	<p>Development Principle 3G b) to be amended to remove the requirement on the improvements being implemented at the junction prior to access being provided to the residential site</p> <p>All text and figures relating to the primary school will be amended to reflect the delivery of 2 1-form entry primary schools</p>

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			<p>Chapter 7: Development Principles</p> <p>e) Principle 1 – The delivery of 1,400 dwellings is consistent with the requirements of Policy DS11 of the Local Plan. We emphasise that the specific quantum of development achieved across the site should be informed by site specific factors. This is acknowledged in supporting text to the Brief, which is welcomed. The policy as drafted is supported as it allows for sufficient flexibility to deliver more or less than the 1,400 figure, providing there is sufficient robust justification for doing so (although note that the figure should be a minimum)</p> <p>f) Principle 1a – Gleeson welcomes the clarity provided by the Brief. It is noted that the specific housing mix may itself be guided by site specific factors, and may vary occasionally to that set out in Table 1 of the Brief. We do, however, welcome the policy wording currently proposed which seeks to provide some degree of flexibility whilst also ensuring an appropriate housing mix across the wider site area</p> <p>g) Principle 3G ‘Other Accesses’, Point b. Scoping discussions have taken place with the Local Highway Authority and access to the residential element of ED2 is proposed from Glasshouse Lane. It is not necessary to have completed the preferred improvements to the Crewe Lane/Glasshouse Lane/Hidcote Rd junction to make the residential junction acceptable in highway terms. The wording of Development Principle 3G is therefore not considered appropriate and it is requested this paragraph be amended to remove the reliance on the improvements</p>	<p>although it would be our preference this can be achieved. The access arrangements will still be subject to appropriate scrutiny in terms of design, modelling and road safety requirements through the planning process</p> <p>h) The location of the primary school is to change in light of representations received and further dialogue with site promoters, WCC and the Department for Education. Two primary schools are proposed, one on the land promoted by Catesby and one on land promoted by Barwood. It is therefore unlikely that the remaining part of allocation ED2 not required by Kenilworth School will be needed for a primary school. No reserve primary school sites will be shown in the amended Brief. Land on ED2, as per the Local Plan policy, however will only be deemed suitable for residential use if the LPA confirm that it is not required for education purposes. In order to facilitate this, the District Council will be pursuing a formal mechanism to confirm the two new locations, which in tandem with the revised Development Brief, will</p>	<p>on the site – one to the north on land promoted by Catesby and one to the south on land promoted by Barwood</p> <p>Development Principle 4B a) (and any other similar references) amended to reflect the requirement for proportionate contributions towards the land costs associated with the new secondary school. Further detail will also be added to the Brief clarifying the mechanisms through which</p>

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			<p>being implemented at the junction prior to access being provided to the residential site. Discussions have taken place with WCC who agree that the residential site cannot be dependent on this infrastructure being delivered prior to access and that this will also be picked up in WCC's response to the Brief</p> <p>h) Principle 4B – We note that Policy DS12 specifically states that the ED2 site should provide a primary school 'if deemed the most appropriate location'. It is clear from the Brief that Southcrest Farm is not considered the most appropriate location for a primary school, since the preferred location is elsewhere within the Brief area and highlighted on the indicative masterplan. We therefore consider that the preferred location for the new primary school is as set out in the Brief and within the central parcel of the wider site, which we agree is the most logical and appropriate location for such a facility intended to serve the wider development. Southcrest Farm (the northern parcel) should therefore be removed as one of the reserve primary school sites. It is therefore clear that the whole site will not be required for educational uses and the release of the surplus land for housing is therefore supported</p> <p>i) There remains a level of ambiguity in relation to the reserve sites which should be addressed. It is not clear whether the 3 sites have been ranked in order of preference, nor when the Council anticipates the requirement for the delivery of the primary school in time (acknowledging that the proposed triggers relate simply</p>	<p>enable the remainder of ED2 to come forward for housing earlier than the original plan may have allowed</p> <p>i) This is no longer an issue with the revised proposals for delivering primary education on the site</p> <p>j) Agree. This is a drafting error (and Table 6 on p164 identifies the requirement for contributions towards land costs). Development Principle 4B a) (and any other similar references) will be amended to reflect the requirement for proportionate contributions towards the land costs associated with the new secondary school. Further detail will also be added to the Brief clarifying the mechanisms through which such costs will be sought</p> <p>k) A commuted sum will be required if WDC adopts. This is covered in detail in the Public Open Spaces SPD, currently out for public consultation. This refers to SuDs, maintenance and commuted sums - <a href="https://www.warwickdc.gov.uk/downloads/file/5261/public_open_spaces_consultation_draft">https://www.warwickdc.gov.uk/downloads/file/5261/public_open_spaces_consultation_draft</a>. Developers are required to provide a SuDS</p>	<p>such costs will be sought</p> <p>Amend wording Amend wording to Development Principle 8 c) to include words 'where applicable'</p>

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			<p>to the occupation of dwellings). This must be clearly articulated in the Brief. If the Vision of the Brief in providing comprehensive development is to be realised, the Brief should avoid the protracted delay in housing delivery across three parcels for an extended period. It may be prudent for officers to consider a 'long stop' date for the reserve sites, to provide certainty of delivery either of the primary school or of residential development. This is a significant factor impacting delivery of new homes in line with the provisions of adopted policy DS11, and one that requires to be reconsidered as it could otherwise stifle the bringing forward of much needed housing</p> <p>j) It is expressly noted that "...S106 contributions will be sought from residential development to fund both the land and build costs of the new school". We note that a similar provision is not explicitly referenced in respect of secondary provision at Southcrest Farm within the supporting text associated with Principle 4B. This is an oversight which should be corrected in the interests of parity and consistency in approach. Further detail of the mechanisms through which such costs will be covered should be provided</p> <p>k) Objective 5: Environmental Quality – Within the sub-text to 'Sustainable Drainage' on page 108 reference is made to the adoption of SuDS where located within areas of open space, with a commuted sum. However, no detail or calculation is provided in relation to what the sum could be. As a result, there is uncertainty as to the level of contributions that may be sought and whether there is an</p>	<p>specification. This includes a 'maintenance scheme' that advises how the SuDS are to be maintained, which in turn informs the commuted sum. We are not able to provide fixed prices because each SuD feature is different</p> <p>l) This change is considered acceptable and the wording will be amended to this effect, albeit likely to use the words 'associated with the A46' rather than 'adjacent to the A46'</p> <p>m) Disagree, we think the wording is appropriate. For ED2 we would use our discretion and professional opinion on whether air quality impacts are likely to occur. The current policy states that the air quality assessment will need to consider air quality impacts from the A46. If the developer is confident that the A46 would not adversely affect the development they can state this in their air quality assessment, however, it would need to be supported by evidence on why they form this opinion</p> <p>n) Noted. However, it is our understanding that the property owners are not looking to move.</p>	



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			<p>associated impact on viability or values which the landowners would need to factor in. The requirement for a sum should be removed until further detail is provided</p> <p>l) Principle 5D Air Quality – we consider that there should be greater flexibility where extensive monitoring is unlikely to be required for less sensitive sites. We therefore suggest that part a) of this policy should be revised with the last two sentences changed to “Where a detailed air quality assessment indicates a potential development constraint as a result of poor air quality adjacent to the A46, the use of air quality monitoring data will be essential in support of a full planning application”</p> <p>m) Principle 8 Utilities – Following changes to water charging we consider that part c) of Principle 8 should be revised as follows so that contributions are only required where development is connecting to the pumping station: “c) Developers, <u>where relevant</u>, will be expected to contribute (directly to Severn Trent Water) towards capacity improvements at Dalehouse Lane Terminal Pumping Station”. We would also note that Infrastructure Charges that are payable on all new connected properties will cover the costs associated with any offsite reinforcement</p> <p>n) Chapters 8 and 9 provide an indicative masterplan together with masterplan principles and parameter plans which we are in general agreement. However, we would note that there is an additional area of the site that should be shaded as part of the relevant plans (namely the Land Use Plan and Indicative Site Masterplan). The</p>	<p>Therefore, we do not consider amending Figures 54, 55, the Indicative Masterplan or any other plan necessary. This would not however prevent future appropriate development on the site should the landowners wish to see their property developed</p> <p>o) Noted. Figure 58 is a high level concept plan and does not show every element of green space on the site and further areas of greenspace/play provision may be required elsewhere in the development and this will be a matter for consideration through the planning application process</p> <p>p) Noted, thank you</p> <p>q) Noted. Text in Chapter 10 will be amended to provide as much clarity as possible with regards to the phasing, triggers and delivery of education facilities</p> <p>r) Concerns about reserved primary education sites should no longer be applicable given the response to h). The trigger point for when land is required will be negotiated with the Developers at the time of their applications. We need to take account</p>	

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			<p>area is to the east of the existing area shaded as part of Southcrest Farm on Figures 54 and 55. This has been acknowledged in pre-application discussions and the Council have confirmed the shading should be extended to this effect. Whilst this additional area is previously developed land which would allow for residential development of the site to come forward, for completeness and to allow for flexibility in bringing forward the site it is considered the allocation should be expanded accordingly</p> <p>o) Concept Proposal 6 of the Brief makes provision for two main areas of green open space which will provide children's play areas as well as opportunities for recreation and leisure. We acknowledge that site specific open space requirements for Southcrest Farm will be considered as part of the planning application in due course</p> <p>p) Chapter 10 Delivery – It is useful for the Brief to include an overview of the suite of documents required in the submission of any planning applications across the site. This corresponds with the Council's own validation checklist for outline and full planning applications, and is accepted by Gleeson as a detailed and thorough list of requirements for the consideration and determination of applications for development in the plan area</p> <p>q) Ch 10 – In respect of development phasing, Gleeson agree that development across the wider site is likely to take place over a number of years and will vary dependent on parcel size, market conditions, and necessary conditions.</p>	<p>of site accessibility and the subsequent safety of pupils attending provision on a live building site. At this stage it is intended that initial growth across Kenilworth will be met through the expansion of existing provision. This will also cater for the early development at East Kenilworth. Projections show that the absolute deadline for a new school to open is by the 1000th occupation. However, if land is transferred prior to the 500th occupation we would envisage the first primary school opening well in advance of the 1000th occupation. Pupil forecast data and resulting timetable for required new places will be made available to support the delivery of a shared infrastructure solution</p> <p>s) The current CIL 123 list does not include any specific items relating to land east of Kenilworth but does include two items relating to Kenilworth – improvements to destination parks (including Abbey Fields), wayfinding improvements (including Kenilworth) and Castle Farm Recreation Centre improvements. Secondary education contributions will</p>	

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			<p>It is important, however, that any triggers imposed do not unduly restrict or limit the success of the Brief in reaching its primary purpose of delivering comprehensive development. This is however, recognised by supporting text contained within the Brief. Again, specificity on the delivery of education provision is required, particularly if the Brief is to retain reference to the 'suitable phasing of education provision to ensure residents have access to education' as in Ch10</p> <p>r) Ch 10 – Whilst there are delivery triggers relating to primary education provision, the policy wording remains somewhat broad reaching. The occupation of 1,000 dwellings is a significant proportion of dwellings in the plan area. It is acknowledged elsewhere in the Brief that delivery is unlikely to reach more than 175 dwellings per annum, meaning that the occupation of 1,000 dwellings is likely to take place a number of years into the future. For those sites identified as reserved primary education sites, this trigger leaves a great degree of uncertainty as to delivery timescales at the reserve sites. It also cannot be made certain that this broad trigger, on its own, is appropriate in securing comprehensive development across the wider site, simply because it incorporates a level of ambiguity as to when deliver across three additional parcels to the preferred primary school may take place. Likewise, if the transfer of the preferred site to WCC by the 500<sup>th</sup> occupation is to take place, and the fall-back position of reserve sites is to be activated, it must be made clearer which of the three sites is the next</p>	<p>only relate to the additional places to meet the needs of the development as it would not be appropriate to require more. However, the primary schools are required to meet the need of this development and therefore the full costs will be required</p>	

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			<p>preferred, and so on. Discussion of this trigger is essential in ensuring its improvement and deliverability</p> <p>s) It is agreed that for conformity with Local Plan Policy DS11, there needs to be a series of robust mechanisms to secure key infrastructure delivery. The current CIL 123 List does not include specific items relating to land east of Kenilworth, and so alternative mechanisms are required likely to include legal agreement, i.e. s106 contributions. There should be a greater degree of certainty outlined in respect of both secondary and primary school contributions. Table 6 currently outlines that both primary and secondary provision will generate contributions from residential development to cover land and build costs. However, for secondary education it appears such contributions will relate only to the additional school places to meet the needs of the development, rather than any all-encompassing costs as seems to be the case for the primary school</p>		
71437	Ms S Butterfield	WYG (on behalf of Catesby Estates Ltd)	<p>a) Confirm support for the Brief's principles in seeking to bring forward comprehensive development 'East of Kenilworth'. The approach taken by WDC, engaging in positive discussions with all stakeholders to inform the document is supported</p> <p>b) Catesby's land interests relate to allocation H40 of the Local Plan and have a planning application currently under consideration relating to this</p> <p>c) Chapter 1 – The Brief states, at p7, that once adopted it “will be a material consideration to be afforded significant weight in the determination of planning applications”. The</p>	<p>a) Noted, thank you</p> <p>b) Noted</p> <p>c) Agreed, word ‘significant’ to be removed</p> <p>d) Noted, however we do not feel that the Brief reads that way nor does it attempt to alter the Local Plan</p> <p>e) See response to d)</p> <p>f) For brevity the Brief cannot re-write all relevant policy verbatim. With regards to the example raised, the text in the</p>	<p>Ch1, p7 – remove word “significant” when referring to the Brief being a material consideration to be afforded weight</p> <p>Ch3, p24 -</p>

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			<p>T&amp;CP (Local Planning) (England) Regulations 2012 state “SPDs are allowed to contain policy, but it must be justified and must not conflict with the development plan” (Reg 8(3)). SPD policy cannot superseded Development Plan policy and is merely a material consideration. Any reference to it being afforded ‘significant weight’ should be deleted</p> <p>d) Ch1 - Certain sections of the Brief read as an attempt to introduce swathes of untested, unjustified and ineffective policy via a document not subject to independent scrutiny. WDC should ensure the Brief does not attempt to alter Local Plan policy and it should be construed as containing policy identifying alternative development uses/site allocation policies/setting additional development management policy</p> <p>e) Ch1 - SPDs should simply build upon and provide more detailed advice or guidance on the policies in the Local Plan. Paragraph 153 of the NPPF highlights that they ‘should not be used to add unnecessarily to the final burdens on development’</p> <p>f) Ch3 – In places it is considered that the Brief cherry picks references to certain parts of the policies, omitting certain key aspects. For example, on p24, the reference to Policy DS15 does not reflect the adopted Local Plan as it does not also refer to Policy DS12, which states that land at Southcrest Farm shall be used for the “secondary school, 6<sup>th</sup> form centre and, if deemed the most appropriate location, a primary school”. This hierarchy of locational criteria should be referenced within the policy chapter</p>	<p>Brief outlining Policy DS12 does refer to this hierarchy of locational criteria. However, it is acknowledged that this is not reiterated with regards to Policy DS15 and the document will be updated accordingly</p> <p>g) Agreed. The wording in this section will be amended, albeit acknowledging that the Delivery and Monitoring section of the Local Plan identifies that WDC will prepare a Development Brief for this area</p> <p>h) Agreed, wording to be amended to ensure consistency with KNP policy KP4 e) and additional wording to be added in the supporting text regarding the release mechanism for such plots</p> <p>i) Noted. Contributions would not be sought unless it was considered that they meet the relevant CIL Regulation tests and Section 106 pooling restrictions</p> <p>j) It is clear that the Brief must be consistent regarding cycle/footways along the spine road. As per the response from the Local Highway Authority to this consultation and in light of the strong public response regarding the need to encourage</p>	<p>Amend first bullet relating to Policy DS15 to refer to Policy DS12 for consistency with the Local Plan wording</p> <p>Ch3, p24 – Amend text relating to Policy DS15 to ensure consistency with the wording of the Local Plan</p> <p>Ch7, p62 – Amend text relating to Self-Build and Custom-build housing to ensure consistency with KNP policy KP4 e) and add additional text regarding the</p>

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			<p>g) Ch3 - Neither Policy BE2 nor Policy DS15 require the LPA to adopt Development Briefs as supplementary planning guidance. Rather, they require each strategic site allocation in the Local Plan to be supported by a Development Brief or Layout and Design Statement to demonstrate that the development can come forward comprehensively. This reference (p24) should therefore be amended in Section 3 of the draft Brief</p> <p>Self-Build and Custom-Build housing</p> <p>h) Ch7 – The requirement for up to 5% of all plots to be provided as self-build plots is consistent with the requirement of Neighbourhood Plan Policy KP4 e) and is not objected to. The supporting text to Development Principle 1B is however not consistent with the policy wording and should be amended as follows to ensure it is consistent: “In harmony with the Local Plan policy and Neighbourhood Plan this Development Brief sets out a requirement that all major housing sites within the overall site shall provide a proportion of the open market homes as self-serviced plots for self-build and custom build commensurate with demand evidenced on the local authority self-build register of interest, not exceeding 5% of the total number of dwellings”. The supporting text accompanying Development Principle 1B should also be amended so as to reflect the wording at subsection d) regarding the release mechanism for such plots, if there is no take-up of the plots by self-builders after a period of 12 months</p> <p>Delivery of an Effective and Efficient Transport System</p>	<p>cycling within the development, 4-metre wide cycle/footways should be the aspiration on the spine road as this is the minimum width you could segregate pedestrians/cyclists if this is decided as the preferred option as detailed schemes are progressed and 4m would allow more space for all users at busy times, such as school trips. Therefore, the final bullet point on p78 will be amended accordingly. The wording in the text still affords flexibility where 4m is not achievable or for 4m provision on one side only if acceptable. The acceptability of any deviation from this will be a matter for consideration through planning applications</p> <p>k) Agree, amendment will be made</p> <p>l) Agree, amendment will be made</p> <p>m) Noted</p> <p>n) It is noted that Catesby’s planning application does not propose these accesses. However, it is not the case that this Development Brief should necessarily follow what is proposed through that application. It should also be acknowledged that the Catesby application is yet to be determined,</p>	<p>release mechanism for such plots (in line with Development Principle 1B,d))</p> <p>Spine road specification - Amend wording in final bullet of p78 to refer to 4m rather than 3-4m wide shared footways/ cycleways</p> <p>Draft Development Principle 3A c) to be amended to “...The minimum usable width for shared links is 3.0m...”</p> <p>Bullet d) of Development Policy 3E to be</p>

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			<p>i) Ch7 – Support is given to the promotion of sustainable transport modes set out on pages 65-67 although any financial contributions will need to meet the relevant CIL Regulation tests and Section 106 pooling restrictions</p> <p>j) Ch7 - The requirement for a 4m surface width for a footway/cycleway at p67 is not supported and is inconsistent with the final bullet point of p78. Page 67 should be amended to read as per p78</p> <p>k) Ch7 – Draft Development Principle 3A c) should be amended to read “...The minimum usable width for shared links is 3.0m...”. The bullet point refers to the provision of integrated pedestrian and cycle routes and should reflect its meaning, which is to ensure a variety of such links are provided</p> <p>l) Bullet d) of Development Policy 3E does not define ‘early’ in terms of the delivery of alterations to Crewe Lane to accommodate the spine road junction. It is therefore not effective and should be amended to read “...to enable access to the northern parcels of land within H40 and to complete the spine road link”</p> <p>m) The alterations proposed to Crewe Lane are supported, as is their delivery through Section 106 contributions</p> <p>n) Figures 30 and 32, 41, Table 2 Map Ref 6 and p81 should be amended to delete any references to an upgrade to the existing conference centre access or secondary residential access. As per Catesby’s outline planning application (ref: W/18/1635) no such access upgrades are either proposed, or necessary and these references are therefore not justified</p>	<p>WCC as Local Highway Authority have yet to formally respond to the application and the Development Brief is a material consideration in the assessment of the application. The drawing within the Development Brief has originated from the Kenilworth Transport Study undertaken by Atkins and was partially informed by initial discussions with Catesby about access. WCC as highway authority have a preference for fewer junctions on the corridor, it is not ideal having an access on the bend and would appear to be more safe if Woodside was accessed via the roundabout or an access off the northern spine road. The proposal in Figure 32 would improve safety at the Woodside Hotel/Woodside Lodge access. The Brief does however afford sufficient flexibility to allow for alternative schemes to come forward but as part of those schemes it would be expected that appropriate consideration will be given to providing safe accesses both for the new development and the retained properties. No amendments proposed</p> <p>o) If the Catesby planning application</p>	<p>amended to: “...to enable access to the northern parcels of land within H40 and to complete the spine road link” (see point l)</p> <p>Amend Table 2, item 9 funding source to state ‘s278 / s106’</p> <p>Amend Development Principle 3H so that the second sentence reads as: “All new development shown to have a material impact at this location shall contribute towards these improvements through S106</p>

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			<p>o) The St John's Gyratory improvements will be delivered by WCC through Section 106 or CIL contributions and therefore WCC will design this scheme. The reference on page 86 to the 'applicants' needing to consider such matters further should therefore be deleted</p> <p>p) As drafted, Development Principle 3H does not reflect the latest WCC position and is therefore not justified, nor would it be effective. It is requested that the draft Development Principle be amended to read: "... full signalisation of the St John's Gyratory shall have been delivered. All new development shown to have a material impact at this location shall contribute towards these improvements through S106 contributions."</p> <p>q) As WCC will be responsible for the design of the improvements scheme at Dalehouse Lane, reference to the scheme needing to be agreed with WCC Highways should be removed</p> <p>r) The requirement for residential developments to contribute to the scheme for the realignment of Leyes Lane at Development Principle 3J have not been justified and should be deleted. The realignment is necessary to facilitate access to the proposed secondary school and not to accommodate the residential development. In addition, it is considered that the Leyes Lane / Dencer Drive signalised junction should be delivered as one scheme, as shown at Figure 39 in the draft Development Brief</p> <p>s) The proposals for public transport improvements p89-91 of the draft Brief are fully supported although bullet c) of Development Principle 3K should be amended to read: "A</p>	<p>relies on the St.Johns improvements to provide capacity (which it is understood is the case) then WCC would expect them to deliver the scheme under Section 278. However, if another development parcel comes forward prior to the Catesby trigger for this work, then that developer could become liable for the scheme. Given that it is highly likely to be delivered through s278, the wording is not proposed to change. The funding source in Table 2 will be amended to state 's278/s106'</p> <p>p) The wording as drafted in the Development Brief allows for sufficient flexibility for either a developer or WCC led scheme and so will not be changed. It is agreed that the second sentence should be amended to reflect that other uses – e.g. employment or education uses – may have an impact and therefore be required to contribute</p> <p>q) Agree, amendment will be made</p> <p>r) The realignment scheme also provides pedestrian and cycle access from the Catesby site to the existing school site and to other destinations in the town</p>	<p>contributions"</p> <p>Wording in Development Principle 3I 'Dalehouse Lane/Knowle Hill Junction Improvements' to be amended to reflect the scheme will be designed/delivered by WCC</p> <p>Development Principle 3K c) to be amended to state "A bus turning facility and lay-over area shall be provided towards the north of the site at a location to be agreed with the Local Planning Authority and</p>



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			<p>bus turning facility and lay-over area shall be provided towards the north of the site at a location to be agreed with WCC." The lay-over area can be provided at any location along the spine road and should not be prescribed by the Development Brief. The indicative masterplan submitted with Catesby's outline planning application (ref: W/18/1635) shows a layover within the site and also includes a loop road to avoid the need for a bespoke bus turning area. The proposed amended wording would allow flexibility but ensure an appropriate facility is provided</p> <p>t) Table 2, Map Ref 7 (Crewe Lane Restricted Vehicle Movement) should be amended to be a 'County Council led scheme' and not developer led. This is because WCC will be delivering the scheme, through S106 funding</p> <p>u) Table 2, Map Ref 17 (Crewe Garden Farm A452/B4115 Link Road Phase 1) should be referred to as the 'Spine Road through Crewe Garden Farm development to connect Glasshouse Land to Crewe Lane' scheme and references to the B4115 and A46 should all be removed as they are unnecessary and not part of the identified scheme. In addition, the funding source should be changed to S278/S38</p> <p>v) Table 2, Map Ref 22 (Leyes Lane Realignment) should be linked to Map Ref 11 in terms of the funding source. It is also considered that it should be delivered by the school, as it forms one complete scheme with the Dencer Drive signalisation (Figure 39) (see comments at para 5.2.10 above)</p>	<p>centre. A contribution is therefore considered appropriate and it is a matter for consideration at the planning application stage what contributions are considered fair and proportionate</p> <p>s) Agree, amendment will be made to this effect but will likely reference both the LPA and LHA rather than just the LHA (WCC) as suggested</p> <p>t) At present it is unknown who will deliver this scheme. Table 2 item 7 to be amended to refer to 'Developer-led scheme/WCC scheme' and the funding source as 's278/s106'</p> <p>u) Disagree. We consider this to be a whole route linking to the Strategic Road Network. There may be a need for highway improvements on the route from the spine road through to the Crewe Lane/B4115 junction, at the B4115 junction and on the B4115. This will be considered in more detail through the planning application process</p> <p>v) Disagree. See response to r). It is however proposed to change the estimated date for delivery to 2021 to be in line with the school access</p>	<p>Local Highway Authority" or similar wording</p> <p>Table 2 item 7 to be amended to refer to 'Developer-led scheme/WCC scheme' and the funding source as 's278/s106'</p> <p>Table 2- Amend estimated date for delivery of Scheme 22 'Leyes Lane Realignment' to reflect the date in Scheme 11 'Leyes Lane Access to School Site'. Wording of that scheme to also change to 'Leyes Lane/Glasshouse Lane Access to</p>

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			<p>w) Local Centre and Community Facilities – no evidence has been provided to justify the prescriptive requirements for the community centre, which go beyond the adopted Local Plan Policy DS14 which simply requires “a community meeting place”. Whilst the Development Brief’s identification of a broad location for such facilities is not objected to, Development Principle 4A is considered too prescriptive as drafted, and should include greater flexibility in its requirements, to reflect the potential for alternative forms of provision</p> <p>x) Education Facilities - Catesby Estates is concerned that the Brief’s proposed location for the primary school on the Wardens Sports Ground risks the school not being delivered promptly given the potential timing constraints associated with the relocation of the Club, potentially resulting in a constraint on housing delivery across the east of Kenilworth area. Following discussions with WCC and WDC and other east of Kenilworth promoters, Catesby Estates is therefore proposing the inclusion of land for a one form entry primary school (1.5ha to provide scope for potential future expansion to two form entry) within its proposals for Crewe Lane and Woodside Training Centre. An illustrative masterplan is provided showing an indicative location for the primary school within the Catesby site. The Development Brief policy and Indicative Masterplan (Figure 60) should therefore be amended to be flexible in terms of the location and format of the primary school provision, which will, in turn reflect the outcome of the currently ongoing discussions</p>	<p>estimated date. Scheme name of scheme 11 also to be changed to ‘Leyes Lane/Glasshouse Lane Access to School Site’ to accurately reflect the location of the proposed access</p> <p>w) The detailed articulation of the community centre requirements is in accordance with the Local Plan. Policy DS11 requires “community facilities” from the site, and the proposed community centre clearly meets this requirement. The details are appropriate and justified in the text preceding the Development Principle box. However, we acknowledge that the Principle could allow for greater flexibility should an applicant be able to deliver the significant benefits expected in an alternative provision, and the Principle will be amended accordingly</p> <p>x) Noted. WDC support the approach to the delivery of primary education provision that has been put forward by promoters Catesby and Barwood and believe this will help in terms of the delivery of comprehensive development on land East of Kenilworth. This approach is also</p>	<p>School Site’</p> <p>Amend estimated delivery date of Scheme 22 in Table 2 to 2021</p> <p>Development Principle 4A to be amended to allow greater flexibility</p> <p>All references to the primary school site and plans showing this site to be amended to reflect the revised approach to delivery of primary education facilities</p> <p>Wording of Development Principle 5B f) to</p>

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			<p>y) We question the pupil yield figure used which is higher than in many other Warwickshire districts. In our opinion, the child yield figure is unrealistic and likely to significantly over-state the actual number of primary and secondary pupil places required as a result of new housing development in Warwick district. The evidence base for the figure is not currently available in the public domain and should be published for scrutiny</p> <p>z) On Page 101 the Brief states that developers of residential land within land east of Kenilworth will be expected to contribute towards the provision of around 473 additional secondary school places. Following the submission of a FOI request, it is noted that in 2017 a total of 229 children were attending the secondary school who did not live in Warwickshire. Reflecting the scale of this figure, Catesby would be interested to ascertain how the County takes these figures into account with regards to when any additional secondary school places are planned in the Kenilworth area</p> <p>aa) P107 and Development Principle 5A g) refers to the provision of a BMX/mountain bike facility. No evidence is provided to justify its need. The current use of the area for this use is done so illegally and is not a formal provision. There is no evidence on its current level of use or justification for its re-provision through either any adopted Local Plan policy or Development Brief. There are also similar, existing facilities elsewhere in Kenilworth. The illegally built BMX jumps are clearly attractive to youths given their location out of general sight in an area of</p>	<p>supported by WCC and the Department for Education</p> <p>y) Pupil yields are assessed regularly and take account of evidence from actual developments locally. Previous pupil yield calculations varied in terms of methodology and data sources across the five District and Boroughs. A review was undertaken earlier in 2018 to provide a more consistent, transparent and up to date calculator whereby the 2011 Census data was used to provide estimates of the number of people who could be expected to live in a new housing development once it is completed. Where possible 2011 Census output areas were matched to developments completed or ongoing during the intercensal period within each District and Borough. If no suitable developments could be identified and matched to 2011 Census data an overall yield for the District/Borough has been calculated. For Warwick District the review looked at developments built between 2001 and 2011. The 2011 Census Output Areas were matched to development areas where the Output Area consisted</p>	<p>be reviewed to consider if it can be worded to allow more flexibility whilst still identifying the preferred option with regards to acoustic screening in the vicinity of the Scheduled Monument</p> <p>Remove requirement for and references to BMX/Mountain bike facility</p> <p>Ch10 Delivery – wording to be amended in collaboration and consultation section to clarify that one single planning</p>

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			<p>woodland. Reflecting this, there is no guarantee that a new purpose-built facility surrounded by new housing would be attractive to those who currently use the area. Also question the relationship of this to residential properties, its appearance and maintenance. Catesby consider that it is neither a necessary, justified or practical requirement and should be deleted</p> <p>bb) The 'need' for two allotment sites has not been justified in the Development Brief, Development Principle 5A i). It is acknowledged that allotments will need to be provided but the Development Brief should be flexible in their location and the number of sites that are provided, unless evidence can justify the Development Brief wording as drafted</p> <p>cc) Development Principle 5B f) requires any acoustic screening to be adjacent to the A46 dual carriageway, so as not to obscure areas of the Scheduled Ancient Monument and 5B h) requires the retention of inter visibility to the Stoneleigh Abbey Grade II* listed Registered Park and Garden. The location of the proposed acoustic fence within the Catesby outline planning application is currently being discussed and designed in conjunction with relevant consultees including the WDC Environmental Health Officer, Natural England and Historic England, to ensure all heritage and tree protection (in the Ancient Woodland) matters are also taken into account when determining the most appropriate noise mitigation measures to serve the proposed development. It is therefore requested that</p>	<p>wholly or primarily of the intercensal development. Census Output Areas were aggregated together to create a sample size between 2000 and 3000 households. The Census data was then used to identify the number of dependent children aged 0 to 18 by Census Output Area. This review resulted in a new, more up to date Pupil yield figure for each District and Borough. These Pupil Yield figures are now being applied consistently for all S106 calculations. For Warwick District the New Pupil Yield (per 100 homes) based on 2011 Census Data is 4.54</p> <p>z) When looking at the potential impact development will have in an area, account is taken of the number of 'out of area' pupils in the system but this can only be a factor for projected future years of entry, i.e. Reception at primary and Year 7 at secondary. Once in a school we cannot expect out of area pupils to leave to make way for in area pupils. If an out of area pupil applies for a place in a school and one is available, they have to be offered that place. Schools cannot leave places 'vacant' for in year admissions from in</p>	<p>application covering the entire area will not be sought</p> <p>Mechanism for securing contributions towards the land and build costs of the new secondary school to be added to the Brief – this will be proportionate and only relate to the additional places required to be provided at the school</p> <p>Reference to 30mph relating to both the secondary routes and lanes will however be amended to</p>

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			<p>Development Principle 5B f) be amended to recognise the competing interests involved and recognise that a balance of those interests will be required to allow the mitigation measure to come forward to the benefit of the development, in a way which is practical and achievable</p> <p>dd) Development Principle 5B h) should be amended as it is not effective. Requiring development proposals to ensure inter-visibility between the site and Stoneleigh Abbey is unrealistic and unachievable as the existing A46 carriageway already obscures such visibility. This requirement should therefore be deleted</p> <p>ee) Development Principle 5C d) requires all future applications to demonstrate that noise from rail traffic on the HS2 route has been considered, and mitigation included where appropriate. Catesby consider this requirement is not currently feasible given no detailed line or train information is available to allow that consideration to be made and the Environmental Health Officer (EHO) did not request this information for Catesby's planning application. Such a requirement is therefore not currently justified and should be amended to only require such information at such time as it is able to be fully considered or is required by the District Council EHO for planning applications</p> <p>ff) Street Typologies and Street Level Design Principles - It is reassuring that WDC has emphasised the important role high quality design plays in the delivery of successful and sustainable developments. Setting out clearly defined design standards and expectations at the earliest</p>	<p>area children. Kenilworth School has historically taken a number of children from out of it's immediate area, both from within and outside Warwickshire. However, over recent years the number of in-area children has increased significantly and over recent years the number of out of area children has reduced significantly</p> <p>aa) The Development Brief identifies that providing an alternative facility for BMX/Mountain bikers would assist in the protection of the Scheduled Monument as there would be alternative local facilities – this could be a component in helping remove the Scheduled Monument from the 'At Risk' Register. It should be noted that whilst this activity is not lawful, the land in question is within the land controlled by Catesby and this use has been allowed by land owners and they therefore must take some responsibility for allowing this continued use on their land. Notwithstanding the above, WDC notes the comments made through this representation and further discussions have taken place with the</p>	<p>20mph in line with the Kenilworth Neighbourhood Plan Policy KP4</p> <p>Public Art section to refer to Local Plan policy BE1</p> <p>The wording of Development Principle8 c) and e) will be amended to state "Developers, where relevant, will be expected to..."</p> <p>Amend Indicative Masterplan to ensure that both Victoria Spinney and existing woodland along the ordinary watercourse in H40 and to the</p>

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			<p>opportunity is key when delivering a multi-phased development of the scale associated with Land East of Kenilworth</p> <p>gg) In line with the NPPF and Planning Practice Guidance, in setting design expectations for the site, it is requested that WDC ensure a suitable balance is achieved in the wording of the Brief. Local planning policies, and guidance should seek to set clearly defined standards that are suitable, viable and reasonable in a way which is neither overly prescriptive or that inhibits innovation or deliverability</p> <p>hh) Development Principle 7A: Placemaking Principles sets out the design principles which WDC expects from future developments, but then lacks clear definition on how these principles will be appraised. Reference is also made with regard to national guidance including Building for Life 12 and Secured by Design, but still is not clear on whether such tools are merely suggested or are to be strictly adhered to</p> <p>ii) In contrast, Development Principle 7B: Street Typologies appears to suffer from an overly prescriptive approach. This section sets out a number of design principles relating to the form and dimensions of streets typologies across the site. Whilst these principles are useful, they appear too restrictive and inhibitive. An example of this is the requirement of Main and/or Primary Streets to include a 6.0m wide carriageway and contain on-street parking. This is in conflict with the requirement of local bus operators which require and minimum carriageway of</p>	<p>WDC greenspaces team and it is agreed that there is not a strong identified need for such facilities and on balance it is considered that such a facility is not required to be provided. Therefore, all references to this facility will be removed in the final Development Brief</p> <p>bb) Noted. This Development Brief seeks to achieve the comprehensive development of the east of Kenilworth site. With regards to allotments, p107 identifies why multiple allotment sites are not desirable and WDC maintains this position. It is expected that developers/land owners will work together (as supported by the Local Plan) to ensure equalisation of non-income generating uses such as allotments</p> <p>cc) It is considered that the wording already provides some flexibility. Whilst there are competing interests it is our professional opinion that the location suggested would in principle be preferable to any alternative. However, it is acknowledged that there are competing interests and therefore we will consider whether there is a</p>	<p>western edge of the Scheduled Monument are shown more clearly, as 'Existing Woodland Retained'. Figure 59 will also be amended to remove the inclusion of SuDS immediately to the west of the Scheduled Monument</p> <p>Text in Chapter 10 will be tweaked to make it clearer that a single application covering the entire site will not be a requirement</p> <p>Amend Brief to include location</p>

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			<p>6.8m and restriction of on-street parking where possible. Other requirements which limit certain street typologies to either on-street parking only or on-plot parking only also seem overly prescriptive and have the potential to unnecessarily impact the marketability of individual plots</p> <p>jj) In response to the above, we would therefore urge WDC to review the content and tone of Principle 7B in order to promote and secure high-quality design standards in a way which will not have a detrimental impact on the delivery of the wider project</p> <p>kk) Development Principle 7E of the draft Brief states that all major applications for development should include a scheme for the provision of public art, but makes no reference to any adopted Development Plan policy on which this requirement is based. While the provision of some form of public art could help enhance the development, Catesby would be concerned if the implementation of the Development Brief policy simply resulted in a request for a sizeable financial S106 contribution for the provision of public art, which it is considered would not be fully justified with reference to the CIL Regulation tests. Catesby consider that the Development Principle 7E should be clear that financial contributions will not be requested for public art provision.</p> <p>ll) Development Principle 8 e) requires developers to contribute to improvements to Kenilworth's existing primary substation, but this requirement is not considered to be a planning issue and regardless is neither evidenced</p>	<p>suitable alternative form of wording to highlight this as being the most desirable option should it be feasible when taking into account the competing interests</p> <p>dd) This was a recommendation in the Historic Environment Appraisal, Jan 2015 (p38), prepared by Archaeology Warwickshire which formed part of the Local Plan evidence base. The requirement is to consider this and therefore through the detailed planning process it may be possible to demonstrate, that for a particular site, that such inter-visibility is not achievable</p> <p>ee) HS2 on their website as part of their Environmental Statement (ES have published information that includes Map Books which show predicted sound impacts along the route, illustrated using noise contours. The ES can be found at the following link: <a href="https://www.gov.uk/government/collect/hs2-phase-one-environmental-statement-documents">https://www.gov.uk/government/collect/hs2-phase-one-environmental-statement-documents</a> . The Map books indicate that the East of Kenilworth sites fall outside of the area where adverse impacts from operational</p>	<p>of the new primary schools. The text on page 162 regarding the phasing of development will be amended to be clear that the development would be preferred to begin at the western end of the site but that there may be circumstances where the early provision of infrastructure might mitigate this need</p> <p>Agree to changes suggested in qq)</p> <p>A new section will be added that will set out the in-principle</p>

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			<p>nor justified. Even were such contributions justified they would also be subject to relevant CIL Regulations and S106 pooling restrictions. This requirement should be reconsidered and deleted. Page 167 of the draft Brief also refers to contributions that will be requested toward capacity improvements for, inter alia, Kenilworth substation.</p> <p>mm) Page 148 of the draft Brief explains that whilst the masterplan and associated supplementary plans are indicative in nature, "...development is expected to be in general accordance with the Masterplan and where infrastructure is shown on a particular landholding, it is expected that it will be delivered in that location." The inclusion within the Brief of an Illustrative Masterplan and other supplementary plans providing additional narrative to key design principles is welcomed and can help to articulate the key design objectives. Notwithstanding, being part of the introduction to this chapter, it is felt that the text quoted above is too rigid and inhibitive and should be amended accordingly to allow a greater degree of flexibility to responding to unforeseen circumstances and site constraints</p> <p>nn) It is also noted that a number of site constraints identified by Catesby Estates in their data collection informing the current outline planning application (ref: W/18/1635) have not been recognised in the Illustrative Masterplan. An example being that the Illustrative Masterplan included within the draft Development Brief advocates the removal of an Ancient semi-natural woodland and</p>	<p>noise are predicted, including the application site W18/1635 which is close to the predicted affected area along its northern boundary. However, in Sub-Group meetings involving WDC Environmental Health officers, HS2 have made it clear that the Map Book contours cannot be absolutely relied upon and that the final operational noise levels may exceed the predicted levels. For instance, they have recently advised of a change to the planned construction of the track, moving from a ballast track to a slab track which is likely to increase noise levels by 3dB. This uncertainty leaves Local Authorities in a difficult position when making decisions on appropriate development near to the track, but in the absence of any other guidance we recommend that applicants assess the noise impact to dwellings nearest the route using the Map Book noise contours and adding 3dB due to the likely increase in operational noise from use of a slab track construction. On this basis it is considered appropriate to retain Development Principle 4C d)</p>	<p>mechanism for ensuring that the appropriate quantum and typology of Public Open Space will be provided across the Development Brief area</p> <p>Amendments to Table 6 in light of response uu). Reference will be made to 'off-site' bus stops. Changes will also be made to include reference to on-site bus stop infrastructure in the first item in Table 6</p> <p>The mechanism for securing fair and</p>



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			<p>proposes the location of a Sustainable Urban Drainage System (SUDs) within the setting and buffer of a Scheduled Ancient Monument. This would not be deemed acceptable by a number of statutory stakeholders and would bring into question the suitability and deliverability of the development.</p> <p>oo) Catesby has worked collaboratively with WDC and the other east of Kenilworth promoters/ landowners in developing their proposals for the H40 allocation. As the Brief acknowledges it is unrealistic to require the submission of a single outline application for the whole area. The various landowners / promoters across the area are at differing stages in the preparation of their individual proposals / proceeding to different timescales. It is considered that the 'Delivery' section of the Brief should specifically acknowledge this reality</p> <p>pp) Phasing for the delivery of Catesby's H40 allocation will not be determined until housebuilder(s) have been selected to take forward the development. Reflecting this, Catesby consider that it is unnecessarily prescriptive to seek to control the direction of development across the site. Given the requirement for the early delivery of the spine road, it is not necessarily the case that the development of Crewe Gardens Farm would be disconnected. It should also be acknowledged that Crewe Gardens Farm is also the proposed location for the required primary school</p> <p>qq) P163 of the draft Brief sets out a number of triggers for the provision of infrastructure associated with the land</p>	<p>ff) Noted</p> <p>gg) Noted</p> <p>hh) The Development Brief sets out placemaking principles and refers to national guidance. It will be for planning applications to demonstrate that they are broadly in accordance with the principles set out. It is suggested that the developments use national guidance and best practice in order to deliver high quality design. The Council will be producing a Development Design Framework SPD that will more rigorously set the criteria and process, and this will be built on the Building for Life 12 principles</p> <p>ii) The street typologies offer a best practice hierarchy and an initial guide. When detailed planning applications are developed, the specific location of bus stops, carriageway requirements for buses and on-street parking will be determined in consultation with our Parking Standards SPD and consultees and it may be that an alternative approach is acceptable. Furthermore, the Principle is clear in allowing variation to these principles where</p>	<p>proportionate education land contributions towards the secondary school will be added</p>

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			<p>east of Kenilworth. It is requested that some of these be amended as follows:</p> <ul style="list-style-type: none"> <li>Highways Bullet Point 1 – amend wording to read “Unless otherwise agreed with the Local Planning Authority and Local Highways Authority ...”. As worded, this has not been fully justified or evidenced and the proposed amended wording would allow flexibility in the delivery of such improvements, to be delivered in accordance with requirements agreed during the course of planning applications</li> <li>Highways Bullet Point 2 – This requires the spine road within Catesby’s land interests to be provided and operational prior to the occupation of any dwelling but again has not been justified or evidenced. This requirement is onerous and should be removed. There is no evidence to suggest that the spine road, as it will be designed, is necessary prior to the occupation of any dwellings on the site. Instead, a trigger will be agreed as part of the Catesby outline planning application and included on any permission, to ensure the spine road is delivered. Based on the transport modelling undertaken it is proposed that the threshold for the completion of the spine road should be the occupation of the 200th dwelling</li> </ul> <p>rr) The Development Brief aspires to the delivery of a comprehensive development across the entire area comprising the ‘land east of Kenilworth’. Notwithstanding this desire, the land across the area is in separate ownership and therefore the submission of a single</p>	<p>robust justification exists. A 6.8m wide carriageway is appropriate for the primary route and a slight narrowing of this may be appropriate on the main street in the vicinity of the Local Centre to aid a reduction in traffic speed and assist in providing more attractive pedestrian and cycle crossing points. Reference to 30mph relating to both the secondary routes and lanes will however be amended to 20mph in line with the Kenilworth Neighbourhood Plan Policy KP4</p> <p>jj) We do feel that the principles are appropriate and justified. Furthermore, the Principle is clear in allowing variation to these principles where robust justification exists</p> <p>kk) This section will refer to Policy BE1 of the Local Plan, which whilst not specifically referring to public art, does state that new development “will be permitted where it positively contributes to the character and quality of its environment through good layout and design”. It is considered that public art can play a valuable role in achieving this aim. Development Principle 7E supports and</p>	

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			<p>outline planning application is considered to be an unrealistic expectation. Each individual development proposal that is submitted will therefore need to be capable of being acceptable on its own merits, whilst also taking into account the aspirations of the Development Brief to ensure a comprehensive development comes forward</p> <p>ss) Catesby therefore consider that the Development Brief should include some form of appropriate mechanism to ensure that the total necessary open space requirements (as set out on Table 3 of the Brief) is equally shared and delivered across the various landownerships/separate applications. The agreed mechanism should recognise and reflect the existing open space typologies already contained on the individual sites. For example, the land under Catesby's promotion includes approximately 3.9ha of woodland / orchard / land designated as a Scheduled Ancient Monument which will provide publically accessible open space, but cannot be used for alternative purposes. Catesby is working with the LPA and other promoters in the area to consider and develop a mechanism for inclusion within the final Brief that will allow for appropriate and policy compliant apportionment of open space across the land interests present within the 'land east of Kenilworth area'</p> <p>tt) There is no in principle objection to the general content of Table 6: Infrastructure Requirements at p164-165 of the draft Brief. However, all such requirements must be fully justified, CIL Regulation compliant and must meet the</p>	<p>encourages public art which is considered appropriate wording given the lack of specific reference to public art in the Local Plan. The wording seeks to incorporate public art into development and therefore this could be achieved without a financial contribution. This section will refer to Policy BE1 of the Local Plan, which whilst not specifically referring to public art, does state that new development "will be permitted where it positively contributes to the character and quality of its environment through good layout and design". It is considered that public art can play a valuable role in achieving this aim. Development Principle 7E supports and encourages public art which is considered appropriate wording given the lack of specific reference to public art in the Local Plan. The wording seeks to incorporate public art into development and therefore this could be achieved without a financial contribution. Furthermore, the Principle strongly supports the inclusion of public art but does not make it a requirement</p>	

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			<p>relevant tests for pooling of contributions for Section 106 Agreements. At present, the derivation of the indicative costs in Table 6 is not provided, nor is there any indication as to specific schemes on which the contributions would be spent. The Council must ensure that any requested contributions are CIL Regulation compliant and would not fail the S106 pooling restriction tests as currently drafted</p> <p>uu) The 'Public Transport' row of Table 6 sets out costs for bus stops along the spine road. The cost of bus stop provision along the spine road within the associated development parcels would be built into the construction costs of the road and delivered within a Section 278/38 Agreement. Therefore, only contributions toward 'off-site' bus stops should be included in Table 6</p> <p>vv) The 'per dwelling' contribution toward the costs of off-site highways infrastructure at page 167 of the draft Brief is supported and is considered a simpler approach that determining a per trip cost at each junction or through leaving the site/s</p> <p>ww) Page 167 of the draft Development Brief sets out the LPAs stance on the provision of contributions from developments to primary and secondary education matters, the Local Centre and Community Centre and Allotments. All requested contributions from housing developments must be proportionate to the proposed development, and sought only to mitigate the impacts of that proposed development. In addition, as referred to elsewhere within these representations, all contributions must be CIL Regulation compliant and meet with relevant</p>	<p>ll) As part of the strategic planning of an area it is entirely appropriate to consider power requirements. As with any contributions we agree that they will need to be justified and will be subject to relevant CIL Regulations and s106 pooling restrictions (if they are still applicable at the time of application). The wording of the principle will be amended to state "Developers, where relevant, will be expected to...". The reference on p167 about contributions regarding power are entirely appropriate and reflect discussions WDC have had with Western Power in the preparation of the Development Brief</p> <p>mm) Disagree, the wording as currently framed provides sufficient flexibility whilst also ensuring the integrity of the Brief</p> <p>nn) Such details should come forward as part of the planning application process which, of course, includes consultation with statutory consultees. It is unclear what woodland is being referred to. However, the Indicative Masterplan will be amended to ensure that both Victoria Spinney and existing</p>	

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			<p>S106 Agreement pooling restrictions</p> <p>xx) Notwithstanding, and in addition to the above comments, Page 167 also states that development of housing sites “will be required to contribute proportionately to the land and build costs of the new secondary school...”. This position is not objected to in principle but the mechanism for securing such contributions and the proportion of build costs / land against which contributions are sought must be transparent and ensure that the development sites are only required to contribute where the proposed development will impact the existing infrastructure (i.e. the additional places required to be provided at the school)</p> <p>yy) Reflecting the separate land ownerships across the area, as well as the uncertainties and practicalities associated with the delivery of self-build/custom build as part of larger volume housebuilder developments, Catesby consider that it is not feasible or practical to require fewer, larger areas of self-build/custom build. The Council should recognise and accept that for commercial reasons no individual promoter/ landowner is likely to be willing to accommodate a larger proportion of self/custom build on one individual site and that a method of equalising the requirement across the area would be extremely difficult to devise. Catesby consider that the Brief should be amended to reflect this</p>	<p>woodland along the ordinary watercourse in H40 and to the western edge of the Scheduled Monument are shown more clearly, as ‘Existing Woodland Retained’. Appropriately designed SuDS features may be appropriate near to the Scheduled Monument, however Figure 59 will also be amended to remove the inclusion of SuDS immediately to the west of the Scheduled Monument</p> <p>oo) Whilst separate planning applications will be able to come forward, they will only be supported if they accord with the Development Plan and other material considerations including this Development Brief, unless other material considerations suggest otherwise. It is considered that the Delivery section already does acknowledge this. However, the wording will be tweaked to make it clearer that a single application covering the entire site will not be a requirement</p> <p>pp) Noted. The Development Brief is to be amended with the location of the new primary school. The text on page 162 regarding the phasing of development</p>	

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				<p>will be amended to be clear that the development would be preferred to begin at the western end of the site but that there may be circumstances where the early provision of infrastructure might mitigate this need</p> <p>qq) Agree to change in point 1. Point 2, agree, wording will be amended to allow more flexibility</p> <p>rr) See response to oo)</p> <p>ss) Noted. The Development Brief will be amended so that it includes a new section that will set out the in-principle mechanism for ensuring that the appropriate quantum and typology of Public Open Space will be provided across the Development Brief area</p> <p>tt) Noted</p> <p>uu) Agree, appropriate amendments will be made to Table 6 in light of this response – reference will be made to ‘off-site’ bus stops. However, changes will also be made to include reference to on-site bus stop infrastructure in the first item in Table 6</p> <p>vv) Noted</p> <p>ww) Noted</p> <p>xx) Noted. Additional text will be added to the Development Brief to clarify the</p>	

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				<p>mechanism for securing such contributions and this will be proportionate and only relate to additional school places</p> <p>yy) Disagree. The volume of custom and self-build housing is low, and will be no greater than 5% of the total number of the open market homes (as per KP4 (e) in the Kenilworth Neighbourhood Plan). Therefore, we are expecting around 42 services plots across the whole site and it is not unreasonable for applications to be encouraged to cluster these plots and avoid pepper-potting them around their application</p>	
71431	Mr P Frampton	Frampton s (on behalf of Kenilworth Warden's Cricket Club)	<p>a) Details provided on the Kenilworth Wardens illustrating the significance of the Club to the provision of sports facilities for the local community</p> <p>b) Support the underlying intention of the Brief to provide specific guidance for a comprehensive development of Land East of Kenilworth as allocated in the Local Plan. That said, it is fundamental to the planning process to have proper regards to the underlying objective of Kenilworth Wardens (and Kenilworth RFC) to maximise the development value of the land holding in order to enable:</p> <p>i. To relocate and establish new and enlarged sports facilities suitable for the existing and new residents of Kenilworth</p>	<p>a) Noted. We agree that the Wardens are an important club that provides sports facilities and serves the local community</p> <p>b) Noted</p> <p>c) This section of the Brief will be updated to highlight constraints and opportunities relating to the sports clubs</p> <p>d) A sentence to this effect will be added</p> <p>e) A separate objective is not considered necessary. However, the contents of Objective 4 will be updated to include reference to this</p>	<p>Site constraints and opportunities section to be updated to refer to constraints and opportunities associated with the sports clubs</p> <p>Include a sentence in the vision relating to</p>

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			<p>ii. In order to ensure that the development value realises sufficient capital value so that the club is financially sustainable for the long term</p> <p>These objectives are matters of a wider community interest – and contrast distinctly with the objectives of other land owners to realise maximum value as a private interest</p> <p>c) Site Analysis/Constraints &amp; Opportunities – The Brief at page 54 considering other constraints and opportunities is deficient in not:</p> <p>i. Considering how the planning guidance will ensure the successful relocation and expansion of the two sports clubs</p> <p>ii. Identifying the opportunity comprehensive development may provide to deliver enhanced sports facilities to the existing &amp; future community in Kenilworth</p> <p>d) Vision and Objectives – In failing to identify the constraints upon the existing sports clubs and the potential opportunities comprehensive development may deliver, the vision and objectives for the development are also deficient in failing to make reference to the particular circumstances of the sports clubs. The vision should include: ‘The development will lead to the successful and sustainable relocation of the existing sports clubs, enhancing in quality and quantity of sports pitch provision within the town’</p> <p>e) The East of Kenilworth objectives should therefore include: ‘Securing the delivery of replacement sports</p>	<p>f) Table 3 details the accepted typologies of Public Open Spaces, of which sports pitches and sporting club land is not one, playing pitches being defined separately. As such table 3 remains appropriate and accurate. In the Public Open Spaces SPD currently out for public consultation there is a provision for playing pitches linked to the District Council’s Playing Pitch Strategy which demonstrates the additional playing pitch requirements derived from the growth of the district. This is the appropriate path for the Authority to seek S106 payments for playing pitch obligations, and the onward distribution where appropriate and suitable agreements are in place</p> <p>g) Noted. The proposed location of the primary school is to change which will help the Wardens with reaching their required land value</p> <p>h) Consideration was given to the Wardens and this was discussed with landowners/promoters in the area – equalisation between was required to ensure the successful relocation of the Wardens. However, the primary school is no longer proposed on the Wardens</p>	<p>the successful and sustainable relocation of the existing sports clubs, enhancing in quality and quantity of sports pitch provision within the town</p> <p>Update Objective 4 ‘Social and Community Infrastructure’ and its contents</p> <p>Relevant sections of the Brief relating to the location and delivery of primary education facilities will be amended to reflect the revised proposals, which will assist the</p>



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			<p>pitches, and an enhanced provision to meet the needs of the new community'. This objective is entirely consistent with the provisions of the Local Plan. Policy HS4 – and especially in the circumstances of East of Kenilworth where formal sports pitch provision is reliant upon the relocation and expansion of the existing sports clubs</p> <p>f) Biodiversity, Greenspace, Play and Recreation Provision – the final para of p103 considers existing provision and states that 'the type of space to be provided within the development site should be considered in this context'. Table 3 identifies 'Potential Open Space Requirements' but makes no provision for 'outdoor sport' and is not consistent with Policy HS4. The Brief should make a requirement for developers at East of Kenilworth to make an appropriate financial contribution towards the provision of outdoor sports facilities, the demand for which arises from the proposed housing development. Where the LPA is reliant upon these enhanced facilities being provided by Kenilworth Wardens and KRFC, such contributions should be made available to the Clubs to assist with the relocation and expansion of facilities. This is consistent with the statement at p107: 'Contributions will be required towards further off-site sports and leisure facilities'</p> <p>g) The underlying concern of Kenilworth Wardens is that the provisions of the Development Brief for their existing sports ground may generate insufficient land value to enable a successful and sustainable relocation and enhancement of sports pitch facilities. The land use</p>	<p>site and therefore this is no longer an issue</p> <p>i) Correct, noted</p> <p>j) Any relevant figures will be updated to acknowledge the primary school will not be on the Wardens site. However, as identified elsewhere, the Masterplan will also identify a greater extent of green buffer between proposed housing and the A46 as this will be desirable (and possibly necessary) as part of noise and air quality mitigation</p> <p>k) Noted, however, the individual phasing requirements of landowners has not been laid out within the Development Brief</p> <p>l) The Local Plan and therefore Development Brief require the comprehensive redevelopment of the area and all sites must contribute to achieving this aim. This includes a requirement for each development within the site to make a fair contribution towards overall development infrastructure costs</p>	<p>delivery of the comprehensive development of the area</p> <p>Any relevant figures will be updated to acknowledge the primary school will not be on the Wardens site. However, the Masterplan will also identify a greater extent of green buffer between proposed housing and the A46</p>

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			<p>proposals for their land holding compound this situation</p> <p>h) Education facilities – The location shown on the illustrative masterplan for primary school location is ‘within the central parcel of land’ on the existing sports grounds where the maximisation of development value is required in the overall public interest. It would appear that in considering the merits of this location, no consideration has been given to the development implications for Kenilworth Wardens. The Brief prejudices the successful relocation of Kenilworth Wardens</p> <p>i) It is understood that there have been recent discussions with the developers of the northern section and southern section concerning the provision of two single form entry schools to serve these developments. This proposal is evidently supported by the County Education Authority. Kenilworth Wardens support this revised proposal for the provision of primary education in an endeavour to realise sufficient development value to achieve a successful and sustainable relocation of the Club. The identification of a primary school on the Wardens land holding should be deleted accordingly</p> <p>j) The Spatial Concept Plan (Fig 53), Land Use (54 and Housing Density (Fig 55) should be revised to identify housing development across the entirety of Kenilworth Wardens land so as to achieve relocation and expansion of sports pitches and associated facilities in the overall public interest. The Indicative Site Masterplan (Figure 10) and Indicative Scale Parameters Plan (Figure 61) should be similarly amended to remove the siting of school provision</p>		

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			<p>on the Wardens site</p> <p>k) The delivery of housing on the Wardens site necessitates the realisation of a capital receipt from the land to enable replacement facilities to be provided PRIOR to the loss of the existing sports facilities. In this context, the Brief should encourage the release of the Wardens site at an early stage of the development</p> <p>l) It is submitted that the redevelopment of the Wardens site is not dependent upon the 'central section of Glasshouse Lane between the two roundabout junctions' being upgraded. It is submitted that the scale of housing which could be accommodated on the Wardens sports ground would not result in a 'severe' residual cumulative impact on the road network. The provisions of the Brief should fully recognise the special circumstances appertaining to the re-development of the existing sports clubs, and fundamentally the need to avoid unnecessary constraints on the timing of the delivery of new housing. The provision for the widening of the central section of Glasshouse Lane should be secured by a reasonable requirement upon the development of the northern parcel of land (H40) and the southern parcel of land (H06). The Brief should avoid burdening costs upon the existing sports clubs – especially in the circumstances where such investment is not necessary to serve the traffic implications of the development. The provision of a suitable access into the central section of the development will of course be provided by the development</p>		

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71411	Ms K Ventham	Barton Willmore (on behalf of Barwood Land)	<p>a) Barwood Land are working with the landowners to deliver a parcel of land to the south of the development in allocations H06 and E1</p> <p>b) Both Barwood Land and the landowners are supportive in principle of the use of a Development Brief however provide comments in seeking to refine the document and ensure its practical application and suggest this is done in collaboration with the interested parties to ensure that the scheme remains deliverable</p> <p>c) It is considered that the document is overly lengthy and prescriptive, and it would serve a more appropriate purpose being a more concise document – acting as a guide rather than provision of more prescriptive requirements with a lack of perceived flexibility</p> <p>d) Submissions relate in the main to Sections 7 onwards – the first 6 chapters being background information (much of which, whilst of interest, could be significantly reduced given that this is not a stand-alone Development Plan Document, it is designed to be read alongside the Development Plan)</p> <p>e) P7 – There is reference to the Brief being afforded significant weight in the determination of planning applications. Whilst an SPD is capable of being afforded such weight, it cannot override the primacy of the Development Plan. The Development Plan policies are wider strategic policies, with the detail being left to the Brief – as such, there is currently a greater degree of flexibility to be gained through the Development Plan than through the SPD. The prescriptive nature of the SPD</p>	<p>a) Noted</p> <p>b) Noted</p> <p>c) The level of detail is considered appropriate given the complexity and strategic importance of the development site</p> <p>d) Noted</p> <p>e) The wording will be amended to reflect that the weight afforded should be subsidiary to the weight given to the Local Plan. There has been no intention to supersede the policies of the Local Plan, and the content of the SPD remains in harmony with them</p> <p>f) The text will be made clear that when applications are submitted if the 2013 SHMA has been replaced that the new mix should be used, and the potential for flexibility from this mix in the exceptional circumstances outlined in H4</p> <p>g) The Infrastructure Delivery Plan is a live document that is continually updated as research is progressed and new proposals come forward. The position set out in the Brief and the Kenilworth Transport Study is the most up-to-date and relevant preference</p> <p>h) Any changes to the highway network</p>	<p>P7 text will be amended to reflect the weight afforded to the Brief should be subsidiary to the weight given to the Local Plan</p> <p>Amend text relating to the housing mix as per response f)</p> <p>Custom and Self-Build – supporting text to be amended to reflect the Development Principle and the KNP</p> <p>Details of primary school locations to be amended throughout text and figures in the Brief</p>

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			<p>may mean that the flexibility afforded through a strategic Development Plan policy is not realised due to the overly detailed nature of the SPD. If the SPD is to be afforded significant weight, then it must be made clear that this weight remains secondary to the Development Plan. This is of particular importance when the SPD seeks to introduce additional policy provisions under the guise of the SPD, without recourse to guidance advising that they should build on existing policies in the Local Plan. The SPD should not seek to introduce policies via the 'back door' into a document which is not subject to the same level of scrutiny or testing as a Development Plan Document</p> <p>f) Housing Mix – Policy H4 of the Local Plan advises that housing mix should be provided in accordance with the latest Coventry &amp; Warwickshire SHMA as opposed to the Brief which specifically references to the 2013 SHMA. Furthermore, within the supporting text to Policy H4, advice is provided as to where some flexibility could be considered. The Brief, is more prescriptive than policy H4 for which no justification is provided. Furthermore, Policy H4 is a District-wide Development Plan policy and there is no need for this to be replicated within the Brief. This can be accommodated if required by a simple cross reference but could be eliminated altogether</p> <p>g) On &amp; Off-site Highway Infrastructure – An appendix of a previous version of the WDC Infrastructure Delivery Plan (IDP) (April 2017) recommended that direct access via the A46/a452 roundabout should not be provided. Instead it recommended that access should be provided from the</p>	<p>will be subject to detailed modelling analysis and road safety assessments. The additional arm is one option to be considered, however through the development and analysis of the scheme alternative arrangements may be identified. The final option must be demonstrated to be a workable solution for both Warwickshire County Council and Highways England</p> <p>i) Noted</p> <p>j) These concerns should come forward as part of the Transport Assessment in the submission of the planning application, or preferably as part of detailed pre-application discussions with the planning authority and the highways authority. Such evidence can be reviewed in detail at this point</p> <p>k) See response to j)</p> <p>l) The preference articulated in the Study and the Brief remains for there to be a separate access to alleviate conflict and congestion between the new (and existing) residential traffic and the new employment traffic. However, whilst it remains the preference, WCC Highways remain open to the concept of an alternative model with</p>	<p>The 473 pupil figure will be reviewed and the final Brief will include an up-to-date figure</p> <p>A clear mechanism will be set out relating to land costs associated with the secondary school</p> <p>A table defining the non-value generating land uses and how they may be shared will be added</p> <p>Additional text added to 'Open Space Requirements and Standards' to</p>

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			<p>A452 Leamington Rd; The Brief and Kenilworth Transport Study recommend that direct access via the A46/A452 roundabout would be preferred for the employment allocation</p> <p>h) The Atkins Transport Study concludes that the preferred option to provide access to the employment land is Option 1 and this has informed 'Development Principle 3d'. The reason for this recommendation appeared to be solely to separate commercial and residential traffic, but without any quantifiable justification</p> <p>i) There have clearly been conflicting recommendations made in the past regarding the preferred form and location of the site access, therefore Phil Jones Associates (PJA), on behalf of Barwood Lane has considered the various alternatives</p> <p>j) It is envisaged that there may be difficulties in providing direct access to the A46/A452 roundabout; in terms of design standards, safety, capacity and restrict wider aspirations for the junction and the A46 mainline</p> <p>k) In addition, the previous recommendations included in the IDP specified that direct access via the A46/A452 was not suitable. Furthermore, both WCC and WDC have advised they would consider alternative access arrangements</p> <p>l) Consideration has therefore been given to the provision of a signal-controlled junction formed between the spine road and the A452 Leamington Rd providing access to both the employment and residential allocations. The employment access would form a junction with the spine</p>	<p>sufficiently robust justification and mitigation of any issues with revised concepts</p> <p>m) Acknowledged, further assessment will be required through the planning application process</p> <p>n) These details will be determined through the planning application process</p> <p>o) Change 1. The original wording focusses on avoiding or mitigating any potential conflict whilst allowing scope for suitable flexibility. However, we acknowledge that there may be alternative access solutions that retain these priorities and the wording will be amended to allow for greater flexibility of design whilst retaining the priority of minimising conflict</p> <p>Change 2. We acknowledge that alternative access arrangements are feasible that still reach the requirements regarding traffic flows, sustainability and safety, and the wording will be amended to reflect this</p> <p>Change 3. Accepted, this amend will be made The supporting text will be amended to reflect the Development Principle and wording will reflect that</p>	<p>highlight that in some instances existing natural assets will contribute towards the open space requirements</p> <p>Wording in Development Principle 5B to be amended as per bb)</p> <p>Amendments as per point o)</p> <p>Sections and associated bullet points for the Street Level Design Principles will be checked to ensure they are consistent and amendments will be made where necessary</p>

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			<p>road a short distance into the site to separate the residential and employment traffic and minimise the interaction between the two elements of the development. A preliminary layout for this option has been designed and subjected to capacity testing by PJA and is enclosed in the response</p> <p>m) Assessment Traffic Flows – Traffic flows have been extracted from the 2029 Local Plan Model which are appended in the Atkins Transport Study. The mode flows provided assume a site access/spine road junction formed with Leamington Rd. The model does not include a direct access formed with the A46/A452 junction</p> <p>n) The traffic flows have been assessed by PJA for the signal-controlled junction shown in Drawing 3140-01 (included in this representation) and the junction has been modelled in LinSig V3. The junction is forecast to operate at approaching theoretical capacity thresholds. The modelling does not include signal-controlled pedestrian crossing facilities. Due to the likely demand however, a signal-controlled facility would not be required across Leamington Rd in the vicinity of the junction. Instead, an uncontrolled facility would be appropriate. This facility would have tactile paving/dropped kerbs to denote the crossing point and a pedestrian refuge area. To the north of the junction where there is likely to be a higher pedestrian demand, a signal-controlled facility would be provided. In terms of crossing facilities across the spine road, it would be possible to provide a staggered crossing which could be staged with traffic thus would not affect</p>	<p>in the Kenilworth Neighbourhood Plan</p> <p>p) The local centre detail (i.e. quantum of floor space, appropriate use classes) are already set out in the local plan, and so are appropriate to be detailed here. It should be noted that any further detail within this policy is not directive, but is something that applicants should be aware of as the vision for this development site</p> <p>q) Policy DS15 states the requirement for the provision of a community centre, and the Development Brief articulates the specification of that community centre. It therefore does not surpass the provisions of the Local Plan but offers an enhanced level of detail on the Policy. Notwithstanding this, some elements of the specification have been revised in light of comments received to this consultation to take full account of proposed leisure facilities elsewhere in the development and to ensure there is no unnecessary burden on developers</p> <p>r) Noted and appreciated. The Development Brief will be updated to reflect this</p> <p>s) Noted and the masterplan will be</p>	<p>and appropriate. Furthermore, the section will be reviewed and further amendments will be made if considered appropriate, in light of the concerns raised</p> <p>The density range will be amended as per ff)</p> <p>SuDS concept drawing to be amended as per gg)</p> <p>Brief to be updated to outline the proposed methodology as per ll)</p>

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			<p>the operation of the junctions</p> <p>o) Based on the assessment set out above, it is suggested that there are feasible alternative access options which would not require direct access onto the A46/A452 roundabout. It is therefore suggested that the wording of the Brief is amended to provide more flexibility as the access strategy for the site is developed in more detail, as follows:</p> <p>“Access to the southern end of the site shall accord with the following:</p> <p>Original: Separate accesses shall be provided to the employment land (allocation E1) and the housing allocation (H06) to minimise conflict between employment and residential uses unless it is demonstrated that this is not feasible, unviable or undesirable in terms of safety</p> <p>Suggested revision: Site access junction(s) shall be provided to facilitate appropriate access to the employment land (allocation E1) and the housing allocation (H06). Where possible and necessary, conflict between employment and residential uses should be minimised</p> <p>Original: Primary access to the employment site shall be via a direct access/egress off the A46/A452 circulatory unless it is demonstrated that it is not feasible, unviable or undesirable in terms of safety. The access or any alternatives must operate well with the new spine road access</p> <p>Suggested revision: Access to the employment site shall</p>	<p>updated to reflect new sites for primary education</p> <p>t) We feel that it is appropriate in terms of the requirements of the Local Plan and in the interests of ensuring a coherent, integrated development that this Masterplan is adopted and guides future development in the area</p> <p>u) When looking at the potential impact development will have in an area, account is taken of the number of 'out of area' pupils in the system but this can only be a factor for projected future years of entry. i.e. Reception at primary and Year 7 at secondary. Once in a school we cannot expect out of area pupils to leave to make way for in area pupils. If an out of area pupil applies for a place in a school and one is available, they have to be offered that place. Schools cannot leave places 'vacant' for in year admissions from in area children. Kenilworth School has historically taken a number of children from out of its immediate area, both from within and outside Warwickshire. However, over recent years the number of in-area children has increased significantly and over recent</p>	



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			<p>either be provided via a direct access/egress off the A46/A452 circulatory or from Leamington Road. Appropriate assessment should be undertaken to demonstrate the access strategy is feasible in terms of safety, multi-modal access, permeability, connectivity and capacity</p> <p>Original: The spine road access from Leamington Rd shall provide for appropriate pedestrian and cycle crossing facilities both across Leamington Rd and across the spine road itself and these shall connect with existing footway/cycleways in the immediate vicinity as well as provision of the new spine road</p> <p>Suggested revision: The spine road access from Leamington Rd shall provide for appropriate pedestrian and cycle crossing facilities both across Leamington Rd and across the spine road itself to reflect desire lines, demand and to ensure the most efficient layout. These shall connect with existing footways/cycleways in the immediate vicinity as well as provision on the new spine road</p> <p>p) Custom and Self-Build Housing – this is unnecessary duplication. Provisions in this regard are already set out in the Local Plan and the Kenilworth Neighbourhood Plan. If the policy is to remain, the supporting text and Development Principle 1B are at odds with the Neighbourhood Plan, advising that a proportion of self-build will be sought not exceeding 5% of the total dwellings. However, the supporting policy text sets 5% as the target percentage – this text does not reflect either</p>	<p>years the number of out of area children has reduced significantly</p> <p>v) It appears that the 473 figure may now be outdated and it is important that the Brief is accurate. Therefore, this will be reviewed and the final Brief will include an up-to-date figure, the rationale behind which will either be included in the Brief or shared separately with developers</p> <p>w) Noted. A clear mechanism will be set out in the revised Brief relating to land costs associated with the secondary school site. This will make it clear that housing developers will only be required to contribute on a proportionate basis</p> <p>x) Noted. It is proposed to amend the Development Brief with an outline table that defines the non-value generating land uses and sharing them through the development site</p> <p>y) The use of areas such as Thickthorn Wood is dependent on their accessibility to the public. It is expected that such matters will be resolved through the detailed planning application process. Nevertheless, it is considered appropriate to add text in</p>	

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			<p>Policy 1B or the Neighbourhood Plan and should be corrected so as to avoid confusion</p> <p>q) Local Centre &amp; Community Facilities – Whilst the provision of a local centre is supported in principle, the level of detail as set out within the policy is overly prescriptive and does not facilitate market demand. Clearly if a centre which meets market demand is not provided, the units will not be let, the scheme will not be occupied, and the centre will fail. It is in no way considered that this site would provide such a quantum or configuration of retail floorspace such as to detract from the centre of Kenilworth and as such greater flexibility on unit size and use should be provided. With regard to the size and location of the local centre the masterplan is identified as being ‘indicative’ and yet prescriptive requirements are being made in relation to the ‘non-residential’ elements with no apparent justification for this and no consideration of the impact of this. The Policy recommends predominantly A1 uses within the local centre and yet there is no basis for this</p> <p>r) The community centre proposals are even more prescriptive with no evidence to justify such an approach. The specification for the community centre is extensive and we would question the justification for such an extensive facility and the associated land required to accommodate it. This goes significantly beyond the provisions of Policy DS14 (which is the Development Plan policy). We consider that Development Principle 4A requires significant revision to better reflect Development</p>	<p>relation to the ‘Open Space Requirements and Standards’ to highlight that in some instances, existing natural assets, such as Thickthorn Wood, will contribute towards the open space requirements for the site</p> <p>z) The Brief will be updated to reference the intentions regarding distribution of all of the non-value generating uses</p> <p>aa) Agree upon further reflection. The wording in Development Principle 5B (and any associated supporting text) will be amended accordingly</p> <p>bb) Noted, however, there is still significant work to be done within a Design Code that will be expected to adhere to the principles laid out in the Development Brief. They therefore will be expected as part of the application process, although they will perhaps be shorter than many other codes for sites of a similar scale</p> <p>cc) Noted, however it is felt that the level of detail is appropriate</p> <p>dd) The pavement width in the Section drawing for the Primary Route does accurately reflect the associated bullet point for ‘Pavement’. As detailed in the</p>	

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			<p>Plan policy and to secure a less prescriptive and onerous provision</p> <p>s) Education – It is evident from recent landowner discussions that if WDC continue to pursue a primary school on the Wardens/KRC land that this jeopardises the delivery of the entire site in a timely manner. Given that WDC is keen to see the site come forward in a comprehensive manner, Barwood Land has been involved in discussions with other landowners and is proposing the inclusion of land for a one form entry primary school within its proposals</p> <p>t) It is for reasons such as that in t) that we request the District Council move away from seeking to impose a finalised masterplan within the Development Brief. The masterplan has been developed within the involvement of the landowners or promoters and as a result has settled on a potentially undeliverable solution. In the absence of an iterative masterplanning process, the Brief must facilitate flexibility to the masterplan as the scheme(s) evolve</p> <p>u) It is understood that Catesby Estates submitted an FOI request to WCC which highlighted that in 2017, 229 children attended the secondary school who did not live in Warwickshire. It is customary practice, when assessing school capacity to discount those who are travelling from out of catchment as clearly those in catchment will take priority. It therefore appears that there is capacity at the existing school, and we seek clarification therefore as to the way in which the secondary school demand has been</p>	<p>Development Brief the 3d illustrations are for indicative purposes only. The Sections and associated bullet points for the Street Level Design Principles will however be checked to ensure they are consistent and amendments will be made where necessary and appropriate. Furthermore, the section will be reviewed, and amended where it is considered appropriate, in light of the concerns raised</p> <p>ee) Noted. The density range will be amended to 30-40 dph. This will also ensure conformity with Local Plan paragraph 5.19)</p> <p>ff) The drawing is a concept plan and developers will not be required to provide SuDS in the locations indicated – this will be a matter for full consideration at the detailed planning application stage. The broad locations of the SuDS indicated reflects the general topography of the site and also the fact that there will most likely be a need for a buffer between built development and the A46 owing to air quality and noise considerations. The drawing will however be updated to show additional areas of SuDS within</p>	

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			<p>calculated</p> <p>v) Secondary school provision – the Development Brief refers to 473 additional pupil places being required to meet the additional need generated by East of Kenilworth. However, this figure is significantly higher than the output associated with WCC’s pupil place calculator which suggests 397 additional school places would be generated by 1,400 new homes and clarification of the correct figure is sought</p> <p>w) It is understood that there is potential difficulty with the acquisition of the land at Southcrest Farm to facilitate the relocation of Kenilworth School. It has been suggested that the East of Kenilworth Development maybe required to ‘gap fund’ the difference between the landowner’s aspiration and the amount Kenilworth School is prepared to pay for the land which would be in addition to the S106 contribution calculated with reference to WCC’s SPD. Currently the Brief makes a passing reference to the costs associated with the purchase of the land. We consider that the Brief should make reference to the East of Kenilworth being required to fund the gap based on its pro-rata requirement (e.g. 397 pupil places of 2,200 therefore 18%) and that the methodology for calculating the gap should be fully transparent. Furthermore, this matter needs to be agreed in principle with a reasonable approach taken as clearly it is not the job of this site to fund excessive landowner expectations</p> <p>x) Biodiversity, greenspaces, play and recreation – whilst the desire to create a central park is appreciated, WDC’s</p>	<p>land to the north-western end of the site and amend the location of SuDS in the vicinity of Scheduled Monument</p> <p>gg) Noted. Whilst the addition of public art to the Central Park is to be welcomed, the provision of public art throughout the site was intended to help convey a sense of place and identity, and so it would be counterproductive to limit to a single space</p> <p>hh) The indicative masterplan is for illustrative purposes, and so may not precisely match other plans used within the document. At the point of adoption, the Development Brief, containing the masterplan, will have gone through extensive and thorough consultation, in excess of that of a planning application. As such, it is appropriate that subsequent applications adhere to the principles in the Brief including the adopted indicative masterplan. Should there be significant issues raised during the consultation period of a planning application then that will have weight during the planning determination. It is unclear what the discrepancies</p>	

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			<p>‘wishlist’ from the site is significant. Taking the land under the control of Barwood Land, for example, further land from their site may now need to be given up in order to deliver a primary school for the good of the site as a whole. There needs to be a balance between the desires of WDC and the viability and deliverability of the site as clearly if this balance cannot be achieved the site will not come forward</p> <p>y) Within the Brief reference should be made to existing natural assets, such as Thickthorn Wood, which will contribute towards the Open Space Requirements for the site which are set-out within table 3 on p105 of the Brief</p> <p>z) With regard to the need for flexibility within the masterplan, if Catesby and Barwood are now accommodating primary school sites, it may be that the allotment sites should be amalgamated onto a single site perhaps centrally located within the allocation on the Wardens/KRC land?</p> <p>aa) Heritage Assets – the Brief seeks the retention of views of Thickthorn Manor over the roundabout on the A46. Given that this view is over the area of the site where the Council are seeking employment uses, it is considered that these floorplates are unlikely to facilitate such views. Furthermore, users of the A46 will not be stopping to appreciate the view as they are driving past the site and will not be focusing on the view to the Manor. We consider it more prudent to focus on views and protection of setting within the site rather than transient views as one drives past</p>	<p>referred to are</p> <p>ii) We consider that the level of detail in the Development Brief reflects the importance and sensitivity of this highly significant development, spanning 2 strategic housing sites and sites allocated for employment and education purposes</p> <p>jj) See answer to jj)</p> <p>kk) Noted and your suggestion is appreciated. The Development Brief will be updated to outline the proposed methodology</p> <p>ll) Noted. As the table suggest, these are indicative costs. The costs have been derived from engagement between WDC and infrastructure providers through the preparation of the Brief. Given the length of time that delivery of the site is likely to be undertaken over, more specific costs are not possible. However, all Section 106 agreements will be negotiated cognisant of the relevant regulations</p> <p>mm) It is considered that the wording in the Brief is appropriate and that the Brief allows sufficient flexibility for detailed planning applications to propose alternative phasing</p>	

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			<p>bb) Street Typologies and Street Level Design Principles – Whilst Barwood is supportive of high-quality design principles, it is again important that prescriptive design standards are not set and that any expectations are sufficiently flexible to allow designs to come forward which are appropriate for the site and the wider area. However, in addition, the design standards must not render the scheme unviable or, for example, prevent adoption of public highways. To this end, as currently drafted, the Brief reads akin to a Design Code and is too prescriptive for this stage of the scheme. It is noted on p158 that the Council is seeking a Design Code with any applications, however, given the level of detail within this document, we would suggest that individual Design Codes are not required to support planning applications</p> <p>cc) Placemaking – the level of detail (relating to different block sizes/boundary treatments etc) is significantly beyond that which would normally be expected within a Development Brief</p> <p>dd) Streets – there is an error on p125 as pavement (as shown in the section) is 4.0m wide whereas it should be 2.0m, as per the bullet points. The guidance specifies materials – this is considered overly prescriptive at this stage. In addition, the approach towards parking is problematic. There are shown to be a lot of terraces/continuous built frontages with limited opportunities for parking at the front, perpendicular to the road. This can arguably create a more attractive street in terms of enclosure, etc but it does severely limit parking options and would mean</p>	<p>nn) Noted. Significant development of this nature necessarily carries a large infrastructure burden, and this recognised by the CIL tariff for East of Kenilworth being lower than in some other locations. All contributions will be CIL compliant, and these will be agreed during the application process</p>	

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			<p>parking needing to go to the rear of the blocks. There is no way of meeting local standards without putting parking in courtyards and this will lead to conflict on the road. P132 actually says rear parking courts are discouraged. It is difficult to encourage the use of courtyards by residents and whilst some are possible, the approach here would necessitate a significant number. Even the Lanes have an urban appearance whereas we would normally expect to include semi-detached and detached properties with side parking and garages, plus potential visitor parking with the verges or areas of open space. P133 does however show on-plot parking as possible within primary, secondary and lands. Overall, the street sections/plans are inconsistent with the 3d illustrations</p> <p>ee) Density – the average density of 35-40dph could provide insufficient flexibility and when coupled with the need to find parking solutions which are acceptable to all parties, we consider 30-40 dph is more appropriate</p> <p>ff) We query whether the details on p146-147 (particularly the drainage plan) are required at this stage. We consider that this could be best dealt with via text</p> <p>gg) Public Art – Principle 7E seeks the incorporation of public art from each application regardless of size/scale/location. It would seem more appropriate for public art to be incorporated in significant areas of open space where they would form a logical and complementary addition – e.g. the Central Park</p> <p>hh) Indicative Masterplan &amp; Scale Parameters Plan – p148-149 – the introductory text advised that applications should</p>		

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			<p>follow the Brief. This provides insufficient flexibility to amend the masterplan through either public consultation or in response to comments from statutory consultees. There are also discrepancies between the illustrative masterplan and the land use plan</p> <p>ii) Scale – the scale details are prescriptive, and we consider that if these details are required, they should be set out for broad areas rather than at the plot level. The same applied for the ‘street’ details’, where at this stage, details such as secondary routes or lands should not be included. We also consider that the street sections are far too detailed for a Development Brief and are more akin to something which would appear within a Design and Access Statement</p> <p>jj) The Brief provides insufficient flexibility in approach for an ‘overarching’ document. Whilst we support the Council’s aspirations for the site, much of this detail can be provided through a Design and Access Statement which would form part of any planning application. This approach would allow the masterplan to come forward under broad parameters but provide sufficient flexibility for the masterplan/design details to flex as more detailed work is undertaken</p> <p>kk) Ch 10 Delivery – With regard to the overall delivery of the site, it is noted that the Brief refers to private equalisation agreements being employed to enable delivery of the site. Given the site is in multiple ownerships, whilst laudable, this is not something which can (or should) be achieved through this Brief. Instead, it is considered the Council and</p>		



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			<p>the promoters/landowners should seek agreement to a land use budget which identifies those areas of the development that do not generate land value (such as open space/community centre/school etc) – and seek to ensure, through appropriate masterplanning, that these uses are divided as equally as possible across the respective land ownerships. In this way, individual landowners/promoters are not prevented from coming forward by others; the is parity across the development parcels; and the Council’s aspirations can be realised through early delivery</p> <p>II) The infrastructure requirements are included in Table 6 and include indicative costs. However, in order to achieve CIL compliance, it is necessary to understand how these costs are derived and no evidence is provided in this regard. However, the principle of a tariff style contribution per dwelling for off-site highways infrastructure is supported subject to agreement on the appropriate sum</p> <p>mm) We consider it premature to include detailed planning condition wording within the Brief in the absence of comprehensive site-specific Transport Assessments which will be the subject of further discussion with the Highway Authority and Highways England. The imposition of appropriate planning conditions is an iterative process and should not be fixed within a Development Brief in the absence of full information. Whilst it is acknowledged that there is flexibility for discussion, the document clearly states that it is not possible to set out clear triggers and</p>		

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			<p>yet proposes conditions with such triggers. We consider this element is overly prescriptive and should be removed from the Brief</p> <p>nn) With regard to the other items identified in Table 6, the list is extensive and when coupled with the Council's CIL tariff which does not cover many items of relevance to this scheme, it is clear that this site has the potential to carry a significant financial burden through a combination of on-site infrastructure; off-site infrastructure costs and CIL. As set out in the NPPF, SPD's cannot impose a significant financial burden on projects and therefore it is important to ensure that any and all contributions are CIL compliant and that the contributions are proportionate to the development and do not prohibit the scheme from being delivered</p>		
71439	Ms S Murray	Natural England	<p>a) Natural England considers that the proposed development will not have significant adverse impacts on designated sites and has no objection</p> <p>b) Natural England considers the SPD in compliance with the Policies of adopted Warwick District Local Plan 2011-2029, and specifically, Policy DS10 'Broad Location of Allocated Housing Sites'. Furthermore, consider it acceptably aligned with the general policies of The Kenilworth Neighbourhood Plan, and specifically Policy KP4 'Land East of Kenilworth'</p> <p>c) Natural England considers that the proposed development is unlikely to have likely significant effects upon European/International Sites and has not objection. Advise that the SPD need not proceed to Appropriate</p>	<p>a) Noted</p> <p>b) Noted</p> <p>c) Noted</p> <p>d) Noted</p> <p>e) Noted</p> <p>f) As the site has been allocated for significant development of housing, employment and educational uses, the retention of soil resources and other similar technical matters are not an appropriate burden to place on developers through the Brief</p> <p>g) Noted</p>	No amendments proposed

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			<p>Assessment, under the Habitat Regulations. To meet the requirements of the Habitat Regulations, advise WDC to record our decision that a likely significant effect can be ruled out</p> <p>d) Natural England considers that the proposed development will not damage or destroy the interest features of national protected sites (SSSI) and has no objection</p> <p>e) Attention drawn to land quality and soil considerations. However, recognise that the loss of agricultural land within the site has been deemed acceptable through the Local Plan process</p> <p>f) Recognised that a proportion of agricultural land affected by the development may remain undeveloped (for example as habitat creation, landscaping, allotments and public open space) and support these measures. In order to retain the long term potential of this land and to safeguard soil resources as part of the overall sustainability of the while development, it is important that the soil is able to retain as many of its important functions and ecosystem services as possible through careful soil management. Consequently, advise that developers use an appropriately experienced soil specialist to advise on, and supervise, soil handling, including identifying when soils are dry enough to be handled and how to make best use of different soils on site. Detailed guidance is available in Defra 'Construction Code of Practice for the Sustainable Use of Soils on Construction Sites'</p>		

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			g) There are a number of woodland areas dispersed in the locality including ancient woodland immediately adjacent to the site and extending into the site. These are also neighbouring areas of ecological importance. We encourage proposals which seek a biodiversity net gain from development and support the expansion, enhancement and improved connectivity of habitat and multi-functional green infrastructure corridors in accordance with Lawton principles		
71424; 71245; 71426; 71427; 71428; 71429	Miss M S Field	Kenilworth Town Council	<p>a) Welcomes the detailed Brief and appreciate the cooperation with the Town Council during the drafting process and particularly the reflection of certain policies in the KNP</p> <p>b) Concerned that the sheer size of the document and the need to read online may limit the feedback and comments from residents</p> <p>c) It is unfortunate that the Vision on p57 of the Draft is not more prominent as it might have encouraged public reaction</p> <p>d) KTC has a number of comments which are offered in the spirit of improving the document and ultimately improving the resulting development. It is obvious that much time and effort has been expended in producing the draft and there are various points of detail</p> <p>Four major issues:</p> <p>e) 1. Overall view and coordination – It is crucial that a holistic view is taken of the whole development as indicated on p159. This will affect many issues from location of facilities to housing mix and traffic analysis.</p>	<p>a) Noted, thank you</p> <p>b) The document is large as there are many important matters to cover. The higher level of response to the consultation, when compared to consultations on other SPDs suggests that this is unlikely to have been a significant factor</p> <p>c) Noted. However, the Vision has been included where it has as the background, planning policy framework, site and wider analyses all influence how the vision has been formulated</p> <p>d) Noted, thank you</p> <p>e) Noted. One of the key reasons for the production of this Development Brief was to respond to, and mitigate, these concerns</p> <p>f) The Development Brief, once adopted,</p>	<p>We will consider whether it would be appropriate to include the Vision towards the beginning of the document</p> <p>The wording of the introduction will be amended to reflect the need for the development to be well connected to the existing town</p> <p>A key will be added to Figure 2</p>

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			<p>Concerned that because of the fragmentation of land ownership and the resulting multiple planning applications over varying timescales, the necessary coordination and cooperation will be achieved despite the hopes expressed</p> <p>f) 2. Quality of development – Whilst the Brief on p117-135 seeks to achieve a suitable quality of build of houses both respecting the local vernacular and achieving high standards of construction, we suspect developers will offer their standard solutions. We seek reassurance that the Brief will carry sufficient weight to manage this issue</p> <p>g) 3. Traffic Issues – Despite the more detailed analysis of junctions, which now goes way beyond that proffered at Enquiry in Public for the Local Plan, we are still very concerned for traffic issues particularly in Glasshouse Lane and Knowle Hill where the School is proposed and there are several awkward junctions. In particular, we suspect that much University and other through traffic will use the southern part of the spine road to reach Common Lane and Crackley Lane. Although beyond the scope of this Brief a holistic view is needed of the effects of all the developments proposed in the town. All these junctions must also make provision for pedestrians, cyclists and other forms of movement</p> <p>h) 4. Linking to existing community – The need to link the new community to the Town is identified in the Brief on p117 but could be expressed more strongly and earlier. We are concerned that there are few indications of how this can be ensured physically whether by foot, cycle,</p>	<p>will carry a material weight in determining planning applications</p> <p>g) Noted. As per your representation, the production of such a view is beyond the scope of the Development Brief</p> <p>h) Noted. The Vision, p57, highlights the desire to see the development fully integrated into the existing town. This document identifies the need for improved cycle links, wayfinding and public transport all to connect the development to the existing town</p> <p>i) The wording in the introduction will be amended to reflect the need for the development to be well connected to the existing town</p> <p>j) A key will be added</p> <p>k) Noted, however we do not feel it appropriate for this to mentioned at this point</p> <p>l) Wording to be changed to ‘by almost a quarter’</p> <p>m) Change not considered necessary</p> <p>n) All references to SPDs will be checked to ensure they reflect the current position on the SPDs and also highlight other particularly relevant emerging SPDs</p> <p>o) This will be amended with appropriate</p>	<p>Minor amendment to wording on p12</p> <p>References to other SPDs and the KNP to be updated to reflect current position regarding each document</p> <p>Headings in Chapter 4 to be reviewed for consistency in style</p> <p>Reference to the Arden Landscape Character Area development guidance to be added to the ‘Biodiversity, Ecology and Greenspaces’</p>

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			<p>public transport or car. Ultimately the links will result from relationships and organisations outside the scope of spatial planning</p> <p>i) P6 Introduction – This reads as though we are creating a new community distinct from the rest of the town. It is unfortunate that the need to link, in various ways, into the existing community of Kenilworth is not included. We do not want any ‘gated’ communities. This relates to the initial Major Issue 4</p> <p>j) P8-9 Housing – To make the second paragraph of p8 easier to understand Figure 5 on p9 requires a key to the different colours</p> <p>k) P8 Transport links – The third paragraph refers to good public transport links. This is a matter of opinion. This part could usefully refer to the existing high car ownership and the potential effects of this significant additional development</p> <p>l) P12 Paragraph 3 – The current population of the town is only 23,000 so an increase of 5000-6000 will be closer to a quarter than a fifth</p> <p>m) P23 Policies DS10 and DS11 – To explain the discrepancy between the 1,593 dwellings in DS10 and the apparent 1,400 in DS11 add the words “among others” after “sites” on the first line of the DS11 paragraph</p> <p>n) P25 Supplementary Planning Documents – The reference to the Open Space SPD should now be to the consultation draft Public Open Space SPD, Jan 2019. Any subsequent references to quantified requirements should now reflect this latest version. We note that the list does not intend to</p>	<p>wording to reflect the KNP has now been made</p> <p>p) This figure relates to the strategic transport network and buses and coaches would use the roads. As such, there is no requirement for a specific reference to buses and coaches. Noted re: typo – all headings in this section will be reviewed to ensure consistency</p> <p>q) Agreed. Reference to the Arden Landscape Character Area development guidance to be added to the ‘Biodiversity, Ecology and Greenspaces’ section of the Placemaking Principles in Objective 7</p> <p>r) An additional sentence can be added to highlight the limited services. This should state ‘Primary’ and the wording will be amended</p> <p>s) Agree. An additional sentence will be added to cover this</p> <p>t) The wording follows that used by Historic England in the respective listings. Therefore, no changes proposed</p> <p>u) Figure to be updated to reflect this new designation</p> <p>v) Reference to arboretum to be added here</p>	<p>section of the Placemaking Principles in Objective 7</p> <p>Add additional sentence to p35 (of the draft) to highlight the limitations of the rail services. Amend word to ‘primary’ as per point r)</p> <p>Add additional sentence to text relating to Fig.15 – and the need to improve cycle links to Leamington and Warwick University</p> <p>Fig.18 to be updated to include Abbey Fields as a Local</p>

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			<p>be exhaustive but later in the Brief reference is made to both the Self-Build SPD and the Purpose-built Student Accommodation SPD which could be included</p> <p>o) P25 Kenilworth Neighbourhood Plan – As the Kenilworth Neighbourhood has now been made (16 Nov 18) this paragraph needs to be updated. The second sentence could perhaps read: “The plan was ‘made’ following a referendum in November 2018 and now forms part of...”</p> <p>p) P29 Strategic Level Movement and connectivity – Although road, rail and cycle are included there is no specific mention of buses and coaches. There is a typo as connectivity should have a capital letter</p> <p>q) P31 Landscape Character Areas – The relevant development guidelines are potentially powerful statements but to carry more weight surely a source should be given?</p> <p>r) P35 Transport Connectivity – In the first paragraph should it not be admitted that the current railway service is very limited with infrequent trains and no Sunday services. In the second paragraph the A452 is a “Primary” road rather than “Priority” – a typo?</p> <p>s) P36 Figure 15 Non-motorised Transport Connectivity – Although this is the current situation it would be useful to emphasise the need to improve cycle links to Leamington (K2L) and the University of Warwick</p> <p>t) P38 Figure 17 Heritage Assets – As far as we are aware Wantage is still Wantage and so we do not understand the “formerly” though it is indeed 1 Castle Hill. Abbotsford School is now a private residence and should revert to the</p>	<p>w) Text will be expanded to refer to the other uses mentioned and acknowledge that the map does not show all of the social infrastructure</p> <p>x) Agree. Wording to refer to ‘swimming pools’</p> <p>y) Noted. The top of the drawing has been cut off when formatting the document. This will be amended</p> <p>z) Agree. Fig.22 will be amended to include Leyes Lane as a key route</p> <p>aa) The Figure is correct; they are all part of one Local Wildlife Site. We also note that the Figure number and title has been lost in formatting and so will reinstate this</p> <p>bb) References to the KNP policies will be added and/or a statement of relevance will be added at the start of the section</p> <p>cc) Noted. The estimated 1400 assumes an estimated 70 dwellings on site ED2. Therefore, this is already accounted for in the 1400 figure</p> <p>dd) Noted, however, the JSHMA figures are the correct figure to use as these were adopted as part of the Local Plan Examination and not the previous figures that were split by town/parish</p> <p>ee) Disagree. There will be areas of the</p>	<p>Wildlife site</p> <p>Reference to Crewe Lane arboretum to be added to text relating to Fig.18</p> <p>Update text relating to Fig.20 to refer to additional social infrastructure / and amend wording relating to swimming pools</p> <p>Amend Fig.21 to ensure all of the drawing is visible (and double check all figures and titles for similar)</p> <p>Amend Fig.22 to show Leyes Lane as a key route</p>

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			<p>name Abbotsford House</p> <p>u) P39 Figure 18 Biodiversity – Abbey Fields has recently been designated a Local Wildlife Site by WCC</p> <p>v) P39 Final paragraph – The arboretum along Crewe Lane could usefully be added here, although it is mentioned later in the Brief on p45</p> <p>w) P41 Social Infrastructure – Whilst we appreciate the impossibility of covering every aspect of social infrastructure the list does appear to favour educational and sporting. There are a wide range of organisations catering for the young, the old, the charitable, the civic, the social and the religious and these all reflect the strength of community which we would wish the new development to be part of</p> <p>x) P42 Social Infrastructure, first paragraph – The words could be changed to “two swimming pools” following the Executive decision of 9<sup>th</sup> January 2019. The statement would then be true both now and in the future</p> <p>y) P45 Figure 21 Views, Topography Landscape Features – the northern part of Figure 21 has been lost. In particular, item 1, the Crewe Lane Arboretum, does not show</p> <p>z) P49 Figure 22 Access and Connectivity – Despite the 20mph speed restriction due to the School, Leyes Lane remains a key connection and we are surprised it is not identified as such in the future</p> <p>aa) P51 Site Constraints and Opportunities – On the map there are two sites identified as “14”</p> <p>bb) P59 Ch 7 Development Principles – Throughout this Chapter reference is made to the relevant policies in the</p>	<p>Development Brief area that conform with the PBSA SPD requirement, specifically those on thoroughfares within Zone 3 as per the SPD. It is therefore relevant to highlight this, especially given the proximity of the development to the University of Warwick via sustainable transport routes</p> <p>ff) Noted, thank you. Please see response to Mr I Moss’s representations (rep ref: 71343)</p> <p>gg) Noted</p> <p>hh) We agree that there is some repetition on the issue of crossings and that the matter of cycle priority at side roads could be made clearer. This text section of the Brief will be amended for clarity</p> <p>ii) Roundabouts work well where traffic flows can be balanced on each arm, however they do not work well for junctions where the flows are unbalanced, where there are cyclists (due to safety issues), providing cyclists with appropriate safe crossing points and where the area is constrained. All new signals will communicate across the network in order to manage flows</p>	<p>Add Figure 23 number and title</p> <p>Ch.7 Development Principles – references to the KNP and relevant policies to be added</p> <p>Amend text relating to crossings in Walking and Cycling section for clarity and to avoid repetition</p> <p>Additional wording relating to the gradient at the Dalehouse Lane/Knowle Hill junction to be added</p> <p>Fig.40 Future Bus</p>



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			<p>Local Plan. Now that the Kenilworth Neighbourhood Plan has been made either reference should be made to the relevant policies or a general statement of relevance should be included in the introductory statement on p60</p> <p>cc) P60 Delivery of a mix of housing – We welcome the clear statement that any significant change in the number of dwellings proposed must be robustly justified. We are concerned that there is possible confusion in the number proposed should the full education provision on allocation ED2 not be required</p> <p>dd) P61 Housing Mix – Concerned that there is an implication that the JSHMA is a one-size-all requirement although there is a phrase “unless further local information is provided”. This cannot be the right solution for this site. We understand that the District Council does have housing mix requirements related to individual towns and we would expect that information to be provided in Table 1 rather than JSHMA, appreciating that the figures might still be liable to revision over time. We note the requirements for “specialist housing for older people” – the specific requirements outlined might also suit people with special needs who are not “older”. Although not specified here we would welcome the provision (and retention) of some bungalow accommodation in the area</p> <p>ee) P61 Purpose Built Student Accommodation – This paragraph does not appear to be in accordance with the draft consultation SPD on Purpose Built Student Accommodation (Jan 2019) which is not referred to. This SPD lays down a strict hierarchy for such accommodation</p>	<p>and minimise delays</p> <p>jj) This queue propagation is caused by congestion south of the junction on Leamington Road and will be addressed through the dualling proposal, the signalisation scheme will help manage the flow but will not completely address the issue in isolation. Additionally, the significant improvements to be implemented at A46 Stoneleigh and the proposed improvements for accessing the junction via the Spine Road should reduce the propensity for trips to use the A46 Stoneleigh junction to travel north</p> <p>kk) The figure has been drawn to focus on proposed alterations. Whilst it may be useful to show the southern side of Leamington Road more clearly, it is not considered necessary to change the Figure, particularly as all details are visible, albeit some faint. The junction has been designed to facilitate the movements on to/off the Spine Road and maintain the movements into the town centre. It is a signalised junction, there is no priority movement</p> <p>ll) Agree that this is a difficult area</p>	<p>Network Proposals Map to be updated to show the site (and include any other updates that may be necessary)</p> <p>Omit reference to gymnasium on p98 of the draft</p> <p>Objective 4 - Reference to a sports hall being required as part of the community centre to be removed / wording to be added to refer to community use facilities at education facilities. Community centre specification to</p>

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			<p>and identifies the whole of Kenilworth outside the town centre as residential area with subsequent restrictions. This paragraph could be interpreted as encouraging if not actually requiring student accommodation. It is unnecessary and should be deleted</p> <p>ff) P66 Walking and Cycling – We welcome this detailed section which builds on policies in the KNP but draw attention to the very detailed response of Mr I Moss to this specific area</p> <p>gg) P68 Cycling provision on spine roads – The northern section of Glasshouse Lane is likely to be equivalent to a spine road for through traffic including cyclists from Leamington to Warwick University. It is essential that appropriate design standards and priorities are maintained there, particularly because of the interaction with school traffic</p> <p>hh) P68 Crossings – The issue of priority for cyclists at side roads is a complicated one for which the County do not appear to have a clear policy. Logically cyclists on a cycleway should have the same priority at a junction as if they were in the roadway, irrespective of traffic flows. We understand that is the system in the Netherlands and support it here. There is confusing repetition between the fourth paragraph of the previous section and this section as both deal with crossings. We suggest that paragraph should be deleted and suitably rewritten within this section or at least rewritten to be less obviously repetitive.</p> <p>ii) P70 On and off-site highway infrastructure – See also</p>	<p>requiring considerable thought. WCC will be giving further thought to these proposals in order to identify a workable solution which meets our aims. Additional wording will be added to acknowledge the challenges associated with the gradient</p> <p>mm) Noted, the developer will have to undertake a with local Plan forecast year modelling assessment</p> <p>nn) The final proposal is still being developed. A review of the pedestrian usage of this section will be undertaken prior to committing to any change. Pedestrian facilities will be provided on the outside of the gyratory with appropriate crossing points. Any safety issues will be identified through the Road Safety Audit</p> <p>oo) Additional wording will be added to acknowledge the challenges associated with the gradient</p> <p>pp) Circumstances have changed with the Local Plan allocations and it is considered that the realignment of Lyes Lane will be a better solution in providing safe and legible access to the proposed school. The network has been planned in a way which can</p>	<p>be amended</p> <p>Add heading to Objective 7 on p117 of draft</p> <p>The car parking principles will be revisited in the context of the Kenilworth Neighbourhood Plan and the relevant policy in the KNP will be referenced</p> <p>Car Parking principles relating to Principle 7D will be revisited in the context of the Kenilworth Neighbourhood Plan and WDC's Parking Standards SPD to ensure both are</p>

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			<p>Major Issue 3. Concerned that the solution on many junctions both old and new is traffic lights. We are well aware of the effects on traffic flow and air quality of the four sets of lights in Warwick Road between Abbey End and St John's. If the traffic lights are necessary, rather than simple roundabouts, then it is essential that their control systems are linked to ensure freer flows. They must also adjust to the varying traffic pressures at different times of day including cycle routes and pedestrian crossings</p> <p>jj) P73 Figure 25 Employment site preferred access – One of the existing problems on this junction in busy periods is that traffic from Kenilworth attempting to go left on the empty slip road to the A46 towards Coventry is held up by traffic backing up from the road to Leamington. We appreciate that in due course signalisation is proposed but seek reassurance that the proposed junction will free traffic for Coventry</p> <p>kk) P74 Figure 26 Indicative access arrangement for Thickthorn – This drawing appears incomplete with the southern side of Leamington Rd missing. Our concerns are that it will be easier to leave Kenilworth by turning left rather than turn right into the town. We wish to encourage links to the town centre and seek priority signals or some other means of encouraging this</p> <p>ll) P75 Crewe Lane junctions – This is a difficult area and we suspect that even more thought needs to be given to it. We can see no easy solution. The spine road north encourages people to leave the town although it is a</p>	<p>accommodate cyclists and pedestrians safely. Simplifying the network (removing staggered junctions), providing signalised junctions with cross facilities and slowing the speed of traffic down in this vicinity are all features designed to help facilitate more use of cycles. The signalisation at this location is not required for capacity reasons, it has been identified to manage the traffic flows and primarily to ensure safe movements for pedestrians and cyclists</p> <p>qq) Service X17 is a commercial service operated by Stagecoach. The company have indicated that they are not prepared to further divert this service via the new developments. This already operates a very circuitous route and any further diversion would be to the detriment of passengers travelling through on this service. This service competes with National Express service 11 and the railway and any additional time added to the journey would result in passengers using competing services. The proposal is therefore to divert service X18 via the new developments to give direct</p>	<p>referenced and the principles are consistent with both</p> <p>Amend text in third paragraph relating to allotments on p107 to read as follows: 'Developers should approach Kenilworth Town Council to ascertain whether they would be willing to own or undertake the future management (either directly or by a tenant's association on their behalf) of these new allotments'</p>

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			<p>complicated route to reach the A46. Much through traffic is likely therefore to continue on Glasshouse Lane. Restricting Crewe Lane causes complications for the Golf Club which is a busy facility and significant business and for Reservoir House. The junction at Knowle Hill and Glasshouse Lane is a very difficult one as it is on the top of a hill. The junction at Knowle Hill and Dalehouse Lane/Common Lane is both constricted and a steep hill. Locating a large school in the area is another complication, as is possible additional housing and we suspect that as a new route the spine road will attract through traffic from Leamington and Warwick to North Kenilworth and the University</p> <p>mm) P84 Other Accesses – It is essential that any proposals for additional housing on any surplus ED2 allocation are taken into account when considering traffic issues in that area</p> <p>nn) P86 St John's Gyratory – Whilst we appreciate this is not a finalised proposal we are very concerned about the loss of a footway outside the petrol station. This is an unusual site with buildings within the island as well as the petrol station and there should remain a continuous footway around the centre. The wording should be changed as there are two petrol stations on Warwick Rd and it would therefore be less confusing to simply say "outside the petrol station" as the subject is the gyratory</p> <p>oo) P88 Figure 38 Dalehouse Lane/Knowle Hill junction – It is important that the steepness of Knowle Hill at this junction is made clear as it is not apparent from a 2-</p>	<p>fast access to both Coventry City Centre and to Leamington Spa. The service will come off at the Kenilworth A46 junction operate via the new developments then rejoin the A46 at the Stoneleigh junction. This is a commercial service operated by Stagecoach and the company have indicated that they would be prepared to divert this service. There are no plans to extend the operation of the Station Link service. The County Council are seeking funding from developers to run a new bespoke service linking the new developments with the town centre. The service would operate every 30 minutes from the new developments then via St. Johns, Warwick Road, Kenilworth Town Centre, Abbey End, Abbey Hill, Southbank Road, Station Road, Railway Station, Forecourt then Waverley Avenue returning to Warwick Road, St. Johns and to the new developments</p> <p>rr) The map will be updated to include the development site. WCC will also update the map if there are changes</p> <p>ss) Infrastructure delivery is dependent on funding and how quickly the sites can</p>	<p>Amend Brief to ensure it addresses the requirements of KNP Policy KP4L</p> <p>P167 – reference to anticipated CIL income will be amended to highlight that 25% of the total figure will go to Kenilworth Town Council to spend on infrastructure in the local area</p>

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			<p>dimensional plan</p> <p>pp) P88 Leyes Lane Realignment – Leyes Lane originally took the now proposed straight course and the current deviation was created for good purpose at the time</p> <p>qq) Page 90 Public Transport - As the existing X17 service already reaches a corner of the site we are surprised that with relatively minor deviation it could not reach more of the site. The route was extended several years ago when a diversion, necessary to avoid sewer works in Mill End, resulted in a permanent change to the route. The X18 will require quite a deviation from the A46 and this seems odd for an express service. It does not provide any link to the town centre and we are therefore pleased to see a dedicated shuttle bus suggested though it is not clear how this relates to the current Station bus service around the East of the town</p> <p>rr) P91 Figure 40 Future Bus Network Proposals Plan – This map would be easier to interpret if the development site were marked on it. We are not clear whether that map is totally up to date with current changes to services, particular to the X68, though this may not be directly relevant to the Brief. There are existing residential areas in the North of the town which do not currently enjoy good local bus services and we note the aspirational service to that area marked in Figure 17</p> <p>ss) P94 Table 2 Kenilworth Transport Development Plan Key – Concerns on the timing of infrastructure delivery. For example, according to serial 3 the Thickthorn Development Site Access will be delivered by 2021 but in</p>	<p>come forward. The timescales are based on both requirement and when funding is likely to be coming forward. Our hope is that infrastructure can be delivered ahead of the timescales stated. Some infrastructure such as the dualling on between Thickthorn and Bericote also requires central government funding and will be dependent upon funding announcements</p> <p>tt) Noted. The figures provided are based on detailed feedback provided by WDC's Community Partnership Team through the preparation of this Brief. In light of consultation responses received, WDC have reviewed the requirements of the community centre as outlined in the Development Brief and these will be amended. Notably, the changes will include the removal of the sports hall and the request for contributions towards a centre manager. It will be important to involve the community in the development of detailed proposals for the community centre and it is expected that WDC's Community Partnership Team will be involved in</p>	

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			<p>serial 1 the Thickthorn junction improvements which may interlink will not be delivered until 2023 by when, according to p161 Table 5, 650 dwellings will have been completed, not to mention potential HS2 traffic at that junction. We think that infrastructure delivery needs to be earlier</p> <p>tt) P97-101 Social and Community Infrastructure – We appreciate the very detailed information included on the proposed Local Centre and Community Centre but there is no real explanation or justification given for the details or for the financial assumptions behind the running costs and support, particularly in the longer term. support, particularly in the longer term. Careful consideration of the facilities at the proposed Community Centre is vital and flexibility of use essential. For example, provision of washing facilities in one of the meeting rooms would enable it to be used for health care. The provision of sporting facilities must complement rather than compete with the proposed public access facilities on the proposed school development. Comparison with Whitnash could mislead as we believe that is also a centre for sports facilities. We wonder what consultation there has been with organisations within Kenilworth. Detailed liaison is essential</p> <p>uu) P98 Local Centre and Community Facilities – The third paragraph mentions student accommodation. For reasons given in the comments to p61 we question whether this should be specifically mentioned. The fifth paragraph mentions a gymnasium. We are surprised by this as in the</p>	<p>this process</p> <p>uu) For the reasons set out in response to ee) reference to student accommodation is considered appropriate. Reference to a gymnasium will be omitted as planned investment in such facilities in the town will mean there is unlikely to be further significant demand</p> <p>vv) Following further discussion with WDC's Community Partnership and Leisure sections it is acknowledged that a sports hall at the community centre will not be required given the community access arrangement proposed for the school. However, a multi-purpose hall is proposed at the community centre. Reference will be added to the community use facilities at Kenilworth School and potentially the primary schools</p> <p>ww) The section will be reviewed in light of this comment and will ensure consistency with the KNP and notably reference to Policy KP4 I) will be added</p> <p>xx) The allotments and golf course was not included in the 2008 study as they were not considered unrestricted Public Open Space. However, there</p>	

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			<p>current strategy for the restructuring of such facilities in Kenilworth we are only aware of the expanded facilities proposed at Castle Farm</p> <p>vv) P99 Community centre configuration – Surprised by the inclusion of a sports hall as this would seem to duplicate publicly available facilities we understand will be provided on the new school site. Surely some details of these facilities should be included within this Section of the Brief?</p> <p>ww) P103 Biodiversity, Greenspaces, Play and Recreation provision – We note that this section concentrates on human requirements rather than the natural environment. KNP has several policies including KP4L which are directly relevant. See also p160 comment below</p> <p>xx) P103 Existing open space provision in Kenilworth – There seems to be confusion here between Open Space and unrestricted (Public?) Open Space. Whilst we appreciate and agree the need for Public Open Space in the new development we feel that the statements on existing space are misleading. The 2008 audit statement regarding Park Hill appears completely out of date. There is a green corridor along Finham Brook which is designated a Local Green Space by Policy KP19 of the Kenilworth Local Plan. This area includes Kenilworth Common and Odibourne Allotments. Parliament Piece and Crackley Woods are also in Park Hill, as is Kenilworth Golf Course which whilst not a public access area provides well-maintained landscaped parkland on the edge of the town. These paragraphs require significant revision and updating and</p>	<p>are two amendments that we will make to the Brief for greater clarity;</p> <ul style="list-style-type: none"> <li>• In paragraph 3, the word allotments (in the first sentence) will be removed.</li> <li>• For clarity, the word ‘unrestricted’ will be inserted before reference to open space.</li> </ul> <p>Finally, the provision on P103 are consistent with the draft consultation SPD on Public Open Space which requires the same volume of unrestricted POS (5.47ha) as identified in the 2008 Audit</p> <p>yy) For greater clarity, the third paragraph on p107 relating to allotments will be amended to read as follows: “Developers should approach Kenilworth Town Council to ascertain whether they would be willing to own or undertake the future management (either directly or by a tenant’s association on their behalf) of these new allotments”</p> <p>zz) Noted</p> <p>aaa) Correct, the heading appears to have been lost through formatting. It will be reinstated</p> <p>bbb) Noted. The car parking principles</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>should be related to the draft consultation SPD on Public Open Space, January 2019</p> <p>yy) P107 Allotments – Is the reference to the Town Council managing the new allotments meant to refer to the Town Council owning them? Currently the Town Council owns two allotment sites in the town but they are effectively managed by the tenants’ association</p> <p>zz) P113 Noise – We fully support the requirements for mitigation for the noise from the A46 to be sensitive to the location and to be acceptable within the landscape</p> <p>aaa) P117 Objective 7 Creating a high quality environment – This is a very important objective and relates to our Major Issue 2 and yet it appears to be in the sub-heading on Health. We suspect that there is a heading, or possibly more text, missing here</p> <p>bbb) P132 Car Parking – Kenilworth Neighbourhood Plan has a specific policy KP12 which may strengthen some of these requirements</p> <p>ccc) P134 – Incorporating high-quality public art – Could we suggest that artists with local links should be preferred or at least encouraged?</p> <p>ddd) P136 Surface water drainage - This is a technical subject but we are surprised at the lack of more specific requirement from the Local Flood Authority and Severn Trent. There are two significant watercourses on the site. Both are illustrated in Figure 13 on p34. The northern one drains directly to the River Avon and is presumably no problem. The southern one, drains through the village of Ashow where there is an existing flood risk. For this</p>	<p>will be revisited in the context of the Kenilworth Neighbourhood Plan and the relevant policy in the KNP will be referenced</p> <p>ccc) It would not be appropriate for the Development Brief to require public art to be by artists that are from a specific location. The criteria laid out in Development Principle 7E and its preceding text it sufficient to ensure that the art that comes forward is appropriate to the town and the development site</p> <p>ddd) As they come forward, planning policy requires that each site must demonstrate that they are not increasing flood risk through a site specific Flood Risk Assessment and Drainage Strategy. Comments from WCC Flood Risk Management include the requirement to produce modelling of the watercourses running through the site to understand the flood risk associated with them</p> <p>eee) See response to Mr E Kirwan’s representations (rep refs: 71339 and 71340) and associated amendments</p> <p>fff) Noted, however the timelines and phasing plan of the HS2 works is not</p>	



Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>reason when Severn Trent, in a major project several years ago, upgraded the surface water drainage system in the southern part of the town they built a large sewer down the Warwick Road to Cattle Brook in Leek Wootton to avoid any effect on Ashow under storm conditions. We are therefore surprised that the effect of storm conditions on the draining of the site is not specifically mentioned.</p> <p>eee) P145 Figure 57 Street Hierarchy/Connectivity – The map indicates a vehicular access in the southern area of the development off Thickthorn Close, which is currently a quiet residential cul-de-sac off Birches Lane. The access appears to lead only to a short right-angled spur which simply extends the cul-de-sac, with no connection to the rest of the road network. This lack of through connection is essential and should be made very clear</p> <p>fff) P159 Collaboration and Consultation – Suggest that in this section or possibly in some other paragraph, there should be mention of the construction of HS2 during the same time period as the development of this site. There are no proposed HS2 traffic routes directly affecting the development area except at Thickthorn Junction on the A46 but a large compound is planned off the B4115 affecting Crewe Lane to the east of the A46 and the actual trace of the route is just to the north of the area as shown in Figure 2 on p9. In the event of any conflict the Act gives HS2 priority over other local road works</p> <p>ggg) P160 Biodiversity, Ecology and Geodiversity Statement – Policy KP4L in the KNP requires that an environmental strategy should establish how the</p>	<p>yet known in sufficient detail in order to be incorporated</p> <p>ggg) Noted and agreed, the Development Brief will be amended to reflect this</p> <p>hhh) The estimated £2m figure includes the 25% due to Kenilworth Town Council. A note will be added that 25% of the total figure will go to the Town Council to spend on infrastructure in the local area</p>	

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			development will provide opportunities for net biodiversity gain and manage the sustainable drainage of the land. This should be included in the requirements hhh) P167 CIL – Does the £2m for CIL include or exclude the 25% due to the Kenilworth Town Council? How and where that portion is to be spent has yet to be discussed and decided		
71360	Mr A Law	Warwickshire County Council (Highways)	<p>a) Access to Education facilities - Consideration will need to be given as to whether additional bus services to serve the proposed secondary school, sixth form and potentially primary school over and above those identified for serving the housing allocations as shown in the KDB</p> <p>b) Access to Education facilities - Consideration will need to be given as to how access to the identified cycle network can be provided from/to each education site</p> <p>c) Access to Education facilities - Traffic speed reduction measures on Glasshouse Lane and close to educational establishments will be a requirement through planning process e.g. TRO/controlled crossings will have cost associated. Therefore, consideration should be given to sharing the burden of this across developments. This is likely to be fairly low in comparison to wider scheme costs but may not be considered fair to burden the schools with</p> <p>d) Highways England response to the Brief - WCC Transport Planning/Development Management teams have reviewed the comments and recommendations provided by Highways England Asset Manager and agree with those points raised within their response to the Kenilworth Development Brief consultation dated 3<sup>rd</sup> January 2019.</p>	<p>a) Noted</p> <p>b) Noted</p> <p>c) Noted, as per comment these will need to come forward as part of the planning application. The Brief will be updated to acknowledge these likely measures and the desire to share the burden of such costs across developments in East Kenilworth</p> <p>d) Noted, amendments recommended will be made where it is considered they are necessary</p> <p>e) Agreed. Development Principle 3G b) to be amended to remove the requirement on the improvements being implemented at the junction prior to access being provided to the residential site</p> <p>f) Agree. The Brief needs to be consistent. As we are striving to achieve a cycle and pedestrian friendly development that promotes these uses</p>	<p>Text to be added to acknowledge the likely need for traffic speed reduction measures relating to schools and sharing the burden of associated costs across the development site</p> <p>Review Highways England response and make amendments, if, it is considered the Brief does not allow sufficient</p>


Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>The Kenilworth Development Brief should be amended to reflect the recommendations made</p> <p>e) Delivery of Crewe Lane improvements - Another point, on which I was contacted by the developer for the land south of Crewe Lane, is the requirement for completing the Crewe Lane improvements prior to the build out of this site - this would make it completely dependent upon the Catesby site being built out in full prior to these Crewe Lane improvements, which may take several years. Without which we would effectively be reducing capacity on routes entering/exiting Kenilworth (which may be especially important during Stoneleigh A46 Ph1 and HS2 construction periods where Dalehouse Lane will be subject to restrictions). Development Principle 3G: Other Accesses point b which states (page 85): "Should any part of ED2 be developed for residential purposes, a suitably designed access into the site shall be provided. The access shall not be utilised to serve any residential development unless and until Crewe Lane/Glasshouse Lane junction improvements have been completed to the satisfaction of the Local Highways Authority. Access to the site must also be located and designed giving due regard to the proposed Secondary School site access;"</p> <p>f) Cycling - As stated on p68, 4-metre wide cycle footways / cycleways should ideally be the aspiration on the spine road, as this is the minimum width you could segregate pedestrians / cyclists if this is decided as preferred and even if unsegregated, 4m would allow more space for all users at busy times, such as school trips. Therefore, it is</p>	<p>and therefore the change is supported. As indicated the Brief still allows some flexibility</p> <p>g) Agree, sentence to be removed</p> <p>h) Catesby's response refers to Development Principle 3A and it is considered that the alteration suggested by Catesby in point k) of their response to this consultation is acceptable</p> <p>i) Noted.</p> <ol style="list-style-type: none"> <li>1. Text to be amended to provide reference to connecting with the proposed K2L/other nearby proposed cycle infrastructure;</li> <li>2. Agree that this scheme should be funded and delivered by the applicant for the Castle Farm site. The Development Brief identifies a cycle network plan and Table 2 identifies an estimated cost of £3.7m from East of Kenilworth developments towards delivery of the cycle network and factored into this is a contribution towards connections from the site to Castle Farm. It will be a matter for detailed consideration through planning applications as to what are reasonable and proportionate</li> </ol>	<p>flexibility in relation to proposed junctions</p> <p>Development Principle 3G b) to be amended to remove the requirement on the improvements being implemented at the junction prior to access being provided to the residential site</p> <p>Final paragraph on p78 should be amended to be consistent with p68 and remove third sentence of paragraph</p> <p>Text to be amended to</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>suggested that the final paragraph on p 78 should be amended to be consistent with p 68 ie '<i>ideally 4 m shared footways / cycleways</i>' rather than '<i>3 – 4m</i>'. The wording in the text still gives scope to accept reduced widths where 4m not achievable or for 4m provision on one side only if acceptable.</p> <p>g) Cycling - However, it may be best to remove the next sentence on p78 '<i>As an absolute minimum, a 4m shared provision should be provided on one side and a 2m footway on the other side</i>' as this may not be achievable on Glasshouse Lane section of spine road</p> <p>h) Cycling - On p66, it is not considered necessary to change the wording in the fifth paragraph as Catesby have requested, as this paragraph refers to any short connecting routes onto the spine road from different areas of the development where 3 metre shared use will be adequate as usage will be lower, rather than cycling provision on the spine road where a wider path may be of benefit</p> <p>i) Comparison of Atkins Transport Study / Kenilworth Development Brief - WCC have reviewed the Kenilworth Development Brief in comparison to the Atkins study and note the following sections from the transport study are either omitted or do not fully reflect the information contained with the report.</p> <p>1. Development Principle 3D discusses connection to existing cycle/pedestrian infrastructure but omits access to proposed infrastructure (e.g. K2L and the Kenilworth circular routes etc identified in the cycle</p>	<p>contributions from each development and these will be required to meet the CIL Regulation tests</p> <p>3. Agree, the text will be amended to refer to a 'footway / cycleway'</p> <p>4. Agree, the text associated with this junction scheme should refer to the provision of pedestrian and cycling facilities at the junction and will be amended. The drawing does identify pedestrian improvements and the cycle network plan does show a route traversing the junction</p> <p>5. Agree, additional text relating to the A46 Link Rd will be added for the reason identified</p> <p>6. Noted. The Development Brief identifies an estimated £3.7m contribution from the development site towards cycle network improvements and includes a Cycle Network Plan. The infrastructure Sections in the Brief relating to cycle infrastructure are already detailed and we are mindful not to unnecessarily increase the length of the document. However, a review of the Kenilworth Transport Study</p>	<p>provide reference to connecting with the proposed K2L/other nearby proposed highway infrastructure</p> <p>Text to be added to the On and Off Site Highway Infrastructure section to highlight that all "preferred schemes" are still current concepts and substantial work is still required to determine their feasibility</p> <p>Changes to be made as per points in i)</p> <p>Typos on p77</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>network plan)</p> <p>2. Castle Farm – it is noted this section covered by the transport study is omitted from the development brief, whilst it is recognised that the highway access solutions to Castle Farm will have to be delivered by the applicant for the site, it is less clear where funding will be sought for improved pedestrian/cycle access</p> <p>3. Dev Principle 3E (b) should we be saying footway/cycleway at this stage rather than just footway?</p> <p>4. Off-site Highway Improvements – St Johns Gyratory, there is no mention of providing pedestrian and cycling facilities at this junction – this will be a requirement where it is feasible to deliver. The cycle network plan shows a route traversing this junction</p> <p>5. It is noted that information relating to the A46 Link Rd is limited, this is not a particular concern but does help demonstrate to the public that there is a wider transport strategy to alleviate pressures of through traffic on Kenilworth</p> <p>6. The Transport Study (chapter 7) identifies a number of specific off site cycle improvements, these are not specifically referenced within the development brief, however WCC would expect developer contributions towards these schemes as they will provide connections between the development site, the town's amenities, employment and will be used for leisure purposes. Some of these schemes (e.g. route 52/K2L) have proved difficult to deliver and including</p>	<p>Chapter 7 and the Development Brief will be undertaken to see if any additional more detailed references should be made and a Figure will be added/or an existing figure amended to show key destinations that it is important that the development is suitably linked with</p> <p>j) Text will be added in the On and Off Site Highway Infrastructure section to highlight this point</p> <p>k) Typo to be amended</p> <p>l) Typo to be amended</p>	<p>(change word to 'modal') and on p95 (change word to 'junction') to be amended</p> <p>Trip generators Figure to be added</p>

Ref	Name	Company/ Organisation	Comment	Response	Amendment
			<p>them within this document would provide them with further status and may help bring forward delivery</p> <p>j) It should be noted all identified “preferred schemes” are still current concepts and substantial work is still required to determine their feasibility – e.g. no topographical or utilities information has informed these designs. Further optioneering of all identified schemes will be undertaken, as expected, both through the planning application process and through further refinement through the scheme development process</p> <p>k) P77 typo – modol rather than modal</p> <p>l) P95 typo – unction rather than junction</p>		
71466	Ms G McKinnon	WCC (Public Health)	a) The Development Principles are great and really pleased to see that they incorporate information from our Public Health documents and that health and wellbeing is a theme throughout	a) Noted, thank you	No amendments proposed
71467	Ms D Clarke	Network Rail	a) The site is in travelling distance of the Kenilworth Railway Station such that people will drive, walk and cycle to the station. Due to the size and location of this development, it will likely have an impact on Kenilworth Railway Station due to increased footfall. The developer(s) of the site should fully fund all station enhancements to address the impact from the development. An assessment of the proposals’ impact upon the station should be undertaken in association with Network Rail and the TOC	a) It is likely that there will be an impact upon the railway station. However, it is considered that this will be a positive impact as additional footfall will help support the viability of the railway station and services operating through it. It is not appropriate for the Development Brief to require the funding of unknown and unquantified future improvements, although Network Rail will be able to respond through the planning application process and seek contributions should	

<b>Ref</b>	<b>Name</b>	<b>Company/ Organisation</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
				there be appropriate and relevant capacity improvement projects that it believes meet the CIL tests	

 <b>Executive – 6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b>  <b>5</b>
<b>Title</b>	Commonwealth Games 2022	
<b>For further information about this report please contact</b>	Chris Elliott <a href="mailto:Chris.elliott@warwickdc.gov.uk">Chris.elliott@warwickdc.gov.uk</a>  Rose Winship <a href="mailto:Rose.winship@warwickdc.gov.uk">Rose.winship@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Leamington wards – direct impact  All district – indirect impact	
<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>	7 <sup>th</sup> March 2018 Minute 137	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	Yes
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes Ref No: 803
<b>Equality Impact Assessment Undertaken</b>	No
One or more EIAs will be undertaken at the appropriate stages as the main project phase develops.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	05.02.2019	Chris Elliott
Head of Service	05.02.2019	Rose Winship
CMT	05.02.2019	Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer	05.02.2019	Mike Snow
Monitoring Officer	05.02.2019	Andrew Jones
Finance	05.02.2019	Mike Snow
Portfolio Holder(s)	05.02.2019	Cllr Butler (Business Portfolio)
Consultation & Community Engagement		
Initial and ongoing discussions with stakeholder groups are identified on the Project Organisational Structure Diagram		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		
Further reports will be made to the Executive as and when appropriate		



## 1. **Summary**

- 1.1 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.
- 1.2 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 4 years.
- 1.3 The Project Manager has focused on the Initiation Phase during 2018/19 in order to establish an understanding, in liaison with the Project Team, of what needs to be prioritised to achieve the objectives of the project. As this phase nears completion ongoing funding is now required for the commencement of the Project's Delivery Phase.

## 2. **Recommendations**

- 2.1 That Executive approves the revised Project Initiation Document attached as Appendix A and the associated priority actions detailed in Appendix C.
- 2.2 That Executive approves the revised Governance and Organisational Structure identified in Appendix B.
- 2.3.1 That Executive tasks officers 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.
- 2.3.2 That the plan of improvements for Victoria Park referred to in Recommendation 2.3.1 should 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.
- 2.4 Subject to the approval of Recommendations 2.3.1 and 2.3.2 that 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.
- 2.5 That Executive agrees to delegate authority to the Chief Executive and the Head of Cultural Services, 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.
- 2.6 Subject to approval of Recommendation 2.5 above, the Executive agree to delegate authority to the Chief Executive and the Head of Cultural Services, 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.

- 2.7 That Executive approves 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.
- 2.8 That Executive approves, subject to confirmation as part of the consideration of future annual Council budgets, to the provision of the Commonwealth Games reserve as follows:
- |         |          |
|---------|----------|
| 2020/21 | £150,000 |
| 2021/22 | £150,000 |
| 2022/23 | £150,000 |
- 2.9 That Executive agrees £20,000 additional recurring costs are 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.

## **Reasons for the Recommendations**

### **3.1 Recommendation 2.1**

- 3.1.1 This recommendation relates 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.
- 3.1.2 Members will recall 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 Comms Group had been established. It was therefore identified in the March 2018 Exec report that the PID will need to be reviewed over the coming 4 years as the details of the project evolve. As discussed in more detail in paragraph 3.5.2 below, the content of the work programme detailed in the PID will be developed in more detail during the summer of 2019 and a subsequent report to Executive will provide more detail of how the funding will be allocated in order to deliver the five key objectives of the PID.
- 3.1.3 While awaiting the establishment of the Birmingham 2022 Organising Committee the PID and its 5 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
  - The Project Board and Project Team members

- 3.1.4 Following information and feedback from the above engagement the 5 Objectives and headline actions (Appendix C) were provisionally approved by the Project Board. These are included in the adapted PID (Appendix A).
- 3.1.5 The 5 Objectives and headline actions (Appendix C) that have evolved from the updated PID (Appendix A), and in particular the changes to the broader 3-5 legacy objectives, have 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
  - Warwickshire College Group (Leamington Campus) Advisory Group
- 3.1.6 The 5 Objectives within the updated PID (Appendix A) also fit 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 are:
- "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"
- 3.2 Recommendation 2.2
- 3.2.1 Changes needed to be made to the Board and Organisational Structure identified in Appendix B, in line with Prince2 project management principles.
- 3.2.2 The following changes were progressively made in consultation with the original Project Board members:
- reduction of internal Board Members and the addition of a Warwickshire County Council representative to input on highways matters, vital to the successful delivery of the Commonwealth Games Bowls and Para Bowls events
  - enhanced lines of communication and roles and responsibilities by establishing an Operations Team consisting of the Subgroup Leads and chaired by the Project Manager
  - the identification of subgroups within the Community Stakeholder group to ensure effective communication and focus on their specific needs
  - the establishment of the Project Manager as the main point of contact (POC), reporting into the Project Board, for the ongoing delivery
  - the identification of external business stakeholders and advisors for the Project Subgroups to engage with as and when required
- 3.2.3 This new organisational structure has been well received, including by:
- the WDC Members' Working Group for the Commonwealth Games
  - various community stakeholder representatives
  - the Birmingham 2022 CEO and Executive Director of Operations
- 3.3 Recommendations 2.3 and 2.4

- 3.3.1 The Victoria Park Lawn Bowls facilities, whilst appropriate for hosting national competitions, do require further improvement to host the Commonwealth Games. This necessity also represents 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 ready made "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 will help deliver the objectives set out in the PID. The improvements will leave an enduring benefit in terms of the quality of this important sporting asset.
- 3.3.2 In addition, there is an opportunity to make sure that improvements also benefit 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 will also leave an enduring benefit to the area.
- 3.3.3 However, the Council needs to have a plan in place that it can 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 can use existing planned funds e.g. Section 106 contributions to act as leverage where necessary.
- 3.3.4 It is suggested that a plan be put together involving a range of organisations that can set out the improvements and how they may be funded and that officers be delegated to negotiate and bid for funds in order to deliver such improvements. As well as the work to the greens, officers will scope the works that will be required to improve the support services for the greens and the improvements to the wider park. As an example of the support services for the greens, it is known that the current power supply is insufficient, and it is proposed to install a permanent improvement to this provision, rather than spending money on temporary solutions that only work during Gametime. Further proposals are being worked up for the wider park. It is proposed that the plan 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.
- 3.3.5 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 is customary in such situations, this Heads of Terms will be the basis for further negotiations between the various parties, now that the planning of the Games can begin in earnest. The Council's aim will be to secure as much funding and other support as possible to ensure a successful event, but also to ensure that any investment maximises the enduring benefit created for the Park as a result of the Games.
- 3.3.6 In terms of preparations for the Commonwealth Games in 2022, time is actually quite short so preparation of the "plan" needs to be expedited and in particular the improvements to the greens and the funding for them needs to be given priority.

#### 3.4 Recommendations 2.5 and 2.6

- 3.4.1 The Commonwealth Games Federation has co-operated with World Bowls to carry out an independent survey of the greens in Victoria Park. This survey has produced a technical specification for the quality of the greens required for the Commonwealth Games competition. This has confirmed that there will need to be a programme of significant improvement works required to meet this specification.
- 3.4.2 There is 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 are only about to commence but the first phase of major upgrading works needs to start in the autumn of 2019 and the second in autumn of 2020 if they are to be ready for a test event in the summer of 2021.
- 3.4.3 The Council needs to pursue all opportunities to secure external funding for, or towards, this capital cost. However, we also need to consider the full two year programme of work now to assess our commitment to bowls fixtures and bookings during 2020 and 2021 and to ensure minimum disruption to our regular lawn bowls users.
- 3.4.4 These recommendations therefore seek permission to procure the works and then to seek funding for the total cost of the works, so that the Council can place orders for this work before the deadline of autumn 2019. Officers will report on the outcome of bids to seek external funding in July 2019.

### 3.5 Recommendations 2.7 and 2.8

- 3.5.1 These recommendations are to enable effective programming for the years of the project's Delivery Phase, as identified in Appendix C. It is acknowledged that Appendix C only provides an introduction to the likely programme of delivery for this project. This is because the opportunities that are presented by the Games are only coming to light over time. For example, officers have very recently received confirmation from Commonwealth Games England that they are extremely interested in the Council's proposals to host a 'Team England House' at Warwickshire College, and this opportunity is discussed in more detail in paragraph 3.5.10 below. Further opportunities such as this will be developed as the project progresses. 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 has been spent in 2018/19 and it is proposed to be rolled forward so that in 2019/20 it will be added to the £100,000 which has been agreed to be funded in the Budget for 2019/20. This sum will also now cover the cost of the Project Manager post.
- 3.5.2 Going forward as events and the project need to be planned over a number of years it is suggested that provision is made in future years' budgets as follows:

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

This will ensure that there is 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 below and to build on positive delivery and promotional opportunities undertaken during the initiation phase. This programming will be developed in

more detail during the summer of 2019 and a subsequent report to Executive will provide more detail of how the funding will be allocated in order to deliver the five key objectives of the project. This report will highlight the potential this project has to continue to enhance the Council's reputation in attracting major events that are beneficial to the local community, tourism and enterprise. This has so far included a variety of localised media opportunities, in liaison with the Commonwealth Games Wider Stakeholders Communication Group, resulting in newspaper, radio and regional TV. These include:

- WDC Commonwealth Games 2018 medallist 'sporting ambassador' presentation
- Birmingham 2022 official media announcement of venues
- Promotion of our annual 27<sup>th</sup> July Countdown Event, planned to rotate across the four towns within the District, linked to Birmingham 2022 media announcement of one year since the Games were awarded

3.5.3 The significant priorities for revenue expenditure that have been developed to date are as follows:

3.5.4 The delivery of an inclusive Junior Bowls Initiative in the District and the provision of potential facilities for Team England. The reasons for the selection of a Junior Bowls Initiative are shown in paragraphs 3.5.5-3.5.9 below:

3.5.5 Lawn Bowls is 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 lasts for 4 weeks during the summer season, it provides over £1Million in economic benefit to the town of Royal Leamington Spa and the District each year. Royal Leamington Spa's Victoria Park also hosts prestigious Junior International events, with Bowls England keen to develop and promote them as part of their development plans.

3.5.6 The sport of Lawn Bowls is yet to engage fully with younger members of the population and players from ethnic minorities. It is keen to redress this and this initiative also fits 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 have been positively greeted by:

- the Birmingham 2022 CEO and Executive Director of Operations
- Bowls England's Directors of Development and Coaching
- Bowls Development Alliance

3.5.7 Lawn Bowls generally has a decreasing membership and to ensure a lasting legacy from the Commonwealth Games it is vital to attract the next generation of bowlers.

3.5.8 The resident club at Victoria Park, Royal Leamington Spa Bowls Club, also has a declining membership. It has struggled in the past to maintain a junior bowls section. It is 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 WDC to establish a sustainable junior section as a priority legacy.

3.5.9 Three years is the typical duration of sport initiatives part-funded by Sport England or other public sector organisations so it is 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 will have at least three years of funding in place it will increase the likelihood that they will support the project financially with additional funding, allowing more activity to take place.

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

### 3.6 Recommendation 2.9

3.6.1 It is proposed to provide an additional green-keeping resource at the Victoria Park Bowling Greens through the existing grounds maintenance contractor. This is 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.

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

3.6.3 It is 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 is proposed to fund this additional resource in future years as well as in the run-up to the Games.

## 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,	Green, Clean, Safe	Infrastructure,

<b>Communities</b>		<b>Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Impressive cultural and sports activities	Area has well looked after public spaces	Dynamic and diverse local economy
Cohesive and active communities	Safe and vibrant town centres where the community feel comfortable at all times	Increased employment and income levels
Increased physical activity for all the community		Increased business for local companies
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
The proposal to add a dedicated project manager will add resource to the team and avoid existing officers being over-stretched	Focusing on our customers' needs  Additional experience for officers in handling major events	Better return/use of our assets  Opportunity to promote the District globally

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here:

### 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 Economic/Tourism Impact

The most recent Tourism Economic Impact Assessment (completed in 2017) estimated the value of the individual day visitor to the Distract as £39.23, the individual night visitor as £70.05 and the individual overnight trip as £209.43. CG2022 anticipate an attendance of 60,000 over the duration of the event. If we assume that each visitor is with us for just the day then the impact of the event will be in the region of £2,353,000. It would be reasonable to assume that a proportion of the visitors would extend their visit beyond a single day, and that therefore the impact would be proportionately greater.

### 4.3 Changes to Existing Policies

None

### 4.4 Impact Assessments

- 4.4.1 An “access audit” of the venue will be undertaken in allowing time for any recommendations to be incorporated into the project action plan in advance of 2022. Further impact assessments will be undertaken at the appropriate time including but not limited to:
- Impact on residents living in the vicinity of Victoria Park
  - Impact on existing leaseholders in Victoria Park
  - Impact on park users (Victoria Park)
  - Equalities Impact Assessment of the overall project and particular initiatives at appropriate times

## 5. Budgetary Framework

- 5.1 Within the 2018/19 and 2019/20 Budgets £100,000 has been allocated from the Council’s New Homes Bonus (NHB) allocations for both years to the Commonwealth Games Reserve. For 2020/21 to 2022/23 it is proposed that the Council allocates £150,000 each year to the Reserve. Ideally this funding should come from NHB. However, with the current Fair Funding Review currently on-going and changes to the Business Rate Retention Scheme, there are some significant uncertainties relating to local authority funding from 2020/21. As part of this, the future of NHB is uncertain; possibilities include retaining it as is, stopping altogether or some other change. Consequently, it is possible that the Council may not have NHB allocations from 2020/21 from which to make the allocations to the Commonwealth Games Reserve. The options in that case will include:-
- Using other funding, assuming other reserve funding can be found
  - Factoring in to the Medium Term Financial Strategy, so increasing the savings to be secured by the Council
  - Reviewing the amount to be allocated to the Commonwealth Games, noting that the Council has committed to certain elements of funding

As more details become available in future months, the funding of the Commonwealth Games Reserves will need more attention.

- 5.2 During the 2018/19 initiation phase, which includes the Project Manager's employment costs, a spend of just over £65K is forecast, with a £34,790 reserve to be held over as an Earmarked Reserve for financial year 2019/20.
- 5.3 It is proposed that £150k a year for 2020/21; 2021/22; and, 2022/23 is provided for expenditure on the Commonwealth Games, with approximately £46k per annum for the cost of the Project Manager; up to £30k per annum earmarked for a Junior Bowls Initiative; and around £20k in 2019/20 and 2020/21 to pay for the increase in costs created by the employment of a further member of staff by the grounds maintenance contractor at the Victoria Park Bowling Greens. The remaining sum of up to circa £50k per annum will be spent on ongoing project administrative cost, promotion and other key activities as identified in Appendix C and to respond as the programme for the Games develops. This is shown in the table below:-

	2018/19	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000	£000
Funding Agreed from New Homes Bonus	-100	-100			
Potential funding from future New Homes Bonus, of other Council finding.			-150	-150	-150
Project Manager	46	46	46	46	46
Other Spend	19				
Junior Bowls			30	30	30
Grounds Maintenance		20	20	20	20
Ongoing project administrative cost, promotion and other key activities as identified in Appendix C and to respond as the programme for the Games develops.		69	54	54	54
Balance	-35	35	0	0	0
Balance carried forward		-35	0	0	0
	-35	0	0	0	0

- 5.4 The sum of around £20k for each of two years for the cost of the additional member of the contractor's staff will be required up until April 2021 to allow for this increase in service under the existing contract. The grounds maintenance contract will be re-let to begin in April 2021. At this date it is recommended that this additional resource is retained on a permanent basis as part of the new contract, in order to continue the legacy improvements in quality of facility and availability of bookings for the future. From April 2021 onwards, the costs of this additional resource would therefore be included within the overall cost of the grounds maintenance contract. This will represent an additional recurring cost to the Council that will need to be factored into the Council's Medium Term Financial Strategy from 2023/24. This will increase the additional savings to be found by the Council by £20k.

- 5.5 Officers on the Project Board will investigate all opportunities to secure external funding for the range of initiatives related to this project. It is anticipated that securing such funding will not be easy and will require a degree of innovation in identifying and bidding to the most appropriate funding streams. Recently officers have been in dialogue with CSWLEP on the subject of the funding (estimated £2m plus) that the LEP has chosen to allocate to the Commonwealth Games in the sub-region and are hopeful that the District Council will be able to benefit to fund capital schemes related to the event, including the greens upgrading detailed in 3.4.
- 5.6 The Council has already secured some s106 developer contributions which have been allocated to improvements in Victoria Park, which will be to the benefit of local people long after the Commonwealth Games events have finished.
- 5.7 The Council is also proposing in its Section 123 list to allocate Community Infrastructure Levy funds for way-finding for town centres and for improvements to the road system around Bath Street. Both of these initiatives could be used to enhance the approach to the town centre and Victoria Park in general and from the railway station in particular.

## **6. Risks**

- 6.1 The main risks involved in this project are identified in Appendix D.
- 6.2 In addition, there is the risk in terms of funding as discussed in paragraph 5.1.

## **7. Alternative Option(s) considered**

- 7.1 It would be possible to choose alternative strategic objectives for this work. However, these objectives, chosen at the start of the project, have received strong support from a number of internal and external stakeholders.
- 7.2 It would be possible not to set up the funding proposed here, and 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 are created.
- 7.4 It would be possible to choose not to have a Members' Working Group with decisions being delegated to the 2 Portfolio Holders and officers, and for regular update reports to be presented to Groups. However, it is felt important to keep Members closely involved in this work, which has a high reputational impact for the Council.
- 7.5 In terms of funding, it is 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 needs to find.

## **APPENDICES:**

- A: Updated PID
- B: Updated Project Governance & Organisational Structure Diagram
- C: Project Overview PowerPoint Presentation (presented to Working Group)
- D: Risk Register

**PROJECT DOCUMENTATION**

**PROJECT INITIATION DOCUMENT**

***Commonwealth Games (Lawn Bowls & Para Bowls) 2022  
and associated activities***

Release: Draft  
Date: 14<sup>th</sup> February 2019

**PRINCE 2**

Project Manager: Christina Boxer

Project Sponsor: Chris Elliott

Document Number: 2

## Project Initiation Document History

### Document Location

This document is only valid on the day it was printed.

Cultural Services I: Central Filing/Commonwealth Games/Project Documentation

This is the first revision (2<sup>nd</sup> version), adapting the original PID submitted at the commencement of the Project Initiation Phase in 2018

### Revision History

<b>Document</b>	PID
<b>Author</b>	Christina Boxer
<b>Date Completed</b>	<b>14.02.19</b>

Version	Revision Date	Revised By	Revisions Made
0.1	<i>Original PID dated 10.01.2018</i>		
2.0	14.02.19	Christina Boxer	
3.0			

### Approvals

This document requires the following approvals:

Name	Project Role	Title
Chris Elliott	Project Sponsor	Chief Executive
Paddy Herlihy	Board Member	Programme Manager
Rose Winship	Board Member	Head of Cultural Services
Noel Butler	Lead Councillor	Portfolio Holder
Christina Boxer	Project Manager	Project Manager

### Distribution

This document has been distributed to:

Name	Project Role	Title
Chris Elliott	Project Sponsor	Chief Executive
Paddy Herlihy	Board Member	Programme Manager
Rose Winship	Board Member	Head of Cultural Services
Cllr Noel Butler	Lead Councillor	Portfolio Holder
Christina Boxer	Project Manager	Project Manager

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# Project Initiation Document

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## Purpose of Document

This document constitutes the first update of the original Project Initiation Document (PID) for the delivery of the lawn bowls events as part of the Birmingham 2022 Commonwealth Games. The purpose of this updated PID (2.0) is to:

- 1 Provide additional information, including enhanced project objectives, outcomes and organisational structure resulting from progress made during the initiation phase of the project;
- 1 Ensure that all parties have a common and agreed understanding of the changes made to the initial PID. Acceptance of this PID (2.0) is taken to mean the issues are understood and that commitment is given to providing the resources and effort identified as necessary for successful completion of the project. In this way this PID (2.0) acts as a formal agreement between the Project Sponsor, and the project team;
- 1 Provide a base against which any need for further alterations to the project can be measured. Once this updated PID (2.0) is approved any requested amendments will be subject to a change control procedure that must be sanctioned by the Project Sponsor before being incorporated;
- 1 Define the ongoing scope of the project;
- 1 Identify the required internal/external resources for ongoing delivery of the project;
- 1 Provide a means of assessment for its overall success.

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## Background

In December 2017, the Commonwealth Games Federation (CGF), after much deliberation, confirmed that Birmingham would be the host for the 2022 Games, with the Lawn Bowls and Para Bowls being hosted at the Royal Leamington Spa's Victoria Park. This Warwick District Commonwealth Games Project was approved in order to ensure Warwick District Council (WDC) could comply with the range of venue requirements stipulated by the CGF. It is also intended to be ready to welcome the Commonwealth Games in 2022, to maximise the success of the event in terms of economic impact, community engagement and establish a tangible legacy.

In April/May 2018 Christina Boxer was appointed as the Project Manager and has been responsible for leading the initiation phase of the project in order to implement and develop the strategic objectives and governance of the project. In order to effectively manage roles and responsibilities a revised organisational structure and enhanced key objectives have been approved by the Project Board and are included in this document. Various meetings during the project's initiation phase with key personnel from the CGF, Commonwealth Games Federation Partnership, Birmingham 2022 and Warwickshire County Council have also provided greater clarity with regard to priority objectives, stakeholder responsibilities and desired outcomes.

Whilst supporting Birmingham 2022 to deliver a successful Commonwealth Games Lawn Bowls and Para Bowls competition, the associated enhancement of Royal Leamington Spa's Victoria Park venue remain within the priority objectives. This updated PID version (2.0) provides more

defined details with regard to the additional opportunities the District aims to maximise during the main delivery stage of the project (2019 and 2022).

## Relationship to the Corporate Strategy and / or Corporate Programmes

In November 2017 the Executive approved this project being added to the Fit for the Future Strategy as a Key Project, subject to the Birmingham bid being successful; which was confirmed on 21<sup>st</sup> December 2017.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
Intended outcomes: Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	Intended outcomes: Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	Intended outcomes: Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Impressive cultural and sports activities  Cohesive and active communities  Increased physical activity for all the community	Area has well looked after public spaces  Safe and vibrant town centres where the community feel comfortable at all times	Dynamic and diverse local economy  Increased employment and income levels
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
Intended outcomes: 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	Intended outcomes: Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	Intended outcomes: Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
The addition of a dedicated project manager will add resource to the team and avoid existing officers being over-stretched. Opportunities for a range of staff to be involved in a major sporting/cultural event	Focusing on our customers' needs	Better return/use of our assets

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## Project Definition

### WDC Commonwealth Games Project 5 Objectives



Feb 2019



## Project Objectives

Id	Objective	Priority (High, Medium, Low)	Desired Outcome	Current Performance	Target Performance
1.	To deliver a successful CG2022 Lawn Bowls and Para Bowls Event	High	<p><i>Achieve excellent feedback after the event from Games organisers, competitors, Bowls England and the media</i></p> <p><i>Create a very special, exciting and welcoming atmosphere in Royal Leamington Spa before and during CG</i></p> <p><i>Effective working with Birmingham 2022 resilience personnel/partners to ensure safe Games</i></p> <p><i>Create a potential Team England friends, family &amp; fans base at Warwickshire College Group's (WCG) Leamington campus</i></p>	<p><i>Good reputation for a wide range of local and national events</i></p> <p><i>Positive response to Flag dressing of The Parade during previous World Bowls Champs (and Road Cycling events?)</i></p> <p><i>No previous safety issues at major sports events held within Warwick District</i></p> <p><i>Warwickshire College's parking and accommodation facilities currently under-utilised during their off peak times (weekends &amp; summer)</i></p>	<p><i>Excellent event feedback in 2022 – keep record of positive media coverage &amp; all CG2022 feedback</i></p> <p><i>To dress Royal Leamington Spa to reflect the International flavour of CG in accordance with Birmingham 2022 rules</i></p> <p><i>No safety issues during CG in and around venue/Royal Leamington Spa</i></p> <p><i>Closer partnership with WCG, especially re: their Leamington facilities, to support major events held at Victoria Park</i></p>
2.	To improve the bowls venue, competition, participation and diversity	High	<p><i>Maintain Victoria Park's reputation as the home of English Bowls and venue for hosting national and international competitions</i></p> <p><i>Improved greens and permanent lighting for show green resulting in enhanced, extended playing conditions and excellent feedback from all users. Appointment of additional greens staff to assist with maintenance and to be in attendance for come &amp; try bookings</i></p> <p><i>Link to national participation campaigns linked to Birmingham 2022</i></p>	<p><i>Venue for Bowls England National Championships, Home International fixtures (senior/junior) and Disability Bowls events</i></p> <p><i>Greens at good standard but levels need improving. Greens D and E not to standard of other three. No lighting on any greens, limiting hours of use on dull days and early/late season. Come &amp; try attendant not always present</i></p> <p><i>No activity currently</i></p>	<p><i>To enhance venue accessibility and create an ongoing legacy of attracting major events and increase in junior competitions</i></p> <p><i>Improve to get consistently international standard on greens A-D and to improve E. and to gain excellent feedback from users</i></p> <p><i>Engage with Bowls England regarding proposed NGB collaborative participation CG campaign</i></p>

			<p><i>Introduce younger and more diverse competitors to the sport of bowls within the District</i></p> <p><i>Support resident bowls club in development of a junior section</i></p>	<p><i>High percentage of older white middleclass bowls members/players.</i></p> <p><i>Resident Bowls Club does not currently have a junior section</i></p>	<p><i>Launch and deliver a Warwick District Junior, inclusive bowls initiative and fun competition</i></p> <p><i>The successful establishment of a junior section</i></p>
3.	<p>To enhance wider Victoria Park facilities, access and riverside links</p> <p>Medium</p>	<p><i>Investment in ancillary facilities in Victoria Park that will enhance accessibility and benefit local residents after the Games.</i></p> <p><i>Enhance signage /wayfinding within the Park and also to and from the station, high street, cultural facilities and other nearby parks</i></p> <p><i>Improve riverside access to Victoria Park on both sides of the River Leam, including better links with Warwickshire College Group's (WCG) Leamington campus for both pedestrians and cyclists</i></p>	<p><i>Currently poor power supply, drainage, toilet facilities and average accessibility provision</i></p> <p><i>Wayfinding within the Park average and from main routes in and out poor</i></p> <p><i>Good quality green spaces but riverside walk on north bank poor in places, especially by WCG Leamington rear campus access near Princes Drive, viaduct and bridge. Future plans to also connect up a green corridor from Victoria Park through to St Nicholas Park in Warwick that would incorporate the underpass at Princess Drive on the north side of the River Leam.</i></p>	<p><i>Maximise legacy by applying Birmingham 2002 temporary overlay costs towards permanent improvements</i></p> <p><i>Create clear and dynamic signage to welcome visitors and encourage them to visit all of Royal Leamington Spa's leisure and cultural facilities</i></p> <p><i>An attractive, well signed, direct and safe walkway &amp; cycle path from the WCG's Leamington's campus to the Princes Drive end of Victoria Park.</i></p>	
4.	<p>To raise awareness of the wellbeing benefits of an active lifestyle</p> <p>Medium</p>	<p><i>Annual Commonwealth Games countdown event rotating within the District's four main towns and links to other WDC section's events e.g. Green Spaces 'Eco Fest'</i></p> <p><i>Commonwealth Day annual</i></p>	<p><i>No similar event currently held linked to a major multicultural sports event</i></p> <p><i>No previous direct WDC</i></p>	<p><i>A mixture of sport, leisure and cultural activities rotated across District's towns to finish at Royal Leamington Spa in 2022 with additional fanzone &amp; big screen to view opening ceremony</i></p> <p><i>To maximise</i></p>	

			<p><i>event focusing on wellbeing involving local colleges, schools and relevant charities</i></p> <p><i>Commonwealth Games themed school visits promoting benefits of being active</i></p> <p><i>Enhanced riverside cycle and walkway between Warwickshire College and Victoria Park</i></p>	<p><i>involvement in national delivery</i></p> <p><i>No previous delivery</i></p> <p><i>North side of Leam adjacent to Victoria Park pool near Princess Drive</i></p>	<p><i>National programme of events linked to schools within the District linked to hosting CG</i></p> <p><i>CG medallists &amp; WDC sports ambassadors visits and fun Commonwealth and bowls related activities</i></p> <p><i>Launch enhanced cycle-walkway with some fun activity events e.g. walk, jog or cycle +come &amp; try bowls</i></p>
5.	To maximise opportunities for local enterprise, culture, tourism and showcasing WDC's reputation for events delivery	Medium	<p><i>Promote potential business opportunities linked to Birmingham2022</i></p> <p><i>Maximise links between hosting Commonwealth Games event with Coventry City of Culture (CoC) 2021</i></p> <p><i>Host pre-training camps with nations with cultural diversity and/or links to Warwick District</i></p> <p><i>Maximise tourism opportunities via promotion of the District's historic towns, beautiful green spaces and cultural attractions before, during and after Commonwealth Games</i></p> <p><i>Promote the District as an experienced and reliable host for major cultural and sports events</i></p>	<p><i>Established links with Chamber of Commerce network and Business Improvement District (BID)</i></p> <p><i>Some initial links being pursued via Coventry &amp; Warwickshire LEP</i></p> <p><i>Strong links with Sierra Leone through the One Word Link (OWL) charity</i></p> <p><i>Membership of Shakespeare England currently being recommended to continue beyond 2019 at same level, main focus currently on Warwick and historic castles</i></p> <p><i>Good reputation for a wide range of local and national events</i></p>	<p><i>Attend via local business breakfast events and promote regional Chamber of Commerce and 'Birmingham 2022 Business Briefings' and Business Expo pre Games</i></p> <p><i>Have Warwick District presence to promote involvement in CG during CoC 2021</i></p> <p><i>Attract up to 3 small nations using local facilities, including Further Education, Higher Education and schools</i></p> <p><i>Deliver a Warwick District Tourism Campaign to maximise coverage Royal Leamington Spa will get during CG2022 to worldwide audience</i></p> <p><i>Increase the profile beyond the local area and beyond the sport of bowls</i></p>

## **Project Scope:**

Work with the Birmingham 2022 Organising Committee as it becomes established to plan for the successful delivery of the Lawn Bowls and Para Bowls events and to maximise volunteering and legacy opportunities

Work with existing leaseholders in Victoria Park to agree a strategy that does not disadvantage their activities and/or business in the lead up to, during and after the Games in 2022

To work with Bowls England, other Bowls Development Organisations, Warwick District Bowls Clubs and Schools to create a Junior Bowls Initiative focusing on enhanced coaching, participation and fun competitions

To attract some Commonwealth teams to base their training camps in the district in the lead up to CG 2022, liaising closely with Higher Education and Further Education institutions

To liaise with Commonwealth Games Team England to pursue the potential to maximise Warwickshire College Group's Leamington Campus as a Family, Friends and Fans base, including the use of their car parking, catering and accommodation facilities

To work with local businesses to open up opportunities for them to optimise their business through links with Birmingham 2022

Secure funding to invest in the improvement of parks and open spaces in the vicinity of Victoria Park and the assets and equipment within these areas, including the bowling greens, to secure a legacy for local communities after the Games

Improve accessibility to the bowling facilities and the other facilities in Victoria Park

To use the 2022 events in the district to market the district to potential tourists, working in partnership with other organisations including Shakespeare's England.

## **Exclusions:**

Direct management of the 2022 Commonwealth Games bowls events (this will be the responsibility of the Birmingham 2022 Organising Committee).

## **Business Case:**

Will be developed now that Birmingham 2022 Organising Committee is established and further information is anticipated to become available. It will evolve over the duration of the project.

## **Method of Approach:**

The project is a Key Project within the Fit for the Future Strategy. The Chief Executive is Project Sponsor and a Project Board has been established – see Project Organisation Structure section below.

## **Constraints:**

- The project will be bound by the Host City Guarantee and as stipulated by the CGF and the Birmingham 2022 Organising Committee
- Legal constraints

- Work on the greens will need to be scheduled around the bowling season and have minimal impact on regular bowlers and events in the years leading up to 2022
- Financial constraints

**Dependencies on other Projects or Activities:**

- The greens will be in use in the years leading up to 2022 and need to be in the best possible condition each season (see above)
- Ongoing consultation with Friends of Victoria Park to prioritise improvements in the park
- Agreement with Bowls England to use the 2021 National Bowls Championships, or an alternative major event, as the “test event” for CG 2022, if requested by Birmingham2022 Organising Committee
- To maximise opportunities as a result of partnership with Coventry in the lead up to and during their tenure as City of Culture in 2021.
- Consideration required on the impact on the current CCTV provision and whether it needs extending to include the venue.

**Relationships with other Projects or Services:**

The project team includes representatives from:

- Neighbourhood Services (Green Spaces)
- Health & Community Protection (Licensing, Community Partnership, Health & Safety; Emergency Planning, Safer Communities and CCTV)
- Finance
- Media
- Development Services (Development Management; Economic Development and Events)
- Assets
- Cultural Services (Sports & Leisure; Arts)
- WCC Legal Services
- WCC Commonwealth Games Lead with responsibility for Transport & Economy

During the lead up to 2022, service areas will have varying levels of input into the project and will need to factor this in when planning their workload and resources.

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**Assumptions**

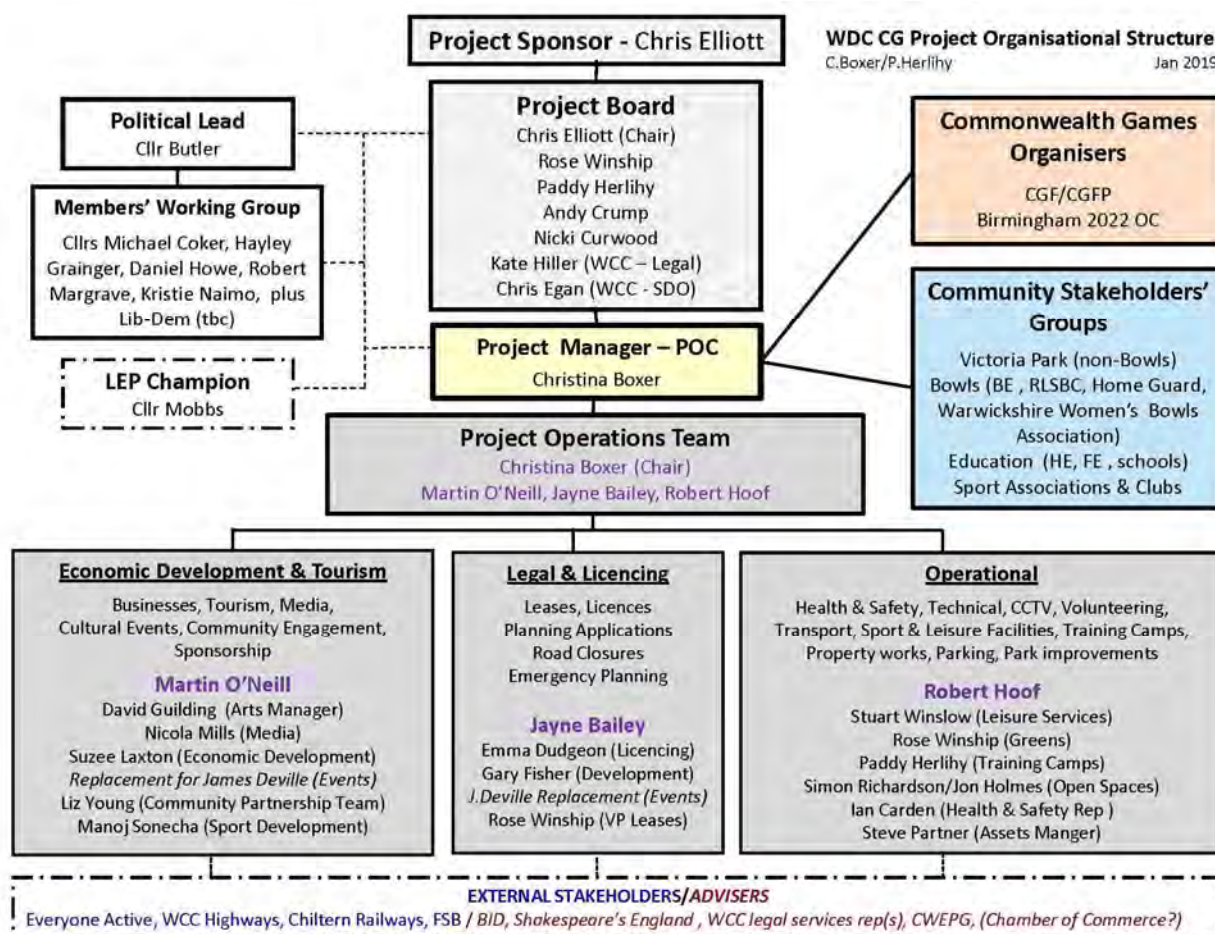
- That the outcome of the local authority elections in May 2019 will not adversely impact on the planning and delivery of the event
- Appropriate legal documents can be prepared between WDC and existing leaseholder (RLSBC) to minimise the impact on them for the duration and lead up to the CG 2022
- That the Council secures the purchase of the café lease
- That the inclusion of a Warwickshire County Council representative with highways remit will assist with reducing concerns regarding roadworks in 2022

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**Project Organisation Structure**

The following organisational structure has evolved during the Initiation Phase





## Project Board

The Project Board is responsible to CMT and the Executive for the overall direction and management of the project and has responsibility and authority for the project within the remit (Project Mandate) set by the Executive and as described within the PID.

The Project Board is responsible for any publicity or other dissemination of information about the project.

The Project Board will approve all major plans and authorise any major deviation from the agreed Stage Plans. It is the authority that will sign off the completion of each stage and will authorise the start of the next stage. The Board will ensure that the required resources are committed and will arbitrate on any conflicts. This will include negotiating a solution to any problems between the project and external bodies.

The Project Board is ultimately responsible for assurance that the project remains on course to deliver the desired outcome of the required quality to meet the Business Case defined in this document.

## Project Sponsor

The Project Sponsor is responsible for the project. The Sponsor will ensure that the project is focused throughout its life cycle on achieving its objectives and delivering the project deliverables.

and desired outcomes. The Sponsor will ensure that the project gives value for money, balancing the demands of business, user and supplier

Throughout the project the Sponsor 'owns' the Business Case.

### **Project Manager**

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the board.

The Project Manager's prime responsibility is to ensure that the project produces the required outcomes, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

### **Political Lead**

The project will extend across many areas of the Council and therefore will require buy in by many elected members. It has been agreed that Cllr Noel Butler is the political lead on the project supported by Cllr Michael Coker.

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### **Assurance**

There are a number of roles on the Project Board that will be responsible for validating deliverables, monitoring progress/standards in particular areas, or providing subject matter expertise. These include Legal, Finance, Licensing, Community Safety.

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### **Communications Plan**

A Communications Plan will be developed in the coming months as Birmingham 2022 becomes more central to the overall communication strategy following the interim period led by the BCC Wider Stakeholders Communications Group. There will be an overarching Communications Plan dictated by CGF and the Birmingham 2022 Organising Committee and any local communications plan will need to be approved by them.

### **Overview**

The purpose of the Communication Plan is to:

- formalise the process and timeline for distributing information to the stakeholders
- outline the key messages to be delivered, adapted as appropriate for its target audience.
- establish a process for tracking and monitoring progress of all planned communication activities
- serve as a model for ongoing communication efforts

The objectives of the Communication Plan are to:

- understand individual stakeholder communication needs
- ensure the right people receive the right messages at the right time

- proactively manage the pace and amount of change that each stakeholder group must undergo to avoid 'change overload'
- minimise resistance to change

The Communication Plan is a 'living' document and needs to be revisited and updated throughout the project lifecycle. Information needs change throughout the duration of the project and stakeholders' positions in the matrix may shift. As a result, the project communication needs to be monitored and adjusted to meet the various stakeholders' changing information requirements.

### Stakeholder Identification

See Organisational Structure Diagram above at start of this Organisation Structure section.

The Project Manager liaised with colleagues to conduct a stakeholder analysis to identify key stakeholders:

- Chamber of Trade
- Chamber of Commerce
- Federation of Small Businesses
- Shakespeare's England
- Coventry City of Culture
- RLSBC, VP Tennis, VP Café, Cricketers Arms, Friends of VP
- CSW Sport, Bowls England
- Everyone Active
- BID Leamington
- C&W Better Business for All and WDC Better Business for All group
- Warwickshire County Council

We are assuming that Safety Advisory Groups and Civil Contingency input will be dictated by the BOC – so we expect to be involved once the Birmingham team is established for discussions specific to Leamington and the venue.

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### Initial Project Plan

A summary of the Initiation Phase key milestones is listed below. Once there is further clarity on the way that the project will evolve through dialogue with Birmingham 2022 and the BCC Lead Officers Group, an updated Action Plan will be produced that will continue to be updated through the life of the project.

Stage	Project Milestone	Target Completion Date	Actual Completion Date	Key Resources
Initiation Phase 2018-19	Project Manager appointed	Spring 2018	April 2018	Officer time
	Project Board biannual meetings established	Spring 2018 (after April)	June 2018	Officer time
	Engagement with CGF/CGFP, BCC and Birmingham Organising Committee once	Spring 2018 (after April)	Initial contact made 2018	Officer time



	established and work in partnership going forward	and ongoing	(Birmingham 2022 CEO visited Jan 2019 following appointment)	
	Engagement with LA in Gold Coast to benefit from lessons learned from the 2018 event	Ongoing	Initial contact made 2018	Officer time
	Publicity (1) - Commonwealth Games local medallists presentation & WDC Sports Ambassadors Launch	Late Spring 2018	July 2018	Officer time
	Stakeholder Engagement	2018 and ongoing	Commenced June 2018	Officer time
	Publicity (2) – Birmingham 2022 Official Announcements re: venues and one year since awarded CG	2018	Dec 2018	Officer time
	Project Organisation and Structure Revision	Jan 2019	Jan 2019	Officer time
	Establishment of ongoing funding for 2 years	March 2019		

### **Project Controls**

The monitoring of progress will be maintained through the use of Board meetings.

In the initial stage of the Project, the Board will receive reports back from each of the sub groups using a standard template to report progress and actions required.

Once the specific project deliverables have been agreed, the Board will receive a bi-monthly “dashboard report” summarising the progress from each of the sub groups and to include identification of risks from each group.

The Project Plan will be reviewed monthly by the Project Manager to ensure that the Project remains within the tolerances delegated by the Project Board and to track expenditure throughout the Project.

### **Change Control Process**

Following sign-off of this document (the Project Initiation Document) any proposed alterations to the agreed high level deliverables or the specific deliverables once agreed need the approval of the Board. The mechanism for this change will be through a discussion at a Board meeting.

### **Project Closure**

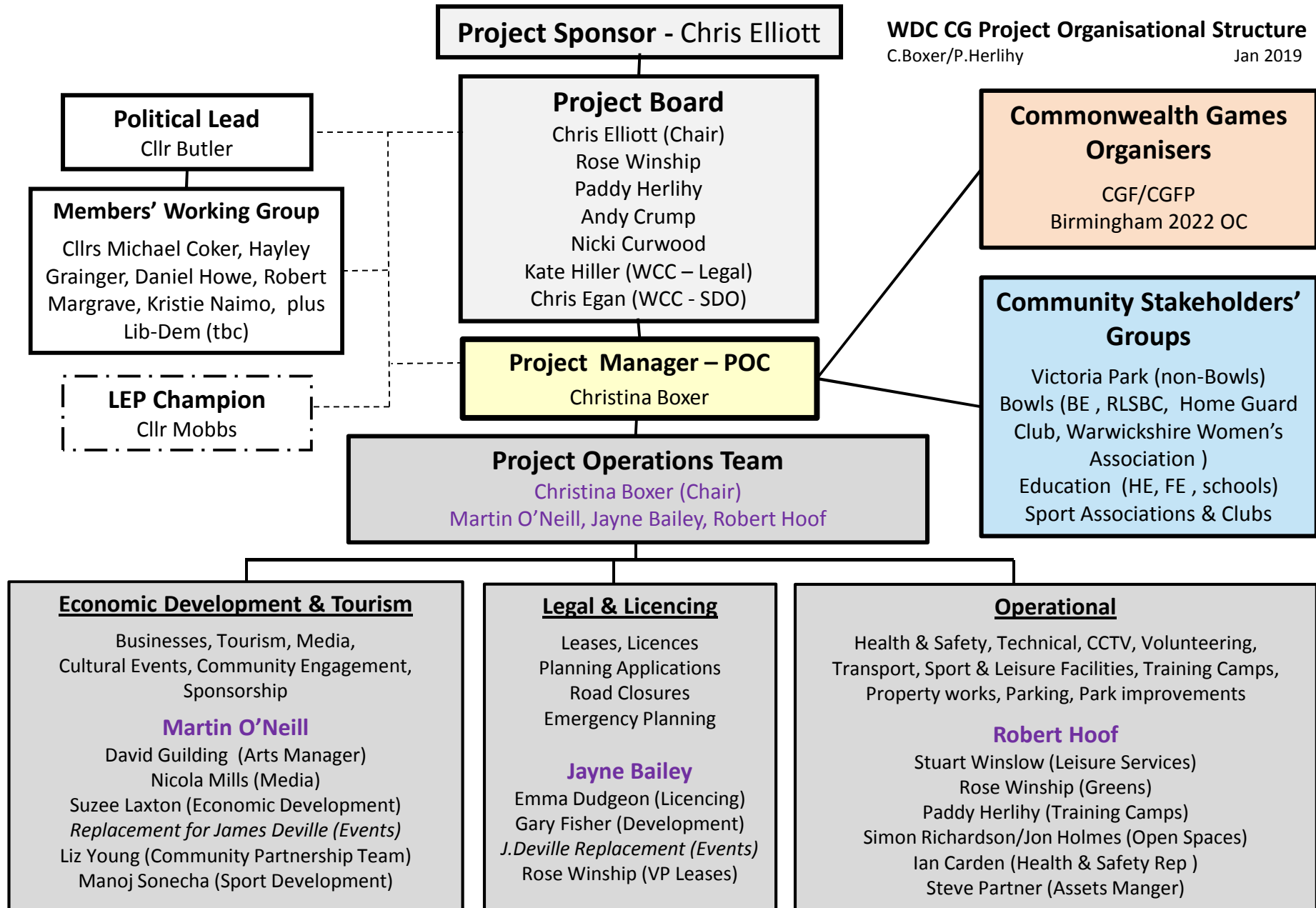
The Project Sponsor will formally close the project when he/she is assured that all the agreed outcomes have been achieved.

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**Risk Log – Delivery Phase (1), 2019-2021**

Below are high level risks at the commencement of the first two years of the project delivery phase. A more detailed Risk Log will be developed through the life of the project once there is further clarity on the way that the project will evolve as the Birmingham2022 Organising Committee continues to be established.

<b>Risk No.</b>	<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>
1	Birmingham 2022 funding shortfall causes cancellation or reallocation of CG2022	Low	High	
2	The Executive decide not to proceed with the project	Low	High	
3	Unachievable CGF/International Federation (IF –World Bowls) greens specification upgrade prior to summer 2021	Medium	High	
4	Problems are experienced with the management of the work area	Low	Medium	



**EXTERNAL STAKEHOLDERS/ADVISERS**

Everyone Active, WCC Highways, Chiltern Railways, FSB / BID, Shakespeare's England, WCC legal services rep(s), CWEPG, (Chamber of Commerce?)



# Commonwealth Games Project

[www.warwickdc.gov.uk](http://www.warwickdc.gov.uk)

BOWLS &  
PARA BOWLS  
VENUE  
2022



PROMOTING  
ENTERPRISE  
TOURISM  
& EVENTS



ENHANCED  
ENVIRONMENT  
PHYSICAL ACTIVITY  
& WELLBEING



# Commonwealth Games

- 6,000 athletes from 71 nations
- Gold Coast 2018:
  - TV audience of 1.5 billion people
  - Over 1.2 million tickets sold
- Lawn Bowls:
  - Competition every day of the Games
  - Includes Para Bowls events
  - Minimum 2 sessions a day
  - 240 competitors from 28 nations in 2018
  - 3,000 spectators & competitors/officials per session
  - Potentially c.5,000\* (+) visitors daily

\* some ticket holders may have tickets for both sessions

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# Vision

**Building peaceful, sustainable and prosperous communities globally, by inspiring Commonwealth Athletes to drive the impact and ambition of all Commonwealth Citizens through sport.**

# State of Play

- Commonwealth Games Federation Partnership
- Birmingham 2022 Organising Committee
- BCC Commonwealth Games Project Links
- WDC Project
  - 2018-2019 (Initiation Stage)
  - 2019-2022
    - subsequent delivery stages
    - final stage (27<sup>th</sup> July - 7<sup>th</sup> Aug 2022)
    - post project



# WDC Commonwealth Games Project Objectives/Opportunities





# 1. Successful CG Bowls & Para Bowls

- **Fantastic Event & Host Reputation**
  - Raising profile of Royal Leamington Spa and the District to global audience
- **Volunteering Opportunities**
  - Birmingham 2022 volunteers (recruiting 2020)
  - Warwick District Council volunteers (tbc)
- **Home Games and Crowds**
  - Team England Friends/Fans Base, Warwickshire College (Leamington Campus)
- **Birmingham2022 Build-up Events**
  - Queen's Baton
  - Business Expo
  - Culture Programme



## 2. Improved Bowls Venue, Competition, Participation & Diversity

- **CG2022 Legacy Venue Enhancements:**
  - Greens and permanent lighting ('A' Green)
  - Power supply and PA system
  - Accessibility
- **Junior (inclusive) Bowls Initiative**
  - Ensuring the next generation of bowlers
  - Junior bowls fun competitions
- **Royal Leamington Spa Bowling Club**
  - Resident club support and development
  - Establishing a junior section



### 3. Enhanced Victoria Park Facilities, Access and Riverside Links

- Improved signage and accessibility provision
  - Within and to Victoria Park
- Last Mile (Railway Station to Victoria Park)
  - Street Dressing & Wayfinding
    - Birmingham 2022
    - WDC 2022 - we will 'request' permission for our own satellite venue logo
- Spectator + Friends, Family & Fans Walkway
  - Enhanced route from Warwickshire College (Leamington Campus) to Bowls venue



## 4. Raised Awareness of the Wellbeing Benefits of an Active Lifestyle

- Annual Countdown Sport & Culture Event
  - 27<sup>th</sup> July (rotating through district each year)
- Commonwealth Day
  - 2<sup>nd</sup> Monday in March
- Local Events, Programmes and Promotions
  - Local engagement opportunities promoting physical and mental health
    - Linking into existing WDC events and other local events
    - 2019 National 'Wellbeing Year'
    - School visits by local CG medalists/sports ambassadors
  - Everyone Active stakeholder support



# 5. Maximised Opportunities for Local Enterprise, Culture, Tourism; and Showcasing WDC's Reputation for Events Delivery

- Raised Profile & Business Opportunities

- Project's stakeholders
- Birmingham2022 contracts
  - Birmingham 2022, C&W Chamber of Commerce and WDC support & briefings



- Pre-training Camps

- Smaller countries with links
- WDC Leisure Facilities
- Warwick University & WCG sport & accommodation facilities



- Major Events & Tourism

- Enhances reputation & contribution to local economy
- Showcases our beautiful district & attractions

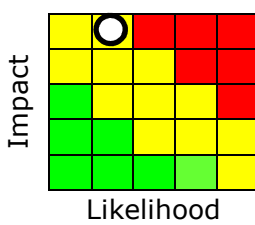
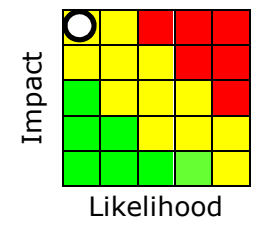


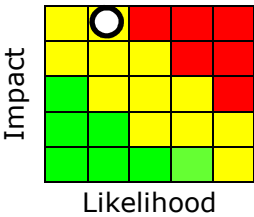
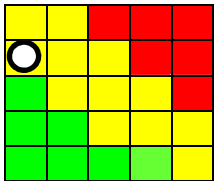
**Appendix D –Commonwealth Games Project Risk Register**

Risk Register Governance	
Accountable	Chief Executive/Project Sponsor (CE)
Responsible	Rose Winship (RW), Paddy Herlihy (PH), Christina Boxer (CB)
To Be Consulted	Members’ Working Group, Project Board
Informed	Executive
Review Date	6 <sup>th</sup> March 2019


**NOTE:** This Risk Register currently addresses high level risks on a project-wide basis. As the project progresses more detailed Risk Registers will be maintained for the work



Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
1. Birmingham2022 unable to deliver Commonwealth Games due to shortfall in Birmingham City Council (BCC) and UK Government's committed budget	<ul style="list-style-type: none"> <li>i. Short-term economic impact of Brexit</li> <li>ii. BCC unable to raise all the funds they committed towards hosting Birmingham2022</li> <li>iii. Commonwealth Games Federation Partnership fails to attract anticipated sponsorship and broadcasting rights</li> </ul>	<ul style="list-style-type: none"> <li>i. The 2022 Commonwealth Games (CG2022) unable to proceed</li> <li>ii. CG 2022 re-awarded again. Possibly to a recent previous host (e.g Gold Coast, Glasgow), or jointly with two previous hosts, to ensure continuation of the Games</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular engagement with key senior personnel within the full Birmingham2022 Organisational Structure to monitor their risk</li> <li>ii. Continue to monitor ongoing legal liabilities</li> <li>iii. To consider offering to host an 'Open Commonwealth Lawn Bowls and Para Bowls Competition' to nations entered for Birmingham2022 if Games cancelled</li> </ul>	<ul style="list-style-type: none"> <li>i. CEO to continue to pursue Coventry &amp; Warwickshire LEP funding, CIL and other potential regional non-sport specific funding</li> <li>ii. To update WCC legal adviser on the Project Board</li> <li>iii. CB/PH to produce a contingency plan to maximise alternative Lawn Bowls and Para Bowls competitive opportunities</li> </ul>	Chris Elliott Paddy Herlihy Christina Boxer	
2. The Executive decide not to proceed with the project	<ul style="list-style-type: none"> <li>i. Objectives are considered too expensive to be delivered</li> <li>ii. The full performance and legacy (community and economic) benefits of the project not realised</li> <li>iii. Project considered politically unacceptable</li> <li>iv. Executive prefer different objectives to those presented</li> </ul>	<ul style="list-style-type: none"> <li>i. WDC renege on their commitment to host the CG2022 Lawn Bowls and Para Bowls events, causing reputational damage and potential legal proceedings</li> <li>ii. Alternative objectives have to be developed delaying critical delivery phase and limiting long term impact of project</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular, detailed liaison with Executive and Members' Working Group</li> <li>ii. Regular review of the objectives operational considerations</li> <li>iii. Enhanced ongoing evidence provided to the Executive and Members' Working Group regarding positive performance and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>i. Report to Executive in June and Feb 2021</li> <li>ii. Regular meetings with Members' Working Group</li> <li>iii. Reduce wider legacy objectives of the project to ensure all available resources directed towards hosting CG2022 Lawn Bowls and Para Bowls events in 2022</li> </ul>	Rose Winship Paddy Herlihy Christina Boxer	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
3. Unachievable CGF/International Federation (IF – World Bowls) greens specification upgrade prior to summer 2021	<ul style="list-style-type: none"> <li>i. CGF/IF underestimating risk involved in their programme of works required within shortened timescales re: CG2022 being re-awarded in December 2017</li> <li>ii. Inability to control impact of severe weather occurrences impacting on the scheduling of works and/or resulting maintenance programme</li> <li>iii. Executive objecting to setting aside funds to cover works while other funding opportunities pursued</li> <li>iv. Executive objecting to special measures for speedy procurement process re: required works</li> </ul>	<ul style="list-style-type: none"> <li>i. Birmingham2022 Organising Committee (BOC) unable to leverage any leeway with CGF/IF regarding their specifications and work programme</li> <li>ii. Delays to proceeding with greens upgrades and maintenance works escalating risk of non-completion</li> <li>iii. Negative impact on users/stakeholders leading up to 2022 if works compacted even further</li> <li>iv. All 4 greens, required to host a CG, not playable to international level and the event taken away from Royal Leamington Spa</li> <li>v. Other high profile events in 2022 (e.g. Nationals) unable to take place as scheduled</li> <li>vi. Negative impact on local economy if CG and Nationals unable to take place in 2022</li> <li>vii. Reputational damage to Royal Leamington Spa's Victoria Park being known as the Home of English Bowls</li> </ul>	<ul style="list-style-type: none"> <li>i. Continue to liaise with BOC with regard to timeline, stakeholder and legacy risks; lobbying them to highlight this with the CGF/IF</li> <li>ii. Nominate specialist internal member of staff to monitor greens programme of works</li> <li>iii. Investigate additional funding opportunities</li> <li>iv. Ensure WDC reputation and liabilities minimised</li> </ul>	<ul style="list-style-type: none"> <li>i. Request CGF/IF provide a risk register for the work and schedule they are insisting on</li> <li>ii. Produce an objective pros and cons table with regard to CGF/IF greens requirements</li> <li>iii. Request a follow up meeting with BOC (and CGF/IF) to discuss concerns and risks in more detail</li> <li>iv. Ensure Project Board WCC legal member fully informed</li> <li>v. Pursue funding opportunities to contribute to venue upgrade</li> <li>vi. Work with Finance colleagues to determine funding options to ensure works on greens can commence in a timely fashion</li> </ul>	<p>Rose Winship Christina Boxer</p>	
4. Problems are experienced with the management of the work area	<ul style="list-style-type: none"> <li>i. Insufficient staff resource is available to deliver the work area</li> <li>ii. Costs and quality of venue upgrades are not contained within the contracted process</li> <li>iii. Costs of legal fees, and protracted legal consultations, become uncontained within the project management process</li> </ul>	<ul style="list-style-type: none"> <li>i. Workloads on Project Team, or contracted staff, regarding venue upgrades and legacy objectives become unachievable</li> <li>ii. Work is delayed or ceased due to legal considerations/liabilities</li> </ul>	<ul style="list-style-type: none"> <li>i. Monitor and review the Project Timetable regularly</li> <li>ii. Regular reporting to Members will ensure effective project governance</li> <li>iii. Ensure sufficient staff resource is available</li> <li>iv. Monitor financial performance regularly</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular reviews and reports on timetable</li> <li>ii. Regular project reports to Project Board and Members' Working Group</li> <li>iii. Monitor Project Team and contracted staff workloads</li> <li>iv. Regular meetings with finance to review financial performance</li> </ul>	<p>Paddy Herlihy Christina Boxer</p>	



 <b>Executive – 6 March 2019</b>		<b>Agenda Item No.</b> <h1>6</h1>
<b>Title</b>	Funding for Chase Meadow Community Centre 2019 – 2022	
<b>For further information about this report please contact</b>	Liz Young, Community Partnership Team Health & Community Protection <a href="mailto:liz.young@warwickdc.gov.uk">liz.young@warwickdc.gov.uk</a> 01926 456019	
<b>Wards of the District directly affected</b>	Aylesford	
<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 28 November 2018 Minute number 9.7 (3)	
<b>Background Papers</b>	Executive Report – 12 February 2014 Agenda Item 18F	
<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 Ref 984	
<b>Equality Impact Assessment Undertaken</b>	Yes	
<b>Officer/ Councillor Approval</b>	<b>Date</b>	<b>Name</b>
/Deputy Chief Executive	12/2/2019	Andrew Jones
Head of Service		Marianne Rolfe
CMT	12/2/2019	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	12/2/2019	Mike Snow
Monitoring Officer	12/2/2019	Andrew Jones
Portfolio Holder(s)		Councillor Andrew Thompson
<b>Consultation &amp; Community Engagement</b>		
Asset Management (Chris Makasis) CMCC – Trustees, Centre Manager and Community Development Manager, Mike Woolacott – Consultant and author of Business Plan  Resident survey being conducted currently		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

## **1. Summary**

- 1.1 Chase Meadow Community Centre (CMCC) – a partnership between CMCC Ltd., St Michael’s Church and Warwick District Council – has 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 has been operating in deficit for a number of reasons and this is forecast to increase giving cause for concern to its board as to the viability and sustainability of CMCC.
- 1.2 CMCC’s new Business Plan 2018 – 2021, attached as Appendix 1 to this report, describes a comprehensive approach to putting the Centre on a sustainable footing.
- 1.3 This report outlines the reasons why the Council should support CMCC financially for the next three years and what operational costs this contribution will cover.

## **2. Recommendation**

- 2.2 That Executive endorses the Business Plan at Appendix 1 and agrees to make 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).

## **3. Reasons for the Recommendation**

- 3.1 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 has 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.
- 3.2 The appointment of the Community Development Manager in March 2017 has extended the community development programme and also attracted external community revenue funding. Securing this post is critical to CMCC’s future.
- 3.3 This focus on community support activities ensures 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 are being met.
- 3.4 CMCC provides an increasingly important social service for the West Warwick area but needs ‘unrestricted funding’ to sustain this element of the centre’s service provision.
- 3.5 Other than the Community Development Manager, the only other two paid members of staff are 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.
- 3.6 The Centre has faced increasing utility and building maintenance costs in the last two years. This committee (November 2018) approved 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.

- 3.7 Members are 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 are put in place.

#### 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.

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
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Continued provision of services to the local community enhancing community spirit and promoting health and wellbeing	Enhanced community cohesion and activities to prevent boredom are deterrents for ASB	Volunteering opportunities provided by centre as pathways to employment. Development of community café to provide income for centre and increase vibrancy as a community hub
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost

All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Increase the digital provision of services	management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
N/A	N/A	This investment to enable CMCC Ltd to continue running the centre is significantly less than if the Council had to take back the management in-house

4.2 **Supporting Strategies:** The provision of a Community Centre in Chase Meadow is consistent with the delivery of this Council's Vision for Warwick District to be a great place to live, work and visit. This community facility specifically supports delivery of the outcomes relating to the Council's FFF strand of Health Homes Communities as it assists in building community cohesion as well as enhancing the health and well being of the residents in West Warwick.

4.3 **Changes to Existing Policies:** There are no changes to existing policies.

4.4 **Impact Assessments:** There are no new or significant policy changes proposed in respect of Equalities.

## 5. **Budgetary Framework**

5.1 The recommended additional funding to Chase Meadow Community Centre totals £34,500, which would be paid annually at £11,500 per annum, 2019/20 to 2021/22. This can be funded from the Community Projects Reserve which currently has an unallocated balance of £362,000.

## 6. **Risks**

6.1 That despite investment the centre fails to increase income and deficit continues to grow. However a full risk analysis was conducted as part of the development of the new Business Plan with actions in place to mitigate against the likelihood of future financial instability. Appendix 2 lists other external funding sources and the Centre has already been successful in securing grants from National Grid and Tesco which they hope to match with RUCIS funding to upgrade the kitchen facilities to further expand the community café service which will be a ongoing income generator for the Centre.

6.2 If the Council doesn't provide financial support then there is a high likelihood that the Community Development role will cease resulting in increased reliance on volunteers and therefore further instability. The capacity to seek other external funding which is a key role of the Community Development Manager will also be reduced which will impact on other areas of operation.

- 6.3 Without external funding support the centre will struggle to maintain current service delivery thus having a negative impact on those in the local community who rely on the centre for key support services or simply a place to go to and engage with other people.

## **7. Alternative Options considered**

- 7.1 CMCC seeks funding from other sources (which it is on an ongoing basis in line with their Business Plan) however the majority of grants are restricted and won't cover staffing and running costs.
- 7.2 If, due to lack of funding, the trustees decide CMCC is no longer viable and they pull out of the lease agreement then the Council would have to decide whether to take on the management in-house or 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 need.
- 7.3 CMCC is 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.

## **8. Background**

- 8.1 In 2008, a Chase Meadow Residents Association was formed to look at local issues on the new housing development and one high priority to emerge was the need to develop a community Centre for residents. A separate Community Centre legal entity was established to identify the best ways to develop and manage the new build. In 2010 the group became incorporated as Chase Meadow Community Centre Ltd (CMCC).
- 8.2 Chase Meadow Community Centre was established in 2013 to service the needs of the residents of West Warwick (Chase Meadow and Forbes Estate). The target audience is wide and varied and the centre programme aims to reflect the needs of young people, young families, older people via youth clubs, mums and tots, keep fit, social health – Dementia Group and business start up support.
- 8.3 As the owner of the land and the building the Council was keen to maintain a supportive role in the on-going operation of the Centre with the object of helping the Centre to become sustainable and also protecting a valuable Council asset. To do this the Council appointed an elected Member to the Board of Chase Meadow Centre Partners. This is currently Councillor Noel Butler.
- 8.4 The Project Board agreed that an umbrella organisation comprising of the three partners (CMCC, PCC and WDC) should be created to be responsible for the lease of the building. The purpose of this over-arching body was to put the Church on an equal footing in terms of leases with CMCC and to enable the Council to have an appropriate level of involvement in the operation of the Centre. A Community Interest Company was created as the over-arching body and is called Chase Meadow Centre Partners.

- 8.5 To reflect the above arrangement the leases were therefore structured as follows:
- A head-lease exists between the Council (landlord) and Chase Meadow Centre Partners (head-tenant)
  - Sub-leases below the head-lease are in place between CMCP and Chase Meadow Community Centre Ltd and the Church
  - CMCC's lease is for the Sports Hall area and also gives the right to use the communal area and the Church's lease is for the Place of Worship Area (and smaller meeting rooms) and also gives the Church the right to use the communal area too.
- 8.6 There is also a Management Agreement in place between the partners which sets out how the organisations work together as Chase Meadow Centre Partners. The Agreement sets out the rights and responsibilities (including financial) of each of the partners. It also explains the governance arrangements for CMCP, including the role of the Board of Directors, and the arrangements for decision making.
- 8.7 In spite of many successes since opening it's doors in September 2013, CMCC Ltd. accounts showed a small deficit in 2017 with a larger deficit predicted for 2018, along with a large increase in service charge payments, giving early concern to the Directors as to the viability and sustainability of CMCC.
- 8.8 Warwick District Council provided the services of ATI Ltd. to support the Directors and staff in carrying out a strategic review, providing an opportunity to look back, identify lessons learned and plan for future sustainability. However to ensure the delivery of this strategy (Appendix 1) and to achieve financial sustainability, CMCC is urgently needing financial support over the next 3 years from a range of restricted and unrestricted funding sources.
- 8.9 In September 2018 CMCC's reserves were such that they had insufficient funds to pay the Community Development Manager for the remainder of the financial year and were facing an overdue service charge of £6,000 for 2018/19.
- 8.10 Executive (November 2018) agreed to approve a recommendation to provide £11,500 emergency funding to cover staffing costs and service charges to tide the centre over to 31 March 2019 and until a further report could be presented in March to consider the Council's role in securing the long term sustainability of the centre. Due to successful negotiation with Knight Frank, the estates management company, the annual service charge has now been reduced to £1,500 per annum from the initial charge of £4,500 per annum. The Council's emergency payment has now been retrospectively reduced to £6,500.
- 8.11 In addition to this emergency funding, the Community Partnership Team (CPT) has allocated one day a week of Community Development Worker support, based at the centre, to boost the staffing capacity and to help develop specific projects.
- 8.12 One key project is the introduction of a community café which is a key focus of the Directors, creating a more lively and attractive hub for all members of the community to enjoy and providing an important source of income as part of the centre's aim to be more commercially and business orientated. The Business Plan for the community café can be referenced in Appendix 3.

- 8.13 The café is now up and running but is currently limited in the range of food it can provide, however a recent grant from National Grid will be used to upgrade the kitchen in early spring 2019 so that a more extensive menu can be provided in the future and catering for parties and functions will be possible to bring in additional income.
- 8.14 A resident survey is being conducted to a) raise awareness of the centre and its services b) obtain feedback on gaps in service provision c) promote volunteering opportunities at the Centre. As a result a number of residents are now volunteering their time in different roles.
- 8.15 Warwickshire Community and Voluntary Action (WCAVA), in their capacity as a voluntary and community sector contract deliverer for WDC, has been brought in to support CMCC with the recruitment and training of new trustees and also to assist with identifying funding opportunities and hands on help with bid writing.
- 8.16 Below is a summary of community development activity since October 2018:
- CMCC ran the trial café sessions up until Christmas which were really successful and diversified the users of the centre. The centre is now ready to appoint to the role of café manager for 6 months with a view to making the café sustainable and provide more volunteering opportunities. It will also provide volunteering opportunities for people with additional needs.
  - Bereavement Support Group has now started and had a great turn out on the first session.
  - Next month a new group for parents with children with additional needs is starting. This has been supported by Transforming Communities and in partnership with Entrust Care Partnership.
  - Community survey is now online. Door to door survey and consulting centre users also.
  - CMCC is now working closing with the GP surgery to introduce social prescribing.
  - One lady has come forward interested in being a trustee.
  - Irene- a new volunteer has started and is helping out with admin.
  - Link made with Round Oak and Warwickshire college about volunteer opportunities for students at the centre.
  - Invitation went out to all WDC Executive members for the Christmas celebration.
  - County council road signage- application in progress to help improve signage to the centre
  - Walking for Health- New walk will hopefully start from the centre late April/early May.
  - WDC have agreed usage of greenspace on the estate for a community garden and a bid for this has gone into the Town Council.
  - Updated timetable for the centre has been done by media and a new newsletter is in progress.
  - Working with other shops/surgery regarding disputing the increase in service charges.
  - Funding- met with WCAVA- to put together an action plan.

# CHASE MEADOW COMMUNITY CENTRE



## BUSINESS PLAN

2018-2021

*17<sup>th</sup> July 2018*

<https://www.chasemeadowcc.co.uk>





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Project Reference: ATI 081



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## Chase Meadow Community Centre Business Plan 2018-2022

This Business Plan will update and replace the 2013 Business Plan, inform about the current status and situation of CMCC and demonstrate how the forward strategy of the social enterprise / charity will be managed and resourced. The Business Plan will also serve as evidence for external funding applications.

Community centres such as CMCC provide an important facility and service to residents, businesses, organisations and user groups. Many have charitable objectives that prioritise community activities and facilities over commercial hire. However, whilst centres provide a valuable social service, they still incur costs of buildings, staffing and utilities. Therefore achieving financial resilience must be a prime objective of company directors and trustees – hence the need for a robust Business Plan.

### Purpose:

- To provide a benchmark review that demonstrates the successes and challenges of CMCC since its opening in 2013.
- To demonstrate the real short-term and medium term challenges being faced by CMCC – and how these are being addressed internally.
- To provide CMCC with an achievable set of outcomes and realistic financial targets over the next three year period.
- To provide clear evidence of need and justification for external financial support.

### Key Objectives:

The Business Plan will:

1. Provide a background and summary of CMCC's current situation at June 2018
2. Identify and confirm CMCC's charitable and community objectives
3. Demonstrate community value of CMCC highlighting its strengths, benefits and successes
4. Promote 3-year Strategy to achieve CMCC objectives and outcomes
5. Prepare 3-year Income & Expenditure forecast
6. Identify funding gaps, risks and consequences
7. Raise key issues in terms of CMCC Ltd resilience and sustainability
8. Develop Scenario Analysis from best case to worst case
9. Investigate possible external funding sources and resources required
10. Communicate need for external funding support to deliver the Business Plan



## 1. Chase Meadow Community Centre Business Review

### 1a. Strengths and Strategies

1. CMCC has operated both as a social enterprise (Company limited by Guarantee) and as a charitable body since 2014. Following a successful first four years of operation CMCC is now focussed upon maintaining financial resilience and operational sustainability.
2. A forward strategy has been prepared by the Management Board January 2018 - providing the structure upon which to build a business plan to service the next 3 years of operation.
3. CMCC's strongest assets remain its people – its directors, trustees, staff and cohort of volunteers - as well as its modern, fit-for-purpose building servicing the local West Warwick community and surrounding villages.
4. The appointment of a p/t Community Development Manager in 2017 has increased the profile and community focussed activities of CMCC amongst local residents and businesses.

### 1b. Challenges

5. CMCC is perceived as being a successful community centre – however business resilience is of increasing concern and must be addressed.
6. As with many other community centres, CMCC has the ongoing challenge of maintaining income through balancing commercial hire with the fulfilment of community objectives.
7. Operational team resilience - current paid staff resources are stretched with staff already working significant additional voluntary hours to support existing facilities and activities.
8. The position of Community Development Manager is critical to sustaining CMCC's community and charitable objectives – and needs to be secured on a permanent p/t basis.
9. Whilst CMCC enjoys a strong level of volunteer input, it will be essential to increase numbers to maintain this support at management and operational level and avoid 'volunteer fatigue'.
10. The Centre has built up a loyal user group and significant programme of activities. However the room hire profile struggles to fill space in the afternoons and during holiday periods.
11. Whilst the WDC-owned CMCC building is in good condition, there are signs of wear and tear now appearing (flooring, kitchen) which raises the issue of costs, liability and funding.

## **1. Chase Meadow Community Centre Business Review**

12. Response time and costs related to the building fabric and facilities needs to be addressed via a new Service Level Agreement between CMCC and Warwick District Council (landlord).

### 1c. Income Generation and Funding

13. CMCC's hire charges are generally in line with other similar community centres in Warwick District and beyond and are not seen as a barrier to hiring groups and organisations.
14. CMCC has steadily increased its income from room hire and events over the four years of operation up to end 2017.
15. CMCC has attracted a range of funds from various sources over the last five years. However, as a registered charity and as a social enterprise, there are more opportunities especially for community grants to increase income – but this brings internal resource issues.
16. There is a strong case for a community grant officer to identify and submit grant bids for funding. This could be a part-time role and perhaps shared with other community centres.
17. More externally funded community projects should be possible each year but must be affordable i.e. with funds able to support its own facility hire and staff running costs.
18. A closer examination is being carried out by CMCC of the opportunity to raise income from community enterprise activities i.e. 'trading', and service contracts e.g. education, health.
19. It is the intention to introduce a community café operating in the daytime e.g. 10.00-15.00 – this brings associated benefits and risks and should be the subject of a business case.
20. The development of day/night classes for local residents could be expanded to increase usage and income e.g. Escape Arts workshops e.g. adult art, 'In Stitches', 'Men in Sheds'.
21. The funding contributions previously received from King Henry VIII Endowment Fund mainly to fund the Community Development Management role is unlikely to be sustained in future. This places this key position 'at risk' beyond December 2018 – and requires urgent attention.
22. Attracting support from local businesses, whether in the form of room hire, sponsorship, or 'in kind' has not been very successful – but considering the continued growth of the Tournament Fields and Warwick business community this needs persistence.

### 1d. Centre Infrastructure

23. There is a consensus that the original design of the heating and electricity control systems was over complicated and has led to energy inefficiencies. Technical advice has been sought.
24. Costs of energy (gas and electricity) are rising annually – due not only to annual above



inflation increases from suppliers but also from inefficient control systems.

25. Transition to more efficient LED lighting should be introduced – this brings short term capital cost but longer term cost savings. Community grants may be available for lighting upgrades.

26. The Business Plan will identify the need for CMCC and the landlord (WDC) to address the shared responsibility related to increasing cost of maintenance, repair and replacement.
27. There is a need for a Service Level Agreement to clarify WDC's roles and responsibilities as landlord and ensure timely response and adequate budget to cover essential repairs.
28. Solar photovoltaic panels represent a possible means of reducing electricity costs and hedging against rising tariffs – however this has capital implications in the first instance.
29. Signage to the Centre could be more visible and along with 'open door' / 'drop in' events should attract an increase in footfall – and requires support from WCC / Highways.

#### **1e. User Groups – current and future**

30. A Community Survey will be circulated to 1200 homes in and around Chase Meadow in July 2018 – this should increase the Centre's profile and identify gaps in provision.
31. The Centre already services a wide age group e.g. youth club; mums; homeworkers; senior citizens but there is a commitment to address social isolation through new activities.
32. CMCC is keen to play an increasing role in supporting lower income families and other 'in need' groups in West Warwick e.g. healthy living activities – but this requires external funds.
33. There is an intention to encourage more cultural diversification within West Warwick community and beyond through promotion of facilities and a wider range of activities.
34. Efforts are being made to address the needs of younger people and reduce anti-social behaviour – with the Lottery-funded Youth Club project providing a good example.
35. Good links have been made with Leicester House care home - there is an opportunity for CMCC to promote its 'service offer' to other sheltered housing schemes and care homes.
36. Small Business Connect Up is a successful monthly event – there seems to be potential to increase business network usage of CMCC in the daytime e.g. meeting rooms; main halls.

#### **1f. Marketing**

37. CMCC's marketing budget is very small and essentially covers the p/t costs of a Marketing specialist: this budget should be expanded to better promote CMCC's activities and facilities.

38. CMCC should consider how it might attract more user groups and individuals through a wider marketing campaign and how it might better demonstrate it is 'open for business'.
39. The website could better reflect user groups and activities - there are some interesting comparisons with other local community centres e.g. The Gap [www.thegapwarwick.org](http://www.thegapwarwick.org)

## 1g. Collaboration and Partners

- 40. Warwick District Council is a main partner for CMCC and is the landlord. However, CMCC may not represent a 'priority area' for the Council based on social demographics.
- 41. St Michael's Church plays a major role supporting the management and operation of the Centre – and has a key role to play in attracting 'hard to reach' sectors of the community.
- 42. Chase Meadow Residents Association represents an active group of local people with an 'arms-length' association with CMCC and provide a source of volunteers e.g. gardens.
- 43. Significant benefits could arise through sharing of information, ideas, group purchasing, fund raising and joint bids with other local community centres – representing 'better value'.

## 1h. Opportunities

- 44. CMCC should investigate the opportunities to negotiate a 'contract to deliver services' with public sector organisations such as the NHS, WDC, WCC, CAB etc.
- 45. Discussions are under way with the New Dispensary Surgery to develop opportunities for 'social prescribing' – this has benefits and resource implications.
- 46. A strong focus is needed to extend the use of CMCC facilities during school holiday periods through attracting a wider range of holiday activity clubs, workshops, ad-hoc private hires.
- 47. Use of the main hall spaces for appropriate 'retail fairs and enterprise days' could utilise spare capacity in the afternoons, weekends and holiday periods and add to Centre profile.
- 48. There is a business case for the installation of solar photovoltaic panels on the CMCC roof to reduce electricity bills – but this will require external capital grant assistance.
- 49. CMCC feels unable currently to take on additional responsibilities for outdoor spaces e.g. community garden; walking mile; managed play area within Chase Meadow curtilage.

## 1i. Actions Required

- 50. Urgent need to attract more directors and trustees – with focus on adding a younger cohort and attracting those with experience and influence beyond Chase Meadow.
- 51. Establish a new 5-year landlord-tenant Service Level Agreement with WDC to identify areas of responsibilities, costs and response to maintenance requests.

52. Work with WDC and others to establish a 'confederation of community centres' across Warwick District.
53. Update Business Plan up to 2022

## 2. Introduction / Overview

### 2a. Background

Chase Meadow Community Centre (CMCC) opened its doors in October 2013 – and is now approaching its 5-year anniversary. A Business Plan for the Centre was prepared in 2013 – and each year the Board of Trustees has reviewed the Centre's aims, objectives and activities to evaluate what has been achieved, the outcomes of the Centre's work and the benefits that have accrued to those groups of people the Centre was set up to help.

The CMCC building was funded through a combination of WDC-sourced developer contributions, and from external funding sources such as St Michael's Church, Sport England and Warwickshire County Council. The benefits of having a purpose built facility catering for a wide range of users has certainly been a success and has contributed greatly to developing the Chase Meadow community and cohesion between the various stakeholder groups e.g. Chase Meadow Residents Association. The multi-purpose facility was well planned – rapidly generating interest from a wide group of local user groups providing an impressive programme of activities for residents of West Warwick (Chase Meadow and Forbes Estates) as well as surrounding villages e.g. Budbrooke, Barford.

In 2017, the decision was taken to increase the focus upon community support activities through the appointment of a Community Development Manager – ensuring that the charitable objectives of the CMCC continue to be met and reinforced. This also ensures that important needs of often 'hard to reach' groups such as socially deprived and low income families, disengaged young people, and those facing loneliness and isolation often in their own homes. CMCC therefore provides an increasingly important social service for the West Warwick area – but seeks external financial support to sustain this part of the Centre's activity programme.

### 2b. Current position

After almost five years of operation and trading, the Board of Trustees consider that it is now time to revise and update the Business Plan to support the Centre's developments over the next 3 year period i.e. up to 2022. As evidence of commitment, CMCC directors and staff have carried out a Strategic Review (included as Appendix 1) providing an opportunity to look back, identify lessons learned, and plan for the future sustainability of the Centre. **To help the delivery of this Strategy and to achieve financial sustainability, CMCC is seeking support funding over the next 3 years.**

#### Centre Hire Usage

CMCC has built up an impressive list of regular hirers and user groups (outlined in Appendix 2). The Centre also has a number of hirers who use the facilities for short blocks of time. These include:

- ☐ Warwick District Council e.g. polling station
- ☐ Community Cinema
- ☐ First Aid and Self Defence Courses
- ☐ Small Business Network

The Centre is also available for hire at weekends for parties and private hire which provides an additional income stream to the Centre. CMCC will be focussing upon filling the daytime slots for hire which are currently underutilised.

## Community Development Programme

CMCC's Community Development Manager (CDM) has worked hard since her appointment in March 2017 to build stronger links with residents and other local organisations. This has extended CMCC's offering and appeal to a greater diversity of people and groups using facilities and is now more in line with the organisation's charitable and community objectives (see Section 2c below). Community activity groups now include:

- Dementia Café and Dementia Friends classes
- ☐ Youth Club
- ☐ Business Meetup
- ☐ Diamond Club (older peoples social club)
- Mini Meadows (run by St Michael's Church)
- Chase Chill (run by St Michael's Church)
- ☐ Free lunch in school holidays (for children who get free meals in school)
- ☐ Football/activity club in school holidays - starting 2018
- ☐ Health Fair
- ☐ Christmas events (run by CMRA)
- Children's Fun Day (CMRA)
- ☐ Knit and Natter (on and off due to changing demand)
- ☐ Family quiz nights.

The Centre provides discount hall hire for not-for-profit organisation e.g. scouts, WI, etc.

CMCC also provides space and facilities on a free-of-charge basis to advance their wider charitable objectives. These include:

- ☐ Supporting Chase Meadow Residents Association in organising Family Fund Days, regular Committee meetings and the AGM plus other resident-focussed meetings held to keep residents informed and involved in local issues.
- ☐ Opportunities to network, share news and updates as well as to coordinate initiatives with each other and with local councillors / council officers who regularly attend.

The CMCC Strategy Document of December 2017 (Appendix 1) also outlined the focus for the Community Development Manager going forward:

- ☐ Create more opportunities for young people (5 - 21)
- ☐ Develop opportunities for older people and carers
- ☐ Expand community projects run by volunteers
- ☐ Build lasting relationships with other local organisations
- ☐ Provide events for the whole community to enjoy

Work is under way on a number of specific current community activity initiatives which include:

- ☐ working with the local GP surgery The Old Dispensary towards a social prescribing initiative (see Appendix 3).
- establishing a Community Café operating with light refreshments during the daytime.
- initiate support activities for any user groups with carers –e.g. children with additional needs



- ☐ providing training and skills classes for school leavers.

## Centre Infrastructure

Energy cost rises are giving some concern to CMCC and this Business Plan includes an analysis of expenditure on heat and power. Efforts are being made to reduce the impact of these rises, as shown in the response (July 2018) from the Centre Manager below:

### Lighting:

- ☐ Lamp bulbs have been removed from the hallway and the recessed area in Oak Room. Power has been turned off for the uplighters in Oak Room for summer.
- ☐ We installed a timer on the sports hall lights so they go off at 11pm if left on, we haven't replaced certain emergency lights.
- ☐ We have turned one of the water boilers off so only one operates. The main boiler for the heating is also currently turned off with the intention of putting it back on when the colder weather comes back.
- ☐ Constant communication with regular hirers re the use of heating and light and trying to educate them in not putting either on unnecessarily.
- CMCC Management has discussed the possibility of low energy lamps in the sports hall but due to limited resource and capital outlay, this has to remain as an idea only – unless external funding can be sourced.
- External lights – there is a problem with the controls for external lighting – and we are investigating whether they are indeed linked to the Busy Bee Nursery building next door.

### Electricity:

- ☐ Attention has focussed upon the level and cost of power consumption - triggered by the rise in energy costs during 2017 (see Section 5a). As a result a supplier review was carried out and new 3-year energy tariff contracts are now in place.
- Solar panels (roof mounted) would provide a cheaper source of electricity for the Centre – and the installation of battery storage would enable use of solar power in evenings. However CMCC is conscious that this would incur capital expenditure - a case of 'short term pain; long term gain'. A short business case is included as Appendix 4 demonstrating potential return on investment and the need to balance solar generation with demand profile.

### Heating:

- Since its construction, the maintenance team at CMCC has regarded the heating control system as 'over complex'. This has been confirmed by CMCC's gas/boiler contractor – and whilst there would be opportunity to replace certain parts of the heating control system to become more user-friendly, the costs of doing so would be in the region of £5k.
- ☐ A heating engineer has reviewed the heating system for Oak Room which has resulted in the Maintenance team having a better understanding of how it should work. This will be monitored during the autumn and winter season 2018-19.
- ☐ Velux blinds were installed in Oak Room improving the heating and cooling control in this room. A further improvement would be to install a vertical blind on the big window at the end of the hall.

## 2c. Aims & objectives

CMCC works within the stated charitable objectives as outlined in Appendix 5. The CMCC Trustee Report (December 2017) stated that *'the main objectives have been to expand our offering to look at a more diverse range of users, and identify gaps in provision'*. The Board of Trustees is cognisant of the delicate balance between maintaining a community centre that is fully inclusive and represents opportunity for all local residents and user groups to enjoy the benefits of this modern multi-purpose centre - whilst at the same time ensuring a viable albeit it 'not-for-profit' business model<sup>1</sup> to operate and further develop the community facility at Chase Meadow.

CMCC purpose is set out in the Company's Memorandum of Understanding as follows:

*'To further or benefit the residents of Chase Meadow and the neighbourhood, without distinction of sex, sexual orientation, race or political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.'*

The 'public benefit' provided by and through CMCC can be summarised as:

*'Our activities focus on fun, informative and healthy clubs and are undertaken to further our charitable purposes for the public benefit. During 2017 we have focussed on offering a more diverse range of activities – and the Board intend to continue this strategy to ensure a diverse user base and provide as many different types of activities as possible to benefit a broad range of people within the community.'*

CMCC works in partnership with St Michael's Church which provides financial support to the Centre and supports the CMCC Board in meeting the aims of activities for all. Warwick District Council has both partner and landlord status.

## 2d - Planned development

CMCC plans to continue the activities outlined in 2b and 2c above in the forthcoming years subject to affordability and satisfactory funding arrangements. The 2017 Strategy Document provides a detailed statement of intent for CMCC and is based upon the following 10 Key Objectives:

- Financial stability
- Succession planning
- Marketing
- More opportunities for young people (5 - 21)

- More opportunities for older people and carers

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<sup>1</sup> CMCC Ltd is a Company Limited by Guarantee. The organisation is also a registered charity.

- Community projects run by volunteers
- Foster feelings of pride, security and community cohesion
- Improve the local environment
- Build lasting relationships with other local organisations
- Provide events for the whole community to enjoy

CMCC Board of Directors and Trustees take their responsibilities of managing the social enterprise and meeting their charitable status obligations very seriously. There are a number of areas that require attention at both an internal and external level – some of which will require additional external funding over the next three years to place CMCC Ltd on a sustainable footing and ensure that the Centre continues to offer community support services. Key areas are:

- To source additional external funding to support the post of the Community Development Manager for a minimum of 3 years;
- To reach a Service Level Agreement between CMCC Ltd and Warwick District Council that identifies the division of responsibilities and ensures a fully funded repairs and maintenance agreement is in place.
- To maintain and grow the number of community grant applications (both revenue and capital) necessary to sustain CMCC as a viable, not-for-profit community organisation.

## **2e. Management / governance and organisation**

### **Governing document**

The Organisation is a charitable company limited by guarantee, incorporated on 6<sup>th</sup> December 2010 and registered as a charity on 27<sup>th</sup> March 2014. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

### **Governance of Chase Meadow Community Centre**

An umbrella organisation comprising of the three partners (CMCC, PCC and WDC) was created in 2013 to be responsible for the lease of the building. The purpose of this over-arching body was to put the Church on an equal footing in terms of leases with CMCC and to enable WDC to have an appropriate level of involvement in the operation of the Centre.

A Community Interest Company was created as the over-arching body and is called Chase Meadow Centre Partners.

To reflect the above arrangement, lease agreements are in place and structured as follows;

- A head-lease exists between the Council (landlord) and Chase Meadow Centre Partners (head-tenant)
- Sub-leases below the head-lease are in place between CMCP and Chase Meadow Community Centre Ltd and the Church (See diagram in Appendix three.)
- CMCC's lease is for the Sports Hall area and also gives the right to use the communal area and the Church's lease is for the Place of Worship Area (and smaller meeting rooms) and also gives the Church the right to use the communal area too

There is also a Management Agreement in place between the partners which sets out how the organisations work together as Chase Meadow Centre Partners. The Agreement sets out the rights and responsibilities (including financial) of each of the partners. It also explains the governance arrangements for CMCP, including the role of the Board of Directors, and the arrangements for decision making.

### **Organisational Structure**

The Management Committee of 4 members meet at least bi-monthly and are responsible for the strategic direction and policy of the charity. At present the Committee has nine members from a variety of professional backgrounds relevant to the work of the charity.

### **Recruitment and Appointment of Management Committee**

The Directors of the company are also charity trustees for the purposes of the charity and under the company's Articles are known as members of the Management Committee.

Under the requirements of the Memorandum and Articles of Association, the members of the Management Committee are elected to serve for a period of three years after which they must be re-elected at the next AGM. All members of the Management Committee give their time voluntarily and receive no benefits from the charity. Trustees receive regular induction and training to ensure they are familiar with the responsibilities of governance and meeting the obligations under the Charity Commission.

### **Responsibilities of the Management Committee**

Company law requires the Management Committee to prepare financial statements for each financial year which gives a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing these financial statements the management committee follow best practice in conjunction with the appointed accountants and:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare financial statements on the going concern basis unless it is not appropriate;
- To assume that the company will continue on that basis.

The Management Committee is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985. The Committee is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Risk Management**

The Management Committee is responsible for risk management and has conducted a review of the major risks to which the charity is exposed. A summary is included later in this Business Plan (Section 6a). Where appropriate, systems or procedures are in place to mitigate the risks the Charity may face. Procedures and a rolling plan ensure compliance with health and safety of staff, volunteers, clients and visitors to the Centre.

DRAFT

### 3. Project Proposal

#### 3a. Purpose of the Business Plan

The main purpose of this Business Plan is to provide evidence of the current situation and plans demonstrating how CMCC will operate over the next 3-year period i.e. 2019 - 2022. This will highlight the need for ongoing financial resilience of CMCC, identify likely funding gaps to meet objectives and targets, and determine the necessary transitional support required to provide continuity of provision to the West Warwick community and beyond.

The Business Plan is designed to assist the directors and staff at CMCC to achieve their stated '10 Key Objectives' (see Appendix 1 for detailed CMCC Strategy document):

1. Financial stability
2. Succession planning
3. Marketing impact
4. More opportunities for young people (5 - 21)
5. More opportunities for older people and carers
6. Community projects run by volunteers
7. Foster feelings of pride, security and community cohesion
8. Improve the local environment
9. Build lasting relationships with other local organisations
10. Provide events for the whole community to enjoy

Based around the principle of maintaining and extending the delivery of services to the West Warwick Community this Business Plan will place particular focus upon those priority areas of revenue and capital expenditure – and propose how such costs might be achieved within a balanced budget.

#### 3b. Rationale for project; evidence that supports the need for the project

CMCC directors and staff have identified several key issues that are starting to impact upon the financial viability and overall sustainability of the organisation – a social enterprise and charity. These are addressed in more detail within this Business Plan. In summary these are:

1. Preparing for increasing costs of utilities, repairs and maintenance and identifying ways of improving energy efficiency
2. Increasing Centre activity and profile by initiating a new community café to promote the Centre's facilities and programmes more effectively.
3. Securing the key role of Community Development Manager for the next three years to 2022.
4. Maintaining and extending the community activity programme through attracting community revenue grants.
5. Building the level of volunteer support – at Board, management and helper levels – through a promotional campaign and a volunteer training programme.
6. Consolidating landlord/tenancy arrangements and ensuring adequate



development funds are in place to build resilience into repair & maintenance

Since its formation in 2013, and working alongside the Chase Meadow Residents Association (formed in 2008), the community enterprise CMCC Ltd has had the challenge of establishing a local community 'from scratch'. In this 'edge of town' development, many of the residents move into the area with no established network within the local community.

Funding for the initial construction of the community building came largely through developer contributions (S106 and Community Infrastructure Levy – CIL) as well as capital funding support from St Michael's Church, Sport England, County Council and landfill trusts.

### A successful programme of users

The development of a varied programme of activities started very well and in terms of facility hire participants and turnover, considerably exceeded expectations outlined in the pre-launch CMCC Business Plan of 2013 (see Appendix 6). This can be attributed not only to the quality of the new facilities but also the marketing, promotion and management skills of the staff, board of directors and volunteers.

Net Income from room hire (taken from CMCC Cashbook) indicates a level of stability since 2015 with just over 70% of the income coming from regular hirers and user groups.



Building up a regular user profile (2018 programme included as Appendix 2) is no mean feat, especially within a new residential area such as Chase Meadow and from a 'standing start'. The Centre Manager, staff, directors and volunteers all deserve considerable credit for this achievement.

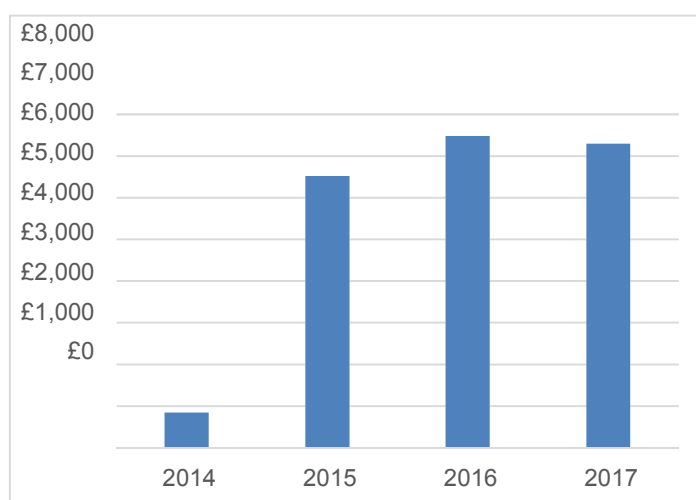
The challenge is now to sustain and expand this programme – maintaining a balanced mixture of commercial, community and private hire user groups.

## Key areas requiring financial investment

### a) Building efficiency, maintenance and operation

For the first four years, and largely due to the quality of construction and finish, the costs of repairs and maintenance have been low to date. However, this situation is changing due to 'wear and tear' – with replacement of floor coverings and upgrade of kitchen equipment imminent.

Repairs and Maintenance



CMCC Ltd has established a 'sinking fund' to provide a source of capital funding for the replacement of such materials – however, up to now, maintenance costs and consumables have been paid out of general expenditure – leaving the sinking fund as yet untouched.

### b) Initiating a new community café

The idea of introducing a community café formed a part of the original 2013 Business Plan for CMCC. This has now become a focus of intention and investment for the Directors – determined to create a more lively and attractive hub for all members of the community to enjoy – and at the same time, raising awareness and encouraging participation. The café will likely operate between the hours of 10.00 and 14.00 – providing light refreshments during week days.

There are many examples of successful community cafés established as 'social enterprises' i.e. not for profit. The Directors and staff consider that there would be insufficient footfall for a commercial franchise to operate successfully – and this would create direct competition with the local café in the precinct.

Nevertheless, it will be important for CMCC to prepare a business case for the establishment of the café. An outline budget has been drawn up (see overleaf) to

enable the necessary upgrade of the kitchen equipment and café furniture. A grant request is currently being prepared by the Community Development Manager.

Funding Area	Description	Estimated cost (JW)
Capital upgrade of kitchen and café	Cost of bringing current 'domestic quality' up to commercial standard, including: replacing two current dishwashers with commercial dishwashers, purchasing coffee machine, water urns, additional cutlery and crockery and additional fridges	£6000
	Cost of additional furniture in café area, including; tables, chairs, menu boards, children's toys.	£3000
	Cost of commercial waste services due to additional waste/recycling incurred as a result of the community café	£1000

c) **Securing the Community Development Manager position for 3 years**

During 2017 – 2018, the appointment of the Community Development Manager has provided clear evidence of the need to focus upon 'hard to reach' members of the West Warwick community. This is particularly important in the new Chase Meadow estate which represents an increasingly typical example of a new residential and business park development.

This position is currently part-time, and operates at a cost of approximately £8k per annum. Funding to date for this position has been partly funded from external grants (King Henry VIII Charity, and Comic Relief).

d) **Maintaining and extending the community activity programme**

Funding Area	Description	Estimated cost (JW)
Volunteer programme	Training courses for volunteers and people taking up work placements at CMCC including food hygiene courses, safeguarding training	£1000
Marketing	Costs of publicity and promotion of new services/opportunities	£1000
Enhancement of youth services,	Costs to be covered include: games consoles, end of year trip, offsite sports activities, group residential, sports equipment and craft materials	£4000
Enhancement for Dementia Drop In	Costs to be covered include: craft materials, musical instruments, additional experiences such as visits from therapy animals, singers and excursions	£2000
Bursaries	Money to subsidise costs for those most in need in our community enabling them to access the many amazing services already at CMCC	£2000

### 3c. Phases / works programme

This Business Plan reflects the need for external support funding if the Centre is to remain as a viable not-for-profit organisation and meet its community development objectives.

CMCC Ltd cannot continue on its current financial trajectory without an injection of capital and revenue funding over the next four years 2018 – 2022. Over and above the current income and expenditure costs (shown below in Section 5) the following investment areas have been identified as critical to the sustainability of the social enterprise and charity.

These items will form the basis of an enhanced fund raising effort to secure the necessary external grant support of £100k over the next 3.5 years:

Item	Capital / Revenue	2018	2019	2020	2021
Community Development Manager	Revenue		£10,000	£10,000	£10,000
Kitchen and café upgrade inc. furniture	Capital		£10,000		
Community Development Programme	Revenue	£10,000	£10,000	£10,000	£10,000
Building upgrade (flooring, lighting)	Capital		£10,000	£10,000	£10,000
<b>TOTAL</b>		<b>£10,000</b>	<b>£30,000</b>	<b>£30,000</b>	<b>£30,000</b>

### 3d. Key partners

Chase Meadow Centre Partners Community Interest Company (the Centre's operator) is made up of three member organisations; Chase Meadow Community Centre Ltd, St Michael's Church, Budbrooke and Warwick District Council.

#### St Michael's Church

The planning requirements for the development of the wider local Centre made provision for a Place of Worship. The opportunity to run a Place of Worship was advertised and St Michael's, Church of England Church was the only religious body to register an interest to have a presence on the estate.

As the project developed it was felt that the most cost effective way of delivering a worship space for the Chase Meadow Community was to incorporate this space into the Community Centre building. The Church and CMCC then worked together to develop the Centre proposals for the benefit of the local community.

#### Warwick District Council

*"As a key part of its role to assist in the creation of vibrant and cohesive communities, Warwick District Council (WDC) has been involved in facilitating and enabling CMCC. The Council prioritised the initial development of the new facility through the allocation of staff resource and Council funding. As the owner of the land and the building WDC is keen to*

*maintain a supportive role in the on-going operation of the Centre with the object of helping the Centre to become sustainable and also protecting a valuable Council asset. To do this the Council appointed an elected Member to the Board of Chase Meadow Centre Partners.”*

### Chase Meadow Residents' Association (CMRA)

In 2008, the Chase Meadow Resident Association was formed to look at local issues on the new housing development and one high priority to emerge was the need to develop the Community Centre to provide a hub for residents' activities and attract outside groups.

The aim of the Association is to unite the residents of the estate to create a safer, supportive community, encourage a culture of respect and co-operation, and ensure that every resident's voice is heard – building a thriving community.

The Association's Events Group arranges events e.g. Party in the Park to help build a sense of community and to raise funds to support the organisation.

### 3e. Milestones

Date	Activity
August 2018	3-year Business Plan to 2022 completed and adopted by CMCC Ltd
August 2018	Grant application for £10k to support community programme submitted to National Grid
September 2018	Grant funding plan developed to fund additional capital and revenue items
October – December 2018	Fund raising campaign through grant applications and crowd funding
January 2019	CDM post extended for 3 years following securing of funding contributions
January - February 2019	Kitchen upgrade and community café completion
April 2019	Lighting upgraded throughout building to replace with LED lighting and controls
May 2020	Flooring upgrade throughout the building

### 3f. Outcomes

The additional investment outlined above should provide the following outcomes:

- ☐ Security of employment for the Community Development Manager
- ☐ The Community Programme will become more inclusive and service a wider cross section of the West Warwick community
- ☐ External grant support will ensure that CMCC Ltd can continue as a sustainable and viable social enterprise
- Through the new café, footfall will increase and provide a lively and attractive hub for all the community
- Well maintained facilities will maintain the Centre's appeal as a location for hire for activities and events



## 4. Marketing and Promotion

### 4a. Marketing Plan

CMCC Ltd is engaged in developing a new Marketing Plan during 2018 to ensure that the charitable, community and enterprise objectives both current and proposed within the Business Plan are achieved. The Directors' stated rationale for the Marketing Plan is 'to ensure maximum capacity combined with diversity of offering'.

#### Current provision:

- At present CMCC uses social media extensively – especially Facebook and Twitter
- ☐ CMCC activities and facilities are also advertised within the Centre and via leaflet drops and the CMCC website

### 4b. Future service offer options

Chase Meadow Community Centre was established in 2013 to service the needs of the residents of West Warwick (Chase Meadow and Forbes Estate). Having had a successful first four years of operation leading to an extensive programme of activities, it is imperative going forward that CMCC Ltd remains a viable social enterprise whilst continuing to expand its community service offering.

### 4c. Competition

Chase Meadow Community Centre is one of a number of similar centres across Warwick District; namely:

- |   |                                   |
|---|-----------------------------------|
| • Chase Meadow Community Centre           | • Warwick Space                   |
| • Sydni Centre                            | • Packmores Community Centre      |
| • Brunswick Hub                           | • The Kenilworth Centre           |
| • Shree Krishna                           | • Whitnash Community Hall         |
| • Sikh sports & Cultural Community Centre | • Budbrooke Community Centre      |
| • Lillington Community Centre             | • Radford Semele Community Centre |
| • The Gap                                 | • Packmores Community Centre      |
| • St Chads Centre Bishops Tachbrook       | • Warwick Gates Community Centre  |
| • Cubbington Village Hall                 | • Leek Wootton Community Hall     |

It is CMCC's understanding that only Chase Meadow and Warwick Gates are centres where the physical assets are owned by Warwick District Council as 'landlord'.

CMCC's regard these centres as 'collaborative' rather than 'competitive'. They maintain close connections with other centres – and in particular with The Gap. There would seem to be a good opportunity to extend and formalise these connections – and investigate the potential for sharing resources, staff and facilities as well as efficiencies such as bulk buying.

#### 4d. Community engagement

CMCC is continuously engaging with the residential community of Chase Meadow. Greater efforts are being made to ensure that residents of the adjacent Forbes Estate are also fully aware of CMCC and its facilities. Particular inputs being implemented or planned include:

- A community questionnaire circulated in July 2018 to ensure that the needs of residents (established and newcomers) are being made – and providing information for improvements.
- Open Days – designed to attract commercial and community user groups
- Community Café – this initiative will increase footfall into the Centre between the hours of 10.00 and 14.00 – providing light refreshments on a ‘drop-in’ basis to local residents. This will ensure that activities are promoted and also capture needs of individuals and potential community user groups.
- Business User Groups – the Business Club recently established brings a new audience into the Centre. This represents a potentially lucrative income source – and will form the basis of a local business survey to further promote the facilities.

#### 4e. Planned marketing activities;

- Residential survey – prepared jointly by the Community Development Manager and WDC’s Community Development Worker – will be circulated to 1200 homes in the West Warwick area.
- It is the intention to utilise other sources of advertising e.g. ‘Warwick Local’ magazine and information provided by WDC to support the Dementia Café
- ☐ CMCC will consider using Facebook advertising
- Regular monitoring of capacity and diversity of offer to direct CMCC’s marketing campaigns
- ☐ CMCC will consider charging for advertising within the Centre and on the website e.g. commercial activity groups

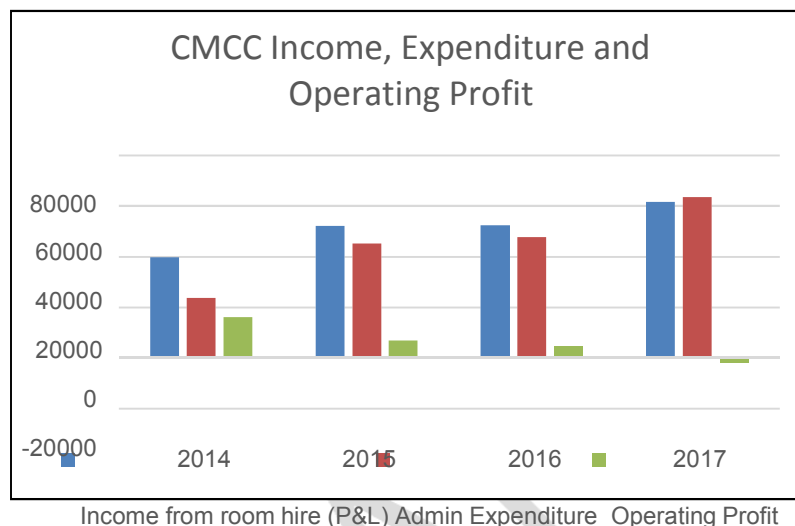
#### 4f. Agreements already in place

Chase Meadow has established a loyal commercial and community user group listing over four years and is very keen to retain this participation through maintaining hire charges at competitive rates and well-maintained facilities.

## 5. Financial Plan

### 5a. Present financial situation

Profit and Loss Accounts taken from the annual audited accounts for the three full years of operation to date are included as **Appendix 7** and summarised below. Indicators demonstrate CMCC continues to provide careful and pro-active financial management with key inputs from the Centre Manager and the Community Development Manager – and strong support from the facilities management team and from the significant input from the small group of dedicated volunteers.

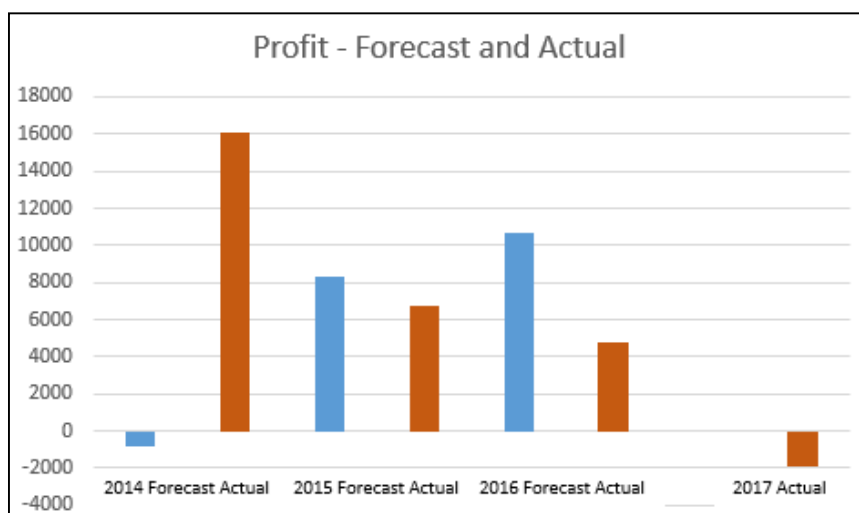
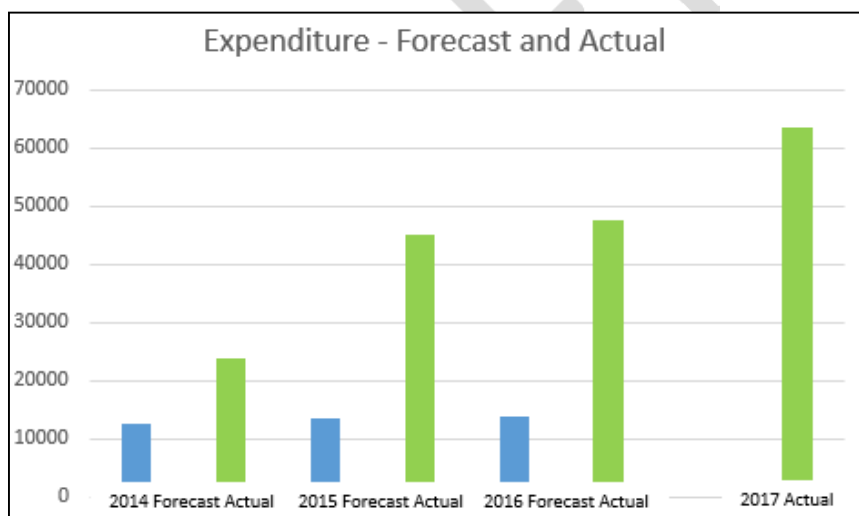
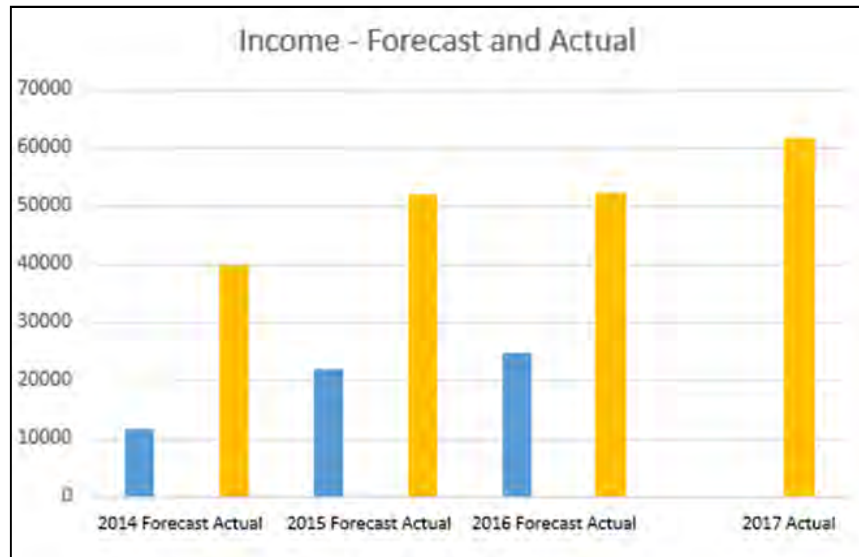


This combination continues to generate a steady year-on-year increase in income for the Centre – with 2017 income ('gross profit') rising to £61,676 from £52,380 in 2016. However expenses incurred also rose significantly from £47,641 in 2016 to £63,599 in 2017. This resulted in a £1,883 loss for 2017 compared to a profit in 2016 of £4,739. This continues the downward trend in profit over the last three years (illustrated below) – and represents the main cause for concern for CMCC Ltd.

CMCC Profit & Loss Summaries 2014 - 2017				
	2014	2015	2016	2017
<b>Turnover</b>				
Sales	39,874.00	57,106.00	52,380.00	61,676.00
Cost of Sales	0.00	5,036.00	0.00	0.00
<b>Gross Profit</b>	<b>39,874.00</b>	<b>52,070.00</b>	<b>52,380.00</b>	<b>61,676.00</b>
<b>Admin Expenses</b>				
Wages & Salaries	5,795.00	12,294.00	14,686.00	15,278.00
Entertaining	189.00	269.00	142.00	238.00
Premises (Light, Heat, Water, Rates) Note 1	9,385.00	13,911.00	9,944.00	12,476.00
Tel fax	1,176.00	958.00	693.00	680.00
Stationery & Printing	368.00	235.00	111.00	424.00
Cleaning (staff and consumables)	2,614.00	5,461.00	9,536.00	12,657.00
Insurance	1,320.00	2,041.00	2,097.00	2,113.00
Repairs & Maintenance	845.00	6,524.00	7,482.00	7,295.00
Depreciation	0.00	1,695.00	1,346.00	1,094.00
Sundry expenses	227.00	59.00	154.00	144.00
Community Development Costs Note 2				8,367.00
Accountancy fees	1,834.00	1,833.00	1,450.00	2,793.00
<b>Total</b>	<b>23,753.00</b>	<b>45,280.00</b>	<b>47,641.00</b>	<b>63,559.00</b>
<b>Operating Profit</b>	<b>£16,121</b>	<b>£6,790</b>	<b>£4,739</b>	<b>-£1,883</b>
<b>Notes:</b>				
1. Cleaning and Premises merged under 'Light & Heat' 2017 P&L				

2. Development costs include Community Development Manager and Dementia Cafe

**Comparison with 2013 Business Plan forecasts** - A comparative analysis of forecast and actual P&L figures demonstrating that whilst income has far exceeded that forecast, the original estimates of expenditure were unrealistic. Even given the above-expectation income figures, the rising cost of expenditure has resulted in the declining operating profits for CMCC Ltd.





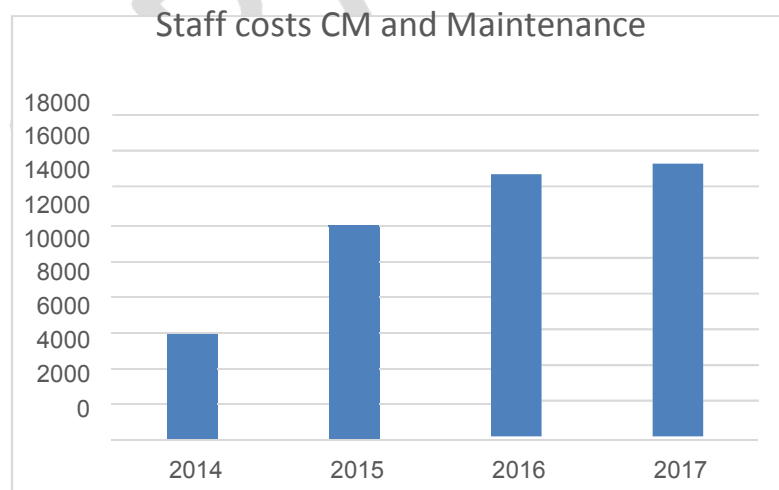
## EXPENDITURE REVIEW

There are four main areas of expenditure shown in the P&L summary above:

- ☐ Wages and Salaries
- ☐ Utilities (Light, heat and water)
- ☐ Cleaning staff and consumables
- ☐ Building Repair and Maintenance

Other areas make up the total – with ‘sundry expenses’ starting to reflect the costs attributed to the community development programme initiated in March 2017 (with the appointment of the Community Development Manager). From 2018, CMCC Ltd has recognised that the income and cost related to community development activities (grants, staff and programme costs) should be included separately within the company accounts – and as such a separate bank account has been established for this. In future, the financial statements and P&L accounts will show this – and provide an improved management tool for Directors to decide and implement strategy.

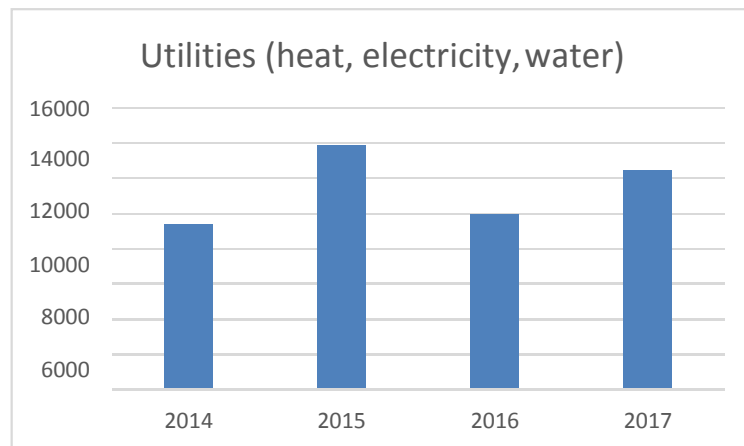
- ☐ **Wages and salaries** - These include salaries of the Centre Manager (p/t) and Maintenance Manager (p/t) and have included minor amounts each year for marketing support. Since the appointment in 2014 of the Centre Manager, these costs have remained steady over the four year period of operation. However they do not reflect accurately the additional (voluntary) time given to the operation and running of the Centre.



- **Utilities (Light, Heat and Water)** - CMCC is faced with over-inflation cost increases for heat and power in particular. With the combination of estimate and actual meter readings, and the carry-over of costs between years, it is difficult to allocate and compare utility expenditure year on year. Using Profit and Loss account as a guide, the following picture emerges – which shows that even given the above inflation increases, utility costs are under control – with several measures having been taken to reduce usage of electricity and gas e.g. tariff changes; light switch controls; user

group education.

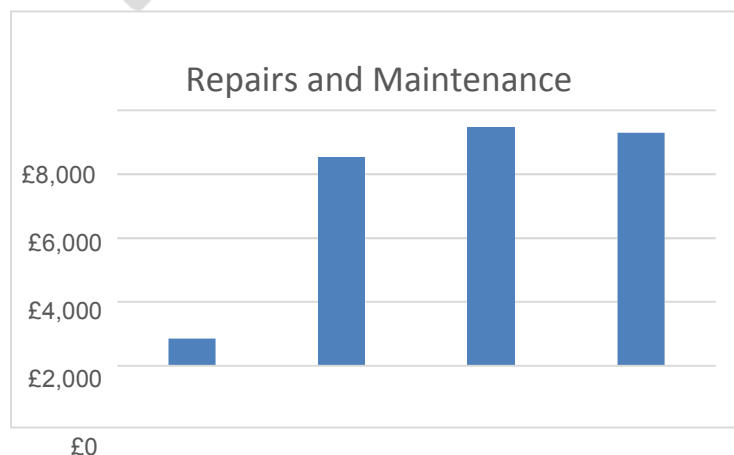




- Cleaning (including labour)** - As the room hire and activities programme has increased since 2014, so have the costs of cleaning (including labour and consumables).



- Repairs and Maintenance** – following its opening late 2013, over the last three years, CMCC has incurred a steady expense on standard building repairs and maintenance costs:



2014

2015

2016

2017

However, it is of concern that after almost five years of operation, there are increasing signs of 'wear and tear' e.g. floor surfaces; kitchen units. This suggests that the repair and maintenance costs are likely to rise during this next three years of operation.

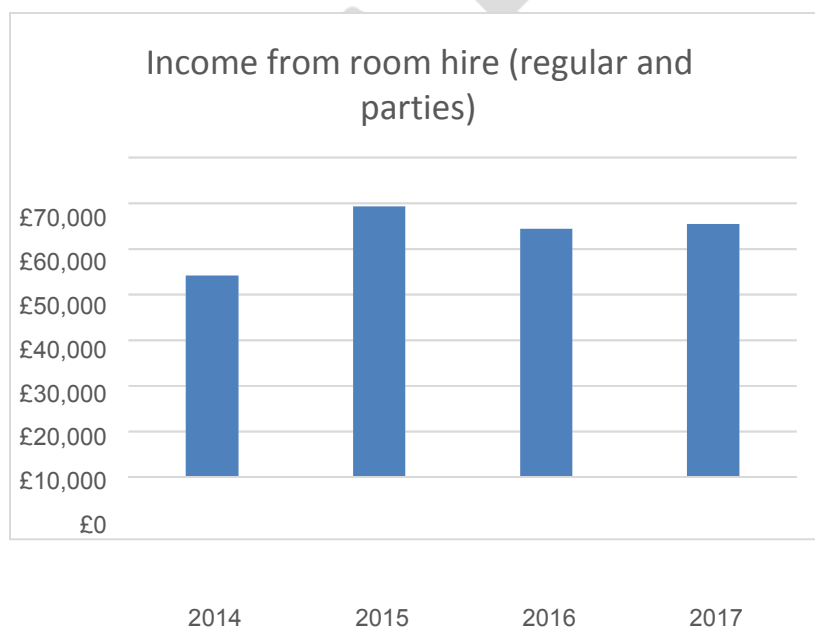
- **Other expenditure costs:**

- **Sundry expenses** – as indicated above, from 2018 all community development costs and in particular the CDM salary cost previously included in 'sundries' will be held within a separate bank account.
- **Accountancy fees** – 2017 has shown an increase – mainly due to additional PAYE responsibilities to cover additional staff.
- **Marketing** – it is notable that apart from small payments to cover part time inputs from the marketing consultant (Katherine Attwood) e.g. running the Small Business Connect Up Club, no other marketing budget exists. This may be restricting the awareness of CMCC and its activities amongst the local community and beyond – and will be addressed.

## INCOME REVIEW

### Principal funding sources:

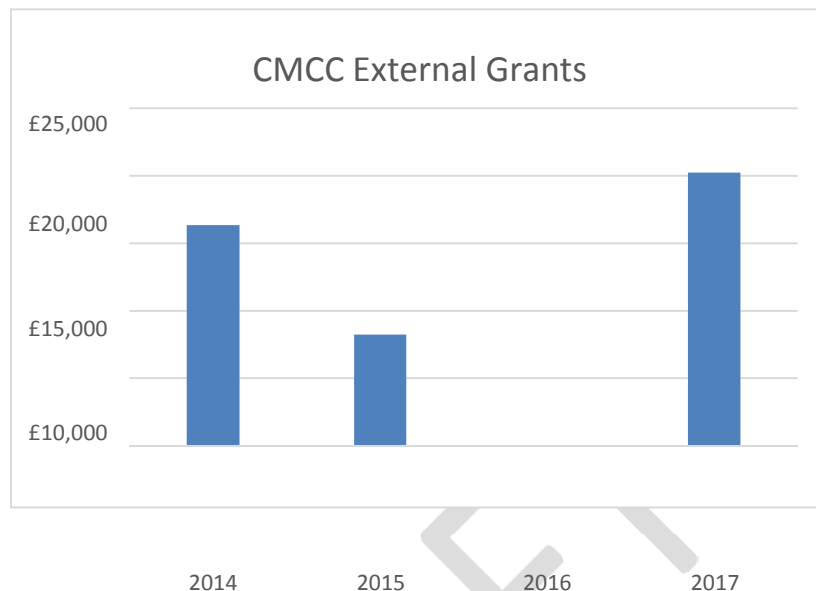
**Facility Hire** - The principal source of funding for CMCC remain firmly through hiring income. Since its opening in late 2013, the Centre has increased the range and number of activities and hirers although income has stabilised. Room hire rates have increased by £0.50p year-on-year to reflect inflation.



Chase Meadow Community Centre Hire Charges - Effective from May 2018						
	Beech (sports Hall)	Oak	Maple	Elm	Maple & Elm combined	Willow
Commercial group	£19.50	£17.50	£10.00	£10.00	£12.50	£10.00
Discount for Commercial groups (9+ weeks)	£19.00	£17.00	£9.50	£9.50	£12.00	£9.50
Community groups & non-profit groups (no regular booking discount)	£12.50	£12.50	£8.50	£8.50	£11.50	£8.50
Party Hire Pricing	£65.00 for the first 3 hours then £15.00 per every subsequent hour					

A review of facility hire charges amongst other similar community centres in the locality (Appendix 8) demonstrates that these charges are in line. CMCC directors consider that any further increases over and above inflation would carry the risk of alienating existing and regular hirers and driving them away to alternative venues.

- **External funding sources** – CMCC directors and staff have actively sought additional funding to cover some of the capital and revenue costs of the Centre. A full list of funds accessed since 2014 is included as Appendix 9 – but in summary this has attracted more than £50,000 of grant support over four years.



During 2017, successful applications were made for more than £20k of grant funding, reflecting the input and experience of the Community Development Manager and others in submitting successful funding applications – mainly to support revenue costs of developing the community programme:

Fund	Purpose of contribution	Value
Lottery Awards for All	New Youth Club	£10,000
Warwick Community Forum	Window blinds	£2,375
Pam Britton Trust	Dementia Café running costs	£1,500
Court Leet / Warwick Relief	Older people in the community activities	£ 900
Kings Henry VIII Trust	Community Development Manager	£5,000
Comic Relief	Community Development Manager	£1,373

The Directors of CMCC Ltd consider that there are even more opportunities that should be pursued - considering the community enterprise and charitable status of the organisation. This represents a resource issue however, and the Directors are examining ways of attracting external funds to support a part-time fund raiser.

Discussions will be taking place with WDC and with other community centres in the District to identify whether there is a case for a shared fund-raiser between centres.

## 5b. Estimated project costs

This Business Plan has been developed to highlight and address the downward trend in profit – through a combination of reducing costs where possible and increasing income. To achieve this CMCC have set a target of raising £100k of external revenue funding over three years to place CMCC in a more sustainable position by 2022 (see Section 3c).

### 5c. 3-Year Income & Expenditure forecast

The Income and Expenditure forecast indicates the potential reduction in Operating Profit if:

- a) Income generated from room hire increases at equivalent rate to inflation est.3% pa;
- b) Income from external funding sources is maintained at 2017 levels of around £20k;
- c) Administrative expenses rise with inflation at 3% - with increase in utility costs (electricity, heat and water) increasing annually at 5%.

	2014	2015	2016	2017		2018	2019	2020	2021
	audited					current	forecast		
<b>Turnover</b>						3%	3%	3%	3%
Sales	£23,537	£48,874	£52,380	£41,429		42,672	43,952	45,271	46,629
Grants	£16,337	£8,232	£0	£20,247		20,000	20,000	20,000	20,000
less Cost of Sales	£0	£5,036	£0	£0		0	0	0	0
<b>Gross Profit</b>	<b>£39,874</b>	<b>£52,070</b>	<b>£52,380</b>	<b>£61,676</b>		<b>62,672</b>	<b>63,952</b>	<b>65,271</b>	<b>66,629</b>
<b>Admin Expenses</b>		<i>Inflation rate forecast 2018-21</i>				3%	3%	3%	3%
Wages & Salaries	£5,795	£12,294	£14,686	£15,278		£15,736	£16,208	£16,695	£17,196
Entertaining	£189	£269	£142	£238		£245	£252	£260	£268
Heat, elec, water 5% infln	£9,385	£13,911	£9,944	£12,476		£13,100	£13,755	£14,443	£15,165
Tel fax	£1,176	£958	£693	£680		£700	£721	£743	£765
Stationery & Printing	£368	£235	£111	£424		£437	£450	£463	£477
Cleaning 2014 & 2015	£2,614	£5,461	£9,536	£12,658		£13,038	£13,429	£13,832	£14,247
Insurance	£1,320	£2,041	£2,097	£2,113		£2,176	£2,242	£2,309	£2,378
Repairs & Maintenance	£845	£6,524	£7,482	£7,295		£7,514	£7,739	£7,971	£8,211
Depreciation	£0	£1,695	£1,346	£1,094		£1,127	£1,161	£1,195	£1,231
Sundry expenses	£227	£59	£154	£195		£201	£207	£213	£220
Community Development				£8,315		£8,564	£8,821	£9,086	£9,359
Accountancy fees	£1,834	£1,833	£1,450	£2,793		£2,877	£2,963	£3,052	£3,144
Misc	£0	£0	£0			£0	£0	£0	£0
Travel & subsistence	£0	£0	£0			£0	£0	£0	£0
Marketing & advertising	£0	£0	£0			£0	£0	£0	£0
<b>Total</b>	<b>£23,753</b>	<b>£45,280</b>	<b>£47,641</b>	<b>£63,559</b>		<b>£65,715</b>	<b>£67,949</b>	<b>£70,262</b>	<b>£72,659</b>
<b>Operating Profit</b>	<b>£16,121</b>	<b>£6,790</b>	<b>£4,739</b>	<b>-£1,883</b>		<b>-£3,043</b>	<b>-£3,997</b>	<b>-£4,992</b>	<b>-£6,030</b>

Clearly, even if external grant funding is maintained at 2017 levels, the downward trend in operating profit/loss continues – presenting an unsustainable level of economic viability over the next 3 years.

### 5d. Sensitivity analysis

CMCC Ltd must therefore examine a range of potential scenarios to ensure it can continue to maintain a balanced social enterprise whilst being able to continue to divert profits into a sinking fund for future repairs, extend support to community development initiatives and provide for other essential capital expenditures.

### Scenarios:

There are a number of factors that could impact upon the profitability and viability of CMCC Ltd over the next three years (to end 2021). The three main factors will be

1. The amount of capital and revenue grant funding that can be sourced to sustain and grow the community programme and also reduce essential service costs e.g. LED lighting;
2. The additional income that can be generated from facilities e.g. café income; increase in room hire turnover.
3. Maintaining expenditure costs at the current level and with an annual inflation level of 3%.

Variation of the level of success of these factors will impact upon Income and Expenditure forecasts – which will in turn affect the operating profit of CMCC Ltd. External factors such as inflation % are included but remain a constant throughout the 3-year period.

### Scenario options:

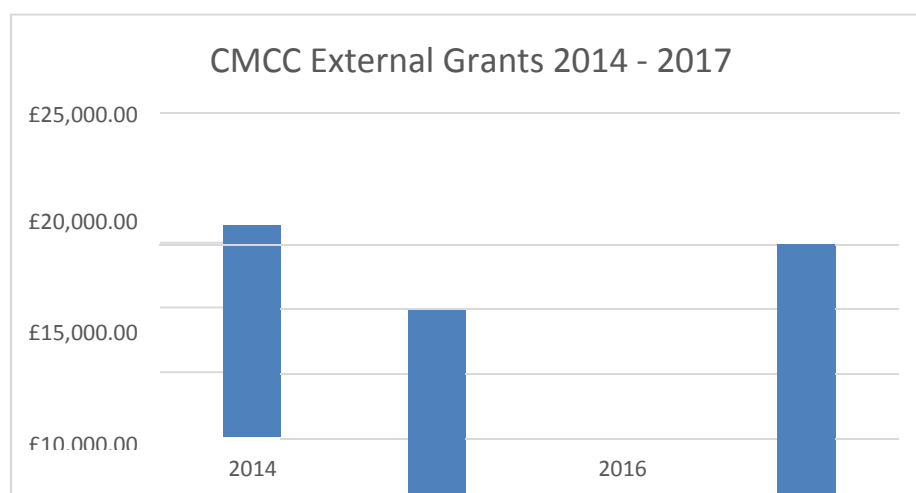
Using the 2017 Profit and Loss Account as a baseline, and assuming administration expenditure rises in line with inflation (3%) and utility prices at 5% inflation per annum, several situations have been proposed to reflect the level of grant funding and sales (room hire etc) possible. In summary these are:

- Increasing sales by 3% and maintaining grants at 2017 level of £20k per annum
- Increasing sales by 3% and raising grant contributions to £30k per annum
- Increasing sales by 5% and maintaining grants at 2017 level of £20k per annum
- Increasing sales by 5% and raising grant contributions to £30k per annum

### Scenario 1 – Amount of grant funding achieved to sustain and grow the community programme and reduce essential service costs

#### Scenario 1a – 2017 level of grant funding maintained at £20k per annum

Since 2014, CMCC has attracted more than £50k of external funding to cover a range of capital and revenue costs. In the earlier years, grants were sourced largely to cover capital costs of equipment, furniture, essential fixtures and fittings.

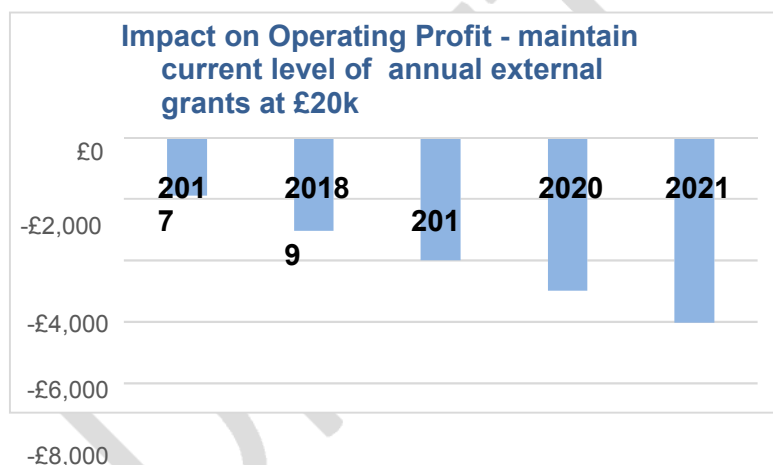




In 2017, CMCC Ltd raised approximately £20,000 in grant funding (see Appendix 9) – what is significant is that almost 90% of this amount supported revenue costs e.g. new Youth Club, Dementia Cafe. This type and level of grant has enabled an expansion of the community programme and made a significant contribution to the turnover. There would seem to be no reason why this level of funding cannot be sustained - assuming that the post of Community Development Manager can be funded across the next three years.

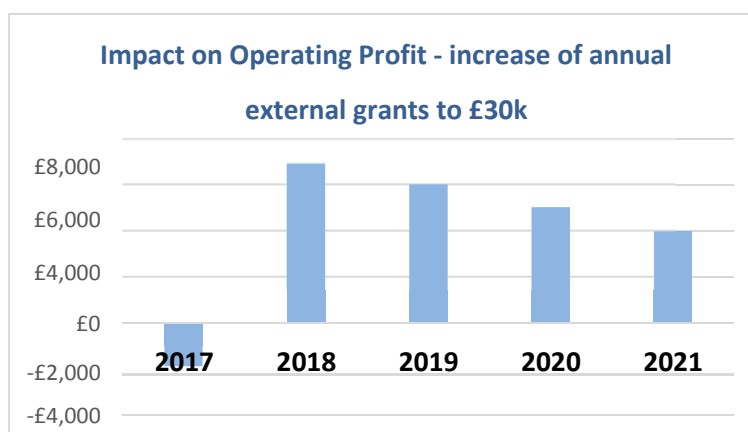
However, CMCC has been a beneficiary of capital and revenue funds provided by the King Henry VIII Trust since 2014. The Trust has provided a £5k grant in 2017 and again in 2018 specifically to contribute to the costs of employing the Community Development Manager. It is understood that this grant might not be forthcoming in future years due to pressures on the Fund. If this situation is confirmed, the potential loss of Henry VIII grant support will require the replacement of CDM funding from other community grant sources.

Nevertheless, even if this funding level is maintained, with the expenditure rises following 3% annual inflation (utility bills by 5%), the operating deficit that has appeared in 2017 will increase in subsequent years (as shown in the graph below):



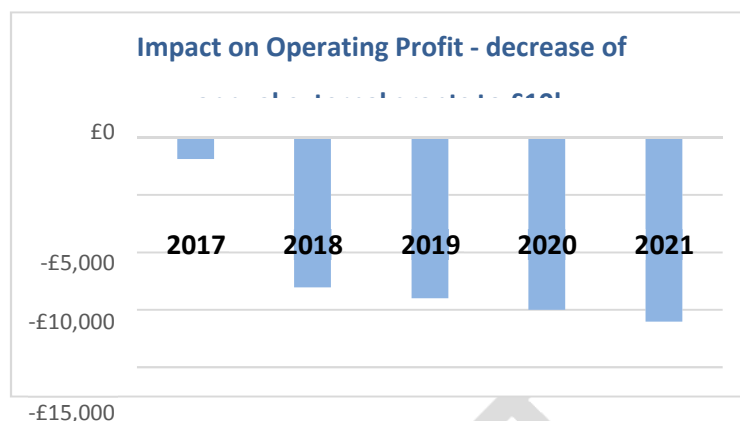
#### Scenario 1b – level of grant funding increases to £30k per annum

Discussions with the Community Development Manager (CDM) have raised the potential for an increase in applications to a wider range of community fund providers with a target of raising £30k each year. Indeed, it will be imperative for this to happen, and for applications to be successful, if the Operating Profit is to remain positive.



### Scenario 1c – level of grant funding decreases to £10k per annum

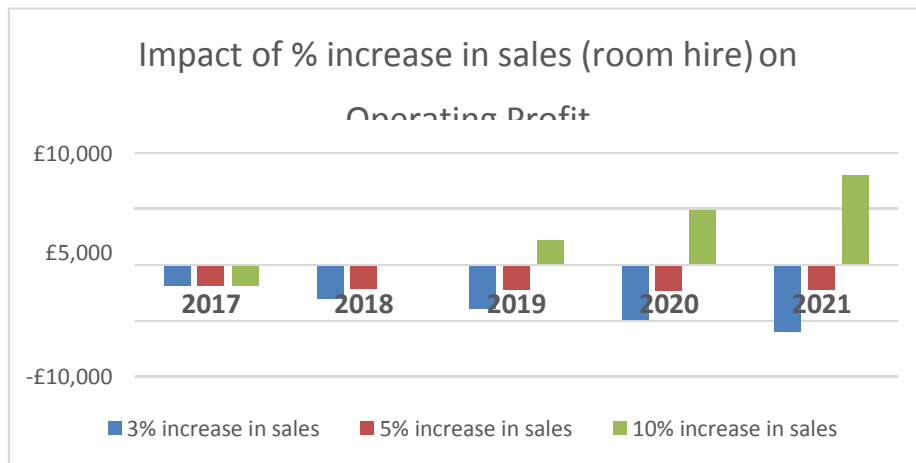
Should the post of Community Development Manager not be funded in future years, it will be extremely hard for CMCC to find the staff resource (salaried or volunteer) with the time or skills to make successful bid applications. This would likely mean a drop in grant funding to the level of grants raised by CMCC staff and volunteers prior to the appointment of the CDM i.e. approx. £10k per annum.



### Scenario 2 - Additional income generated from facilities

In this scenario, CMCC would increase room hire income through attracting additional facility hire in the afternoons, at weekends and during school holidays. This would be boosted by the introduction of a Community Café. This initiative would operate on a 'voluntary' basis initially – with the intention of a 'break even' enterprise. Its main objective would be to draw more people to the Centre, and encourage a wider use of facilities particularly in less busy periods. Some capital funding would be required to upgrade the existing kitchen facility and make it 'fit for purpose'.

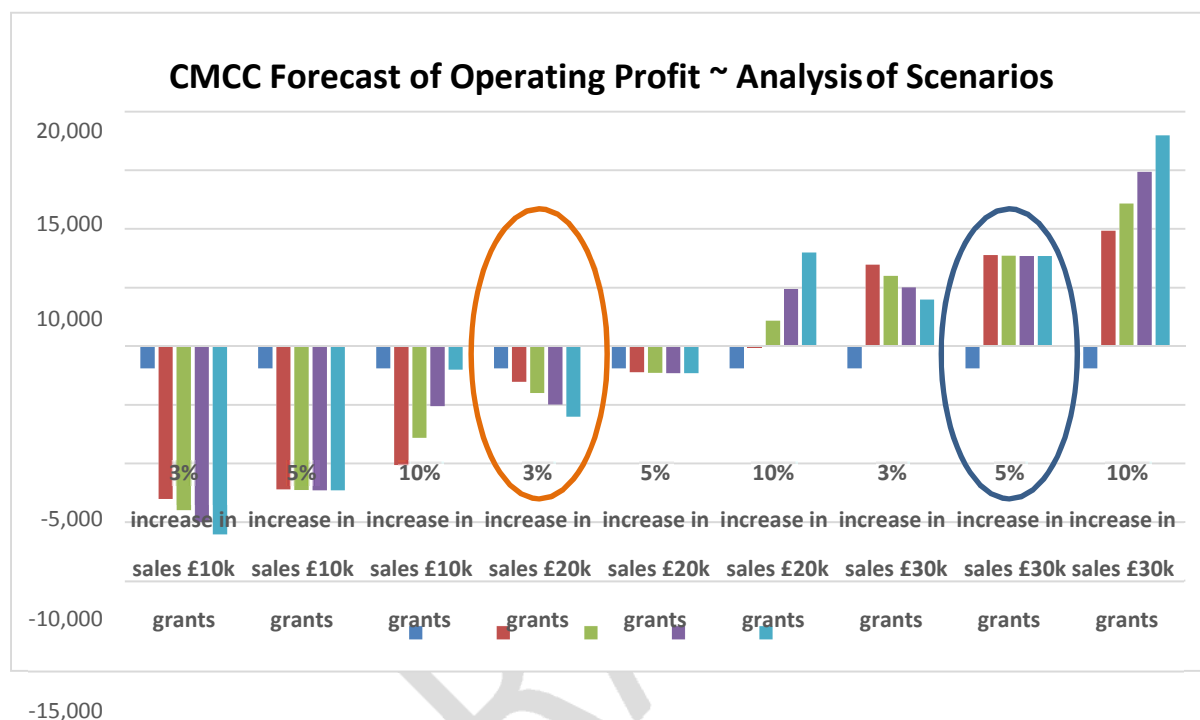
The chart below indicates that even with an 'inflation linked' 3% increase in sales (mainly room hire) and assuming that external funding is constant at 2017 levels i.e. £20k, the Operating Loss continues to grow. If sales are increased by a modest 5%, even then Operating Profit remains negative if external grants continue at £20k pa.. It is only when sales increase by a factor of 10% year on year that this impacts positively upon the Operating Profit – but this represents a highly challenging target that might upset the balance between commercial hire and community usage.



**Important Note:** An alternative way of increasing room hire income could be to raise the room hire charges to regular and occasional user groups. However, the Directors and Centre Manager are convinced that this would have a negative impact overall with the risk of driving user groups away from CMCC.

### Summary of Scenario Options

The graph below demonstrates the impact of each scenario on Operating Profit using a matrix analysis:



This forecast highlights the impact of raising both sales and grants up to £30k (grants) and up to 10% annual lift in sales (room hire and café income). **Note:** All scenarios make the realistic assumption -based upon actions already taken or under way at CMCC - that there is little opportunity to reduce expenditure through efficiency savings – whether this be on utilities, staff or other cost areas. As such, all expenditure items are forecast to rise at 3% annual inflation with the exception of utilities which are forecast to rise by 5% annually.

### Discussion:

It is clear from the forecast analysis that even if the Centre's 2017 income level is maintained (including an annual 3% inflation lift) and the level of grant success is sustained at the 2017 level of around £20k per annum (circled orange above), the organisation's profit continues to slide. This is detailed in the Income & Expenditure forecast above in Section 5c.

The 10% lift in sales and £30k grant success scenario would seem to be a challenging target. This is because whilst the increase in room hire might be generated through increasing commercial hire, this would be at the cost of hosting subsidised, low charge community groups – and run counteractive to CMCC Ltd's community enterprise and charitable objectives. A smaller lift in room hire income i.e. 5% annually would seem to be a more achievable target.

CMCC Ltd's objective is to stabilise a reasonable level of Operating Profit year on year whilst continuing to expand the level of community development activity across West Warwick shown in 2017-18 - providing an essential community service to those hard-to-reach and in-need individuals. Given the challenges of increasing income from room hire it would seem reasonable to select the scenario selected in the graph above i.e. **5% annual increase in income along with £30,000 annual external grants.**

The Funding Plan below is designed therefore around this scenario.

## 5d. Funding plan

The Directors and Centre Manager are committed to increasing the Centre's income (the scenario analysis suggests a 5% increase annually up to 2022) through improved marketing of facilities, the opening of the community café facilities, and continued 'due diligence' in expenditure efficiencies.

Therefore, the Funding Plan will be to secure a minimum of £30k per annum from external sources between 2019 and 2022. Whilst this could come from additional grant funding bids (note the resource issue here highlighted in 5a above), there is a need for a more secure funding source to cover the salary costs of the Community Development Manager.

Coupled with the need to supplement the increasing costs of building maintenance and repair, and given the community services that CMCC provides and will continue to provide to the residents of Chase Meadow and Forbes Estate, it is the intention to request a 'gap funding' grant of £10k over the three year period from 2019 – 2022 from Warwick District Council.

## 5f. Investment and Reserves Policy

### Investment Policy

The Directors have maintained a 'sinking fund' balance for the medium to long term upkeep of the building in the sum of £5000. This fund has not been used to date to cover general maintenance costs which have been paid out of the general expenditure budget. In addition CMCC Ltd obtained additional funding from external bids such as King Henry VIII Charity and Warwick District Council in 2014 and 2015.

### Reserves Policy

The Management Committee policy remains that the unrestricted funds not committed nor invested in tangible fixed assets held by the Charity should be between 3 and 6 months of the (overall) annual expenditure. Budgeted expenditure for 2017 was £50,000 and therefore the target of between £12,500 and £25,000 in funds was maintained during the first part of the year. However, as income from room hire dipped in the autumn and winter months of 2017, this has challenged the Directors to maintain this level of reserve.

Steps have been taken to reduce expenditure (new broadband and telephone costs and reduced utility costs) along with renewed efforts to generate an increase in facility hire income. This has included several new user groups such as a youth club, Small Business Connect, and secured bookings for holiday clubs in 2018.

These actions ensured that CMCC Ltd has not depleted the 'sinking fund' – and throughout 2017 the reserves held met the working capital requirements of the Charity. The Management Committee are confident that at this level they are able to continue the current activities of the Charity.

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## 6. Risks and Issues

### 6a. Risk Analysis

As part of this Business Plan and as a requirement for the funding applications planned, a risk analysis is provided below:

Risk	Consequence	Level	Mitigation
CMCC fails to increase sales income year on year beyond 3% inflation lift	Operating deficit (2017) continues to grow. CMCC Ltd viability at risk.	M	Carry out needs analysis amongst Chase Meadow residents and local potential user groups (business and leisure).  Improve marketing campaign (residential and commercial) to promote facilities & services.
Failure to attract 3-year <u>secure</u> grant funding to cover salary costs of Community Development Manager	Community Development Manager role is unaffordable. Community Development Programme left to volunteer actions. Community grants applications reduce. CMCC Ltd viability at risk.	H	CMCC Ltd request annual grant from Warwick District Council to support the costs of employing the Community Development Manager for a further 3 years.
Level of community grant fails to meet £30k annual target.	Operating profit for CMCC remains low or in deficit. CMCC Ltd viability at risk.	M	Continue to support / fund Community Development Manager in her role in attracting external grants.  Increase room hire and café income above 5% per annum.

Expenditure costs expand annually beyond the 3% inflation lift (5% lift for utility services)	Operating deficit (2017) continues to grow.  CMCC Ltd viability at risk.	M	Efficiency measures e.g. tariffs, lighting controls currently operating are maintained.  External grants provide capital replacement of lights to LED.  Service Level Agreement with landlord prepared to share 'wear and tear' and fixed item replacement costs.
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## 6b. Issues log

ISSUE LOG						
Project: Chase Meadow Community Centre					Date:	July 2018
Issue	Description	Priority (H, M, L)	Responsibility	Status	Date Resolved part resolved	Resolution / Comments
001	New Business Plan required for 2018-2022	H	CMCC Ltd / WDC	Draft completed (ATI)	24.7.18	Draft to be approved by CMCC Ltd
002	Needs Assessment to identify new user groups	H	CMCC Centre Manager & Community Development Manager	Residents survey being circulated Business survey needed		
003	New Service Level Agreement needed between WDC (landlord) and CMCC Ltd (tenant)	H	CMCC Directors / WDC	Work in Progress		
004	New CMCC Marketing Plan developed and implemented	M	CMCC Marketing Manager			
005	Community café initiative – business case required	M	CMCC	Work in Progress		
006	Solar panels to reduce electricity costs	L	CMCC	Outline business case prepared (Greenwatt) – requires external capital funding		

## Appendix 1 – CMCC Strategy Document – December 2017

### 10 Key Objectives:

1. Financial stability
2. Succession planning
3. Marketing
4. More opportunities for young people (5 - 21)
5. More opportunities for older people and carers
6. Community projects run by volunteers
7. Foster feelings of pride, security and community cohesion
8. Improve the local environment
9. Build lasting relationships with other local organisations
10. Provide events for the whole community to enjoy

#### Key Objective 1 - *Financial stability*

##### Rationale

- Ensure stability and a certain future for CMCC and ensure ongoing benefits for the community it serves.
- As a minimum, balance income and expenditure to avoid deficit but aim to save annually to build a savings pot for future capital expenditure.

##### Current provision:

- At present, income is solely generated through room hire, hire of storage facilities and funding bids.
- Our Community Development Manager (CDM) has been employed on a 1-year basis for 2017-18. This role is being jointly funded by CMCC and King Henry VIII Endowed Trust. Funding sources for specific projects have been secured by our CDM.

##### Short term priorities:

- Continue careful budget management
- Encourage use of café to provide an income.
- Evaluate all projects as evidence for further funding (Requirement for registration with centre and data monitoring).
- Organise fund raising events.

##### Longer term possibilities:

- Employ a professional fund raiser.
- Investigate sources of unrestricted fundraising.
- Look at ways to gift-aid any donations made to CMCC.

## Key Objective 2 – Succession planning

### Rationale

Ensure stability and a certain future for CMCC and ongoing benefits for the community it serves.

### Current provision:

- ☐ At present there are three active Trustees of the CMCC Charity who are also Directors of CMCC Ltd (David, Sinead, Helen). Paul is still registered at Companies House and the Charities Commission.

### Short term priorities:

- ☐ Identify additional Trustee / Director skills that would benefit the Centre.
- ☐ Seek to actively recruit Trustees / Directors (consider the role of Advisory Group in this respect).

### Longer term possibilities:

- ☐ Ensure regular review of skills and targeting of Trustee / Director recruitment.

## Key Objective 3 - Marketing

### Rationale

- ☐ Ensure maximum capacity combined with diversity of offering

### Current provision:

- At present we use social media – Facebook and Twitter
- ☐ We also advertise within the Centre and via leaflet drops and CMCC website

### Short term priorities:

- Identify through other sources of advertising i.e. Warwick Local' magazine and WDC supplied information for the Dementia Café
- ☐ Consider using Facebook advertising

### Longer term possibilities:

- ☐ Regular monitoring of capacity and diversity of offer to direct marketing campaigns
- ☐ Consider charging for advertising

## Key Objective 4 - Opportunities for young people

### Rationale

- ☐ Engage young people in activities to interest them in order to ensure their safety as well as reducing the likelihood of becoming involved in antisocial behaviour.
- ☐ Help prepare young people for adulthood.
- ☐ Recognise young people as an integral part of our community and afford them the respect they deserve.
- ☐ Support potentially vulnerable/'at risk' children i.e. where appropriate signpost to services.
- ☐ Support very young children and their parents to ensure the very best start in life.

### Current provision:

- ☐ Mini-Meadows
- ☐ Birthability pre and postnatal support and breast feedingsupport
- ☐ Baby massage
- Dance – LWAD
- ☐ Scouts, beavers etc
- ☐ Arty Splats
- ☐ Sing and Sign
- ☐ Monkey Music
- ☐ Various sports
- ☐ Mum and Me Fitness
- ☐ Cinema evenings
- ☐ Youth sessions
- ☐ Church Youth Club

### Short term priorities:

- ☐ Primary school age youth provision
- ☐ Post primary age youth provision

### Longer term possibilities:

- ☐ Music programmes
- ☐ DoE Awards
- ☐ Young Volunteers Programme
- ☐ School Leaver programmes

## Key Objective 5 - *Opportunities for older people & carers*

### Rationale

- ☐ Engage older people, and provide a social outlet to combat feelings of isolation.
- ☐ Provide opportunities for older people to build and maintain health, both physically and mentally.
- ☐ Provide support for older people with ongoing conditions, and their carers.

### Current provision:

- ☐ Tai Chi
- ☐ Pause to Play
- ☐ Knit & Natter
- ☐ Diamond Club
- Dementia Café
- Gentle Exercise classes for older age groups connected to Dementia Café

### Short term possibilities:

- ☐ Continue to promote Knit & Natter and games afternoons / evenings
- ☐ Continue to build links with Leycester House
- Establish social hub (through use of café)

### Longer term possibilities

- ☐ Establish community garden
- ☐ More leisure opportunities e.g. bingo
- ☐ Afternoon Tea
- ☐ Music

## Key Objective 6 - *Community projects run by volunteers*

### Rationale:

- ☐ Provide opportunities for personal development, allowing people to increase skills, work possibilities and confidence through volunteering.
- ☐ Provide support to disadvantaged and vulnerable groups within our community.
- ☐ Focus these projects on providing social contact and support for marginalised groups such as those dealing with depression, financial issues or language barriers.

### Current provision:

- ☐ Use of volunteers to open and close the Centre
- ☐ Members of CMCC committee helping to run projects e.g. Knit & Natter
- Dementia Café supported by volunteers
- Regularly find opportunities to advertise for more volunteers for general duties or specific projects e.g. Dementia Café

### Short term priorities:

- ☐ Provide basic training for volunteers, and tailor opportunities to their needs (New skills for employment / giving back / improving physical health)
- ☐ Establish Advisory Group to help support overall running of the Centre
- Community Café run by volunteers

**Longer term possibilities:**

- ☐ Long term plan for volunteer programme
- ☐ Increase the number of sessions at CMCC run by volunteers
- ☐ Help from volunteers to plan and run community events

**Key Objective 7 - Foster feelings of pride, security and community cohesion.**

**Rationale**

- ☐ Celebrate the diverse community living in Chase Meadow.
- ☐ Encourage good feeling to all to combat crime and antisocial behaviour.
- ☐ Reduce feelings of isolation or exclusion.

**Current provision:**

- ☐ Chase Chill
- ☐ Easter and Christmas activities (in partnership with Church)

**Short term possibilities:**

- Establish community café
- ☐ Provide volunteering opportunities
- Give local people 'ownership' of the Centre through Advisory Group, and give us a strong presence at Community Forums
- ☐ Bring community together socially at events / quizzes etc building on and supporting the work done by other organisations e.g. CMRA

**Longer term possibilities:**

- ☐ Reach out to the range of cultures on Chase Meadow and offer opportunities for integration
- ☐ Community wide events to compliment key national and local celebrations
- ☐ Building strong relationships with other key organisations, and work collaboratively towards shared objectives.

**Key Objective 8 - Improve the local environment.**

**Rationale**

- ☐ Encourage residents to take ownership of Chase Meadow in order to make it as pleasant a place to live as possible.
- ☐ Model good practice within the Centre to encourage the wider community to respect the environment.
- ☐ Improve Chase Meadow's open spaces for the benefit of the community, providing opportunities for recreation and relaxation.

**Current provision:**

- ☐ Centre enjoys a high level of maintenance and appearance
- ☐ Garden upkeep is looked after by local volunteer, work which is supported by CMRA
- ☐ Provide support to and a base for CMRA for The Big Clean Up

☐ Utilise all recycling opportunities in the Centre



**Short term possibilities**

- ☐ Education to reduce anti-social behaviour including vandalism and litter

**Longer term possibilities:**

- ☐ Develop our current partnerships (CMRA; The New Dispensary; Aylesford / Newburgh) to help to secure funding and permission to install equipment on the open space at Stratford Road to enrich the lives of Chase Meadow residents e.g. Outdoor gym; measured mile; community garden.

**Key Objective 9 - Build lasting relationships with other local organisations.****Rationale**

- ☐ Foster relationships with key organisations connected to Chase Meadow to help identify and support vulnerable members of the whole community.
- ☐ Collaborate with other organisations to provide the community with access to training, education, skills and information.

**Current provision:**

- Centre has good relationships with CMRA; The Unicorn; Leycester House; St Michael's Church; WDC; Henry's; The New Dispensary; Surgery and the Chemist
- ☐ Links have been made with Newburgh and Aylesford Schools
- ☐ Community Notice Board in the New Dispensary
- ☐ Doctors in the New Dispensary to signpost to CMCC
- ☐ Advertising for CMCC through Connells Estate Agents

**Short term priorities:**

- ☐ Unite all organisations operating within CMCC in organising events for fund raising
- ☐ Organise detached sessions run by CMCC in other venues

**Longer term possibilities:**

- ☐ Establish a formal social prescribing programme and secure funding
- ☐ Encourage use of Centre by other local organisations

**Key Objective 10 - Provide events for the whole community to enjoy.****Rationale**

- ☐ Encourage cohesion and integration by bringing the community together socially.
- ☐ Encourage feelings of belonging to the community for all.
- ☐ Provide a source of income for other community projects.
- ☐ Promote awareness of CMCC and the facilities.
- ☐ Increase visitor numbers to the Centre.

**Current provision:**

- Chase Chill (St Michael's)

- Make Lunch (ST Michael's)
- ☐ Family quiz nights (run by other groups / individuals)
- ☐ Hold quizzes to raise money for CMCC

**Short term priorities:**

- Hold events for significant events e.g. fireworks; Diwali in November; International Womens' Day; War commemorations)
- Community café / picnics / lunches
- ☐ Table top sales
- ☐ Celebration of all local cultures
- ☐ Bring and share food sessions

**Longer term possibilities**

- ☐ Annual Chase Meadow event or festival
- ☐ International days
- ☐ Recruit volunteers to deliver content which will appeal to a broader range of cultures

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## Appendix 2 – CMCC Programme of Activities 2018

Monday	Activity	Contact	Room
0915 - 1015	<u>Ladies Fitness Training</u>	Clare Gould	Beech
0930 - 1130	<u>Weight Watchers</u>	Melissa Lucas	Oak
1005 - 1205	<u>Baby Massage (0-1yrs)</u>	Joanna Wong	Maple / Elm
1045 - 1145	<u>Mum &amp; Me Fitness</u>	Tam	Beech
1400 - 1445	<u>Childrens Dance (LWAD) (2-4yrs)</u>	Viv Kibble	Beech
1730 - 1830	<u>Unite Fitness</u>	Trisha Quinn	Oak
1800 - 1900	<u>Circuits Class</u>	Lisa Roberts	Beech
1830 - 1930	<u>Healthy Living Club</u>	Trisha Quinn	Maple/Elm
1830 - 2100	<u>Karate (Children/adults)</u>	Nick Burton	Oak
1900 - 2010	<u>Zumba</u>	Lisa Roberts	Beech
Tuesday	Activity	Contact	Room
0930 - 1030	<u>Tai Chi Classes</u>	Debbie Wild	Beech
0930 - 1030	<u>Ladies Fitness Training</u>	Clare Gould	Oak
1045 - 1145	<u>Mum &amp; Me Fitness</u>	Tam	Beech
1100 - 1200	<u>Small Business Connect Up</u>	Katherine Attreed	Oak
1300 - 1430	<u>Dementia Friends Cafe</u>	Holly	Cafe
1700 - 1800	<u>Football Coaching</u>	Top Corner Coaching	Beech
1800 - 1900	<u>Basketball (5-10yrs)</u>	Alex Birch	Beech
1830 - 1930	<u>Beavers</u>	Phil Fry	Oak
1830 - 2200	<u>Antenatal Classes - Birthability</u>	Sarah Cossey	Maple & Elm
1900 - 2100	<u>Scouts (10-14yrs)</u>	Phil Fry	Beech
1930 - 2030	<u>Kalah Self Defence</u>	Matt Degville	Oak
Wednesday	Activity	Contact	Room
9.15-10.15	<u>Solo Salsa Fitness</u>	Trisha	Beech
1000 - 1130	<u>Mini Meadows (0-4yrs)</u>	St Michaels - Lou Thomas	Oak
1045 - 1145	<u>Mum and Me Fitness</u>	Tam	Beech
1200 - 1300	<u>Birthability (Newborn support)</u>	Sarah Cossey	Maple & Elm
1230 - 1500	<u>Birthability (Newborn support)</u>	Sarah Cossey	Oak
1700 - 1830	<u>Irish Dancing (10yrs+)</u>	Katie Martin	Oak
1800 - 1900	<u>Hiit</u>	Tam	Beech
1830 - 2000	Cubs (starts 26/4/17)	Phil Fry	Oak
1900 - 2100	<u>Birthability (Newborn support) (once a month)</u>	Sarah Cossey	Maple & Elm

1900 - 2000	<del>Mum and Me Fitness (every 2nd &amp; 4th week)</del>	Tam	Beech
1945 - 2115	<u>Scouts ( every 1st &amp; 3rd week)</u>	Sue Cartwright-Smith	Beech
1930 - 2130	<u>Chase Meadow W.I (2nd Wed month)</u>	Jennie Morton	Oak
2000 - 2100	<u>Badminton (2nd &amp; 4th Weds)</u>	Stephen Poole	Beech
<b>Thursday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0915 - 1215	<u>Arty Splats (6mnths-5yrs)</u>	Jo Powell	Beech
0915 - 1215	<u>Sing and Sign (0-2yrs)</u>	Jude Meaney	Maple & Elm
0945 - 1215	<u>Fun-4-LittleUns (0-4yrs)</u>	Sionnian Backman	Oak
1030 - 1200	<u>Diamond Club (60+)</u>	CMRA	Cafe
1600 - 1915	<u>Dance (LWAD) (5yrs+)</u>	Viv Kibble	Beech
1830 - 2000	<u>Cubs (8-10yrs)</u>	Phil Fry	Oak
2000 - 2100	<u>Solo Salsa Fitness</u>	Trisha Quinn	Beech
2000 - 2200	<u>Village Voices Choir</u>	Claire Darlington	Oak
<b>Friday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0900 - 1330	<u>Monkey Music (3mnths-4yrs)</u>	Claire Grimes	Oak
0930 - 1030	<u>Top Totz Football (18mnths - 4 yrs)</u>	Top Corner Coaching	Beech
1310 - 1500	<u>Balance Bikes</u>	Sarah Warrington	Beech
1700 - 2200	Youth Club	St Mikes - Lou Thomas	Oak
1830 - 1930	<u>Beavers (6-8yrs)</u>	Phil Fry	Beech
1930 - 2015	<u>Taekwon-do (10yrs+)</u>	Kal Appal	Beech
<b>Saturday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0900 - 1330	<u>Dance (LWAD) (5yrs+)</u>	Viv Kibble	Beech
1000 - 1200	<u>Chase Chill (1st Sat each month)</u>	St. Michaels	Oak
<b>Sunday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0800 - 1300	St Michaels (From January 2017)	St. Mchaels	Oak
1000 - 1300	<u>Coolsportz Tennis (16/11/16-2/4/17)</u>	Lianne Candappa	Beech
1515 - 1800	<u>Community Tea (2nd Sunday)</u>	St. Michaels	Oak / Beech
1500 - 1800	<u>Community Worship (4th Sunday)</u>	St. Michaels	Oak / Beech
1830 - 1930	<u>Family Karate</u>	Zoe	Beech

## Appendix 3 - Social Prescribing Summary

*With extracts from: Local Government Association document – ‘Just what the doctor ordered. Social prescribing – a guide for local authorities’ May 2016*

**Social prescribing** – sometimes called community referrals – is a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of non-clinical services.

Often they are provided by the local voluntary sector, but statutory services provided by councils, housing associations or the NHS can also be involved. The prescriptions can include referrals to everything from arts groups and volunteering to activities that involve physical exercise, such as gardening and dance clubs. They can also involve simply putting people in contact with services that can provide help and advice with issues such as debt, benefits and housing.

Most schemes have a link worker or navigator who GPs refer patients on to and they organise the social prescription, but there are examples of doctors referring patients directly on to an activity. Commonly prescriptions are for a set length of time, between eight or 12 weeks with a structured follow-up once that is complete.

### The benefits

Certainly there is good evidence that getting people involved in community life, keeping them active and improving social connections – all of which are hallmarks of social prescribing – is good for both health and wellbeing.

Evaluations of well-established schemes which had been reviewed ( University College of London 2015) concluded that from what it could see there were good outcomes, including increases in self- esteem and confidence and improvements in psychological and mental wellbeing.

Specific benefits identified by individual schemes e.g.

Rotherham’s social prescribing service- An evaluation by Sheffield Hallam University found a 7 per cent fall in inpatient admissions and a 17 per cent drop in A&E attendances.

Cotswold District Council social prescribing service- An evaluation last year based on questionnaires found that on average patients reported a 22 per cent increase in wellbeing, while GPs recorded a 9 per cent drop in appointments among those given a social prescription

### Chase Meadow potential roles:

- a. **Passive:** encourage a wide range of activities at the centre and ensure the GP service is aware of what is available.  
Link with any social prescribing group that is set up and encourage attendance at the classes / activities provided at the centre  
Identify from the GP service / Pharmacy the key activities and services which are required and actively initiate or encourage the development and provision of the services at Chase Meadow.
- b. **Proactive:** Identify funding sources and stakeholder members (GPs, Pharmacists, social workers and voluntary groups e.g. dementia and aging support groups) to put a bid together to initiate a wellbeing social prescribing group co-ordinated from Chase Meadow.

### **Cost and income potential**

Looking at a wide range of case studies where different regions have set up a social prescribing system the key costs appear to be related to the co-ordinator and referral team who liaise with all the stakeholders – (GPs, Pharmacists, nurses, social workers) who forward patients. This team then meet patients and liaise with potential providers (leisure centres, exercise groups, community groups, voluntary groups and facilities.) So they can accurately refer and support patients in appropriate groups.

Ideally patients join already established groups and facilities organised in their area. Financial benefit to Chase Meadow participation in the service in that they would;

- ☐ Potentially get a regular supply of local people prescribed to their groups / classes.
- ☐ Have an increased range of classes to support the needs of the community.
- ☐ Broader community benefit - the improved wellbeing of the local community.
- ☐ If a proactive new funding bid was won potentially a Link Worker could be based at Chase Meadow.

### **Examples of funding sources for social prescribing;**

- Forest of Dean District Council - social prescription hub. Funding from the Prime Minister's Challenge Fund allowed two additional officers to be recruited and we are now able to extend social prescribing to all GP surgeries across the district.
- ☐ Tower Hamlets. Funding for the service and social prescribing work comes from the health service (but works closely with the GP services and local authority).
- Doncaster – Social prescribing program working with GPs and Pharmacists and funded by the Better Care Fund.
- Luton Council social prescribing service is currently funded by Luton's public health department, the Department for Communities and Local Government and the local Better Care Fund.

### **Case studies of success**

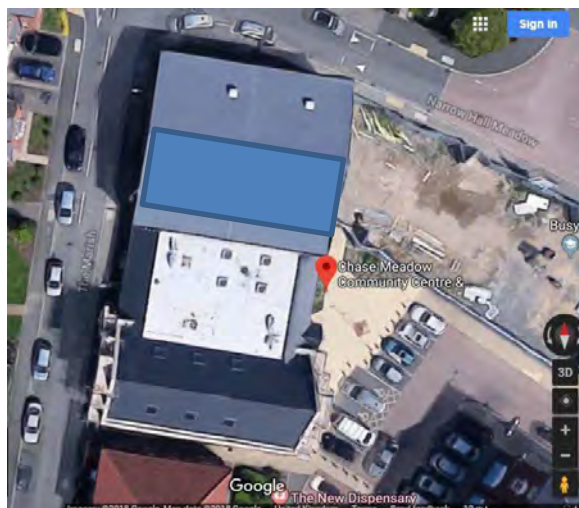
The Merseyside and Cheshire boroughs of Haltom, St Helens and Knowles have commissioned Wellbeing Enterprises CIC to run their social prescription service. The social enterprise has based its model on an "asset-based" system – that is to say building on the resources that are already available locally. In practice, this means the wellbeing advisers who take referrals from GPs and social care staff work with existing services, clubs and organisations to co-design and deliver the interventions.

All the schemes are jointly funded by the local council, NHS and lottery money. Last year nearly 2,000 patients were supported with the prescriptions lasting between four and 12 weeks. Each prescription is based on the five ways to wellbeing – connect, be active, take notice, keep learning and giving. (Contact M. Swift@wellbeingenterprises.org.uk)

*(Ref: Local Government Association – "Just what the Doctor ordered. Social prescribing a guide for local authorities." May 2016.)*

## Appendix 4 – Business case for solar panel installation

Following a desk study of the CMCC building layout, Chase Meadow's south facing sports hall roof could accommodate as a maximum almost 26kW peak of solar panels (93 panels @ 275 watts per panel) – at an installed cost of around £23,000 + VAT (ex-structural survey of roof for additional load bearing, ex Western Power G59 application, and assumes EPC Level D Certificate).



Using a number of assumptions, but mainly considering the savings on grid electricity costs that the solar panels could generate over the year (estimated as 60% of solar energy generated), the potential return on investment (Internal Rate of Return IRR over 20 years) would be in the region of 15% based on a capital installation cost of £23k.

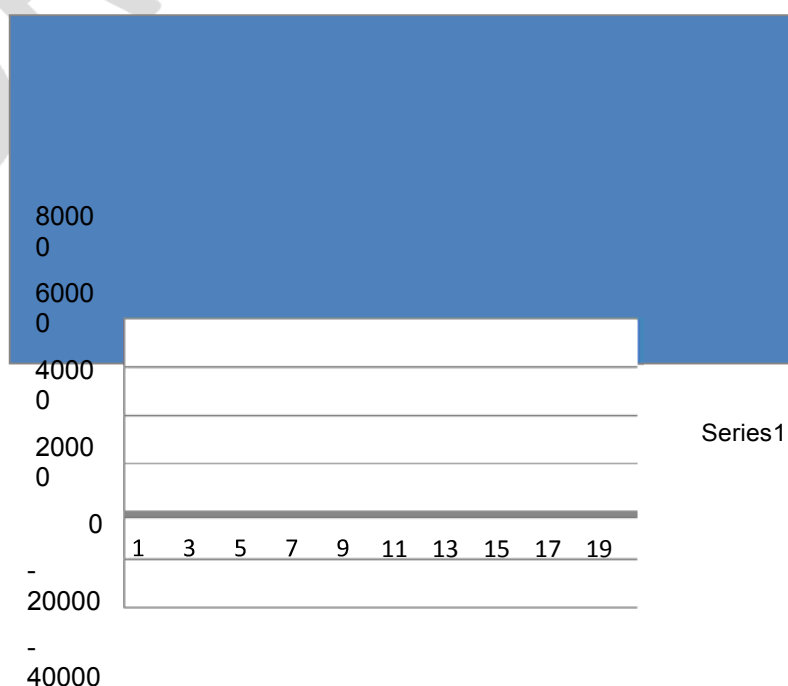
On this basis the solar photovoltaic system (PV) would provide a payback period of around 7 years.

However, it should also be noted that the current Feed in Tariff (FIT) incentive for solar energy will be removed from March 2019 – which means that

time is short for CMCC to arrange capital and installation to capture this incentive. The impact on the FIT removal will mean a reduction in IRR to around 7% and an extended payback period of 11 years – so if CMCC considers this would represent a medium term investment and capital can be raised, then an early decision should be made ahead of the March 2019 FIT deadline.

Assumptions used in the calculations:

- CMCC would use 60% of the total annual solar power generated and export the remaining 40% back to the grid.
- Solar panels would be installed on the south facing aspect of the sports hall roof with 15° pitch
- The structural integrity of the roof could carry the additional weight of panels.



- CMCC electricity purchase price May 2018 is 12.39p / kWh
- Inflation remains at 3% (FIT payments are index-linked)



- ☐ Inflation of grid electricity prices is 5%

Such a project would require some external funding support e.g. Warwick District Council RUCIS; M&S Energy Fund to provide the initial capital.

## Appendix 5 - Charitable status - Chase Meadow Community Centre Ltd

Data for financial year ending 31 December 2016

### Public address

Chase Meadow Community Centre, Narrow Hall Meadow, Warwick, CV34 6NP

Charity no. 1156393

Company no. [07461177](#)

### Overview

- Income **£52.4K**
- Spending **£47.6K**
- Status **Up-to-date**

### Contact details

Website: <http://www.chasemeadowcc.co.uk>

Email: [chasemeadowcentre@gmail.com](mailto:chasemeadowcentre@gmail.com)

Tel: 01926 490845

### Aims & activities

Our activities focus on fun, informative and healthy clubs and are undertaken to further our charitable purposes for the public benefit. We aim to provide as many different types of activities as possible to benefit a broad range of people within the community. St Michaels Church is also a partner in the running of the centre and runs a variety of activities which are open to all.

### What the charity does

- General charitable purposes
- Education/training
- Amateur sport
- Recreation

### Who the charity helps

- Children/young people
- Elderly/old people
- People with disabilities
- People of a particular ethnic or racial origin
- Other charities or voluntary bodies

## Appendix 6 – CMCC 2013 Business Plan ~ Income forecast

### Year ONE (2014)

User groups	Hrs per week*	Sessions perweek	No of people	Weeks per year*	Rent per hour*	Estimated Income**
Uniform groups	4	2	40	40	£8.50	£1360
Youth group	2	1	20	40	£8.50	£ 680
Toddler group	2	1	20	40	£8.50	£ 680
Church /faith based groups	9	3	50	52	£4.50	£2,106
Health based groups	6	3	45	50	£10.00	£3,000
Training resource	2	1	10	13	£8.50	£ 221
Sports groups (badminton )	4	2	8	50	£10.00	£2,000
Private parties/events (one per month @40 people)	4		480	12	£15.00	£ 720
Children's parties	2	1	12	26	£8.50	£ 442
<b>Sub Total</b>						<b>£ 11,209</b>
<b>Income from Café</b>						<b>£ 500</b>
<b>Total</b>			<b>673</b>			<b>£ 11,709</b>

\*\* note columns 2 x 5 x 6 = 7

### Year TWO (2015)

User groups	Hrs per week*	Sessions perweek	No of people	Weeks per year*	Rent per hour*	Estimated Income**
Uniform groups	6	4	75	40	£8.50	£2,040
Youth group	4	2	40	40	£8.50	£1,360
Toddler group	2	1	30	40	£8.50	£ 680
Church /faith based groups	9	3	80	52	£4.50	£2,106
Health based groups	10	5	80	50	£10.50	£5,250
Dance class	4	1	35	40	£10.50	£1,680
Training resource	3	2	30	13	£8.50	£ 331
Club for older people (i.e. Age Concern)	3	1	35	40	£8.50	£1020
Sports groups (badminton, football basketball etc )	6	3	80	50	£10.50	£3,150
private parties/events (one per month @40 people)	8		960	25	£15.00	£3,000
Children's parties	2	1	12	26	£8.50	£ 442
<b>Sub Total</b>						<b>£ 21059</b>
<b>Income from Café</b>						<b>£ 800</b>
<b>Total</b>			<b>1230</b>			<b>£ 21,859</b>

\*\* note columns 2 x 5 x 6 = 7

**Year THREE (2016)**

<b>User groups</b>	<b>Hrs per week*</b>	<b>Sessions perweek</b>	<b>No of people</b>	<b>Weeks per year*</b>	<b>Rent per hour*</b>	<b>Estimated Income**</b>
Uniform groups	8	4	160	40	£8.50	£2,720
Youth group	6	2	40	40	£8.50	£2,040
Toddler group	2	1	30	40	£8.50	£ 680
Church /faith based groups	9	3	80	52	£4.50	£2,106
Health based groups	10	5	80	50	£10.50	£5,250
Dance class	4	1	35	40	£10.50	£1,680
Training resource	6	3	40	13	£8.50	£ 663
Club for older people (i.e. Age Concern)	3	1	35	40	£8.50	£1020
Sports groups (badminton, football basketball etc )	8	3	80	50	£10.50	£4,208
Private parties / events (2 per month @ 40 people each)	8		960	25	£15.00	£3,000
Children's parties	2	1	12	26	£8.50	£ 442
<b>Sub Total</b>						<b>£23,809</b>
<b>Income from Café</b>						<b>£ 900</b>
<b>Total</b>			<b>1340</b>			<b>£24,709</b>

\*\* note columns 2 x 5 x 6 = 7

## Appendix 7 – CMCC Profit & Loss Summaries 2014-2017

<u>Chase Meadow Community Centre Ltd</u>				
<u>PROFIT &amp; LOSS ACCOUNT</u>				
<u>For the year ended</u>				
<u>31 December 2015</u>				
	£	2015 £	£	2014 £
<u>Income</u>				
Regular Hirers	54,828		31,731	
Parties & Events	2,278		8,602	
Misc Income	2	57,107	1,541	39,874
<u>less : Expenses</u>				
Materials	-		-	
Consumables	-		-	
Other Direct Costs	5,036		-	
Employee	12,294		5,795	
Premises	13,911		9,385	
Repairs & Maintenance	8,524		845	
Telephone	958		1,176	
Stationery & Stamps	235		368	
Cleaning	5,461		2,614	
Insurance	2,041		1,320	
Sundry Expenses	59		227	
Motor Expenses	-		-	
Travel & Subsistence	-		-	
Advertising	-		-	
Legal & Professional	1,833		1,834	
Entertainment	269		189	
Bad Debt	-		-	
Interest	2		-	
Finance Charges	-		-	
Depreciation	1,895		-	
(Profit) / Loss on Sale of Assets	-	50,319	-	23,753
<u>NET PROFIT / (LOSS)</u>		<u>6,790</u>		<u>16,121</u>

**CHASE MEADOW COMMUNITY CENTRE LTD  
DETAILED PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 £	2015 £
<b>Turnover</b>		
Sales	52,380	57,106
<b>Cost of sales</b>		
Purchases	-	5,036
<b>Gross profit</b>	52,380	52,070
<b>Administrative expenses</b>		
Wages and salaries	14,686	12,294
Entertaining	142	269
Light and heat	9,944	13,911
Telephone and fax	693	958
Stationery and printing	111	235
Subscriptions	9,536	5,461
Insurance	2,097	2,041
Repairs and maintenance	7,482	6,524
Depreciation	1,346	1,695
Sundry expenses	154	59
Accountancy fees	1,450	1,833
	47,641	45,280
<b>Operating profit</b>	4,739	6,790
<b>Interest receivable</b>		
Interest receivable	-	2
<b>Interest payable</b>		
Bank loans and overdrafts	-	2
<b>Profit on ordinary activities before taxation</b>	4,739	6,790

**CHASE MEADOW COMMUNITY CENTRE LTD  
DETAILED PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2017**

	2017 £	2016 £
<b>Turnover</b>		
Sales	61,676	52,380
<b>Administrative expenses</b>		
Wages and salaries	15,278	14,686
Entertaining	238	142
Light and heat	25,134	19,480
Telephone and fax	680	693
Stationery and printing	424	111
Insurance	2,113	2,097
Repairs and maintenance	7,295	7,482
Depreciation	1,094	1,346
Sundry expenses	8,510	154
Accountancy fees	2,793	1,450
	63,559	47,641
<b>Operating (loss)/profit</b>	(1,883)	4,739
<b>(Loss)/profit on ordinary activities before taxation</b>	(1,883)	4,739

## Appendix 8 - Hire Facility Charges Comparisons

Chase Meadow Community Centre Hire Charges - Effective from May 2018						
	Beech (sports Hall)	Oak	Maple	Elm	Maple & Elm combined	Willow
Commercial group	£19.50	£17.50	£10.00	£10.00	£12.50	£10.00
Discount for Commercial groups (9+ weeks)	£19.00	£17.00	£9.50	£9.50	£12.00	£9.50
Community groups & non-profit groups (no regular booking discount)	£12.50	£12.50	£8.50	£8.50	£11.50	£8.50
Party Hire Pricing	£65.00 for the first 3 hours then £15.00 per every subsequent hour					

A short study has looked at community centres and village halls with a similar community programme and pricing structure. It should be noted that most of the Community Centres operating in Warwick District do not show their room hire rates on their websites – and it was considered inappropriate within this study to request such prices directly. Liaison between Community Centre managers and sharing of room hire charges could encourage collaboration rather than competition.

### 1. Leek Wootton Village Hall

<http://www.leekwoottonandguyscliffe.org.uk/wp-content/uploads/LWVH-Ltd-Flyer-Jan-2017.pdf>

Main hall	Village events	Other village users	Non – village users
Mon – Fri 09.00 – 18.00	£7/hr	£11/hr	£15/hr
Mon – Thurs 18.00 – 23.00	£7/hr	£12/hr	£16/hr
Fridays and weekends 18.00 – 23.00	By arrangement	£14/hr	£19/hr
Committee room			
		£7/hr	£9/hr

### 2. The Kenilworth Centre – Abbey End Car Park, Abbey End, Kenilworth CV81 1QJ

Commercial/Public Sector Users (CPS) Per hour	Rate Tier	Discount	Youth Room	Small Community Room	Large Community Room	Hall
One-off	T1	0%	£29.20	£15.40	£22.55	£28.20
Repeat customer (not one-off)	T2	10%	£26.28	£13.86	£20.30	£26.28
Regular bi-monthly or monthly	T3	25%	£21.90	£11.55	£16.91	£21.90
Regular weekly	T4	35%	£18.98	£10.01	£14.66	£18.98
Regular weekly ( 3+ hours per week) or regular weekend	T5	50%	£14.60	£7.70	£11.28	£14.60

Community/Charity Users (CCU) Per hour	Rate Tier	Discount	Youth Room	Small Community Room	Large Community Room	Hall
One-off	T1	10%	£26.28	£13.86	£20.30	£26.28
Repeat customer (not one-off)	T2	25%	£21.90	£11.55	£16.91	£21.90
Regular bi-monthly or monthly or repeat weekend	T3	35%	£18.98	£10.01	£14.66	£18.98
Regular weekly	T4	50%	£14.60	£7.70	£11.28	£14.60
Regular weekly ( 3+ hours per week) or regular weekend	T5	55%	£13.14	£6.93	£10.15	£13.14

Room hire for private parties - up to 4 hours	£60.00
(Above 4 hours - to be negotiated)	

<http://www.thekenilworthcentre.com/wp-content/uploads/Room-hire-rates-for-website-1-APRIL-2018.pdf>



**3. St Chads Centre Bishop Tachbrook**

<http://www.bishopstachbrook.com/st-chads-centre/main-hall>

<b>Main Hall</b>	£20/hour
<b>Small room</b>	£10/hour

- 4. Oakenshaw Community Centre, Redditch** is home to Oakenshaw Kindergarten, various exercise classes, social groups and youth clubs as well as being available for commercial hire.

<b>Oakenshaw Community Centre</b>				
<b>Small Hall</b> - 7.6m x 11.8m including additional kitchen space and enclosed outside grass area. Facilities provided; Tables and chairs, fridge, microwave kettle, sink.		<b>Main Hall:</b> 10.5m x 11.8m plus a 6.3m x 5.8m resource room / kitchenette. Facilities provided; Tables and chairs, stereo, hot water boiler and sink.		
<b>Small Hall hourly rates from January 2018</b>		<b>Hourly rates from January 2018</b>		
Function Rate	£16.30	Function Rate	£20.60	
Voluntary Rate	£9.50	Voluntary Rate	£12.00	
Pre- School	£10.85	Pre- School	£13.75	
Standard Rate 1	£19.00	Standard Rate 1	£24.05	
Standard Rate 2	£21.70	Standard Rate 2	£27.45	
Standard Rate 3	£27.15	Standard Rate 3	£34.35	
<b>Rate definitions:</b> <ol style="list-style-type: none"> <li>1. Function Rate: for closed or private party bookings</li> <li>2. Voluntary Rate: for non-profit/ charitable groups and groups that provide free of charge access.</li> <li>3. Pre-School Rate: for pre-school bookings</li> <li>4. Standard Rate 1: for new business ventures and/or activities that attract no more than an average of 15 participants who are charged to attend</li> <li>5. Standard Rate 2: for activities that attract no more than an average of 15-30 participants who are charged to attend</li> <li>6. Standard Rate 3: for activities that attract more than 30 participants who are charged to attend.</li> </ol>				

## Appendix 9 – Grant Funding Review

Trust	Amount in a/c	Project
<b>2014</b>		
Awards for All (National Lottery)	£6,737.87	Café tables & chairs and Kitchen equipment
WDC Community Forum	£2,200.00	Table & chairs and badminton nets
King Henry VIII foundation	£7,400.00	Oak Chairs and blinds
<b>TOTAL 2014</b>	<b>£16,337.87</b>	
<b>2015</b>		
King Henry VIII foundation	£8,232.16	Equipment, furniture, AV Racking
<b>TOTAL 2015</b>	<b>£8,232.16</b>	
<b>2016</b>		
<b>TOTAL 2016</b>	<b>£0.00</b>	NONE
<b>2017</b>		
King Henry VIII foundation	£5,000.00	Community development Manager (Salary)
Awards for all (National lottery)	£10,000.00	Starting new Youth Club
Comic Relief	£1,373.00	Community development Manager (Salary) part funded...
Pat Britton Trust	£1,500.00	Dementia Cafe
Warwick Community Forum	£2,374.60	Blinds in Oak
<b>TOTAL 2017</b>	<b>£20,247.60</b>	
<b>2018</b>		
King Henry VIII foundation	£5,000.00	Community development Manager (Salary contribution)
Court Leet Warwick	£900.00	Dementia Cafe
<b>TOTAL 2018 (so far)</b>	<b>£5,900.00</b>	
<b>GRAND TOTAL RAISED (since 2014)</b>	<b>£50,717.63</b>	
<b>In process / planned 2018</b>		
Tesco plastic bag fund		Community Development programme
National Grid		Community Café and Programme

## Appendix 10 – CMCC SWOT Analysis

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> <li>• CMCC facilities and community management team.</li> <li>• Committed Board and Trustees.</li> <li>• Cohort of enthusiastic volunteers.</li> <li>• Supportive church partner (St Michael's).</li> <li>• Modern fit-for-purpose building and facilities.</li> <li>• Located within the main commercial hub of Church Meadow Estate.</li> <li>• Adjacent Community Fields represent expanding business growth district and commercial opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Manager funded on short term basis to end 2018 only.</li> <li>• Chase Meadow location 'isolated' from other parts of Warwick.</li> <li>• Lack of time / human resource for grant bids (over and above existing CDM and volunteer efforts).</li> <li>• Potential conflict between main focus upon community activity or commercial hire.</li> <li>• Room hire difficult in weekends and holiday periods.</li> <li>• CMCC building starting to show signs of wear and tear.</li> </ul>
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> <li>• Crowd funding – potentially affluent local residential and business community.</li> <li>• New community café would increase footfall and contribute to income.</li> <li>• CMCC is a charity - therefore can apply for wider funding range.</li> <li>• Attracting local business community to use CMCC facilities.</li> <li>• Work with other community centres to share staff, resources and buying power.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other community centres for hire facilities.</li> <li>• Reliance on external grants to sustain CMCC Ltd as a social enterprise.</li> <li>• Lack of Service Level Agreement with landlord (Warwick District Council) will impact on repairs and replacement costs in future.</li> <li>• External factors increase expenditure e.g. utility costs.</li> </ul>

## Appendix 11 – Chase Meadow Centre Facilities

Facility Areas	
<p><b>Sports hall - Beech Room</b></p>  <p>A large sports hall fully equipped with heating, ventilation and a sprung wooden floor. The floor is marked out with 2 badminton courts.</p>	<p><b>Large hall - Oak Room</b></p>  <p>A large meeting hall used for a multitude of activities. It is large, well lit, fitted with carpet and is ready to provide microphoned set ups and hearing loop.</p>
<p><b>Meeting rooms - Elm and Maple Room</b></p>  <p>Two meeting rooms which can be joined together via a folding door to make a larger room.</p>	<p><b>Small meeting room – Willow</b></p>  <p>A relaxed and quiet meeting room with sofas.</p>
<p><b>Kitchen</b></p>  <p>A very well fitted out kitchen, housing 2 dishwashers, double sinks, large range cooker and 2 full height fridge/freezers.</p>	<p><b>Main Building</b></p> 

## Appendix 12 – Volunteer Policy



### Chase Meadow Community Centre (CMCC)

#### VOLUNTEER POLICY

The objective of this policy is to create a framework that enables volunteers to understand and become a central part of Chase Meadow Community Centre. To have the same rights, opportunities and responsibilities as each other.

##### 1. The role of the volunteer

The general purpose, objectives and tasks involved in a volunteer's role will be agreed with each volunteer and will normally involve but not be limited to some or all of the following:

- becoming an active member of the management committee
- an occasional helper for activities and/or events
- a keyholder who can open/close the centre
- be based at the centre for some time each week to handle enquiries
- to help with fundraising.

Volunteers and employees of CMCC have a right to be treated with dignity and respect by colleagues, hirers and centre users.

##### 2. Initial meeting

- a. All prospective volunteers should be invited to meet with the current team of volunteers so an open and honest discussion can be held to inform the new volunteer of the history and position of the Centre, including what work needs to be undertaken by volunteers. The new volunteer should consider what times and skills they can offer to the committee and agree what tasks they will undertake. This can be written down if necessary.
- b. There are legal restrictions on becoming a trustee /director of CMCC for example those who have already been disqualified as company directors and those who have been convicted of

an offence involving dishonesty or deception are some of the people who cannot become trustees. See charity commission web site for more details.

- c. For the credibility and safe running of the group anyone who acts in a way contrary to the best interests of the community and centre cannot and will not be accepted as a volunteer.
- d. If volunteers undertake duties which bring them into regular close contact with children and/or vulnerable adults a DBS (Disclosure and Barring Service) check will need to be undertaken so volunteers should disclose any issues which may become apparent by such a check prior to it being done.

### **3. Induction**

New volunteers will receive an induction to the centre along with any relevant paperwork to support their role including the Community Centre suite of policies.

### **4. Supervision & support**

Currently each volunteer aids and supports one another – there is no formal supervision process in place. Members know and acknowledge the tasks of each other and try to ensure work is delegated fairly and evenly wherever possible. Should any volunteer feel under pressure this should be made known to other members and help offered as soon as it is known – thus avoiding volunteer burn-out or distress. Every volunteer will have contact information of colleagues and can speak formally or informally to anyone on that list if necessary.

### **5. Training**

The group is committed to providing appropriate training, which develops both the Community Centre capacity and the individual when appropriate and if funding allows.

### **6. Volunteer Expenses**

Volunteers shall be refunded for all authorised out of pocket expenses, this authorisation should be sought in advance from the appropriate budget holder.

### **7. Confidentiality**

Volunteers' personal contact information will remain confidential to the volunteer team and should not be divulged to any third party without the express permission of that volunteer. Some volunteers' information (i.e. Directors) is within the public domain - registered at Companies House and with the Charity Commission - however this does not mean their information can be handed to any third party without approval. All volunteers are expected to maintain the confidence of the centre management committee and users of the centre where appropriate. See also the Confidentiality Policy.

### **8. Insurance**

Volunteers have the same insurance cover as centre users and any paid staff (i.e. accident and public & employee liability). If volunteers use their own vehicles for Centre activities or events, they must have comprehensive insurance cover and inform their insurers of this use.

## **9. Health and Safety**

Under the Health and Safety at Work Act, volunteers will have the same information as any paid staff. All volunteers and/or staff members will be expected to behave in a manner that does not contravene the Act.

## **10. Grievance**

If there is a dispute between volunteers and/or users that cannot be resolved between the parties, the dispute will be directed through the Committee Chair for a three-way discussion to be held to resolve the issue. The Chair can send a delegate on her behalf to the meeting if appropriate. Should no resolution be forthcoming the Chair/delegate will agree the next most appropriate steps which could include, for example, mediation.

## **11. Termination**

Any volunteer can resign from their position when they feel the need to do so. Notice of termination would be appreciated so steps can be taken to fill that vacancy. Likewise, CMCC has the right to end a volunteering relationship particularly if a volunteer has contravened any CMCC policy.

**Approved by ..... on behalf of the CMCC Management Committee.**

**Dated..... September 2017**



## Appendix 13 – Community Development Activities

### Chase Meadow community activities 2018

Club/ group	Frequency and time	Average numbers	Hire rate	Brief description including target group
Dementia Café	Monthly – last Tuesday 1-2.30pm	10		Support for people living with Dementia and their carers.
Dementia Friends classes	Ad hoc	40	FOC	Dementia Awareness sessions delivered as part of our wider Dementia programme.
Youth Club	2 x groups – weekly – term time	2 in younger group 6 in older (very early days)	£12 per hour	2 groups for 8 – 11 year olds, and 12-16 year olds.  Aims to build relationships with young people, provide a safe space to socialise and tackle antisocial behaviour.
Business meetup	2 <sup>nd</sup> Tuesday of each month, 11 – 12.30	14	£5 per head entry fee	Anyone who wishes to attend. Mainly small business owners, many of whom work from home.
Diamond Club (older peoples social club)	Weekly, Thursday 10 – 11.30	12	N/A monthly donation c£20	A group of ladies 60+ who meet socially to chat, play games and have a hot drink.
Mini Meadows (run by Church)	Weekly, term time. Wednesday 10 – 11.30	30+		Playgroup for mums and babies/toddlers.
Chase Chill (run by Church)	Monthly, first Saturday 10.00 – 12.00	50+		Social gathering. Games, soft play, breakfast. All welcome
Free lunch in school holidays (for children who get free school meals)	Weekly, holidays. Tuesday lunchtime	20+		Aimed at alleviating holiday hunger. Stay and play session for parents and children of all ages (targeted at those on FSM,) followed by 2 course lunch.
Starting 2018 – football/activity club in school holidays	2 x sessions weekly	N/A	Cost of coach has been funded by community forum.	Affordable summer activities. Aimed at school aged children 8+, giving them the opportunity to get active, combat boredom and building up to providing parents with alternative holiday childcare options.

Club/ group	Frequency and time	Average numbers	Hire rate	Brief description including target group
Health fair	Ad hoc	40+	£200	Aimed at all members of the community. Providing information on various aspects of health, including mental health, perinatal health, various long term conditions and healthy lifestyle.
Christmas events (CMRA)	Annual	50+		Bringing the community together. All welcome
Pause to Play				This was a non-starter – planned after discussion with Leycester House who said they would bring residents but never did.
Children's Fun Day (CMRA)	Annual	100+	CMRA have historically made a donation.	Bringing the community together. All welcome. Note: CMRA initially fundraised towards the cost of building CMCC, and are now asked to make a donation for their use of the centre.
Knit and natter (on and off due to changing demand)				When it was going, we had a regular group between 5-10 coming together. Tends to fall away in summer, and needs more marketing but other priorities have taken over.
<b>Potential / planned community user groups 2018:</b>				
<ul style="list-style-type: none"> <li>Community café</li> </ul>				
<ul style="list-style-type: none"> <li>Support groups for any user groups with carers – e.g. children with additional needs</li> </ul>				
<ul style="list-style-type: none"> <li>Training and skills classes for school leavers</li> </ul>				

**CMCC Business Plan – summary of target funding and sources 2018 – 2021**  
**Amended 19.10.2018 ~ MW**

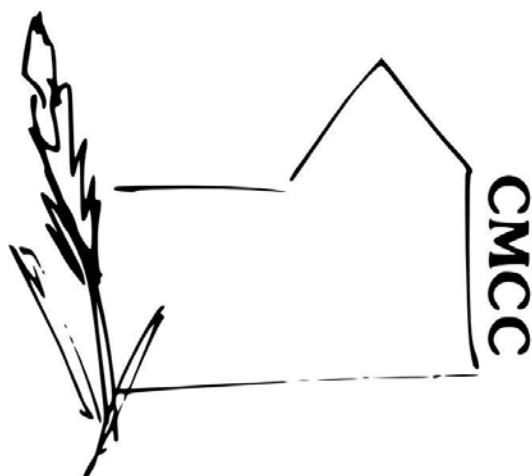
**External grant funding target (Ref Sections 3 and 5 Business Plan)**

Item	Capital / Revenue	2018	2019	2020	2021	Total
Community Development Manager (Jo)	Revenue	£5,000	£10,000	£10,000	£10,000	£35,000
Community Development Activity Programme	Revenue	£5,000	£10,000	£10,000	£10,000	£35,000
Kitchen and Community Cafe upgrade	Capital		£10,000			£15,000
Building upgrade and maintenance (flooring, lighting)	Capital			£10,000	£10,000	£15,000
<b>TOTAL</b>		<b>£10,000</b>	<b>£30,000</b>	<b>£30,000</b>	<b>£30,000</b>	<b>£100,000</b>
Service Charge contribution		£6,000	£4,500	£4,500	£4,500	£19,500

**External funding sources: (Ref Section 5 Business Plan)**

Item	Capital / Revenue	2018-2021	Sources (potential)
Community Development Manager (Jo)	Revenue	£35,000	WDC
Community Development Activity Programme	Revenue	£35,000	Warwick Town Council; National Lottery; charitable funds; Tesco; private grant
Kitchen and café upgrade; efficient lighting and controls; flooring repairs	Capital	£30,000	50% from WDC Rural Community Infrastructure Scheme (RUCIS); 50% match external funds e.g. National Grid; Landfill Trust
<b>TOTAL</b>		<b>£100,000</b>	
Service Charge	Revenue	£19,500	WDC (via Service Charge extension)

## **Chase Meadow Community Centre**



**November 2018**

**Chase Meadow Community Café Business plan - version 1**

## Chase Meadow Community Café

### Vision

The vision for the Community Café is to create a wonderful experience for everyone who come to the café. Customers will be able to enjoy food with a home cooked fresh and healthy appeal at affordable prices. Food will be sourced locally and seasonal with an emphasis on supporting small businesses.

### Added Value

The café can add value over a more traditional business by:

- Creating a strong ethos of encouraging community participation and social inclusion. It's an ideal opportunity to develop informal groups where young and old can meet for a drink and a chat.
- Being a vehicle to help reduce the demand on public services like "social prescribing"
- ☐ Creating volunteering and work experience for young people with additional learning needs as a journey towards gainful employment. It will also be a great place to include retired or semi-retired people be a key part of their community.
- ☐ Forging closer links with local businesses and schools.

### The Focus

The menu will be simple, wholesome and designed to appeal to different sections of the community. Wherever possible, food will be freshly cooked and prepared on the premises with a lot of effort put into making healthy based foods to help meet the needs of those with additional health needs e.g. allergens/intolerances.

Feedback suggest that it would better serve the business to open from 9 am to 4 pm. This would ensure that to catch parents before and after school.

- ☐ **Breakfast:** a range of easy healthy breakfast like fruit and yogurt, pancakes or scrambled eggs on toast. Fridays will be set aside to provide cooked breakfasts in baguettes. If this proves successful, it will be extended to two or three days per week.
- ☐ **Lunch:** a tasty range of sandwiches, jacket potatoes and soups. The soups will be made fresh every day and there will be one main special each day with a Mexican, Caribbean or African influence.

- ☐ **Cakes and snacks:** Where possible there will be a selection of homemade cakes and additional cakes provided by a local supplier. Toast, teacakes, scones, fresh fruit and yogurt will also be available.
- **Drinks:** To start with the café will only be able to provide, tea, filtered coffee, hot chocolate and a limited selection of soft drinks, however if there is a higher demand for drinks like latte, cappuccino or espresso then exploring a traditional coffee machine will have to be considered. Good tasty coffee will always be at the heart of it.

There is an opportunity to link the café around common interests to improve community cohesion and generate revenue.

- ☐ One off or regular evening events such as pop-up restaurants or supper club run by us or by other chefs.
- ☐ Renting the kitchen out to a small-scale food business during down time
- ☐ Hosting activities such as cookery clubs.
- ☐ Mini food festivals
- ☐ Craft fairs
- ☐ Local producer events
- Children's swap shop, passing on their clothing and toys
- ☐ Arts and craft events
- ☐ Skills events, e.g. knitting, sewing, painting etc.
- Themed events, e.g. Easter, Halloween, Christmas and other special event such as International Women's Day, World Health Day

Other activities linked to the café could include the following:

- **Book exchange:** we currently run a used book exchange in the café where people can come and exchange books. This will be developed further with more marketing and reading groups.
- ☐ **Games:** we will hold a collection of games that can be played by adults and children. Great opportunity for older people to learn about technology and children learn about traditional games.
- ☐ **Coffee pending:** we will have a coffee pending system so that people can pay for an extra coffee to donate to the next person coming in needing it, we know that

poverty is one of the causes of social isolation amongst older people, and this might help to encourage people out who couldn't otherwise afford it.

### Volunteering

The café will rely heavily on the generosity of volunteers. This will include people with special learning needs as well as other volunteers including older and younger people to enable different sections of the community to mix. It's an opportunity for people who need it to gain skills, experience and confidence to move onto employment, education or training.

### Ongoing Development

On an ongoing basis, customers at the centre will be asked to give their views of the café and what they would like to see so that changes can be made to meet their needs.

This will be a living "business plan" that will guide the development of the cafe over the next few years and so enabling a strong community link.

### Challenges & Actions

According to *The Grocer*, the café/restaurant industry in the UK is estimated at over £40bn per year, with the coffee shops and cafes accounting for over £8bn and this trend is set to rise. People are more discerning about their food/drink and they want to know where their foods comes from. The Chase Meadow Community Café is in an ideal position to be different from the major outlets, but it doesn't come without major challenges. External as well as internal challenges could have a detrimental effect on the success of the café. Consideration needs to be given to some initial financial losses but with the right strategies in place these can be averted or planned for.

### SWOT Analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> <li>• Value for money</li> <li>• Small but loyal customer base</li> <li>• Safe and comfortable environment</li> <li>• Great location for public transport and parking close by</li> </ul>	<ul style="list-style-type: none"> <li>• Not a very strong customer base</li> <li>• Not a strong brand</li> <li>• No visual display advertising of the café</li> <li>• Lack of working capital to purchase equipment</li> <li>• Relying too heavily on the generosity of volunteers to help provide the service</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Build a stronger brand</li> <li>• Forge stronger links with the local as well as the wider community</li> <li>• Catering for local businesses</li> <li>• Creating several clubs</li> <li>• Working closely with schools, and the doctor's surgery</li> <li>• Building on the existing customer base to build loyalty</li> </ul>	<ul style="list-style-type: none"> <li>• Not able to attract customers in the afternoon</li> <li>• Managing the relationship with hirers who have been given unlimited access to the kitchen.</li> <li>• Some hirers using the kitchen facility and others who bring their own drink/food etc whilst others are selling their own food.</li> <li>• Inconsistency of opening the café when the church uses the kitchen which long-term would be an issue</li> </ul>

### Publicity and promotion

It is vital that the café is positioned so that it is attractive for customers. The marketing will focus on why the café is appealing and this would be achieved by emphasising the freshness of the food with a seasonal slant using local suppliers.

The core marketing will be centred around four core attributes:

1. Increasing the customer base and frequency. Customers will want to come back time and time again and will tell their friends about it
2. Increase the spend from each customer, by making recommendations
3. Increase positive feedback so strong engagement with customers
4. Identify best sellers so that they become the core revenue generator for the café, e.g. soup, pancakes

The café will use various marketing methods aimed at the general public, specific groups (e.g. older people, young people, parents/carers):

<ul style="list-style-type: none"> <li>• Leaflets and posters to be distributed across the surrounding area, including through shops, schools, healthcare practices and any other groups</li> </ul>
<ul style="list-style-type: none"> <li>• Door to door leafleting in the local community</li> </ul>
<ul style="list-style-type: none"> <li>• Building a strong relationship with the local media to spark ongoing interest</li> </ul>
<ul style="list-style-type: none"> <li>• Social media, including a Facebook page, Twitter feed, Instagram. Provide more information on the website about the café and what it has to offer</li> </ul>



- |  |
|--|
| <ul style="list-style-type: none"> <li>Articles in local magazines and newsletters, for example about the range of groups that are running, information about local volunteers, promoting seasonal food and events.</li> </ul> |
| <ul style="list-style-type: none"> <li>Running healthy cooking / local food competitions and events</li> </ul>   |

### Reporting

The Café Manager will report to the Community Development Manager on a day to day basis with monthly reports for the board.

### Staff

The café will be managed initially by a Café Manager supported by a small dedicated group of volunteers. Having consistency and reliability is critical particularly when the level of activities increases. Whilst costs for an assistant has not been built into the projected costs, this needs to be a vital part of future discussions/agreement.

### Volunteers

There will be several volunteering roles, with policies and procedures in line with Investing in a Volunteers As well as the work carried out by the board, we would expect volunteer roles to include:

- Café volunteers
- ☐ Social group coordinators
- ☐ Publicity and promotion volunteers
- ☐ Fundraising volunteers
- ☐ Practical help volunteers, e.g. undertaking decorating and maintenance
- ☐ Administration volunteers

In the longer term some of these roles can be targeted to people who want to gain skills and confidence for work, e.g. women returners, young people, people with low or no qualifications etc. We already have people who wish to volunteer with the café.

### Other Community Involvement

Older people will be one of the main target groups of the café targeted through:

- ☐ Age UK, who currently support many older people in the community through their befriending, car scheme and carers projects.

- Enabling older people to pass on their skills to others through the groups run in the café, as well as how older people can learn, for example swapping crocheting for learning how to use social media.
- Linking in with existing groups, e.g. University of the Third Age, Dementia Cafe to look at how we can welcome members to the café.
- Providing a range of food that will appeal to older people – some older people might prefer to eat plainer food or may be on a budget.
- Looking at whether to provide a range of “pensioners meals” on selected days.

### **People with learning disabilities**

Work with Round Oak School to provide work experience opportunities for people with additional learning needs. This will enable students to integrate into their local communities and provide a positive experience for them. Whilst this would not necessarily lead to employment, it would be ideal to help them build their confidence. This could also lead to working with other charities to support their beneficiaries with learning difficulties. Of course, there must be an option to get additional funding.

### **Young people**

We will work with schools, to encourage young people to use the café and at the same time help to educate them on healthy eating, sustainability and local sourcing.

### **Parents and carers of children**

There is always a need for places where parents can relax and allow their toddlers to roam safely within their eye line. The centre is a safe place where children can be entertained and socialise while their parents can relax and meet with other parents.

There is an opportunity to target groups for example Warwick in Bloom, running/cycling groups to identify how we can involve their members in the café, for example providing breakfasts for runners/cyclists as an opportunity for them to start and finish at the café.

## Budget

The projected budget for the first three years of operations is outlined below. The projection is based on opening 5 days per week over 48 weeks (240 days). This considers public holidays and any other down time. Cost of goods is based on 30%, however this is not set in stone and could well change if external circumstances changes, e.g. adverse weather affecting the costs of goods. Taking a cautionary view, the projections are:

Year 1:        £150 per day

Year 2:        £175 per day

Year 3:        £200 per day

Given that people are starting to visit the café and word of mouth is having a positive impact the daily takings could be well over the projections.

From the feedback from parents they would like to see the café opened on a Saturday and if resources permit, this could generate a further £7k in sales. Cost of sales and possibly some volunteering costs will need to be reflected.

## Projected Income

Chase Meadow Community Café Cashflow Forecast - November 2018

Revenue/sales forecast	Year 1	Year 2	Year 3
Food Sales	£ 36,000.00	£ 42,000.00	£ 48,000.00
Crowd Funding	£ 1,000.00		
Grants	£ 1,000.00	£ 1,000.00	£ 1,000.00
Total money in/income (A)	£ 38,000.00	£ 43,000.00	£ 49,000.00
<b>Expenditure/costs forecast</b>			
Food Purchases	£ 10,800.00	£ 12,600.00	£ 14,400.00
Marketing expense	£ 500.00	£ 800.00	£ 1,200.00
Staff wages	£ 20,000.00	£ 22,000.00	£ 24,000.00
Kitchen equipment		£ 250.00	£ 250.00
Telephone/Mobile/Credit Card	£ 250.00	£ 250.00	£ 250.00
Heat lighting & power (business)	£ -	£ 1,000.00	£ 1,000.00
Total money out/expenses (B)	£ 31,550.00	£ 36,900.00	£ 41,100.00
<b>Projected Balance/(Gross Profit)</b>	£ 6,450.00	£ 6,100.00	£ 7,900.00

### Earned Income

To err on the side of caution income from events including pop up dining, catering for companies as well as other events listed above have not been included in the above projection.

### Grants and donations

There is a target of £10k from external funding and an opportunity to seek crowd funding which will contribute towards equipping the kitchen with essential utensils. Below are potential sources of funding.

- People's Health Trust
- Big Lottery Awards for All (up to £10k)

- ☐ The Power to Change
- ☐ Crowdfunding
- ☐ Fundraising events


### **Further Funding**

Once the café proves profitable there is an option to seek out business loans from banks including Co-operative and Community Finance, Aviva, Charity Bank, Triodos Bank and the Social Investment Bank.

## Appendix 1

### Themed Events

15th Jan 2019	Official launch of the cafe	
5th Feb 2019	Shrove Tuesday/ Time to Talk for the 7 <sup>th</sup> Feb	
8th March 2019	International Women's Day	
7th April 2019	World Health Day	
19th April 2019	Easter Luncheon - Focus on Managing Stress	April is Stress Awareness Month
01 May 2019	Mental Health Week and Walking Month	Focus on health and wellbeing
01 June 2019	Focus on Carers & Men's Health	
9th Sep 2019	Dementia Carers	
28 September 2019	Macmillan Coffee Morning	
01 - 31 October 2019	Focus on reducing cholesterol	
6th October 2019	Grandparents Day UK	
31st October 2019	Halloween celebration	

 <b>Executive</b> <b>6 March 2019</b>		<b>Agenda Item No.</b> <b>7</b>
<b>Title</b>	Creative Quarter Masterplan and Next Steps	
<b>For further information about this report please contact</b>	<p>Guy Collier  Projects Officer  01926 456514  <a href="mailto:Guy.collier@warwickdc.gov.uk">Guy.collier@warwickdc.gov.uk</a></p> <p>Philip Clarke  Policy &amp; Projects Manager  01926 456518  <a href="mailto:Philip.clarke@warwickdc.gov.uk">Philip.clarke@warwickdc.gov.uk</a></p> <p>Bill Hunt  Deputy Chief Executive  01926 456014  <a href="mailto:bill.hunt@warwickdc.gov.uk">bill.hunt@warwickdc.gov.uk</a></p>	
<b>Wards of the District directly affected</b>	Leamington Clarendon, Leam and Brunswick	
<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 28 November 2018 (minute 103)	
<b>Background Papers</b>	Executive 5 April 2017 Creative Quarter tender documents, November 2016, Executive 4 November 2015, Creative and Digital Quarter Expression of Interest 18 September 2015; Executive 3 December 2014, outline endorsement of proposed Cultural Quarter and approval for soft-market testing, Executive 12 February 2014	

<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>	No
<b>Equality Impact Assessment Undertaken</b>	No (If No state why below)
Equality Impact Assessments will be undertaken, if appropriate, for individual projects that emerge out of this Masterplan process.	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive		Bill Hunt
Head of Service	12/2/19	Dave Barber
CMT	12/2/19	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	12/2/19	Mike Snow
Monitoring Officer	12/2/19	Andrew Jones
Finance	12/2/19	Mike Snow
Portfolio Holder(s)	15/2/19	Cllr. Mobbs; Cllr. Butler; Cllr Coker
<b>Consultation &amp; Community Engagement</b>		
As set out in the report		
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		



## 1. **Summary**

- 1.1 The Council has had long term aspirations to develop a Creative Quarter for Leamington and in November 2015 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).
- 1.2 Since their appointment CDP have worked on the development of a document that is referred to in the Collaboration Agreement as a Masterplan for the Creative Quarter. The purpose of that document is to demonstrate how the Council and its partner can 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;
  - Refurbishing, re-modelling and re-using Council owned assets as required to assist the delivery of the Creative Quarter
- 1.3 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
- 1.4 The purpose of this report is to update members on the public consultation on the draft Masterplan, which was undertaken by 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 have been made to the draft Masterplan and it is proposed to amend the boundary of the proposed Creative Quarter as set out in section 3.3, including the removal of the Clublands area, off Adelaide Road, from the red line.
- 1.5 The report asks Members 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 will 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 are not being asked to formally sign off phase 1 of the Creative Quarter partnership. This will

require further detailed technical assessments and the report asks for delegated authority to complete this work.

## **2. Recommendations**

- 2.1 That Executive notes 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 One and approve the publication of the consultation responses on the Council's website in addition to the dedicated Creative Quarter website.
- 2.2 That Executive notes that 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.
- 2.3 That Executive agrees (1) that the revised Masterplan document attached as Appendix Two should be re-named as "Leamington Creative Quarter: The Big Picture", (2) that this document should 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, and (3) that the Creative Quarter's boundaries should be revised as set out in Appendix Three.
- 2.4 That Executive notes that the approval of the "Big Picture" document does not bring phase 1 of the Creative Quarter project with CDP to a close and delegates authority to the Deputy Chief Executive (BH) and s151 Officer, in consultation with the leader of the Council and the Finance and Business Portfolio Holders to agree the conclusion of phase 1 once further work on the Masterplan required under the Collaboration Agreement has been concluded.
- 2.5 That Executive notes that 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.

## **3. Reasons for the Recommendations**

### **3.1 Recommendation 2.1**

3.1.1 Members will recall that in November 2017, the Council signed a Collaboration Agreement with Complex Development Projects Ltd (CDP) to form a partnership to bring proposals forward for a Creative Quarter. As a first project, in May 2018 member 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, Executive agreed in November 2018 that a draft masterplan document prepared by CDP should be put out to public consultation.

3.1.2 This public consultation took place between 3<sup>rd</sup> December 2018 and 21<sup>st</sup> January 2019. During this time CDP organised the following events:-

- Property Owners Group 4<sup>th</sup> Jan 2019
- Local Business & Community Organisations Forum 8<sup>th</sup> Jan 2019
- Drop in session: LOTT Bazaar, 37 Clemens Street 9<sup>th</sup> & 10<sup>th</sup> Jan 2019

- Leamington Business Forum 11<sup>th</sup> Jan 2019
- Creative & Digital Businesses Forum 11<sup>th</sup> Jan 2019
- Drop in session: Royal Priors Shopping Centre 11<sup>th</sup> Jan 2019
- Business & Community Forum 15<sup>th</sup> Jan 2019

3.1.3 In addition there was a static (unmanned) display in the Royal Pump Rooms from 7th December 2018 to 21st January 2019 and in the Royal Spa Centre from 7th to 30th 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.

3.1.4 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.

3.1.5 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%)
- The Masterplan would be positive for Leamington Spa (62%)

3.1.6 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 can be summarised as:

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

	Masterplan and the decision making process <ul style="list-style-type: none"> <li>• Need to reference Housing, Infrastructure and Sustainability</li> </ul>
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3.1.7 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.
- A request from two organisations that their property is removed from the Masterplan (Victoria Colonnade and the Post Office/ Sorting Office).

3.1.8 A summary of the full outcomes of the consultation is set out at **Appendix One** (please note there are two parts to this appendix). Every consultation response has been considered and analysed and the proposed responses are set out in the appendices to the attached document. It is recommended that the Report on the Public Consultation and the responses to the issues raised are made publically available via both the dedicated Creative Quarter website and the Council's own website.

## 3.2 Recommendation 2.2

3.2.1 The governance structure of the project, set out in the Collaboration Agreement, included the establishment of a Project Board. The Project Board includes member and officer representatives of the Council, representatives from CDP and an external representative nominated by the Stakeholder Reference Group (see paragraph 3.2.7). The role of the Project Board is 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.
- provide feedback on emerging projects.

3.2.2 It is important to note that the Project Board has no formal decision making powers and cannot make decisions that are binding on the Council. Where formal Council approval is required (such as the approval of individual projects) the Project Board will agree the content of proposals but will then submit these to the Executive for approval. The Project Board has agreed the Big Picture document that is now presented for Executive approval.

3.2.3 At the November 2018 meeting of Executive it was also agreed that a cross Party Member Working Group be established. This has 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 is:

Warwick District Council: Councillors H Grainger, Boad, Naimo, Heath, Davison  
Warwickshire County Council: Councillor Seccombe (Leader)  
Leamington Town Council: Councillor Norris

3.2.4 The Group has met on two occasions and has 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 as follows:-

- The Masterplan needs to present a clear, coherent vision that links key sites
- The Masterplan should identify 'big themes' for the delivery of the Creative Quarter vision
- The Masterplan should present a clear phasing of ideas.
- The Masterplan should focus on Council assets but that the Clublands area should be removed from the Creative Quarter red line boundary.
- The term Masterplan is confusing and should not be used.
- The Masterplan should be clear about the planning status of the document, and should reference its relationship with both the Local Plan and (emerging) Neighbourhood Plan for Leamington.
- The Masterplan should make clear the importance of delivering infrastructure, particularly transport infrastructure, to help deliver the vision for the Creative Quarter.
- The Masterplan should reiterate the significant partnership working that will be required before any decision can be made on any future relocation of the library from the Pump Rooms.
- The accompanying Executive report should re-iterate the Council's Vision for the Creative Quarter and how the Masterplan will enable it to be delivered.

3.2.5. The Project Board considered these views carefully. It 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 leaves leaving scope and flexibility for projects to develop as opportunities arise. However, the views on the other issues were accepted and supported and have helped shaped the document that is now presented with this report.

3.2.6 Regarding transport infrastructure, it is not the role of the Big Picture document to identify major projects, however the document has been amended to require that as transportation improvements within and affecting the Creative Quarter are developed, these reflect and respect the Creative Quarter vision. Members should also note that elsewhere on this agenda is a report on the Community Infrastructure Levy (CIL) and specifically the Regulation 123 list of projects that CIL will fund. Two of the projects on this list will specifically benefit the Creative Quarter.

3.2.7 The consultation responses and the revised draft documents were also shared with the Stakeholder Reference Group established by CDP. The membership of this group is:

James Childs – Super Spline Studios  
Craig Spivey – Craig Spivey Creative  
Roger Twiney – Action 21  
Alan Heap \* – Purple Monster  
Carole Sleight – Art in the Park  
Adrian Gains – Temperance Café  
Louise Richards – Motionhouse  
Ruth Leary – University of Warwick

(\*stakeholder representative on the Project Board)

3.2.8 The Stakeholder Reference Group strongly supports the aspirations within the Big Picture document and the proposed amendments to the red line boundary, as set out in section 3.3. In particular, they felt that the inclusion of Jephson Gardens and the East Lodge would ensure that the Leamington artistic community can be directly involved in supporting the development of the Creative Quarter and that the economic impact of the Art in the Park event can be maximised.

### 3.3 Recommendation 2.3

3.3.1 As a result of the public consultation and the considerations of the various groups outlined above a number of significant changes have been made to the draft Masterplan document that was put out to consultation.

#### Revisions to the contents of the document

3.3.2 The revised document is attached as **Appendix Two**.

3.3.3 The main changes to the content of the document are:

- In response to the comments from the Members Reference Group the format of the document has been altered to provide greater clarity on its purpose and over-arching vision
- Clear statements on key concerns:
  - The vision
  - Purpose of the document
  - What the Creative Quarter is and who it is for
  - Where it is
  - How consultation has shaped the document
  - Key projects and opportunities
  - Timeline/ process for future decision making
- New images have been added
- Appendices have been added to streamline the document and make it easier to understand
- The red line has been amended in response to the public consultation, as detailed below and shown in appendix three.
- Specific commentary on the rationale for the retention of the Town Hall within the red line has been added in response to the various comments received from the public consultation in respect of this building. This includes a commitment that no projects will be developed until the two Councils currently using the building have determined its future use for civic purposes.

3.3.4 It is recommended that this revised document is 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 will allow the detailed exploration of individual projects and accompanying business cases to be worked on.

- 3.3.5 It should be noted that approval of this document does not mean that phase 1 of the Council's Collaboration Agreement is brought to an end. Before this can be done, further work is required to form the Masterplan required under the Collaboration Agreement and this is set out in section 3.4 below.
- 3.3.6 The approval of the document will not just cover a commitment between the Council and its regeneration partner CDP to consider how Council owned assets can be utilised to deliver the Creative Quarter. The vision recognises that the purpose of the Creative Quarter is to provide opportunities for the whole community. CDP will, therefore, work with landowners, businesses and investors to facilitate projects and proposals for land and buildings that are not within public ownership, provided these are consistent with the principles enshrined within the Big Picture document and in line with the requirements of the Collaboration Agreement.

#### The title of the document

- 3.3.7 The title has 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 has 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.
- 3.3.8 It is, therefore, recommended that the name of the document presented with this report is changed from Creative Quarter Masterplan to "Leamington Spa Creative Quarter: The Big Picture" given that there has never been an intention for the Masterplan to become a Supplementary Planning Document as with other Masterplan documents that have been produced.
- 3.3.9 However, members should note that the Big Picture document will carry some weight as supplementary planning guidance and may therefore be referred to when considering planning applications within the Creative Quarter area. As such, it will need to be read alongside the Local Plan and, in due course, the Leamington Neighbourhood Plan. The Big Picture document has been amended to make this clear.

#### The "red line" boundary of the Creative Quarter

- 3.3.10 One of the major changes made to the draft Masterplan as a result of the public consultation is a proposed revision to the red line boundary for the Creative Quarter as shown at **Appendix Three**.
- 3.3.11 A significant number of concerns were expressed around the inclusion of the Clublands area to the west of Adelaide Road and it is now proposed that this area is removed from the red line.
- 3.3.12 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.
- 3.3.13 It is 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.

- 3.3.14 The initial work undertaken by CDP has also demonstrated that the development potential of the area is 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 is unlikely to be as great as first anticipated.
- 3.3.15 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 is considered this can be effectively mitigated through the detailed exploration of alternative funding options when individual projects are being developed.
- 3.3.16 It is, therefore, proposed to remove this area from the red line. Officers will 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 is likely that some organisations currently based in the locality may still wish to explore potential opportunities that might become available within the Creative Quarter.
- 3.3.17 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 are included within the red line but not the whole of the park.
- 3.3.18 It is now recommended that all of the Gardens are included within the Creative Quarter red line boundary. This will ensure that the vibrant and dynamic local artistic community, identified as key stakeholders in the future Creative Quarter in the Regeneration Brief, can be better engaged in its development. It will 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 is harnessed to further the development of the Creative Quarter.
- 3.3.19A number of consultation comments also 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 has highlighted that there are 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 complement and directly support the Creative Quarter.
- 3.3.20 However, it has to be recognised that the site is not only in private ownership but is also a key employment site. The Council is committed to supporting Rangemaster in its current operations and future development, so it is not recommended that any changes are made to the red line on the southern boundary of the Creative Quarter. It is, however, recommended that officers continue to engage with the company and that a 'watching brief' is maintained in respect of the site so that is 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 can be assessed. In such a scenario any future developments in respect of the site would be reported back to members as set out in section 3.5.

### 3.4 Recommendation 2.4

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

3.4.2 The sign-off of Phase One will require a high-level technical appraisal of the potential use of Council owned assets. It is proposed that this work is 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 will include:

- The list of Council owned assets which might be required to support the regeneration principles set out in the Big Picture (including but not limited to the examples contained in Appendix Six of that document).
- An initial, high-level business case and risk analysis for any projects involving these assets which sets:
  - Potential alternative uses
  - Potential funding arrangements to deliver these alternative uses
  - Any potential requirement for changes to ownership or tenure (i.e. would a future freehold disposal be required for any asset on the list, which might require revised leasehold arrangements and at what indicative rent e.g. market or peppercorn etc.)
  - Potential returns on investment and how these would be distributed.

3.4.3 This high level technical appraisal will fulfil the requirements of the Collaboration Agreement and provide both partners with the basis on which future projects involving Council assets would be developed. It will also form the baseline for members' consideration of the individual business cases that would subsequently be developed, as set out in section 3.5 below.

### 3.5 Recommendation 2.5

3.5.1 Subject to the approval of the recommendations in this report it is anticipated that the technical work described above can be completed quickly. Once Phase One of the project has been signed-off, detailed project plans and business cases would then be developed. At this stage it is not possible to define a programme and agree initial priorities or a longer term phasing plan as regeneration is a complex process, sometimes requiring a long term approach but sometimes moving extremely rapidly as opportunities arise (for example, as land or properties become available or new funding options present themselves).

3.5.2 It is 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 Six of the Big Picture document will 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 is equally important to recognise that all opportunities will be explored, regardless of whether these involve land or assets in public ownership, provided they are consistent with the principles enshrined in The Big Picture.

- 3.5.3 All individual projects will be brought to future Executive meetings for consideration on an individual basis based on the document agreed under the Collaboration Agreement and where these involve the potential use of Council assets it will include a detailed business case for approval.

#### 4. **Policy Framework**

##### 4.1 Fit for the Future (FFF)

- 4.1.1 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.

- 4.1.2 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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Approval of the proposals in this report would enhance the ability of the Council to deliver its Creative Quarter aspirations and add to Leamington's already impressive cultural offer.	Regeneration of land and properties will have a benefit to the environment and will improve walking and cycling.	Taken together the proposals in the Masterplan offer a 'game-changing' opportunity to ensure that the Council's aspirations for the development of the Creative Quarter can be achieved, supporting a wide range of creative businesses and the wider

		economy of the town and district.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
The development of the proposals, in collaboration with CDP, of the schemes in the draft Masterplan will provide significant development opportunities for staff.	The proposals will allow the Council to deliver new opportunities for customers within the digital and creative sectors.	The proposals in the Masterplan will allow the Council to consider afresh how a positive use can be made for a number of currently un or under-used assets.

## 4.2 Supporting Strategies

- 4.2.1 Each strand of the FFF Strategy has several supporting strategies. The impact of the recommendations within this report will have a substantial impact on the Council's ability to deliver its desired outcomes for the underpinning economic (Prosperity) strategy. This strand includes a commitment to the "promotion of tourism activities to attract visitors to spend within the district" and a report elsewhere on this agenda makes recommendations in relation to the continuation of Council funding for the sub-regional Destination Management Organisation, Shakespeare's England. The development of the Creative Quarter will provide additional opportunities for the promotion of the district as a destination for visitors and for their spending power to be harnessed to the benefit of the local economy. Cultural tourism in the region is expected to boom during the City of Culture year in 2021, as well as attracting tourists to events during the build-up years. In order to maximise the economic impact of this upon Warwick District the Council must intervene and use its thriving creative sector to ensure that there is a competitive offer to bring visitors to the town and the development of the Creative Quarter will significantly assist the achievement of that goal.
- 4.2.2 The proposals in the Big Picture are in accordance with those set out in the Warwick District Local Plan (2011 / 2029) adopted by the Council in September 2017. Specifically, the Plan delivers a Spatial Strategy that, amongst other things, focusses employment, retail, leisure and cultural activities in town

centres. The proposals for the Creative Quarter is consistent with this strategic approach.

- 4.2.3 The development of a Creative Quarter is also supported by the “Leamington town centre: vision & strategy” which was prepared by the Leamington Town Centre Forum and approved by the Council in March 2018. One of the six “big ideas” in this vision & strategy was for a “hub for creativity” and the Creative Quarter proposals in the Big Picture document seek to address this issue. The creative economy is widely recognised as being one of the unique strengths of the District, extending beyond the current success of the gaming industry and the Creative Quarter vision seeks to ensure that whole creative sector is supported and developed.

#### 4.3 Changes to Existing Policies

- 4.3.1 Not applicable.

#### 4.4 Impact Assessments

- 4.4.1 Not applicable.

### **5. Budgetary Framework**

- 5.1 The costs of all work undertaken to date have been borne by CDP as agreed in the Collaboration Agreement.
- 5.2 Subject to the approval of the recommendations in this report CDP will continue to bear the cost of technical work to develop specific schemes that will be presented to Executive for approval, including the examination of the potential sources of funding that may be available to assist their delivery. However, after the completion of sign-off of Phase One of the project the Council will be committed to the principles of regeneration of the area, including the potential use of its own assets. Whilst, this does not commit the Council to making funding available to support any individual project the potential impact on assets will have been determined as set out in section 3.4 above.
- 5.3 The financial implications to the Council will, therefore, require careful and detailed consideration as part of that process.

### **6. Risks**

- 6.1 There will be risks associated with specific development projects within the Creative Quarter as and when these come forward. These risks could be financial and/or reputational. This is, however, a matter that will be fully addressed as specific projects are considered with a full Risk Register being presented to members.
- 6.2 As set out in sections 3.4 and 5 above approval of the recommendations in this report does not commit the Council to sign-off Phase One of the project as defined in the Collaboration Agreement. There is a risk that the Council could, in agreeing the subsequent sign-off, be making a commitment that has unforeseen or adverse financial implications for the Council. That risk can be addressed by ensuring that the high-level business cases, as described in section 3.4 are developed through the partnership with CDP and the implications of each subsequent project brought forward are carefully

considered, including by the s151 Officer and Finance Portfolio Holder, before specific commitments by the Council (over and above what has already been agreed through the final Masterplan) are agreed in respect of its assets.

- 6.3 There is a risk that the long term nature of regeneration schemes creates uncertainty amongst local stakeholders or means that property owners or developers defer decisions that could bring community benefits. These risks can be mitigated by the approval of the Big Picture document which will allow the Council to articulate to local stakeholders and the wider community how it intends to work in partnership with CDP to deliver the Creative Quarter aspirations. It will also provide CDP with the certainty of the Council's commitment to the regeneration principles, allowing them to hold detailed discussions with local land and property owners. Where appropriate, the Council and CDP will explore whether there are any joint venture partnerships that could further the delivery of the vision (as has already been suggested in respect of some localities via the consultation process).

## **7. Alternative Options considered**

- 7.1 The Council could decide not to support the Big Picture. This has been discounted as the document has gone through a detailed consultation process and been amended as a result of it. This means that it is considered to provide a good basis for taking specific proposals forward for further detailed examination. It is recognised that many of the examples, set out at Appendix Six of the Vision documents, are currently only at a high level at this stage, and will require considerably more work before a formal proposal for any scheme can be put before the Council again for consideration.
- 7.2 The Council could ask that further consultation is undertaken before the Big Picture is approved. This is not considered appropriate as despite initial concerns as to the timing of the consultation the high level of responses indicates that its length and the breadth of the events detailed in paragraph 3.1.2 was sufficient to allow stakeholders and interested parties to make their representations. It is not considered likely that undertaking further public consultation would identify much that had not already been highlighted in the consultation. However, a further safeguard is available as approval of the recommendations will 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.
- 7.3 The Council could decide not to proceed with the partnership with CDP. This has been discounted for the reasons set out in paragraphs 7.1 and 7.2 above. It is considered that CDP has carried out sufficient initial work to produce a vision that offers an exciting opportunity to regenerate this part of the town, which can be developed for sign off under section 3.4.

# Leamington Spa Creative Quarter - Results of Consultation

February 2019

## 1.0 Summary

- 1.1 This report provides an overview of the results of public consultation on the Creative Quarter draft Masterplan.
- 1.2 The consultation focused on an online survey which included a number of free text options. The main body of the report provides analysis of the survey and emerging themes from free text responses. A copy of the free text, and response, can be found in appendix 1. Please note that names of individuals will not be made public though responses will be.
- 1.3 The consultation response will inform revisions to the Masterplan which will be presented at a meeting of the Councils Executive in March 2019.

## 2.0 Background

- 2.1 In November 2018 Executive agreed a draft Masterplan for the Creative Quarter as the basis for a public consultation. This Masterplan had been prepared by the Council's Creative Quarter development partner Complex Development Projects Ltd (CDP).
- 2.2 This public consultation took place between 3<sup>rd</sup> December and 21<sup>st</sup> January. During this time CDP organised the following events:-
  - Local business & community organisations Forum 8<sup>th</sup> Jan 2019
  - Drop in session: LOTT Bazaar, 37 Clemens Street Wednesday 9<sup>th</sup> & Thursday 10<sup>th</sup> January 2019
  - Leamington Business Forum 11<sup>th</sup> Jan 2019
  - Creative & Digital Businesses Forum 11<sup>th</sup> Jan 2019
  - Drop in session: Royal Priors Shopping Centre Fri 11<sup>th</sup> January 2019
  - Business & Community Forum 15<sup>th</sup> Jan 2019
- 2.3 Furthermore, there was a static (unmanned) display in the Royal Pump Rooms from 7th December 2018 – 21st January 2019 and in the Royal Spa Centre from 7th - 30th

December 2018. Responding to invitations, CDP held separate meetings with local landowners and agents, Leamington Town Council, the Ahmadiyya Muslim Association and Action 21.

- 2.4 Those interested in responding to the public consultation were invited to complete an online survey and questionnaire. A number of respondents also chose to make separate written responses.

### 3.0 Results

- 3.1 267 people responded to the online questionnaire of 218 were responding as individuals:

Which of the following best describes you?	Count
I am responding as an Individual	218
I am responding on behalf of a community/charity organisation	32
I am responding on behalf of a local business	11
I am responding as an agent or on behalf of an organisation, acting as an agent	1
I am responding as or on behalf of a landowner	0

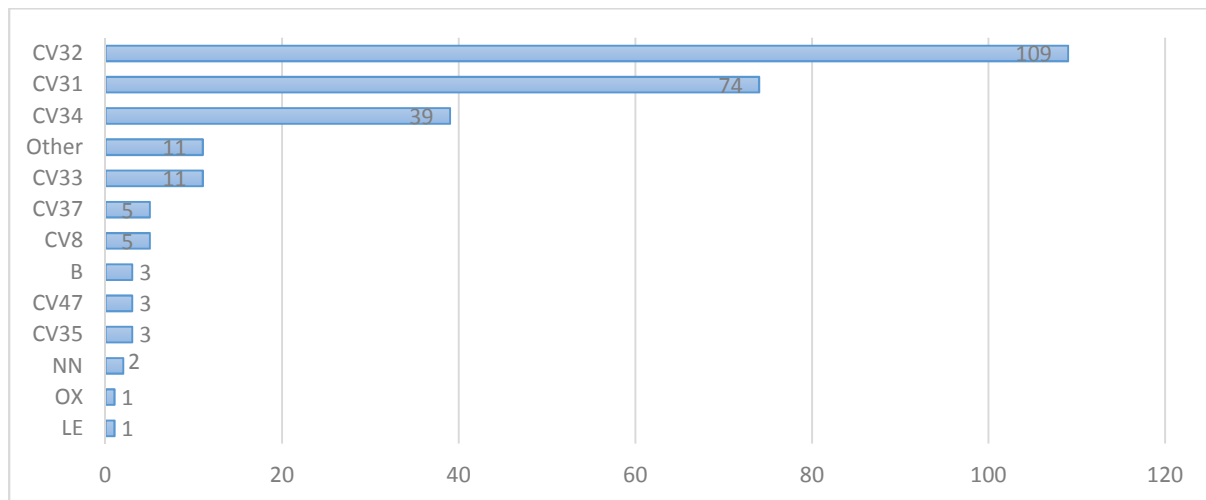
An additional 38 email or written responses were received from organisations and statutory consultees.

#### *About respondents to online questionnaire*

- 3.2 136 respondents (51%) identified as female. 117 respondents (44%) identified as male, with all other identifying as either Prefer not to say or Other.
- 3.3 Respondents were from broad range of age groups, dominated by those of a working age. It is noted that there was a comparatively low response rate from under 25s though the survey was shared with students via the University of Warwick's Students Union social media. Any future consultation will need to consider alternative ways of engaging with young people living and working in the town.

Age	% Respondents
Under 18	4.8
18 – 25	6.3
26 – 39	22.7
40 – 54	30.6
55 – 65	13.7
Over 65	22

3.4 Over two thirds of respondents were from the CV32 (40.1%) and CV31 (27.7%) postcodes:

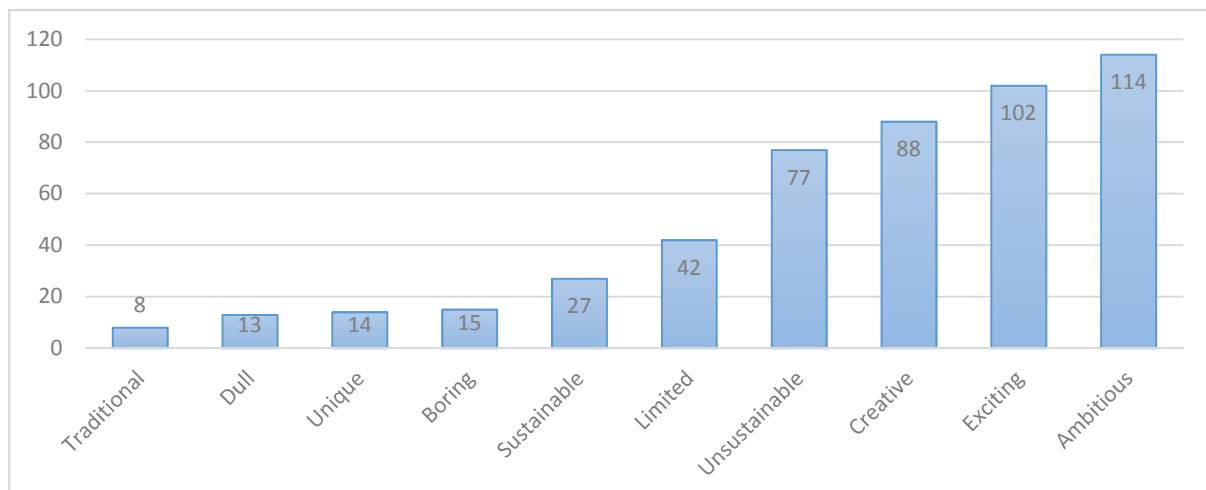


#### *Responses to questionnaire*

3.5 98% of respondents to the questionnaire has read the draft Masterplan.

#### **Question 2.**

*Overall, how would you describe the draft Masterplan? Please tick all that apply.*



3.6 The questionnaire asked *Overall, how would you describe the draft Masterplan? Please tick all that apply.* The top 3 responses of this question were 'ambitious', 'exciting' and 'creative'. Out of 500 responses to this question, only 36 (7%) thought it was 'traditional', 'dull' or 'boring'. It is also noted that almost as many people described the Masterplan as 'unsustainable' (n=77) as 'creative' (n=88) and only 14 respondents described it as 'unique'. This suggests that sustainability is a key issue to



be addressed in a revised Masterplan and that it could be more locally rooted, perhaps through greater reference to the diverse local creative economy.

3.7 Questions 3, 4 and 5 asked respondents to agree or disagree with a number of statements:

Statement	Agree %	Disagree %	Total Count
This will be positive for Leamington Spa	62.2	37.8	251
This responds to local needs	46.5	53.5	243
This will support economic growth	67.4	32.6	233
This will support local communities	45	55	240
This shows creative Leamington at its best	47.5	52.5	240
Warwick District Council's mission is to Make Warwick District a great place to live, work and visit. Do you agree or disagree that this masterplan supports the Council's vision?	53.9	46	267
Do you agree with the vision of the Creative Quarter masterplan?	54.1	45.9	255

3.8 The majority of respondents agreed that:

- The Masterplan would support Warwick District Council in making this a great place to live work and visit
- The Masterplan would support economic growth
- The Masterplan would be positive for Leamington Spa.

3.9 At the same time, more people felt that the Masterplan:

- Did not respond to local needs
- Did not support local communities.

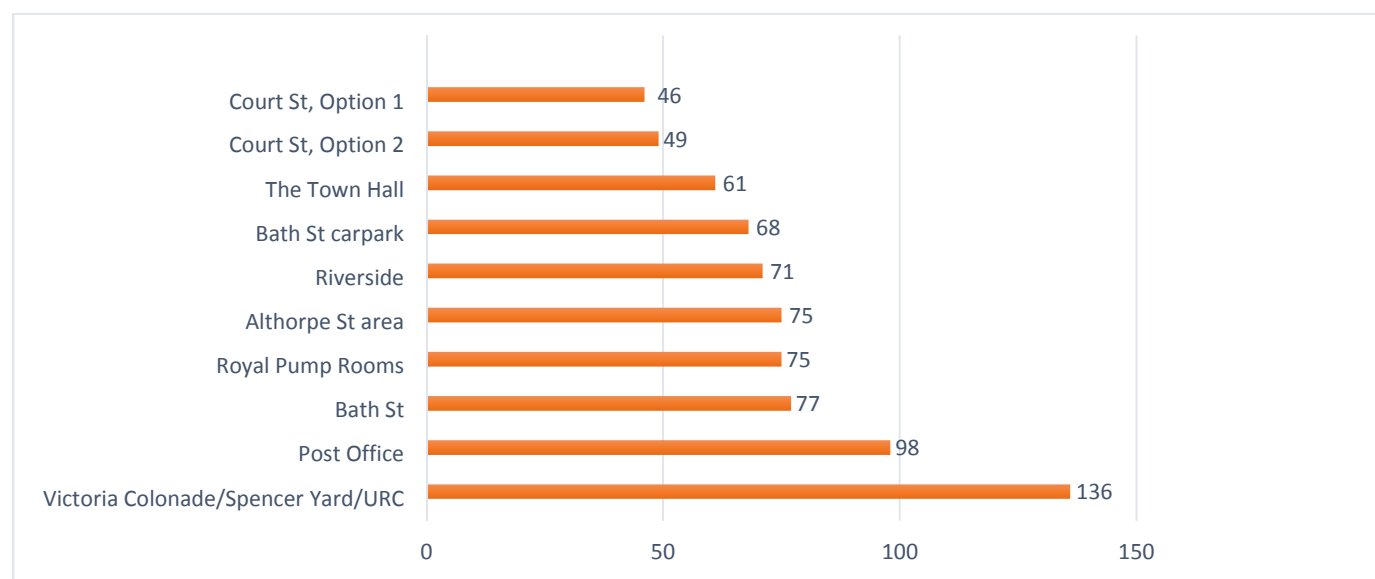
3.10 There appears to be some contradiction between the Masterplan as positive document that will support growth and the Masterplan as a document that doesn't support the locality. This may be a reflection of the concerns expressed in free text about the role of community organisations (particularly in the Adelaide Bridge/ Clublands area) or a perceived focus in the Masterplan on the digital creative

community. This apparent contradiction should inform further consultation on individual projects and inform the re-drafting of the Masterplan.

- 3.11 Because the majority of people disagreed that the Masterplan shows creative Leamington at its best, we should look to include more examples of how the creative community can be celebrated and highlighted within the document.

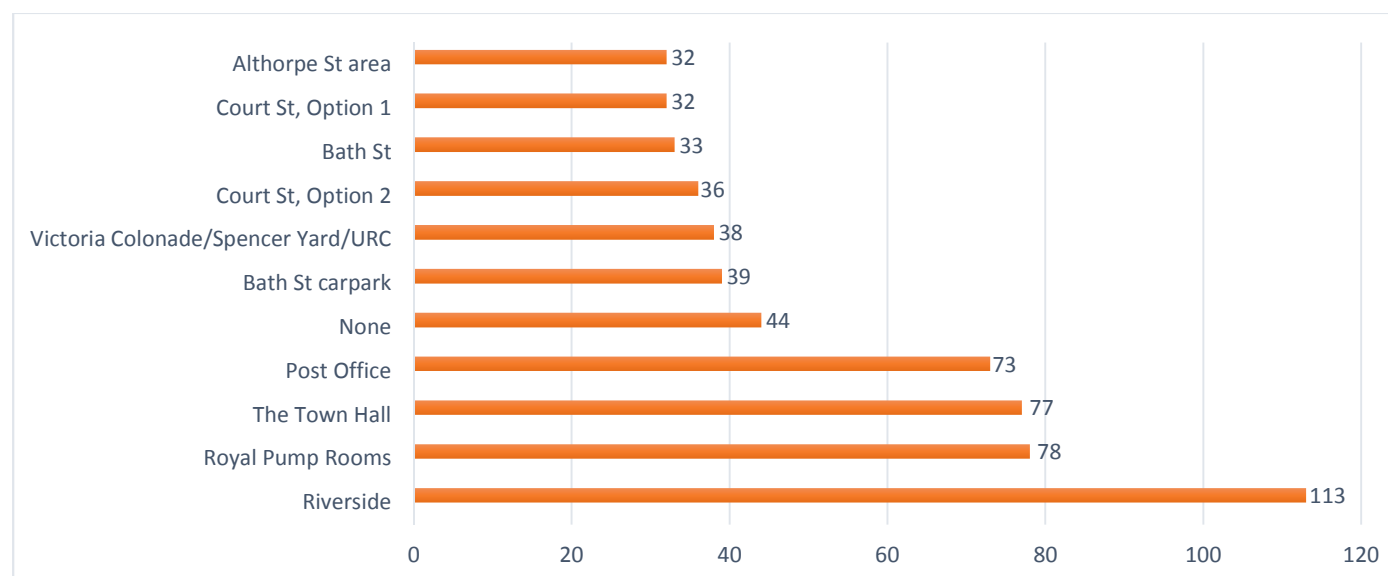
#### Question 6.

*Are there any areas that you are excited by? Please tick all that apply.*



#### Question 7.

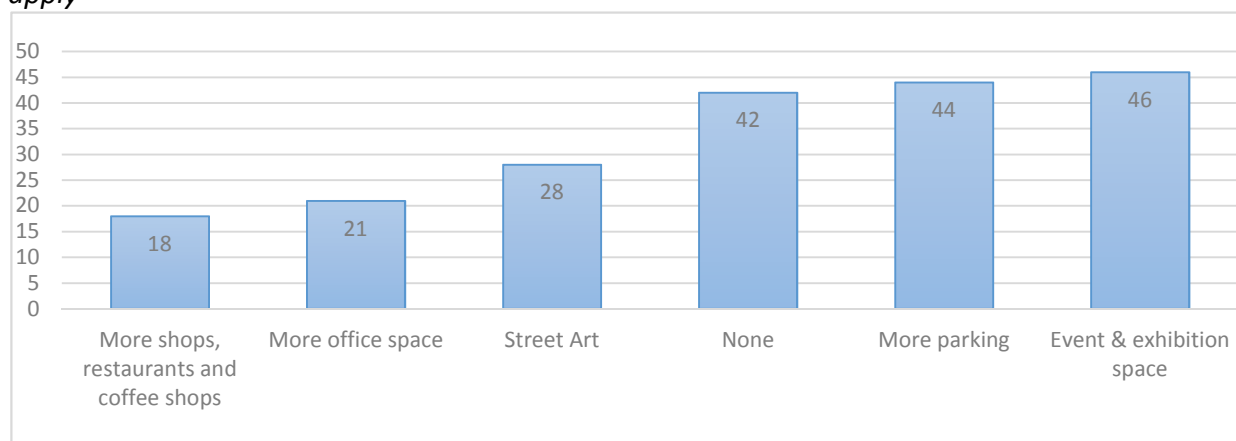
*Are there any areas that you are concerned by? Please tick all that apply.*



- 3.12 Questions 6 and 7 provided an opportunity for respondents to identify any areas that they were either excited by or concerned about.
- 3.13 The Post Office and the Pump Rooms feature in the top 5 responses to both 'what are you excited by' and 'what are you concerned by', showing that there is a real difference in opinion on these two potential developments.
- 3.14 Court Street Options 1 and 2 however, both appear in the bottom 4 responses to 'what are you excited by' and 'what are you concerned by', perhaps implying that there is no strong feeling either way on this potential development. If any additional funding were to be made available for the Court Street development (e.g. from the Local Enterprise Partnership), it would be beneficial to have further conversations and consultation on this project to ensure that there is significant demand (and excitement!) for it.
- 3.15 Victoria Colonnade / Spencer Yard / The United Reform Church was the development that most respondents were excited about, and was in the bottom 5 responses to 'what are you concerned by'. This supports initial suggestions that this area could be the first project within the Creative Quarter to be worked up and delivered.
- 3.16 It is interesting that Althrope Street featured in the top 5 responses to 'what are you excited by', and came out as the development that the fewest people were concerned by. This could therefore be another one of the early projects that we look to develop into a full scheme / proposal.
- 3.17 Riverside is the area that most respondents were concerned about. The free text section about concerns has also identified the proposed Council HQ relocation as a cause for concern for residents, and there may be some crossover between the two separate projects here. The free text also identified the future of existing community organisations in Clublands (and the Ahmadiyya Mosque in particular) which may be an underlying factor.

### Question 9.

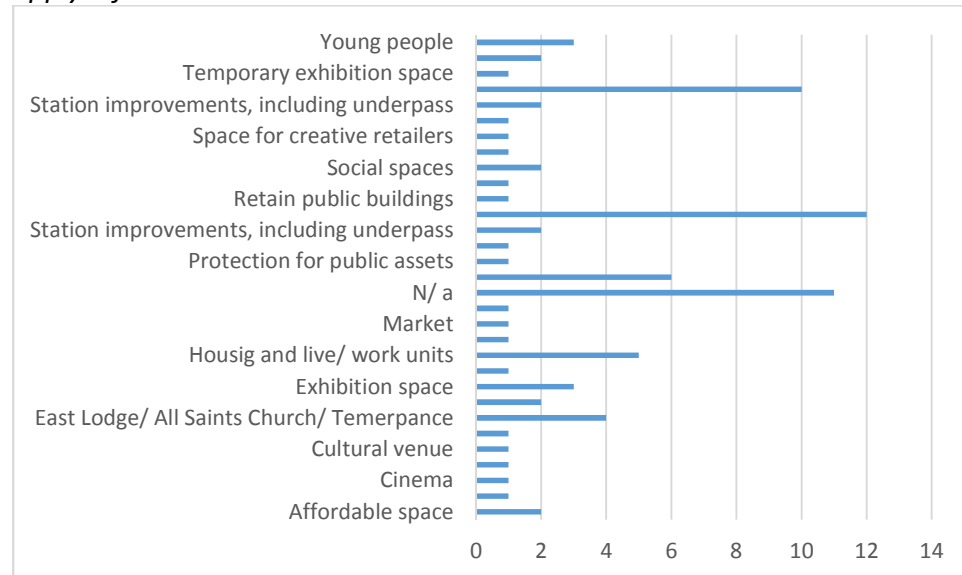
*Are there any opportunities in the Creative Quarter that we have missed? Please tick all that apply*



3.18 Question 9 asked respondents to identify any areas that may have been missed. It is positive to note that the response rate to this question was relatively low. The options provided suggested that there was no consensus around any missing element:

**Question 9.**

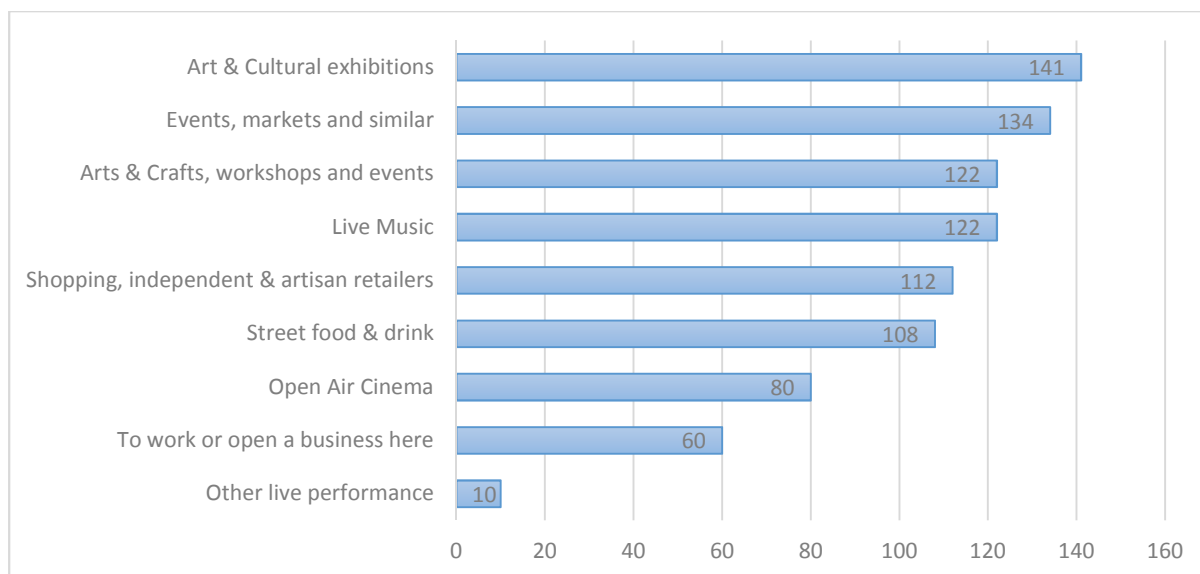
*Are there any opportunities in the Creative Quarter that we have missed? Please tick all that apply – free text.*



3.19 Respondents were also able to provide a free text response. This generated a further 82 responses. Of these only 5 related to specific sites (parks and gardens and East Lodge/ All Saints Church/ Temperance Bar). The largest number of responses were related to the need for religious and community spaces (n=12, possibly reflecting concerns over Clublands) and sustainable transport (n=11, including need for cycle routes and prioritising pedestrians). An additional 11 responses were considered not relevant to the questions. These included concerns about the consultation process and for the library. These concerns have been addressed elsewhere in the survey.

**Question 10a.**

*As a potential visitor the Creative Quarter what would you like to see here?*



3.20 Question 10a asked what potential visitors would like to see in the Creative Quarter. When considered alongside question 9 it is clear that events and exhibition space are perceived as key elements of a creative quarter. The Masterplan needs to balance this with the need for grown on space for businesses.

#### *Responses to free text – emerging themes*

3.21 Respondents had an additional three questions to respond to with free text. These were:

- Q8. Please describe your concerns
- Q10b. Is there anything else you would like to see?
- Q11. Is there anything else you would like to say?

Comments provided in response have been addressed on an individual basis and can be found in appendix 1, along with email responses and responses from statutory consultees.

3.22 A number of themes have emerged from the free text:

Question	Emerging themes
Q8. Please describe your concerns	Adelaide Road/ Clublands Pump Rooms/ Library Leamington Town Hall Housing Air quality/ environment Parking Canal/ waterside
Q10b. Is there anything else you would like	Clarity of Masterplanning/ decision

to see?	making process Clarity of role of CVS Housing Infrastructure Sustainability
Q11. Is there anything else you would like to say?	Protections for Adelaide Road/ Clublands Clarity of purpose of Masterplan and decision making process Housing Infrastructure Sustainability

- 3.23 In addition each question identified a number individual issues/ comments that have been addressed on a case by case basis (see appendix 1).

#### *Written Responses*

- 3.24 An additional 38 responses were received via email or letter. These varied in length, from one line emails (*"Exciting vision for a long awaited refurbishment of a overlooked swathe of Royal Leamington Spa = God Speed."*) to a five page written response on behalf of the Althorpe Landowners Consortium. It included two responses for sites to be removed from the masterplan. However, as the document is a high level vision for the area with limited planning weight it is not considered that it is necessary to do so.
- 3.25 Responses, and comments can be found in Appendix 2.
- 3.26 The content of responses was also varied. While there were some overlapping themes (finance, future of the Library, infrastructure, status of the masterplan), many focused on specific issues relating to the correspondent.
- 3.27 Due to the length and narrative presented in the responses is difficult to summarise and it is advised that they are read in full.

#### **4.0 Next Steps**

- 4.1 The consultations responses in Appendix 1 and 2 will be anonymised and made available on the Creative Quarter website.

**Appendix 1B**

**Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

**Leamington Spa Creative Quarter  
Report of public consultation**

**Please also see separate document (appendix 1a to the 6<sup>th</sup> March 2019 Executive report) which contains a summary of the overall consultation responses.**

<b>Table 1</b>	All responses to public consultation received by email
<b>Table 2</b>	WDC response to all public consultation comments received by email
<b>Table 3</b>	Responses to question 8: Please describe your concerns
<b>Table 4</b>	Responses to question 9: Are there any opportunities in the Creative Quarter that we have missed?
<b>Table 5</b>	Responses to question 10b: Is there anything else you would like to see in the Creative Quarter?
<b>Table 6</b>	Responses to question 11: Is there anything else you would like to say?

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019****Table 1: All responses to public consultation received by email**

Ref	Name	Response
1.	SPARKS-SLC	<p>Hi Joanne</p> <p>Thanks for the link which I have had a quick look at.</p> <p>There appears to be a discrepancy between the overall site map and the detailed plans. I will write with further details.</p> <p>The Bath Place details wrongly suggest that the viaduct arches are unoccupied. In fact they are fully occupied.</p> <p>I am pleased to note the adoption of the SPARKS-SLC concept of a hi-line project on the top of the unused viaducts. I am pleased that this concept is already progressing and Network Rail have provided a clarification on the legal status of the structures and the rights to the airspace.</p> <p>Kind regards</p> <p>SPARKS-SLC</p>
2.	Association of Midland Artists (AMA)	<p>I would like to put to you some observations regarding the planned development of the south of Leamington. I am a member of the Association of Midland Artists and write from the viewpoint of a member of this organisation. The AMA has some difficulty in finding suitable outlets in which to exhibit work in the town. Until recently we made use of the small lodge at the entrance to Jephson gardens where the "footfall" was good but the space barely adequate. The Rugby Art Gallery is a fine amenity for that town and in addition to a large general exhibition area it provides a separate gallery for hire to local artists/crafts people. the Leamington museum/gallery does not really match this scope and I believe that Leamington could and should do more when one considers the number of people and the amount of creative activity that takes place in the area. To this end I think that the provision of a site within the area of development for the exhibition/display of various aspects of visual art would have a beneficial effect within the proposal. When the 150 Gallery and the Arts Trail Studios were located in Livery Street a few years back they were a focal point of genuine public interest in an area that is now a collection of somewhat bland eating houses and the success of the Open Studios and the "Art in the Park" festival also indicate the level of public interest that exists in the town. The Althorpe Studios project on the Althorpe estate was until quite recently successfully providing work and exhibition spaces despite being in a area that was quite difficult to access during working hours. The recently opened Temperance Bar in Bath Street is at present making use of its limited spaces to exhibit work and is making a positive contribution to that part of Leamington.. I would like to think that the suggestions that I have made if implemented in some form, would help to generate a diversity of interest that could make this part of the town a success.</p>



**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

Ref	Name	Response
3.	Action 21	<p>At an Action 21 Board meeting, last night, we discussed the Leamington Creative Quarter proposals, and I am happy to confirm that we wish to be involved and participate in the Stakeholder Group.</p> <p>In response to the draft 'Masterplan', we would make the following points:</p> <ul style="list-style-type: none"><li>- We welcome any scheme that will rejuvenate and revive the south of the town</li><li>- We think it is important that charity organisations are not penalised by this scheme, and wherever possible are helped.</li><li>- Action 21's activities should be recognised as 'creative'.</li><li>- This 'Masterplan' covers only the use of buildings. We believe these terms of reference are too narrow, and should be extended to cover broader issues of the area, such as air quality, transport infrastructure, etc.</li></ul> <p>I hope this helps</p>
4.	Findmeagift.com	<p>I think your plans are wonderful. I've lived and worked in the area for over 20 years and have been running an ecommerce business called findmeagift.co.uk for 18years, with offices and warehouse in Southam. We employ 60 people which goes up to 200 in nov and dec. We find it impossible to employ people with the relevant experience in web development/programming, digital marketing and ecommerce.</p> <p>We are considered opening an office in Birmingham to help us fill the skills gap. However, if these plans are confirmed and we could attract the right talent to leamington we would definitely change our plans and set up offices in this area of leamington.</p> <p>Is there any opportunity for me to get involved as a advisor or in any way to help shape this exciting future for Leamington and ensure we attract the right skills to the area to make the area not just about gaming but everything to do with digital commerce.</p>
5.	Member of the public.	<ol style="list-style-type: none"><li>1. Thank you for your response, Joanne. I think the main drift of my concern was that there seemed to be no objective which supported existing green issues, nor sought to improve them. I wondered if formal consideration could be given to the natural environment and its enhancement in the plan.</li><li>2. On first rapid read-through of the plan, I am surprised and a little dismayed to see little reference to preservation or provision of habitat for wild life within the scheme.</li></ol>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		<p>While it seems that the general environment will be improved, there is little thought given to this aspect of the plan, nor it's influence on the existing habitat.</p> <p>Can you enlighten me, if I've missed references, or assure me that this will be examined and provision made? I find that a green environment helps and supports a creative outlook.</p>
6.	The Leamington Society	<p>The Leamington Society welcomes, and in general positively supports, the Leamington Spa Creative Quarter Master Plan currently out for consultation.</p> <p>We welcome the acknowledgement of the contribution creative industries make to the local economy and the aim to identify, and meet, the development needs of that sector.</p> <p>In particular, we welcome the proposals for Court Street Car Park and for Spencer's Yard and the old Post Office, though wonder if the latter might be more appropriately used as office space rather than as hotel.</p> <p>We are surprised, however, that there is no mention of All Saints Church, The Temperance Café, or The Assembly in the Master Plan as these all contribute to the arts scene in the area, and we would expect the plan to build on existing success.</p> <p>With regard to the Pump Room complex we welcome the move to expand the café area into the colonnade and in particular the extension of the boardwalk along the riverside to provide a new seating area.</p> <p>We are concerned about the potential loss of what is described as the function space as this is currently used as a good concert room, providing as it does the only medium sized concert room in the town.</p> <p>We are even more concerned about the proposal to move the library from its present space which we feel works well with the adjacent Art Gallery, TIC and café.</p> <p>Our view is that the current entrance to the complex is of good design and works well.</p> <p>We appreciate the desire to maintain public access to the Town Hall, though the current Master Plan does not appear to recognise the continued existence of the Town Council there for some time to come.</p> <p>Finally, we recognise the importance of the Adelaide road clubland area to the whole project, but there are no detailed plans for this area, as yet, for us to consider. We consider it vital that the interests of the community groups currently</p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		<p>based there are protected, and that they are fully consulted at all stages of any plan produced.</p> <p>Despite our concerns, we welcome these positive attempts to improve areas of the town which deserve more attention and to identify the key development needs of the creative sector.</p>
7	Stratford District Council	<p>Page 3: Reference is made to a report by NESTA and Creative England in 2016 which identified the <i>"town as the only creative cluster in the West Midlands"</i>. Whilst the report does highlight that there is a hotspot of creative industries in Leamington Spa within the parameters of the study it does not go so far to say that Leamington Spa town as the only creative cluster in the West Midlands. Rather the study itself states when describing its methodology that it <i>"in identifying creative clusters it looks for agglomerations of business and/or employment activity in groupings of creative subsectors that are similar to each other"</i>. The above quotation is therefore unhelpful and misleading and should be removed as it is damaging to the major role other areas like Stratford-on-Avon play. Furthermore, the Masterplan itself does not limit itself to this definition of largely gaming companies and includes artists and designers. This distinction should be made clear but also, if this wider definition is being used, the masterplan should acknowledge the relationship of Leamington to Stratford-upon-Avon and its international role in the creative arts industry due for example to the presence of the Royal Shakespeare Company.</p> <p><b>Page 5:</b> Although not a cross boundary issue per se, SDC respectfully points out that creativity is not related to particular age cohorts. Indeed, there will be many creative people amongst Stratford's older population, many of whom, having retired, will have time for creative pursuits.</p> <p>Page 24: References Spectrum Studios in London. It is of interest that a disused military base near Gaydon (close to Leamington Spa) is also home to special vaults housing the highly flammable nitrate film elements of the British Film Institute's BFI National Archive, the world's largest archive of film and television.</p> <p>Page 28: Reference is made to a creative Enterprise and Educational Facility. Links with Royal Leamington Spa/Warwickshire College could be made here as a range of creative courses (for all ages) are offered here.</p> <p>General: Is it envisaged that the concentration of these uses in one area in Leamington Spa be powerful enough to affect the gaming sector cluster that has established itself in nearby Southam (Codemasters etc) with companies wishing to relocate? Has any impact analysis been carried out? How can we create meaningful links and ensure economic prosperity is not affected?</p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		<p>General: SDC and WDC already work jointly in respect of aspects of plan-making, and in light of the publication of SDC's Local Industrial and Economic Development Strategy 2018-2031(<a href="http://www.stratford.gov.uk/enterprise">www.stratford.gov.uk/enterprise</a>)(LIEDS) adopted in December 2018, SDC would welcome future discussions between the two authorities to identify potential reciprocal benefits and opportunities for joint working in respect of Industrial and Economic Development. LIEDS itself rather than being inward looking acknowledges the interrelationships of Stratford –on- Avon with the wider region and does refer to the Silicon Spa and its proximity to Stratford-on-Avon and in particular Southam. It states "<i>This globally significant gaming cluster is centred in neighbouring Leamington Spa (aka "Silicon spa") but stretches out to surrounding areas such as Southam, in Stratford-on-Avon District. 75% of the digital media companies in the area are gaming companies compared to the more typical 5-10%. With over 30 studios operating, the cluster employs 10% of the UK total in games development including companies such as Codemasters</i>".</p> <p>One of its actions is to 'Explore opportunities and actions due to proximity to Silicon Spa'</p>
8	Warwickshire County Council Ecology	<p>Thank you for consulting us on the Leamington Creative Quarter Draft Masterplan. I have reviewed the documents online and searched the Warwickshire Biological Records Centre for habitats and species information and have the following comments to make:</p> <p>The study area includes two potential ecological sites of County importance: River Leam and Grand Union Canal, both potential Local Wildlife Sites (pLWS). The River Leam connects Welches Meadow Local Nature Reserve (LNR) further upstream to the east and the river Avon Local Wildlife Site (LWS) to the west. Both watercourses support otters and a range of bat species. Common and soprano pipistrelles, Daubenton's and whiskered bat have been recorded.</p> <p>The masterplan highlights potential areas for regeneration and use of land for creative development in the town centre but there are no detailed plans at this stage.</p> <p>Redevelopment of the town centre represents several opportunities for creating and enhancing urban green infrastructure which would add colour and contribute to rainwater interception and air quality as well as biodiversity. Opportunities for new soft landscaping, vertical or rooftop gardening should be encouraged as should additional planting along the canalside towpath.</p> <p>As the two watercourses represent an important foraging and commuting route for light-sensitive species, lighting should be restricted adjacent to and along the watercourses. Any development of sites adjacent to these habitats should use low-level lighting directed away from the watercourse to reduce light spill. Retention and reinforcement of bank side vegetation will provide some mitigation of the effect of lighting. Redevelopment of Althorpe Street, Spencer Yard, the Pump Rooms and the old Post Office all have potential to negatively impact bats and other wildlife on the adjacent watercourses, but also represent opportunities to protect and enhance green corridors through sensitive design.</p> <p>Other opportunities for biodiversity enhancement are additional planting of native or fruit/nectar bearing trees in streets and parks and incorporating bat and bird boxes into new buildings or on the outside of existing ones at suitable locations. Bats and swifts provide a pest-control service in urban areas by consuming large numbers of small insects including mosquitoes and midges. There are many examples of swift boxes incorporated into buildings or built as stand-alone 'swift towers' within urban areas.</p> <p>I hope this information is helpful. Please contact us if you require any further advice.</p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
9	Historic England	<p><b>LEAMINGTON SPA CREATIVE QUARTER MASTERPLAN CONSULTATION</b></p> <p>Thank you for consulting Historic England about the “Leamington Spa Creative Quarter”. Historic England is generally supportive of the vision, principles, aims and objectives set out in the Masterplan.</p> <p>A very thorough and persuasive townscape analysis by Bryant Priest Newman clearly differentiates the “Old” and “New” Towns at Leamington and highlights the issues and opportunities that the Old Town presents. In this context we recognise the potential of the eight strategic development opportunities identified in the Masterplan to make a positive contribution to the urban form by bringing back vacant and underused areas and buildings into beneficial creative uses.</p> <p>This will clearly have to be undertaken with care, stitching back together the urban fabric rather than attempting wholesale redevelopment and the masterplan commendably makes it clear that this is the approach to be taken. In this context we are conscious that a range of designated heritage assets will potentially be affected by the proposals and Historic England look forward to advising on future changes on a case by case basis and in the spirit of “constructive conservation”.</p> <p>As relatively discrete “creative clusters” it will be important as the masterplan suggests to tie them together through effective “way marking”, ideally utilizing innovative public/street art. A current example of the positive use of “permissive” street art can be found in Digbeth (Birmingham) where it successfully encapsulates the creative spirit of the place.</p> <p>In conclusion, we commend the overall vision and ambition of the Leamington Spa Creative Quarter Masterplan. I hope you find these comments helpful and we would be happy to attend a meeting to discuss them further should you find that useful.</p>
10	Loft Theatre	<p>We welcome this opportunity to respond to the draft Creative Quarter Masterplan. There are three parts to this response: (a) our comments on the plan as a whole, (b) our view of the place of the Loft Theatre in the context of the Plan, and (c) our responses to specific issues that may affect the Loft Theatre’s operations.</p> <p><b>RESPONSES TO THE OVERALL PLAN</b></p> <p>We believe that this is a bold plan that has the potential to fundamentally reinvigorate a community and a part of the town that is in urgent need of regeneration. It sets out a clear vision and does not seek to skate around anything that would detract from that vision, whilst recognising the assets that should continue to feature beneficially in any future landscape. The fact that this is to be driven by commercial aspirations, with the Local Authority acting as a kind of guardian angel in the public interest, whilst not original, is bold. Whether the commercial foundations are sound, or not, is a matter for those investing. It is a well tried formula.</p> <p>We are encouraged by the inclusion in a commercial development the provision for leisure and cultural activity to ensure the completeness of the saleable and human nature of the concept and its long term survival. We warmly welcome the idea of opening up Spencer Yard to through pedestrian traffic (Wayfinding). The Yard itself is a central and attractive space for the public and for outdoor events. Our only general concern about the plan is the vexed issue of parking. This is already a challenge for people attending performances at our theatre – an increase in activity in the area will generate the need for an increase in parking provision.</p> <p><b>OUR VIEW OF THE PLACE OF THE LOFT THEATRE IN THE PLAN</b></p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		<p>We would like to take this opportunity to emphasise that the Loft Theatre Company is more than just an 'interested party'. We are the only Arts Organisation in the Creative Quarter area offering a full programme of high quality theatre performances in our main house and studio theatres. In 2018 we gave over 100 performances of 12 productions to almost 10,000 people from Leamington and beyond. This included three world premieres of new plays and translations. We have been doing this successfully in our present location in Victoria Colonnade for 50 years and for nearly 100 years in Leamington as a whole. We have a strong following in the town.</p> <p>As the Plan acknowledges, the Loft has always had a positive dialogue with WDC and other stakeholders about the development of a creative quarter centred on Spencer Yard. We want this to continue and we are ready to talk at any time about how we can contribute to the success of this Plan. We welcome the opportunity that this Plan offers to bring the Loft into more prominent public awareness. We badly need to come out of our corner. It is not clear from the Plan whether the Loft is specifically seen as a provider of any of the cultural or socially desirable attributes. Nevertheless, we will boldly take it that we are, and we positively welcome being an integral part of the Plan. We share the concerns implied in the plan that the frontage of the Loft is not attractive and we would wish to engage in ideas for improvements to this. We would like to know more about the statement in the Plan that refers to "Longer term possibilities of redeveloping the Loft Theatre". We would be open to discussions about any redevelopment ideas that would benefit the Loft and the Creative Quarter as a whole.</p> <p><b>SPECIFIC CONCERNS AFFECTING THE LOFT THEATRE</b></p> <p>We run a fully operational performing arts venue that is vulnerable to disruption. Here are a few of our concerns.</p> <p>1 The building is not insulated from external noise. This is not currently a serious problem but would be if activity was to take place within the Yard that created more than ambient noise. Our theatre is virtually in constant use in the evenings for performances and rehearsals and material noise penetration would prohibit (not just interrupt) such activity. Whilst welcoming public use of the Yard during the day, any performance or noisy social activity in the evenings in the Yard would not work for us.</p> <p>2 We need vehicular access to the 'dock door' (SW corner of the building) for the following purposes:</p> <ul style="list-style-type: none"> <li>2.1 Delivery of goods</li> <li>2.2 Service vehicles maintaining the building and its complex installations</li> <li>2.3 The 'get in' and 'get out' of visiting productions</li> <li>2.4 Emergency services attending a public building that can be accommodating up to 300 persons at any one time.</li> </ul> <p>At present such access is from Avenue Road via the surfaced space passing the 'Old Dole' office, a space used for permit holder parking. There is the possibility of more direct vehicular access from Avenue Road immediately to the Dock Door if the Nursery building was demolished. This could serve as part of the Wayfinding route to Spencer Yard and not impinge on activities in the rest of the Yard.</p>

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Ref	Name	Response
		<p>3 Storage Space. For several decades we have used successively West Wing and since 2002, part of the Old Dole office for this purpose. The latter will disappear in the plan. Storage needs to be in close proximity to the theatre, ideally within walking/carrying range of the Dock Door. It would be possible to envisage a modest building alongside the theatre that would complement the general appearance and development of the area behind Robins Well.</p> <p>4 Convenient alternative parking to that currently provided is crucial for Loft personnel who work in the building throughout the day and until late evening (beyond public transport times) on most days of the week. Also, as mentioned above, the increase in activity in the area will require an increase in parking provision.</p>
11	LOTT	<p>Hi Joanne, I managed to call into the shop yesterday afternoon and again today for an hour. I am sorry I missed you as I would have liked to have met in person. It has been really busy in the shop today and you have plenty of 'post it' notes to read through as there has been a big response to the plans. I think on the whole, people are in favour of most of the plans. However, there has been a vast amount of views regarding the cleaning and restoration of the railway bridges and the pigeon problem! I have to say, we get this from people all the time. I think this should be considered as priority as the general public will really appreciate it and it would put you in good stead with whatever else you would like to achieve. There was also some interesting chat going on yesterday about your FabLab. Great idea and if training in this area can also be offered to school leavers who don't make Uni, I think you are onto a winner. So too for the Spencer Street Church. We have many people asking to bring back the market, which we, Leamington Old Town Ltd, have been considering too, if only on a monthly basis.</p> <p>Thank you for using LOTT Bazaar for your venue, it's been a very interesting couple of days....</p>
12	Leamington Town Council	<p>Royal Leamington Spa Town Council welcomes the opportunity afforded by this consultation exercise to contribute to the regeneration of that part of Leamington referred to as "Old Town." The Council has long supported measures that seek to revitalise this area which is of great historic significance and present day vitality. The Council is presently engaged in the preparation of a Neighbourhood Development Plan for Royal Leamington Spa and will endeavour to ensure that the planning policies relevant to Old Town contained therein are complementary to the objective of creating and sustaining a vibrant and successful Old Town for all who live and work there. It is also important that the objectives within the Masterplan are sensitive to priorities within the emerging Neighbourhood Plan.</p> <p>The Town Council is also a sitting tenant at Leamington Town Hall. It has long been associated with this building and wishes to see it continue to be used a focal point for civic events and maintained as a publicly accessible asset. The Town Council has indicated its aspirations for this building to Warwick District Council and a copy of the policy statement agreed</p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		<p>in June 2018 is appended to this response.</p> <p>1.     <u>GENERAL PRINCIPLES</u></p> <p>The Masterplan is an aspirational document which sets out a series of proposals that can be assessed both collectively and individually. The intent of the Masterplan to regenerate the area of Old Town and make better use of several redundant assets is supported and welcomed. The Town Council recognises that the Masterplan is the first stage in a process that will take many years to deliver the outcomes envisaged.</p> <p>The process of engagement set out in the introduction to the Masterplan rightly reinforces the importance of early consultation with key stakeholders. It is disappointing therefore that as the Masterplan has evolved the Town Council has been excluded from opportunities to contribute to these proposals. The Town Council as an elected body representative of Leamington Spa is uniquely placed to facilitate dialogue with the local community upon whom these proposals will have direct impact. As clear proposals emerge it will be important to engage with those sections of the community that will be most closely affected by them. It is hoped that this consultation will therefore be the first of several.</p> <p>One of the key priorities of the Masterplan is to provide the right opportunities for gaming and digital businesses as a means of nurturing creative talent and supporting new and existing pathways into creative careers. This is translated into a number of the proposals for re-use of existing buildings. It is therefore important to establish the extent to which this provision meets both current and anticipated demand for this use so that the right balance is achieved with other potential uses.</p> <p>Many of the areas which are subject to the proposed re-purposing are in private ownership; this may entail lengthy delays and significant costs. The Masterplan does not identify a programme of actions which may be delivered in the short term in order to “kick start” the development that the Old Town requires. Following the presentations attended by Members of the Council, it is appreciated that each of the sites contained within the Masterplan display differing characteristics, challenges and limitations. The view of the Town Council, therefore, is that a targeted approach to developing one key site, possibly Spencer Yard and the former United Reform Church, would generate the impetus needed for the wider regeneration of the area.</p> <p>The desirability of attracting new investment into Old Town needs to be balanced with the aspirations of the local community. A mix of uses may therefore be preferable to a single use focus.</p> <p>Some of the proposals, though of merit in their own right, threaten other established uses and the consequences for these current uses are not clearly specified.</p>



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		<p>The desire to repurpose many of the key assets identified within the masterplan implies physical regeneration. This must however be tempered with a realisation that regeneration is not synonymous with demolition of existing buildings which, particularly in a Conservation Area, are of merit in their own right and are capable, with imagination, of adaptation and conversion.</p> <p>The Masterplan could be strengthened by developing clear linkages between the various sites. At present it predominates on the redevelopment of individual sites which, though contributing to the wider objective of regenerating Old Town, neglect the potential for uses that support and complement each other across the study area.</p> <p>2. <u>SPECIFIC SITE PROPOSALS</u></p> <p>(A) <u>SPENCER YARD/UNITED REFORM CHURCH</u></p> <p>This site is pivotal to opening up access to the Town Centre from South Leamington and creating a vibrant centre for performing arts and the creative industries. However, the recent grant of planning permission for residential use of the privately owned buildings comprising Victoria Colonnade brings into question the viability of the proposal to develop the frontage along the river bank to promote the creative quarter and digital businesses and create a new gateway to Spencer Yard. The central position of the Loft Theatre is also a potential stumbling block to the wider development of this area.</p> <p>The indicative plans for a contemporary film production and studio complex or an indoor food market/event space at the redundant Church represent an imaginative alternative use for this long neglected building. The commercial viability of the indoor market concept does however need further careful analysis as general market initiatives in Leamington have not proved to be viable in the past.</p> <p>(B) <u>ROYAL PUMP ROOMS</u></p> <p>The proposals to open up access to this building, including the provision of a route along the southern elevation giving access along the River, are very worthy and in general supported.</p> <p>In view of the potential restrictions in relation to Victoria Colonnade, the possibility of linking Spencer Yard directly to the Pump Room Gardens via a new footbridge across the River Leam could be explored.</p> <p>There is concern that the longer term proposals for the repurposing of the interior of the Pump Rooms, including the relocation of the current Library is not accompanied by suggestions as to where this important community facility will be accommodated in the future. The Library is a pivotal community asset; whilst it could function at an alternative venue this needs to be a central consideration. The storage requirements associated with the Library are</p>

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		<p>significant and identifying alternative accommodation will therefore be a challenging exercise that must precede any repurposing proposal. If this proposal is to be progressed, early dialogue with Warwickshire County Council will be a prerequisite. (see also comments under (C ) below.</p> <p>(C ) <u>TOWN HALL</u></p> <p>The objective of ensuring the financial viability of the Town Hall is supported but the proposals for this key civic building appear to be poorly developed and justified. It is not clear to what extent there is demand for additional Restaurants or a Members Club and both these concepts sit uneasily with the stated re-purposing of the building to a creative enterprise and educational facility. It is not clear to what extent these proposals have been explored with the University of Warwick. Some of the proposed competing uses for this building could reduce its attractiveness as a lettable venue for external events which is a significant revenue driver at present. The suggested relocation of the Library from the Royal Pump Rooms, raises the possibility of unifying the research resource with the facilities currently provided at the University Learning Grid within the Town Hall.</p> <p>The Town Council has indicated as a policy decision that it wishes to remain a tenant of the Town Hall and to play a role in determining the future use of this important civic building. Warwick District Council will need to consider the Town Council's status as a sitting tenant independently of the proposals now being brought forward.</p> <p>The Town Council wishes to be consulted at each stage of the process in relation to this important civic building.</p> <p>(D) <u>BATH STREET CAR PARK</u></p> <p>The creation of an "artists" yard utilising the railway arches represents an imaginative use of this asset. There is concern however that the longer term proposal to develop into the existing Car Park will be detrimental to the objective of driving increased footfall to Spencer Yard and other uses in this area.</p> <p>(E) <u>COURT STREET CAR PARK</u></p> <p>It is recognised that this is a key site and fundamental to the wider regeneration of the Old Town Area. The opportunity to encourage new workshop space and an artist trail is welcome but the impact of a multi-storey car park needs careful consideration in view of the existing problems in this area associated with peak traffic congestion and poor levels of air quality. The Council is disappointed that the initial proposal for this site appears to exclude provision for residential accommodation as envisaged in the District Local Plan. As traditional Town Centres evolve, there is a growing consensus that these areas can thrive with a mix of residential and commercial uses and this will need to be evaluated within any proposals for this site. The opportunity for live/work units would be a relevant</p>

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		<p>option for this site, subject to further analysis.</p> <p>(F) <u>BATH STREET CREATIVE QUARTER WAYFINDING</u></p> <p>The proposals to improve directional linkages around Leamington and waymark key attractions are supported. However there is no mention of High Street or Clemens Street which would benefit equally from the sorts of improvements set out specifically for Bath Street.</p> <p>(G) <u>ALTHORPE STREET AREA</u></p> <p>This is a sensitive area that will require careful planning to maximise both opportunities for alternative uses, including access to the Canal frontage, whilst recognising the industrial nature of the area and the current uses that exist here. The District Local Plan designates this as a protected employment area where the introduction of new uses must positively contribute to the wider regeneration of the area. It is not clear how the obstacle of private ownership of much of this area will be overcome and what alternatives could be pursued if the ownership issues are unresolved. Any proposal will need to take account of the difficulties faced by small local businesses that will be forced to relocate.</p> <p>(H) <u>ADELAIDE BRIDGE RIVERSIDE AREA</u></p> <p>The rationale for inclusion of this area within the development brief is not clear since the site is some distance from the other primary development locations. The complex nature of the site, its association with many other established community uses and the planning restrictions arising from its proximity to the River Leam, suggest that this will be a very difficult option for future development. Many of the small community organisations that are based here would welcome certainty over their future tenancy arrangements.</p>
13	Member of the public.	<p>Many thanks for sending on the note about the Creative Quarter last month, an area which is of much interest to us in the provision of good cycle access.</p> <p>While on the subject of cycling, is there any chance of getting a large scale map of Leamington and Warwick, and Kenilworth if possible, from WDC? I think it was you who helped us out a few years ago with a map, it measures 815mm x 555mm and is coloured. We have used it at the Peace Festival for a number of years as a means of visitors identifying difficult junctions or roads for cycling. However, with time the map has finally worn out, hence our request if you could help with another, please.</p> <p>I see that you are now head of development services, well done.</p> <p>I can well imagine that the past five years has been more than a little hectic with the Local Plan.</p>

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14	Satkar	<p>Further to our meeting, and the subsequent presentation on 4.1.19, I would like to formalise the proposals that I have made verbally on behalf of Satkar.</p> <p>Satkar has secured funding of £700,000, and is continuing to pursue other sources to increase this to in excess of £800,000, which we are committed to spending in the local area on a project that will provide a long term income for the charity as well as some much needed affordable accommodation.</p> <p>We would like to propose that a development is carried out which would include the following features:</p> <p>Ground floor - hall for Satkar service users, kitchen, office &amp; wc facilities, further hall (if sufficient space) for use by other groups/charities.</p> <p>Upper floor/floors - 4 x 1 or 2 bedroom flats to be let on affordable rents to tenants put forward by the council.</p> <p>The three sites that we have identified as being suitable for this purpose are:</p> <p>The Stoneleigh pub site on Clemens Street.</p> <p>The old school on Court Street.</p> <p>The Italian Club to the rear of 49 High St via Packington Place.</p> <p>We would be very keen to engage with you on the above as part of the Creative Quarter development project.</p> <p>I look forward to your reply in this regard.</p>
15	Warwickshire County Council - Strategic Planning and Development	<p><b>Consultation on Leamington Spa Creative Quarter Masterplan</b></p> <p>I refer to the above consultation. The Masterplan is ambitious and provides a clear way forward for the Creative Quarter.</p> <p>The County Council has been engaged in the preparation of the Master Plan and support this approach. Our specific comments are;</p> <p><b>Economy – creative quarter and the gaming industry</b></p>

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		<p>This area is unique and acts as a catalyst that has nurtured creative talent for the gaming sector and the creative industries. This skill base has played crucial part on attracting these talents and businesses together. This master plan is aimed at consolidating these characteristics along with the creative environment. Therefore, the opportunities for grown-on space for gaming and digital businesses must also be at the heart of the masterplan.</p> <p><b>Connectivity with the area - Wayfinding and signposting</b> Vibrant communities are strengthened by good safe access. Therefore, careful consideration should be given to joining up of spaces and ensuring that each of the proposed elements are considered in relation to each other. Further, access and permeability to the entire area is considered from all directions and by all modes of transport, as well as the connections between those spaces and links with the rest of the town.</p> <p>Digital wayfinding and smart city solutions should also be looked at alongside the physical planning with this other incentives contained in the Master Plan.</p> <p><b>Parish Church area</b> – it is unclear how these proposals are linked to the “Leamington Vision” work being undertaken by the District Council. This could be cross reference in the Master Plan</p> <p><b>Business Sector engagement</b> - this will be a key driver in terms of property investment/ shop front improvements along the main transport routes. Therefore, we support on-going dialogue with landlords. There is a potential for environmental and improvements to increase footfall to encourage investment in properties.</p> <p><b>Role of Leamington Town Library</b></p> <p>The library is a civic and cultural destination and a focal point in the community and this role appears to be not recognised fully.</p> <p>The library provides digital access at a ground roots level to assist people of Leamington Spa to grow and develop their skills and their businesses. The current library hosts a variety of creative and artistic events such as author visits, poetry readings, adult storytelling and young writers, craft, music and dance, some of which are supported by Arts Council England.</p> <p>The library also hosts Code Clubs and Raspberry Pi sessions to develop digital skills which act as a catalyst for people to engage in the local industry of gaming. To further develop links the Library will be setting up a Maker Space (see reference to Fab Lab p30 of masterplan) meeting the needs of all ages and levels where equipment and support will be available in the library for users to learn skills in digital embroidery, digital music, filming and virtual reality. This would complement any Fab Lab created elsewhere in the town.</p>

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		<p>The library also holds large local studies collection of book, photographs, maps and other ephemera is a valued and well used resource that would underpin the creative and cultural aspiration of the masterplan. The Library services are also the custodians of the evidence for the history and heritage of Leamington Spa. The library is an existing community asset which is vibrant and welcoming to all users and should be recognised as such.</p> <p>The library provides the right opportunities for grow-on space for gaming and digital businesses; nurture creative talent and support new and existing pathways into creative careers as mentioned in the master plan.</p> <p>The library is ideally placed in its current position to support the aims of the creative and cultural quarter. It can offer space for events, workshops, networking, classes and exhibitions within the building and surrounding area would be welcomed.</p> <p>Page 26 states: <i>"Relocate library, expand and modernise gallery improving its presence as a top destination within Leamington Spa. Incorporate modern food market into vacant library space with new open frontage onto the gardens".</i></p> <p>Further discussions should take place on these matters with the County Council's library services.</p> <p>As point of correction - the references to library administration spaces in the building plan are incorrect as these spaces actually belong to the Art Gallery &amp; Museum. The library has no frontage or overview of the river aspect, being completely sited on the Pump Rooms Gardens side.</p> <p><b>Electric car charging points</b> There appears to be an omission in the Masterplan on the approach to electric vehicle charging point's infrastructure.</p> <p><b>Flood risk matters-</b> these comments are contained in the attached Appendix 1.</p> <p><b>Financial implications of the Masterplan</b> -County Council cannot commit to any financial implications from any proposals emanating from the Master Plan. However, we will assist the District Council in delivering infrastructure providing they receive any funding that may arise from S106 agreements, Community Infrastructure Levy or any other sources.</p> <p>The County Council will continue to work collaboratively with the partnership. The partnership must also ensure that there effective and timely delivery of supporting infrastructure.</p>
16	Williams Gallagher	<p><b>Leamington Creative Quarter Draft Masterplan – Consultation Response of Althorpe Landowners Consortium</b> Williams Gallagher act on behalf of the Althorpe Landowners Consortium (the "Consortium"). The</p>

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		<p>Consortium has direct control of approximately 50% of the Althorpe Street development area with Althorpe Street Developments controlling the remaining 50%.</p> <p>We welcome this first opportunity to provide formal comments on the Leamington Creative Quarter Masterplan. Due to our client's specific interests, the focus of these representations are on the Althorpe Development area only. However, lack of commentary on the wider proposals does not mean we necessarily endorse or object to those elements and reserve our position to comment further in due course should this be necessary.</p> <p><b>Context</b></p> <p>The Consortium has been working on proposals for the Althorpe Development Area for approximately 18 months. The emerging proposals are consistent with the aspirations of the draft Creative Quarter Masterplan in that they would:</p> <ul style="list-style-type: none"> <li>• deliver an environment that will attract and retain creative businesses within Leamington Spa;</li> <li>• provide accommodation attractive to the exceptional talent emerging from the local Universities and class leading software and tech businesses; and</li> <li>• include complementary opportunities for artisan and independent businesses to co-locate.</li> </ul> <p>It is noted that Althorpe Street Developments is currently pursuing an application for student accommodation in isolation of the wider opportunity that combination of the totality of the land and buildings offers. However, we are confident that should the planning application fall away, which it would appear is expected given the direct conflict with policy and significant local opposition, it will be straightforward to bring the two consortiums together to pursue a comprehensive regeneration scheme. This is because all of the property owners have agreed to commit to redevelopment of their premises.</p> <p>A comprehensive development offers the benefit of delivering holistic regeneration in a town centre area which does not have any current specific attraction or enhancement to the nature and quality of the canal corridor. A comprehensive scheme will make best use of sustainably located previously developed land by increasing density and quality of accommodation and in turn the value of an overall scheme in terms of social, economic and environmental indicators.</p> <p><b>The Creative Quarter Masterplan – Consultation</b></p> <p>It is stated on page 7 of the Masterplan document under Engagement that:</p> <p><i>"The initial stages of this consultation were mainly undertaken in group discussion sessions, but also 1-1 as required. Ongoing consultations on this masterplan will be via public events and display board presentations".</i></p> <p>The only interaction CDP has had with the landowners of the Althorpe Street Development Area is with the Consortium on 12th November 2018. This was the same day that the published draft Masterplan was provided to the Council for approval to use the document for this current consultation exercise. During that meeting it became clear that the example strategy for Althorpe Street was much</p>

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		<p>less developed than the other opportunity areas and lacked input from the relevant landowners. This consultation exercise therefore represents the first real opportunity for landowners to put forward a scheme that provides a real step change in opportunity for Leamington Spa.</p> <p>The current analysis for Althorpe Street lacks recognition of the very poor quality of the existing buildings / their fabrics / practicality of potential beneficial re-use. An understanding of these matters is fundamental to whether the strategy is actually a realistic proposal and also in the best interests of the long term sustainability of Leamington Spa.</p> <p><b>Aspiration</b></p> <p>The example masterplan for Althorpe Street set out at page 38 and 39 of the document is a reasonable approach to a project area in piecemeal ownership where land assembly without intervention by CPO is unlikely. However, as set out above, there is a clear opportunity here for wholesale regeneration without the need for CPO due to the willingness of all landowners to effect change.</p> <p>If consultation with landowners had been undertaken to inform the preparation of the draft Masterplan, then it would be expected that a far more aspirational example of regenerating the area could have been presented. As it stands, the existing example masterplan takes a piecemeal approach with minor elements of repurposing moving through to low key redevelopment in parts in the longer term. If this approach is adopted within the final document, and ultimately used as a development control tool (a point we discuss later in these representations), then it will embed lower value buildings within the area and curtail what can and should be a site for aspirational regeneration. Indeed, there are no other town centre sites in Leamington Spa which offer a similar level of potential density and quality to that of Althorpe Street and in such close proximity to a major transport hub (Leamington Spa Railway Station).</p> <p>Leamington Spa already includes numerous buildings and sites within the Creative Quarter plan area that can offer short to medium term accommodation for creative industries. Particularly where these are at inception and, to some extent, move on stages of their growth. The other opportunity sites within the draft masterplan study area also provide buildings of historic interest and / or a quality where cost effective re-purposing can be undertaken to attract tenants. In the case of Althorpe Street, the buildings are of very poor construction, lacking the quality of aesthetic which attracts repurposing and are also of low environmental quality in terms of energy efficiency. They are simply not economically or environmentally sustainable buildings in the longer term.</p> <p>In addition, the current strategy does not provide for meaningful inclusion of residential accommodation which is a key use in bringing vitality and viability to town centre locations. With the ability to deliver a comprehensive scheme for Althorpe Street, the inclusion of new and exciting residential products at upper floors will drive viability and also provide a resident population to serve new co-working / creative workspaces and a burgeoning night time economy of food, drink and</p>



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		<p>leisure uses. Without a mix of uses the area will not be popular through extended hours of the day thereby reducing its attraction to creative industries.</p> <p>In respect of residential accommodation, Althorpe Street is a perfect location for the relatively new concept of co-living. This is a model of accommodation that is akin to build to rent and includes shared communal spaces such as cooking, gym, cinema room etc. Co-living is favoured by young professionals moving on from student accommodation, individuals who wish to be part of a community and in many cases retirees who wish to downsize and enjoy socialising. The accommodation is managed and provides an affordable renting solution, particularly for young professionals who want to stay in Leamington Spa, in an environment that fosters a sense of inclusion, socialising and above all, creativity. Leamington Spa currently lacks such a residential product which is a perfect support use for the creative quarter.</p> <p>At ground floor and some first floor levels it is the Consortium's intent to provide co-working space / offices of a suitable size and configuration for businesses requiring follow on space from incubator hubs. The space would offer flexible solutions to configuration thereby ensuring it can adapt to business requirements and trends into the future. Interspersed with the office-based uses would be independent food and beverage units, an outdoor market area and links back to the railway arches which in time it is hoped would be occupied by further complementary businesses.</p> <p>Another key aspiration would be to improve the public realm significantly with the input of local creative talent and improve pedestrian links from the Creative Quarter to the primary shopping area and also the route and bridge crossing through to Eagle Recreation Grounds.</p> <p>The approach of the Consortium is one of meaningful regeneration and extension to the town centre to meet the needs of a growing population. It responds to the spirit of the example masterplan for the 'social Hub', as set out in the draft CDP document, but pushes an aspirational approach to the regeneration of the area. The objective is to provide a sustainable development with flexible accommodation for the longer-term, rather than embedding low value buildings which will not provide the return for landowners to pursue meaningful interventions.</p> <p><b>Density</b></p> <p>Taking the Consortium approach to the regeneration of Althorpe Street will also have the benefit of consistency with the revised National planning Policy Framework which requires local authorities to secure best use of previously developed land. The importance of "densification" to Government is underlined by the inclusion of a new section (Chapter 11) in the 2018 National Planning Policy Framework.</p> <p>Key example paragraphs include:</p> <p><i>Paragraph 117 - Planning policies and decisions should promote an effective use of land in meeting the need for homes and other uses, while safeguarding and improving the environment and ensuring safe and healthy living conditions. Strategic policies should set out a clear strategy for</i></p>

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		<p><i>accommodating objectively assessed needs, in a way that makes as much use as possible of previously-developed or 'brownfield' land; and</i></p> <p><i>Paragraph 123 - a) plans should contain policies to optimise the use of land in their area and meet as much of the identified need for housing as possible. This will be tested robustly at examination, and should include the use of minimum density standards for city and town centres and other locations that are well served by public transport. These standards should seek a significant uplift in the average density of residential development within these areas, unless it can be shown that there are strong reasons why this would be inappropriate;</i></p> <p><b>Relocation of Businesses</b></p> <p>A further benefit of comprehensive regeneration is that a managed approach to assisting businesses to relocate can be taken. Strategies have already been developed for the relocation of businesses within the land in control of the Althorpe Landowner Consortium and this would be extended to the remaining 50% of the land.</p> <p><b>Status of the Masterplan</b></p> <p>The future status and weighting of the Masterplan is unclear. There is no reference as to whether it will be adopted as a Supplementary Planning Document or remain as a development prospectus for use by the council in marketing Leamington Spa or as non-statutory guidance which is a material consideration (but of very limited weight) in the determination of applications. Clarification would be helpful.</p> <p>The CDP Creative Quarter Website states:</p> <p><i>"Please note that any development projects that emerge from the masterplan will be subject to further Council approval in addition to the planning process. As such, approval of the masterplan does not give approval to each example of development."</i></p> <p>Given the explanation above it does appear that the document will have minimal if any weight in decision making? In our view, this would be a missed opportunity to provide clear guidance to help direct landowners to an economically and socially beneficial solution for the opportunity sites.</p> <p><b>Creative Quarter Questionnaire</b></p> <p>We have not responded to the Creative Quarter questionnaire directly because the binary nature of many of the questions means they do not lend themselves to a meaningful response. For example, Question 2 states:</p> <p><i>Q2. Overall, how would you describe the draft masterplan? Please tick all which apply:</i></p> <p><i>Exciting</i></p> <p><i>Ambitious</i></p> <p><i>Creative</i></p> <p><i>Sustainable</i></p> <p><i>Unique</i></p>

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		<p><i>Boring</i>  <i>Limited</i>  <i>Dull</i>  <i>Traditional</i>  <i>Unsustainable</i></p> <p>We consider that the masterplan does offer a number of exciting and ambitious options but is in fact limited and unsustainable for the Althorpe opportunity area. Responding to the question as drafted does not allow this more balanced response to be given.</p> <p>Question 3 is an agree or disagree request for answers to a number of questions. There is no nuance in the response approach.</p> <p>Question 4 states that:  <i>Warwick District Council's mission is to make Warwick District a great place to live, work and visit. Do you agree or disagree that this masterplan supports the council's vision?</i></p> <p>Again, the response options are agree or disagree. It would be unfair of us to disagree with this statement in respect of the wider creative quarter masterplan outside of Althorpe Street. However, within the Althorpe Street opportunity area we do disagree that the current masterplan is effective for all of the reasons set out above.</p> <p>Question 7 / 8 asks if there are any areas we are concerned about. As set out above, we are concerned that the current example masterplan for Althorpe Street has been prepared outwith landowner input and is a missed opportunity if it proceeds as currently drafted.</p> <p>Question 9 asks if there are any opportunities in the Creative Quarter that have been missed? As set out in these representations, the opportunity at Althorpe Street is currently being missed / constrained by the example masterplan proposal. The masterplan for this area should be revisited with a higher density, comprehensive regeneration scheme that secures multistorey development, high quality urban realm, improved linkages and a mix of uses including substantial residential accommodation (co-living or similar) to provide a truly vibrant and sustainable community. It should not be an area devoid of activity after 18:00 at night.</p> <p><b>Next Steps</b></p> <p>For all of the reasons set out in these representations in respect of the Althorpe Opportunity Area, we cannot support the Creative Quarter Masterplan in its current form. While the document has been prepared by CDP, it is ultimately a council owned document and should reflect fair and transparent engagement with the public and key stakeholders. There is a need to revisit the masterplan for Althorpe Street to factor in an approach to intervention which will be of greater benefit to Leamington Spa. The existing land owners should be engaged by WDC and encouraged to make a betterment to the area under their control. A working group should then follow so that the land owners can work collaboratively whilst bringing their own development aspirations to fruition.</p>

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		The consortium and its advisors look forward to meeting both the district council, members and CDP to develop a concept that makes best use of this previously developed site.
17	Malcom Burns	<p>This is an important initiative for Leamington Spa and in many respects it is to be supported. I note that the emphasis is clearly (and possible rightly) on the Creative though there are mentions of the importance of the Cultural to create the right blend.</p> <p>There is however nowhere any specific mention of the very important contribution that music both classical and popular makes to the whole character of Leamington Spa and of the very substantial pull that music exerts on audiences from a very wide area, bringing significant revenues to the town.</p> <p>The uncommonly large number of amateur orchestras and choral groups that flourish in Leamington far exceeds that of other towns of our size. Additionally there are highly successful festivals and programmes of professional music which attract a further public from all over the Midlands</p> <p>The Pump Rooms and the Town Hall are invaluable venues for classical music performance and need to be protected and enhanced as such, not depleted by diluting their space. Spencer Yard (North Hall) is equally important as a rehearsal space.</p> <p>All these also need to be not subject to excessive noise disturbance but easy to locate, and in particular readily accessible for people arriving by car. It is distressing to register that several of the proposals in this plan include reductions in carparking spaces to make way for building or other purposes.</p> <p>In particular the Bath Steet carpark is important for access to any further development of Spencer Yard. The Court Street carpark must contribute to making the proposed developments under and alongside the arches attractive to potential Creative users.</p> <p>Any consideration of developing the URC church building as a food venue (market or cafe etc) has to bear in mind the need for service access. The worst and most discouraging aspect of Spencer's Yard is that currently one has to approach over rough terrain and through what is effectively the busy, dirty and smelly service area for the restaurants and shops facing the parish church. The Yard must not become an extension of that - but it also needs to maintain some form of vehicular access for the concerns that use the buildings.</p> <p>The Adelaide Road/ Riverside area should not be used for any extension of the proposed residential development of the Council's Riverside House.</p> <p>Another important enhancement of Leamington's cultural life which isn't mentioned is the need for either a better use of the Spa Centre cinema or the development of a new Art Cinema that could reflect the cultured nature of Leamington's population.</p>
18	Art in the Park	<p>Leamington Art in the Park Festival team are supportive of all plans to support and develop the creative industries in the town. We feel that in general the plans are visionary and vibrant and have the potential to make the most of the town's physical spaces, heritage and buildings. However we feel that there are issues with the development of Althorpe st as it is home to many long term and established tenants and note that the club lands area is also sensitive. We feel that WDC should be more proactive now with way finding and creating a visually strong and welcoming entry into the town and</p>

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		should be valuing and promoting the assets they already have to attract potential funders. i.e. independent report and valuation of creative business in addition to digital portfolio and development of the routes from the railway station into the town. We feel a flagship development i.e. the URC church is needed in advance of the proposals alongside a suite of events (street food and theatre etc) to showcase the opportunities for town residents and developers as current public awareness and ownership of the creative narrative is very low. We also note that the plans address our lack of car parking facilities but do not focus on the development of other means of transport i.e. improved cycling facilities and better public transport etc. Finally we feel that in order to deliver this initiative we need to bring the community together and with you. The current perceived public distrust and lack of confidence in WDC around development issues (cf. Riverside) is a potential negative influence on this development plan, hence it is vital that the economic impact of the creative and digital industries in Leamington and surrounding area are quantified and championed for this development.
19	Member of the public	I am an artist living and working in the area. I haven't been able to attend any of the consultation events but wanted to put across my views. I am excited by plans to develop the old town area as a creative quarter and I wanted to lay out my experiences of living in the town as an artist. I grew up in the area, but moved away to London to go to art school, and ultimately came back after I had children 15 years later. I have found it incredibly difficult to find suitable studio space in Leamington. As an artist working in ceramics, my needs are quite specific and not easily met. I had a studio at Althorpe Street, and I'm in the process of finding another space, but it is likely to be in Coventry or further afield where space is more affordable and available. You state that spaces for creative businesses/artists will be suitable for lots of different endeavours, both in terms of 'aesthetic and financial' needs. I think this misses the point that it is often about amenities and the suitability of space. For some artists this may be access at ground floor level if they work in large sculpture, or suitable light if you are a painter. As an artist working in ceramics I also have fairly specific needs. Don't second guess what is required, If you are to sustain a successful creative quarter, you need to build a creative community. I cannot stress this enough. You must create spaces for creative people to meet and share ideas. You must invite local artists, designers and makers to do this as part of your process. This doesn't currently exist in Leamington and would be essential, Leamington is too expensive a town for most artists to live in.
20	Member of the public.	Really interested in this project and what it means to the Leamington Community, I started my career at a local Gaming Laptop company that is no longer in business but did afford me the progression to achieve my goal of work for a global tech Business. I am based all over the UK but quite often work from home a couple of days a week. What I would like to ask is are there any plans to create a collaborative working environments, where people can drop in and out ad hoc? I believe this would drive a huge sense of inclusion especially for people who work from home a lot and lack the everyday contact working in an office can bring. In addition, it would open people's networks and drive a new way of working and engaging where people may be able to help and assist others. If this is on the horizon and there is an opportunity to shape what this becomes, I would love to contribute in some way. I work for Samsung, so may be able to assist in how a creative digital environment could be achieved from digital signage to outdoor Wi-Fi connectivity.
21	Member of the public.	We came across the Creative Quarter Masterplan proposal in the Leamington Courier and I was more than a little disappointed that having spoken with you in person and assured we were identified as stakeholders we were unfortunately not kept in the loop on this.

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Ref	Name	Response
		<p>I have read through the proposal and overall pleased to see some positive initiatives in the plan, but more so saddened and disappointed that Regents Place has not featured or mentioned at all in the document, unless you can advise me I have missed something. Is there any opportunity to address this?...</p> <p>Perhaps I can remind you that our idea; which you seemed to be positive about last year when we met, was simply to increase the pavement width on the north side of the road outside number 7 to number 11 so that the three establishments could incorporate outside seating and improve the look and feel in a very similar manner to the proposals you have made in other places. It is a simple and low cost enhancement and fits into the ethos of the plan. Indeed by simply making Regents place one way for traffic would eliminate any reduction in the few existing car parking spaces.</p> <p>It concerns us that your plans propose introduction of yet more food outlets to compete with the already struggling family businesses who have been loyally supporting the district as long term rate payers. Such individuals who are passionate about their businesses and I hope you agree as long established contributors to trade in the specific area, they deserve support from their local authority by inclusion in the plan.</p>
22	Cushman and Wakefield for Royal Mail Group	<p>On behalf of our client, Royal Mail Group Limited ('Royal Mail'), Cushman and Wakefield have been instructed <b>to object</b> to the draft Creative Quarter Masterplan document, which proposes the redevelopment of the existing Delivery Office for a potential Hotel use.</p> <p><b>Background</b></p> <p>Royal Mail occupies and owns the freehold of the Leamington Delivery Office. The Delivery Office is located at 1 Priory Terrace, Leamington Spa, CV31 1AA with its access and exit points located off Priory Terrace. Royal Mail have chosen to operate from this mixed-use area for many years because it allows them to effectively execute their essential service throughout the Borough.</p> <p>The Leamington Spa Delivery Office is an important asset for Royal Mail in meeting its statutory duty to deliver a Universal Service. Royal Mail is the UK's designated Universal Postal Service Provider, supporting customers, businesses and communities across the country. This means it is the only company to have a statutory duty to collect and deliver letters six days a week (and packets five days a week) at an affordable and geographically uniform price to every address in the UK. The Leamington Spa Delivery Office employs 117 individuals and provides 44 parking spaces for Royal Mail vehicles. The Delivery Office operates between 0330 hours and 1900 hours Monday to Saturday and between 1100 hours and 1530 hours on Sundays. The majority of staff typically arrive to the DO at approximately 0600 hours.</p> <p>Peak times at this Delivery Office are between 0630 hours and 1030 hours in the morning, followed by 1600 hours and 1830 hours in the afternoon. Furthermore, approximately 50,000 items of mail are processed at this Delivery Office every day.</p> <p><b>Representation</b></p> <p>Royal Mail is concerned about the draft document's reallocation of the Delivery Office site for the development a new riverside hotel. The document states that 'The Post Office is not currently owned by Warwick District Council but is up for sale.' In light of this statement, Royal Mail would like to clarify and confirm that it is only the ground floor retail unit within the building that is on the market to let, which is the former Post Office counter, and not the entire Delivery Office. As the</p>

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
		<p>unit is on the market to rent and not for sale, Royal Mail will retain the freehold title of the retail unit.</p> <p>It should be noted that Royal Mail and the Post Office became separate companies on 1 April 2012. Whilst Royal Mail is the UK's designated Universal Postal Service Provider, the Post Office is the nationwide network of branches offering a range of postal, Government and financial services.</p> <p>The Post Office remains in government ownership, whereas Royal Mail is a public listed company. The companies continue to have a close working relationship, but since 2012 they have been separate organisations.</p> <p>It should also be noted that, notwithstanding the ground floor retail unit being on the market to let, Royal Mail has no intention of relocating the Leamington Spa Delivery Office. As demonstrated above, this Delivery Office operates in a continually busy environment and processes thousands of mail items every day in order to execute its statutory duty to its customers.</p> <p>Its ability to meet its statutory duty to its customers is largely attributed to its current location throughout the town.</p> <p>Therefore, we respectfully request that the Council removes the Leamington Spa Delivery Office from the Creative Quarter Masterplan area on the basis that the proposal is not deliverable.</p> <p>However, if the Council decides to press forward with the Creative Quarter Masterplan, particularly where sensitive uses such as residential are concerned, Royal Mail respectfully request that the Masterplan be delivered in such a way which does not impede on the Delivery Office's continued ability to provide the essential service that we currently provide. This essential service is demonstrated by the 350,000 items of mail delivered each week.</p> <p>There is an inherent constant source of noise emanating from the Delivery Office due to its continually busy environment and mail delivery vehicles entering and exiting the site throughout the day. As such, the Masterplan should include criteria that ensures the Delivery Office's operations are accordingly protected and development proposals, particularly nearby sensitive uses such as residential developments, are subjected to Noise Impact Assessments to establish whether any such proposal is compatible with the Delivery Office's operations.</p> <p>Furthermore, given the volume of retail/commercial uses allocated nearby the Delivery Office in the Masterplan, Royal Mail are particularly concerned about the traffic implications this has on the Delivery Office. The extra trips generated to and from the aforementioned uses will produce more traffic in the area and, particularly servicing trips, will negatively impact the Delivery Office's ability to meet its statutory duty to its customers. Therefore, Royal Mail requests that, if the Council continues with the current Masterplan, a comprehensive Transport Assessment/Travel Plan be conducted to assess the traffic implications.</p> <p><b>Conclusion</b></p> <p>To conclude, Royal Mail respectfully requests that the Leamington Spa Delivery Office be removed from the Creative Quarter Masterplan area as it is neither for sale, nor is it relocating.</p> <p>If the Council decides to continue with the Masterplan, however, we respectfully request that it be designed in a way which does not negatively affect the Delivery Office's ability to continue to provide this essential service to its customers and residents of the Royal Borough of Leamington Spa.</p> <p>We trust that these representations will be considered accordingly in the preparation of this Masterplan and would be grateful if you could acknowledge receipt and keep me informed of future stages of the preparation of the Leamington</p>

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Ref	Name	Response
		Creative Quarter Masterplan.
23	British Gas - Corporate	<p>Dear Mr. Barber,</p> <p>Your letter dated 7<sup>th</sup> December 2018 (please see attached) has been passed to me at British Gas Business.</p> <p>My department here arranges quotations for commercial gas supply and meter installations, alterations, upgrades and disconnections.</p> <p>We also arrange commercial electricity meter installations, upgrades, alterations and removals etc.</p> <p>Is this something that you require from us? If so please advise on what is needed and I will be happy to try and assist.</p>
24	Supersonic	<p>Some good stuff here and some not so good.</p> <p>Firstly I must applaud the sentiment, seeing the creative community considered like this is brilliant.</p> <p>I like the proposed improvements to the Pump Rooms regarding better use of it's River Side facade. Not sure about the rest of the ideas for the Pump Rooms. I think it's fine as it is, in fact I do remember when it was refurbished, it seems not that long ago. No need to change the foyer, no need to move the library. Yes to improving the usage of the Parade facing part of the building.</p> <p>The Robins Well building and the old Post Office would be great places for games developers. I don't think the idea of turning the Post Office into an hotel is very strong. We did have a beautiful grand hotel in the centre of town and obviously it was not economically viable. I think swanky offices or apartments would be a better use. However WDC doesn't own these buildings as far as I can tell.</p> <p>The council abandoning the Town Hall I think is wrong, but that's a whole other debate.</p> <p>Spencer's Yard, access there is terrible, that definitely needs work.</p> <p>Regarding the overall scheme. I do applaud the initiative but I feel that the initiative itself is not a guarantee for success. I think the council needs to attract a big player in the industry into the centre of the town. A Codemasters or a Unity. If a company of that scale was to relocate to the Old Post Office for example I think it would be a major coup. If that happened I think all the rest would fall into place.</p> <p>I was amused to see that our office is just outside the red lines...</p>
25	Member of the	I see that on p 28 of the "Masterplan" it is stated that the library should be moved from the pump rooms location. To where



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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
	public.	is it intended to move the library?
26	Department for Housing, Communities and Local Government	<p>Thank you for your letters dated 7<sup>th</sup> December 2018, and the information provided.</p> <p>Please note that the Secretary of State is not a statutory consultee, therefore we are unable to make any comments.</p>
27	Member of the public.	<p>I don't feel I can fill out the survey as I now longer live in Leamington.. However I did live in Leamington until a few years ago, and spent all my formative years living in South(Old) Town and as such I feel I can express my views.</p> <p>I have nothing against a Cultural Quarter and view the development of Spencer's Yard and the United Reform Church would be beneficial to Leamington. I do however feel the re-refurbishment of the Pump Rooms would end up like the Regency Arcade. When the Pump Rooms opened in 1999 everybody in the town was proud of its development I feel the new development would be a retrograde step. I do not understand how a food hall can be viewed as more cultural than a library. There is no mention as to where you would relocate the library- the one part of the Pump Rooms which consistently has the highest footfall in the building. Leamington needs a library which is in a prominent place accessible to all!</p> <p>I know I am biased but I love my home town and only want the best for it.</p>
28	British Gas	I have looked at the draft plans for a creative quarter in Leamington Spa, can you tell me what the budget for this project is please.
29	Highways England	<p>Thank you for consulting us on your draft Masterplan for the Royal Leamington Spa Creative Quarter.</p> <p>At this moment, Highways England have no comment to make. However, we would request that you consult us separately on any major development proposals which arise from this.</p>
30	Natural England	<p><b>Your reference - Leamington Creative Quarter Draft Masterplan</b>  <b>Our reference - 267136</b></p> <p><b>No detailed comments due to team capacity limitations</b></p> <p>Unfortunately, Natural England's West Midlands Planning Team is not in a position to review the above document at present or to assess the potential impacts of these proposals on statutory nature conservation sites or protected landscapes.</p> <p><u>If you consider there are significant risks to statutory nature conservation sites or protected landscapes then please re-consult us detailing the areas on which you would like us to provide detailed advice.</u></p> <p><b>Protected Sites</b></p> <p>Please note that our initial screening of this consultation indicates that one or more Impact Risk Zones have been triggered by the proposed development. Our SSSI Impact Risk Zones are a GIS dataset designed to be used during the planning application validation process to help local planning authorities decide when to consult Natural England on developments /</p>

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Ref	Name	Response
		<p>proposals likely to affect a SSSI. The dataset and user guidance can be accessed from the <a href="https://data.gov.uk">data.gov.uk</a> website.</p> <p>Natural England is unable to provide a more detailed response to this consultation at this time. Consequently, the Council as decision maker, should request from the developer sufficient information as may be necessary for it to assess the impacts likely to arise and any mitigation measures required. You should use the Impact Risk Zones to inform any requests for further information, as they have been designed to inform local authorities when proposed development is likely to affect a SSSI.</p> <p>Local authorities have responsibilities towards the conservation of SSSIs under <a href="#">s28g of the Wildlife &amp; Countryside Act (1981 as amended)</a>, and your biodiversity duties under <a href="#">s40 of the NERC Act 2006</a>.</p> <p><b>Protected Species</b> To assist you further, Natural England has published Standing Advice <a href="https://www.gov.uk/guidance/protected-species-and-sites-how-to-review-planning-proposals">https://www.gov.uk/guidance/protected-species-and-sites-how-to-review-planning-proposals</a> which you can use to assess impacts on protected species or you may wish to consult your own ecology services for advice. Natural England and the Forestry Commission have also published standing advice on ancient woodland and veteran trees <a href="https://www.gov.uk/guidance/ancient-woodland-and-veteran-trees-protection-surveys-licences">https://www.gov.uk/guidance/ancient-woodland-and-veteran-trees-protection-surveys-licences</a> which you can use to assess any impacts on ancient woodland.</p> <p><b>Green Infrastructure and Biodiversity Net Gain</b> Natural England encourages proposals which seek a biodiversity net gain from development and support the expansion, enhancement and improved connectivity of habitat and multi-functional green infrastructure corridors in accordance with the Lawton principles.</p> <p>The lack of comment from Natural England does not imply that there are no impacts from this consultation document on the natural environment. It is for the local planning authority to determine whether or not this document is consistent with national and local policies on the natural environment. Other bodies and individuals may be able to provide information and advice on the environmental value of this site and the impacts of the proposal to assist the decision making process. We advise LPAs to obtain specialist ecological or other environmental advice when determining the environmental impacts of proposed development.</p> <p>Please contact us again should you wish to discuss this advice further and apologise again for the lack of a more detailed response</p>
31	Member of the public.	<p>Looks good at first sight; the Old Town has long been in need of regeneration. A few points spring immediately to mind though. 1. Presumably many visitors will arrive by train. Some restoration of the Art Deco station has been undertaken but there is further room for improvement. This could become a real focal point. 2. A decent, cheap, park and ride system is</p>

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Ref	Name	Response
		needed (look at York's for an example). None of this project will work without attention to the current, worsening traffic issues brought about by the huge amount of residential development which is being allowed on the outside of all our local towns. 3. I see that ideas are being sought for using Leamington Town Hall. Here is one idea: WDC could continue to use it (and its other existing buildings) and abandon the Covent Garden project which appears to benefit only WDC and the property developers who will buy the Riverside site.
32	Member of the public.	<p>I am delighted to learn of these plans which should provide the workplaces needed by both new and expanding businesses in Leamington's creative sector. It is to be welcomed that combined with the plans are imaginative ideas about possible uses of Leamington's beautiful buildings.</p> <p>The proposals for Spencers Yard should provide a much-needed outdoor performance square as well as creative workspace in an already creative area. The proposed development in Court Street car park too should answer a need and be an interesting addition to the old town. The suggestions for the old Post Office could lead to it becoming one side of an elegant open area in front of All Saints Church. Why though is this church not included in the Quarter, as an important venue for large-scale music performances and film ? The Assembly and newly redeveloped Temperance are both also important creative venues in the same area.</p> <p>However the suggestions for future use of the Pump Rooms seem to ignore the vitality and popularity of the Library / Art Gallery/ Museum/Cafe/TIC complex, accessible to and used by all sections of the population. To break these up in favour of a nebulous, uninteresting proposal for an events and networking space, with another ! restaurant, another ! food market would be to take the heart out of this area. I sincerely hope that this proposal will be rejected. A further important ground for rejection is that losing the Pump Rooms would mean losing the only medium-sized concert hall in Leamington, important as the elegant central venue for the ever-expanding Leamington Music Festival and for concerts during the rest of the year. More use could be made of this hall but it is important that it is not lost.</p> <p>The above comments summarise my main concerns as well as my impression of the positive aspects of the proposals. I hope that these are taken account of, as I use or visit all of these locations and see how important they are to the various communities of Leamington.</p>
33	Member of the public.	<p>I visited the Pump Rooms today to find that the plans for the creative quarter were not on view.</p> <p>Are they not supposed to be visible until 21st?</p> <p>Are they now in the Town Hall, or somewhere else</p>
34	Member of the public.	Message: Exciting vision for a long awaited refurbishment of a overlooked swathe of Royal Leamington Spa = God Speed.
35	Wellesbourne	Thank you for your letter dated 7 <sup>th</sup> December which has now been considered by the Council members.

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Ref	Name	Response
	and Walton Parish Council	The Parish Councillors thought this sounded an interesting project and wish you well with its progress.
36	Network Rail	<p>As you are aware Network Rail is a statutory consultee for any planning applications within 10 metres of relevant railway land (as the Rail Infrastructure Managers for the railway, set out in Article 16 of the Development Management Procedure Order) and for any development likely to result in a material increase in the volume or a material change in the character of traffic using a level crossing over a railway (as the Rail Network Operators, set out in Schedule 4 (J) of the Development Management Procedure Order);</p> <p>Where developments increase footfall at railway stations, in this case Leamington Spa, developer funding should be considered to deliver improvements at the station.</p>
37	National Grid	<p>National Grid has appointed Wood to review and respond to development plan consultations on its behalf. We have reviewed the above consultation document and can confirm that National Grid has no comments to make in response to this consultation.</p>
38	Member of the public.	<p>Can we have more CREATIVE THINKING about the idea of the Creative Quarter?</p> <p>You are (probably by brief) looking at the creative INDUSTRIES. Fine, but where does the local community fit in? How do we benefit? I want to see more emphasis on the RE-CREATIVE aspects of any South Leamington developments. Community cohesion and health thrives on purposeful and inclusive activity. Changes being made in NHS practice recognise this, with 'social prescribing'. I suggest that there should be spaces in Leamington's 'Creative Quarter' that allow artistic and musical practitioners and groups not only to have space to practice but also (close by) to roll out their abilities to help others (particularly those marginalised in the community) to improve their health and wellbeing. Music for Dementia is one such movement nationwide. We need to respond to</p> <p>Older people need a reason as well as a safe and weather-protected place to take exercise – to have a roofed pathway through any development (unattractive to bikes and runners!) would encourage health and participation. Moreover, the area should be inviting and attractive in the evenings too – not just with bars and cafes (which generally attract younger people and students), but with venues for such community recreation and activities.</p> <p>Another aspect of RE-CREATION addresses the ecological issue of waste: Action21 have been leaders locally in re-cycling useful items, but repairing and remodelling furniture is a craft that should be encouraged. Other towns (Edinburgh for one) have RE-MAKERIES in which professionals and volunteers work alongside un- or under-employed people, and turn a profit too. With the new Vitsoe factory at the west end of Leamington's canal, we could build a reputation not just for Gaming, but as a centre for a furniture economy – if community workshop space were factored in to plans.</p> <p>Most importantly, the badly polluted air-quality around and under the Bridges (at the High Street - Bath Street crossing) needs to be addressed in any development. No-one – particularly the young and the old – should be exposed to that dangerous level of pollution.</p>

## **Appendix 1B**

**Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019****Table 2: WDC response to all public consultation comments received by email**

<b>Ref</b>	<b>Name</b>	<b>Response</b>	<b>Amendment/Action</b>
1.	SPARKS-SLC	<p>Thank you for your response, please keep us updated on the hi-line project.</p> <p>We are unable to comment on the discrepancy due to lack of details.</p> <p>We will amend the wording around the occupancy of the viaduct as appropriate.</p>	Amend references at: 19, 20 in regard to viaducts.
2.	Association of Midland Artists (AMA)	<p>Thank you for high lighting areas of interest to the project. One of the priorities of The Big Picture is to create and manage new spaces for an exciting art, cultural and community events programme. If the vision is adopted, the Creative Quarter could deliver spaces such as you describe for local artists to showcase their work.</p> <p><i>Email response</i></p> <p>Many thanks for taking the time to give your feedback regarding the creative quarter plans.</p> <p>We very much agree that there is a fine collection of artists and artisans already established in the town and providing facilities to showcase their work and opportunities to provide gallery space and studios to work and create are very much part of our aspirations and a high priority. As always with the arts finding suitable, affordable and sustainable premises will be key but also challenging and we need to be looking at new ways to combine community functions with commercial premises to make this happen.</p> <p>We will be reviewing all feedback received next week after the consultation period closes and a final master plan will be approved (hopefully) in mid-March which will then kick start more detailed planning and appraisals.</p> <p>Have you completed the online survey? It would be great if you could do this and encourage other members of your association to do so</p> <p><a href="https://www.leamingtoncreativequarter.co.uk/public-consultation/">https://www.leamingtoncreativequarter.co.uk/public-consultation/</a></p>	Include East Lodge within red line boundary

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Ref	Name	Response	Amendment/Action
3.	Action 21	<p>Thank you for your response and for your support towards the Creative Quarter.</p> <p>The definition of 'creative' in the context of the Big Picture is defined by Digital, Culture, Media and Sport (DCMS).</p> <p>The Big Picture is a high level vision document. Its purpose is to create a vision that will inform and support investment into the town. The wider infrastructure requirements will be decided through the planning process by the relevant authorities. This will be dealt with as individual projects emerge.</p>	<ol style="list-style-type: none"> <li>1. Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"</li> <li>2. Include the DCMS definition of a creative industry</li> <li>3. Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?</li> </ol>
4.	Findmeagift.com	Thank you for your comments which show your support for the proposals. Please sign up to our mailing list for future updates on the progression of projects within The Big Vision.	No amendment.
5.	Member of the public.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise the need for these projects to be delivered in a sustainable way to minimise any negative impact to the environment and this will be addressed on a project by project basis.	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
6.	The Leamington Society	<p>Thank you for your response. All Saints Church, The Temperance Café and The Assembly are acknowledged already within the Big Picture under Building Uses and Proposals.</p> <p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. Details for how existing facilities could change are not yet known and any plans will be subject to consultation with key stakeholders.</p> <p>The library is currently located within the Pump Rooms alongside the Museum and Art Gallery. The layout of these three facilities is poor and the building has inadequate spaces for exhibitions, shows or events which is referenced to within the Development</p>	Remove Riverside from red line boundary

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Ref	Name	Response	Amendment/Action
		<p>Opportunities section of the Big Picture. A more suitable location for the library could be found however making any changes to the use of this building will require significant partnership working with Warwick District Council and Warwickshire County Council. At this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	
7	Stratford District Council	<p>Thank you for comments which have been considered as follows:</p> <p>Page 3: Noted – to be removed</p> <p>Page 5: Noted – to be removed</p> <p>Page 24: After researching the BFI Archive, it is deemed this example does not fit with the priorities due to its location and lack of access to the public so will not be included.</p> <p>Page 28: Warwickshire College have been engaged throughout the consultation period and could become involved in specific projects as the detail emerge. We do not feel it appropriate to mention any organisations in relation to specific sites until management arrangements are known.</p> <p>General: Each project will be subject to an individual Business Case, Scrutiny and Planning Proposal. An impact assessment would be considered as part of this and measures implemented where required to minimise any adverse impact.</p> <p>Noted for future reference</p>	<ol style="list-style-type: none"> <li>1. Remove sentence "In 2010 a report by NESTA and Creative England identified the town as the only creative cluster in the West Midlands"</li> <li>2. Remove sentence "the section is often driven by the young and the talented, but is backed by local residents and businesses who buy into change and the benefits that regeneration brings to all aspects of the community. The aspirations are to be somewhere different, authentic and diverse."</li> </ol>
8	Warwickshire County Council Ecology	<p>Thank you for reviewing the documents and providing this information for the Creative Quarter. Your recommendations around will be incorporated as appropriate in the detail for specific projects as they emerge.</p>	No amendment
9	Historic England	<p>Thank you for your comments. More detailed proposals for each site will emerge once The Big Picture is approved by the Council.</p>	No amendment
10	Loft Theatre	<p>Thank you for your comments which we take to be in favour of the Creative Quarter.</p> <p>We note your concerns around parking. Each project will be reviewed on an individual basis, taking its impact on infrastructure into account. The proposals, which can be</p>	No amendment



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Ref	Name	Response	Amendment/Action
		<p>found in appendix 2, actually include increasing the current parking provision in Court Street.</p> <p>The Loft theatre is recognised as a key stakeholder within the plans and we will continue to work with you as the Creative Quarter grows. We note your comments which will be considered as more detailed plans emerge.</p>	
11	LOTT	<p>Thank you for your comments and ideas for prioritising of projects. At this stage it is not possible to define a programme and agree initial priorities or a longer term phasing plan as regeneration is a complex process, sometimes requiring a long term approach but sometimes moving extremely rapidly as opportunities arise, for example, as land or properties become available or new funding options present themselves.</p>	
12	Leamington Town Council	<p>Thank you for your detailed response. Warwick District Council recognise the importance of the role of the Neighbourhood Development Plan currently being prepared by the Town Council alongside The Big Vision.</p> <p>It is clear from your response, and many responses from the online survey, that the Town Hall is a valued public asset. Although this is still identified a development opportunity in The Big Picture, the wording around the proposals for the Town Hall has been amended which should provide assurances for the future use.</p> <p>The Town Council form part of the Member Reference Group who will have opportunities to support individual plans as they progress. Through this group, Town Councillor's will be kept informed of progress so they can feedback to their groups who sit outside of the formal decision making process.</p> <p>Further market research looking into the potential supply and demand for any facilities within the proposals will be undertaken and considered as part of a business case for each site.</p> <p>The development of Spencer Yard and URC is a key priority for the partnership however it should be noted that by solely focusing on this one site at the beginning of the process, could mean that an opportunity for regeneration within another area is missed. It is for this reason no fixed phasing or programme has been provided within the document.</p> <p>The role of voluntary and community organisations within the Creative Quarter is of</p>	<p>Include statement: <i>After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any alternative or additional uses would need to be complimentary to any continued civic use.</i></p> <p>Insert statement: <i>There will be opportunities for Voluntary and Community organisations to benefit from these plans. In fact, including these groups within the</i></p>

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Ref	Name	Response	Amendment/Action
		<p>great importance which has been reiterated within The Big Picture.</p> <p>The large majority of sites do not involve any demolition and aim to regenerate using existing historical buildings, something that is highlighted as a priority for the Big Picture.</p> <p>Your specific comments on the site proposals are very useful and will be considered as individual projects emerge. It should be noted this is a high level vision document and at this stage these are only proposals. This is something that may not have been fully understood and so changes to the name and format of the document have been changed to clarify this. There will be viability assessments undertaken on potential uses to fully understand what is most suitable for each site and what is sustainable long term.</p> <ul style="list-style-type: none"> <li>a) Spencer Yard/United Reform Church: As above comment states, we agree this site is a key site that is strategically located between the North and South towns. There is a huge amount of potential for this site which will be investigated once The Big Picture is approved.</li> <li>b) Royal Pump Rooms: Relocation of the library which is included within The Big Picture as a suggestion only and would only go ahead if a suitable alternative within the town centre could be found.</li> <li>c) Town Hall – see earlier response to comments on Town Hall</li> <li>d) Bath Street car park – noted</li> <li>e) Court Street car park – There are a number of potential opportunities for this site due to its key location. There is an existing housing allocation on the site however this forms part of a wider area and not just the car park.</li> <li>f) Bath Street Creative Quarter Wayfinding – Noted, the wider area will be considered in any wayfinding projects.</li> <li>g) Althorpe Street area - The Big Document, if adopted, will represent the articulation of the alternative regeneration options for this site. The growing economic pressure on landowners will inevitably lead to a redevelopment of this</li> </ul>	<p><i>proposals will be an integral element of the ongoing success of the Creative Quarter.</i></p> <p>The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i></p> <p>Insert statement: <i>Making any changes to the use of this building will require significant partnership working with WDC and WCC and the viability of doing so would be considered before any decision is made.</i></p> <p>Remove Riverside from plans.</p>

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Ref	Name	Response	Amendment/ Action
		<p>site, so including within with the CQ area enables us to look at the best uses for this site.</p> <p>h) The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Project Board have made the decision to remove the area from the Creative Quarter plans.</p>	
13	Personal	Thank you for your comments. The provision for cycle ways will be determined in partnership with WCC as detailed plans emerge.	No amendment
14	Satkar	Thank you for taking the time to meet with us. The role of community groups has been highlighted as an integral part of delivering the vision set out in The Big Picture and we will continue to engage with your organisations as plans progress.	No amendment
15	Warwickshire County Council - Strategic Planning and Development	<p>Thank you for your comments. Providing the right opportunities for grow-on space for gaming and digital businesses and improving the public realm are named as priorities for the Creative Quarter.</p> <p>The Leamington Vision is a much wider vision which although features part of the Creative Quarter. The Big Picture encompasses parts of this however provides a more detailed narrative for how this could be delivered.</p> <p>There has been extensive public consultation involving local businesses who are recognised as a key driver in delivering the Creative Quarter. We will continue to engage with these stakeholders as plans progress.</p> <p>The Big Picture only suggests that alternative locations for the library could be sought. This has been something that has come through clearly in the consultation, so changes to the wording will be incorporated to reassure users of the library that its future is safe and to make reference to the County Council's role in this facility.</p> <p>Electric car charging points are not something that falls within the brief of The Big Vision.</p>	<p>Include statement: <i>Warwick District Council and its partners are supporting the delivery of a range of infrastructure measures which will support the Creative Quarter, including through the Community Infrastructure Levy and County Council-funded transportation improvements. It will be important that as proposals are developed these are designed to reflect and respect this vision for the Creative Quarter.</i></p> <p>Include statement: <i>Please note If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Making any changes to</i></p>

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Ref	Name	Response	Amendment/ Action
		<p>The flood risk matters will be considered as individual planning permissions emerge.</p> <p>Thank you for your comment regarding financial implications of the Masterplan.</p>	<p><i>the use of this building will require significant partnership working with WDC and WCC and the viability of doing so would be considered before any decision is made.</i></p>
16	Williams Gallagher	<p>We note your comment regarding commentary on the wider proposals.</p> <p>The proposals within the original Masterplan Document were intended as a high level study only, suggesting possible ideas which could deliver the priorities of the Creative Quarter. Each site will require a full business case which will looking into a specific development and how this would work on the site. This will involve consultation with stakeholders, to which the Consortium would be vital.</p> <p>We note your comments regarding the requirement for mixed uses in order to support the Creative Quarter.</p> <p>The Big Document, if adopted, will represent the articulation of the alternative regeneration options for this site as referred to in TC12 of the local plan.</p> <p>We note your comments regarding the survey which you did not find useful for your individual response.</p> <p>An offer to meet with CDP has been made and to date has not been taken up. Please get in contact to discuss your proposed development in more detail.</p>	<p>The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i></p>
17	Malcom Burns	<p>Thank you for your response, we are very mindful of the need to provide a variety of spaces, sizes to suit various audience types. The Big Picture is a high level vision document. It includes a number of examples of what could be delivered. It may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space.</p> <p>The provision on music is important and has been brought to our attention by various people and will most definitely be a key part of delivering projects.</p> <p>We note your concerns about noise, access etc. Each project will be subject to an</p>	<p>Remove Riverside from red line boundary</p>

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		<p>individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. As always any disruption will be kept to a minimum and managed to have the least detrimental effect on the public.</p> <p>Noted and agreed Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted</p> <p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p> <p>The Spa Centre is currently not part of the area currently designated as the Creative Quarter. However, this does not mean that it is not important nor bring ignored. We recognise that it has an important role to play in Leamington's cultural story.</p>	
18	Art in the Park	<p>Thank you for your feedback. The growing economic pressure on landowners will inevitably lead to a redevelopment of this site, and this will likely focus on students as it will give higher potential return. Including it in the CQ area enables us to look at the best uses for this site, and potentially limit the amount of student development. Small businesses are important to Leamington so they would have to be moved but we would prefer if they were moved in favour of live/work/mixed use rather than solely student accommodation</p> <p>Public way finding and signage is key and we will be looking at interesting and unique ways of developing this which involves the talent of the town's artistic community.</p> <p>There is potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted.</p> <p>The URC is clearly a priority for development as it falls within WDC ownership and its</p>	No amendment

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Ref	Name	Response	Amendment/Action
		<p>location on the corner of Spencer Yard. The Big Picture proposes a number of uses which will all be explored.</p> <p>The Stakeholder Forum and representative on the Project Board will help to ensure that community views are represented.</p> <p>The recent decision to defer the HQ development may also help to restore confidence.</p>	
19	Member of the public	<p>Thank you for your response, we are very mindful of the need to provide a variety of spaces, sizes to suit various audience types. The Big Picture is a high level vision document. It includes a number of examples of what could be delivered. It may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space. We will be preparing a business case for each individual project and will welcome the input of the proposed end-users to ensure that space created is fit for purpose.</p>	No amendment
20	Member of the public.	<p>Thank you for your feedback which confirms what others have advised that a collaborative co working space would be very welcome in Leamington. High spec of digital connectivity will be key to delivering this project.</p>	No amendment
21	Member of the public.	<p>We are aware these businesses are very important to Leamington, Temperance is an excellent example of a community backed creative space and is already a difference to the Bath St area.</p> <p>The idea to change the layout of Regent St will be sent to the Project Board for consideration. There are lots of smaller schemes that could take place alongside the main developments that will make a difference.</p> <p>There is limited reference to the development of restaurants and cafes but there will be opportunities for new amenities to support new workspaces and public places. The focus will be to support independent and local businesses wherever viable. Established businesses should see the opportunity to grow their business through increased footfall and activity in the area and are in a far superior position as they are already known and have customers compared to start-ups.</p> <p>We have also discussed the operators lack of marketing and awareness – this needs to be addressed as a priority.</p>	No amendment
22	Cushman and	<p>We note that the Delivery Office is not for sale and will amend the document to reflect</p>	Remove reference to Delivery Office

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Ref	Name	Response	Amendment/Action
	Wakefield for Royal Mail Group	<p>this. The document has been re-titled as Leamington Creative Quarter – The Big Vision Document and this change better reflects the nature of the document – it does not allocate areas to change nor make certain requirements, but reflects an aspiration for regeneration and identifies key strategic sites that could help deliver that. As a key strategic site in the Creative Quarter it is appropriate for the Big Vision Document to include your site. Should your location intentions change in the future then the Big Vision will help guide, but not fetter, future developments.</p> <p>We note your comments regarding the noise and activity associated with the current use, and also your concerns regarding additional traffic. However, the purpose of this document is to set the aspirational regeneration framework, from which individual project plans will come forward. As these begin to develop more detail, specifics such as transport network and noise assessments will take place, although given that the sites are in and around town centre locations it is not expected for there to be significant issues generated.</p>	being for sale.
23	British Gas - Corporate	Noted, thank you. At this stage the Big Picture has not identified any need for gas supply. When projects reach this level of detail we will contact suppliers.	No amendment.
24	Supersonic	<p>Thank you, noted.</p> <p>The Big Picture document asks questions of the best use of the Pump Rooms. These ideas will be worked through in detail as part of signing off Phase 1 of the Creative Quarter partnership. We note your concerns as to the benefits of any substantial reorganisation of the internal uses.</p> <p>You are correct that the Council does not own the Post Office or Robbins Well and therefore has limited influence. However, we hope that by establishing a shared vision for their locality that owners will make appropriate investment in their property. We note also the economic difficulties of sustaining a high end hotel in Leamington.</p> <p>The Town Hall is included within the Creative Quarter area as it is a key link between the Old Town and the town centre. It's inclusion does not preclude any additional discussions about its future use.</p> <p>The Big Picture recognises the need to improve access to Spencer Yard.</p> <p>A high profile anchor tenant would bring benefit to the Old Town area and the Council/</p>	No amendment.

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Ref	Name	Response	Amendment/Action
		CDP is open to conversations. It is also recognised that a number of smaller interventions will act as a catalyst for change.	
25	Member of the public.	<p>Response via email:</p> <p>Many thanks for your email. The draft master plan provides a vision and direction of travel, it is not a list of defined and fixed projects. It identifies key opportunities for development and gives examples of projects that may be proposed in the future. Moving the library is a suggestion but it is not something that is absolutely going to happen. CDP and WDC will need to analyse each project thoroughly with a full business appraisal, can the space be used for something else, and is there a better location for the library?? And if it makes sense to move the library to a different location that will be considered, however it may also make perfect sense to leave it where it is.</p> <p>At the public forums that we have held recently we had many discussions about the library, many people seemed to think that should it move, the Town Hall may be a good location for it. Again, that is just a suggestion and full business appraisals will be carried out.</p> <p>I do hope that this answers your question and thank you for taking the time to feedback.</p>	No amendment.
26	Department for Housing, Communities and Local Government	Thank you, noted.	No amendment.
27	Member of the public.	Thank you. The Big Picture document does ask questions as to the best use of space at the Pump Rooms, and the best location for services currently based there. The document does include ideas for possible alternative uses but these are just ideas at this stage. Should the Big Picture be approved by the Council these will be examined in more detail.	No amendment.
28	British Gas	<p>Email response</p> <p>Thanks for getting in touch. This is a draft Big Picture that has been put to public consultation for comment. None of the projects are definitely happening or have been signed off through a planning process and therefore have not been costed. This will not</p>	No amendment



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		<p>happen until we have a fully committed and signed off final Big Picture.</p> <p>Once a final Big Picture is agreed, we will be looking for funding opportunities and potential owners/developers to work with to fund various aspects of the project. We could also look at grant funding options dependent on the project and end-users.</p> <p>The consultation at the moment is recording public comments – if your concern is regarding how the projects will be paid for, please do note this on the form in order that it can be brought to our attention.</p>	
29	Highways England	Thank you. We will be in contact at the appropriate stage of development.	No amendment.
30	Natural England	Thank you for highlighting the potential impact on Impact Risk Zones. We will investigate this as part of detailed work on potential schemes.	No amendment.
31	Member of the public.	<p>Thank you. The station is not within the Council's ownership but we are aware of parallel projects taking place to improve the stations relationship with the town, and which support the aims of the Creative Quarter.</p> <p>The development of a park and ride is outside the remit of the Creative Quarter though the District Council has identified two sites for such a scheme.</p> <p>The Council relocation project is a parallel project to the Creative Quarter. The Town Hall is not considered as a potential relocation site.</p>	No amendment.
32	Member of the public.	<p>Thank you.</p> <p>Spencer Yard is recognised as a key site within the Creative Quarter. The example proposal does include reference to outdoor events but we are conscious that this will impact on existing tenants/ residents (including the Loft Theatre).</p> <p>All Saints Church has not been included as a specific project though it is hoped that landowners within the red line area support the mission of the Big Picture document and make investments to support that vision.</p> <p>We note also your concern for future uses of the Pump Rooms. At this stage the Big Picture document raises questions about the best use of space and best location of services.</p>	No amendment.
33	Member of the	Email response	No amendment.

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	public.	We do have 3 copies of the displays available, however last Friday we had 3 different locations for consultation (Royal Priors, Town Hall and Beauchamp Hall) for meetings and forums so we had to move them about - it's the only day that this happened and unfortunately that clashed with the day you went to the Pump Rooms to visit. Again I apologise for the inconvenience caused.	
34	Member of the public.	Thank you.	No amendment.
35	Wellesbourne and Walton Parish Council	Thank you.	No amendment.
36	Network Rail	Thank you. We will consider developer funding to mitigate the impact on existing infrastructure through the planning process.	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
37	National Grid	Thank you. Should any issues arise thought the detailed project planning we will be in contact.	No amendment.
38	Member of the public.	Thank you. We recognise that community organisations have a key role to play in the sustainability of the Creative Quarter and have added a paragraph to "Why do we need a Creative Quarter, and who is it for?" to reflect this.  We also note that your concerns that developments support older people, as well as younger. We will look into this in detail as part of detailed proposals.  Please also see email response below.  Email response Many thanks for your email and we appreciate you taking the time to feed in to the consultation.  You make some very good points particularly around involving the local community which we see as key to the success of a major project like this. You will be happy to know that we have met with Action 21 and are aware of their good work and aspirations for the future. The comments regarding the pollution in the Bath Street area are also very valid.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"

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<b>Ref</b>	<b>Name</b>	<b>Response</b>	<b>Amendment/Action</b>
		Your comments will be included in the overall review of all feedback which will commence next week.	

Ref	Comment	Response	Amendment
2	Unsustainable	Noted: Unable to respond as no detail of what specifically the respondent is referring too.	N/A
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4	Leamington Spa Creative Quarter Report of public consultation – Report to executive 6 <sup>th</sup> March 2019.	The Eng Report is a high level vision document.	Include statement regarding Town Hall: After

**Table 3: Responses to question 8: Please describe your concerns**

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	area of town - it must always have some form of public access	It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.	careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
4	Bath street car park is a vital car park to south Leamington and is needed.	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area.	N/A
5	The Cultural Quarter is far too large geographically diluting the effect that a quarter should bring.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be necessary to deliver various projects simultaneously to cross fund and kick start plans	N/A
5	It's appears to be a hotchpotch. It looks like a developer wanting to cash in as much as possible which is typical of the current regime at WDC	See above. The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The Big Picture is adopted. Some of the projects are long term and aspirational over the 10-year partnership.	N/A
5	Most pages show people in restaurants. We	Whilst we recognise that food/food service is	N/A

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	have a lot of those already and it's not really part of a cultural aspiration	not a creative industry, there will be opportunities for new amenities to support new workspaces and public places. The focus will be to support independent and local businesses wherever viable.	
7	Not protecting our local community and creative organisations.	Noted - unable to respond as unsure on the context.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"
7	Not adding to the cultural capital of the town.	Noted - unable to respond as unsure on the context.	N/A
8	The creative quarter should offer residents and visitors an opportunity to experience creative activities as well as be within a creative environment. A hotel does not do this. It is a very lack lustre idea. The town is also not short of hotels	Noted and agreed. We envisage that the range of experiences that will be available will be open to all visitors and local residents. The proposed hotel is a long term aspiration and is just one part of a much bigger picture and provides local amenities to support the development of the creative environment. There is limited supply of good quality hotel accommodation in the town centre, this would encourage visits to stay here rather than bypass and stay in other local towns and spend in the local economy.	N/A
8	A members' club is also lack lustre and by its nature exclusive rather than inclusive.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
9	Although the overall aims as stated at the start of the document are welcome and a few of the potential projects look good, the detail of plan is sprawling and unfocussed and several of the proposed projects look rather dubious and cast a long shadow over the	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if the	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington</i>

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	<p>more positive ones.</p> <p>It would be better to focus on a few areas strongly and clearly state how the proposed work will directly stimulate and support independent businesses &amp; creative industries - rather than present vague aims, many of which seem to be aimed at providing more units for existing, large businesses to occupy</p>	<p>plan is adopted. Some of the projects are long term and aspirational over the 10-year partnership.</p>	<i>Creative Quarter Big Picture?</i>
9	<p>I don't understand how opening a food court in the library, a hotel in the post office or restaurants in the town hall and other buildings supports the creative industries, or start-ups/entrepreneurs in any way at all.</p>	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced.</p>	N/A
9	<p>I run an independent retail business on Court Street and anything along the lines of Fargo Village in the south of Leamington would be extremely welcome and could spark a whole load of new businesses if rents and terms were favourable - but the bulk of this plan seems to be a way of expanding the concept of Livery Street further across the town. This will increase rent costs and price small businesses out of the town - reducing diversity of offerings to visitors to the town and stifling the growth of any character or identity.</p>	<p>Noted – we are very committed to providing low cost start up business premises in Leamington, these have been identified in the plan in Bath Place, Court St, Althorpe Street and potential investment and improvement around High St, Bath St, Clemmens St to make the area more attractive and welcoming. However as with all developments there will have to be some commercial activity that will cross finance the community aspects – FarGo Village for example has a Domino's Pizza just on its doorstep that helped to finance the project.</p>	N/A
9	<p>I would strongly recommend that the Creative Quarter concept is reduced in geographical scope, has a tight focus on stimulating creative industries through commercial/communal spaces, infrastructure and incentives - sets some key targets such as:</p> <ul style="list-style-type: none"> <li>- new businesses started</li> </ul>	<p>Thank you for these comments. The key performance indicators noted will form part of the detailed business plan for each project as it progresses.</p>	N/A

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	<ul style="list-style-type: none"> <li>- increase in employment/apprenticeships in independent businesses</li> <li>- reduction in vacant commercial premises in the targeted areas</li> <li>- increase in the ratio of independent businesses vs corporate</li> <li>- increase in the provision of independent cultural/creative events in Leamington</li> </ul>		
10	Street art is popular around the world and does bring in tourism however, if not fully lit at night, it could encourage unlawful behaviour in these areas of Leamington.	Your concerns are noted, each project will be subject to an individual Business Case, Scrutiny and Planning Proposal. The Planning authority will liaise with all the relevant stakeholders and ensure that any permissions given meet all required legislation. Issues like lighting and anti-social behaviour problems will be considered during this process.	N/A
11	Not enough Consultation	Consultation has taken place with local creative businesses from April –October 2018. Many more were invited to forums but chose not to attend. We also have a Stakeholder Forum in place which meets regularly and represents the views of various businesses in the area. General public were invited to consult over a period of 7 weeks from 01 December – 21 January with 8 public access events,	N/A
13	Moving the Library out, unless it moves to an equally big site elsewhere.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated	N/A



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		<p>somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
14	How dare you take our public buildings and make them 'exclusive'. They should be working for the many. Leamington is not 'elite'. Leamington is where my family is from and you are not including its roots in your plan.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall or other public buildings as a sustainable building that is at least in part publically open, that a range of uses are introduced.	N/A
15	Particularly concerned with the transformation of the Town Hall into a restaurant, private members club etc! That is such a poor decision. Why on earth a private members club?? What benefit is that to the community? It's a resounding NO to such a development!	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
17	Relocating the library - this is an important part of creative life in Leamington too and must be celebrated rather than pushed out. Even if the Pump Rooms building is not the best location for it long-term, the library must be kept in the town centre and easily accessible for all. It was an absolute lifeline	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the	N/A

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	for me when I was between jobs and had recently moved to the area. I would like to see the library incorporated into work with creative organisations and industry - there are many opportunities for collaboration here.	use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included: - <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i> <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i>	
17	The proposal to offer the café area in the Pump Rooms up to commercial business is concerning. A high-quality independent business working with local suppliers would be welcome, however I sincerely doubt that anyone wants to see a Costa or Starbucks there.	The new café operator in the Pump Rooms is a small local business who has links to the charity "Helping Hands" They were chosen to take on the lease for their community ethos. At no time were we considering to offer the lease to a multi-national chain.	N/A
17	I also feel that it is vitally important for the new creative hubs to be permeable and inviting to the general public. They must not become closed-off spaces for the exclusive use of commercial enterprises (and I say this as a genuine supporter of digital media and the jobs and opportunities the industry brings). Events and retail and food offers will be key for local residents to see the benefits of the project to them.	Noted and agreed. We envisage that the range of experiences will be available will be open to all visitors and local residents. There will be a range of projects which will include some community based and some commercial opportunities, by its nature there will be some exclusive use spaces but this will be backed by lots of community and public facilities.	N/A
19	I do not feel the Town Hall should house a restaurant. It is a public building and should be used in an appropriate way.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback

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		introduced.	received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
19	I am also unsure about some of the ideas for the Pump Rooms	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> </ul> <p><i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></p>	N/A
20	Some of the sites feel a bit 'tacked on' (The Town Hall and Riverside especially) I think that dilutes the overall vision and cohesion. Riverside was barely mentioned in the proposal. Also some bits just feel a bit woolly. The URC 'could be a film studio or it could be an indoor food market'? I'd have hoped that the brief/research/initial design process would have helped determine exactly what such a key building needs to become.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be necessary to deliver various projects simultaneously to cross fund and kick start plans. All projects will still be subject to a full business case and planning approval.	N/A

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22	Spencer Yard is compromised as an event space (e.g. outdoor cinema / music) because of the proximity of residential	This is a high level vision document, each project will be subject to an individual Business Case, Scrutiny and Planning Proposal. The Planning authority will liaise with all the relevant stakeholders and ensure that any permissions given meet all required legislation.	N/A
22	Royal Pump Rooms isn't about regenerating Old Town.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. The regeneration of Old town is always the first priority but other uses will assist with the funding of this.	N/A
22	Town Hall isn't about regenerating Old Town.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. The regeneration of Old town is always the first priority but other uses will assist with the funding of this.	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
22	A design hotel at the Post Office may help with aspects of tourism but regenerating Old Town should be a priority	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. The regeneration of Old town is always the first priority but other	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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		uses will assist with the funding of this.	
22	As the current plan stands it suggests that the Art School at Riverside should be relocated but there is no suggestion of how or where this may be. There are no more buildings available to allocate	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
25	Club land is the last community area in Leamington, we MUST NOT lose it.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
27	A new building in Spencer Yard will over shadow the flats above Victoria Terrace and create more noise. There is also very limited access for the emergency services.	This is a high level vision document, each project will be subject to an individual Business Case, Scrutiny and Planning Proposal. The Planning authority will liaise with all the relevant stakeholders and ensure that any permissions given meet all required legislation.	N/A
28	Because it's privately owned Loft Theatre remains an afterthought. Redevelopment of Spencer Yard would remove what little parking entitlement the theatre already has, making it even more inaccessible than it already is.	We confirm that the WDC and CDP team have met with The Loft Theatre recently and discussed these concerns and our ongoing relationship. We are confident that we can work together successfully	N/A
29	I disagree that the Town Hall should have a member's club in it. Sounds very elitist. There should be facilities/ office space for the whole community and local organisations that support the less well-off and vulnerable in our	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link

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	area. The Town Hall is an ideal location for this as it is central. E.g. organisations supporting those with mental health issues.	sustainable building that is at least in part publically open, that a range of uses are introduced.	between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
29	There is no mention anywhere of creating any housing or supported living facilities for the elderly and vulnerable. In my view providing housing and support services for local people is more important than a having Creative Quarter.	The Creative Quarter brief does not include providing any social housing or supported living facilities for the community. Any funding made available for such projects would be totally separate to private investment and funding for Creative Quarter projects.	N/A
29	I think the Pump Rooms is fine as it is. A lot of money was spent on it when the Library was relocated.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included: <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A

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29	One of the problems with Bath Street is traffic congestion and this is currently contributions to extremely high pollution levels. This needs to be addressed in any plan.	Noted and agreed. Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
31	Not enough to rejuvenate by using just a few bits of art	Noted – We are concerned that you feel that the proposal is just about a few bits of art. You will see from reading thoroughly that it is much more than that, restored buildings and workplaces, public squares and event spaces and better use of existing assets.	N/A
32	These are historic buildings that belong to the people of the town and once sold can never be brought back. Town hall as a possible private members club is wrong it belongs to the people of the town and should be used as such and not done based on exclusivity. The town hall would also be good place for the relocation of the council offices and not for a new build to be created	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
34	Where to start? This Creative Quarter draft Masterplan is over ambitious, the area is far too large and in my view completely misleading in the ability to be delivered. I have concerns about all of the 'proposals' for the specific areas and some of the statements in the draft.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The Big Picture is adopted. Some of the projects	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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		are long term and aspirational over the 10 year partnership.	
34	From my (limited) meetings with CDP I was under the impression that the Masterplan would be broad ideas and aspirations, but now we see some partly detailed, rushed, ill thought through proposals with little or NO consultation with the groups/businesses/residents/organisations who may be impacted by the developments.	As above: The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The Big Picture is adopted. Some of the projects are long term and aspirational over the 10-year partnership.	N/A
34	This document does not seem like an overall 'Masterplan' but a series of unconnected ideas that do not link together or relate to each other - which is what I would have expected with a 'Masterplan' document. Each proposal from 1 - 8 deserves detailed scrutiny and discussion. I will give further feedback on each proposal in due course - but there is limited room to do that in this survey	This is an overall vision document, each project will be subject to an individual Business Case, Scrutiny and Planning Proposal.	N/A
37	Loss of parking. These developments will attract more people to the town but there will be less space to park.	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area.	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
38	That the car park will happen and the rest won't	Noted. This is an overall vision document, each project will be subject to an individual Business Case, Scrutiny and Planning Proposal. Each project will also have to be funded, normally the first project is the hardest to fund as you can't show any benefits or outcomes. If delivered correctly funding should be available for many of the projects detailed in The Big Picture.	N/A
39	Taking away car parking spaces will always	Potential to have extra car parking space in	Include reference to infrastructure



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	cause problems, especially for the disabled	Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area.	requirements within: What is the 'Leamington Creative Quarter Big Picture'?
40	I belong to a club in this area. No one has approached us to discuss how and where the clubs will fit in or go. The master plan is weak with no depth Of explanation of what is proposed in the Riverside area just off Adelaide Road and bridge.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
44	Where the library would be relocated to? Why the council building can't remain to be used for council affairs?	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included: <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
45	Where will the library be relocated to?	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult	N/A

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		<p>to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
48	Insufficient information on developmental changes and uses	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be necessary to deliver various projects simultaneously to cross fund and kick start plans. All projects will still be subject to a full business case and planning approval.</p>	N/A
50	The Town Hall should be a public building, not another franchise restaurant.	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.</p>	N/A
53	Your information is incorrect on several parts of the plan. If you have cut that many corners on the draft plan what will the end result	<p>Noted. We are concerned that you feel we have cut corners and that there is incorrect information in several parts, You only mention</p>	Reference to Bath St, changed to Bath Place

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	<p>really be? How can we trust you to get this right? Even in this you have said Bath Street car park. Bath street doesn't have a car park in is bath place that has a car park. It can't be built on due to the Severn Trent works under it.</p> <p>I wonder how much money you have wasted on this inadequate plan.</p> <p>It needs to be taken back to the drawing board</p>	<p>Bath St/Place which we can easily remedy. If there are others, please bring to our attention so that we can put these right.</p> <p>We are investigating the ground works at Bath Place for suitability for any works with the relevant authorities.</p> <p>CDP, the development partner have undertaken this work at their own cost, no fee has been paid by WDC</p>	
53	<p>You need to consult with the local businesses (which you haven't done) and see what we really want. We also want you to keep our public buildings safe And part of our community not sell them off as restaurants and clubs.</p>	<p>Consultation has taken place with local creative businesses from April –October 2018. Many more were invited to forums but chose not to attend. We also have a Stakeholder Forum in place which meets regularly and represents the views of various businesses in the area. There is no plan to sell off the towns assets but it may be the case that in order to keep them as a sustainable building that they are at least in part publically open, that a range of uses are introduced.</p>	N/A
54	<p>Gentrification leading to exclusion of local people. Increased light pollution.</p> <p>Displacement of existing businesses.</p> <p>Privatisation of public spaces. Lack of parking.</p>	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be necessary to deliver various projects simultaneously to cross fund and kick start plans. All projects will still be subject to a full business case and planning approval.</p>	N/A
54	<p>Traffic disruption during and after construction works.</p>	<p>Noted. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. As always any disruption will be kept to a minimum and managed to have the least detrimental effect on the public.</p>	<p>Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?</p>

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54	Destroying the character of the areas and existing buildings	There is no intention to destroy any buildings for the sake of it – the plan shows that buildings will be restored wherever possible. CDP, the development partner are a specialised regeneration company with a keen interest in heritage and historic buildings.	N/A
54	There are too many bars (and anti-social behaviour), restaurants and coffee shops already (and the low wages they pay).	Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. If there is an anti-social problem, the authorities will advise. However sometimes the addition of life and activity to an area actually removes some aspects of anti-social behaviour. There is no intention to fill the Creative Quarter with bars and restaurants.	N/A
54	Encouraging unsustainable "hobby" businesses leading to empty units.	Businesses will make their own informed decisions about moving into any business premises,	N/A
55	Sadly, this document is chock full of lazy thinking, lazy writing, and sloppy research. The absence of awareness of the Neighbourhood Plan is a massive oversight. At a fair level of generalisation, then, I would like to make just a few points.	The plan that has been developed over the course of the last year has been carried out in response to the agreed brief set out by Warwick District Council. However, with all other ideas referenced in the Big Picture, these proposals are currently very high level ideas and need further investigation. All developments will be subject to the usual scrutiny and planning procedures.	N/A
55	In the 'routes through' section, no mention is made of the importance of the canal path as a pedestrian and cycle route, nor of the canal itself as a tourist and recreational area. (Could be there on p.15). 3,000 people (potential tourists) per year come through Leamington on the canal, but far too few of them stop here. I am regularly asked 'are we in	Noted: We are aware of the importance of the canal and potential canal side development. The text will be adapted to make this clearer and more prominent.	In addition, we will be investigating new sites with a focus on the canal side/river side corridor, which was identified as an area of interest in the public consultation.

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	Leamington Spa?' - [ eg 15th Dec. by a boater approaching Clemens Street bridge.] It is mentioned later, but with no sense that it is valued, except as a 'linear park'.		
55	It is factually inaccurate (ie wrong) to say that the Regency part of Leamington begins with the Pump Rooms. Numerous buildings south of the river, and even some south of the canal, date from the early 1800s, as we well know. If it turns out to be advantageous to be within the CQ, then the boundaries need to be redrawn to include at least the canal and perhaps some key buildings along the canal to the south. (Canal Cottage is dated 1820). (p. 5 of draft)	Noted: We are aware that there are a number of very important and much older buildings in Old Town. The reference we believe is too the obvious rows of Regency properties that line the streets north of the Pump Rooms. The historic buildings in the south are less obvious and this maybe needs to be reflected in new signage and wayfinding.	N/A
55	They mention compulsory purchase orders, and they mention buildings not currently owned by WDC. In that vein, we would need to draw attention to the Rangemaster site, which falls (incorrectly in my view) outside the current 'Creative Quarter' boundaries, but would be ideal for the kind of upgrading they are talking about. (mentioned p.13) Some parts of that site are already in disuse, and neglected. Other nearby areas are Ranelagh Street, and Clarence Street	Refer to WDC – We are not sure about timings for this site, WDC are in talks with Rangemaster about possible relocation but as not to lose jobs or industry we chose to keep this site out of the proposals as it is a fairly delicate negotiation. If the site does become available, we would certainly investigate any opportunities for the Creative Quarter. There are also possibilities that it could become designated housing space to replace any that is lot by this plan.	N/A
55	Have they even spoken with the people within the industries, who currently work in Leamington? Can we be sure that such techies and gamers actually want to work in 'hubs' - I get the impression that such folk frequently work from home.	Consultation has taken place with local creative businesses from April –October 2018. Many more were invited to forums but chose not to attend. We also have a Stakeholder Forum in place which meets regularly and represents the views of various businesses in the area. There are a mix of home and office workers , however home workers have told us that “co-working” creative space with flexible arrangements would be their ideal working	N/A

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		arrangement	
55	Also, p.5, what makes a place 'feel creative' please? They need to show serious examples. What does a 'dynamic environment' look like? Given the fact that these start-ups are already taking place all around south town, maybe those people know that the area already feels creative. Maybe they don't want it suddenly to be taken over and turned into spaces that are more expensive to rent. Will those start-ups be as successful if they are channelled into an expensive purpose built 'hub'? e.g. p.7 'size, location, aesthetic' - I would add 'and price'.	Consultation with the independent businesses currently located in Old Town will be ongoing. It is not in our interest to price out current successful businesses, or make it even harder for new ones to start up. Our aim will be to enhance and build upon the already-creative elements of Leamington, in partnership with local communities and businesses, not to destroy them.	N/A
55	I am troubled by the relative absence of thought that has gone into the other 50% of creative industries (i.e. the non-gamer and tech sector). Who there has been interviewed about their preferences?	Consultation has taken place with local creative businesses from April –October 2018. Many more were invited to forums but chose not to attend. We also have a Stakeholder Forum in place which meets regularly and represents the views of various businesses in the area. This has included artists, theatres, dance companies, charities etc	N/A
55	It's incoherent. Buildings mentioned in one paragraph are omitted from the identified list a very short para later. (p.9 - e.g. Stoneleigh Arms).	Noted and document will be reviewed.	N/A
55	Lack of ambition around the railway arches, which in fact extend further east along the disused railway, and should be included in the CQ area. They ignore the fact that Neilston street runs beside a disused railway line, with huge potential. Another area where there are already creative industries - musicians - mixed with light industry. (see chart p.12)	Further investigation around the area will be undertaken. The red line is not set in stone and can be moved to accommodate other buildings and opportunities as they become available.	BP to ensure its clear that the red line is movable and other opportunities can be considered.
55	Getting down to some detail, there are good things here, e.g. the wayfinding (if done thoroughly); the street art (if acceptable, not the smokers that have been painted by the	Noted	N/A

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	canal lately). Also, if a creative quarter is an alternative to studentification, then I might be in favour.		
55	I like the idea of getting a grip on Robins Well, and bringing it back into respectability. (p.15)	Robins Well is in private ownership, we are hoping to work alongside the owners to ensure that any developments they undertake are sympathetic to the Creative Quarter and improve access to The Loft Theatre and Spencer Yard.	N/A
55	At no point does High Street have four lanes of traffic. (p.17); p.19 pictures are all incorrectly labelled.	Noted and document will be reviewed.	N/A
55	A linear park along the canal at Althorpe Street sounds nice. But CRT would oppose the loss of trees. A five storey building there sounds even more suspect, and not well thought through - they just slam it down as an idea.	Concerns noted. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted	N/A
55	There is a nonsense about the Town Hall becoming vacant when/if WDC leave - somebody has misled them, and again, they haven't done their research. If WDC have paid them more than tuppence, they've been ripped off good and proper.	There was an error on the wording here that was changed as soon as it was pointed out. A further review of this text will now be undertaken due to the delay in the proposed HQ move.	Text removed
58/74	Who ultimately pays for this? Existing businesses forced out, congestion and disruption, lack of parking, changing character of the areas, back-door privatization, non-sustainable businesses, social exclusion	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed The Big Picture is adopted. Some of the projects are long term and aspirational over the 10 year partnership, Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. As always any disruption will be kept to a	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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		minimum and managed to have the least detrimental effect on the public.	
59	Concerned that the Museum and Library are not considered important in the short or medium term. Long term implies the library could be moved off the site. This would be a retrograde step and a missed opportunity.	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
61	Althorpe St - as an area/region we have a chronic shortage of (light) industrial/employment space. You are no doubt aware of the current proposals for further PBSA in the area. If development does come forward, I think this would be an ideal social housing location.	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but we are aware that many land and property owners in this area are seeking to sell their assets, much of which is in a poor state of repair or could be relocated elsewhere. The inclusion in the creative quarter area stops other, less welcome developments taking place on that site.</p> <p>The plan has been developed over the course of the last year has been carried out in response to the agreed brief set out by Warwick District Council. Social Housing was</p>	N/A



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		not an element of this brief, and is therefore not something that has been considered or included.	
61	The challenges of the Town Hall building (which I love) in terms of its upkeep/planning status. I love the idea of a private members club and I think given Leamington's profile, this could get real traction if presented/offered in the correct manner.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced. We welcome your support of this potential use.	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
62	I think the money being spent on these changes could be better used in making housing for the homeless in Leamington and improving the services we already have like the mental health services and public transport	The plan has been developed over the course of the last year has been carried out in response to the agreed brief set out by Warwick District Council. Social Housing was not an element of this brief, and is therefore not something that has been considered or included.  There are several projects detailed in the plan which do mention the possibility of residential development, for example the Canalside/Althorpe St area references potential live/work sites.  However, with all other ideas referenced in the plan, these proposals are currently very high level ideas and need further investigation. All developments will be subject to the usual scrutiny and planning procedures.	N/A
63	Whilst car parking is a significant issue for the town centre, Court St seems like a terrible place to add parking provision as the roads	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with	N/A

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	leading to it are already significantly congested and adding further cars and pollution will make the new public realm areas far less attractive. A periphery multi-story near to the train station would seem to make far more sense in terms of traffic flows and public realm.	public services to provide better public transport links and hubs to reduce the amount of vehicles in the area.	
64	The whole concept is ill thought out a quarter is a defined area not a collection of geographically dispersed buildings. What is the definition of a creative quarter?	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be necessary to deliver various projects simultaneously to cross fund and kick start plans. All projects will still be subject to a full business case and planning approval.	N/A
66	There is no economic viability in proposing that the existing Town Hall becomes a location for "creative enterprise" and an "educational facility. There is no great thought put into this Grade II building, it needs a viable ownership. The best use of a historic building is that for which it was originally designed, ie a Town Hall and Civic focal point. It would be best being retained by WDC as additional office space, the assembly hall could have two mezzanine floors, and the council chamber one mezzanine floor. The existing footprint of the old assembly hall could still be utilised as a large modern public assembly room (with a lower ceiling) and the council chamber modernised with a lower ceiling. This could free up office space in the WDC's proposed new office building which in any event appears too small for WDC's potential future needs, making this proposal fit for the future.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced. We note your comments on potential uses and this will be forwarded to architects working on proposals.	N/A
66	As a whole some of the examples cited i.e. Court St car park have many visuals which are	This is a high level vision document, each project will be subject to an individual Business	N/A

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	not suited to a regency townscape, these need to be adjusted to better suited the historic environment	Case, Scrutiny and Planning Proposal. The Planning authority will liaise with all the relevant stakeholders including conservation officers and ensure that any permissions given meet all required legislation.	
68	Keeping. Community resources - action21 is incredibly well used.	The partnership has met with Action 21 and recognise its importance to the local community. A Trustee has been invited to be a member of the Stakeholder Forum to continue this relationship.	N/A
68	Turning the post office into a hotel will add nothing to the area	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be necessary to deliver various projects simultaneously to cross fund and kick start plans. A good quality hotel in the town centre is essential for attracting business and leisure tourists who may bypass Leamington for other local towns and the associated spend in the local economy. All projects will still be subject to a full business case and planning approval.	N/A
69	We're concerned about the future of our creative business because our premises are allocated for development. Our art school is included in the map but not mentioned.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
72	Whilst I am answering as an individual I am a member of the Leamington & District Embroiderers' Guild and what we would like as a group (adult and junior groups) is a good place to meet; inexpensive to hire, good space	Thank you for your response, we are very mindful of the need to provide a variety of spaces, sizes to suit various audience types. The Big Picture is a high level vision document. It includes a number of examples of what	N/A

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	with good lights and other facilities including nearby parking as we often have sewing machines and bags of equipment and materials. We'd also like to be able to exhibit but we are limited as a gallery costs too much. I'm sure similar can be said for so many other artists.	could be delivered. It may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space.	
74/58	Who ultimately pays for this? Existing businesses forced out, congestion and disruption, lack of parking, changing character of the areas, back-door privatization, non-sustainable businesses, social exclusion	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if the plan is adopted. Some of the projects are long term and aspirational over the 10-year partnership, each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. As always any disruption will be kept to a minimum and managed to have the least detrimental effect on the public.	N/A
75	Just wondering if the plan might be over ambitious and therefore courting failure? The Victoria Colonnade, Spencer Yard & URC alone would bring benefits, especially with a new footbridge.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The Big Picture is adopted. Some of the projects are long term and aspirational over the 10-year partnership. The development of Spencer Yard and URC is a key priority for the partnership.	N/A
76	I am unable to complete the start of the survey as I am not sure if I find the plans exciting or worrying. You have failed to	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals.	N/A

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	explain what the plans are in relation to keeping these public spaces and buildings as a public good for members of the public. If you intend to flog off all our assets as happened with the old library, then i do not support this plan at all. For example, the post office is a beautiful building that used to offer a public service. Now that the post office is hiding in tatty exile at the back of the Spar, there is no guarantee that the lovely old post office will not just be sold off to become more luxury flats for the few.	We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. The Post Office is in private ownership but we do hope to work with the owners to encourage them to look at different usage of the building.	
76	The pump rooms is another example of a public space that is valued and loved by people in Leamington. We do not want it sold off to developers or given to the private sector and lost to the public forever. Unless we get assurances that this is not the secret plan by WDC, then i very much doubt you will get support.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included: <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
76	We need to keep the town hall in public use. I cannot support any plans that sell off the town hall or give over parts of the town hall to the private sector. If Warwick district council is so keen to leave riverside house, they	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a	N/A

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	should relocate into the town hall. (and they could use the post office too	sustainable building that is at least in part publically open, that a range of uses are introduced.	
77	Improper and antagonistic to sense of place. Masterplan is dishonest and conceals essential facts.	Your comment is noted. The procurement of the development partner was undertaken through open tender and documents and the collaboration agreement is available for the public to view.	N/A
78	I would just be concerned that the heritage of these building is respected in any proposed developments	There is no intention to destroy any buildings for the sake of it – the plan actually shows that buildings will be restored wherever possible. CDP, the development partner are a specialised regeneration company with a keen interest in heritage and historic buildings.	N/A
79	Report based on very poor research and while stressing diversity would actually restrict it to 'creative' business. Some buildings need renovating - we don't need wholesale demolition.	There is no intention to destroy any buildings for the sake of it – plan actually shows that buildings will be restored wherever possible. CDP, the development partner are a specialised regeneration company with a keen interest in heritage and historic buildings. The wider recognition of creative industries covers a very diverse range of professions and industries.	N/A
80	I cannot see that moving the library is a good idea.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:	N/A

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		<ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
80	The Pump Room complex will need regular activity to keep it alive, and the library helps to provide a good base load. It seems that there is little justification for moving it	See Above	N/A
81	Possible disruption to existing services and amenities	Your concerns are noted. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. As always any disruption will be kept to a minimum and managed to have the least detrimental effect on the public.	N/A
82	Biggest concern is the lack of integrated traffic management planning. Aiming to bring more people into an already congested town without serious consideration of traffic flow and car parking does nothing to alleviate current problems and serves only to exacerbate current issues.	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered	N/A
82	There seems to be no mention of how to improve library provision and instead of thinking of creative ways of integrating library expansion into the vision - you only want to remove it completely.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.	N/A

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		<p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
82	Additional restaurant and coffee shop provision is enhanced in this plan when Leamington already has an over provision of cafes.	There is limited reference to the development of restaurants and cafes but there will be opportunities for new amenities to support new workspaces and public places. The focus will be to support independent and local businesses wherever viable.	N/A
82	The plan for a design hotel using the old post office not only brings additional traffic into the area but is not supported by evidence of need.	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. Currently the Post Office building is in private ownership and we are hoping to work with the partners to ensure that the building is developed in a way that gives the best benefit to the local community. A good quality hotel in the town centre is essential for attracting business and leisure tourists who may bypass Leamington for other local towns and the associated spend in the local economy. All projects will still be subject to a full business case and planning approval.</p>	N/A
83	Neglect, uncertainty, lack of ambition for these places	Noted, however unable to give a response as unsure as to what the comment refers too and context.	N/A



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84	General concern that the canal frontages will not be used to best advantage	Noted: We are aware of the importance of the canal and potential canal side development. The text will be adapted to make this clearer and more prominent.	BP to emphasise importance of canal frontage
85	Please do not ignore the importance of the library	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"><li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li><li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li></ul>	N/A
86	The plan for the Pump Room is not central to the thrust of the plan and is unconvincing. The proposals are set in language which leaves the precise meaning unclear-engagement with Jephson Gardens, for example. The Plan also suffers from too much hyperbole in general.	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p>	N/A

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		<p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
87	What will happen to the library? This is a valuable local resource and an important public service.	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
89	Without incentives eg free/subsidised workspaces what will induce makers/small arts and crafts businesses to move in? Games sector people may be more able to afford such a move if scaling up from a back bedroom/garage but why would they see working collaboratively as attractive when they are essentially in competition with each other?	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The Big Picture is adopted. We aim to support small, independent businesses to be able to set up in this area. From consultation undertaken both here and in other areas there is a</p>	N/A

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		willingness to co-work and share working space if the offer is right in terms of location, facilities and price.	
89	Victoria Colonnade is in a disgraceful state of repair given that it is such a lovely building in a key location.	Victoria Colonnade is in private ownership, however the partnership are planning to work with the landlords to put a project together that will see the building restored and improved access to The Loft and Spencer Yard.	N/A
90	Bath street is improving however we need less takeaways and more places such as Temperance Bar and Blue Basil together with some interesting retail.	Noted and agreed. The addition of these businesses to Old Town is already changing the area. We aim to support small, independent businesses to be able to set up in this area.	N/A
91	These are key sites/buildings and are too important to leave stagnated by a plan that is long on nice intentions but short on sustainable and deliverable schemes. I would not want to see these sites held up whilst the Master Plan is kicked around before eventually folding.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. The Big Picture should be approved in early March meaning that projects can be started. However WDC and CDP are not solely responsible for delivering projects: Landowners, property owners, landlords can all take steps to deliver appropriate schemes.	N/A
92	Plans vague and repetitive. Town Hall should be for public use. No guarantees for creative use, all speculative.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.	N/A
92	Riverside community groups already being affected	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued	Remove Riverside from plans.

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		and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
92	Multi story car park in Court Street not positive for that area.	Noted, can you please advise why you feel like this in order that we can respond to your comment.	N/A
93	Descriptions are too vague, unclear of what is likely planned.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced.	N/A
94	Bath Street has already been determined to have the worse CO2 emissions in the region and yet the plan does nothing to address this. I can't see the pedestrians wishing to walk the road. Already people take the back roads and come out at the Churchyard to avoid the emissions from queuing cars. Sadly, as we have come to expect from WDC, it is not a well-thought out plan. Transport access from Morrisons all the way through to Althorp Street is very slow, particularly at peak times and the junction with Bath St/Clemens St is very difficult for pedestrians. Nothing in the plan addresses this issue.	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process	N/A
95	I am concerned that the Bath St proposal would require a lot of input to sustain it. I don't feel it would gain its own momentum as some of the other options would and if this is the case, could then reflect negatively on other developments/proposals. Leamington	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The	N/A

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	isn't used to artist-led social enterprises and doesn't have a great track record in supporting them. I am therefore keen that bigger, bolder options are followed through initially with more of a commercial aspect to prove the positive effects that could be felt on the town's wider economy and community feel-good factor.	Big Picture is adopted. We aim to support small, independent businesses to be able to set up in this area. From consultation undertaken both here and in other areas there is a willingness to co-work and share working space if the offer is right in terms of location, facilities and price.	
95	I don't like the potential inclusion of residential property in the Bath St Carpark scheme as I think there may be a danger that any regeneration that results from creative industries input is ultimately its downfall and gets overturned in favour of more residential space to the detriment of the working/community spaces.	Noted; it is important to find a balance between providing office spaces for local businesses to expand and providing residential properties to allow those potential new workers to live in Leamington as well as work here.	
96	There is a longstanding issue of antisocial issues related to problem drinkers and substance misuse. A multi-storey car park on Court Street would set back the gains made recently by providing a sheltered place to smoke crack and abuse alcohol. In addition the open space provided by an open ground-level carpark, can be converted to community events such as fetes and the 1950s car show which took place recently at Court Street, which is evident in your immediate plans for Court Street. By comparison a multi-storey car park is difficult to harness into a multi-purpose space. In addition Court Street shops and High Street/Radford Rd currently are easy to flow into Clements Street as there is no visual blocker due to Court Street is open ground. A multi-storey carpark would reduce the connectivity between the areas as people would not want to pass down narrowed alleyways especially when dark.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if The Big Picture is adopted. Some of the projects are long term and aspirational over the 10 year partnership, Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted. Anti-Social behaviour and connectivity will be considered as part of this process.	N/A

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98	It's uprooting the present communities there.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. There is no intention to uproot existing communities but to work alongside them to improve the area.	N/A
100	I oppose moving the library. I oppose moving the Royal Mail building as it is essential to be in town centre for social reasons and for collecting items.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation. If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included: <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
101	There doesn't appear to be any future for the library in the Pump Rooms masterplan, yet this facility is used and valued by all sections of the community and is the town's most important community space. It's not even a footnote in the masterplan when it should be the focal point of the town's cultural life.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that	N/A

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		<p>we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
102	I'm concerned that the mosque and the canoe club and the Irish club won't have such convenient/good premises	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
103	Our mosque and religious centre is there.	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
104	Our Mosque is situated there. We go there to offer our prayers. It is Gods house where we worship	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating</p>	Remove Riverside from plans.

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		to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
105	We do not want our worship place mosque to be removed	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
106	Concerned about possible library move. It is in a good place. Pump Room/Library/TIC entrance hall in my opinion works well and looks good.	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
108	Currently used clubs and associations which are vital for fellow civilians will be taken from	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is	Remove Riverside from plans.



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	the community. Its facilities which are used daily by myself and my family will not have an appropriate replacement. The Ahmadiyya Muslim association have put in their own funds to enhance the Royal Naval Club building which was in a derelict condition and is now being put to good community use for career networking events, children's classes as well as social activities. A place of worship cannot merely be relocated.	currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
109	Where is the library in the plans? Not sure how you can have a "cultural" quarter and not include the library. Probably one of the few public buildings where people actually WANT to go to. All-inclusive and for everyone, whether rich/poor or even homeless.	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
110	I am a member of the Baitul Ehsan Mosque community and these plans are of great concern to me. I wish to see the town of Leamington Spa flourish and am very proud to associate myself with such a vibrant and enriching area. Baitul Ehsan is a community centre and mosque which has always held its	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these	Remove Riverside from plans.

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	doors open for the whole of Leamington Spa. It benefits not only Ahmadi Muslims in the area but the wider community. The Ahmadiyya Muslim Association holds regular community and charity events, and are a very progressive, forward thinking organisation. I believe it would be a great shame to take the mosque away as members have worked tirelessly to achieve the dream of purchasing our own centre.	communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
111	<p><b>SPECIFIC CONCERNS AFFECTING THE LOFT THEATRE</b></p> <p>We run a fully operational performing arts venue that is vulnerable to disruption. Here are a few of our concerns.</p> <p>1 The building is not insulated from external noise. This is not currently a serious problem but would be if activity was to take place within the Yard that created more than ambient noise. Our theatre is virtually in constant use in the evenings for performances and rehearsals and material noise penetration would prohibit (not just interrupt) such activity. Whilst welcoming public use of the Yard during the day, any performance or noisy social activity in the evenings in the Yard would not work for us.</p> <p>2 We need vehicular access to the `dock door` (SW corner of the building) for the following purposes:</p> <p>2.1 Delivery of goods</p> <p>2.2 Service vehicles maintaining the building and its complex installations</p> <p>2.3 The `get in` and `get out` of visiting productions</p>	<p>Thank you for your detailed feedback. I confirm that the WDC and CDP team have met with The Loft Theatre recently and discussed these concerns and our ongoing relationship. We are confident that we can work together successfully</p>	N/A

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	<p>2.4 Emergency services attending a public building that can be accommodating up to 300 persons at any one time.</p> <p>At present such access is from Avenue Road via the surfaced space passing the 'Old Dole' office, a space used for permit holder parking. There is the possibility of more direct vehicular access from Avenue Road immediately to the Dock Door if the Nursery building was demolished. This could serve as part of the Wayfinding route to Spencer Yard and not impinge on activities in the rest of the Yard.</p> <p>3 Storage Space. For several decades we have used successively West Wing and since 2002, part of the Old Dole office for this purpose. The latter will disappear in the plan. Storage needs to be in close proximity to the theatre, ideally within walking/carrying range of the Dock Door. It would be possible to envisage a modest building alongside the theatre that would complement the general appearance and development of the area behind Robins Well.</p> <p>4 Convenient alternative parking to that currently provided is crucial for Loft personnel who work in the building throughout the day and until late evening (beyond public transport times) on most days of the week. Also, as mentioned above, the increase in activity in the area will require an increase in parking provision.</p>		
112	The 'improvements' in many areas are vague and very limited.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals.	N/A

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		We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced.	
113	Where is the Library moving to? It should be central to any creative and community led project	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
114	The Trust is supportive of the Masterplan's overall aspiration, and the type of development promoted would likely benefit the Loft Theatre. We would encourage engagement with the Trust at an early stage regarding any proposals which impact on the theatre, or indeed any proposals for the theatre itself.	I confirm that the WDC and CDP team have met with The Loft Theatre recently and discussed these concerns and our ongoing relationship. We are confident that we can work together successfully	N/A
115	proximity to the smelly dirty river, how are you going to clean / tidy the river up ? ensuring that it continues to provide a haven for wildlife as well as look pretty ?	Your concerns are noted and agreed. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted.	N/A

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116	Pump Rooms are utilized by various groups for e.g. music concerts, and would need alternatives.	Thank you for your response, we are very mindful of the need to provide a variety of spaces, sizes to suit various audience types. The Big Picture is a high level vision document. It includes a number of examples of what could be delivered. It may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space which may or may not be in The Pump Rooms.	N/A
116	Bath St Carpark area has traffic problems now, would this exacerbate them.	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered	N/A
117	The lack of a transport access and movement strategy is a very big masterplan weakness. The opportunity should be taken to deter car access and promote walking and cycling (not mentioned once in text though shown in visuals) and connectivity with the train station.	Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered	N/A
117	Please be brave and address the big social and economic challenges of climate change and health and wellbeing.	Noted. We will try our best. These conversations will very much be partnership ones with WDC, WCC and other relevant charities / organisations / governing bodies.	N/A
119	By moving the Library you destroy a	This building is greatly underutilised, with the	N/A

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	successful feature.	<p>Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
119	Club lands house important local clubs and charities.	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
119	WD C ignores All Saints Church which is already a cultural centre AND Temperance in Bath Street AND Leamington's Studio Artists lodge	<p>We are aware these businesses are very important to Leamington, all three have been invited to take part in consultation during the process. We have not named every creative business in the plan, there are many more that are equally important. Temperance is an excellent example of a community backed creative space and is already a difference to</p>	East Lodge to be included within the red line.

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		the Bath St area and the owner is a member of our Stakeholder Forum Group.	
120	Many Ahmadiyya Muslim worship in the mosque it will be very sadden for them to lose this place has they are peaceful loving and very caring to the community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
121	The cost of a restaurant in The Town Hall would inevitably be only affordable to yet another generic chain, the same with a hotel in the post office. This is not creative.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space.	N/A
122	The mosque is not to be demolished	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
123	I feel that it is discriminatory and galling that you wish to demolish a mosque and its community centre.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating	Remove Riverside from plans.

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		to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
124	Lose mosque. Very important to local community and wider public	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
125	I'm concerned that all of these facilities will not be affordable, and will be aimed at the rich and wealthy of Leamington	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space.	Remove Riverside from plans.
125	Art is for everyone, art is a community. I strongly believe that it shouldn't be commercialised too much, but a central hub where I can rent a creative office for a small cost for £250 and under a month would be amazing for my business and mental health	Noted, as stated above, the Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space in the right place and we do hope to be able to offer space to	Remove Riverside from plans.



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		suit all budgets.	
126	There is a Mosque which occupies two buildings, the main Mosque itself as well as the old RNA building, now the mosque's community centre for events and an extra praying facility, as the congregation is currently too large for the original building. A whole host of activities occur at this Mosque not only for Muslims but for the wider community raising money for the local charities, homeless and the hospital. What will become of these buildings? Will there be another brand new facility provided with the same square footage and footprint of the existing two buildings? This would not happen if a church were there. I want to know exactly what is going to happen in this particular area. I am fine with the rest of Leamington but feel the car parks are still very much in demand, if you do not want the high street to die and we all start buying everything on line to eliminate the fuel and car park cost into Leamington, these issues require very careful consideration.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
127	General comment most options do not feel findable unless fronted by public purse, many ideas have been around a long time , not sure you have captured the overall picture of a cultural quarter based on needs on cultural industries and their potential workers	Each project will need to be assessed on an individual basis to determine its financial viability and identify possible sources of funding. Funding some of these ideas will admittedly be significantly harder than others. Some will require public funding, but some may also generate some revenue from the local authority where currently, they are not.	N/A
128	As Chairman of Leamington Sinfonia, the towns only weekly meeting amateur orchestra, I am keen that affordable and accessible rehearsal and performance spaces should be included. I have long had my eye on the	Thank you for your response, we are very mindful of the need to provide a variety of spaces, sizes to suit various audience types. The Big Picture is a high level vision document. It includes a number of examples of what	Ensure provision of places for music (all genres) is clear

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	<p>URC as a possible 'home' for the orchestra and similar musically creative groups. However, the plans seem to suggest it may be carved up into small spaces and become commercial in nature. We may not add to the local economy but we are part of why Leamington has been voted 'the happiest place to live'. Let's hear it for amateur music and give it and its audiences the facilities they need and deserve.</p>	<p>could be delivered. It may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find them good, affordable space.</p>	
130	<p>I am concerned about the height of a multi storey car park and how it would impact on the current feeling of openness. Also, Court Street is not a very wide road, so extra parking spaces in a bigger car park might create a lot of congestion to enter and exit the car park</p>	<p>Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area.</p>	N/A
131	<p>Concerned at the prospect of losing a Mosque</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
132	<p>these places are useful and there is no reason to get rid of them</p>	<p>Which places do you mean sorry?</p>	N/A
133	<p>It is important to ensure development is focused south of the river, the town hall is a beautiful enough building but the post office being empty for as long as it has is frankly</p>	<p>Thank you for your comments Emily; we understand the frustrations as the Creative Quarter in Leamington is an idea that has been talked about for a long time! Hopefully we can</p>	N/A

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	embarrassing and the split in investment between the two parts of Leamington is very apparent. This is long overdue!	start to generate some investment in Old Town now.	
134	That the Ahmadiyya Muslim Community will lose the Mosque and Community Centre (old RNA)	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
135	You are taking away a place of worship and community centre of the Ahmadiyya Muslim Community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
136	Spencer Yard area should be the primary focus of regeneration/development. They have been neglected for far too long and would provide an immediate quick win start to the programme. Court street next. That's where all the focus should be with part of the designated areas dropped from the MasterPlan (Althorpe St and 'clubland' in particular) and other developments decided as those priorities are completed.	Noted and agreed, as the property is owned by WDC we will be looking at this area as an initial project, there is so much opportunity here. There is a potential funding stream for Court St, this may well determine which project is started first.	N/A
136	Some modern Spa facilities should, if; possible be revived there, space and commercial viability permitting. The indirect positive impacts on image and tourism could be	Spa facilities in a spa town would be very welcomed. This would need some serious investment as the offer would need to be of a very high quality to attract visitors. Certainly	N/A

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	considerable. Given the vibrant cafe culture through Leamington am not sure an expansion of such facilities in the Pump rooms are required. Not convinced either that the modern architectural additions are unsightly or require demolition.	an area to explore in more details.	
136	Plans for Town Hall could be exciting but on balance look worrying. It should be retained as a Community Assets, incorporate event space as well as offices for Town council etc. One exciting way to develop it would be to move all District meetings to the HQ, whether new or existing, and to move into it an expanded Art Gallery in such a way that one or both of the main Chambers could still be used for events requiring considerable space. (Some London Museums have found a way to display their wares for regular day-to-day visitors, which being able to offer huge spaces for social, political, academic and other events - and earn money doing so). We have inadequate space today for all the interesting works in our collection. There may even be room to release space in the Pump rooms by moving the Library into one of the main Chambers.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced. We note the idea about the possible move of the Art Gallery/Museum and Library to the Town Hall, which will be investigated	N/A
136	Court St area should be developed for mixed housing with adequate car parking - as in the Local Plan.	The Court Street area is allocated in the Local Plan (site H16) for housing. This allocation, however, covers not only the car park but a wider surrounding area including land fronting the canal. Within this wider area, a number of housing schemes have already been approved (and in some cases built) that contribute 58 dwellings towards the overall total of 75 homes identified in the allocation. Other sites within the wider allocated area may also come forward to contribute further towards this	N/A

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		total.	
136	Bath St requires urgent attention to reverse street pollution/stationary traffic.	Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered.	Insert: <i>Warwick District Council and its partners are supporting the delivery of a range of infrastructure measures which will support the Creative Quarter, including through the Community Infrastructure Levy and County Council-funded transportation improvements. It will be important that as proposals are developed these are designed to reflect and respect this vision for the Creative Quarter.</i>
136	Lower Avenue which is very unattractive and cramped could be considered for traffic-only...but only if linked to a mini-Leamington Highline for pedestrians and cyclists using the disused railway track with bridges and appropriate access points. That would also relieve Bath St and the crossroads of some cyclist and pedestrian volume	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. Detailed discussions would need to take place with other relevant authorities i.e. WCC to discuss any changes to road layout, cycle routes. The ideas are certainly worth consideration and are already mentioned as a key project within <i>Wayfinding and Signage</i> .	Routes – potential changes to road layout, cycle routes introduced, highline for cyclists and pedestrians.
136	Bath St carpark should be left unchanged except for the Highline and greening of the wall to the Highline which should provide access to the station. Tanking under it probably rules out any building even if it were desirable which it is not.	We are investigating the ground works at Bath Place for suitability for any works with the relevant authorities.	N/A
136	Althorpe St area should be retained for small businesses - engineering, repairs, distribution and creative and its Canal side section protected and enhanced. It is a very special area providing many useful diverse services to the community in an excellent position. It should NOT be regarded as part of the Creative Quarter.	The growing economic pressure on landowners will inevitably lead to a redevelopment of this site, and this will likely focus on students as it will give higher potential return. Including it in the CQ area enables us to look at the best uses for this site, and potentially limit the amount of student development. Small businesses are important to Leamington so they would have to be moved but we would prefer if they were moved in favour of	N/A

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		live/work/mixed use rather than solely student accommodation	
136	Post Office would seem to be a very good fit for the larger office premises identified as under-supplied for digital and other businesses. Have you studied the historic flows of demand for office space, recorded by WDC and analysed the needs? Could the URC be equally well -suited for that sort of purpose and/or other community uses? Both in place of any radical transformation of Althorpe St area.	We have studied the historic demand for office space and have consulted with local creative businesses. We will investigate the potential of using the Post Office and URC for office space, although the Post Office would be a longer term project because of its ownership and the URC has real potential for a food/drink market place which could drive significant footfall to the area.	N/A
136	Can see no rationale for including the clublands area in this Creative Quarter Plan. It is successful, self-sustaining and wholly unsuitable for housing or other development because of its position on the flood plain.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
137	Our greatest concern is that we will lose our Mosque & Community Centre (old RNA). These provide vital services not just to Muslims but to the entire Community: 1. The Mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community 2. They provide a Place of Worship for Men, women, children, young and elderly 3. They act as a hub where vital information and the needs of both Mosque members and the wider community are discussed 4. They are a hive of charitable activity, even hosting the largest Charity Fundraiser in	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.

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	<p>Leamington History</p> <p>5. They are a centre for outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups</p> <p>6. The outreach function has been huge over the years, with over 22,000 people having been reached</p> <p>7. It has been the central hub for responding to disasters, raising money and materials for the affected areas.</p> <p>8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the years</p> <p>9. It has housed a Creative Multimedia studio powering the National Ahmadiyya Muslim Youth Association's YouTube channel</p> <p>10. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs</p> <p>11. In particular the Community Centre (old RNA) houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly</p> <p>12. The Community Centre (old RNA) has a designated classroom the purpose of which is to not just to provide Islamic education but also secular education to members and the wider community</p> <p>13. The Community Centre (old RNA) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop.</p> <p>14. The Community Centre (old RNA) even during the RNA period was being used as centre for holding functions spreading the</p>		
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	<p>peaceful message of Islam</p> <p>15. The Community Centre (old RNA) provides an area to host other organisations such as the Faith Forum and other Community Groups</p> <p>16. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society</p> <p>17. The local youth association and elderly association hold the majority of their activities here</p> <p>18. The community centre has accommodation for the local Imam</p> <p>There is so much which cannot be articulated here, which we feel is threatened by these proposals.</p> <p>Furthermore the entire Riverside area acts as the social heart of Leamington providing vital services to engage the youth, elderly, vulnerable and many other members of the community.</p>		
138	<p>What will happen to the mosque? Surely this will mean the Muslim community will be displaced?</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	<p>Remove Riverside from plans.</p>
139	<p>My concern, as an Ahmadi Muslim who has lived in Leamington Spa for my whole life, is that my mosque and new community centre (former RNA) are at risk and I am worried that as part of the plan we will lose both these buildings.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area</p>	<p>Remove Riverside from plans.</p>



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	<p>It is vital that we continue to be able to use the mosque and community centre in the positive way it has been for the past many years. It is not only where I can worship but also where many local community events have taken place to encourage positive relationships with the wider community by spreading the peaceful message of Islam. Many public meetings have been held and visits from schools and other groups to spread Islam's message of peace.</p> <p>The mosque and community centre is a thriving venue where different generations and genders actively come together. Where else does this happen regularly?</p> <p>As a Muslim professional working in Leamington, I strongly believe that every effort should be made to keep the mosque and community centre where they are. This will continue to help nurture our young children's minds, our youth, our elderly, our men and women and enable is to continue the positive outreach work we have been doing for many, many years.</p>	<p>and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	
140	<p>I, as a member of the local Ahmadiyya Community, feel seriously concerned about losing the Mosque and the Community Centre. It is a hub of our religious and social activities and serves not only my Community but others as well.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	<p>Remove Riverside from plans.</p>

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141	Following areas I do not wished to be closed down	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
142	<p>I am the President of the local Ahmadiyya Muslim community and am also an active member of the wider local community. Leamington Spa has been my home for the past fifty years. My concern is that as part of the master plan, we will lose our mosque and community centre (former RNA).</p> <p>The mosque and community centre both play a vital role not just for members of the local Ahmadiyya Muslim community but also for residents of all Leamington Spa. Both buildings have constantly been used as venues where the needs of the mosque members and also the wider community are discussed and actions put together. This can be regarding charity events, spreading the peaceful message of Islam, holding public functions to combat 'extremism.' We have worked extremely hard to foster links with many different community groups and the new community centre (former RNA) enables other community groups to join together to host events e.g. Faith Forum.</p> <p>Both buildings are used not just as a place of worship for men, women, young children and</p>	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.

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	elderly as a place of worship but also acts as a learning and fitness hub offering classroom facilities not just for Islamic education but secular education too for community. Both the mosque and the community centre offer services to engage all members of the community not just Ahmadi Muslims.		
143	It is the mosque area for the Muslims, not only used by Muslims but also other communities are also involved in different charitable activities. Women, elderly and children make use of this facility, it helps to build the society. Leaving the area as it is, is beneficial and used by many, who will get affected by the proposals.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
144	I am born and bred in Leamington as are most of our Ahmaddiya Muslim Community. We are not sitting in a war torn country/Town where we have to face being displaced and moved again. We have made our Mosque in the Riverside area / club lands. It is our Heart and Home. Our greatest fear is Losing our Mosque and community centre. (Old RNA) Come and visit us and see for yourself.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
145	Our greatest concern is that we will lose our Mosque & Community Centre (old RNA). These provide vital services not just to Muslims but to the entire Community: 1. The Mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community 2. They provide a Place of Worship for Men,	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the	Remove Riverside from plans.

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	<p>women, children, young and elderly</p> <p>3. They act as a hub where vital information and the needs of both Mosque members and the wider community are discussed</p> <p>4. They are a hive of charitable activity, even hosting the largest Charity Fundraiser in Leamington History</p> <p>5. They are a centre for outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups</p> <p>6. The outreach function has been huge over the years, with over 22,000 people having been reached</p> <p>7. It has been the central hub for responding to disasters, raising money and materials for the affected areas.</p> <p>8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the years</p> <p>9. It has housed a Creative Multimedia studio powering the National Ahmadiyya Muslim Youth Association's YouTube channel</p> <p>10. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs</p> <p>11. In particular the Community Centre (old RNA) houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly</p> <p>12. The Community Centre (old RNA) has a designated classroom the purpose of which is to not just to provide Islamic education but also secular education to members and the wider community</p>	Creative Quarter plans.	
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	<p>13. The Community Centre (old RNA) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop.</p> <p>14. The Community Centre (old RNA) even during the RNA period was being used as centre for holding functions spreading the peaceful message of Islam</p> <p>15. The Community Centre (old RNA) provides an area to host other organisations such as the Faith Forum and other Community Groups</p> <p>16. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society</p> <p>17. The local youth association and elderly association hold the majority of their activities here</p> <p>18. The community centre has accommodation for the local Imam</p> <p>There is so much which cannot be articulated here, which we feel is threatened by these proposals.</p>		
146	<p>The Ahmadiyya muslim community's mosque and centre (Old RNA) are situated at the Riverside. The Ahmadis do great work for the local community. It provides a place of worship for men, women, children and the elderly in a central location. Easily accessible to all.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	<p>Remove Riverside from plans.</p>
147	<p>The Ahmadi Muslims space. They are being undervalued to what they do for the local community!</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating</p>	<p>Remove Riverside from plans.</p>

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		to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
148	The loss of the great location of the Mosque and its community centre (RNA) which is currently in the heart of the community and allows for adequate parking and ease of access for those travelling from rural locations. The Mosque carries out a huge amount of charitable work for the community around and in Leamington Spa.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
149	Pump Rooms & Town Hall: I'm concerned that these iconic public buildings might end up in private hands, and with the council and public having little control, or say, over future uses. I think *any* proposals for these sites should focus on retaining public ownership, to provide an ongoing revenue source for the council (rather than a one-off asset sale), and provide for some element of public or community use. Also, whilst I feel these buildings may be suitable for some form of dining/drinking type use, I feel it would be an absolutely horrific crying shame if either of these wonderful iconic historic buildings were to end up housing a large chain restaurant, coffee-shop or bar. I think all usage should focus first on local, independent, and, obviously, creative. To imagine a Nandos in the Town Hall, or a Starbucks in the Pump Rooms just makes me want to cry. I also find the idea of provision of space for a	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall and Pump Rooms as sustainable buildings that is at least in part publically open, that a range of uses are introduced. We aim at all time to work with local, independent businesses if commercially viable. The new café operator in The Pump Rooms is a local business with a community which is why they were appointed to take over from Kudos PLC.	After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any alternative or additional uses would need to be complimentary to any continued civic use.

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	private members club in the Town Hall to be highly objectionable, and feel much of the rest of the community would agree.		
149	I like the ideas of a pop-up type food court in the reformist church, and wonder if this could also be a suitable use for space in the Pump Rooms or Town Hall (although somewhere with a more raw/urban feel may be more suitable). Another good reference for this kind of setup would be BERG'N in Brooklyn, which has the kind of "vibe" I believe you are looking for ( <a href="http://www.bergn.com">http://www.bergn.com</a> ), and which I suspect I'd visit regularly for work and social use (especially if a decent craft beer outlet was in there).	Thank you for this feedback and appreciate your thoughts on this. There are a few opportunities that we are considering for a food/drink court inc URC, Pump Rooms and maybe Court Street. We will look into Berg'n. Thanks for being the first potential new customer!	Look up Berg'n in Brooklyn as a potential food court idea.
149	Court St Carpark - Option 2: I worry that a multi-story carpark could far too easily dominate this area, and be visible from Clemens Street and elsewhere.	Each project will be subject to an individual planning approval process where environmental effects will be considered, buildings will be developed to ensure that all planning policy is adhered too.	N/A
149	Riverside Area: I'm a resident of Portland Place West, and so our flat looks out on to the Riverside area. It also means we are neighbours of WDC in their current offices, and so have a fairly healthy level of scepticism about any of the Council's plans, and the authenticity of any public consultation around them (they did nothing to abet this by refusing to extend the LQC consultation period). I have been long campaigning against WDC office relocation plans, as part of the group of residents that formed the "saveleam" campaign.  The major concerns that I, and other residents I have spoken to, about the plans for this area are that everything is being kept so secretive	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.  I hope that this decision will alleviate some of your concerns regarding WDC.	Remove Riverside from plans.

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	<p>about them. This has already lead, in part, to the resignation of one councillor from the Conservative party due to their handling of this.</p> <p>I think the opacity of the plans for this site is appalling, and the reasons for excluding them from the consultation give in the FAQ just seem completely backwards. It would be unfair to current users to include the site in the plans, so instead were going to leave what might happen a complete mystery? One of the stated aims of the masterplan is to "establish the viability and deliverability of regeneration projects", and the Riverside site is identified as "been identified as the most likely opportunity to generate a surplus that could be used to cross finance creative uses in the core area", how can the viability of the plans be established by a masterplan that excludes the site which is likely to be the best source for subsidising those plans?</p> <p>To the cynics amongst us, this just stinks of this being kept out of the plans as it is likely to be one of the most controversial areas of them. Also, as residents who are already likely to suffer from the council over-developing a neighbouring site, by stuffing it full of expensive luxury flats, in buildings that dwarf the current ones) in order to finance another unviable scheme they signed up to (their office move), we worry that we will see the exact same thing happening in this area. We're then likely to suffer even longer from heavy construction work, and with it resulting in further dense high-rise housing built around us, adding further to traffic, pollution and</p>		
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	parking problems, and further destroying the setting of the Conservation Area, Listed Buildings, and Registered Parks & Gardens.		
	<p>Post Office: Similarly to the Pump Rooms and Town Hall, I feel it would be a real shame if this building ended up being taken over by a characterless chain. The idea of a "design hotel" is an interesting one, but I worry it would be unviable, and the building would end up a Travel Lodge or Premier Inn type hotel.</p> <p>Parking, if this were to become a hotel, is also a concern, as it is very limited in this area, and with no obvious site where additional parking could be provided.</p>	We note your concerns but it may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced. The Post Office is in private ownership but we do hope to work with the owners to encourage them to look at different usage of the building.	N/A
150	I fear that we will lose Mosque and recently acquired community center (old RNA). These play an important role in the training and education of the young and old to enhance their role in the society. Over the years Ahmadiyya Muslim Youth association has been organising fund raising charity events, community cohesion programs through all faiths forums, Duke of Edinburgh program, Disaster relief activities. This Mosque has become the community icon rightfully and losing it would be a great loss to the local community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
151	Our greatest concern is that we will lose our Mosque & Community Centre (old RNA). These provide vital service not just to Muslims but to the entire community: The Mosque has cultural significance having opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community. They provide place of worship	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made	Remove Riverside from plans.

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	for Men, women, children, young and elderly The community centre has accommodation for the local imam.	the decision to remove the area from the Creative Quarter plans.	
153	My biggest concern is that as part of the Creative Quarter Masterplan, the Ahmadiyya Muslim Community will lose their Mosque and new community centre (former RNA) from riverside/Adelaide Bridge. These buildings provide vital services not just to Muslims but to the local community and the location of these buildings is what makes community cohesion so successful. I am an active participant of the Ahmadiyya women's association and both the Mosque and Community centre act as our headquarters. We arrange regular activities to raise money for local charities. These events enable members from the wider community get together.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
154	I am very worried that the Ahmadiyya Muslim Community will end up losing the Mosque and Community centre (former RNA) from its current location.  So much work is carried out from these buildings not just for worship but various events to share the peaceful teachings of Islam to the wider community and helping to combat extremism.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
155	I would lose the Mosque and community centre that I go to not only affecting me but also the local community as it is a place for to learn hold charity events and community events bringing the local community together on many occasions throughout the year. It is also a place that responds to disasters quickly	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these	Remove Riverside from plans.

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	I.e. raising money quickly to get the resources to help affected places. I also would lose out on learning as a youth	communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
156	my greatest concern is that we will loose our mosque and community centre which provide vital services to the entire community which for example acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs, and it has been the central hub for responding to disasters, raising money and materials for the affected areas. Furthermore the entire Riverside area acts as the social heart of Leamington providing vital services to engage the youth, elderly, vulnerable and many other members of the community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
157	<p>I am worried that I won't be able to use my Mosque and Community centre (old RNA).</p> <p>I love being able to pray at my mosque and meet my friends there every week. Because it is in the centre of Leamington it is really easy for all of us to get there.</p> <p>I also enjoy my weekly classes and what is even better is that the new community centre (old RNA) has a proper classroom with desks, chairs and a whiteboard.</p> <p>We also help different charities and just before Christmas the girls met up at the community centre with our food donations. We created a lovely hamper and presented it a local home for the elderly.</p>	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
158	I am really worried that you will take my Mosque and Community centre (old RNA)	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is	Remove Riverside from plans.

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	<p>away.</p> <p>I am 12 years old and belong to the Ahnadiyya Muslim Community. Since the age of 6 I have been have weekly classes at the Mosque where I get to learn so many new things. The new classroom in the community centre is perfect for our lessons.</p> <p>I love where the Mosque and new community centre are located. It is close to where all the members live and this makes it even easier for us all to get together.</p> <p>I enjoy raising money for charity and I take part in the annual food fair which takes place at the mosque. I get to meet children from the wider community and also raise money for local charities.</p> <p>Some people have such a negative view of my religion but my mosque and community centre are used to let people know the true message of Islam.Imaan (age 12)</p>	<p>currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	
159	<p>I disagree with the report's idea that the additions to the Pump Rooms are ill conceived. The entrance to the building is clear which often not the case with large buildings is and the whole addition fits in with the rest of the building from the outside. The Foyer in its new arrangement is well used well than previously. The library appears to be well used and well arranged. Though if it moved to the Town Hall then the Museum could be housed there with the visiting exhibition space upstairs. Where it is at the moment is far too tucked away and out of sight. So on entrance you would have immediate access to the art gallery, museum</p>	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building</i></li> </ul>	N/A

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	and visiting exhibitions and the cafe from the central point of the foyer. So all that is accessible from the right side of the building. The entrance on the left side of the building used for access to events in the Assembly rooms. It is not necessary to try and get access to every part of the building from one point. What do you mean by lack of permeability?	<p><i>would stay as a community asset and maintain public access)</i></p> <ul style="list-style-type: none"> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
160	<p>It seems that any "problem" property or area in South Leamington has been artificially included in this masterplan. Also there is confusion between creative and cultural. The whole plan is not cohesive and is overambitious (it is interesting to note and highly relevant that the photos of existing places used to demonstrate the plan's vision are taken in London, Birmingham, Manchester, Liverpool, Milan and New York!). This plan seems to be based on the games industry presence in Leamington, which I would suggest relates to an employment rather than creative area and is not a sensible foundation for such an ambitious plan. The Masterplan shows that the consultants have no real understanding of Leamington Spa - tourists come here for its green spaces, architecture and general aura and will not turn up in their hoards to visit a so called creative quarter. It reminds me of a mad plan put forward for the Pump Rooms (before the development into what it currently is) by some interested parties, whereby Leamington Spa was going to be turned into a Baden Baden and a new hotel would have to be built on the Pump Room Gardens to accommodate the visitors! Even the similar development in</p>	Thank you for your comments; they have been noted.	

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	Coventry is not relevant to the sort of place Leamington Spa is, except maybe to act as a warning since I have heard that (some - I don't know how many) businesses which have moved there are struggling and planning to move out.		
161	<p>At present there is Mosque for Ahmadiya Muslim Community which will be lost along with the community centre, old RNA club which is very important for Ahmadiya community and in general for whole Leamington Spa and associated villages. The mosque not only provide a place of worship for Ahmadiya community but also provide a place for greater community to get together and understand true Islam. The mosque has a spiritual and cultural significance for the community as it was inaugurated by the Spirtual Leader of Worldwide Ahmadiya community khalifutul Masih. The mosque and associated club space provide a hub for charitable activities, some of the largest in the history of Leamington spa.</p> <p>The mosque and the club is a center for outreach and spreading the message of true Islam and combztting extremism. There were around 22000 members were reached out over the years.</p> <p>The mosque was a center for providing help and relief for international disasters and recovery efforts.</p> <p>The local youth association and elderly hold their activities here, the newly acquired RNA building also house a gym where women and elderly can get active in a safe environment. The building is being used to integrate refugees from war torn countries and their</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	<p>Remove Riverside from plans.</p>

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	families into the society. There is so much more which cannot be articulated here which I feel is threatened by this proposal. Furthermore the whole clubland area is the social hub for Leamington on spa providing vital services to engage the youth, elderly and v vulnerable and many more in the society		
162	I am concerned about the impact of the development on the local Ahmadiyya Muslim community. As our Mosque is in the Riverside area.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
163	I feel opportunities have been missed and proposals not thoroughly thought through. The area is too large.	Noted. Please supply details of opportunities that you feel have been missed. The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals, some of which may be delivered over the 10 year project partnership.	N/A
164	Our greatest concern is that we will lose our Mosque & Community Centre (old RNA). These provide vital service not just to Muslims but to the entire Community: 1. The Mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community. 2. They provide a place of Worship for Men, women, children, young and elderly. 3. They act as a hub where vital information	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.

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<p>and the needs of both Mosque members and the wider community are discussed.</p> <p>4. They are a hive of charitable activity, even hosting the largest Charity fundraiser in Leamington History.</p> <p>5. They are a center for outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many public facing functions throughout the year and hosting visits from local youth groups.</p> <p>6. The outreach function has been huge over the years, with over 22,000 people having been reached.</p> <p>7. It has been the central hub for responding to disasters, raising money and materials for the affected areas.</p> <p>8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the years</p> <p>9. It has housed creative Multimedia Studio powering the National Ahmadiyya's YouTube Channel</p> <p>10. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs</p> <p>11. In particular the Community Centre (old RNA)</p> <p>Houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly.</p> <p>12. The Community centre(old RNA) has designated class room the purpose of which is to not just provide Islamic education but also secular education to members and the wider community</p> <p>13. The community Centre(old RNA) houses</p>		
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	<p>an Islamic Exhibition Center, Library, cafe during soon to be bookshop.</p> <p>14. The Community Center(old RNA)even during the RNA period was being used as Center for holding Functions spreading the peaceful message of Islam</p> <p>15. The Community Center(old RNA) provides an area to host other organisations such as the faith Forum and other Community Groups.</p> <p>16. The buildings are being used to intergrate refugees from war torn countries and their children in to western Society.</p> <p>17. The local youth association and elderly association hold the majority of their activities here.</p> <p>18. The Community centre has accommodation for the local Imam</p> <p>There is much which cannot be articulated here, which we feel is threatened by these proposals.</p> <p>Furthermore the entire Riverside area act as the social heart of Leamington Providing vital services to engage the youth ,elderly, vulnerable and many other members of the community</p>		
	Prospect of there being no Mosque and Community Centre	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
168	As a member of the Ahmadiyya Muslim	The Riverside area next to Adelaide Bridge is a	Remove Riverside from plans.

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	<p>Community our greatest concern is the loss of our newly refurbished Mosque &amp; Community Centre (old RNA). This is the hub of our community and we have worked passionately to ensure all leamingtonians regardless of background or religion are made to feel welcome in this building and have opportunity to learn about our peace loving religion and community. The mosque provides vital service for ahmadiyya Muslims and the Community at large by the following means:</p> <ol style="list-style-type: none"><li>1. The Mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community</li><li>2. It provides a Place of Worship for Men, women, children, young and elderly</li><li>3. It is a hub where vital information and the needs of both Mosque members and the wider community are discussed</li><li>4. It is used as venue for charitable activity, even hosting the largest Charity Fundraiser in Leamington History</li><li>5. It is a centre for outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups</li><li>6. The outreach function has been huge over the years, with over 22,000 people having been reached</li><li>7. It has been the central hub for responding to disasters, raising money and materials for the affected areas.</li><li>8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the</li></ol>	<p>prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	
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	<p>years</p> <p>9. It has housed a Creative Multimedia studio powering the National Ahmadiyya Muslim Youth Association's YouTube channel</p> <p>10. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs</p> <p>11. In particular the Community Centre (old RNA) houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly</p> <p>12. The Community Centre (old RNA) has a designated classroom the purpose of which is to not just to provide Islamic education but also secular education to members and the wider community</p> <p>13. The Community Centre (old RNA) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop.</p> <p>14. The Community Centre (old RNA) even during the RNA period was being used as centre for holding functions spreading the peaceful message of Islam</p> <p>15. The Community Centre (old RNA) provides an area to host other organisations such as the Faith Forum and other Community Groups</p> <p>16. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society</p> <p>17. The local youth association and elderly association hold the majority of their activities here</p> <p>18. The community centre has accommodation for the local Imam</p> <p>Furthermore the entire Riverside area acts as the social heart of Leamington providing vital</p>		
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	services to engage the youth, elderly, vulnerable and many other members of the community. We fear the above plans may threaten this integrated and peaceful establishment		
170	I fear the Plan is unrealistic even if sold for purely commercial ends	Noted	N/A
171	Our greatest concern is that we will lose our Mosque & Community Centre (old RNA). These provide vital services not just to Muslims but to the entire Community: 1. The Mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community 2. They provide a Place of Worship for Men, women, children, young and elderly 3. They act as a hub where vital information and the needs of both Mosque members and the wider community are discussed 4. They are a hive of charitable activity, even hosting the largest Charity Fundraiser in Leamington History 5. They are a centre for outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups 6. The outreach function has been huge over the years, with over 22,000 people having been reached 7. It has been the central hub for responding to disasters, raising money and materials for the affected areas. 8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the years	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.

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	<p>9. It has housed a Creative Multimedia studio powering the National Ahmadiyya Muslim Youth Association's YouTube channel</p> <p>10. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs</p> <p>11. In particular the Community Centre (old RNA) houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly</p> <p>12. The Community Centre (old RNA) has a designated classroom the purpose of which is to not just to provide Islamic education but also secular education to members and the wider community</p> <p>13. The Community Centre (old RNA) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop.</p> <p>14. The Community Centre (old RNA) even during the RNA period was being used as centre for holding functions spreading the peaceful message of Islam</p> <p>15. The Community Centre (old RNA) provides an area to host other organisations such as the Faith Forum and other Community Groups</p> <p>16. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society</p> <p>17. The local youth association and elderly association hold the majority of their activities here</p> <p>18. The community centre has accommodation for the local Imam</p> <p>There is so much which cannot be articulated here, which we feel is threatened by these proposals.</p>		
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	Furthermore the entire Riverside area acts as the social heart of Leamington providing vital services to engage the youth, elderly, vulnerable and many other members of the community.		
172	Yes I go to the mosque to really enjoy to worship and to engage to positive activities that enable me to meet my age children and teenager to gain confidence and to learn new activities and to invite my friends to our mosque to raise money or our local charities. It will be such a loss for me to see this very special place go.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
173	I'm 6 and I have grown up at the Ehsan Mosque. It so important has I come to worship and meet all my friends and family to engage in activities and to help raise money for charities in our mosque. I have fun learning new knowledge and inviting my friends to school. it will be sad to see my mosque disappear from my life. None would like it to remain the same please that would be the biggest gift for me and the other children too.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
174	I'm 4 and I have always from born to now have come to join worship and enjoy my Ehsan Mosque is very important I do activities that help my confidence and learn new knowledge and making new friends. I come with my whole family to worship it will be a great lose in my life to lose this beautiful Mosque. Please do not go ahead with the plan had this unites my family.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.

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175	<p>I go to the Ehsan Mosque to worship with my family. Ever since the opening of mosque it will be an heart break to not be able to go to worship with my family. I also teach young children aswell as to engage in fun activates to see there confidences grow has enable me to feel that the whole children teenagers and young adult and elders are so benefiting the use of the lovely Mosque. Please do not take this away from us. Thank you.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	<p>Remove Riverside from plans.</p>
176	<p>It is of concern to lose the mosque and community centre which provides vital services to all the community and not just Muslims.</p> <p>It has a cultural significance led by his holiness Mirza Masoor Ahmed the head of Ahmadiyya worldwide and influences peace and harmony.</p> <p>It's a resource and information centre and not just a mosque for the whole community and encourages integration and understanding of Islam - the message of love for all and hatred for none.</p> <p>Over the years the centre has reached out to some 22,000 people.</p> <p>It's acts a central hub for responding to natural disasters and raising funds for charities.</p> <p>Centre is the largest fundraiser in Leamington Spa history. The Ahmadiyya women are particularly active in this area.</p> <p>It offers a creative multimedia studio and a free gym for all communities of all ages.</p> <p>The centre already provides creative activities, some already mentioned above, in addition there are teaching classes held in Islamic and</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	<p>Remove Riverside from plans.</p>

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	secular education, provides exhibition centre, library, cafe and bookshop, it's used to hold functions to spread the word from of faith and peace.		
177	I think that the interests of the community must be protected and not subordinated to business or commercial interests. So I think it would be unfortunate to put pressure on the community organisations west of Adelaide Road to move. They have invested heavily in their premises. If they can be offered somewhere just as good and are happy to move then I think that site would be better used for social and affordable housing than for creative quarter purposes.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
177	I am also concerned about the proposed move of the Library to the Town Hall. This may be suitable but the Pump Rooms should be retained for open public access and not used or sold for commercial development. A large public grant was given to restore this building for public use in 2000 and it should remain in the public domain.	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	N/A
179	Town hall ideas too costly,	The Big Picture is a high level vision document. It includes a number of examples of what	N/A



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		could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.	
179	Clublands needs investment help for refurbishment, not relocation ideas.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
180	<p>Our greatest concern is that we will lose our Mosque and community centre (old RNA ). These provide vital services not just to Muslims but to the entire Community.</p> <ol style="list-style-type: none"> <li>1. THE Mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community.</li> <li>2. They provide a Place of Worship for Men, women, children, elderly and young.</li> <li>3. They act as a hub where vital information and needs of both Mosque members and the wider community are discussed.</li> <li>4. They have a hive of charitable activity, even hosting the largest Charity Fundraiser in Leamington History.</li> <li>5. They are a centre of outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups.</li> </ol>	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.

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	<p>6. The outreach function has been huge over the years, with over 22.000 people having been reached.</p> <p>7. It's has been the central hub for responding to disasters, raising money and materials for the affected area.</p> <p>8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the years.</p> <p>9. It has housed a Creative Multimedia studio powering the National Ahmadiyya Muslim Youth Association's YouTube channel.</p> <p>10. In particular the Community Centre (old RNA ) houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly.</p> <p>11. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at forefront of arranging charitable activities and outreach programs.</p> <p>12. The Community Centre (old RNA ) has a designated classroom the purpose of which is not just to provide Islamic education to members and the wider community.</p> <p>13. The Community Centre (old RNA ) houses an Islamic Exhibition, centre, Library, Cafe and soon to be bookshop.</p> <p>14. The Community Centre ( old RNA ) even during the RNA period was being used as a centre for holding functions spreading the peaceful message of Islam.</p> <p>15. The Community Centre ( old RNA ) provides an area to organise other organisations such as the Faith Forum and community groups.</p> <p>16 . The Buildings are being used to integrate refugees from war torn countries and their</p>		
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	children into Western Society. 17. The local youth association and elderly association hold the majority of their activities here.		
181	<p>Our greatest concern is that we will lose our Mosque and community centre (old RNA ) . These provide vital services not just to Muslims but to the entire Community.</p> <p>1 The mosque has cultural significance having been opened by His Holiness Mirza Masroor Ahmad, Worldwide Head of the Ahmadiyya Muslim Community.</p> <p>2 They provide a Place of Worship for Men, women . Children, elderly and young .</p> <p>3 They act as a hub where vital information and the needs of both Mosque members and the wider community are discussed.</p> <p>4. They are a hive of charitable activity, even hosting the largest Charity Fundraiser in Leamington History.</p> <p>5. They are a centre for outreach and disseminating the Peaceful message of Islam and combating extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups.</p> <p>6. The outreach function has been huge over the years, with over 22.000 people having been reached.</p> <p>7. It has been the central hub for responding to disasters, raising money and materials for the affected area.</p> <p>8. It provides a free Homeopathic clinic and has dispensed hundreds of medicines over the years.</p> <p>9 . It has housed a Creative Multimedia studio powering the National Ahmadiyya Muslim Youth Association's YouTube channel.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.

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	<p>10. It acts as the Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs.</p> <p>11. In particular the Community Centre ( old RNA ) houses a free Gym service particular aimed to provide a safe space for Women and at the young and elderly.</p> <p>12. The Community Centre ( old RNA ) has a designated classroom the purpose of which is to not just to provide Islamic education but also secular education to members and the wider community.</p> <p>13. The Community Centre ( old RNA ) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop.</p> <p>14. The Community Centre ( old RNA ) even during the RNA period was being used as centre for holding functions spreading the peaceful message of Islam.</p> <p>15. The Community Centre ( old RNA ) provides an area to host other organisations such as the Faith Forum and other Community Groups.</p> <p>16. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society.</p> <p>17. The local youth association and elderly association hold the majority of their activities here.</p>		
182	<p>This will severely harm the existing services offered by the local mosque. Any such changes will severely damage the needs of the local community who collectively do so much for the local community.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these</p>	<p>Remove Riverside from plans.</p>

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		communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
183	No, I strongly disagree to demolish everything to build these creative quarters.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
184	A big concern that we lose our mosque and community centre	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
185	That we will lose our mosque and the community area (Royal Navy club) as these are areas used to contribute the Leamington community as a whole with various charity events run by the Ahmadiyya Muslim Community	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	Remove Riverside from plans.
186	Not at all happy about removing the library from a central location. It should be in the centre of town. It is currently well placed near to cafe, park opposite and green space	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making	N/A

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	<p>outside, main bus routes, shops, etc. Additionally, there is NO reference as to where the library may be re-located; always a cause for worry when proposals look like an attempt to 'slip something under the wire' rather than be open and transparent at the outset of planning.</p>	<p>any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul>	
186	<p>Also very concerned about the impact of the developments on increased traffic / parking. Already insufficient parking to support facilities at bottom end of town.</p>	<p>Noted and agreed Potential to have extra car parking space in Court Street which will add extra spaces. There are also opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted</p>	N/A
187	<p>My greatest concern is that we will lose our Mosque &amp; Community Centre (old RNA). These provide vital services not just to Muslims but to the entire Community:</p> <p>The Mosque provides a place of worship for men, women, children, young and elderly. It is a hub where vital information and the needs of both Mosque members and the wider community are discussed often hosting</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.

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	<p>charitable activities.</p> <p>It is a centre for outreach and disseminating the peaceful message of Islam and combatting extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups.</p> <p>It acts as a Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs</p> <p>In particular the Community Centre (old RNA) houses a free Gym service particular aimed to provide a safe space for Women, the young and elderly.</p> <p>The Community Centre (old RNA) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop for the use of the whole community. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society</p> <p>There is so much which cannot be articulated here, which is threatened by these proposals.</p> <p>Furthermore the entire Riverside area acts as the social heart of Leamington providing vital services to engage the youth, elderly, vulnerable and many other members of the community.</p>		
188	<p>My greatest concern is that we will lose our Mosque &amp; Community Centre (old RNA). These provide vital services not just to Muslims but to the entire Community:</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating</p>	<p>Remove Riverside from plans.</p>

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	<p>The Mosque provides a place of worship for men, women, children, young and elderly. It is a hub where vital information and the needs of both Mosque members and the wider community are discussed often hosting charitable activities.</p> <p>It is a centre for outreach and disseminating the peaceful message of Islam and combatting extremism, by holding many Public facing functions throughout the year and hosting visits from local youth groups.</p> <p>It acts as a Headquarters for the local Ahmadiyya Women's Association who have been at the forefront of arranging charitable activities and outreach programs In particular the Community Centre (old RNA) houses a free Gym service particular aimed to provide a safe space for Women, the young and elderly.</p> <p>The Community Centre (old RNA) houses an Islamic Exhibition Centre, Library, Cafe and soon to be bookshop for the use of the whole community. The Buildings are being used to integrate refugees from war torn countries and their children into Western Society</p> <p>There is so much which cannot be articulated here, which is threatened by these proposals.</p> <p>Furthermore the entire Riverside area acts as the social heart of Leamington providing vital services to engage the youth, elderly, vulnerable and many other members of the community.</p>	<p>to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	
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189	<p>I am a member of the Ahmadiyya Muslim Community. Our mosque and community centre are based in the riverside area.</p> <p>I do not concur with the proposed changes to the area, which, if implemented, would result in the removal of our centre and mosque. It would be a great shame if this is true. Our neighbouring community and various organisations in the surrounding area can testify to our active charitable services and events throughout the year. It is an essential part of our faith to be of service to humanity. It is an essential factor and reason for which I am currently working in the medical field as a doctor.</p> <p>It is my kind and humble request to you to not make any changes that result in the demolition of our community centre and mosque, which acts as a home for many of us to carry out our services to the wider community, something which is an integral part of my faith.</p> <p>Thank you for giving the time and opportunity to express my concerns.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
190	<p>Cultural and historic significance. Opening done by His Holiness Mirza Masroor Ahmad, the Supreme Head of the world wide Ahmaddiya Muslim community.</p> <p>Mosque provides a place of worship, Hub for vital information and a place where the needs of community are discussed. Public function are held, Charitable work undertaken and disaster relief are organised. Local youth visits organised.</p> <p>Peaceful teaching of Islam spread to combat extremism. Free Homeopathic treatments are</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.

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	<p>provided.I also act as a HQ for Ahmaddiya Ladies who very significant part in Charitable work and disaster relief.</p> <p>There are numerous other activities which take place at the mosque and the RNA centre .Which makes it the heart of Leamington as it is now.</p>		
191	<p>Premise</p> <p>The plan as it stands is unwieldy. If the project was split into phases, this could help create realistic goals and create periods of reflection and assessment to help shift plans according to demand. Quick wins could be highlighted as initial phases. The priorities should be to regenerate rather than demolish, and to use long derelict sites for housing, business, and community uses.</p> <p>We believe the Spencer Yard area should be defined as the priority area for the Creative Quarter, creating a tangible geographical location and group of buildings to create a creative hub. The other areas in the Masterplan should be redistributed as regeneration projects, separate to the Creative Quarter.</p>	<p>CDP have no intention of demolishing any buildings for the sake of it, restoration is always our first choice where viable. We are a regeneration developer with a very keen interest in heritage and historical buildings.</p> <p>Noted</p>	<p>N/A</p> <p>N/A</p>
	<p>Spencer Yard</p> <p>This should be the defined area of the Creative Quarter. The existing creative organisations in this area should be nurtured, and we should prioritise refurbishment of Council owned buildings for public facing uses. The United Reform Church could have multipurpose use as a venue for community and/or business creatives</p>	<p>This is useful feedback thank you. We agree that this should be a priority and as the property is owned by WDC offers us an ideal opportunity to get started.</p>	N/A
	<p>Court Street area</p> <p>This area is allocated for housing in the local</p>	<p>Noted. CDP were not instructed to include social housing in its brief.</p>	N/A

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	<p>plan, and should remain so, ensuring delivery of social and affordable housing. We should refurbish Council owned &amp; controlled buildings (the Old School House and Stoneleigh Arms) for creative organisations but ensure it is genuinely affordable. The Arches should be used for Creative Spaces (eg markets, makers, pop up, shops etc).</p> <p>The carpark should remain in use, and any future affordable housing scheme on this site should provide adequate car parking and be sympathetic to the conservation area (which the current design is not).</p>		
	<p>Pump Rooms &amp; Town Hall</p> <p>Any proposals for the Pump Rooms should acknowledge the heritage aspect of this building. Restoration of 'spa' uses would be befitting for a historic Spa Town which could attract people to the area whilst maintaining accessibility for residents.</p> <p>The Library or the Art Gallery could be relocated to the Town Hall which would keep it as an accessible Community Asset. We support the Town Council's wish to remain in the Town Hall and the retention of the building as a Community Asset.</p>	<p>Noted and agreed. CDP are committed to heritage restoration wherever possible. Will investigate opportunities for the restoration of the spa, a full business case will be required</p> <p>Town Hall has been recognised as a potential location for the library to keep this building in public use. Negotiation with WCC would be required.</p>	Spa to be considered in further feasibility work.
	<p>Bath Street Wayfinding</p> <p>This is a good idea, but a Creative Quarter is not necessary for this to happen. Improved Wayfinding can take place straight away and is long overdue.</p> <p>A creative Masterplan would take this opportunity to address the air quality problems in this area with green walls, traffic remodelling, prioritising pedestrians, cyclists and electric buses.</p>	<p>Noted and agreed - There are opportunities to engage with public services to provide better public transport links and hubs to reduce the amount of vehicles in the area. Each project will be subject to an individual planning approval process where traffic and environmental effects will be considered and relevant authorities consulted.</p> <p>WDC and political partners should be pushing through signage and wayfinding opportunities</p>	N/A

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	<p>Bath Place Carpark</p> <p>The Car park is in WDC ownership and we believe has tanking underneath which would make it difficult to build upon.</p> <p>There is another opportunity to address the air quality issues in the area with green walls. We support the idea of creative businesses in the Arches.</p>	<p>We are investigating the ground works at Bath Place for suitability for any works with the relevant authorities.</p>	
	<p>Althorpe Street</p> <p>This is not in WDC ownership, and is too far from the Creative Quarter central area. It is allocated for employment use in the local plan so should be protected for those uses. It's a special area for highly valued small and specialist businesses. It is adjacent to the Canalside Conservation area so any proposal should be sympathetic to those requirements.</p>	<p>The growing economic pressure on landowners will inevitably lead to a redevelopment of this site, and this will likely focus on students as it will give higher potential return. Including it in the CQ area enables us to look at the best uses for this site, and potentially limit the amount of student development. Small businesses are important to Leamington so they would have to be moved but we would prefer if they were moved in favour of live/work/mixed use rather than solely student accommodation</p> <p>The canalside area is considered to be an important feature of the CQ development</p>	N/A
	<p>Adelaide Road</p> <p>This should be kept for community use, and the community organisations there should be nurtured. It is therefore not appropriate to be part of the Creative Quarter.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
192	<p>The plan is very vague about the Clublands area. As there are established and varied clubs and businesses there I am concerned of them being pushed out unfairly.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating</p>	Remove Riverside from plans.

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		to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
193	<p>This Creative Quarter draft Masterplan is over ambitious and in my view misleading in the ability to be delivered.</p> <p>Of course the initial reaction from sections of the community are broadly positive - many people have been waiting for over 20 years to see a 'cultural quarter' emerge from WDC - however there are some worrying assumptions and statements in the document that need detailed scrutiny.</p> <p>I have concerns about some of the 'visions' for specific areas. From my (limited) meetings with CDP I was under the impression that the Masterplan would be broad ideas and aspirations, but now we see some rushed, ill thought through proposals for specific buildings and uses with little or NO prior consultation with the groups/businesses/residents/organisations who may be impacted by the developments.</p> <p>This document does not seem like an overall 'Masterplan' vision (which is what I would expect from a 'Masterplan' document) but a series of un-connected ideas/regeneration projects that do not relate to each other.</p> <p>First and foremost I am concerned that these proposals seem to ignore some policies that are in Warwick District Council's local plan:</p>	<p>The Althorpe Street Area:</p> <p>We note your concerns but we are aware that many land and property owners in this area are seeking to sell their assets, much of which is in a poor state of repair or could be relocated elsewhere. The likelihood is that if the private landowners were to develop these sites, they may be turned into out-and-out student accommodation. The inclusion in the creative quarter area stops other, less welcome developments taking place on that site, or explores options for possible mixed used developments instead (e.g. student, residential and employment)</p> <p>Creative Organisations:</p> <p>The value of the existing creative organisations is known and understood. For example, Heartbreak and Motionhouse sit on the Stakeholder Forum as representatives of the arts sector in Leamington. We have additional data that we can add in regarding the value that creative organisations and activity bring to the area (e.g. study from last year's Art in the Park) if this does not seem evident from the current Masterplan. We have also built up some lovely relationships with some of the creative businesses in the old town (e.g. LOTT Bazaar) so are aware and appreciative of their value.</p>	Add in more detail about value of current creative organisations.

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<p>2) The Althorpe Street area - is designated as Employment Land TC12 in the Local Plan. Whilst it does not specify the type of employment use - the idea of demolishing the warehouses and valued services that operate from them and replacing them with office spaces is worrying for the businesses that currently operate there.</p> <p>What is most disappointing about the proposals for this section - is that some of these ideas would work better elsewhere in the Creative Quarter - e.g. in the Spencer Yard area - a space that already has a number of Creative organisations and public space and is mostly in the immediate control of the Council.</p> <p>Creative Organisations?</p> <p>There is little acknowledgement of the value of the Creative organisations who already exist and operate with the Creative Quarter area. And that these need to be protected or nurtured within the Creative Quarter. Motionhouse, Heartbreak, LAMP, Arch Creatives, Chrome Yellow, Action21 the dozens of creative shops &amp; cafes in Old Town, the Parish Church, the Pump Rooms, etc. Where is the acknowledgement of them and their value?</p> <p>Taking each proposal in turn:</p> <p>1) Spencer Yard</p> <p>The council owns MOST of the property here so this should be an area of focus and quick win to deliver. Yes, agree to the overall idea</p>	<p>Spencer Yard:</p> <p>This is useful feedback thank you. One of the reasons for presenting multiple options on some of the developments (e.g. URC) and then taking the document out to public consultation was to get feedback on preferred options such as this (e.g. yes please to a food market, no thanks to film studio).</p> <p>CDP and WDC did show Coventry University around the old nursery as well as the URC and will continue to explore this as a possible site for the film studio if the URC stays as a building that's open to public use.</p>	
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	<p>to open up access and improving way finding to Spencer Yard and encourage more public events and public space.</p> <p>However, some of the specific uses are concerning:</p> <ul style="list-style-type: none"><li>- Why a film studio in such a prominent building such at the URC? This should be for public access/use, not for private use. A film studio can operate in any building (e.g. the old dole office). IT doesn't need a prominent, street facing building - this should be for a public facing /publically accessible use.</li><li>- Likewise the Victoria Colonnade (particularly the ground floors) should be for public facing uses rather than offices.</li></ul> <p>What is the proposed use for all the buildings in the yard - what use for the old Coop nursery that the Council has recently purchased? Or the Old Dole office?</p> <p>In summary, if WDC is going to open this space to encourage more public uses/access then the food court market idea would generate footfall, the film studios and digital offices would not.</p>		
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	<p>2) Pump Rooms</p> <p>Again, a property in ownership of the Council so some of these ideas are achievable and attractive - e.g. opening up access along the riverfront.</p> <p>However a statement like removing the Library is very provocative and bound to be controversial - especially without any plans on where to relocate to.</p> <p>Here we also have a suggestion of an 'indoor food market' - see item 1. This is repetition. And is this really the best use of a Listed building? What happened to the ideas that have been suggested for MANY years about bringing back a Spa to the Spa Town of Royal Leamington Spa? That would be truly ambitious and a destination for tourism.</p>	<p>Spa facilities in a spa town would be very welcomed. This would need some serious investment as the offer would need to be of a very high quality to attract visitors. Certainly an area to explore in more details, although it should be noted that the useable space for spa facilities within the Pump Rooms building may not be that great. Unless the Art Gallery and Museum were to be located (could possibly move to Town Hall as per another suggestion that's come through the consultation process?) The building certainly isn't as big as in other spa towns (e.g. Bath) and there would need to be an extensive financial viability study carried out before progressing with an idea like this. It has also been suggested through this consultation process that instead of a "Spa", it could be a health and wellbeing hub, with smaller independent businesses based in here sharing a common theme / goal. Again this is something that could be considered.</p> <p>Just to note that an indoor food market is not repetition.</p> <p>We put forward multiple suggestions for some of these developments to get thoughts on preferred uses. If the URC were to become a film studio, as is one of the options listed for this development, then there would be no food market in the town, so it's therefore given as an option here.</p>	<p>Spa to be considered in further feasibility work.</p>
	<p>3) Town Hall</p> <p>This is a centrepiece in the town and should be retained for public facing /Civic uses. The 'Members' club idea does not seem to fit with this. A restaurant seems like something that would also suggest private ownership and is</p>	<p>Noted; please see full response on the Town Hall in the FAQs section.</p>	<p>N/A</p>



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	not 'creative'. Currently still with WDC's ownership and control. And the Town Council have now expressed an interest in remaining here.		
	<p>4) Court St Car park - 1</p> <p>Again, a lot of the property in this area is within ownership of the Council so could be delivered in the medium term.</p> <p>This proposal actually seems like it has been thought through - indicating short term use of long derelict Council owned buildings into creative spaces, medium term use and eventually to provide residential &amp; commercial space in the long run.</p> <p>The Court Street area is allocated for Housing in the local plan (policy H16.) so this proposal would ultimately deliver that. But it needs to be strengthened to be social or council housing.</p>	<p>The Court Street area is allocated in the Local Plan (site H16) for housing. This allocation, however, covers not only the car park but a wider surrounding area including land fronting the canal. Within this wider area, a number of housing schemes have already been approved (and in some cases built) that contribute 58 dwellings towards the overall total of 75 homes identified in the allocation. Other sites within the wider allocated area may also come forward to contribute further towards this total.</p>	N/A
	<p>1) Court Street area is allocated as H16 - for 75 houses. This should be the priority for this area and long term aim of this Council. The LLP planning application that was submitted and withdrawn in 2016 had support from the public for the principle of housing, it was the details (particularly around car parking) which were flawed in that particular application.</p> <p>And please don't respond with the spin that there has already been a percentage of housing built in Court St that counts towards that allocation. None of this has been built by the council and none is social or affordable housing - which should be a primary aim of this Council before considering a 'Creative Quarter'.</p> <p>The people of South Leamington - and indeed</p>	<p>The site is allocated for housing, and some of that allocation has been met by the student accommodation that has already been developed within the allocated boundary. Although student accommodation does not attract an affordable housing percentage it does still contribute towards meeting the overall housing requirements and it is therefore appropriate to include the delivered Purpose Build Student Accommodation units (with the nationally set ratio of bedrooms to dwellings applied) in the calculation of meeting this allocation.</p> <p>The Local Plan does not set out who should be developing individual allocations, and so the fact that some of the site has been delivered by a private developer does not discount the</p>	N/A

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	Leamington as a whole will feel betrayed if WDC miss a further opportunity of housing on their own land. We will not forget the planning applications with no affordable housing on Riverside House and Covent Garden. Court Street should also not be yet another exception to our Local Plan policy	contribution of that development. It is expected that future developments will adhere to the policies of the Local Plan, which include 40% affordable housing on all applicable development, unless exceptional circumstances can be demonstrated – as was the case in the Riverside House/Covent Garden applications.	
193	<p>Court St Car park - 2</p> <p>This part of South Leamington does not need a multi story car park in an area of town that already has unacceptably high levels of air pollution.</p> <p>Apart from the fact I'm not in favour of this idea in principle, building a multi-storey car park in front of the arches could inhibit future use of those premises – these could be better utilised /opened up for the public e.g. with outdoor seating as they are south facing.</p> <p>The 'Grow on' business space could be delivered here. Or some social housing (see reference to policy H16 above) - not just a multi story car park. Creative industries can find creative ways to travel to the site - proximity to the station and we should not be increasing traffic generation here</p>	<p>This option does not just provide a multi-storey car park, it also provides creative workspace and event space – so we agree that 'grow on' business space could be delivered here.</p> <p>We note your comments about there being high levels of air pollution, but we must also note that we have had significant levels of concerns raised about insufficient parking so we do need to take this into consideration as well.</p>	N/A
193	<p>5, Bath Street</p> <p>Again, a nice concept but misleading. Warwickshire County Council should be involved in the traffic improvement elements – see above point on air pollution.</p> <p>Some ideas could be delivered relatively quickly/cheaply but the area is within a Conservation area which limits what can be done in terms of brightly coloured shop fronts and creative way finding. This would be welcome but the policies would need to be changed by Warwick District council before it</p>	<p>We will of course be working in partnership with WCC and WDC on this.</p> <p>Noted about the picture being misleading; we do not think we will be able to pedestrianise the street so we will alter this image.</p>	Alter the image so it doesn't mislead people to thinking this area can be pedestrianised.

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	could be delivered. The picture is extremely misleading - does this imply that the air pollution problem of this area will be tackled by pedestrianising the street? Or prioritising cycles or cycle paths? (a good idea!) But I see no reference to this.		
	6. Bath Place Car park Part WDC and part private Ownership – can the 'Highline' concept actually be delivered? It has been in discussion for sometime with community groups and network rail. Are they engaged in the process?	Yes, we have met with Sparks about their ideas for the Highline. Should we proceed with the Highline, we will of course work with them and we have asked them to keep us informed as their plans evolve and develop. We don't know yet if it can be delivered but we can commit to investigating the possibility!	N/A
	7. Althorpe Street Also not in WDC ownership so how ti influence? Have any conversations taken place with the owners or businesses in the area if this is achievable? If 'repurposing' is to take place then the Council must commit to finding alternative locations for these businesses.	Agree that we must find alternative locations for these businesses. So far, conversations regarding Althorpe Street have been with landowners, but when this project develops, further conversations and consultation will of course be required.	N/A
	8 The Old Post Office Again, not in ownership or control of WDC. How achievable is this? And have conversations taken place? Does the statement imply WDC might purchase it? There is a need for hotel accommodation within Leamington so there is an evidence of 'need' for this in terms of tourism	This would be a long-term opportunity. We recognise that this building is not in WDC ownership, however if there were an appetite to explore this as a possible development, a dialogue would need to be opened up between the building owners and CDP/WDC. That said, we have received an objection from Royal Mail, the owners of the building so difficult conversations to be had.	N/A
194	No proposals put forward and you "identify this area as the most likely opportunity to generate a surplus that could be used to cross finance creative uses in the core area". I would welcome a vibrant creative community in this area, as it is to an extent, now. I would object strongly to this area being sold	Noted, however unable to give a response as unsure as to what the comment refers too and context. Which area? If this refers to the Riverside / Adelaide Road area, The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued	Remove Riverside from plans.

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	off for development.	and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.	
195	Both should be for community use	Noted, however unable to give a response as unsure as to what the comment refers too and context.	N/A
196	I think you are wasting the Town Hall, and the Victoria Collonade I am a little skeptical of, perhaps combining with a higher revenue brand familiar with creative areas eg Boston Tea Party, might help (several other examples in London and Birmingham of course - also brands from Birmingham (higher end high street) might like an echo in Leamington, for commuters. -No clear strategy for drawing visitors from London via Birmingham relocation - making Leamington a destination spa (like Baths Thermaespa) could do this with very short journey times.	Thank you for your comments. They have been noted.	N/A
197	Bringing additional traffic into already crowded area that is above WHO air pollution limits. Detrimental to local businesses because parking does not meet need. Library displacement which is well established with no viable plan leaves this essential amenity very vulnerable. The idea of "Art" seems cosmetic at best and tasteless at worst.	Noted; we appreciate we need to detail possible relocations for the library. We do not wish it to be shunted out. We will work in partnership with both WDC and WCC to identify ways to ensure the air pollution levels do not worsen. Please see more detailed response in FAQs.	Detail possible locations for the library if it were to move.
198	1. Court St car park - option 2 is better as there is more allowance for parking. Concern that it could exceed two storeys. 2. Car parking in Spencer Yard removed (there	Thank you for your comments – they are helpful. The WDC HQ is a separate project but we do appreciate that there are connections between	Refer to new situation regarding HQ move and amend any text as appropriate.

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	<p>are currently around 20 spaces I think).</p> <p>3. Town Hall - "private members club" room needs clarification.</p> <p>4. Town Hall - where will the current Town Council tenants go?</p> <p>5. Town Hall - the masterplan assumes that WDC will move into a new building in the town centre, which is very controversial and has not been approved.</p> <p>(note - many residents and businesses in the town are sceptical about the Creative Quarter plans due to the recent poor behaviour of WDC around their new council offices).</p>	<p>the two. Now that a decision on HQ has been postponed, elements of the Big Picture need rethinking or rewording to reflect the current situation.</p>	
199	<p>Pump Rooms : library is a key cultural asset &amp; not to be shunted out ; some other changes also not welcome</p> <p>Town Hall : No obvious connection with rest of CQ &amp; essentially saying "What can it become ?" Problem mainly caused by WDC determination to build new HQ</p> <p>Clublands : Again, no obvious connection to CQ, except in seeking to leverage property development funding in place of current community use.</p>	<p>Pump Rooms: Noted; we appreciate we need to detail possible relocations for the library. We do not wish it to be shunted out.</p> <p>Town Hall: This is a problematic building and you are correct in us trying to identify what it can become that balances community access with financial viability.</p> <p>Clublands The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	N/A
200	Loss of parking spaces	<p>This will be considered as part of the planning process for each individual project and will be reviewed in partnership with WDC's parking strategy.</p>	N/A
201	The plan is not ambitious enough, the suggestions are dull. It's a lukewarm safe	<p>We are sorry you feel this way. Please could you let us know what you feel would make the</p>	N/A

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	Middle England middle class vision of 'creativity' and creative potential, it's not exciting, brave and progressive or edgy. It's craft rather than art, so breathtakingly mainstream, it's really quite depressing.	proposal edgier, more creative and more exiting?	
203	<p>I feel that this is a project that does little to help the local communities and is all about attracting tourists and providing employment for those already working in certain industries(more than likely they will bring their employees with them as they have to have particular skills). I was born and bred here (one of the few it seems nowadays) and would like to see facilities and opportunities to cater for all the needs of the local residents to make Leamington a better place for them. The area certainly does need improving and a great deal of money spent on it . I am greatly concerned about the fact that the Library is not seen as a vital part of the Cultural Area. Where can it possibly go? There is no room to build a new Library and all your large council buildings seem to have other proposals. The Library provides a vital service for all residents and is more of a community centre. Where do people get access to computers for help with say Universal Credit or Job Hunting etc? Also it provides help for Silver Surfers and for young families with Rhyme Time and Story Stomp. Surely we have enough restaurants and cafes and why should we lose these facilities to allow people to have a cup of coffee? The Library has to be central. 2 restaurants and a cafe have closed down recently in town. There are 3 new cafes in Bath Street and a nearby bank has just been converted into a</p>	<p>Please see the detailed response on the library in the FAQs document. We appreciate that the Big Picture does not detail an alternative location for the library; this will be amended as we of course do not wish to lose this service. Not all of the buildings are listed as being restaurants or cafes; many list office space, studio/design/make space or community event space as possible uses.</p> <p>It would be helpful to get a better understanding as to what you feel the local community needs specifically; what do you feel the 'needs of the community' are that may fit within our remit of the plan?</p>	N/A

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	<p>restaurant too. With the cafe and restaurant in the Jephsons how will you sustain a cafe and restaurant in the Pump Rooms (particularly during weekdays. Few tourists visit during the week and in the Wintertime. Note the opening of the current Tourist Information Centre which is particularly limited. Will people flock in to buy from a food market?)? The vision for the buildings seems to be so narrow. Every building cannot be a restaurant or cafe. Certainly redevelop the area as it is long overdue but think of the needs of all of the community. Recently all new building seems to have been aimed at Students despite the fact that we are not a university town and we need to think of everyone in the town and address their needs first.</p>		
204	No need for an extra hotel in the area	<p>Noted. The proposed hotel is just one part of a much bigger picture and provides local amenities to support the development of the creative environment. There is limited supply of good quality hotel accommodation in the town centre, this would encourage visits to stay here rather than bypass and stay in other local towns and spend in the local economy.</p>	N/A
205	<p>1) Leamington has a thriving and creative music scene (hardly mentioned in the report) but the town is drastically short of good venues for live music. Several pub venues have ceased promotion in recent years, and sound problems have generally been dealt with favouring complainants rather than venues.. The Zephyr works for Rock and Indie but there is nothing suitable for Folk, Jazz or other hybrid and contemporary forms. The Pump Rooms is unsuitable unless there is</p>	<p>Thank you for your response, we are very mindful of the need to provide a variety of spaces, sizes to suit various audience types. The Big Picture is a high level vision document. It includes a number of examples of what could be delivered. It may be the case that in order to finance some of the community led and start up business projects, that a range of uses are introduced, some of which may be deemed as commercial. Our first priority will always be to support local businesses and find</p>	Ensure performance space is covered in BP

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	serious investment in acoustic treatment, lighting and sound. The same is likely to be true of the Town Hall. A vibrant evening economy needs more than eating and drinking to tempt people out.	them good, affordable performance and work space. We recognise that there is a thriving music scene here and providing good space will be key	
205	Lots of the designated areas are dominated by cars, have poor air quality, and are discouraging both to pedestrians and to people sitting out 'en plain air'. Much more attention needs to be given to softening open spaces, making them quieter and cleaner. There should be lots of investment in trees	Thank you for your comments. The greening of public spaces is something that will be taken into consideration, utilising the 'high line' style project on the disused railway for example. Please see the further responses around cars and air quality in the FAQs section.	N/A
207	I think we must keep the Town Hall building, but it's such a struggle to make it a community space. It's very difficult to get the public to cross the threshold and up the stairs to events there. How can it be made more welcoming? This seems to be the weakest area of the proposals. We need something exciting here - or perhaps WDC should sell it off for development - so long as the funds are then fed into other civic buildings/improvements. There was a lot of concern about the development of the old library and art gallery on avenue road, but the building is much better as apartments than it was as abandoned and slowly decaying civic buildings.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced. We note the idea about the possible move of the Art Gallery/Museum and Library to the Town Hall, which will be investigated.	N/A
207	There doesn't seem to be any recognition within the Masterplan of the work the old town community have been doing to create a buzz. Recently Court Street has been used for several events. There's definitely something to be built upon there.	Noted and agreed. The addition of these businesses to Old Town is already changing the area. We aim to support small, independent businesses to be able to set up in this area and support existing enterprises.	N/A
209	The Pump Room's glass entrance and the Library work well and should be left in situ.	This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult	N/A



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	<p>The Collonnade would make a splendid contribution and supply access to Spencers Yard but is in private hands so ...? Would WDC use compulsory purchase? The Town Hall needs a use but the suggested ones will not work - and the Town Council has a long lease. The Post Office has no parking at present so a hotel? It might be better used as offices for computer development.</p>	<p>to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> <li>- <i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></li> </ul> <p>Compulsory Purchase powers would be used as a very last resort.</p>	
211	<p>My greatest concern is that we will lose our mosque and community centre (old RNA). These provide vital services to not only Muslims but to the wider community.</p> <p>They act as a hub where the needs of the local and wider community are discussed.</p> <p>It is a place where the peaceful dissemination of Islam occurs and extremism is a combated</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities the Executive Board have made the decision to remove the area from the Creative Quarter plans.</p>	Remove Riverside from plans.
213	<p>I am very concerned about the proposal to move the library out of the Pump Rooms. I believe the library needs to be in an easily accessible and visible space. I am also worried about the change of use of the Assembly Rooms will take away an important historical feature of Leamington as a Regency era town.</p>	<p>This building is greatly underutilised, with the Museum and Art Gallery in a small and difficult to find area of the building and has inadequate space for exhibitions, shows or events. Making any changes to the use of this building will require significant partnership working with WDC and WCC, and at this stage, changing the</p>	N/A

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		<p>use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre.</p> <p>Suggestions have included:</p> <ul style="list-style-type: none"> <li>- <i>Town Hall (meaning this building would stay as a community asset and maintain public access)</i></li> </ul> <p><i>An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</i></p>	
214	<p>The plans for the post office disappointed me. After reading so much about the creative industries and the potential of the creative sector in Leamington, i was surprised to read that you would plan a hotel. This space could be used as a flagship studio space for a significant studio, or potentially divided into multiple residence studios? We are lacking spaces of significant size that can support companies who have the potential to grow large in the town centre. Does the development of a hotel support the creative sector?</p>	<p>Noted. We envisage that the range of experiences that will be available will be open to all visitors and local residents. The proposed hotel is just one part of a much bigger picture and provides local amenities to support the development of the creative environment. There is limited supply of good quality hotel accommodation in the town centre, this would encourage visits to stay here rather than bypass and stay in other local towns and spend in the local economy. There are various sites highlighted for potential office and grow on space.</p>	N/A
215	<p>Yet more subsidised competition for small independent restaurants in the lower town</p>	<p>There is limited reference to the development of restaurants and cafes but there will be opportunities for new amenities to support new workspaces and public places. The focus will be to support independent and local businesses wherever viable. Established businesses should see the opportunity to grow their business through increased footfall and activity in the area and are in a far superior position as they are already known and have</p>	N/A

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		customers compared to start-ups.	
216	There is little to no detail on these plans, and given WDC's history of poor consultation this is very concerning.	The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. There will be some projects that are much easier and quicker to achieve than others and these will be identified and progressed if the plan is adopted. Some of the projects are long term and aspirational over the 10 year partnership.	N/A

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019****Table 4: Responses to question 9: Are there any opportunities in the Creative Quarter that we have missed?**

<b>Question 9</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
1	Cultural venue Arts education	A cultural venue has not been identified as a potential so far. It is anticipated that such a venue would require significant public investment (both capital and revenue) and there are no obvious sites, given the existence of several such centres in Leamington. However, it may be that the Big Picture could support a parallel cultural venue project.	N/A
2	A creative and creating space for companies and individuals to develop ideas, together and individually. This is not the same as flexible office space.	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout. Any management arrangements for working space would be determined as individual projects emerge which will include how working spaces complement each other and the users.	N/A
3	Infrastructure and incentives for creative/independent businesses	Infrastructure requirements have not purposely not been included within the Big Picture. These will be decided by the relevant authorities as detailed proposals emerge.	N/A
4	Retain public buildings.	The Big Picture is a vision document that provides proposals for potential future uses with no determined management arrangements.	N/A
5	Community space! You took Bath Place! We want a community centre, healthy community café where workers AND the homeless can get fed, like we had for years before. Why can't you look to	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.	Refer to importance of the VCS organisations

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Question 9	Comment	Response	Amendment/Action
	examples like the Custard Factory, or examples of best practice abroad?? We need ample artist studios that are affordable, shared meeting space so we can have agency over our spaces	Community groups will play an important role in delivering the vision for the Creative Quarter.	
6	Flexiable work spaces for home workers, similar to weworks concept	One of the key priorities of the Big Picture is to continue to attract creative businesses to the area and providing a variety of office spaces at differing rents will be an integral element. This is something that WDC already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is anticipated that through the delivery of the Big Picture more office space of this type would be available.	N/A
7	another vanity project!!! how about housing the homeless!!!!	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any study into housing so therefore this is not mentioned within the Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	N/A
8	It felt a bit safe in places. I'd love to see some of the early stuff that got rejected :)	Thank you. The proposals for the Big Picture came from in-depth studies looking into a number of key factors and whilst focusing on delivering benefits to the creative community.	N/A
9	There is no mention of the hundreds of musicians or people that enjoy live music. Where is the	The Big Picture is aimed at all creatives including musicians.	Include reference to music.

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Question 9	Comment	Response	Amendment/Action
	cultural venue?		
10	To tie together Leamington's creativity. This is far too dispersed and confusing, and does not meet the vision that the project has set itself.	The Big Picture aims to create a vision for the future which will attract investment and shape the future of the town. We are sorry you feel the vision is not clear.	Amend introduction to become clearer on the vision
11	More purpose built space for local dance and performing arts schools	Educational facilities are recognised as an important part of the long term sustainability for the Creative Quarter.	N/A
12	A space for a local performing arts school for children & young people to use as a base for mid week & weekend classes	Educational facilities are recognised as an important part of the long term sustainability for the Creative Quarter.	N/A
13	Environmental enhancement, air quality improvement.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. Where possible, environmental enhancements will be incorporated to each project however the extend of this will not be known until individual projects emerge.	N/A
14	Less facility for car parking (or use underground) & provide more for pedestrian & cycle space	Improving pedestrian and cycle space will be a key element of the Big Picture and any plans will emerge with the highway authority, Warwick County Council.	N/A
15	A variety of music venues for live performances with rehearsal spaces for music and dance	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.	N/A
16	Stuff for children	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. There are elements within this that could benefit children	N/A

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Question 9	Comment	Response	Amendment/Action
		such as art and sculpture trails.	
17	Where the clubs in the area fit in.	Community groups will play an important role in delivering the vision for the Creative Quarter and their views will be taken on board.	Remove the Club lands area from the Masterplan
18	Links to art college courses	Educational facilities are recognised as an important part of the long term sustainability for the Creative Quarter.	N/A
19	there's nothing specific mentioned about how / who will use the tech / digital space at Spencer yard. I think it needs to be super low cost rent-wise or there's no point doing it. We tried to engender a creative tech culture with Arch Creatives and it feel flat on its face despite being only Â£120 pcm for a desk in a friendly & pleasant office space with other creatives.	One of the key priorities of the Big Picture is to continue to attract creative businesses to the area and providing a variety of office spaces at differing rents will be an integral element. The rent charged will be decided through a financial appraisal process	N/A
20	Green areas/ spaces to grow/meet. Not just all about commerce.	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.	Clearer definition of the vision
21	Temporary exhibition space for already existing Art Groups is very limited - meeting venues for groups - no mention of the facilities for music	The Big Picture lists a number of places which could be used for events, exhibitions and general socialising. These are included within existing facilities and incorporating new venues too. They are aimed at all creatives, including artist, musicians amongst others.	N/A
22	Dance, exhibition space for hire or lease	There are a number of spaces identified within the Big Picture that could be used for dancing and exhibitions. The management arrangements for each will be decided as the detailed projects emerge.	N/A

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23	Live band bars	Bars and restaurants are recognised as an important part of attracting the creative community to Leamington and are acknowledged within the Big Picture as such.	N/A
24	Talking to local businesses.	Consultation has taken place with local creative businesses from April – October 2018. Many more were invited to forums but chose not to attend. We also have a Stakeholder Forum in place which meets regularly and represents the views of various businesses in the area	N/A
25	Free parking. Safe quiet places away from noise, because to be "creative", you need to be able to hear yourself think.	The Court Street proposal increases the number of parking spaces. The management of any new or improved car parks, including charges, will be reviewed in more detail as projects emerge.  There Big Picture aims to attract all types of creatives and cater for their individual needs.	N/A
26	Be very careful about the subject matter for street art. Children live and walk around this area.	Noted	N/A
27	More creative businesses for food and drink, clothing, interiors etc	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.	N/A
28	See above re Library/museum. Maybe the Creative Quarter should ideally be the Creative and CULTURAL Quarter.	Noted	N/A
29	more homes	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse	N/A



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		creative activity. The brief did not include any study into housing so therefore this is not mentioned within the Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	
30	I am very disappointed to see there is little in the masterplan regarding transport. This seems like a perfect opportunity to maximise alternative methods of transport (cycle schemes, car clubs etc) to ultimately try to reduce the volume of traffic (and car ownership) in an already congested part of town, where the road network cannot feasibly be upgraded.	<p>The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity.</p> <p>Improving pedestrian and cycle space will be a key element of the Big Picture and any plans will emerge with the highway authority, Warwick County Council.</p>	N/A
31	Community Centre - Bath Place was lost to fire and never replaced. This should also be an opportunity to encourage cycling, the Town is very unfriendly for cycling.	<p>Improving pedestrian and cycle space will be a key element of the Big Picture and any plans will emerge with the highway authority, Warwick County Council.</p> <p>There will also be a role for community organisations within the creative quarter. How and where exactly will become apparent as projects emerge.</p>	N/A
32	The word music is omitted. There is no community venue.	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout. How these spaces could work for community groups will be decided as	Include reference to music

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Question 9	Comment	Response	Amendment/Action
		projects emerge.	
33	Shops and cafe near station traffic lights	Improvements on wayfinding around the station emerged as a key point from the consultation. This area is recognised as a key opportunity to improve linkages around the Creative Quarter and visitor experience on entering the town by train.	N/A
34	assurances that you are not going to sell off our public assets to the private sector. see above.	Noted	N/A
35	Establishment of an open and honest basis for the reach of the area.	Unsure on nature of comment?	N/A
36	Why is there no consideration of live/work spaces? One reason Leamington is a good and successful place is that its centre is residential - i.e. people LIVE here.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any study into housing so therefore this is not mentioned within the Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	N/A
37	Pedestrianisation/ more traffic calming	Any necessary work of this type will be identified as individual projects emerge and will be the responsibility of Warwickshire County Council who are the highways authority.	N/A
38	What about creating a covered market for makers to hire stalls on a one off, or more regular basis? The old large barn-like building in Court St beside the car park would seem to be ideal and it would be good to retain that characterful old building.	The Big Picture identifies a number of areas could be used as market spaces to support the creative community which can be found within the proposals.	N/A
39	Existing creative and community group space	Community groups will play an	Remove Clublands

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Question 9	Comment	Response	Amendment/Action
	shouldbe guaranteed in plan	important role in delivering the vision for the Creative Quarter and their views will be taken on board.	
40	Addressing the needs of road users and pedestrians. This overarching need is completely ignored	Any necessary work of this type will be identified as individual projects emerge and will be the responsibility of Warwickshire County Council who are the highways authority.	N/A
41	Community activity is an important part of creative activity. Plans to sell off clubland to finance the cultural quarter threaten that	Any community group that currently operate within the Creative Quarter will play an important role in delivering the vision, and their views will be taken on board.	Remove Clublands
42	reorganise traffic to reduce air pollution in area	Any changes to the currently road system would be done in conjunction with the highways authority, Warwickshire County Council.	N/A
43	The library!	The library is recognised a creative and cultural asset. The Big Picture is asking the question if it is currently in the best location.	N/A
44	Street art does not constitute improvement or regeneration. It requires something much more fundamental. Spencer Yard development, good as it is, is hidden.	The Big Picture looks to create more accessible event and exhibition space through its various proposals. It has also been recognised in the document the need for good quality wayfinding to raise awareness of its key sites.	N/A
45	LIBRARY	The library is recognised a creative and cultural asset. The Big Picture is asking the question if it is currently in the best location.	N/A
46	A Library; areas for the socially disadvantaged /	The library is recognised a creative	N/A

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	economically challenged	and cultural asset. The Big Picture is asking the question if it is currently in the best location.  Community groups will play an important role in delivering the vision for the Creative Quarter. Spaces that could be used to support groups such as these will be identified as projects emerge.	
47	s above the lack of a transport strategy is a very big masterplan weakness. I also think you could be creative about future green energy strategy to sustain the redevelopment.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any proposals regarding transport so therefore this is not mentioned within the Big Picture. The impact of each project on current transport infrastructure will be assessed through the planning process.  Where possible, environmental enhancements will be incorporated to each project however the extend of this will not be known until individual projects emerge.	N/A
48	Insufficient performance space, especially for all types of music, exemplified by many local choirs and orchestras and excellent local concerts, continually squeezed for suitable venues.	The Big Picture identifies numerous locations that could provide additional performance space for local musicians. Detailed proposals will emerge as individual projects progress.	N/A
49	See above: church, Temperance and LSA	Noted	N/A
50	How will self funded Independent businesses open up whilst things like the arches are astronomically	One of the key priorities of the Big Picture is to continue to attract	N/A

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	expensive?	creative businesses to the area and providing a variety of office spaces at differing rents will be an integral element. This is something that WDC already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is hoped the variety of spaces now available will attract businesses with different budgets and help them to grow.	
51	Cycle lanes and parks. Public transport enhancement to get people away from their cars!	<p>The impact of any potential projects on parking will be identified on a project by project basis through the planning process, with measures implemented as appropriate.</p> <p>The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any proposals regarding transport so therefore this is not mentioned within the Big Picture. The impact of each project on current transport infrastructure will be assessed through the planning process.</p>	N/A
52	It would be good to accommodate a shared workspace for individuals working, this would provide a great opportunity for networking and independence for remote workers.	<p>The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.</p> <p>One of the key priorities of the Big Picture is to continue to attract</p>	N/A

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		creative businesses to the area and providing a variety of office spaces at differing rents will be an integral element. This is something that WDC already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is anticipated that through the delivery of the Big Picture more office space of this type would be available.	
53	Religious space. You have missed the opportunity to integrate the Mosque and its community centre (RNA) into your plans.	WDC recognise the impact of the proposals on current groups and buildings within the Big Picture and will take on board any major concerns.	Remove Clublands
54	This proposal ignores the community sensitive advantages	WDC recognise the impact of the proposals on current groups and buildings within the Big Picture and will take on board any major concerns.	Remove Clublands
55	I am gravely concerned about losing our Mosque and Community Centre which is playing an important role in developing young Muslims as responsible citizens and helping them deliver their duties to wider society as well their own spiritual development.	WDC recognise the impact of the proposals on current groups and buildings within the Big Picture and will take on board any major concerns.	Remove Clublands
56	You have not taken into account the local plan and rehousing the library etc.	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.  The library is recognised a creative and cultural asset. The Big Picture is asking the question if it is currently in the best location.	N/A

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Question 9	Comment	Response	Amendment/Action
57	Clarity about any planned re-location of the Library, which should be revived as a diverse cultural and creative space, and put at the centre of the creative vision for the town.	<p>The library is recognised a creative and cultural asset. The Big Picture is asking the question if it is currently in the best location.</p> <p>Any further plans on the relocation will be done in conjunction with the library provider, Warwickshire County Council.</p>	N/A
58	exhibition space	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.	N/A
59	exhibition space to supplement the pump rooms gallery	<p>The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.</p> <p>More detailed work will take place into the facilities provided at the pump rooms and how these best work together following sign off of the Big Picture.</p>	
60	The needs of the existing and services offered by the local mosque.	WDC recognise the impact of the proposals on current groups and buildings within the Big Picture and will take on board any major concerns.	Remove Clublands
61	Missed Opportunities: Railway Underpass - This could be included in the Creative Quarter as gateway into the Town and leading to the main hub of Spencer Yard. Disused viaducts - investigate access to the mini “highline”™ and make linking bridges between them. Old Post office - could be “grow on”™ for businesses as this is an agreed identified need. Community Groups -	<p>Thank you for these ideas, all of which align with the vision of the Big Picture.</p> <p>The community will play a big role in delivering the vision and will be involved in engagement once the Big Picture is approved.</p>	N/A

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	There are community groups and organisations who also have aspirations for uses some of these buildings eg LAMP, Satkaar Asian Womenâ€™s group, Homeless shelters etc. Ensure there is genuine community use in the Masterplan.		
62	youth centre, wayfaring for cyclists, repair club for sustainability, invest in library, a closed cinema space with quality films	Thank you for these ideas, all of which align with the vision of the Big Picture.	N/A
63	There needs to be a commitment to housing within the document. Missed opportunities: - A spa in the Pump Rooms - this has been suggested by many groups and individuals over the years and would work as an asset for the town, a tourist attraction and an ambitious project for the Creative Quarter - Community ownership of buildings â€” this could be promoted and encouraged more - WDC officers are aware of â€”The Gateway Projectâ€™ for the railway station underpass - conversations have already taken place and could be a quick win improving the welcome and route into Leamington. - If you are going to extend the Creative Quarter to South of the Railway Line - why not use it as an opportunity to do something creative and positive with the traffic at the junction of High/Clemens and Bath St? Something with the traffic flows to address the appallingly high levels of air pollution in this part of the District. And something innovative with the Railway bridge that is an eyesore and a sorry welcome to Old Town.	Thank you for these ideas, all of which align with the vision of the Big Picture.  Housing comment below	N/A
64	affordable housing on Court St.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any study into housing so therefore this is not mentioned within	N/A



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Question 9	Comment	Response	Amendment/Action
		the Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	
65	Actual delivery plans - this is an illustrated list of existing ideas, but with nothing concrete on delivery. There are a few 'tricks' to look out for, like 'accidentally' not doing the public realm and makers spaces on the tops of car parks or 'forgetting' the footbridge key to making Bath Street car park work.	Warwick District Council recognise this a key major corporate project which is evident in the principle and implementation of the Big Picture. Its purpose is to create a vision that will inform and support investment into the town which will allow the projects to be brought forwards.	N/A
66	Integration of library as part of creative opportunities	<p>The impact of any potential projects on parking will be identified on a project by project basis through the planning process, with measures implemented as appropriate.</p> <p>The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.</p>	N/A
67	;This has been covered briefly, but I would like to see more information about potential pedestrian signposting, e.g. making the route on foot from the railway station into town feel more pleasant, better lit and safer. The pop-up shop idea is great. In Penzance, Cornwall, the council is working with local schools and colleges to put A level and degree students' art project into empty shop windows. So more collaboration with schools/Warwick Uni could be a possibility.	<p>Wayfinding and improving public amenity has been highlighted as a key theme within the Big Picture.</p> <p>Links with education partners will be identified once the Big Picture has been approved.</p>	N/A
68	The Creative Quarter should include East Lodge in Jephson Gardens as well as the paths in Jephson	Noted	East Lodge to be included within Masterplan

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<b>Question 9</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
	Gardens extending to East Lodge and Willes Road. Leamington Studio Artists is the long-term tenant of East Lodge and uses the space for exhibitions of the visual arts produced by its membership of over 300 local artists as well as the general community. The Creative Quarter, in addition to incorporating and celebrating East Lodge and its studios and exhibitions, should embrace the provision of studio space and exhibition of the visual arts much more actively than is envisioned by the current plan. In addition, substantial consideration should be given to the creation and maintenance of a sculpture trail in both the Creative Quarter and throughout the community as a means of both creative expression and for drawing the community and visitors to the broader community. Significant consideration should also be given to leveraging Art In The Park and Warwickshire Open Studios by developing an Annual Show of the visual arts centered on Jephson Gardens and the Creative Quarter but being large enough to attract an audience from as far away as London and other key areas of the UK. And, finally, consideration should be given to incorporating theatre, dance and music in the ongoing presentations of the Creative Quarter and the broader community to draw a broader audience and to increase the use of the assets in the Creative Quarter and elsewhere during the evening hours for personal enjoyment and greater overall security.		
69	There is understandably an emphasis on Digital Industries, but little discussion of how Digital content will be shared with the public.	The Big Picture acknowledges the need for a diverse range of facilities to support the creative industries and this is referred to throughout.	N/A
70	More wayfinding, especially from the railway	Temperance is referred to within the	East Lodge to be included within Masterplan

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 9</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
	station to the town centre. The contributions of East Lodge, All Saints Church and Temperance in Bath Street have been overlooked.	Big Picture as a leading coffee shop.	
71	All Saints Church (photography and films and concerts), Temperance in Bath Street and East Lodge (LSA)	Temperance is referred to within the Big Picture as a leading coffee shop.	East Lodge to be included within Masterplan
72	Better links and uses made of the garden and parks in particular the Pump Room Gardens. Access to under cover areas so events in the Pump Room Gardens can still take place when the weather is not so favourable.	Improving access and amenity space is a key opportunity within the Big Picture. Wayfinding is also recognised as a key project which will help to deliver the Creative Quarter vision and could incorporate parks and green spaces.	N/A
73	No enhancements for existing businesses. Just the new, which will pose a threat to some loyal but struggling ratepayers.	WDC are considering a Business Rate Relief scheme which will be going out to public consultation. This could apply to creative businesses and help to deliver a key objective of generating investment into the Creative Quarter.	N/A
74	Not enough cycle paths. Limited recognition of residents and already over-burdened traffic routes.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any proposals regarding transport so therefore this is not mentioned within the Big Picture. The impact of each project on current transport infrastructure will be assessed through the planning process.	N/A

**Table 5: Responses to question 10b: Is there anything else you would like to see in the Creative Quarter?**

Question 10b	Comment	Response	Amendment/Action
1.	<p>More culture and less eating houses. Detail: page 3 is the Masonic Hall, it is not a public building. The future of the Town Hall has not been decided and putting a restaurant there lacks imagination. It must stay in public hands. The current administration has tried to sell building in the past. Page 34 shows Bath street without any cars. Is there something that we don't know about?</p>	<p>There is no reference to public buildings on page 3.</p> <p>The images used within the document are for illustrative purposes only. They are intended to act as a visual aid for the reader when trying to understand the vision of The Big Picture and the opportunities this presents.</p> <p>The management arrangements of any sites within The Big Picture is not yet known and the detail will become apparent as projects emerge.</p> <p>The Big Picture aims to deliver a diverse and vibrant place which is attractive to the whole creative community. For this reason, it is considered necessary for there to be a variety of building uses in order for the area to be sustainable, this includes providing cultural venues alongside cafes and restaurants.</p>	<p>The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i></p> <p>Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.</p>
2	<p>Opportunities that are accessible to all (financially and physically). Active promotion to engage persons at high risk of social isolation- links with charity and health and social care. Link with social prescribing for meaningful creative activities.</p>	<p>The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise there is an important role for the voluntary and charity sector within the Creative Quarter which needs to be re-iterated.</p>	<p>Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"</p>

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Question 10b	Comment	Response	Amendment/Action
		One of the Creative Quarter priorities is to create new spaces which could host community events amongst other things. There have been a number of potential areas for such spaces identified and referenced within The Big Picture, such as Court Street and Spencer Yard.	
3	An ideas generating space/opportunity for ongoing ideas to enable Leamington to constantly evolve.	Providing spaces and opportunities for enabling Leamington to evolve is at the core of The Big Picture and is evident from its priorities. It identifies various regeneration ideas for the physical assets providing a dynamic vision for dedicated area that will support economic growth.	The masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed.
4	A new mini festival in support for the new cultural quarter	There a number of spaces within the Creative Quarter that could potentially be used to host events and this is referenced in The Big Picture. Warwick District Council has a dedicated events team that provides support to external organisations looking to hold events as well as organising their own events. Any opportunities will be considered in line with the current team's processes.	No amendment
5	Retention of public buildings. Sustainable plans.	The management of any sites within the Creative Quarter is not yet known and the detail will become apparent as detailed projects emerge.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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Question 10b	Comment	Response	Amendment/Action
6	I'd like to send the councillors on a course so they can see what a creative quarter COULD be!!! Let's have a free and safe graffiti wall, place for skaters to learn and show skills that is also safe for kids. In Italy they have skate parks MADE OF MARBLE!!! "	Embracing art is one of the core themes in The Big Picture. There are many ways this could be included and a graffiti wall suggestion could well be incorporated within a community space.  Skating is not something that falls under the scope of the Creative Quarter however the Council provides five skate parks within the district already, two of which are in Leamington Spa (Newbold Comyn and Victoria Park)	No amendment
7	Homes for the homeless!!!!	Warwick District Council are already working to provide accommodation, information and advice for the homeless in an effort to prevent and reduce homelessness through the implementation of the Housing and Homelessness Strategy 2017-20.  The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any focused study into housing so therefore this is not mentioned within The Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"
8	Engagement with local charities and opportunities for work experience. There are plenty of examples	There have been a number of potential areas for such engagement projects,	Introduce reference to the role of community groups within "Why do we need

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	of how creative projects can help people with mental and physical disabilities, and offer routes into work for those who would otherwise struggle (the Old Fire Station café in Oxford is a very successful and much-loved example).	<p>identified and referenced within The big Picture, such as Court Street and Spencer Yard. The Council work closely with local charities that could potentially facilitate projects of this sort.</p> <p>The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise there is a role for the voluntary and charity sector within the Creative Quarter however this is, intentionally, not something not explored in detail within The Big Picture.</p>	a Creative Quarter, and who is it for?"
9	There needs to be more focus on the arts rather than tourist attractions.	The Big Picture aims to deliver a diverse and vibrant place which is attractive to the whole creative community. For this reason, it is considered necessary for there to be a variety of building uses in order for the area to be sustainable. This includes areas where art could be used to increase footfall and boost the economy i.e. art galleries and exhibition spaces. This could be regarded as increasing tourist attractions however the primary focus would be on providing spaces for artistic works to be shared and showcased.	No amendment
10	Something properly ground breaking and globally newsworthy that plays to the creative / digital talent in the town and puts us on the map. It's all	The Big Picture presents a vision for future projects that would deliver a Creative Quarter in Leamington. At this	Clarify project process through the Timeline

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	good stuff but it feels like it needs a flagship idea / iconic structure to galvanise the vision. The viewing gallery is interesting in Spencer Yard though I guess Althorpe St is potentially a blanker canvas? Maybe some of the sizzle comes later?	stage, the detail for each development is undecided and more defined plans for each project will emerge through the planning process. This is referred to in the What is the 'Leamington Creative Quarter Big Picture'? section.	
11	If a hotel is planned for the old post office, parking should be a must	If a hotel were to be housed in this building, then a change of use planning application would need to be approved which would determine the appropriate level of parking for the site.	No amendment
12	A cultural venue with opportunities for local and international poetry, music, film, comedy, experimental art / music etc. run by local people / artists.	The Big Picture seeks to provide numerous venues and opportunities for these activities which are detailed within the appendix. These are site specific proposals and aim to show how spaces could potentially work to deliver the vision, which align with the ideas in your comment.	No amendment
13	<p>1. A realistic view of parking. Eg in the Court St medium term plan you talk about using the car park for other purposes. This car park is full every day. Where would those who already utilise the area park, in addition to those travelling to the site for the new purposes?</p> <p>2. Less focus on corporate activity that has nothing at all to do with a creative quarter. Opening a hotel on the old post office site is completely unnecessary and at odds with the vision of the project. Using the Town Hall as a private member's club or restaurant would be a disgraceful waste of public money and assets, in an area full to the brim with restaurants and bars and in no need of more</p>	<p>1. The impact of any potential projects on infrastructure such as parking will be identified on a project by project basis through the planning process, with measures implemented as appropriate. The Court Street proposal would increase the car parking capacity of the current site.</p> <p>2. The management of any sites within The Big Picture is not yet known and the detail will become apparent as projects</p>	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.



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	<p>chain restaurants.</p> <p>3. More focus on independent artists and makers - these seem to be an afterthought in the scheme, and it isn't clear how those individuals who do not run an already successful gaming company would benefit. For example, would there be incentives for start-ups or self-employed artists to drive them into the area, such as reduced rent or no rates? The current arches at Court St car park are far too expensive for the above individuals to use.</p> <p>4. An understanding of the term 'creative quarter'. This proposal spans half the town - it is dispersed and confusing and would significantly dilute the impact needed from a creative quarter development.</p> <p>5. Less focus on redeveloping things the council has already spent a lot of money on in recent years - such as demolishing the recent development on the Pump Rooms building to make it look nicer. In a time when homelessness is rife this is an appalling and unnecessary waste of public money for no benefit at all.</p> <p>6. Less using 'street art' as a crutch to try and make this creative. Graffiti art does not make something creative! This is at odds with the history and current creativity in the town. Why not make use of that rather than trying to be something else entirely? We have a huge amount of creativity and local artists to celebrate already.</p> <p>7. More support for communities in the South Town. There is a huge homeless and substance abuse problem in the area, part of what is making the area less desirable at the moment. Creating street art and painting the Pump Rooms isn't going to solve that problem. This feels like a mask to</p>	<p>emerge. This includes proposals for commercial activities within the post office and town hall.</p> <p>3. One of the key priorities of The Big Picture is to continue to attract creative businesses and individuals to the area and providing a variety of working spaces at differing rents will be a key part to this. This is something that Warwick District Council (WDC) already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is anticipated that through the delivery of The Big Picture, more office space of this type would be available. WDC are considering a Business Rate Relief scheme which will be going out to public consultation. This could apply to creative businesses and help to deliver a key objective of generating investment into the creative quarter.</p> <p>4. The document has been revised with clear sections defining what the Creative Quarter is, who is it for and why is it needed.</p>	<p>Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"</p> <p>The masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed.</p> <p>Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?</p>

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	<p>cover up a community unsupported, shift people out, and almost certainly a 'cart before the horse' scenario.</p> <p>8. Parts of the Althorpe, Court St and Spencers Yard proposals have some potential, although they are unfocused. The areas where we are just making way for big corporate companies and expensive flats don't belong in a creative quarter proposal.</p>	<p>5. One of the purposes of The Big Picture is to attract investment into the area which could come from private funding sources and not necessarily public money. The detail for each development is not yet known and the management of each site will be decided through financial viability assessments taking the use and purpose of the building into account.</p> <p>6. Noted</p> <p>7. The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise there is a role for the voluntary and charity sector within the Creative Quarter however this is, intentionally, not something not explored in detail within The Big Picture.</p> <p>8. The specific detail for each project is not included within The Big Picture. Its purpose is to present suggestions and ideas for potential uses for the sites which are detailed in the appendix.</p>	
14	No	Thank you for your comment	No amendment
15	A performing arts hub for the local community to access, not just rehearsal spaces for bigger	The Big Picture hopes to identify venues aimed at smaller community	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big</i>

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	established dance & theatre companies that the community cannot get involved in	groups as well as supporting more the larger, more established organisations. These venues could house rehearsal and performance space available to all. It aims to create a diverse community for all sectors and proposals for how this could be delivered are included within Appendix 2.	<i>Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
16	More thought given to the Loft Theatre. It is barely acknowledged in this town. The majority of the population don't even know where it is. It gets no encouragement to publicise itself among the community and is increasingly inaccessible to its patrons.	<p>The Loft Theatre have been identified as a key stakeholder within the engagement process which has led to the creation of The Big Picture, and have been consulted with as appropriate. We will continue to involve them as projects relevant to their organisations develop.</p> <p>Wayfinding was identified as a key point from the consultation and so is recognised as a priority for any projects that emerge from the Big Picture.</p>	No amendment
17	Better traffic management and pedestrianized roads as it is much more pleasant to shop on streets with no cars. Concern about HOTEL proposal for old POST OFFICE as parking and drop-off areas not sufficient.	<p>Any areas that may be suitable for pedestrianisation will be identified as individual projects emerge and will be the responsibility of Warwickshire County Council who are the highways authority.</p> <p>If a hotel were to be housed in the Post Office, then a change of use planning application would need to be approved which would determine the appropriate level of parking for the site and layout for drop off areas.</p>	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?

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18	So far games and performing arts have the emphasis, but fashion might be a nice addition too, especially with nearby universities running fashion courses	Fashion is recognised as a creative industry by the Department for Digital, Culture, Media and Sport (DCMS) and so would be regarded as creative in relation to any Creative Quarter projects.	Include the DCMS definition
19	A focus on health, re-use / recycle and environmental improvement. A set of criteria to support these objectives	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise the need for these projects to be delivered in a sustainable way to minimise any negative impact to the environment and this will be addressed on a project by project basis.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
20	Acknowledgement and accommodation of existing creative groups/businesses/organisations who operate in this area. Affordable housing, sustainable transport	<p>Consultation has taken with place with groups/businesses/organisations who base themselves around the proposed Creative Quarter and who are recognised as stakeholders in the vision. Acknowledgement of these existing organisations and the importance of these within the town is included within The Big Picture. The vision aims to support these groups by providing new accommodation areas, designed with their industry needs in mind.</p> <p>The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any study into housing so</p>	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?

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		therefore this is not mentioned within The Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy with would consider the required infrastructure i.e. transport.	
21	public space (traffic free)	<p>Public spaces have been identified as a key component of the Creative Quarter which would benefit the wider town community, this is referenced within the "Why do we need a Creative Quarter, and who is it for?" Section.</p> <p>Any areas that may be suitable for pedestrianisation will be identified as individual projects emerge and would be the responsibility of Warwickshire County Council who are the Highways Authority.</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
22	A permanent Engagement centre to ensure the local communities feel inclusive to these opportunities.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity and does not include a dedicated site for community engagement. Ensuring there is a role for the voluntary and charity sector will be of great importance although this is, intentionally, not something included in the scope of The Big Picture.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"
23	Affordable fresh food & events	One of the Creative Quarter priorities is to create new spaces which could host events. There have been a number of	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity

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		potential areas for such spaces identified and referenced within The Big Picture, such as Court Street and Spencer Yard.	as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
24	Lots of dog friendly places	The management arrangements for each space within the Creative Quarter are not yet known. This will be looked at in more detail as plans for the sites emerge and each will be considered individually. This could include dog friendly buildings if deemed appropriate to the use of the space	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
25	super low cost office space for tech startups / small scale tech businesses. It's about building a culture of creative agile SMEs & freelancers - like Manchester has done - and we can't do that unless cost is super low and it's attractive to people who could be choosing to set up / live elsewhere	One of the key priorities of The Big Picture is to continue to attract creative businesses to the area and providing a variety of office spaces at differing rents will be an integral element. This is something that WDC already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is anticipated that through the delivery of the Big Picture more office space of this type would be available.	No amendment
26	Resource centres, archive/bookshops/knowledge production places. Spaces to grow and think about food production. More ideas around climate change/different way of producing energy that we use. Plans have not touched on impact of this development on climate. Place for charities, arts organisations to be based. Place for youth engagement.	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise the need for these projects to be delivered in a sustainable way to minimise any negative impact to the environment and this will be addressed on a project by project basis.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"

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		There will be a role for charities within the Creative Quarter which will emerge as projects develop however details have been intentionally left out due to this point falling outside the scope of the document brief.	
27	Eco friendly and ethical businesses	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. We recognise the need for these projects to be delivered in a sustainable way to minimise any negative impact to the environment and this will be addressed on a project by project basis.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
28	A central information point - studio spaces to hire - exhibition spaces	One of the key priorities of The Big Picture is to continue to attract creative businesses to the area and providing studio and exhibition spaces will be a key part to this.  It is difficult to pinpoint where a central information point could sit within the plans as it is not known exactly how and when the projects will come forward. This idea could be reviewed once projects are being delivered.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
29	That you will safeguard the business already here. And do some homework	Warwick District Council will continue to provide support to existing businesses through the work of the Enterprise team.	No amendment
30	Good quarters for the Loft Theatre.	The Loft Theatre have been identified as a key stakeholder within the	No amendment

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		engagement process which has led to the creation of The Big Picture, and have been consulted with as appropriate. We will continue to involve them as projects relevant to their organisations develop.	
31	A brewery, based around the by The River set up in Newcastle upon Tyne, would be a great community hub and bring people to the town.	Thank you for this example. The Big Picture highlights there will be opportunities for new amenities such as this one, to support new workspaces and public places. The focus will be to support independent and local businesses wherever viable.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
32	(Music) concert hall - which someone raised at today's consultation meeting. I think that is a great idea that would have genuine demand.	One of the Creative Quarters priorities is to create and manage new spaces for the creative community, to which musicians could be of benefit. Areas that could be used in this way have been identified within Spencer Yard and Court Street. Further work needs to be done on how spaces such as this could be used to host musical events and this will be addressed as detailed projects emerge.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
33	Jazz Club	One of the CQs priorities is to create and manage new spaces for the creative community, to which musicians could be of benefit. Areas that could be used in this way have been identified within Spencer Yard and Court Street. Further work needs to be done on how spaces such as this could be used to host musical events and this will be addressed as detailed	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>



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		projects emerge.	
34	Free car parking, if you want to increase footfall, provide ample and free car parking. If you want the area to deteriorate increase car parking charges.	The aim of The Big Picture is more around identifying key projects that could support the vision for a Creative Quarter and not the management of any of the identified areas. This level of detail will be decided further down the line during the scoping of individual projects with consideration given to its financial arrangements.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
35	I realise it is out on a limb, but I feel it is essential that East Lodge in the Jephson Gardens, a unique little jewel of an art gallery should be included in the creative area. Signage to this venue is desperately needed as every week, dozens of people say how they have enjoyed a visit there, but previously didn't know it existed.	Wayfinding emerged as a key point from the consultation and so is recognised as a priority for The Big Picture.  There have been numerous comments in support of including East Lodge and Jephson Gardens within the red line boundary which has been considered by CDP and Warwick District Council. The decision has been made to include these sites to ensure ensure that the Leamington artistic community can be directly involved in supporting the development of the Creative Quarter and that the economic impact of the Art in the Park event can be maximised.	Include East Lodge/Jephson Gardens within red line
36	Leamington should aim very clearly at getting high tech industry, in the town and build upon the games companies that are currently present. We have some of the best and brightest students in the world living in Leamington and they all leave upon graduation.	Potential projects within The Big Picture are specifically aimed at the technology industry such as the proposals for Victoria Colonnade, Spencer Yard and United Reform Church. This, accompanied by the complementing cultural activities that	No amendment

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		could take place within the Creative Quarter such as food markets or outdoor cinemas would create a working and living space that would help retain student's post-graduation.	
37	A community venue.	Creating new community spaces is one of the priorities for The Big Picture. It identifies numerous venues that could be used by as flexible community spaces, proposals are included in the Spencer Yard and Court Street site within Appendix 2.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"
38	What I am not seeing fully is how the river will be used. A creative quarter needs to be somewhere where people are drawn too first and foremost and some of the most exciting places to visit in the UK now are areas such as canal basins (Brindley Place, Camden) and docklands. In many countries bars and restaurants line the rivers and have a very relaxed atmosphere. I would look at ways to open up the river and canal and place them at the centre of much of this regeneration, with all the existing ideas still there.	The Big Picture recognises the lack of a presence on the river frontage in relation to the Spencer Yard site. This has been highlighted as a key area where the proximity to the river could add real benefit. Further feasibility work into exactly what these linkages could be and how they can contribute to the creative community will take place as individual projects are scoped.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
39	To ensure that there is enough parking, less than the 'going rate' to encourage people to visit and stay a while.	The proposed projects within The Big Picture will be subject to their own planning applications. During this process, the effect on local infrastructure will be looked at to ensure this is adequate to support each project during and after development. Parking would be included within this determination process.	Include reference to infrastructure within "What is the 'Leamington Creative Quarter Big Picture'?"

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Question 10b	Comment	Response	Amendment/Action
40	<p>I am not clear from the papers I have seen whether any thought has been given to how these developments will cater specifically for young people who are permanent residents of L/Spa (13-19 year olds, not university students). This seems important given that past experience shows that many will not necessarily be catered for (if at all) in spaces and facilities which have broader uses or are assumed to be able to attract and be used comfortably by all age groups.</p> <p>I would therefore urge that at least one space - perhaps just a room or shop front - be designated as a youth space which is easily accessible from the street; which is available in the evenings (including at weekends) as well as in the daytime; and which can be used flexibly for a range of activities or just for social contact.</p> <p>Can I therefore recommend that before the plans are finalised local youth workers be consulted including the team leader and youth workers in Lillington youth work team which has done outreach and detached work in and around these areas and so would have valuable experienced-based advice to offer?</p>	<p>The proposals within The Big Picture offer a wide range of public facilities that would be of benefit to all age groups.</p> <p>Your suggestion of a dedicated Youth Space could be incorporated and any potential partners will be identified as the detailed management arrangements for each projects are decided.</p>	<p>The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i></p>
41	See above	Noted	No amendment
42	School, police, doctor	<p>These requirements are infrastructure items that fall outside the scope of the Creative Quarter. The impact on infrastructure provision will be dealt with through the planning process.</p> <p>To provide clarity on why these items</p>	Reference to infrastructure in "What is the 'Leamington Creative Quarter Big Picture'?"

## Appendix 1B

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Question 10b	Comment	Response	Amendment/Action
		are not focused on in any detail, we will make direct reference to this point within The Big Picture.	
43	Preferential rates for creative businesses	WDC are considering a Business Rate Relief scheme which will be going out to public consultation. This could apply to creative businesses and help to deliver a key objective of generating investment into the creative quarter.	No amendment
44	Incorporation of living spaces	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any detailed study into housing so therefore this is not mentioned within The Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	No amendment
45	Be prepared to showcase digital games - they get early mentions then seem to be forgotten about. Also highlight Leamington special contribution to art - mention the college. Links to educational establishments at all levels are important.	Creative education space/facilities is something considered within The Big Picture and areas have been identified that could house such activities which are detailed within the appendix. More detailed plans for how these could be managed will emerge as projects develop including potential partners such as the college.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
46	Valuing written word, creative writing and poetry and investment in public library facilities.	The library is currently located within the Pump Rooms alongside the Museum and Art Gallery. The layout of these three facilities is poor and the building has inadequate spaces for	No amendment

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Question 10b	Comment	Response	Amendment/Action
		<p>exhibitions, shows or events which is referenced to within Appendix 2 of The Big Picture . A more suitable location for the library could be found however making any changes to the use of this building will require significant partnership working with Warwick District Council and Warwickshire County Council. At this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- Town Hall (meaning this building would stay as a community asset and maintain public access)</li> <li>- An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</li> </ul>	
47	No	Thank you for your comment	No amendment
48	A library	The library is currently located within the Pump Rooms alongside the Museum and Art Gallery. The layout of these three facilities is poor and the building has inadequate spaces for exhibitions, shows or events which is	No amendment

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Question 10b	Comment	Response	Amendment/Action
		<p>referenced to within Appendix 2 of The Big Picture. A more suitable location for the library could be found however making any changes to the use of this building will require significant partnership working with Warwick District Council and Warwickshire County Council. At this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- Town Hall (meaning this building would stay as a community asset and maintain public access)</li> <li>- An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</li> </ul>	
49	The main thrust has to be on employment space.	The Big Picture delivers a diverse mixed use vision for the Creative Quarter. This is deemed a requirement for the long term sustainability of the area. Saying this, creating employment space was a key point identified during the consultation and The Big Picture identifies areas these could be located such as the Victoria Colonnade,	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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Question 10b	Comment	Response	Amendment/Action
		Spencer Yard and the United Reform Church.	
50	Flea market	The Big Picture identifies a number of areas could be used as market spaces to support the creative community which can be found within the proposals in Appendix 2.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
51	As an artist and a member of an artist organisation we really need access to proper exhibition space.	One of the key priorities of The Big Picture is to continue to attract creative businesses to the area and providing studio and exhibition spaces will be a key part to this as detailed within appendix 2.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
52	Spa in Leamington Spa? Creative education space/facilities	<p>The Big Picture aims to create a sustainable creative community through identifying key developments and potential regeneration projects. Introducing a Spa could be a supportive option for one of the sites however further feasibility work would need to take place exploring this option.</p> <p>Creative education space/facilities is something considered within The Big Picture and areas have been identified that could house such activities such as the Town Hall and Court Street. More detailed plans for how these could be managed will emerge as</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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Question 10b	Comment	Response	Amendment/Action
		projects develop but the initial proposals are featured within appendix 2.	
53	A personalised approach appropriate for the town. The glossy brochure is just cribbing images from other areas without regard to Leamington - they are an irrelevance	<p>The Big Picture contains many photos of Leamington as well as featuring a high number of illustrated maps and drawings.</p> <p>There are references to projects in other locations however these are labelled as such and are intended to inspire the reader by showing examples of how creative spaces are used elsewhere.</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
54	<p>I would like to see a strong tie-in between all of the creative spaces within the area to build momentum as Leamington being a destination for cultural-led leisure (for example with the Leamington Assembly, the library, the art gallery in the pump rooms). I would also like to see strong support for local creative industries whereby local design studios, architects and digital businesses are provided with the opportunity to grow and develop. For example, a hub for start-ups with reduced cost small workspaces, leading to larger office space as their business grows.</p> <p>Business networking events and 'clubs' would also be useful to be accessed by businesses from across the Leamington area (such as Glug which operates in London and Birmingham <a href="https://www.glugevents.com/">https://www.glugevents.com/</a>) to support enterprise and create a sense of community and belonging between the creative industries throughout the town and outlying villages.</p>	<p>The Big Picture aims to tie together a number of sites which, once delivered, could help to promote and support each other. At this stage it is not possible to define a programme and agree initial priorities or a longer term phasing plan as regeneration is a complex process, sometimes requiring a long term approach but sometimes moving extremely rapidly as opportunities arise, for example, as land or properties become available or new funding options present themselves.</p> <p>One of the key priorities of The Big Picture is to continue to attract creative businesses and individuals to the area and providing a variety of working spaces at differing rents will be a key part to this. This is something</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>



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Question 10b	Comment	Response	Amendment/Action
	<p>I would love the Town Hall to be an educational centre, with the library as a focal point and potentially office space, performance and exhibition spaces (potentially for hire), a community cafe and other educational facilities. What a beautiful building, such a shame to see it underused when it could be a hub for learning and furthering the education and opportunities for local people.</p> <p>Equally I think there is great scope for the Pump Rooms to become more a bigger space for art and design exhibitions and office or workshop spaces. Opening it out to take advantage of the river side aspect also really excites me.</p>	<p>that Warwick District Council (WDC) already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is anticipated that through the delivery of The Big Picture, more office space of this type would be available.</p> <p>WDC are considering a Business Rate Relief scheme which will be going out to public consultation. This could apply to creative businesses and help to deliver a key objective of generating investment into the creative quarter.</p> <p>Public spaces have been identified as a key component of the Creative Quarter and are recognised as a priority for The Big Picture. Spaces such as these could include meeting venues and host networking events for local businesses.</p>	
55	Library	<p>The library is currently located within the Pump Rooms alongside the Museum and Art Gallery. The layout of these three facilities is poor and the building has inadequate spaces for exhibitions, shows or events which is referenced to within Appendix 2 of The Big Picture. A more suitable location for the library could be found however making any changes to the use of this building will require significant partnership working with Warwick District Council and Warwickshire</p>	No amendment

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		<p>County Council. At this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Suggestions have included:</p> <ul style="list-style-type: none"> <li>- Town Hall (meaning this building would stay as a community asset and maintain public access)</li> <li>- An empty retail unit on The Parade (driving additional footfall to the high street / town centre)</li> </ul>	
56	The existing clubs	<p>This response assumes this comment refers to the club lands area located off Adelaide Bridge/Riverside.</p> <p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	Remove Riverside from red line boundary
57	a meeting forum for a people's assembly	Public spaces have been identified as a	The Masterplan has been renamed as

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Question 10b	Comment	Response	Amendment/Action
		key component of the Creative Quarter on and recognised as a priority. Spaces such as these could include meeting venues and the management options will be considered as projects emerge and the proposals are detailed within Appendix 2.	<i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
58	inexpensive rooms for groups to hold social dances rather than performance dance	Public spaces have been identified as a key component of the Creative Quarter, and are recognised as a priority. The management arrangements for these which could include rental arrangements for public groups will be detailed as individual projects emerge.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
59	Our mosque to remain as it is	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
60	Our mosque to remain as it is	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed	Remove Riverside from red line boundary

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<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
		redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
61	Integration and expansion of the Loft Theatre	The Loft Theatre have been identified as a key stakeholder within the engagement process which has led to the creation of The Big Picture, and have been consulted with as appropriate. We will continue to involve them as projects relevant to their organisations develop.	No amendment
62	A library	The library is currently located within the Pump Rooms alongside the Museum and Art Gallery. The layout of these three facilities is poor and the building has inadequate spaces for exhibitions, shows or events which is referenced to within Appendix 2 of The Big Picture. A more suitable location for the library could be found however making any changes to the use of this building will require significant partnership working with Warwick District Council and Warwickshire County Council. At this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.	No amendment
63	A library; improve quality of the river water and river banks; large and small open / adaptable spaces	The library is currently located within the Pump Rooms alongside the Museum and Art Gallery. The layout of these three facilities is poor and the building has inadequate spaces for exhibitions, shows or events which is	No amendment

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Question 10b	Comment	Response	Amendment/Action
		<p>referenced to within Appendix 2 of The Big Picture. A more suitable location for the library could be found however making any changes to the use of this building will require significant partnership working with Warwick District Council and Warwickshire County Council. At this stage, changing the use of The Pump Rooms is simply an idea that we feel merits further investigation and conversation.</p> <p>The Big Picture recognises the River Leam and the Grand Union Canal as key features within the Creative Quarter. Ecologists from Warwickshire County Council have been consulted with and biodiversity enhancements have been identified these areas. How these are incorporated into future plans will become apparent through the planning process for individual projects.</p> <p>The vision for the Creative Quarter encompasses a wide range of public spaces which could be used for a variety of purposes as referred to within Appendix 2.</p>	
64	It to be open to Leamington Spa's and region's diverse communities and strong relationships with education and business communities.	The Big Picture sets out how the Creative Quarter could become a dynamic and distinct destination, adding benefit to both businesses and community groups. This is evident from the priorities detailed within The	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the</i>

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Question 10b	Comment	Response	Amendment/Action
		<p>Vision.</p> <p>Creative education space/facilities is something considered within The Big Picture and areas have been identified that could house such activities such as the Town Hall and Court Street. More detailed plans for how these could be managed will emerge as projects develop however are summarised within Appendix 2.</p>	<i>'Leamington Creative Quarter Big Picture'?</i>
65	Easy pedestrian access by opening the Collonade to Spencer's Yard	This area is recognised as a key opportunity for the wider regeneration of old town as noted within Appendix 2 which includes improving the public realm. The detail of how this will look will be decided as projects emerge from The Big Picture	No amendment
66	Do not touch the mosque or it's buildings.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
67	"Yes! I have been seriously considering leaving Leamington due to the lack of creative spark/community in the town. My DREAM would be if there was an entire building dedicated to creative offices aimed at self-	One of the key priorities of The Big Picture is to continue to attract creative businesses to the area and providing a variety of office spaces at differing rents will be a key part to	No amendment

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Question 10b	Comment	Response	Amendment/Action
	employed individuals rather than companies. All of the offices/creative studios would be large enough for one person, where they can create and craft to their hearts desire: ceramic artists, freelance photographers, florists, embroiderers, weavers, leather workmen, carpenters woodworkers,, silversmiths, digital artists. Now imagine everyone creating in their own space in rented rooms, for an affordable rate £100-£300 a month. There could be a relaxed communal area, where everyone could eat their lunch, chat to other artists and see how their work is going, and the chance to collaborate. Instead of the money going into it to look all expensive and fancy, just keep it simple, rooms painted white, one big window in each and a wooden floor. each artist would end up making the room their own anyways, and would end up being more beautiful than if the whole building invested in too much interior decor. "	<p>this.</p> <p>This is something that WDC already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. It is anticipated that through the delivery of The Big Picture, more office space of this type would be available.</p> <p>The design for how these spaces could work will be decided as the sites develop and consultation on what people would like to see will take place.</p>	
68	Just seen project so last minute response you need to establish a real partnership to understand needs of creative industries and their employees, better link with universities to create centre of excellence. One detail markets ar yesterday	<p>Complex Development Projects (CDP) undertook an engagement exercise before drafting The Big Picture to do just this and get a better understanding of what the creative community want to see in the area. The findings from this have been incorporated into the proposals contained in Appendix 2.</p> <p>Warwick University are aware of the plans and will have the opportunity to engage in any project as more detailed plans emerge.</p>	No amendment
69	A new affordable venue for practice and performance of amateur orchestral music is	One of the Creative Quarters priorities is to create and manage new spaces	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big</i>

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	something I would be keen to see.	for the creative community, to which musicians could be of benefit. Areas that could be used in this way have been identified within Spencer Yard and Court Street. Further work needs to be done on how spaces such as this could be used to host musical events and this will be addressed as detailed projects emerge.	<i>Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
70	A mosque	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
71	Shared working space, ensure the facilities are open during weekends as well as weekdays or it won't survive. Sustainable installations and grants for new businesses.	<p>One of the key priorities of the Big Picture is to continue to attract creative businesses to the area and providing a variety of office spaces will be a key part to this. The management for each will be decided as projects emerge to include opening times.</p> <p>This is something that Warwick District Council already recognise and provide through rentable office space at the Althorpe Enterprise Hub, Court Street Creative Arches and Arch Four. They provide a business support team based from these offices to work with new</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>



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		and existing businesses and will continue to do so through the implementation of the Creative Quarter master plan.	
72	Like to see a mosque	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
73	No	Thank you for your comments	No amendment
74	Action after years of neglect and dereliction in the Council-owned spaces and the Network Rail-owned disused line. Green walls not just on Bath Street carpark but on the huge plinths at the Bath St/High Street cross roads. Years of talk about this idea but little action.	Warwick District Council recognise this a key major corporate project which is evident in the principle and implementation of The Big Picture. Its purpose is to create a vision that will inform and support investment into the town. This is a complex project with many factors to consider and the decisions involved cannot be rushed.  A green wall could be a design feature within many of the sites across the Creative Quarter and is not limited to Bath Street. Specific project details will be subject to further consultation where green wall locations can be considered.	No amendment
75	We would like to see that the Ahmadiyya Muslim Community retains both the Mosque and RNA	The Riverside area next to Adelaide Bridge is a prime location fronting the	Remove Riverside from red line boundary

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Question 10b	Comment	Response	Amendment/Action
	Community centre for long term use	river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
76	Long term guarantee that the Ahmadiyya Muslim Community retains both the Mosque and community centre (former RNA) for long term use.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
77	More parking	<p>The impact of any potential projects on infrastructure such as parking will be identified on a project by project basis through the planning process, with measures implemented as appropriate.</p> <p>The Court Street proposal would increase the car parking capacity of the current site and is contained within Appendix 2.</p>	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
78	I would like to see that the Ahmadiyya Muslim Community keep both the Mosque and Community centre at Riverside area/ Adelaide Bridge.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected	Remove Riverside from red line boundary

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		clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
79	We would like to retain our Mosque and Community Centre. For longtime use.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
80	We would like to see that Ahmaddiya Muslim community retain both the mosque and RNA community center for long term use.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
81	I would like the Ahmadiyya Muslim community to keep hold of their mosque and RNA community centre. They should be cemented in the heart of the town.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised	Remove Riverside from red line boundary

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Question 10b	Comment	Response	Amendment/Action
		relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
82	The Ahmadi Muslims space. They are being undervalued to what they do for the local community!	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
83	A place for the Mosque and Community Centre	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
84	"Turning the disused viaduct into a ""High Line"" style urban park. This could then provide a pedestrian walkway to help link the station and Spencers Yard with Court Street. It could host craft work-shops, pop-up stalls, temporary art installations, and small performances, such as poetry recitals, performance art, instrumental	These are all very good ideas and all are in keeping within the desired vision for the Creative Quarter.  Individual projects will emerge once the The Big Picture has been approved by the Council and engagement with	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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	<p>performances, puppet shows, etc. It could potentially host small food or drink outlets, and become an outdoor meeting space for creatives.</p> <p>It would also be good if the potential of improving and upgrading and invigorating Band Factory could be incorporated into the plans, as the building is currently fairly run down and in need of investment (I'm biased here, as my youngest daughter is part of a brass band that runs from this site).</p> <p>Also, if there's any way to incorporate a decent multi-screen cinema into the plans, that would be fantastic, as that is something Leamington is currently lacking. We will often instead go to Solihull to see films at the cinema (despite only being a 5 minute walk from Leamington's Vue cinema), as the cinema there is so vastly superior. This also means we end up eating and shopping there that day too."</p>	potential partners will commence at this point.	
85	I would strongly recommend that Ahmadiyya Muslim Community is allowed to keep their Mosque and Community Centre so they can keep delivering much needed services to wider society.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
86	That we would like to see that the Ahmadiyya Muslim Community retains both the Mosque and RNA Community centre for long term use	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected	Remove Riverside from red line boundary

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<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
		clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
87	Ahmadiyya Muslim Community is allowed to keep their Mosque and Community Centre	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
88	The Mosque and Community centre (former RNA) to keep their original location.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
89	I would like to see that the Ahmadiyya Muslim Community retains both the Mosque and Community centre (former RNA) for long term use at current location.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised	Remove Riverside from red line boundary

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
		relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
90	I would like to see that the Ahmadiyya Musli Community retains both the Mosque and Community centre (former RNA) for long term use at current location.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
91	To make sure that my Mosque and Community centre stay where they are for a very long time.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
92	I want you to make sure that the Mosque and Community centre (old RNA) stay where they are.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the	Remove Riverside from red line boundary

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 10b	Comment	Response	Amendment/Action
		uncertainly this brings to these communities it has been removed from the Creative Quarter plans.	
93	There is already too much!	The Big Picture offers a wide variety of potential projects in order to support investment into the area.	No amendment.
94	I would like to see that Ahmadiya Muslim Community retain the use of Mosque and old RNA club.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
95	Pump rooms could be a Spa, Town Hall could house Library and Gallery, Post Office could be much needed Office space for growing digital businesses as could old Stonely Arms in Clemens St. Court St designated for Social Housing. Need of parking but not necessarily multi storey. Railway Arches at Court St good for creatives, as are those at Bath Place. Bath place car park could be enhanced with pedestrian/ cycle access to high line using old railway track. It's parts could be joined together to form a track to the canal. A cycle/ buggy bridge could be put next to ladder bridge to encourage walking and cycling safely from South Leam to the north of canal. Bath street could be two way cycle way and buses only. Some kind of one way system could be introduced to reduce the amount of pollution in South Leam. The High St should lose it's A road status to stop satnavs	<p>Thank you for these ideas, some of which fall outside the scope of The Big Picture.</p> <p>Wayfinding has been identified as an area of importance for the Creative Quarter including areas around the train station.</p>	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?



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<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
	directing traffic through. Althorpe industrial estate is designated employment status in Local Plan. Very good small units. Shipping containers not the answer. Also not owned by WDC. Avenue Rd units house valuable community organisations and should not be included in plan. Like the ideas for Spencer's Yard with Church being used for public facing events, indoor markets etc. Like river being opened up with walkways. Think signposting important. Pedestrian tunnel next to station should also be included in the plan.		
96	That we would like to see that the Ahmadiyya Muslim Community retains both the Mosque RNA Community Centre for long term use	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
97	My concern is the club lands area which serves community events for many years are at risk losing their homes.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
98	A Mosque	The Riverside area next to Adelaide Bridge is a prime location fronting the	Remove Riverside from red line boundary

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 10b	Comment	Response	Amendment/Action
		river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
98.5	I would like to see a focus on regeneration of areas which most need it - primarily in the Old Town South of the River. I would also like the vision not to be overwhelmed by commercial interests, which would be the most certain way to stifle creative activities. Individual people are creative - they are not made so by Council visions of economic development or more shopping outlets.	<p>The Big Picture presents a vision for an area of Leamington with a large area of this sitting south of the river.</p> <p>The delivery timeline or management arrangements for individual sites are not yet known. This level of detail will become apparent as projects emerge from a Council approved Big Picture Document.</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
99	The plans for a creative quarter are undoubtedly exciting and I have no objection at all to a number of these inspiring concepts. However I would be most appreciative if the council would respect the communities already contributing to life in this wonderful town and thereby ensure the Ahmadiyya Muslim Community retains both the Mosque and RNA Community centre for long term use	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
100	we would like to see that the Ahmadiyya Muslim Community retains both the Mosque and RNA Community centre for long term use	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected	Remove Riverside from red line boundary

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<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
		clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans. in consultation with the mosque.	
101	To have our mosque to remain please	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
102	My mosque Ehsan please	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
103	To see that the Ehsan Mosque to remain please.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to	Remove Riverside from red line boundary

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<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
		high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
104	That we would like to see that Ahmaddiya Muslim community retain both the mosque and RNA community center for long term use.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
105	That we would like to see that Ahmaddiya Muslim community retain both the mosque and RNA community center for long term use.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
106	No, I strongly disagree to demolish everything to build these creative quarters.	There are a number of possible areas identified for demolition within The Big Picture, such as parts of the Althorpe Street and Court Street sites. These are intended to improve access and amenity space within these areas. The large majority of sites do not involve	No amendment

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<b>Question 10b</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment/Action</b>
		any demolition and aim to regenerate using existing historical buildings which is highlighted as a priority for the Big Picture.	
107	Ahmadiyya Muslims must keep their mosque and community centre for long term use	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
108	That the Ahmaddiya Muslim Community still retains the Mosque and the RNA community centre	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Remove Riverside from red line boundary
109	The Ahmadiyya Muslim Community retains both the Mosque and RNA Community centre for long term use.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these	Remove Riverside from red line boundary

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Question 10b	Comment	Response	Amendment/Action
		communities it has been removed from the Creative Quarter plans.	
110	Affordable Housing	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any detailed study into housing so therefore this is not mentioned within The Big Picture, though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	No amendment
111	<ul style="list-style-type: none"> <li>- a vegetable garden that is not divided into plots but shared - can teach people about gardening, sustainability and contribute produce to CQ activities</li> <li>- offer lectures and courses for all ages</li> <li>- be open after 5.30 as leamington shuts down too early</li> <li>- invest in library collection drawing on the them of culture/art. create a quite, spacious and light reading space</li> <li>- and opportunities listed above: youth centre, wayfaring for cyclists, repair club for sustainability, invest in library, a closed cinema space with quality films</li> </ul>	<p>These are all very good ideas and all are in keeping within the desired vision for the Creative Quarter.</p> <p>Management arrangement i.e. opening times for each site will be decided as the uses emerge.</p>	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
112	See above	Noted	No amendment
113	Actual action - lovely to see money spent on writing up the same ideas, but there only seems to have been one project that spent all its money on delivery - the one that did the shop signs, the building repainting, new businesses and the events - the WDC ones are always the same document	Warwick District Council recognise this a key major corporate project which is evident in the principle and implementation of The Big Picture. Its purpose is to create a vision that will inform and support investment into the	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the</i>

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Question 10b	Comment	Response	Amendment/Action
	over and over and over with no actual delivery - the amount of times we've heard 'oh you could do something with the URC' without even a back of envelope business plan is probably about a million, Of course you 'could' do something with anything, but pretty much you might as well say we 'could' have three helipads and a palace' if you aren't actually going to do anything - (if you do want to pay anyone £20,000 to write this idea up give me a call).	town which will allow the projects to be brought forwards.	<i>'Leamington Creative Quarter Big Picture'?</i>
114	Please see my answer to Q. 9.	Noted	No amendment
115	Artists' studios	One of the key priorities of The Big Picture is to continue to attract creative activities to the area and providing studio and exhibition spaces will be a key part.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
116	Rehearsal / recording studios	One of the Creative Quarters priorities is to create and manage new spaces for the creative community, to which musicians could be of benefit. Areas that could be used in this way have been identified within Spencer Yard and Court Street. Further work needs to be done on how spaces such as this could be used as rehearsal or recording areas and will take place as the projects develop and are detailed in Appendix 2.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
117	just a wide mix of creative businesses - diversity of types the key	The Big Picture aims to deliver a diverse and vibrant place which is attractive to the whole creative	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity

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Question 10b	Comment	Response	Amendment/Action
		community. It does so by offering a range of proposals with varying facilities to attract a range of businesses.	as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
118	More music? Build on the expertise in the area. Top Dog Productions, Woodbine Street Recording Studios, Complete Sound Studio, Totally Rad, Sounding Sweet, Noisegate studio, The Assembly, etc. etc.	One of the CQs priorities is to create and manage new spaces for the creative community, to which musicians could be of benefit. Areas that could be used in this way have been identified within Spencer Yard and Court Street.	Refer to music as a creative industry
119	Housing – live- work studios	The brief for the Creative Quarter was to focus on work spaces, public space and art to deliver a vision of diverse creative activity. The brief did not include any study into housing so therefore this is not mentioned within The Big Picture though it might be brought forward as part of a mixed use development. Any such project would have to comply with planning policy.	No amendment
120	the Loft Theatre could be rehoused in Spencers Yard Reformed Church - see a previous plan for a "Cultural Quarter".	The Loft Theatre have been identified as a key stakeholder within the engagement process which has led to the creation of The Big Picture, and have been consulted with as appropriate. We will continue to involve them as projects relevant to their organisations develop.	No amendment
121	More wayfinding, especially from the railway station to the centre of town	Wayfinding emerged as a key point from the consultation and so is recognised as a priority for The Big Picture.	No amendment
122	We would like to see the ahmadiyya Muslim	The Riverside area next to Adelaide	Remove Riverside from red line boundary



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Question 10b	Comment	Response	Amendment/Action
	community retain the mosque and old RNA for long term use	Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
123	Traffic management and expand pedestrian areas for street trading.	Any areas that may be suitable for pedestrianisation will be identified as individual projects emerge and will be the responsibility of Warwickshire County Council (WCC) who are the highways authority.  WCC will also review the impact of the proposals that could adversely affect traffic through the planning process.	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'
124	Detailed plans	The Big Picture is intended to create a vision for the Creative Quarter and does not provide specific plans for each project. The detailed plans will emerge once the vision is agreed by the Council.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>

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**Table 6: Responses to question 11: Is there anything else you would like to say?**

Question 11	Comment	Response	Amendment
1	This really a tired off the shelf proposal without any clear idea of a coherent plan.	<p>The Big Picture is a high level vision document that responds to an initial round of consultation with over 200 Leamington based organisations and individuals. By responding to issues raised through the consultation on The Big Picture we can ensure it meets Leamington needs and expectations.</p> <p>We also understand that there has been some confusion as to the purpose of this document. We hope that the amendments provide greater clarity.</p>	The Big Picture has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed.
2	This has the potential to be the next huge controversy, as big as the Council HQ move. Don't let it happen. Safeguard our local community art organisations and don't move to sell off our most loved publicly owned buildings.	<p>The Council and CDP recognise the role that community arts organisations can play in the sustainability of the Creative Quarter.</p> <p>The Big Picture is a high level vision documents. Any projects that emerge from The Big Picture will be subject to further Council approval in addition to the planning process and further consultation.</p>	<p>The Big Picture has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This includes a clear recognition of the importance of community organisations with the addition of the following text:</p> <p><i>But you don't have to be a "creative" to benefit from this; plans will enhance the town's cultural offer for everyone, with potential for more events and exhibition space, live performance venues and wider cultural activity for all ages. New and exciting public spaces could host a mix of festival, markets and casual meet-up spaces. There will be opportunities for Voluntary and Community organisations to benefit from these plans. In fact, including these groups within the proposals will be an integral element of the ongoing success of the Creative Quarter.</i></p>

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Question 11	Comment	Response	Amendment
3	I registered interest in meetings, discussions and other sharing and development events for the cultural quarter. I was informed about one and went to it. I have heard nothing since. This isn't an inclusive process.	<p>Over 200 organisations and individuals have contributed to the draft The Big Picture which comprised of an initial round of meetings with groups of stakeholders. Thank you for your contribution. The response to this initial consultation is the Big Picture document.</p> <p>Any projects that emerge from The Big Picture will be subject to further Council approval in addition to the planning process and further consultation.</p> <p>The Big Picture has been redrafted as The Big Picture to provide greater clarity on its purpose, consultation completed thus far and the decisions making process for future projects.</p>	<p>The Big Picture document provides a summary of the consultation undertaken so far and an outline of the process as projects are developed:</p> <p><i>It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:</i></p> <ul style="list-style-type: none"> <li>• <i>Be assessed on an individual, case-by-case basis</i></li> <li>• <i>Find a suitable and appropriate location</i></li> <li>• <i>Undergo additional consultation with relevant stakeholders</i></li> <li>• <i>Be fundable and financially viable</i></li> <li>• <i>Pass through all relevant planning procedures</i></li> <li>• <i>Be in keeping with the overall ambition and vision of the Creative Quarter</i></li> <li>• <i>Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter</i></li> </ul>
4	As it stands, the positive ideas in this document will be overshadowed by the negative. There is an opportunity to take a few of the projects and turn it into a more cohesive and focussed plan that really concentrates on stimulating and supporting new and small creative businesses and the broader creative community.	<p>Thank you, noted. The document is a high level vision documents that sets a direction of travel. Any projects that emerge will be subject to further Council approval in addition to the planning process and further consultation. Through this process projects will become more focussed.</p> <p>We have renamed the document as The Big Picture to clarify its role. It also no includes a summary of the process that emergent projects will follow.</p>	<p>The Big Picture has been renamed to provide greater clarity about its purpose.</p> <p>Additional text on page has been inserted to provide greater clarity on how projects will be brought forward:</p> <p><i>It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:</i></p> <ul style="list-style-type: none"> <li>• <i>Be assessed on an individual, case-by-case basis</i></li> </ul>

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Question 11	Comment	Response	Amendment
		We note your concern of the focus on the type of businesses. This will be addressed on a project by project basis. However please note that the evidence gathered so far suggests a need to focus on supporting existing businesses to grow.	<ul style="list-style-type: none"> <li>• <i>Find a suitable and appropriate location</i></li> <li>• <i>Undergo additional consultation with relevant stakeholders</i></li> <li>• <i>Be fundable and financially viable</i></li> <li>• <i>Pass through all relevant planning procedures</i></li> <li>• <i>Be in keeping with the overall ambition and vision of the Creative Quarter</i></li> <li>• <i>Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter</i></li> </ul>
5	Thank you	Noted.	No amendment
6	Down with Mobbs and his whip. Let's get some people in power that care.	Political representation is not within the remit of the Creative Quarter.	No amendment
7	I think your whole plan is undermined by the suggestion that a chain restaurant be opened in the Pump Rooms, the Town Hall turned into a dissected beast of no useful or distinctive purpose, and the Old Post Office be made into a Hotel. None of this seems at all related to the intention of creating a 'Creative Quarter', and I don't even see their relation of the Pump Rooms and Town Hall to the other sites given their location across the river. Instead it seems like a thinly veiled attempt to whore out the cultural capital of Leamington under the banner of regeneration.	<p>A chain restaurant has not been proposed for the Pump Rooms. The Town Hall may (subject to further investigation) accommodate a range of uses to ensure that the building is sustainable while also preserving elements for civic/ public use. It is included within the Creative Quarter as it is recognised as a key link between the Creative Quarter and the Parade.</p> <p>The Post Office/ Sorting Office may be a suitable location for a boutique hotel though as this site is not within the Council ownership it will be difficult to bring forwards.</p> <p>Any projects that emerge from the Big Picture will be subject to further Council approval in</p>	<p>The Big Picture has been renamed to provide greater clarity about its purpose.</p> <p>Additional text has been inserted to provide greater clarity on how projects will be brought forward:</p> <p><i>It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:</i></p> <ul style="list-style-type: none"> <li>• <i>Be assessed on an individual, case-by-case basis</i></li> <li>• <i>Find a suitable and appropriate location</i></li> <li>• <i>Undergo additional consultation with relevant stakeholders</i></li> <li>• <i>Be fundable and financially viable</i></li> <li>• <i>Pass through all relevant planning</i></li> </ul>

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Question 11	Comment	Response	Amendment
		<p>addition to the planning process and further consultation.</p> <p>The Creative Quarter area includes a number of sites that are not within the Council's ownership. It is hoped that the Big Picture will encourage landowners across the area to invest in their property in line with the vision.</p>	<p><i>procedures</i></p> <ul style="list-style-type: none"> <li><i>Be in keeping with the overall ambition and vision of the Creative Quarter</i></li> <li><i>Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter</i></li> </ul>
8	<p>I feel as though much-needed infrastructure improvements such as lighting under the Bath St Rail Bridge and clearance of derelict buildings are being held hostage unless we also swallow the prostitution of some of the town's great landmarks. I fear that in a few years, the lofty "Build it and they will come" creative ambitions of the project will have been entirely forgotten, and instead we will be left with a few bits of work that the Council should have done anyway, an under-utilised and under-delivered set of "Creative Spaces", and a Bella Italia where our much beloved Pump Rooms used to be.</p>	<p>Infrastructure improvements will be addressed on a project by project basis. It should be noted that the Council's development partner has not been tasked with the delivery of major infrastructure improvements and some are the responsibility of other organisations i.e. Network Rail has responsibility for lighting on Bath St. Rail Bridge.</p> <p>The Council has a collaboration agreement with CDP. By engaging with a private sector partner at this early stage is anticipated that projects will be sustainable, innovative and responsive to local need.</p> <p>Any projects that emerge from the Big Picture will undergo further work as outlined in the re-drafted document.</p>	<p>The Big Picture has been renamed to provide greater clarity about its purpose.</p> <p>Additional text on has been inserted to provide greater clarity on how projects will be brought forward:</p> <p><i>It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:</i></p> <ul style="list-style-type: none"> <li><i>Be assessed on an individual, case-by-case basis</i></li> <li><i>Find a suitable and appropriate location</i></li> <li><i>Undergo additional consultation with relevant stakeholders</i></li> <li><i>Be fundable and financially viable</i></li> <li><i>Pass through all relevant planning procedures</i></li> <li><i>Be in keeping with the overall ambition and vision of the Creative Quarter</i></li> <li><i>Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter</i></li> </ul>
9	I think you should partition the plan	Please note that road and pedestrian	No amendment.

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	<p>into three:</p> <p>1) Work the council should have been doing anyway (such as road and pedestrian improvements)</p> <p>2) Development of Creative, Cultural and Independent Business Spaces</p> <p>3) Large-Scale commercial and radical change-of-use plans</p> <p>You'll get support for 1 and 2, but 3 should be opposed.</p>	<p>improvements are the responsibility of the County Council and not within the remit of the Creative Quarter to deliver – though it is hoped that it will stimulate investment.</p> <p>Thank you for suggestion of identifying the three sections. The project examples (in the appendices of the Big Picture) show a range of spaces for businesses at different scale.</p>	
10	Poor job, I'm disappointed and you have let Royal Leamington Spa down.	Noted. As projects are brought forward in detail there will be opportunities to engage in their development. We hope that you feel able to engage so that they meet your expectations.	No amendment
11	Please re-think your proposals for the Town Hall. It is an iconic building and should be as open to the public as possible. Not mainly an expensive restaurant and private club!!! Appalling proposal.	<p>The Big Picture is a high level vision document. It includes a number of examples of what could be delivered, not definitive proposals. We note your concerns but it may be the case that in order to keep the Town Hall as a sustainable building that is at least in part publically open, that a range of uses are introduced.</p> <p>Please note that the revised Big Picture document includes an explanation of how projects will be developed, including further consultation.</p>	<p>The Big Picture has been renamed to provide greater clarity about its purpose.</p> <p>Additional text has been inserted to provide greater clarity on how projects will be brought forward:</p> <p><i>It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:</i></p> <ul style="list-style-type: none"> <li>• Be assessed on an individual, case-by-case basis</li> <li>• Find a suitable and appropriate location</li> <li>• Undergo additional consultation with relevant stakeholders</li> <li>• Be fundable and financially viable</li> <li>• Pass through all relevant planning procedures</li> </ul>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
			<ul style="list-style-type: none"> <li>• <i>Be in keeping with the overall ambition and vision of the Creative Quarter</i></li> <li>• <i>Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter</i></li> </ul>
12	I am fed up with WDC and WCC wasting tax payers money on crap!!!!	<p>Noted. Please be aware that the Council has not provided any financial support to The Big Picture or The Big Picture process. It has been developed at risk by CDP.</p> <p>As projects are brought forward in detail there will be opportunities to engage in their development. We hope that you feel able to engage so that they meet your expectations.</p>	No amendment.
13	This is an excellent opportunity to demonstrate forward-thinking, sustainable design. For the many young creatives who will be using these buildings environmental impact is a key concern, and this must be considered seriously and acted upon in all decisions. This means not only building design, energy use and waste management, but also the choice of suppliers eg. locally-sourced food for cafés/hotel etc. There is no real mention of incorporating green space but this would also be a creative opportunity for local community groups.	<p>Noted. Sustainability will be looked at in depth on a project by project basis.</p> <p>Any emerging projects will also need to be assessed for their sustainability and infrastructure requirements, as part of the planning process. Where possible projects will address recognised concerns regarding air quality and transport. Please note that these are complex issues to address and will involve multiple partners and will require much further investigation. As such this document gives a commitment to undertake this work though the detail will be brought forward on a project by project basis.</p>	No amendment.
14	The 'wayfinding' project for the area underneath the railway bridge is very welcome. Please ensure this	Noted. Please be aware that this project is being developed in parallel to the Creative Quarter. We welcome this initiative and	No amendment.

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	includes safe cycling routes to connect the North and South town (I would currently go nowhere near this junction on a bike!).	recognise its contribution to the success of the Creative Quarter.	
15	Overall the project is exciting and I am very glad to see that there are plans to redevelop the area. However, it must be used as an opportunity to bring together the best of Leamington and be open to all.	<p>It is hoped that through this consultation a diverse range of stakeholders are able to shape and support the vision for the Creative Quarter.</p> <p>As projects are brought forward in detail there will be opportunities to engage in their development. We hope that these provide an opportunity to bring the best of Leamington together and are open to all.</p>	No amendment.
16	How the hell can we shift the emphasis from this being a WDC initiative to a Leamington Creative Community Movement?	As projects are brought forward they will undergo further consultation and be led by CDP, not the Council. We hope that this will enable the Leamington Creative Quarter to be led by the creative community.	No amendment.
17	Local music is a big part of Leamington Spa cultural, artistic life. The Zephyr Lounge / Assembly is too expensive for most local bands to hire.	Noted. The Big Picture has not identified any opportunities for music venues, this will be examined on a project by project basis. However please recognise that music facilities will likely require significant amounts of capital and revenue public support.	Text has been added to the Big Picture document to recognise its importance locally and that it is part of the creative economy.
18	This is about a few people making money, not is want is needed/wanted	<p>The Big Picture responds to engagement with over 100 individuals and organisations and is a long held ambition of the Council.</p> <p>Any projects that emerge from The Big Picture will need to be approved the Council and demonstrate their viability.</p>	<p>Additional text has been inserted to provide greater clarity on how projects will be brought forward:</p> <p><i>It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:</i></p> <ul style="list-style-type: none"> <li>• <i>Be assessed on an individual, case-by-case basis</i></li> </ul>



## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
			<ul style="list-style-type: none"> <li>• Find a suitable and appropriate location</li> <li>• Undergo additional consultation with relevant stakeholders</li> <li>• Be fundable and financially viable</li> <li>• Pass through all relevant planning procedures</li> <li>• Be in keeping with the overall ambition and vision of the Creative Quarter</li> <li>• Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter</li> </ul>
19	The Council should seriously consider how it can take responsibility for providing essential services to its residents, and make the area more desirable for creatives, rather than spending its time thinking about which entrance is prettiest in the Pump Rooms, hanging out in the private members' club at the former Town Hall or at the luxury hotel at the Old Post Office. This is a town in need of support for its residents and new businesses/creatives that could potentially build themselves up in the town. Chain restaurants/members' clubs and luxury hotels / apartments have nothing to do with the vision of the creative quarter.	The Big Picture focuses on interventions in the built environment, recognising that the creative community has a range of needs and requirements. It is expected that more commercial developments will cross-subsidise less commercial developments. This is reflected in the partnership agreement between the Council and CDP.	No amendment
20	No	Thank you.	No amendment.
21	I own a well established local	Thank you. We recognise the importance of	No amendment.

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	performing arts school in Leamington based in the Old Town area. We currently run 50 classes per week for children & young people in ballet, Tap, jazz, freestyle, musical theatre & acrobatics. We hire multiple spaces during the week & weekend to run our classes but would love to have our own base allowing us to increase our timetable to involve more children & young people in the area. Being based in an iconic creative quarter would be so enriching for our teachers & students.	smaller and community arts organisations in creating a sustainable Creative Quarter.	
22	We've heard all this before. Where's the money going to come from?	<p>The Big Picture is a high level vision document. As such it does not provide detail on financial resourcing. It has been paid for by CDP.</p> <p>Any projects that emerge from The Big Picture will be approved by the Council and need to demonstrate their viability. It is anticipated that a variety of private and public (including non-Council) funds will be used.</p>	The Big Picture has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
23	Pedestrianize the whole Parade and build a mini bus station at Chandos St car park. Attracting more footfall to narrow pathways and polluted air is not appealing (especially as the town population increases greatly). I do like the idea of improving the pedestrian routes from the Train Station into the town.	Thank you. Please note that these issues are the responsibility of the County Council. We hope to work with them as projects are brought forward.	No amendment.

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
24	As before I don't believe historic buildings should be sold off.	The Big Picture is a high level vision document. Any projects that emerge at a future dates involving Council owned assets will need to be approved by the Council. A number of historic buildings within the Creative Quarter are in need of significant investment if they are to be sustainable.	No amendment.
25	What is the process for genuine engagement with this document? How will you take on board the comments made? Will the public have a further chance to say what they do/don't want?	This document will be appraised in line with the standard approach for Planning Policy consultation.  All changes to the document following the consultation period will be made public in the document under Appendix 1.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>  Include <i>Commentary on the evolution of Leamington Creative Quarter: The Big Picture</i>
26	some of the visuals/mockups are poor (for such a prestigious/creative project :)	Noted. The visuals are for illustrative purposes only.	Visual captions will be reviewed
27	Great idea that needs embedding in our towns long term plan. This will take many dedicated years to become a self sustainable area.	Thank you. Please be aware that the development partnership between the Council and CDP is for 10 years with the option to extend by an additional 5 years.	No amendment.
28	Speak to us, do not treat us as if we do not exist!	We are sorry that this has been your experience. Thank you for taking the time to respond to this consultation.	No amendment.
29	I lived in Oxford before moving to Leamington and they had a bus service (Park and Ride) which serviced the city centre very well	Noted. While Park and Rides are outside of the remit of the Creative Quarter please note that the Local Plan 2011 – 2029 has identified areas of search for Park and Rides. Consent	No amendment.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	from a mile or so outside of the city limits in most directions, this would mean even more central areas could be converted and also the centre less congested with traffic. It also gave some income to the council and local bus service too and made good use of areas of land which would have little to no use .	has been given for a Park and Ride to south of Leamington (W/14/0300).	
30	It 's exciting to see the plans and imagine the south part of the town to be busier, bustlier. I would want to ensure it remains affordable and serves a diverse community that lives there now and not end up being a district centered around middle class concerns and ways of living.	Thank you. It is recognised that the Creative Quarter will need to accommodate a range of creative uses, audiences and communities.	No amendment.
31	We need to retain the Band Factory in Althorpe street but it really needs to be refurbished when other buildings in the area will be receiving that treatment.	Noted. This will be addressed as projects for the Althorpe St area are brought forward.	No amendment.
32	I love the plans and can't wait to see it all start taking shape!	Thank you.	No amendment.
33	I find it difficult to contact the person in charge My profession, Europe's leading special effects artist. I am currently involved in Denmark finding time to meet locally is difficult. It's having the time.	Thank you. The Creative Quarter seeks to accommodate a range of creative organisations. We hope that it will create new spaces where creative people can meet and interact.	No amendment.

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### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	Work- the onley artist painting in three dimensions real hand painted 3D I produce the most colourful dual image murals in Europe yet have never been approached here. Personally I think I might be to advanced.		
34	Existing groups such as LSA, AMA, UK ARTISTS etc should be represented in discussions about the development of the Creative Quarter. There is already a very active 'Arts' scene in this area all need to be brought into the discussion. Writers, Artists, Musicians, Actors as well as Makers and Digital Creatives. There does seem to be an emphasis on the development of the busineess side of the project, which is understandable, but an awareness of the social and community benefits needs to be included also.	<p>Noted. The Big Picture responds to an initial round of consultation with over 200 individuals and organisations. We hope that many more have been engaged through this consultation process.</p> <p>The Creative Quarter aims to support existing arts organisations/ communities as well as encouraging new ones.</p>	No amendment.
35	I feel for a city needs a venue for small bands to play ...it has so much potential . A 150 capacity venue for sure .. the zephyr lounge is not right ... but now there is the potential to get it right and create a thriving music scene .	Noted. Opportunities for music venues may be identified on a project by project basis.	No amendment.
36	Keep the Town Hall out of this, and develop a separate plan for it as a	The Town Hall has been identified as part of the Creative Quarter area. This does not	Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has

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Question 11	Comment	Response	Amendment
	public building.	restrict it to Creative Quarter projects. Any plans that emerge for the Town Hall will need to be sustainable and as such, parts may be for private space to subsidise parts which are open for public use.	been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.
37	I think the whole proposal is great. As a local resident and designer myself, I am very excited about the future of this area.	Thank you.	No amendment.
38	I believe this is a fantastic opportunity to spruce up Leamington Spa and will help us compete with other spa towns such as Bath and Cheltenham - we really should be utilising the space which is derelict and rundown to encourage residents to treat our town with pride.	Thank you. We hope that the Creative Quarter; The Big Picture stimulates investment by a number of landowners/ developers across the Creative Quarter area.	No amendment.
39	I think I have covered it	Thank you.	No amendment.
40	Not allowing longer for this consultation.	The consultation period has lasted for 7 weeks. This is 1 week longer than a usual consultation period for planning documents of this type.	No amendment.
41	see my extended comment above. When a group makes so many mistakes that even I can spot, I feel	Noted. We are sorry that this has been your experience but please be assured that both CDP and Metropolitan Architects have	No amendment.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	very doubtful about their competence to advise in all areas.	considerable experience.	
42	It is a very ambitious plan (nothing wrong with that), however my concern would be that for how long would the site resemble a building site and the access/visual impact this will have on those dependent upon footfall and the ability for the early takers to sustain their businesses.	Noted. Access/ site management will be addressed on a project by project basis.	No amendment.
43	See comments above re CULTURAL QUARTER	Thank you.	No amendment.
44	very impressed!	Thank you.	No amendment.
45	Would the local authority grant Enterprise Zone status for all/some areas within the creative quarter, particularly those seeking to accommodate 'business'. Even if this were time limited, the likes of business rates exemptions and perhaps simplified planning (for straightforward aspects) would no doubt assist in attracting prospective tenants. If there is the stated demand from organisations who would take 'office' space, then surely Spencers Yard is the starting point. I also think Court Street car park is very important as it will bring genuine benefit to High	Enterprise Zone status was granted to areas as part of the formation of Local Enterprise Partnerships. It is not anticipated that there will be future opportunities to apply for this status.  We note your comments on Spencer Yard and the role that Court St could play.	No amendment.

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Question 11	Comment	Response	Amendment
	Street/Clements Street.		
46	I love the idea of a 'boutique' hotel on the post office/sorting office plot, but the immediate surrounds would need to be 'gentrified' in order to attract an operator.	The post office/ sorting office is not within the Council's ownership and The Big Picture is not able to prescribe this sort of action. We hope though that it stimulates a range of property owners to invest in line with the vision.	No amendment.
47	this is gentrification and will only damage the people who actually live here and that is really sad and frustrating	We recognise that the Creative Quarter area will need to accommodate a range of organisations and individuals. It is not the aim of the Creative Quarter to exclude anyone or drive out businesses.	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"
48	There is an exciting vision of public spaces and interaction with the team and canal - however I fear that the quality of space here may be significantly hampered if we do not also consider transportation as a major thread of the masterplan .	Transportation and highways are the responsibility of the County Council. The Creative Quarter has not been briefed to address these challenges specifically. These issues will be addressed on a project by project basis.	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
49	To repeat my answer to Q8. CDP have not defined what a creative quarter is in terms of public space, accessibility, a specified location. Many of the buildings and sites included by CDP require regeneration but not as a creative quarter. Also some of the proposals such as Althorpe street contravene the policies of the Local Plan. All in all the masterplan is ill an ill-thought out hotch potch.	The Creative Quarter; The Big Picture is a high level vision. Specific proposals for public space, accessibility, locations etc will be brought forward on a project by project basis.  The Big Picture is in accordance with the Local Plan.	No amendment.
50	Would love to be apart of it	Thank you, noted.	No amendment.



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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
51	The draft masterplan needs improvement as suggested above, it also needs the red line boundary decreased to the boundary of the area's being submitted in the masterplan freeing them from the current moratorium imposed by the collaborative agreement.	The red line boundary does not prevent any proposals being promoted.	Clarify purpose of red line within the Timeline
52	In these proposals, it doesn't seem like the existing community is particularly taken into account. I think there is room for improvement in terms of providing local facilities, such as a community space, cycle routes I think are key also, the junction bath street/clemen street and the high street is currently terrible for pedestrians and cyclists. I would say overall there could be much more ambition and cohesiveness in the plans.	<p>The draft The Big Picture was informed by consultation with over 200 individuals and organisations.</p> <p>It is recognised that community organisations have an important role to play in the sustainability of the Creative Quarter.</p> <p>The Bath St/ Clemens St junction has been highlighted as a key node.</p>	Introduce reference to the role of community groups within "Why do we need a Creative Quarter, and who is it for?"
53	Very exciting development and great opportunities for my kids to live and work in a creative town.	Thank you.	No amendment.
54	Firstly, this needs to be a "whole of council" strategy. That is, if creativity is to be encouraged then other parts of the council should not come down on events and music etc. if it is a little noisier than some residents are used too (like they did	Noted. Please be assured that the Officers across the Council will contribute to sustainability of the Creative Quarter.	No amendment.

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Question 11	Comment	Response	Amendment
	with LAMP which was fantastic and very creative).		
55	Secondly, one thing which is not being considered is pedestrianizing parts of the old town to allow cafes etc onto the streets. Round by the post office would be a perfect place to do this.	Noted. The County Council has responsibility for pedestrianizing.	No amendment.
56	Also, looking at the whole of Leamington, people need to be encouraged to go to the creative quarter but parking is limited and public transport is poor. Have the council looked into the feasibility of a limited tram system in Leamington (perhaps North<>South and East<>West). This would really differentiate the town and encourage more footfall in the town centre and new creative quarter.	A potential project has been identified for the existing Court St car park which would increase parking capacity.  The Council is currently working with partners to assess the feasibility of electrified bus routes through Leamington	No amendment
57	see above	Noted.	No amendment.
58	I consider this consultation to be a fraud and a sham.	Noted. We are sorry that is your impression. Please note that this is just one stage of consultation.	No amendment.
59	This report is very poorly researched and virtually every paragraph contains spelling or grammatical errors - sadly, the thinking behind it is equally shoddy. If accepted and put into action, it would result in a monoculture of 'creative' business to the detriment of all others, and yet more (unneeded) coffee shops. By	Noted. The final document will be proof read.  The Creative Quarter is for a broad range of creative organisations, not just the gaming community.	Typos corrected throughout.  Include reference to DCMS definition under <i>Why do we need a Creative Quarter, and who is it for?</i>

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Question 11	Comment	Response	Amendment
	all means regenerate some areas - the Colonnade is desperate - but do it sensitively and without putting all our eggs into the one basket of digital creativity and gaming.		
60	Be wary of importing ideas from elsewhere that may not readily suit Leamington	Noted. The Big Picture does draw on examples of best practice from elsewhere to provide inspiration but projects will be Leamington specific.	No amendment.
61	This is well-intentioned but misguided. It's institutionalising enterprise by directing it to a physical location. Surely some 'creative' enterprise is based online or in the cloud, run from someone's kitchen. All the proposals are worthwhile in their own right but the 'Creative Quarter' wrapper seems outmoded and preposterous. The moment has passed. Old Town seems quite vibrant these days. It's the New Town that's looking a bit unloved - dominated by traffic, too many shops, too many coffee shops, too many drinking dens.	It is correct that some creative enterprise is based online etc. However, research has indicated that there is a lack of 'grow on' space for companies to grow into. It has also been suggested that there is a lack of quality meeting space where smaller businesses can take clients. It is also recognised that there are benefits from creating space where creatives can meet, interact and create.  The Creative Quarter area has limited geographic scope in New Town.	No amendment.
62	Have an eye on longevity, not transience.	Noted. Please be aware that the partnership between CDP and the Council is for 10 years with an option to extend for a further 5 years.	No amendment.
63	There are too many shops. The town centre already has plenty.	Retail may be brought forward as part of a mix of development but it is not anticipated to be a substantial element of the Creative Quarter. It hasn't been used as the basis for any illustrative examples but the document	No amendment.

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Question 11	Comment	Response	Amendment
		does reference the existing retail provision in the Creative Quarter area.	
64	Please consider the library properly!	The Big Picture is a high level vision document that asks a question as to whether the library is in the best location. It is recognised as a key cultural asset and any future projects involving the library will be carefully examined.	No amendment.
65	The traffic noise, speed and fumes in the proposed streets is awful making it an unpleasant area to be in. This needs addressing for the plans to work.	Noted. Any projects that emerge from The Big Picture will need to comply with Council policy.	No amendment.
66	Having your vision is all very well but turning that into a creative quarter (whatever is meant/understood by that) is a massive step which will only happen with very significant investment in creative people. Spencer St, as a little cultural pocket, including the Loft Theatre, some music workshops and exhibition space made sense. But surely 'creative quarter' is a rather grandiose name for trying to regenerate a number of unconnected and scattered Council-owned buildings/land.	<p>Noted. The Council and CDP have a 10 – 15 year partnership agreement, recognising the scale of the challenge.</p> <p>The Big Picture focuses on interventions in the built environment to create space for creative people to develop their work.</p> <p>The Big Picture has identified a number of sites, largely within the Council's ownership, as key opportunities. It is hoped that The Big Picture will encourage additional landowners to invest in their property in line with the vision, leading to greater connections.</p>	
67	Once again this is another WDC terrible survey. Question 3 for example I have to answer 'disagree' rather than 'not sure'. Most surveys allow for some granularity in	We are sorry that this is your perception. Please note that a standard planning policy consultation provides an opportunity for comments only.	No amendment.

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Question 11	Comment	Response	Amendment
	responses. this survey is so black and white it's useless. It also really pushes everyone into accepting the master plan because clearly, the creative quarter is a great idea (if it ever comes off). There is only one section where I can give my ideas and it is here. Surely more could be done to get contributors to share ideas?		
68	My main concern with the Creative Quarter is that it is geared towards creative business and particularly the games industry. I have no problem with this however in the creative arts are nearly forgotten and yet, looking at Art in the Park, Warwickshire Open Studios. The Association of Midland Artists (AMA) and Leamington Studio Artists (LSA) events the town has a lot to offer in the creative arts. The problem is that we need space throughout the year to show properly show our work. I would like to see some thought given to this for example better access for art events at the pump rooms and in some of the space that is being created. We bring many people into town who then spend their money in the shops and cafes.	<p>The Creative Quarter seeks to accommodate a range of creative communities, not just the digital creatives though we recognise the strength of digital cluster.</p> <p>We note your ideas for exhibition space, thank you.</p>	Include reference to DCMS definition under <i>Why do we need a Creative Quarter, and who is it for?</i>
69	This has to be more a statement of general intent rather than a site	You are correct that The Big Picture is a high level vision, not detailed site specific	No amendment.

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Question 11	Comment	Response	Amendment
	specific blueprint.	proposals.	
70	The timing of this is detrimental to allow best response rate.	The consultation period lasted for 7 weeks, one week longer than a standard planning policy consultation. It included a number of public events and exhibitions to raise awareness.	No amendment.
71	Lengthy and repetitive report. Wordy and vague.	The Big Picture is a high level vision document that includes a number of examples of the kind of projects that may be brought forward to deliver that vision. We have revised the format of the document to provide greater clarity.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
72	The railway bridges do have a large presence in the area, particularly at the High Street/Bath Street junction. I would like to see the iron work on the bridges painted perhaps in navy blue/maroon and cream to make a positive feature and to give the area a character of its own.	The Big Picture has identified Bath St as a potential area for cosmetic improvements to railway arches. Thank you for suggestion. This will be examined in detail when this potential project is examined in detail.	No amendment.
73	I think this is a very positive development that I really hope can be supported locally by the creative community, businesses and government. Leamington has a great deal of potential as a cultural centre, but I feel the willing hasn't been there previously to support such a development, to the detriment of the area's economy. I hope that the town can come	Noted.	No amendment.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	together to see the positive effects such a development could have.		
74	Disappointed that library is not considered key to creativity and culture in the town	The library is recognised as an important cultural asset for the town. The Big Picture is simply asking if this asset is in the most appropriate location.	No amendment.
75	Why are you uprooting established clubs for personal gains.	No clubs will be uprooted for personal gains.  The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
76	As the Chair of an organisation based on Riverside we have not yet been consulted in any way.	We are sorry that has been your experience. If you would like to meet with CDP or the Council please do not hesitate to contact us.	No amendment.
77	Please don't take our mosque & religious centre away from us	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
78	We do not want our mosque to be removed	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is	Clublands removed from The Big Picture.

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
		currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans	
79	I am concerned about the lack of clear plans for Adelaide Road clublands, and hope that the many community organisations there will be offered good alternative accommodation, and not just moved out.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans	Clublands removed from The Big Picture
80	We don't want the creative quarter	We are sorry to hear that. We hope that you will engage with and support projects as they are brought forward.	No amendment.
81	I do not think the creative quarter should go ahead. It is an incredible waste of tax payer's money which could be put to much better use elsewhere in our town. Taking much needed community facilities from one area to provide unrequired facilities elsewhere is not forward thinking. Perhaps solve the town's homelessness issue or prevent the need for fellow civilians needing to use food banks should be higher on your priority.	Please be aware that The Big Picture has been resourced by CDP. Any projects that emerge from The Big Picture will be subject to financial appraisal. A variety of public and private resources may be used to provide financial support. The Council has not allocated any budget for projects.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
82	I sincerely hope that the council rethink these proposals.	I am sorry to hear this comment as the Creative Quarter has been a long term	No amendment



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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
		aspiration for the Council.	
83	<p>We welcome this opportunity to respond to the draft Creative Quarter The Big Picture . There are three parts to this response: (a) our comments on the plan as a whole, (b) our view of the place of the Loft Theatre in the context of the Plan, and (c) our responses to specific issues that may affect the Loft Theatre's operations (see above).</p> <p>RESPONSES TO THE OVERALL PLAN</p> <p>We believe that this is a bold plan that has the potential to fundamentally reinvigorate a community and a part of the town that is in urgent need of regeneration. It sets out a clear vision and does not seek to skate around anything that would detract from that vision, whilst recognising the assets that should continue to feature beneficially in any future landscape. The fact that this is to be driven by commercial aspirations, with the Local Authority acting as a kind of guardian angel in the public interest, whilst not original, is bold. Whether the commercial foundations are sound, or not, is a matter for those investing. It is a well tried formula.</p> <p>We are encouraged by the inclusion</p>	See response to Loft Theatre written submission.	No amendment

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	<p>in a commercial development the provision for leisure and cultural activity to ensure the completeness of the saleable and human nature of the concept and its long term survival. We warmly welcome the idea of opening up Spencer Yard to through pedestrian traffic (Wayfinding). The Yard itself is a central and attractive space for the public and for outdoor events. Our only general concern about the plan is the vexed issue of parking. This is already a challenge for people attending performances at our theatre – an increase in activity in the area will generate the need for an increase in parking provision.</p> <p>OUR VIEW OF THE PLACE OF THE LOFT THEATRE IN THE PLAN We would like to take this opportunity to emphasise that the Loft Theatre Company is more than just an 'interested party'. We are the only Arts Organisation in the Creative Quarter area offering a full programme of high quality theatre performances in our main house and studio theatres. In 2018 we gave over 100 performances of 12 productions to almost 10,000 people from Leamington and beyond. This included three world premieres of new plays and translations. We have</p>		

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	<p>being doing this successfully in our present location in Victoria Colonnade for 50 years and for nearly 100 years in Leamington as a whole. We have a strong following in the town.</p> <p>As the Plan acknowledges, the Loft has always had a positive dialogue with WDC and other stakeholders about the development of a creative quarter centred on Spencer Yard. We want this to continue and we are ready to talk at any time about how we can contribute to the success of this Plan. We welcome the opportunity that this Plan offers to bring the Loft into more prominent public awareness. We badly need to come out of our corner. It is not clear from the Plan whether the Loft is specifically seen as a provider of any of the cultural or socially desirable attributes. Nevertheless, we will boldly take it that we are, and we positively welcome being an integral part of the Plan. We share the concerns implied in the plan that the frontage of the Loft is not attractive and we would wish to engage in ideas for improvements to this. We would like to know more about the statement in the Plan that refers to "Longer term possibilities of redeveloping the Loft Theatre". We</p>		

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Question 11	Comment	Response	Amendment
	would be open to discussions about any redevelopment ideas that would benefit the Loft and the Creative Quarter as a whole.		
84	The plan seems to emphasise young people with the inference that older people are not creative. Much (if not most) of the artistically creative people in Leamington are older!	We are sorry that is your impression. We do recognise that creativity spans all generations.	Removal of age related comment.
85	The library hosts many cultural and social events and provides a Safe Place for vulnerable people.	Noted. The library is recognised as an important cultural asset for the town. The Big Picture is simply asking if this asset is in the most appropriate location. Any discussion regarding the potential relocation of the library will take account of its role as a safe place for vulnerable people.	No amendment.
86	where is the library going to be?	The Big Picture is asking if the library is in the best location. Any discussion regarding a potential relocation will recognise its significance as a town centre cultural asset that provides a safe space for many people.	No amendment.
87	The Creative Quarter is a brilliant idea but you must address the masterplans weakness, namely the lack of a transport strategy to connect and realise the opportunities locally and regionally.	Noted. The Creative Quarter has not been tasked with addressing transport strategy but this will be addresses on a project by project basis. Please note that transport strategy is the responsibility of Warwickshire County Council.	Include reference to infrastructure requirements within: What is the 'Leamington Creative Quarter Big Picture'?
88	Far too much emphasis on increasing food sales - quite unnecessary (e.g. 'Move existing food offer into the function space' .... 'incorporate modern food market	Noted. Some more commercial activities (i.e. food sales) may be included to ensure projects are viable.	No amendment.

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Question 11	Comment	Response	Amendment
	into vacant library space', etc.		
89	What funding is available for this?	Projects will be assessed for viability on a project by project basis. A range of public and private sources may be used.	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed including funding. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
90	I'd love to open another food/drink business within the creative quarter	Thank you. Food and drink has been identified as an element of the Creative Quarter and opportunities may be brought forward.	No amendment.
91	If you do consider a space for self-employed creatives, then please contact me at emilliesferris@gmail.com. I'm an embroidery artist based in leamington and you can see my work on instagram @emillieferris. I would be very much open to more discussions concerning my ideas in a more serious manner and if this is possible please don't hesitate to contact me.	Thank you. The Creative Quarter is for a broad range of creative communities, we hope that you will be able to find a home there.	No amendment or who is it for?
92	All said in Q8	Noted.	No amendment.
93	Only just seen this report so only quickly read info, need to paint a picture of interrelationships I.e you need to offer an enhanced quality of life to attract creative companies and individual	Leamington Spa is generally regarded as offering a high quality of life. In 2017 it was voted England's happiest place to live. As such the Creative Quarter has not focused on quality of life though it is hoped that improvements in the built environment and greater opportunities for creativity will support	No amendment.

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Question 11	Comment	Response	Amendment
		this ambition.	
94	Protect the Mosque	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
95	I hope this is sustainable and well thought out vision, I've noticed similar efforts have been made to inspire a creative independent hub under the railway arches and these have not been fulfilled. I'd hope it appeals to a wide audience and is not just installed as a bolt on afterthought but a genuine commitment to sustainable development across the whole of Leamington not just the north of the town.	<p>Noted, thank you. Please be aware that the arches are currently fully let, excluding one unit. We hope that by engaging with people at this early stage that a wide range of communities are able to help shape the vision of The Big Picture so that it becomes more sustainable.</p> <p>We recognise that The Big Picture has not explicitly addressed sustainability. This will take place in detail on a project by project basis.</p>	No amendment
96	Don't buy the Ahmmidya's Muslims building after the 2yr lease	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture
97	No	Thank you.	No amendment
98	Every community/club/group that is	We recognise that community organisations	Introduce reference to the role of community groups

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Question 11	Comment	Response	Amendment
	<p>occupying a building should be given an option to negotiate a long term lease for the building they currently occupy.</p> <p>This would raise funds for the council whilst at the same time securing the futures of these clubs which provide an irreplaceable source of benefit for the entire community.</p> <p>A viable community and town is more than just bricks and mortar but needs a heart; and the Riverside/clubland area is the beating heart of Leamington.</p>	<p>have play a key role in the life of Leamington Spa.</p> <p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	<p>within "Why do we need a Creative Quarter, and who is it for?"</p> <p>Clublands removed from The Big Picture.</p>
99	Is there anything in place to house the institutions already present but have not been included in your plans?	CDP have committed to finding suitable alternative accommodation as part of any dialogue with existing intuitions about relocation.	No amendment.
100	Groups/clubs/organisations currently occupying buildings should be given the opportunity to negotiate a long term lease for the build they currently occupy. This would benefit the entire community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
101	The mosque and the community centre should be allowed to continue in any case	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued	Clublands removed from The Big Picture.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
		and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
102	I do not wish for the mosque to be closed down	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
103	Any group currently occupying a building should be given the option to negotiate a long term lease for the building they currently occupy.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
104	Really concerned about the changing anything in the RNA clubland location.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..	Clublands removed from The Big Picture.
105	We would like you to visit our community and see the work that	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is	Clublands removed from The Big Picture.



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Question 11	Comment	Response	Amendment
	<p>we do.</p> <p>This is more than about bricks and mortar this is our life. We the community Co exist beautifully with Christians, Muslims , Sikh, Hindus, people of all faith and creed.</p> <p>We display and live by our Moto love for All Hatred for None.</p> <p>Please have compassion for our work and Mission.</p> <p>Please don't take away our Mosque.</p>	<p>currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..</p>	
106	<p>Every community / club / groups that is occupying building should be given an option to acquisition to a long term lease for currently they occupy.</p> <p>This would raise funds for the council whilst at the same time securing the future of these clubs which provide an irreplaceable source of benefit for the entire Community.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..</p>	Clublands removed from The Big Picture.
107	<p>The organisations currently residing in the riverside should be given the opportunity to negotiate a long term lease. This would in return raise funds for the local council.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..</p>	Clublands removed from The Big Picture.
108	<p>Riverside is the heart of Leamington,</p>	<p>The Riverside area next to Adelaide Bridge is</p>	Clublands removed from The Big Picture.

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Question 11	Comment	Response	Amendment
	so much more than bricks and mortar.	a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..	
109	Every community/club/group that is currently occupying a building should be given a place of similar size so that it can continue its great work.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..	Clublands removed from The Big Picture.
110	<p>We've been told individual plans will be further developed once the master plan is approved. Will there be additional public consultation on these plans? Particularly more controversial areas such as the Pump Rooms and Town Hall, and the currently opaque plans for the Riverside area?</p> <p>Obviously plans will need to go through the planning process, but our experience with this from the Riverside House and Covent Garden plans is that this provides scant opportunity for public engagement (to the detriment of the plans and to public trust), and is focused solely</p>	<p>There will be additional opportunities to engage with the Creative Quarter on a project by project basis.</p> <p>Please be aware that the Council will need to approve the disposal of any asset under its ownership. At present there are no examples of national chains being brought into Leamington in The Big Picture.</p> <p>The consultation period lasted for 7 weeks – one week longer than a standard planning policy consultation of this type. All documents were available online and exhibitions were in place at weekends.</p>	<p>Include statement regarding Town Hall: After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any future proposals will need to be compatible with any such future civic uses.</p> <p>Clublands removed from The Big Picture.</p>

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	<p>on material planning considerations, meaning wider concerns, and ideas, are excluded from the consultation.</p> <p>I'm generally really excited by the plans, as someone working for a digital company, and drawn to creative industries, and who loves street art, and food, and independent businesses, and "pop-ups", it's all completely up my street. However, I am also a fan of Leamington's heritage and iconic buildings, or public ownership for public benefit over private ownership for private benefit, and of local and independent businesses over national and multi-national chains, and so some elements, or potential elements, of the plans concern me.</p> <p>I also think no favours were done to CDP or WDC by holding the consultation over the Christmas period, refusing to extend it, and holding most presentations and exhibits during work hours.</p> <p>The Creative Quarter has huge potential to build excitement around new developments in Leamington, and to help build and excite community and creative feelings, and to engage with the many creative and visionary people who</p>		

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	already live in, work in, and love Leamington. I hope it manages to do that, and doesn't end up as another council vanity project, pushed through against public opposition, with no apparent community benefit, and with pitiful public consultation and engagement.		
111	Do develop but not on the cost of community structure.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
112	Every community/club/group that is occupying a building Should be given an option to Negotiate a long term lease for the building they currently occupy.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
113	I understand this proposal is threat to my fundamental human rights through risk of losing community structures.	We are sorry that The Big Picture has made you feel that way. CDP have publically and reputedly said that they are not in businesses to close down community structures.  The Riverside area next to Adelaide Bridge is	Clublands removed from The Big Picture.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
		a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	
114	I strongly feel that every community/organisation occupying a building in the Creative Quarter be given the option to negotiate a long term lease for the building they currently occupy.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
115	Ensure that every community/organisations occupying a building in the Creative Quarter be given the opportunity to negotiate a long term lease for the building they currently occupy.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
116	Every community/club/group that is occupying a building should be given an option to negotiate a long term lease for the building they currently occupy	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from	Clublands removed from The Big Picture.

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Question 11	Comment	Response	Amendment
		the Creative Quarter plans.	
117	Please don't take my Mosque and new community centre away from me or move it somewhere else.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans..	Clublands removed from The Big Picture.
118	For a creative/cultural quarter to exist successfully it has to develop organically, with perhaps SOME help from the local council. There is a nucleus in Leamington Spa which with some assistance could develop further, but to try and manufacture it in this way would result in disaster.	Noted. It is hoped that through extensive consultation and by working in partnership with CDP that the Creative Quarter will develop as organically as possible which recognising that some public resourcing is likely to be required.	No amendment
119	As I am not given the opportunity on the following page, I would like to state that I am responding as a resident of South Leamington Spa of forty years, as a representative of many artist friends and as a Director of a local business.	Noted, thank you.	No amendment.
120	I am also concerned that Warwick District Council should be paying money to such consultants, bearing in mind Companies House lists the nature of their business as "buying and selling of own real estate". Isn't there a conflict of interest?	The District Council has not paid CDP for any work undertaken so far. CDP does not currently own any property in Leamington Spa. They were appointed through an OJEU compliant tender process and we do not believe that there is any conflict of interest.	No amendment.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
121	All clubs or communities occupying the current premises should be given opportunity to negotiate the long term lease for the building they are currently occupying. This will raise funds for council while retaining the irreplaceable services provided by these organizations to society in general. The town center is more than bricks and mortar and shops and at present the clubland area is the heart and soul of leamington spa and should be retained	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
122	I am concerned about my local Ahmadiyya Muslim Community and our Mosque in the Riverside area. All our members including Women and children use this centre on a regular basis and we use it regularly for local community work. The development involves the Riverside area and as a result we are naturally worried about our Mosque and local community centre.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
123	No. See above.	Thank you.	No amendment.
124	Every community /club/ group that is occupying a building should be given an option to negotiate along term lease for the building they currently occupy.	We recognise that community organisations have play a key role in the life of Leamington Spa.  The Riverside area next to Adelaide Bridge is a prime location fronting the river and is	Clublands removed from The Big Picture.

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Question 11	Comment	Response	Amendment
	<p>This would raise fund for the council whilst at the same time securing the futures of these clubs which provide an Irreplaceable source of benefit for the entire community.</p> <p>A viable community and town is more than just bricks and mortar but needs a heart; and the Riverside/clubland area is the beating heart of Leamington.</p>	<p>currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	
125	I do not agree to the creative corner as it undermined the clubland area which have provided excellent community events for all ages within the Leamington & Warwick community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
126	Protect the Mosque!	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
127	I am particularly concerned about hints that the Library might be relocated - in particular because	The library is recognised a creative and cultural asset. The Big Picture is asking the question if it is currently in the best location.	No amendment.



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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	there appears to be no vision concerning its improvement. Libraries and access to the arts have always underpinned people's opportunities to explore new ideas and stimulated their development as creative agents. The loss or weakening of such amenities, which is currently endemic in the UK because of the effects of austerity on Council budgets, will have to be resisted if the Council's creative vision is to be anything other than a economic growth fig leaf to cover inevitable creative decline.	Please note that library services are the responsibility of Warwickshire County Council.	
128	As a local resident, whose property adjoins the Clublands area, about which there appears to be no defined plan, I am also concerned that the Council will bear in mind the potential impact on residents of ill-considered future proposals for activities. As Council officers well know, the problems of noise associated with activities in the Clublands is currently acceptable, but very quickly became unsustainable for residents when Lamp started to run activities associated with late drinking and noise. This caused considerable effort from local residents, Council Officers and Councillors to resolve - and would be best avoided by	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.

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<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	ensuring that any such activities were not considered for location in this area. The current Irish Club is an exception - a Leamington institution and one which has always responded well to problems experienced by local residents - two Irish clubs, however, would be inappropriate for this location!		
129	<p>Every community/club/group which is occupying a building should be given an option to negotiate a long term lease for the building they currently occupy.</p> <p>This would raise funds for the council whilst at the same time securing the futures of the clubs which provide an irreplaceable source of benefit for the entire community.</p> <p>A viable community and town needs enthusiastic members with a passion for integration and learning. The Riverside/clubland area is the beating heart of Leamington. Please preserve it.</p>	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
130	Every community/club/group which is occupying a building should be given an option to negotiate a long term lease for the building they currently occupy.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of	Clublands removed from The Big Picture.

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	<p>This would raise funds for the council whilst at the same time securing the futures of the clubs which provide an irreplaceable source of benefit for the entire community.</p> <p>A viable community and town needs enthusiastic members with a passion for integration and learning. The Riverside/clubland area is the beating heart of Leamington. Please preserve it.</p>	<p>this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	
131	<p>The library is a central part of the Pump Rooms and works very well. It must not be moved.</p>	<p>Noted. The Big Picture is a high level visioning document. It asks if the library is the best location. Thank you for your view.</p>	<p>No amendment.</p>
132	<p>It is of course essential to have new creations to progress but should not be done at the expense or jeopardy of already good, existing and established centre's serving all realms of the community to create peace and harmony going forward.</p>	<p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	<p>Clublands removed from The Big Picture.</p>
134	<p>No not at this stage.</p>	<p>Thank you.</p>	<p>No amendment.</p>
135	<p>good ideas long overdue</p>	<p>Thank you.</p>	<p>No amendment.</p>
136	<p>I think a foot bridge linking the Pump Rooms Boardwalk with the Victoria Colonnade at the East end</p>	<p>Thank you, noted. At this stage it is felt that a bridge would be too expensive, and that the area is already well served with bridges. It is</p>	<p>No amendment.</p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	of the Pump Rooms should be provided. This would link the Pump Room Garden events and facilities with Spencer's Yard, and vice versa. It would also provide a route between the town and the Station that would take footfall past the envisaged new ventures. I also think the Postal sorting office should be moved and the building demolished in favour of an new facility providing a rejuvenated community for that specific location.	<p>hoped that it will become possible to open Victoria Colonnade which will provide access to the Victoria Bridge.</p> <p>Please be aware that the Sorting Office is now in the Council's ownership.</p>	
137	Every community / club / groups that is occupying a building should be given an option to anogition a long term lease for the building they currently occupy. This would raise funds for the council whilst at the same time securing the future of these clubs which provide an irreplaceable source of benefit to the entire Community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
138	Every community / club / groups that is occupying a building should be given an option to negotiate a long term lease for the building they currently occupy. This would raise funds for the council whilst at the same time securing the future of these clubs which provide an irreplaceable source of benefit for the entire Community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainly this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
139	I hope that we will not have to lose our mosque and the navy club.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
140	Communities should be given option to negotiate long term lease if their current premises	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
141	Every community/club/group that is occupying a building should be given an option to negotiate a long term lease for the building they currently occupy.  This would raise funds for the council whilst at the same time securing the futures of these clubs which provide an irreplaceable source of benefit for the entire community.	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
142	Every community/club/group that is occupying a building should be given	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is	Clublands removed from The Big Picture.

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	<p>an option to negotiate a long term lease for the building they currently occupy.</p> <p>This would raise funds for the council whilst at the same time securing the futures of these clubs which provide an irreplaceable source of benefit for the entire community.</p>	<p>currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p>	
143	<p>This response has been submitted on behalf of the Labour Group at Warwick District Council</p>	<p>Thank you, noted.</p>	<p>No amendment.</p>
144	<p>I commend WDC for proposing to</p> <ul style="list-style-type: none"> <li>- Invest in culture and art!</li> <li>- Looking at existing assets in a holistic way and considering how they may be improved and enhance Leamington Spa</li> </ul> <p>However, critical to its success:</p> <ul style="list-style-type: none"> <li>- the Creative Quarter must block all attempts at profiteering at the expense of the public. This project is for the public and access, cost and management of facilities, events and land should reflect that.</li> </ul>	<p>Thank you. Any projects that emerge from The Big Picture will be assessed on a case by case for viability. The Council will need to agree to the disposal of any assets within its ownership.</p> <p>Where projects can generate a sufficient surplus this will be used to subsidise less commercial projects.</p>	<p>The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i></p>
145	<p>Finally some broader concerns and questions:</p> <ul style="list-style-type: none"> <li>- What is the definition of 'Creative'?</li> </ul>	<p>The Creative Quarter is for a broad range of creative organisations, not just digital though it is recognised that the digital cluster is a significant element of the Leamington creative</p>	<p>Include reference to DCMS definition under <i>Why do we need a Creative Quarter, and who is it for?</i></p>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	As it seems to be digital focused rather than community	community.	
146	- Where is the money going to come from for all of this?	It is likely that projects will be resourced from a variety of public and private sources. This will be addressed on a project by project basis.	Include statement: <i>A business case and risk analysis for all developments will be brought forward for future approval, detailing funding arrangements and any changes to ownership.</i>
147	- Why doesn't the masterplan focus on the areas where the Council owns the land?	Solely focusing on Council assets would significantly limit the capability of The Big Picture. Including a mix of Council and privately owned assets ensures adequate scope and flexibility for projects to develop as opportunities arise.	No amendment.
148	- What assets will the Council own/retain/dispose of?	This will be addressed on a project by project basis. Executive will be required to give approval for the disposal of any asset.	Include statement: <i>A business case and risk analysis for all developments will be brought forward for future approval, detailing funding arrangements and any changes to ownership.</i>
149	- Where is the market research/evidence that these uses are 1) needed, 2) sustainable? Overall, how many food courts/markets spaces can a town of this size sustain? How many restaurants and cafes? Where is the market research that a town of this size can sustain this many retail uses? What about the office space? (There is evidence from WCC that this is needed - so why not include that in the document to justify the proposals?)	The Big Picture is a high level vision document. It has been informed by an initial consultation with over 200 individuals and organisations plus additional research/ area assessment.  Any projects that emerge will be assessed for their viability.	Include statement: <i>Does not determine at this stage the agreed, determined or defined use of any of the key buildings within the area. However, it does offer some potential ideas for consideration, showing what the collaborative direction of travel should be (see Appendix 6). Each individual project will be the subject of further analysis, planning applications, feasibility studies and consultation as appropriate</i>

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
150	- The 'Red line' area is huge and this document does not cover ideas for all areas contained within it. What about those? What about the Adelaide Road area where a number of organisations are already concerned. My suggestion would be to remove this from the 'Creative Quarter' area altogether and work with those groups for what they would like to see. What about adding details for the station area? Transport hub?	<p>Not all areas within the red line are within the Council's ownership or have been identified as a key opportunity.</p> <p>The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.</p> <p>We are aware that the District Council, County Council and Chiltern Railways have been working together to address the station area in parallel to The Big Picture.</p> <p>A transport hub has not been identified as a project as it has not been part of the Creative Quarter brief though this may be a project that emerges.</p>	<p>Clublands removed from The Big Picture</p> <p>Include statement: <i>It purposely does not focus on the infrastructure required to support these ideas; these would be determined by the relevant statutory authorities as detailed plans emerge.</i></p>
151	- How can Councillors commit to something in this form that may be unwittingly signing away in the future? I.E the loss of a creative business due to a proposal to attract an alternative business? Or undervaluing and disposing of one of the Council assets?	The Big Picture is a high level vision document. Any projects that emerge involving Council assets will need to be signed off by the Council Executive in addition to meeting the requirements of the planning process.	No amendment
152	- Creative businesses and organisations don't just need places from which to work, they also need	Housing has not been part of the brief for the Creative Quarter. It may be brought forward as part of a mixed use development. It would	See above comment regarding infrastructure.



## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	to be able to live and travel to an area - what about affordable and social housing which is not mentioned in the document. What sustainable transport/cycle/pedestrian routes will be delivered?	conform with Council policy.	
153	- Some WDC policies would need to be changed/updated in order to implement some of the aspirations - i.e. relaxing/updating the conservation area, business rate relief and support for organisations wanting to expand or move to the area (although I think we've just done this with Business rate support?!)	The Big Picture will comply with the Local Plan though it is recognised that elements may be challenging for the conservation area policy. This will be addressed on a project by project basis.  Business Rate Support is outside of the remit of The Big Picture.	No amendment.
154	- Consideration should also be given to several key emerging SPDs which will impact the masterplan . Namely - the Canalside Conservation area, the PBSA SPD and the Air Quality SPD. None of these are currently referenced in the draft.	The Big Picture will comply with the Local Plan including the emerging SPDs. These will be addressed on a project by project basis.	No amendment.
155	- I am pleased to see that student housing is not seen as a major component/funding model for the proposal. At least that wish of South Leamington residents has been considered!	Noted.	No amendment.
156	Well its just a list of ideas with a list of 'we will identify' when everybody	The Big Picture is a high level vision document with a number of examples of	Clarify process within <i>Timeline</i>

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	already knows which buildings, which areas, what ideas, its the same shit over and over and over, without anyone doing anything. Ii would prefer to see a list of things that are going to be done, and when even if they are crap, than a 'ooh all this could be gold, and there could be a rainbow bridge to the stars' without ANY delivery plan.	projects that may be brought forward to support its vision.  Projects will be brought forward in detail once The Big Picture has been agreed.	
157	Very pleased to see plans to revive crumbling buildings and unused spaces, such as the Stoneleigh Arms and unattractive areas in Althorpe Street. Slight concern that Leamington's Regency character could be compromised if new builds/refurbs do not fit into the existing style of the town.	Thank you. The Big Picture complies with the Local Plan. Specific planning policy requirements (i.e. Conservation) will be addressed on a project by project basis. It may be that some projects are more challenging than others.	No amendment.
158	From a germ of an idea, for rejuvenating some tired and/or vacant areas, this so called masterplan has added in various other buildings & sites into a sprawling & disconnected wish list - presumably driven by a search for funding - with repeated buzz words and vague hopes (fantasies) of all the sites suddenly becoming trendy and alive with well to do tenants & customers.	The Big Picture is a high level vision document. As such it does not include specific projects or detailed proposals.  The Big Picture Area includes a number of sites within the Council's ownership. It is hoped that property owners throughout the area will invest in line with the vision.	No amendment.
159	The plan is not ambitious enough,	The Big Picture is a high level vision	No amendment.

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	the suggestions are dull. It's a lukewarm safe Middle England middle class vision of 'creativity' and creative potential, it's not exciting, brave and progressive or edgy. It's more 'craft' than 'art', so breathtakingly mainstream, it's really quite depressing.	document with a number of examples of projects that may be brought forward to deliver this vision. We hope that the final projects that emerge from The Big Picture will be exciting and brave enough to meet a range of expectations.	
160	Again, see my answer to Q.9 above. So far, I think the vision for the Creative Quarter lacks a central theme or core that would provide unity and around which other things would be added. For example, a sculpture trail with permanent and artistically substantial sculptures would be such a thread (I could provide examples of where this has been done successfully). Leveraging the visual arts communities represented in the current Pump Rooms art museum, East Lodge/Leamington Studio Artists, Art In The Park and WOS would be another core opportunity.	<p>The Big Picture is a high level vision document. A sculpture trail is a project that could be brought forward to help deliver this vision.</p> <p>We recognise that there are many creative organisations within Leamington Spa (many of whom have been consulted). The Creative Quarter aims to support and include a broad range of creative communities.</p> <p>There have been numerous comments in support of including East Lodge and Jephson Gardens within the red line boundary which has been considered by CDP and Warwick District Council. The decision has been made to include these sites to ensure that the Leamington artistic community can be directly involved in supporting the development of the Creative Quarter and that the economic impact of the Art in the Park event can be maximised.</p>	Include East Lodge within red line boundary.
161	It is important the Council does not seek to do this on the cheap - ie by setting unrealistic rents for cultural businesses, or exaggerated income	Projects will be assessed for financial viability as they emerge. It is recognised that different sectors of the creative economy have different needs/ budgets. The Creative	No amendment.

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	targets for venues etc.	Quarter will seek to cross-subsidise projects where possible to help ensure a diverse range of creative communities can be supported, in addition to using a mixture of private and public sources of funding.	
162	<p>Leamington Spa needs to build on it's creative success, and this plan is the ideal vision. Fargo village works so successfully in Coventry, and Leamington's vision can surpass Fargo, to have a central hub for our town's successful creative industries &amp; small independent creative businesses.</p> <p>I myself would love the opportunity to bring my sculpture practice 'back' to Leamington inside and as part of the creative quarter. My sculptures have been awarded as trophies at prestigious car concours events in the USA - that is the worldwide reach of independent creatives and makers from Leamington Spa. Previously I was co-founder of long established videogames company FreeStyleGames in Holly walk (2002-2016), which is now Ubisoft Leamington. I know at first hand what an amazingly creative place Leamington Spa is, with such great diverse skillsets and numerous creative companies already here.</p> <p>A focused, centralised Creative Quarter hub would help Leamington Spa grow it's already great</p>	<p>Noted. We recognise that the Creative Quarter should seek to support a diverse range of creative communities, including sculpture and the computer games companies.</p>	No amendment.

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
	reputation as an amazing place to work, live and visit. I fully support the creative quarter project and look forward to seeing how progress develops. Regards, Jonny Ambrose		
163	Could the disused railway line not be used as a pedestrian walkway to join the station, Court Street and Althorpe Street? Footbridges would be needed between the sections, but Leamington could have its own version of the New York High Line. It could be part of the solution to getting pedestrians safely across Lower Avenue Road, which is not just an ugly road at the moment. Also, there should be more recognition of the economic impact of the visual arts in Leamington. The massively successful Art in the Park and Warwickshire Open Studios, both of which were founded by Leamington Studio Artists (working with AMA and WCC in the case of WOS). There is a large vibrant community of artists in the area. The digital industry is important, but not alone. Why no mention of the Spa Centre and its role? What will its future be? Might All Saints Churchyard be brought into the plans? it's an underused outdoor space that could work well for	<p>The disused railway line has been identified as a possible project. However it is not within the Council's ownership and it has been difficult to engage with the current owners. We are also aware of community attempts to deliver projects in this space and any approach will need to balance a diverse range of interests.</p> <p>It is recognised that Leamington Spa is home to a broad range of creative communities and the Creative Quarter seeks to find a home for many of them .</p>	No amendment

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	markets, outdoor cinema, etc.		
164	The plan is great for middle class creatives but Leamington, like most place, needs more housing.	Housing has not been included as part of the brief for the Creative Quarter. Housing may be included as part of a mixed use development and any such proposal will need to comply with Council policy.	No amendment
165	there is no mention of any potential funding for these schemes so ...? Your questionnaire does not allow enough space for our scepticism	The Big Picture is a high level vision document. Any projects that emerge will be assessed for viability. It is anticipated that projects will involve a mixture of private and public sources of funding as required.	Include reference to funding within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
166	How could the railway station be made more welcoming? Please advise	The railway station is not within the Council's ownership. However, we are aware Warwick District Council, Chiltern Railways and Warwickshire County Council have been working together to address this, in parallel to The Big Picture.  We are also aware of the community led project to improve the station underpass.	No amendment.
167	Every community or group occupying a building should be given the option to negotiate for the long term residence in that building.  This would help raise funds for the council and ensure the futures of these clubs, which provide a huge irreplaceable benefit to the community at large	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	Clublands removed from The Big Picture.
168	It's all 'guff'. 'Aspirational' = motherhood and apple pie. Totally lacking on any specifics, especially	The Big Picture is a high level vision document. As such it is not intended to include detailed proposals. We have clarified	The Masterplan has been renamed as <i>Leamington Creative Quarter: The Big Picture</i> which we hope gives greater clarity as to its purpose and more detail

## Appendix 1B

### Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019

Question 11	Comment	Response	Amendment
	PPP, and carrying the implied threat of CPOs	the introduction to make this clear.	as to how projects will be developed. This process is now referred to within <i>What is the 'Leamington Creative Quarter Big Picture'?</i>
169	Please keep the library and Art Gallery and Museum together in the Pump Rooms and encourage ways for them to work more collaboratively together on creative events alongside the Pump Room Gardens( I do know that the library is Warwickshire County Council but surely it would be of benefit to both authorities to foster closer partnerships)	Thank you. The Big Picture is simply asking the question as to whether the library is currently in the best location. We note your concerns.	No amendment
170	The document promotes specific sites rather at the periphery of the designated area, and is rather lacking in any ideas to enhance or support existing business. Said businesses have been under increasing pressure due to the current WDC tactics to promote and support new outlets but offer no such support or appreciation to fragile established traders. This is more of the same it seems.	<p>The Big Picture is a high level vision documents that provides examples of projects that may be brought forward to support this vision. It focuses on interventions in the built environment, responding to an initial round of consultation with over 200 individuals and organisations.</p> <p>We note your concern about support to existing businesses. We hope that through improvements in the built environment that businesses are supported. There may also be opportunities to connect with projects that provide business support through the 10 – 15 year partnership between CDP and the Council.</p>	No amendment.
171	Please provide more information on the Adelaide bridge/ Riverside areas	The Riverside area next to Adelaide Bridge is a prime location fronting the river and is currently occupied by several highly valued	Clublands removed from The Big Picture.

**Appendix 1B****Leamington Spa Creative Quarter: Report of public consultation – Report to executive 6<sup>th</sup> March 2019**

<b>Question 11</b>	<b>Comment</b>	<b>Response</b>	<b>Amendment</b>
		and respected clubs and other organisations. Due to high number of concerns raised relating to the proposed redevelopment of this area and the uncertainty this brings to these communities it has been removed from the Creative Quarter plans.	



# Leamington Spa Creative Quarter: The Big Picture

February 2019

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# Leamington Spa Creative Quarter: The Big Picture

A vision for regeneration, a motivation for change and a catalyst for new opportunities

## The Ambition

- Regenerate and breathe new life into the Old Town of Leamington Spa whilst enhancing the economic development of the new town and joining up the two distinct areas.
- Build upon and reinforce the importance of the Creative and Digital Industries in Leamington Spa.
- Create a vibrant, unique and desirable destination for residents, employers and visitors alike.
- Position the stakeholders to take advantage of the opportunities as they present themselves in delivering the vision
- Create a framework that fosters inward investment in the cultural and creative sector and the built environment

## The Vision

Leamington Spa Creative Quarter will be an authentic, dynamic and diverse place; a series of spaces that will inspire all who live, work or pass through them. The Creative Quarter will be a first-choice location for creative individuals to collaborate and will provide an environment that allows the creative economy to thrive. Four key priorities for Leamington's Creative Quarter:

- Celebrate the meeting of Leamington Spa's history and heritage with its current cutting edge creative technologies; respect the area's heritage whilst giving it a new lease of life.
- Provide the right opportunities for grow-on space for gaming and digital businesses; nurture creative talent and support new and existing pathways into creative careers within the broadest definition.
- Create and manage new spaces for an exciting arts, cultural and community events programme.
- Improve the public realm, introducing better wayfinding around the town and injecting colour and life.

## What is the 'Leamington Creative Quarter Big Picture'?

This document sets out how the Creative Quarter could become a dynamic and distinct destination and attraction for the district. As an illustrative plan, it:

- Is aspirational. It aims to show how a vibrant environment can be created to support the creative sector, in its broadest terms, to thrive.
- Targets specific requirements that have been identified as part of a significant, ongoing consultation process. Whilst targeting specific requirements, this document is designed to be high-level, leaving scope and flexibility for projects to develop and evolve as opportunities arise.
- Is a catalyst for change to support development partners and stakeholders to work collectively to deliver an ambitious range of projects.
- Seeks to inform and support investment and decision making within the area, leading to a unified approach to economic and physical regeneration.
- Does not determine at this stage the agreed, determined or defined use of any of the key buildings within the area. However, it does offer some potential ideas for consideration, showing what the collaborative direction of travel should be (see Appendix 6). Each individual project will be the subject of further analysis, planning applications, feasibility studies and consultation as appropriate
- Will be a collaboration between Warwick District Council (WDC), Complex Development Projects (CDP), creatives, local communities, developers and land owners. This collaboration of stakeholders will be essential in the realisation of the project.
- Concentrates on the uses of buildings and spaces and how these could work together for the creative community. It purposely does not focus on the infrastructure required to support these ideas; these would be determined by the

relevant statutory authorities as detailed plans emerge.

- Warwick District Council and its partners are supporting the delivery of a range of infrastructure measures which will support the Creative Quarter, including through the Community Infrastructure Levy and County Council-funded transportation improvements. It will be important that as proposals are developed these are designed to reflect and respect this vision for the Creative Quarter.

Collaboratively, we have begun, and will continue to:

- Identify the elements and features that make the creative economy in Leamington Spa vibrant and distinctive.
- Identify the key development needs for the creative sector. What key places, spaces and infrastructure would best support the further development of Leamington Spa's Creative Quarter?
- Identify key buildings and areas that could be regenerated and developed to support these aims and key development projects that could be brought forward to do this.
- Explore how the publicly owned assets can best support the regeneration of the Creative Quarter, and, where possible, act as a catalyst for future regeneration; (examples of such projects are detailed in Appendix 6). A business case and risk analysis for all developments will be brought forward for future approval, detailing funding arrangements and any changes to ownership (e.g. leasehold arrangements, peppercorn rent agreements, freehold disposal, market rent, sale at market value, joint venture, etc.).
- Identify what else needs to be done in a broader sense to support our creative economy.
- Establish the viability and deliverability of regeneration projects to be brought forward in a coherent manner.



Existing Workspace in Leamington Spa

(Left) Large format office space in the Town Centre for Playground Games. (Middle) Pure Office, out of town serviced office space, home to a handful of creative industries. (Right) Arch Creatives, office space for Lockwood Leamington.







# Leamington Spa Creative Quarter: The Big Picture

A vision for regeneration, a motivation for change and a catalyst for new opportunities

## So, what is a Creative Quarter?

A Creative Quarter offers an environment that allows creative industries the opportunity to start up, grow and thrive. A Creative Quarter should be supported by a mix of sustainable, independent businesses, artisan food and drink producers, unique shopping and an exciting and varied cultural programme, making it a great place to work, to live and to enjoy! Starting to change this area of Leamington to create a successful Creative Quarter should lead to increased businesses investment, to commercial growth, and to new opportunities for physical and economic regeneration.

We have taken much inspiration from looking at other creative places in the UK; a few examples are listed below.

- Nottingham Creative Quarter:  
<https://creativequarter.com/>
- Deptford Market Yard (a collection of independent shops, artist studios and event space):  
<http://www.deptfordmarketyard.com/>
- Altrincham Market (food market that some say has independently saved Altrincham's failing high street!):  
<http://www.altrinchammarket.co.uk/>

## Why do we need a Creative Quarter, and who is it for?

First and foremost, the Creative Quarter is for the creative industries.

As of 2015 the Department of Digital, Culture, Media and Sport (DCMS) definition recognises nine creative sectors, namely:

- Advertising and marketing
- Architecture
- Crafts
- Design (product, graphic and fashion design)
- Film, TV, video, radio and photography
- IT (gaming, software and computer services)
- Publishing
- Music, performing and visual arts
- Museums, galleries and libraries

Leamington itself is home to over 1,500 creative businesses, employing over 7,000 people. Software and digital companies account for half of this, with artists, makers, theatre practitioners, musicians and others making up the other half.

The town is part of the third largest digital games cluster in the UK. The games development industry is worth £1.7bn to

the UK economy and the town has a range of studios from the AAA to the indie start-up, earning its name of Silicon Spa. This games cluster employs over 2500 highly skilled people, equating to over 10% of the UK total in games development. There are over 50 studios operating from the Silicon Spa area and over 80 across the Coventry & Warwickshire area.

However, this is not currently well-known.

Leamington Spa's current reputation is currently one of a beautiful, predominantly middle-class Spa Town. Its outstanding parks and gardens, regency parades and proximity to the Warwickshire countryside are just a few of the reasons why Leamington was voted the happiest place in England in 2017.

Its cultural calendar boasts some fantastic events, such as Leamington's Art in the Park which attracted 40,000 visitors and has an economic impact of £600k, generating around £1.78m of economic activity in the area, a successful music scene ranging from gigs at The Assembly to classical concerts in The Town Hall, a full programme of independent theatre productions at The Loft and, more recently, 'Interactive Futures', a national expo attended by 1720 people, showcasing the latest developments and opportunities in the gaming industry. It is within this setting that the creative cluster has developed. However, as the cluster has evolved so has its requirements. Questions are now being asked as to whether the Georgian heritage of Leamington can provide the old, urban industrial buildings that are now so desired in the creative community.

Creative industries need to keep the creative juices flowing in their staff, and are introducing ideas ranging from office 'play space' to relocation from the business parks of the 90's to the inner urban fringe. Creative people spark creative thought in others, whether it is through street art or a chat in the local bar or café. Buildings in Old Town are less uniform and offer more opportunity to create the raw and urban feel they are looking for. An ideal place to create a cluster with lower property prices and easy access to the station for links to Birmingham, London and beyond.

There is already a core of creatives in and around Old Town with a heavy emphasis on dance and theatre at Spencer Yard. Larger

triple A studios such as Sega HARDlight, Playground Games and Ubisoft Leamington are just to the north of the River Leam and smaller companies occupy premises in Old Town. 100's of artists are based here supported by such organisations as Leamington Studio Artists and Art in the Park, and the music scene is thriving with a higher than average number of choirs and orchestras all feeding in to create a really mixed and eclectic creative community.

Much of this activity is not very apparent in the town. The place simply does not feel very creative. Furthermore, the creative sector would benefit from greater diversity. It is heavily reliant on the gaming industry. The advantage of a diverse creative cluster in a dynamic environment is that different parts of the spectrum have the ability and freedom to inspire each other and generate new ideas and approaches for the future. Greater diversity would not only bring in new types of creative industry, but would support the existing ones already thriving in the town.

But you don't have to be a "creative" to benefit from this; plans will enhance the town's cultural offer for everyone, with potential for more events and exhibition space, live performance venues and wider cultural activity for all ages. New and exciting public spaces could host a mix of festival, markets and casual meet-up spaces. There will be opportunities for Voluntary and Community organisations to benefit from these plans. In fact, including these groups within the proposals will be an integral element of the ongoing success of the Creative Quarter.



# Leamington Spa Creative Quarter: The Big Picture

A vision for regeneration, a motivation for change and a catalyst for new opportunities

Increasing visitors and tourism to Leamington Spa is a vital driver to this project. Tourism is a vital sector within the British economy accounting for 3.1 million jobs, 9.6% of all employment, £126.9bn and 9% of GDP. Utilising the 2016 data for specifically Warwick District, the value of tourism to the local economy is £271,709,000. While Warwick and Kenilworth have a clear draw for the leisure tourism market through their respective castles, business tourism is the area of greater significance for Leamington. Accordingly, it's also the area where there is greater growth potential and, as such, enhanced creative facilities become even more important.

And finally, Coventry City of Culture will take place in 2021, providing opportunities for cross programming and showcasing local creative talent, and the 2022 Commonwealth Games will take place in Birmingham with Leamington Spa as a host location, bringing the action to the edge of the Creative Quarter.

## Where is the Creative Quarter?

The Creative Quarter area has been defined by WDC and CDP as shown in the map overleaf. The 'core' lies to the south of river and north of the Grand Union Canal and includes Leamington Spa Station, Court Street and the Althorpe Street industrial area. The area has been extended north of the river to include the Town Hall and Royal Pump Rooms. These two buildings are a useful and valuable opportunity to link the Creative Quarter with the north side of the town, bridging the area across the river.

The area defined includes several properties and areas of land that are owned by WDC, predominantly car parks and light industrial or vacant buildings, and land that may become available in the future or be developed by other landowners.

## Consultation

To start shaping and developing this illustrative plan, CDP have consulted with a range of local stakeholders including the local creative communities, District Councillors, Town Councillors, WDC Planning Department, local business owners, local land and property owners and members of the public. The initial stages of this consultation were mainly undertaken in group discussion sessions, but also 1-1 as required.

A first draft of this document was taken to public consultation from 1st December 2018 – 21st January 2019. This consultation was completed via an online questionnaire and various public forums and presentations. Statutory bodies were also invited to comment. A total of 267 responses were received online and a further 200 attended one of the different public events, submitted comments via email or via post-it notes on the public boards or in person.

This consultation, along with desk research and study trips, informed some of the essential and desirable projects that the Creative Quarter needs to deliver, and led to the production of an initial draft of this illustrative plan. The key projects for the Creative Quarter are detailed below. A commentary on the differences between this, and the initial, documents are detailed in Appendix 1.

## Key Projects

### Workspace

- New 'grow on' space for businesses that are expanding
- Medium sized office space for potential new businesses
- Start-up office, studio and co-working space for small businesses, artists and makers is also needed, but it is important that these spaces have the aesthetics and are reflective of the businesses they accommodate. Considering rental prices for these units is vitally important.

### Public Art

- Thought provoking and innovative public art that defines the unique characteristics of each area of the town.
- Artist and sculpture trails, colourful street furniture and signage reflective of the creative industries, bringing to life the existing urban fabric while respecting the local design tradition.

### Wayfinding and Signage

- A wayfinding strategy needs implementing to reinforce and develop new pedestrian links to the train station, canal, river, parks and other key attractions.
- Linking the canal, cycle paths, bus and walking routes, encouraging more sustainable travel options.
- These key destinations should be better signposted and the station should be more welcoming.

### Community Space & Public Squares

- Multi-purpose, flexible community space(s)
- A venue suitable for live performance, particularly music as Leamington has many choirs and orchestras
- A new central square/meeting place for events, arts, and markets could form a focus for the new quarter.

### New Workers and Younger People

- Leamington must compete with London and Birmingham (amongst many other cities) for new workers.
- The Creative Quarter should provide attractive workspace but also improve the cultural, culinary, recreation and night-time offers in Leamington Spa.

### Existing Assets

- Leamington Spa must celebrate, advertise and build upon existing assets, including its history and heritage and its excellence in digital and creative technologies.
- Opening the canal side corridor with vibrant active use.







# Leamington Spa Creative Quarter: The Big Picture

A vision for regeneration, a motivation for change and a catalyst for new opportunities

## Timeline

The collaboration agreement between Warwick District Council and Complex Development Projects lasts for 10 years, up to 2028, with the option to extend for a further 5 years if mutually agreeable and beneficial.

Many of the opportunities that may arise as part of the Creative Quarter regeneration are likely to be long-term projects, taking many years to see through to fruition.

This document will enable partners to advance individual elements as opportunities present themselves,

It is important that there is no fixed timeline in place detailing when specific projects may be delivered.

It is incredibly difficult to predict what opportunities may arise during a large-scale regeneration scheme such as this. New opportunities for funding, land or property acquisition or business investment may arise at any time, and priorities may shift with the changing landscape of the economy. This document must allow for as much flexibility as possible, so that any opportunities may be taken as and when they present themselves.

As stated in the collaboration agreement, the need to maximise flexibility has been recognised by including the option to change the 'red line' / agreed geographical area for the Creative Quarter, should new opportunities arise or priorities shift in the future.

This document will be approved as Supplementary Planning Guidance and as such will need to be read alongside the Local Plan for Warwick District and, in due course, the Leamington Neighbourhood Plan. It is designed to provide a high-level, overarching ambition and vision for this area of Leamington and is to be used to create a unified and collaborative approach to regeneration.

It should be noted that whilst this document should seek to deliver on all the key projects detailed above, whether they are delivered by CDP or anyone else, each project will need to:

- Be assessed on an individual, case-by-case basis
- Find a suitable and appropriate location
- Undergo additional consultation with relevant stakeholders

- Be fundable and financially viable
- Pass through all relevant planning procedures
- Be in keeping with the overall ambition and vision of the Creative Quarter
- Be mindful of the other priorities, properties and opportunities that may arise within the Creative Quarter

## Key Development Opportunities

WDC, CDP and our Architect partners Metropolitan Workshop and Bryant Priest Newman, have identified initial key sites that could offer development opportunities within the Creative Quarter.

These sites are as follows:

- Spencer Yard
- United Reform Church
- The Royal Pump Rooms
- Town Hall
- Court Street (including Stoneleigh Arms)
- Bath Street and Bath Place Car Park
- Althorpe Street Area
- Old Post Office

Following visual inspections, a walking tour with members of the Leamington Spa Local History Group and local councillors, consultation with members of WDC's planning and development teams, a review of Leamington Spa Conservation Area Report, the 2011-2029 Local Plan, and relevant Supplementary Planning Documents, these key sites have been analysed according to building use, ownership, and routes around the town that could link them together. This analysis is shown in Appendices 1, 2 and 3.

## Visualisation of Leamington's Creative Quarter

Taking the consultation, key projects and key sites into account, all detailed above, the map below shows one potential visualisation of the Creative Quarter as a whole.

The objective of this map is to offer a coherent approach to regenerating the Old Town, and tying together the disparate buildings and fragments of land that can be established as the first pieces of a new Creative Quarter. This is just one potential approach and should not be taken as a definite.

Whilst hypothetical at this stage, this aspirational illustration should help to:

- Stimulate interest and engagement with the local community
- Act as a catalyst for future development

- Generate a business case for further exploration and investment
- Identify enterprise, place-making and other potential opportunities and actions
- Unify the Creative Quarter regeneration area
- Articulate a narrative for the area as a whole in terms of its future development, taking into account stakeholder aspirations

Further potential ideas for each of the key sites can be found in Appendix 6.

## Town Hall

Civic Building



## The Royal Pump Rooms

A Civic & Cultural Destination

## Victoria Colonnade & Spencer Yard

A Hub for the Tech & Digital Industry



## Bath Place Carpark

Artists' Yard





# Illustrative Map

## Leamington Spa Creative Quarter

### Post Office

A Design Hotel in the Old Town



### Bath Street

Creative Quarter Wayfinding



### Court Street Carpark

Creative Grow-On Workspace



### Althorpe Street

Social Exchange







# Appendix 1

## Commentary on the evolution of Leamington Creative Quarter: The Big Picture

- The name of this document has changed to reflect the high-level, aspirational flexible nature of the plan that has been presented. It is important to have a collaborative vision for regeneration in this area, and to indicate an overall direction of travel, but it is also important that the plan at this stage is not limiting the ability for partners to respond to any opportunities as and when they arise. The term “Masterplan” was not reflective of this document, and as such it has been renamed to “Leamington Creative Quarter: The Big Picture”.

- The format of this document has changed to reflect some comments that it was a lengthy document which needed some simplification on the aims and objectives. This has led to a redrafting but not changes to the sentiment or ethos.

- The public consultation showed that the area of greatest concern for local communities was the Riverside / Adelaide Road development. There was significant concern about the future of existing community organisations in Clublands (The Ahmadiyya Mosque and LAMP); the proposed Council HQ relocation (now on short-term hold) is also a cause for concern for residents, making any additional proposed developments here even more challenging. Based on the feedback received, The Riverside/ Clublands area has now been removed from the Creative Quarter area. However, it may be that the Creative Quarter area is extended again in the future, as we will

continue to work with the organisations based here to explore how the Creative Quarter might assist their long-term progression and development plans. It should be noted that in removing Riverside / Adelaide Road from the Creative Quarter area, we have lost the potential cross-subsidy opportunities that this area may have provided.

- The public consultation highlighted a desire to include the whole of Jephson Gardens, home of Art in the Park and East Lodge, which is used by Leamington Studio Artists, within the Creative Quarter area.

- After careful consideration by WDC and CDP, the Town Hall has been retained within the Creative Quarter area, given its key strategic location and its ability to act as a link between the north and south sides of the town. However, in reflection of the feedback received, no specific proposals will be developed for the building until the two, local Councils currently occupying it have determined their future priorities for continued civic use at this location. Any alternative or additional uses would need to be complimentary to any continued civic use.

- All other key sites will remain within the Creative Quarter area and will undergo further investigation regarding potential future use. In addition, we will be investigating new sites with a focus on the canal side/river side corridor, which was identified as an area of interest in

the public consultation. New sites in this area will be investigated as and when opportunities arise, and may give an opportunity to replace the cross-subsidy opportunities that have been lost in removing Riverside / Adelaide Road from the Creative Quarter area.





The Royal Pump Rooms, Spencer Yard, and the former Post Office



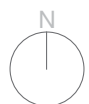
Railside, including Court Street and the Stoneleigh Arms



Bath Place Car Park and Lower Avenue



Bath Street and Clemens Street



*“Royal Leamington Spa is a beautiful and successful Regency spa town in Warwickshire. It is home to a high number of acclaimed creative, cultural and artistic based businesses and over 6,000 students.”*

## Appendix 2

### Key Sites

Each opportunity area has distinct characteristics which, when built upon, will enable the creation of unique hubs aimed at developing specific creative industries.

#### The Royal Pump Rooms, Spencer Yard, and the former Post Office

The concentration of WDC owned buildings and potential sites for purchase in addition to its position on the border between the New Town and the Old, makes Spencer Yard and the Pump Rooms critical for the wider regeneration of the Old Town.

#### Spencer Yard

Spencer Yard is located north of Leamington Spa Railway Station, on the south bank of the River Leam, and directly south (across the river) of the Royal Pump Rooms. It consists of a newly created external events space (the yard) bordered by a number of buildings of various ages: The Loft Theatre, a popular community based theatre company housed in an post war brick building facing the river; two former industrial brick buildings which have been refurbished to create workspace for various industries including Purple Monster, a business consultancy, and Motionhouse Dance Company; and to the south west corner, a derelict, deconsecrated church which is under council ownership but is currently unoccupied. Spencer Yard has been identified in the past as a potential centre of Leamington Spa's creative industries, and work has been done to renovate some of the former industrial buildings for tenants including Purple Monster and Motionhouse. Previous work,

including a consented 2009 scheme for the redevelopment of the Loft Theatre site and the relocation of the theatre to the URC, has looked at improving the connections across the river and opening Spencer Yard.

Access to the yard is either via a side passage to the church from Spencer Street, or through the rear service yard of several restaurants facing Victoria Terrace. As such, wayfinding is poor and Spencer Yard enjoys very little street presence meaning the yard itself is underutilised. The high proportion of council owned buildings in the immediate vicinity of the yard, its position close to the more gentrified Georgian New Town to the north of the river, and its existing creative tenants make it a key site in the potential development of the Old Town. However, this is reliant on resolving a few key issues with the site at present:

- Lack of street presence and navigability;
- Poorly lit and signposted entrances;
- Lack of a presence on the river frontage;
- Lack of active frontage onto the Yard itself;
- Poor condition of some of the buildings facing onto the Yard;
- Suitability of some of the existing building uses.

#### The Royal Pump Rooms

The Pump Rooms is one of the most important historic and buildings in Leamington Spa in a key strategic position. It sits directly to the north of Spencer Yard, across the river. It is a key focal point for Leamington and signifies the start of the

Georgian Spa Town. The Grade II Listed building currently has various uses – the public library, art gallery, and associated administrative spaces occupy the rear of the floor plan facing the river, with function rooms and a café facing onto the Parade. The interior of the building suffers from contemporary finishes from its use as a swimming pool and leisure centre which are now dated and unsuitable for its current use. Poor circulation, including a vast underused foyer and lack of permeability which has been exacerbated by ill-conceived additions which form the current entrance.

Further consideration needs to be given to:

- The current uses accommodated in the building specifically their suitability for this space and this location;
- The building's engagement with its surroundings, notably the park, the Parade, and the river.

#### Court Street, Court Street Car Park, Althorpe Street and the Stoneleigh Arms

To the south, the industrial area around Court Street, bordered by the Railway to the north and east, the canal to the South, and Clemens Street to the West, is characterised by light industrial shed type structures, railway arches, and council owned surface parking.

Small pockets of residential exist and more recently, new purpose built student residential buildings are beginning to change the character of the area. Most the buildings are occupied by light industrial uses, however there are a small number of



Robbins Well/Victoria Colonnade



Bath Place Car Park



Court Street and Stoneleigh Arms







creative users beginning to occupy space in the area. The change is particularly noticeable on Clemens Street where new cafes and restaurants appear to be recent additions.

WDC has fitted out several railway arches off Court Street which are currently occupied by creative industries, these appear to be exclusively office use and it is unclear how high the occupation rates are. The large council owned car park facing these arches has been identified as key site for this study, and one with the potential to accommodate a new building whilst maintaining existing connections to Clemens Street and the Canal. There is additionally a large derelict old school building under council ownership bordering the car park which has been identified as a potential development opportunity.

Court Street Car Park lacks the advantage of being located on a primary pedestrian route and therefore will need to be established as a destination in its own right to attract large numbers of users. It does benefit from being a large open site flanked by a relatively established creative community in the arches to the north, many retailers on Clemens Street, and a growing student population to the south along the canal.

In order to promote the creation of a Creative Quarter, it will be important to avoid creating a surplus of student residential, and ensuring that new buildings

provide some workspace to ensure that the existing character of the area is not lost.

Althorpe Street is already occupied by a handful of creative industries and has the potential for frontage onto the Grand Union Canal. The repurposing of existing building combined with new build intervention could create a new hub for the southern side of the town.

The derelict Stoneleigh Arms provides the opportunity to refurbish an important local building and quickly establish a first piece of regeneration to act as a marker for the rest of the site with a prominent street presence on Clemens Street. A second derelict industrial building on the southern edge of the car park could also be repurposed for a complementary use creating a significant hub of buildings around an open space with considerable opportunities for development.

**Bath Street**

Bath Street is the main retail street running north to the New Town, however at its southern end many of the shops have a dilapidated feel and require new investment. The rail bridge at the junction of Bath Street and Clemens Street has been identified as a possible location for public realm and wayfinding improvements due to its position at a key junction in the pedestrian route from the station to the town centre. Further interventions could be put forward along Bath Street which is the primary route between Spencer Yard and

the Court Street industrial area.

**Bath Place Car Park and Lower Avenue**

As has been established, the WDC owned car park is located on a stretch of Lower Avenue where street improvements and regeneration could provide a significant uplift in the pedestrian footfall between the station and Spencer Yard. The car park wraps around a supported living scheme – All Saints House. The car park could be developed in the future along with the short-term potential of fitting out the railway arches and the intermediate yard that flanks the car park to the south, and, subject to agreement from the freeholder, works to the corner plot on the High Street. Uses could include creative workspace, and pop up venues, particularly the opportunity to occupy the raised garden above the arches.

Bath St/Clemens St is the original high street of Leamington and the main thoroughfare.

The upgrading of elevations and introduction of more creative uses would greatly benefit the area's image. There is a major opportunity for coordinated action from existing owners supported by a grant scheme such as Townscape Heritage.

*FarGo Village, Coventry*

FarGo is an artistically repurposed industrial space in Coventry City Centre, designed exclusively for creative, independent businesses.



*Meeting House Square, Dublin*

An indoor and outdoor space of endless possibility in Temple Bar, Dublin's Cultural Quarter. Used for festivals, performances, and cinema screenings, business & conference events, Markets & Tourism events.







## Appendix 3 Building Uses

*The core study area contains a diverse mix of uses. A corridor of retail along Bath Street links the commercial and light industrial uses along the railway and to the southeast to Leamington Spa's tourist centre north of the River Leam.*

The core study area contains a diverse mix of uses. A corridor of retail along Bath Street links the commercial and light industrial uses along the railway and to the southeast to Leamington Spa's tourist centre north of the River Leam.

The drawing on the facing page illustrates ground floor building uses within the core study area sub-divided loosely into planning use classes:

A1/2: retail and professional services, including estate agents, banks, buildings societies, shops, hairdressers, dry cleaners etc.;

A3/4/5: Restaurants, cafes, pubs, take-aways, including all premises licensed for the consumption of food and drink;

B1: business, including offices, research and development of products and processes;

B2/8: industrial use and storage (for clarity we have included 'light industrial' uses in this category);

C1/2/3/4: Residential use including dwellings, hotel, guesthouses, HMOs, (excludes student residential);

D1/2: Non-residential institutions, assembly and leisure including schools, art galleries, museums, libraries, halls, places of worship, church halls, law court.

Sui Generis: Student Residential

The predominant use is Class A1-5 as would be expected of a town centre, high street, location including a high percentage of restaurants and cafes. Dwellings are typically set back from the primary routes of Bath Street and Clemens Street, however there is some residential use on upper floor levels.

There is a collection of institutional buildings in the northern half of the study area, predominantly grouped around The Pump Room and Jephson Gardens including the Pump Rooms themselves, the Town Hall, justice centre, former public baths and assembly hall on Spencer Street, the United Reform Church (URC), and All Saints' Church which lends the area a municipal quality and acts as a gateway into the more formal Regency and Georgian Architecture of Leamington Spa New Town. Spencer Yard sits immediately to the south of the River Leam and consists of two former industrial masonry buildings, now home to several creative businesses, the Post-War Loft Theatre which faces onto the river, the URC. It is bounded to the east and south by the backs of the commercial units along Bath Street.

South of the railway Clemens Street is the primary north-south route in the Old Town. Ground floor building uses are predominantly retail or food and drink,

with some residential further south. To the east is a triangle of land bordered by the railway to the north and the Grand Union Canal to the south where uses are more industrial, presumably due to the canal's former function as a major goods transport route. Significant freeholders include Rangemaster who occupy a large group of buildings to the south of the canal, immediately outside the study area.

Some railway arches facing Court Street car park have been converted by WDC to business use and are occupied by start-up firms in mostly digital industries. The car park is bounded by several rudimentary industrial shed-type buildings of varying construction with predominantly light industrial use. One large masonry building is currently unoccupied and in a state of dilapidation.

There are several dwellings around the industrial buildings along with Waterside Medical Centre, and more recently there has been an influx of student residential buildings, with one large hall of residence completed along the canal, another infill site under construction, and third large site on Wise Street recently granted on appeal.



A range of retail, professional services and restaurants line Bath Street.



Light industrial uses to the south of the railway line





## Appendix 4 Ownerships

*Most of the core study area is not within WDC ownership but key sites that are in Council ownership such as Spencer Yard and Court St car park do have the potential to become significant destinations within the new Creative Quarter.*

Most of the core study area is not within WDC ownership but key sites that are in Council ownership such as Spencer Yard and Court St car park do have the potential to become significant destinations within the new Creative Quarter.

The study area includes many buildings in the ownership of WDC which have been identified as potentially suitable for redevelopment or an alternative use which will facilitate the creation of a creative quarter.

The primary focus will be Spencer Yard and its relationship with the Pump Rooms across the River Leam. The yard is bounded by two buildings already in council ownership - The URC, and a two-storey brick building referred to as the 'old dole office'. Additionally, it is in close proximity to the former post office to the east of Bath Street and bordered to the north east by the Grade II Listed Victoria Colonnade and the former Robins' Well public house which is currently in private ownership. The building occupies an important corner site which is highly visible from the north and could provide the primary entrance into Spencer Yard, increasing the pedestrian flow and enlivening the currently under occupied riverside.

Furthermore, the Loft Theatre at the centre of the Yard whilst privately owned by the Loft Theatre Trust has been engaged in a positive dialogue with WDC about their ambitions to establish a creative quarter. A planning application was approved in 2009 for the demolition and redevelopment of the Loft Theatre site as office space with the theatre itself moving into the URC which was to be converted into a suitable performance space, however the consent was never implemented.

The Royal Pump Rooms is under the ownership of WDC and currently fulfils a variety of functions: Leamington Spa Library; Museum; a function venue; and a cafe, housed in various parts of the building around a vast entrance foyer. The building has a prime street frontage with a neoclassical colonnade facing Bath Street, and significant opportunities to rework the interior to greatly improve its relationship with the Pump Room Gardens and the river (with Spencer Yard beyond).

Across Bath Street, the former post office has great potential for redevelopment given its location on the bank of the Leam. The arrangement of the building - a period half with a more cellular post-war addition - could provide various options for reuse.

To the south of Spencer Yard, the Bath Place Car Park has been identified as a site with significant development potential, located, as it is, on what is currently a secondary route from the Railway Station to Spencer Yard and the New Town beyond.

The car park is flanked by the railway with several Network Rail arches could lend themselves to Court Street style refurbishment for creative business use if WDC could acquire an interest in them.

Court Street car park is an open site adjacent to a row of WDC leased arches that could be developed - possibly through building on more temporary use to form a hub in the centre of the Old Town. The car park's proximity to the new student community along the canal has the potential to engage significant numbers of people and turn the area into a destination within Leamington Spa.



Council leased arches accessed or Court Street Car park



Council owned Spencer Yard





## Appendix 5 Routes

*The study area is dominated by key vehicles routes, Bath Street and Parade running north-south and A425 (High Street) running east-west. These routes can be utilised to drive footfall and increase awareness of the Creative Quarter.*

The study area is dominated by key vehicles routes, Bath Street and the Parade running north-south and A425 (High Street) running east-west. These routes can be utilised to drive footfall and increase awareness of the Creative Quarter. The plan of the study area on the facing page has been annotated to highlight both pedestrian and vehicular routes with the latter illustrated as primary, secondary, or tertiary links.

**Primary Links:** Bath Street is the primary route running north-south and joins Clemens Street south of the railway. It links the Old Town with the New Town beyond the Pump Room Gardens and is one of the retail centres of Old Town. Both streets are within the Leamington Spa Conservation Area and are specifically referenced in the Conservation Area Statement as containing many good examples of traditional shop fronts with further restoration to be encouraged, street clutter is identified as a problem, and in both cases the railway bridge has a dominating effect on the streetscape. However, the area around Bath Street, High Street and Spencer Street also has the highest levels of air pollution in the town chiefly due to vehicle engines which must be recognised.

The High Street runs east-west through the Old Town. It is the primary route to the Pump Room Gardens and the New Town,

and as such a key piece of infrastructure. It is a busy road which varies between two and three lanes of traffic whilst the public realm has been marginalised with narrow pavements and street clutter. There is a lack of active frontage and shop fronts that do address the street appear poorly maintained. Spencer Street borders Spencer Yard to the south. It forms part of a busy vehicular route from the Railway Station to the New Town, but also an important pedestrian route from the station to Spencer Yard. The high levels of traffic and lack of a safe crossing have a negative impact on the accessibility of Spencer Yard.

**Secondary Links:** Lower Avenue is the critical secondary route connecting the station with the New Town. Its importance is increased by its proximity to Spencer Yard meaning that any improvements that can be made to Lower Avenue will help to boost footfall around the URC and the SW entrance to the Yard.

At present the route is uninviting - with pavements narrowed by construction hoarding, no active frontage, poorly lit, and congested - meaning many pedestrians will take the longer journey to the New Town via Bath street. The plot to the south of the railway, on the prominent corner with the High Street is occupied by a car dealership and car wash with hoarding

up to the edge of the pavement and no interaction with the street. This site would be ideal for regeneration to enliven the junction and create an inviting entrance to Lower Avenue.

Clemens Street is an important secondary route connecting the Grand Union Canal to the old town. Currently some 3000 people per annum arrive by canal boat with no active signage that advises they are even in Leamington Spa. This route is ideal for regeneration with active shopfronts and creative businesses such as LOTT Bazaar and Procafeinate already established.

**Tertiary Links:** The main tertiary routes of interest are around the Court Street Car Park. As a predominantly industrial area enclosed by the canal and railway these are relatively quiet with little passing traffic. The roads are generous and open with larger warehouse buildings set back from the pavement and little active frontage.

**Pedestrian Routes:** There is a pre-existing underpass from the railway station which, once construction is complete on the site directly to the north, will provide the shortest pedestrian route to Spencer Street and the New Town, this further underlines the need to improve the public realm of Lower Avenue.



Bath Street is a primary vehicle route from the north of the town.



Lower Ave links Spencer Yard to High street, forming part of the pedestrian route between the town centre and railway station.







## Appendix 6

### Example proposals for key sites

The consultation and research process and the analysis of key sites have helped to identify many possible development interventions of varying scales. The following proposals are simply ideas for how buildings could be utilised to deliver some of the key elements of a Creative Quarter, identified earlier.

These examples vary from short term options (quick wins which are designed to draw attention to potential regeneration opportunities without significant upheaval or complex construction work) to more ongoing redevelopment (projects that require ownership issues to be resolved, occupier relocation, or large scale building).

## 6a. Victoria Colonnade, Spencer Yard & United Reform Church

### A Hub for the Tech & Digital Industry

Where is it?

Spencer Yard is located north of Leamington Spa Railway Station, on the south bank of the River Leam, and directly south (across the river) of the Royal Pump Rooms. It consists of a newly created external events space (the yard) bordered by a number of buildings of various ages: The Loft Theatre, a popular community based theatre company housed in an post war brick building facing the river; two former industrial brick buildings which have been refurbished to create workspace for various industries including Purple Monster, a business consultancy, and Motionhouse Dance Company; and to the south west corner, a derelict, deconsecrated church which is under council ownership but is currently unoccupied.

Who owns it?

Warwick District Council / Victoria Colonnade in private ownership

How big is it?

Site area circa. 5300m<sup>2</sup>

What could it be?

Redevelop Spencer Yard and Victoria Colonnade as a creative hub and destination focused on growing and exhibiting the new and existing digital creative business within Leamington Spa.

Spencer Yard and United Reform Church  
Medium term: Renovation, public realm improvement works and street art to increase the permeability and wayfinding around Spencer Yard. Proposals for reuse of the URC are a high priority due to its Vacant and Listed status. Uses could include business space, other creative industry uses or an indoor food market. Robins' Well and the colonnade to be refurbished as a digital media showroom with associated workspace, with the potential for a significant new building within the yard. Longer term possibilities of redeveloping the Loft Theatre.

Leamington Spa already has a reputation as an independent food and drink hot spot in the West Midlands, with a booming cafe culture and coffee shops which are used as work spaces for the creative community in the town. But the indie food scene is more heavily focussed on day time activity, leaving a gap in the night-time economy for the young professionals who work and live in and around Leamington Spa.

And whilst there are a few independent coffee shops and restaurants who are leading the way in Old Town, such as Temperance, Momenti and Procaffinate, the majority are based north of the river, which may prove problematic when trying to drive new footfall to the southern part of town.

*Impact Hub, Birmingham (left) Altrincham Market, Manchester (Middle)*

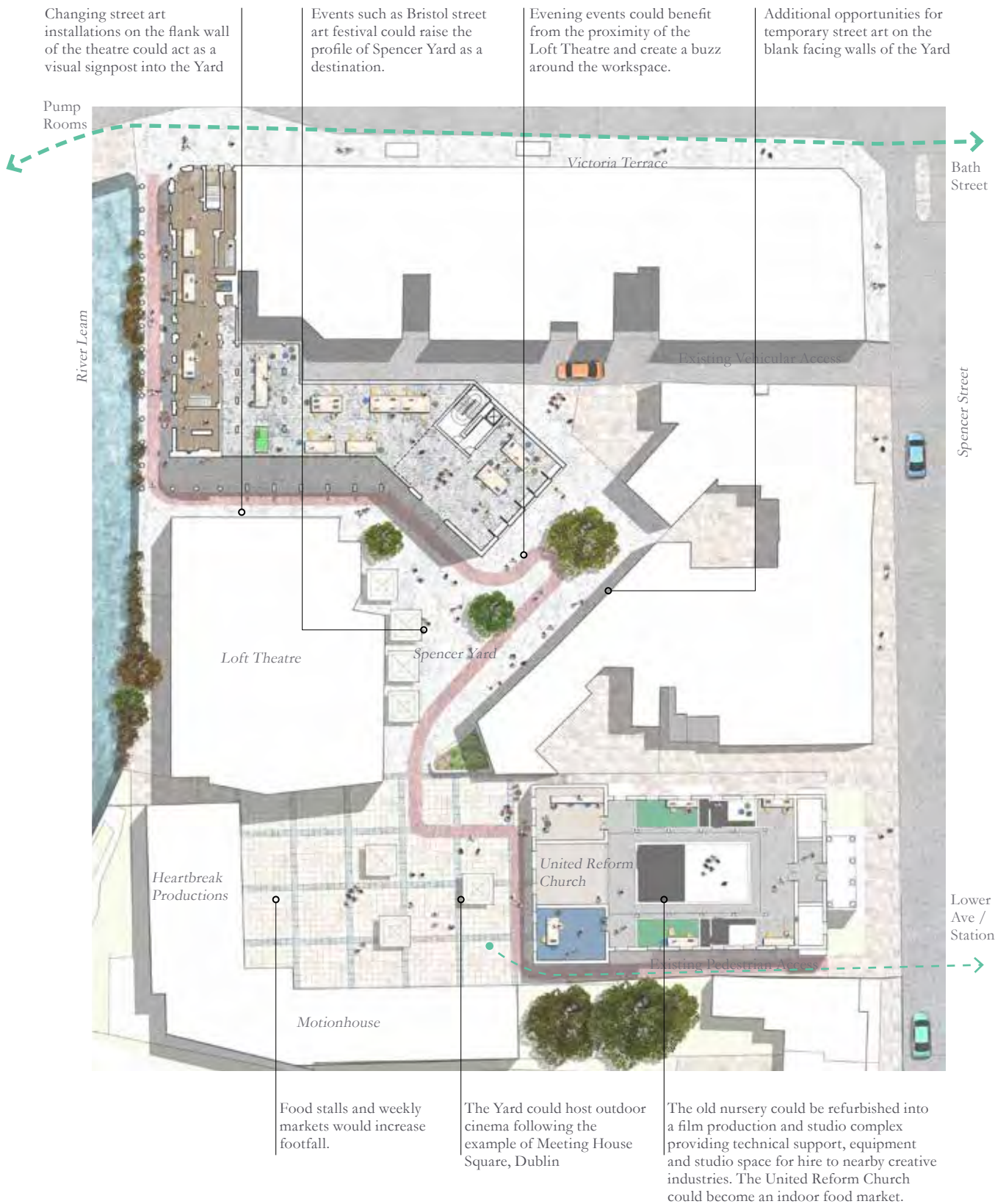
The Impact Hub is a 6000 sq. ft collaborative work and event space. The Impact Hub provides working space along with a global community for the residents to collaborate, network and partner. The Birmingham site has links to Amsterdam, Johannesburg, Singapore and San Francisco, offering possibly one of the largest collections of start-ups and SMEs for networking.



*Creative hub A/D/O, Brooklyn*

Creative workspace, restaurant and design store in a converted warehouse designed by nArchitects





## 6a. Victoria Colonnade, Spencer Yard & United Reform Church

### A Hub for the Tech & Digital Industry

#### United Reform Church

Short term: Creation or provision of small pop-up style units for food and drink businesses to be based in an indoor market. Featuring communal dining area, events programme and hireable spaces. Food, drink and events will create a vibe and a draw to this area, and could be a catalyst for igniting change in Old Town.

Loosely based on the redevelopment of Altrincham Market, the URC could be an indoor marketplace, housing many independent food and drink traders. Some with catering kitchens to provide hot meals to eat in or take away and others with stalls to sell their artisanal produce (e.g. bread, honey, cheese).

The space would feature communal seating, perhaps even retaining the original tiered structures on the first floor / balcony area, and would be fully licensed for events such as themed indoor markets and private hires such as weddings.

If the church were accessible from both sides, Spencer Yard would become a fantastic overflow space for complementary events, e.g. open air cinemas, or for additional seating space. Temporarily covered and heated for the winter, filled with deck chairs in the summer.

The redevelopment of Altrincham Market has had a significant impact on the area with retail vacancy rates at their lowest for years. It has also put the place on the map for weekend guides and day-out reviews.

Alternatively, refurbishment of the space to turn it into a state of the art digital office space, as detailed above, for either an existing business in Leamington looking for additional or higher tech space, or a business new to Leamington looking to invest.

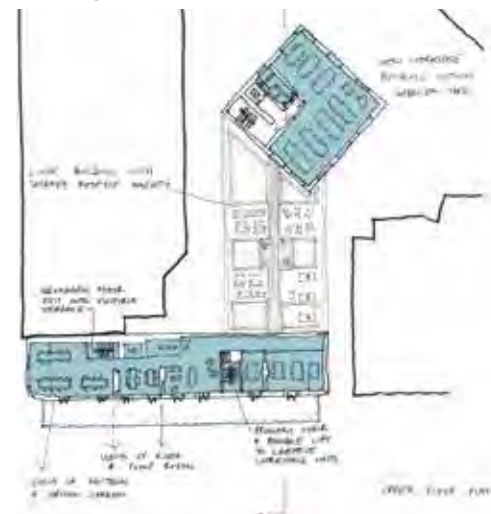
#### Ground Floor Sketch Plan

Rear 'ballroom' is retained and refurbished as double height showroom space with new links formed into the Spencer Yard extension.



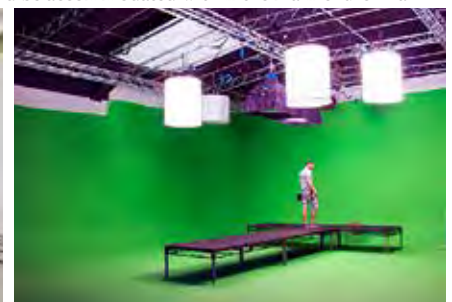
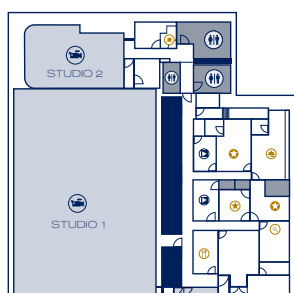
#### Typical Upper Floor Sketch Plan

The existing building, Victoria Colonnade, is refurbished and opened up to form more flexible workspace, with significant additional floor area created in Spencer Yard and communal amenity/break out space on the roof of the link building.



#### Spectrecom Studios, London

Spectrecom Studios is a combined film production company and studio complex which offers technical support, equipment and space for hire. This type of facility can be used by both the gaming, theatre and digital media industries. Currently the nearest facility like this is in Oxford. Spectrecom Studios has a similar building area to the United Reform Church. Its largest studio is 5 metres high, which could be accommodated within the main church hall.







## 6b. The Royal Pump Rooms

### A Civic & Cultural Destination

Where is it?

Within Pump Room Gardens accessed off the Parade. The Royal Pump Rooms is a predominant gateway site situated on the bank of the River Leam and will form the link between the Georgian Town Spa and new Creative Quarter development sites in the Old Town.

Who owns it?

Warwick District Council

How big is it?

Site area circa. 5100m<sup>2</sup>

What could it be?

A civic and cultural destination in Leamington Spa. A focal point for the creative community and it's interaction with tourist and locals. A multi-purpose building with a creative programme of event, workshops, networking, classes and exhibitions.

Key Proposals:

Short Term: Public realm improvements, including extension of boardwalk along southern facade and reorganisation of service strategy below the annex, to provide a more visible and enjoyable walking route along the river which opens up opportunities for active frontage from both the annex and ancillary space to the south.

Medium term: Create new bar & restaurant along southern elevation with views to the river and theatre, utilising new improved boardwalk to provide southern facing external seating area.

Medium term: Readdress frontage onto street, remove paint and restore stone facade. Increase visible activities i.e. creative markets with the potential to spill out into the historic colonnade, taking advantage of passing pedestrian traffic and improving the visible presence of the Pump Rooms.

Long term: Redesign entrance, foyer and cafe omitting recent additions and improving permeability from the gardens. Move existing food offer into the function room and replace with a commercial coffee / food chain into function space. Relocate gallery entrance to primary frontage along the Parade.

Long term: Investigate potential to Relocate library, expand and modernise gallery improving its presence as a top destination within Leamington Spa. Incorporate modern food market into vacant library space with new open frontage onto the gardens. Please note If the Library were to move out of this building, it would have to be relocated somewhere else near the town centre. Making any changes to the use of this building will require significant partnership working with WDC and WCC and the viability of doing so would be considered before any decision is made.

*The Bluecoat Arts Centre, Liverpool*

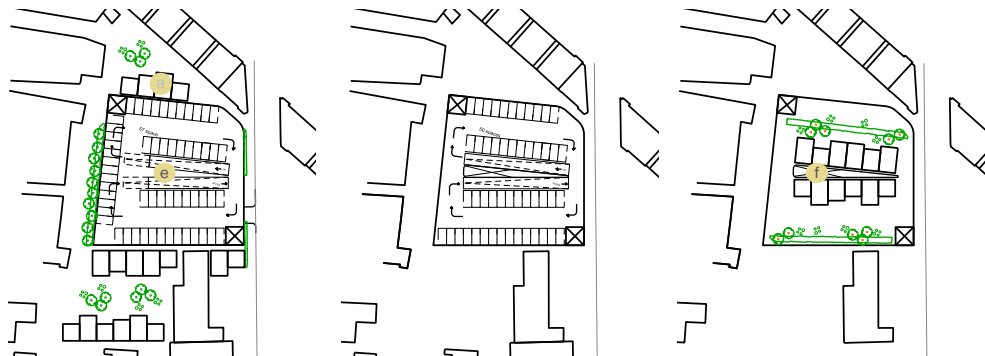
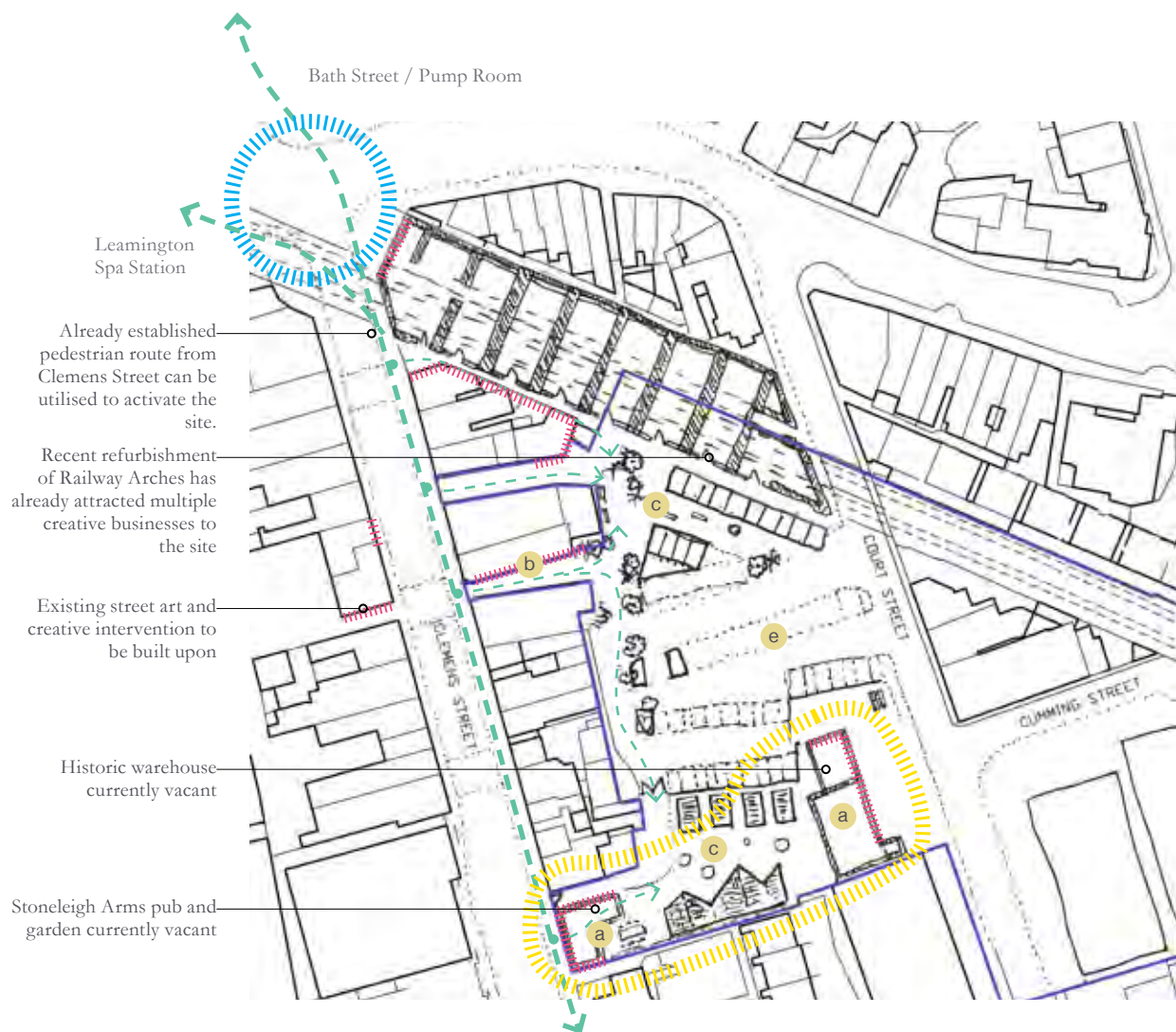
A Creative Community comprised of three core groups: creative industries, independent creative retailers and artists all within a single complex. The historic Grade 1 listed Bluecoat Chambers was carefully restored and a new performing arts wing added housing a new performance space, galleries, retail and courtyard garden



*Service Road obstructs route to boardwalk and river*





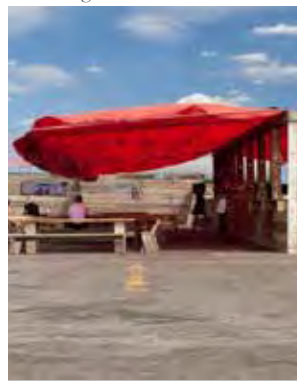


#### Blue House Yard: Creative Workspace

A redevelopment of an empty and underused site ear Wood Green station in London. High Street Works in partnership with London Borough of Haringey will transform the site into a place for local creatives, entrepreneurs and residents for the meanwhile use period of 5 years.

#### The Fab Lab Network

The Fab Lab Network is a global, creative community of fabricators, artists, scientists, engineers, etc. The initiative aims to democratize access to the tools for technical invention through digitize fabrication, inventing the next generation of manufacturing and personal fabrication.



## 6c. Court Street Carpark

### Makers' Yard & Car Park with Workspace

#### Where is it?

Between Clemens street and Court Street. South of High Street and north of the canal.

#### Who owns it?

The whole site is either owned or leased by Warwick District Council

#### How big is it?

Site area circa. 4800m<sup>2</sup>

#### What could it be?

Stoneleigh Arms and vacant historic warehouse refurbished into Makers Community Hub. Development could include creative workspace and 'Fab Lab' providing access to digital fabrication tools, education workshops and making events. The hub builds upon the areas existing industrial uses to develop a makers' community, including metalworking, furniture, CNC and ceramic workshops as well as more tradition co-working and creative office space.

There is pressure on town centre car parking provision. It has been suggested that the Court Street car parks could be extended to increase their capacity through the demolition of existing buildings.

#### Carpark Study

The existing Court Street Carpark contains 71 parking spaces

#### Surface Carpark - Demolition Option

Demolish the existing vacant warehouse and extend the surface carpark. This option creates 96 parking spaces.

To supplement the loss of car parking in the town centre an option has been developed where a new multi storey carpark is built on the Court Street Carpark site. This option retains the key design ideas of the previous option but incorporates additional parking and importantly does not require the demolition of any existing buildings.

#### Multi-storey Carpark

Retain the existing vacant warehouse and redevelop the site as creative workspace. Build a 2-storey multi-storey carpark with roof top workspace, bar, garden and events space. This option creates circa. 105 parking spaces.

#### Blue House Yard: Creative Workspace

A redevelopment of an empty and underused site near Wood Green station in London. High Street Works in partnership with London Borough of Haringey will transform the site into a place for local creatives, entrepreneurs and residents for the meanwhile use period of 5 years.

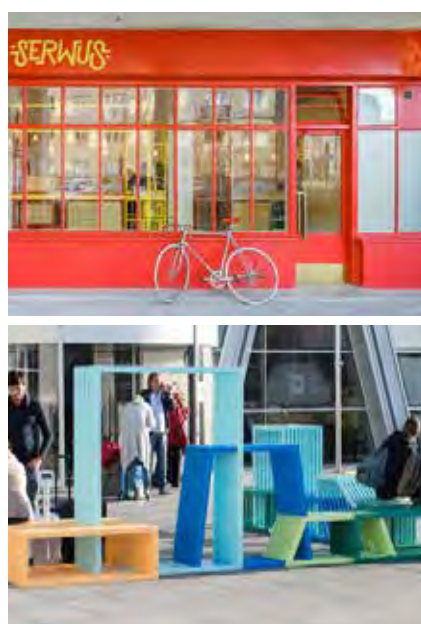
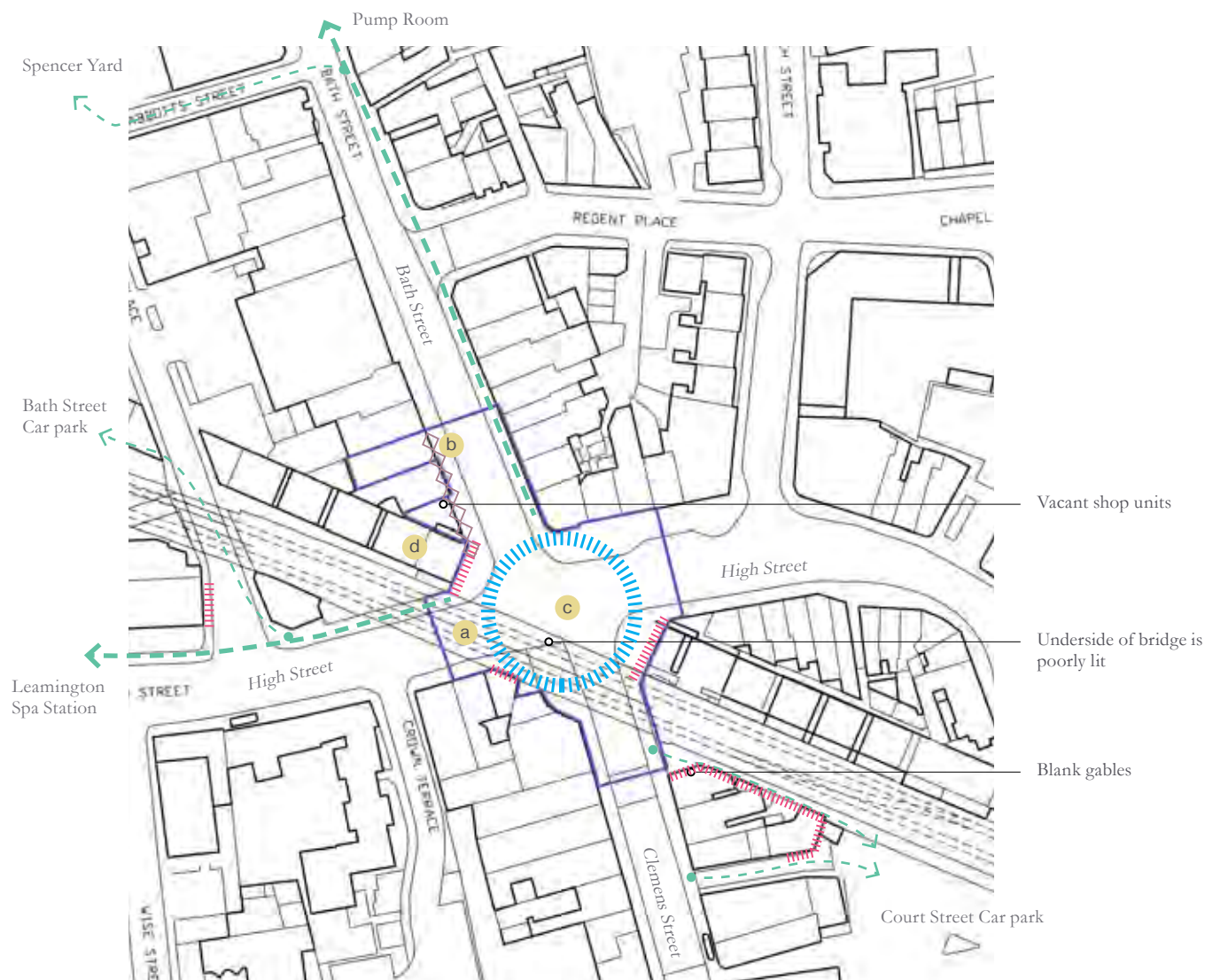


#### The Fab Lab Network

The Fab Lab Network is a global, creative community of fabricators, artists, scientists, engineers, etc. The initiative aims to democratize access to the tools for technical invention through digitize fabrication, inventing the next generation of manufacturing and personal fabrication.









## 6d. Bath Street / High Street

### Creative Quarter Wayfinding

Where is it?

The junction between Bath Street and High Street, below the rail bridge.

Who owns it?

Telereal Trillium and Blackstone Property Partners

How big is it?

Site area circa. 2200m<sup>2</sup>

What could it be?

A sign post for the new Creative Quarter linking the key development sites together and improving wayfinding through the town.

Key Proposals:

Short term: Install bold graphics, art installations and mural to blank gables and bridge. Establish art trail linking new creative quarter sites, generating footfall. Add planting and colourful street furniture around junction and along pedestrian route to other development sites to aid wayfinding i.e. Colour sign posts, barriers and railings with bold colours and Creative Quarter branding.

Short term: Occupy vacant shop front with pop-up shops and rejuvenate existing shop fronts and signage.

Medium term: Improve crossing with traffic calming measures and additional lighting.

Medium term: Create access onto redundant railway tracks.

Install temporary pavilion, creative works space and / or establish urban park.

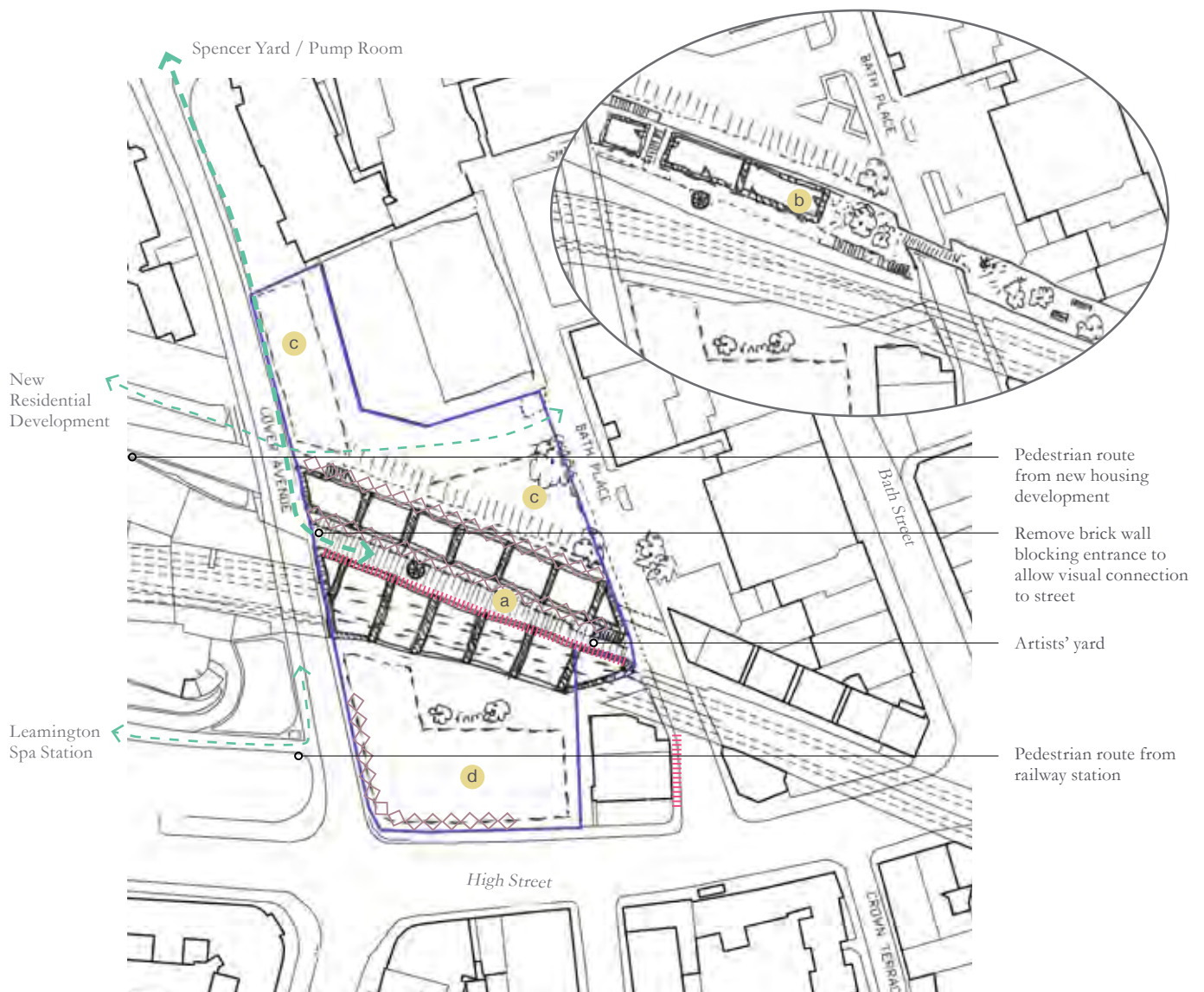
Bath Street / Clemens Street

Medium term: The establishment of a comprehensive scheme to upgrade building frontages and introduce new creative uses working with existing building owners to revitalise the 'High Street'

*Bath Street and High Street*

*Artist's impression of creative wayfinding, with renovated shop frontages and improved public realm*





#### Makespace studios

Make Space Studios utilised the previously vacant space on top of the redundant railway tracks near Waterloo Station, providing affordable studio space for creatives in a central London location.



#### Artists' Yard

Alleyway between railway arches to include artist work and colourful street furniture





## 6e. Bath Place Carpark Artists' Yard

### Where is it?

Adjacent to Leamington Spa Station, spanning from High Street, beneath the railway, encompassing the whole of Bath Place Car Park. Highly visible site, linking the railway station to Spencer Yard along Lower Avenue.

### Who owns it?

Bath Place Car Park is owned by WDC. The railway arches and yard are owned by Telereal Trillium and Blackstone Property Partners. The ownership of the car wash and Motoring Centre is unknown.

### How big is it?

Site area circa. 4800m<sup>2</sup>

### What could it be?

An artists' haven in the centre of town.

### Key Proposals:

Medium term: Repurposing of railway arches for workspace and potential to create a new link to the upper level of the arches to for additional temporary buildings or recreational spaces. Establish a community of workspace users around the yard space between the railway arches. Redevelopment of arches into artists' studios. Create temporary market within alley / facing onto car park behind. Studios to provide both workspace and retail opportunities for independent creative industries with occasional events or markets to be held in car park to improve footfall and interest.

Medium term: Utilise the top of viaduct for additional temporary works space and urban park. Footbridge over road creating alternative path to Bath Street / High Street junction

Medium term: New residential led development on car park site. Creative studios could be extended into car park site. 2nd storey added to create permanent link to urban park on upper level of viaduct

Medium term: Develop a new building flanking the Bath Place car park which provides active frontage onto Lower Avenue.

Long term: Site currently underutilised, unsightly and lacks active frontage. New high density, mixed-use development to complete urban block

Long term: Acquire and redevelop the corner plot of the High Street and Lower Avenue to better address the streets and make the most of this prominent site.

### Deptford Market Yard, London

Renovated historical railway arches next to Deptford station into 14 new independent retailers. The project includes renovating the railway track above into a linear park and access route to the residential development behind







## 6f. Althorpe Street Area

### Social Exchange

Where is it?

Althorpe Street to Grand Union Canal

Who owns it?

The site is privately owned

How big is it?

Site area circa. 10250m2

What could it be?

A unique canal side development which offers mixed use workspace, residential and recreational amenity space for young creatives.

Key Proposals:

Medium term: Existing warehouses re-purposed into creative workspace and supplementary uses i.e. Breweries, artist studios etc. Open up existing yard space to form a central shared space for the creative community.

Medium term: Demolish low density canal side buildings to create direct access to the canal from Althorpe Street. Create linear park along the waterfront. Off set loss of workspace by building new 5 storey offices on corner site.

Medium term: Building new community, cafe and bar spaces along canal to activate park and create social amenity spaces for new workers.

Medium term: Demolish newer additions to existing sheds and add higher density infill to better define a new public space and offer higher quality workspace and amenity space. New public square connects existing warehouse to canal side development creating a pedestrian plaza for community events and interventions.

Long term: Continue to densify site by demolishing 1 storey warehouses and infilling site with mixed use residential / commercial development projects.

#### *Baltic Triangle Liverpool: Creative & Digital Quarter*

Baltic Creative CIC was established in the Baltic Triangle in 2009 to offer a new development model, investing in diverse spaces that catered to the Liverpool's booming creative and digital sector. Previously derelict or underutilised warehouses have been refurbished for creative and digital businesses and supporting amenities.



#### *Here East, Stratford: Social Exchange*

In the Olympic Park 1.2 million sq. of space for London's creative and digital industries has been developed including a canal side park and social hub hosting bars, restaurants and coffee shops.







## 6g. The Old Post Office

### A Design Hotel in the Old Town

#### Where is it?

The Post Office sits on the south bank of the River Leam and has a prominent location facing onto Jephson Gardens. It is boarded by Victoria Terrace to the west and Priory Terrace to the south.

#### Who owns it?

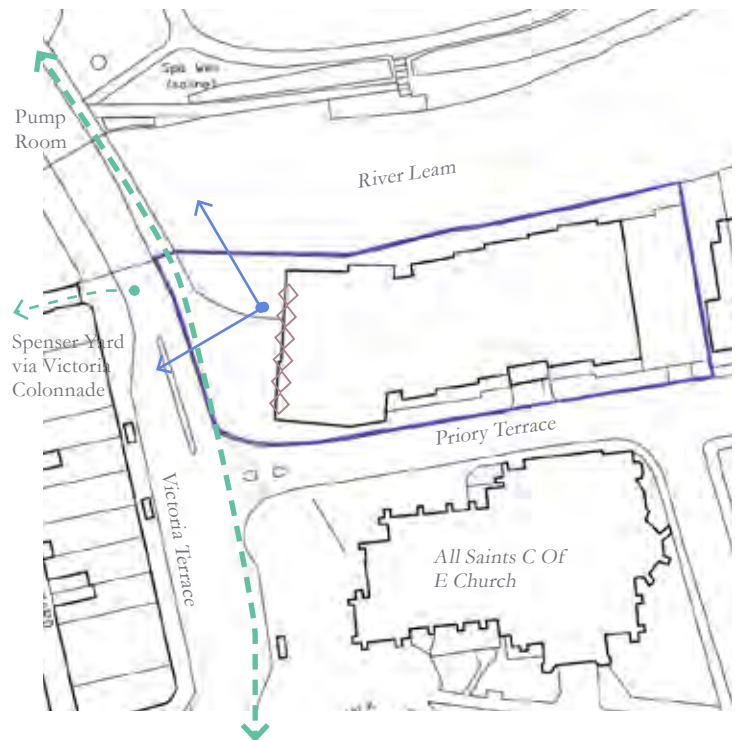
The Old Post Office is owned by Royal Mail and is currently used as the town's delivery office. The empty ground floor retail space is currently available to let

#### How big is it?

Site area circa. 3400m<sup>2</sup>

#### What could it be?

Long term: A new unique Design Hotel which builds upon the historic building fabric and prominent riverside location. The hotel could include a lobby bar or restaurant at ground floor, utilising the public square to the west, activating the street and taking advantage of view to the river, Victoria Colonnade and Pump Rooms.



Room Mate Giulia, Milan by Patricia Urquiola



Arlo Hudson Square Hotel, New York by AvroKO



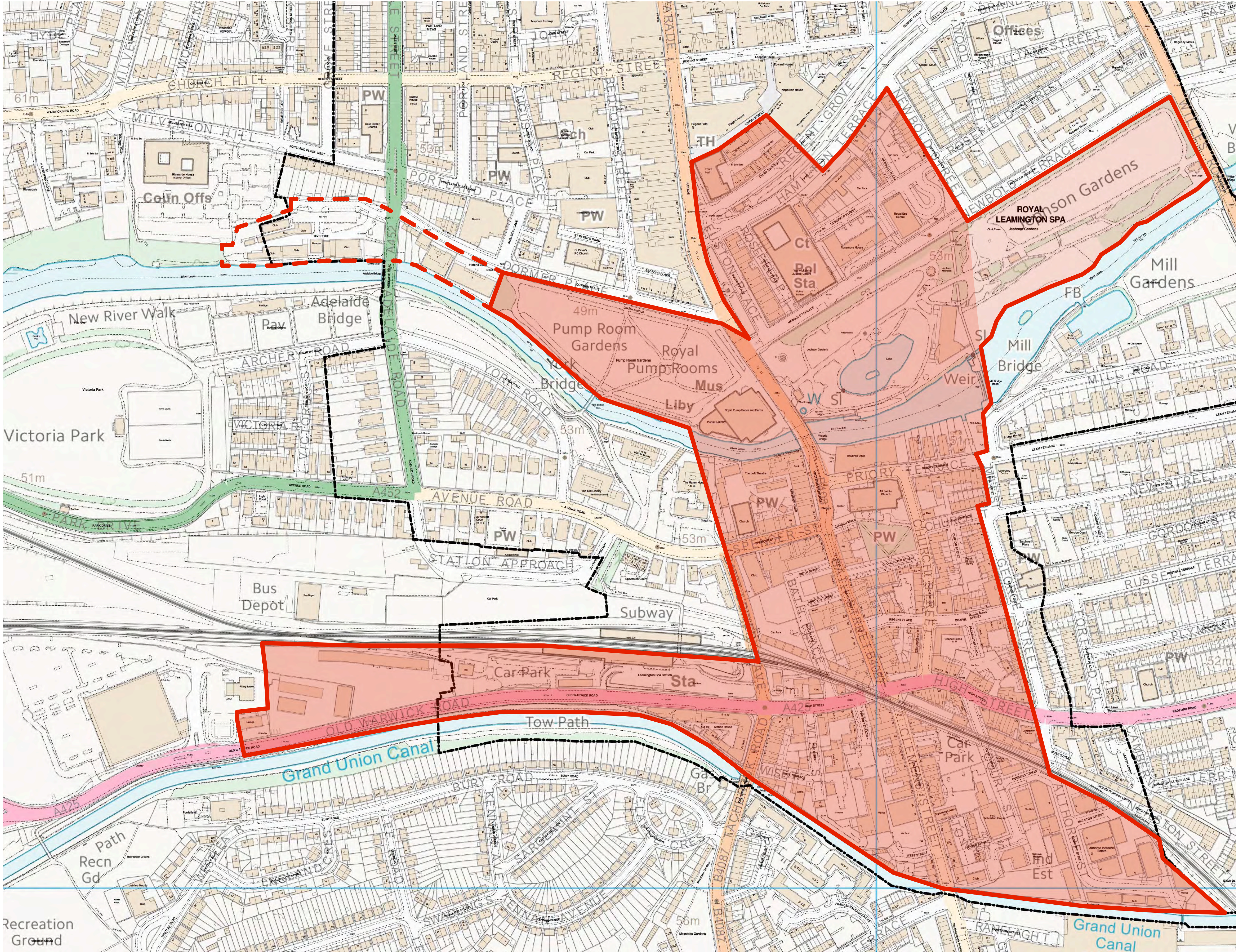




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-  Red Line Development boundary
-  Creative Quarter

P3	19.02.19
P2	Boundary amended
P1	15.02.19
P1	Boundary amended
P	14.02.19
P	Boundary amended
P	26.07.17
P	Issued for comment

Revisions  
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LEAMINGTON CREATIVE QUARTER


Red line plan

drawing	revision	status
2500/001	P3	-
scale	date of first issue	dr / ch
1:100 @A1		DS
1:200 @A3		

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BPN ARCHITECTS



 <b>Executive – 6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b>  <b>8</b>
<b>Title</b>	Arts Service Framework	
<b>For further information about this report please contact</b>	David Guilding, Arts Manager <a href="mailto:david.guilding@warwickdc.gov.uk">david.guilding@warwickdc.gov.uk</a> 01926 456230  Rose Winship, Head of Cultural Services <a href="mailto:rose.winship@warwickdc.gov.uk">rose.winship@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All wards	
<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>	N/A	
<b>Background Papers</b>	None	

<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 996
<b>Equality Impact Assessment Undertaken</b>	No
N/A – no change in policy of minimum service standards	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	30/01/19	Andrew Jones
Head of Service	30/01/19	Rose Winship
CMT	12/01/19	Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer	13/01/19	Mike Snow
Monitoring Officer	12/01/19	Andrew Jones
Finance	13/01/19	Mike Snow
Portfolio Holder(s)	11/01/19	Cllr Coker
Consultation & Community Engagement		
Representatives of local arts organisations were consulted during the recent Cultural Peer Challenge. Further consultation, including public consultation, will take place as part of the Impact Study and the formation of the Cultural Framework, if approved.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 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 is fully funded by Arts Council England (ACE) and delivered by the Local Government Association (LGA), is specifically aimed at those Local Authorities that are committed to developing their Arts services. Access to the scheme is in high demand and WDC was one of only three councils in England to be awarded it in 2018.
- 1.2 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 are both included as **Appendix A** and provide the wider context to this report).
- 1.3 The Peer Challenge team identified that WDC is excellent at delivering services directly from its own cultural facilities and that significant improvements have 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.
- 1.4 Officers have 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 believe that there is 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 are currently located in Royal Leamington Spa).
- 1.5 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 is included as **Appendix B**).

## 2. **Recommendations**

- 2.1 That Executive approve an allocation of up to a maximum of £24,700 from the Community Projects Reserve 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.

- 2.2 That Executive approve an allocation of up to a maximum of £89,250 from the Community Projects Reserve 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.
- 2.3 That Executive approve an allocation of up to a maximum of £20,000 from the Community Projects Reserve 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.
- 2.4 That Executive note that, subject to approval of 2.3, it is the intention for the results of the impact study to form the basis of a new 'Cultural Framework' for WDC which will be brought forward for consideration at a later date.
- 2.5 That Executive approve an allocation of up to a maximum of £15,000 from the Community Projects Reserve in order to fund the facilitation of a pilot 'creative forum' scheme, running for a 3 year trial period from April 2019.

### **3. Reasons for the Recommendations**

- 3.1 It was a key finding of the recent Cultural Peer Challenge that the Arts Section is 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 will be required. Primarily these resources include additional personnel and a supporting facilitation budget.
- 3.2 The current role of the Arts Development Officer has 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.
- 3.3 The Arts Development Officer is an existing role in the Collections & Engagement team and is currently a 22.2 FTE post. Officers anticipate that Warwick District's arts sector will 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 is 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 some time afterwards for legacy work.
- 3.4 The Arts Development post shall provide information and support services to arts organisations and creatives, as was previously the case, but there will be less strategic focus and a greater emphasis on the role taking more 'hands on' approach. The revised key responsibilities of the role include:
- The planning and delivery of joint events with partners – including any City of Culture events taking place within the District
  - The administration of WDC's pilot 'creative forum', network initiative
  - The administration of the Arts Grants application process including advising the Arts Grants Steering Group and project evaluation

- To work in collaboration with the Arts Section's Programming & Marketing Team and WDC's corporate Marketing & Communications team to communicate opportunities to the District's creative sector including:
  - § Local and national funding opportunities
  - § Regional industry news and best practice
  - § Calls for new work / projects
  - § Employment / Apprenticeship opportunities
  - § Training, skills and development opportunities
  - § What's on – promoting creative events
- To maintain a centralised database of creative organisations and individuals, projects and arts venues in the District
- To provide professional advice, guidance and support and being an initial point of contact for creatives
- To maintain records of all arts events and activities for performance indicators
- To carry out an annual impact survey of the creative sector

3.5 The Arts Development Officer post is 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.

3.6 It is proposed that the new role of Projects & Development Manager (Arts) 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.

3.7 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 is a need for an increasingly entrepreneurial approach to generating income through developing relationships with commercial partners. This new role will be responsible for researching and proposing new commercial opportunities as well as delivering specific projects. The key responsibilities of this role would include:

- To provide specialist arts marketing advice and assist the Arts Section's Programming & Marketing team with the development implementation of a marketing strategy
- To explore the potential to develop new income streams within the Arts Section and to drive the best value out of its current assets
- To pursue the 'Culture Is Digital' initiative and create the business case for a digital creative portal for the district
- To explore further collaboration with the private sector
- To work across Council services - particularly with the Projects and Economic Development team to support the Original Leamington programme and Creative Quarter project
- To assist the Arts Manager with the delivery of the Council's contribution to the City of Culture 2021 through effective coordination of a wide variety of projects across the district including engagement with a wide range of stakeholders

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

- 3.9 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 is proposed that WDC commission an impact study that would result in a comprehensive report that will 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.
- 3.10 The results of the impact study will 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 will 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**).
- 3.11 The impact study would also provide WDC with a transparent and replicable methodology that will enable comparable studies to be undertaken internally in the future by the Arts Development Officer so sector growth can be tracked and compared year on year and success evaluated effectively.
- 3.12 It became clear as part of the consultation carried out with local arts organisations as part of the Peer Challenge that WDC requires an outward facing strategy or 'Cultural Framework'. There is evidently a great deal of frustration about WDC's fragmented approach to the creative sector and a perceived lack of support. This framework will be created in partnership with key arts organisations in District and will clarify WDC's role as an influencer, key funder, collaborator and coordinator within the sector. It is intended to prioritise and resource emerging opportunities and link those opportunities to WDC's strategic objectives across services. It will also clearly identify the benefits and value of the various creative sub-sectors, and how the Arts Section can better help to deliver the Council's priorities.
- 3.13 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 is 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).
- 3.14 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 is proposed that WDC form 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' will 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 is for the Arts Section to host these regular events in its venues that will seek to address gaps in skills and training, help to pool resources, provide leadership and act as a vehicle for better collaboration and partnership.

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

#### 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 three 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
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met <b>Impressive cultural and sports activities</b> Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy <b>Vibrant town centres</b> <b>Improved performance/ productivity of local economy</b> Increased employment and income levels
<b>Impacts of Proposal</b>		
Impressive cultural offering which encourages an increase in community led activities and use	Safe and vibrant town centres with an active programme of cultural events where the community feel comfortable at all times	Contributes to a dynamic and diverse local economy  Increases visits from day-trippers and tourists to the area.  Increased income levels and footfall
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported <b>The right people are in</b>	<u>Intended outcomes:</u> Focusing on our customers' needs <b>Continuously improve our processes</b> Increase the digital provision of services	<u>Intended outcomes:</u> <b>Better return/use of our assets</b> Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for

<b>the right job with the right skills and right behaviours</b>		money
<b>Impacts of Proposal</b>		
The recruitment of the new role will add external, specialist expertise to the team, currently lacking.	The recommendations are focused on continuous improvement and development.	The recommendations will establish better uses for the council's arts resources and seek new income streams.

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here:

### 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 Economic/Tourism Impact

Cultural tourism in the region is expected to boom during the City of Culture year in 2021, as well as attracting tourists to events during the build-up years. In order to maximise the economic impact of this upon Warwick District the Council must intervene and use its thriving creative sector to ensure that there is a competitive offer.

### 4.2.3 The creative economy is recognised as being a unique strength for the District and the current success in the gaming industry can be widened to include the whole creative sector – which is interdependent.

### 4.2.4 The Creative Quarter will regenerate the south of Royal Leamington Spa and have a significant impact on the local economy.

## 4.3 Changes to Existing Policies

None

## 5. Budgetary Framework

### 5.1 At the time of writing, the posts of Arts Development Officer and Projects & Development Manager (Arts) have not yet been evaluated through the Council's HAY process. It would be the aim to present the new job descriptions to the HAY Panel on 19<sup>th</sup> February 2019 and then to Employment Committee on 20<sup>th</sup> March 2019. If approved the intention would be to recruit to the posts in late May 2019. At this stage, based on comparable roles within the Council, it is reasonable to anticipate that the Arts Development Officer will be Grade F and the Projects & Development Manager (Arts) shall be between Grade E2 – D. The additional cost of these changes to the Council, including all on-costs, are:



**Arts Development Officer (Grade F) – additional hours (14.8 hours)**

Year 1, 2019/20:	£7,629
Year 2, 2020/21:	£8,228
Year 3, 2021/22:	£8,839
<b>TOTAL</b>	<b>£24,696</b>

**Projects & Development Manager (Arts) (Grade D) – new post**

Year 1, 2019/20:	£43,950
Year 2, 2020/21:	£45,270
<b>TOTAL:</b>	<b>£89,220</b>

**5.2 Creative Sector Impact Study**

Officers have carried out soft marketing testing in order to establish which specialist consultancy companies are suitable and acquire indicative costs.

Survey development and analysis	£10,000
Focus groups, interviews and consultation	£5,000
Analysis of supporting data (for example, GVA)	£5,000
<b>TOTAL</b>	<b>£20,000</b>

**5.3 Creative Forum**

To fund a pilot 'creative forum' scheme – including marketing materials, venues, guest speakers for up to a period of 3 years:

Speakers and facilitating monthly events	£6,000
Promotion, design, E-marketing and print	£4,000
Skills and training	£5,000
<b>TOTAL:</b>	<b>£15,000</b>

- 5.4 The total funding requests within this report total £148,950. It is proposed that this is funded from the Community Projects Reserve. The unallocated balance of the Community Projects Reserve is £362,000 prior to any allocations agreed at this Executive meeting

**6. Risks**

- 6.1 The primary risk for Warwick District Council is that local audiences for cultural events in the District and cultural tourists are attracted to the City of Culture programme in Coventry to the detriment of those cultural organisations and venues operating in the District.
- 6.2 A second risk is that without increased support the creative businesses based in Warwick District could potentially relocate their headquarters to Coventry leaving the District's creative infrastructure considerably weaker.
- 6.3 It is also foreseeable that new and existing talent will be attracted to Coventry because of the investment and expansion of the creative industries, leaving shortages in the surrounding region.

**7. Alternative Option(s) considered****APPENDICES:**

**A – Position Statement & Cultural Peer Challenge Report**

**B – Coventry City of Culture 2021 Briefing Note**

**C – Creative Impact Study Draft Brief**

# **WARWICK DISTRICT COUNCIL**

## **ARTS SECTION PEER CHALLENGE**

### **POSITION STATEMENT**

#### **BACKGROUND & CONTEXT**

Situated within Warwickshire in the West Midlands, Warwick District includes the towns of Warwick, Royal Leamington Spa and Kenilworth. The current population is approximately 140,000 and a large proportion lives in the District's villages and rural areas. The population is expected to grow rapidly over the next 5 – 10 years as the recently adopted Local Plan has allocated sites for 16,700 new homes, designed in part to address the overspill from neighbouring Coventry.

In 2017 Royal Leamington Spa was voted as the 'Happiest Place to Live' in a national survey conducted by Rightmove. The district is a largely affluent area with a well-educated demographic and house prices higher than the national average. However, in contrast there are also pockets of deep deprivation in both Leamington Spa and Warwick.

The **Warwick District Council** (WDC) headquarters are sited in Royal Leamington Spa. It employs more than 479 officers and deals with issues such as waste management, the collection of council tax, economic development, bereavement, car parking, parks and green spaces, planning/building regulations, benefits, community safety, council housing and council house repairs. The Council's Cultural Services team manage a wide range of assets including an athletics track, pavilions and pitches, leisure centres (through our external partner Everyone Active), an art gallery and museum, a theatre and Leamington Town Hall.

The council is currently controlled by the Conservative group, who hold 31 of the 46 seats (Labour 9, Whitnash Residents Association 3, Liberal Democrats 2, Green Party 1). In the 2017 general election the Labour Party candidate, Matt Western, was elected as the Member of Parliament for Warwick & Leamington, winning a seat which had been held by the Conservative Party for many years.

Warwick District Council's mission statement is '*To make Warwick District a great place to live, work and visit*'. The Council's corporate strategy is '**Fit for the Future**' which highlights its key internal and outward facing priorities through the three strands of '*People, Service, Money*'.

#### **OVERVIEW OF CULTURE IN THE DISTRICT**

Warwick District neighbours Stratford-Upon-Avon and is a founding partner of the destination management organisation **Shakespeare's England** which seeks to increase tourism across the region (primarily by capitalising on the area's connection to Shakespeare).

Two of the most well-known tourist attractions in the district are Warwick Castle and Kenilworth Castle. Warwick Racecourse also hosts televised meetings

several times a year and the national lawn bowls championships take place in Victoria Park, Leamington annually (run in partnership between Bowls England and WDC). Leamington Spa will also be the site of the bowls competition for Birmingham's Commonwealth Games in 2022. Warwick (and to some extent, Kenilworth) is promoted widely to visitors as '**Historic Warwick**' because of its medieval history and architecture. **Leamington Spa** is promoted as a Regency spa town with independent shops, quirky cafes and beautiful manicured public gardens.

All three of the district's towns have their own amateur theatres including the Talisman and the Priory (Kenilworth), the Loft Theatre Company (Leamington), and The Bridge House Theatre (Warwick School). There is a flourishing, highly engaged and well supported community arts sector.

The area also has a high concentration of visual artists, many of whom are represented by **Warwickshire Open Studios** or **Leamington Studio Artists**.

The area capitalises on its high quality open spaces and parks (the most well-known being Leamington's Jephson Gardens and Warwick's St Nicholas Park) and many successful outdoor festivals and events take place throughout the year including **Warwick Folk Festival**, **Art In The Park**, **Warwickshire Pride**, **Warwick Words History Festival**, Warwick Thai Festival, **Kenilworth Arts Festival**, and Leamington **Food and Drink Festival**.

A separate, top tier authority, Warwickshire County Council (WCC), is responsible for the county's library service (although Leamington library is a tenant of WDC, being located within the Pump Rooms). Its **Heritage & Culture** team are also responsible for the Market Hall Museum, St John's Museum and the County Record Office (all in Warwick). It also includes the County's archaeology and cultural education teams. WCC has previously investigated the feasibility of outsourcing its heritage / arts activity to a charitable trust (to which WDC's arts assets could feasibly have been added). However, the finances of the business plan did not prove to be sustainable and so the service will continue in-house with the prospect of significant budget cuts and a reduction of activity.

## **THE ARTS TEAM**

The Council's Cultural Services team is divided into the sections of Sports & Leisure, Programme Management and the Arts.

The Arts team supports a variety of professional and community arts organisations based in the district through advice, advocacy and grant funding. Key Clients include **Playbox Theatre Company** based in Warwick, which works specifically with young people, **Heartbreak Productions** which run a programme of outdoor theatre events, mainly in the summer months. **Armonico Consort**, based in Warwick, specialise in baroque choral productions and also have a strong youth programme. The international touring contemporary dance company **Motionhouse** (an NPO) is also based in Leamington. National rural touring promoter **Live and Local** (also an NPO) has its base in Warwick. The

area has a successful programme of chamber music and music education delivered through **Leamington Music**.

As well as supporting the district's cultural infrastructure through **Arts Development** the Council owns and operates several key cultural facilities including the **Royal Spa Centre** which is the district's only professional theatre. A medium size receiving house, it delivers a programme of theatre, drama, comedy, film and community events in its 667-seat main house and 188-seat studio theatre/ cinema. The **Royal Pump Rooms** in Leamington is a cultural and tourist attraction with services including Leamington Spa Art Gallery & Museum. The Arts team are also responsible for **Leamington Town Hall**, which has a mixture of tenants and has hireable spaces for community events.

### **THE CREATIVE ECONOMY**

A report by Kate Organ Associates, 'Warwick District Council & The Arts' commissioned by WDC in 2015, identified that Warwick District has a lively, diverse and high quality local arts scene and a population that is one of the UK's most actively engaged in the Arts as practitioners or audiences. This is a measurable and distinctive characteristic of the area.

A report by the Audience Agency, commissioned by WDC in 2016, also identified that Warwick District has an unusually high proportion of culturally engaged residents - comparable to the typical demographic of a large city. 40% of the District's population are 'highly engaged' with the Arts and regularly attend cultural events. Only 12% of the population of Warwick District are classified as typically 'hard to engage', who rarely engage in cultural activity - which is well below the national average.

It is estimated that 40% of Warwickshire's creative businesses are located in Warwick District. Leamington Spa, in particular, has a high concentration of creative firms and employment, especially the sub-sectors of Design, the Performing Arts, Advertising and Software. This reflects the national trend and is not particularly unique, as most cities have also found that the creative sub-sectors of Design, Software and Advertising are growing much faster than others. However, it is unusual to find such a strong creative sector flourishing outside of a city environment.

In July 2016 a report by NESTA, **The Geography of Creativity In The UK**, identified Leamington Spa as one of 47 'Creative Clusters' in the UK, with a high concentration and growth of creative industries. It estimated that 1,504 creative businesses employed an estimated 7,033 people, which equated to 4.6% the town's total employment and 6.5% of its GVA. The recent emphasis and attention has understandably been on the creative sub-sector of software and digital game design – as it makes up approximately 50% of the area's total creative industries GVA and is a major strength of the District. The Council's Economic Development team have long nurtured the digital gaming sector and invested heavily in it – creating the brand '**Silicon Spa**'.

Against the National creative economic profile, Leamington is not unusual. There is a disproportionately high concentration of similar creative activity in the South East of England. Regionally, Oxford, Cheltenham and Northampton also exhibit a high concentration and growth of creative businesses. However, regionally there is a significant lack of significant creative growth elsewhere in the West Midlands. (Surprisingly, given its size and the amount of recent public investment into creative businesses, Birmingham did not meet the indicators required to be considered a 'creative cluster'.) In this context Warwick District is 'punching above its weight' and has a diverse, thriving creative economy. Until recently, this has not been widely understood and the potential has perhaps not yet been fully realised by WDC. The challenge will be to maintain and grow that digital strength moving forward and to fend off competition from other 'digital hubs'. Given the district's strength across the whole of the creative industries it is perhaps also uniquely placed to capitalise on the national '**Culture is Digital**' initiative and bring the various sub-sectors together.

The City of Coventry recently successfully bid to become the UK's City of Culture in 2021. Although WDC is already a member of the associated 'club' of surrounding local authorities it remains to be seen what impact this will have on Warwick District – whether it will be an opportunity for increased tourism, development and growth or if it will weaken its own cultural infrastructure. At the time of writing Coventry City is also part of the West Midlands combined bid to relocate Channel 4's headquarters to the region (WDC also submitted a bid for Leamington Spa, but was unsuccessful – being the only town of its size to bid).

The Council has recently appointed a commercial developer, Complex Development Projects (CDP), to partner with the Council in the development of a **Creative Quarter** in the south of Leamington Spa. This is a 10 year agreement, during which time the developer will create a masterplan for the area and begin to develop sites with a cultural focus. This project is led by the Deputy Chief Executive and the Business Officer from Development Services. CDP is currently consulting with the wider community and has been tasked with creating a Masterplan for the project by the end of 2018. There is also the potential for the project to involve Council assets, such as the Royal Pump Rooms.

## **THE CURRENT POSITION**

Like most local authorities, Warwick District Council has faced some difficult financial challenges over the past 10 years. The Council's financial planning has proven to be very effective and our Member's commitment to continuing to deliver all services whilst making necessary savings has largely been met through efficiencies and increased income generation. Whilst there remains a degree of uncertainty around the future financial model of the Council and its assets, Warwick District is in a comparatively strong position. There is strong political support for arts and culture within the Council and an understanding of its inherent, social and economic benefits to the district.

Once under imminent threat of closure, the Royal Spa Centre has greatly improved its offering and financial position over the past five years. Increased income from box office sales and hires and a tight control on expenditure has meant that the annual operational cost of delivering the service has fallen to approximately £215k from over £500k in 2013. It is the eventual aim for the venue to become cost neutral by building upon this success.

The Art Gallery & Museum has successfully gained funding in the past for specific, one-off exhibitions and educational activity (primarily from the ACE and the V&A Museums in Schools project). Therefore, it has been possible to deliver a very high standard of exhibitions and events. However, without this external funding it would prove challenging to sustain the current level of activity as the service's own budgets for exhibitions and educational activity are limited. It is expected that any growth in activity would have to be funded through increased income – either via commercial means or additional grant aid.

The Royal Spa Centre currently has an annual footfall of approximately 95,000 and the Royal Pump rooms 455,000 (134,000 of which visit the Art Gallery & Museum, 29% of the building's total footfall). The Town Hall has an annual footfall of approximately 84,000 and is primarily used for WDC committee meetings, as well as being hired to the public for functions and events. The long term future of the Town Hall remains uncertain as it is the Council's intention to withdraw from the building once the new WDC headquarters are built and the public/ committee meetings are relocated there.

WDC's Cultural Services department has undergone a great deal of change during the last 18 months. The Events Team was absorbed into the Council's Economic Development / Town Centre Management team. The management of the District's leisure centres was outsourced to **Everyone Active** (Sports and Leisure Management Ltd) in the summer of 2017 after a lengthy procurement and investment planning process. This radically reduced the size of the Sports & Leisure team directly employed by the Council from several hundred to a handful of officers. The focus of this team is now on the management of key contracts and sports development – taking a more strategic approach to the District's sports and leisure provision, rather than direct delivery. The team are currently focused on planning investment into Kenilworth's leisure facilities, as well as planning for the Commonwealth Games and the construction of a new community stadium.

In addition, a lengthy review of its arts teams concluded in February of last year, the outcome of which was to amalgamate the (previously separately managed) Royal Pump Rooms, Royal Spa Centre, Town Hall and arts development services into one, joined up Arts team. The aim of this internal restructuring was to align the priorities of the service, to be more efficient and effective and to begin the process of commercialisation. All staff now work across all venues and the management team are readjusting the focus of the service to be more strategic

and outward looking, using its influence to lead the local arts community, rather than concentrating solely on the delivery of its own services from venues.

The purpose of the Arts Section of Cultural Services is to make Warwick District 'a great place to live, work and visit' by providing:

*"Inspiration & Opportunity for All"*

The section is focused on its priorities:

- Creating best value by reducing costs and increasing income
- Increasing attendance and participation
- Improving the quality and impact of its activities

The Arts section also recently took on responsibility for face-to-face tourism provision in Leamington Spa by absorbing the Visitor Information Centre, located at the front of the Royal Pump Rooms. This service was combined with the box office and gallery team in order to create a joint function, with a focus on income generation and the promotion of cultural events. Over a year later the changes are still bedding in and the various teams continue to adjust to the new way of working.

## **ISSUES FOR THE PEER REVIEW TO EXPLORE**

After a period of such significant change it is believed that the Arts section of Cultural Services would benefit greatly from an independent assessment of how we are performing against our priorities and to get some practical advice and suggestions of how we might improve in the future. The three areas for the Peer Challenge team to focus on are:

### **a) Is the Council getting the best value from its cultural assets? What are the possible commercial opportunities, including alternative delivery models, for the Arts team that would help ensure sustainability over the longer term and enable us to better meet our priorities?**

There is an ongoing expectation from elected Members and the Council's senior management team that the Arts section will continue to reduce the cost of delivering its services (primarily through increased income). The district will also experience a surge in population growth over the next ten years and the Arts section must plan for how it will continue to grow and meet the increase in demand for its services. Have we clarity in our strategic vision for the Arts section and have we fully considered all the options for delivering the service? What examples of best practice are there?

### **b) How could the Arts team better contribute to the cross cutting agendas of other Services within WDC?**

It is the ambition to raise culture and the creative industries up the agenda of Warwick District Council's senior leadership team and our Councillors. While elected Members and the Executive generally support the Arts and have a good understanding of its value to the District, there is a perceived lack of awareness of the opportunities the creative industries as a whole can offer.

There is a desire within the Arts section to strengthen strategic links between Cultural Services and other council services, particularly:

- Development Services – which is responsible for many cross cutting agendas including economic development and tourism, planning and Section 106 agreements, the town centre 'vision' for Leamington Spa, the delivery of outside events and festivals, the Creative Quarter Project, and Enterprise which acts as landlord to several of the Arts sections 'Key Clients'.
- Community Partnership team (part of Health & Community Protection) which is responsible for addressing priorities around health and wellbeing and community cohesion such as male suicide, an ageing population and mental health. The Arts team have made little advances into this area previously.

**c) What is the role of Warwick District Council and the Arts team within the context of the local creative sector?**

If the Arts team wishes to meet its objectives it cannot do so alone as we do not have the necessary resources available. It is the belief that the Arts team must be more 'outward looking' and seek to form stronger partnerships with the local arts community.

Frustrations expressed by the local creative community have indicated that what they want from WDC is for it to:

- publically promote and support creativity and the arts as a priority
- deliver on its sense of anticipation and high aspirations
- understand the creative industries as a whole rather than just 'arts' or 'digital'
- move development forward at a faster pace
- enable exciting new things to happen and reduce 'red tape'
- make better use of physical spaces and places, people and organisations (including 'unlocking' its own cultural assets for use by the community)
- increase direct financial support through grants / funding / business rates or rental aid
- provide affordable spaces for creatives to work
- act as a facilitator to bring the creative community together drawing in a spectrum of stakeholders, and not relying on the impetus and resources of the Council alone



**Additional Documents Supplied:**

**A** Warwick District Council & The Arts 2015 – Kate Organ Associates

**B** Arts Section Operational Plan 2018/19

**C** Warwick District Profiling Report 2017 - Audience Agency

**[Link to the Royal Spa Centre current brochure](#)**

**[Link to the Art Gallery & Museum current brochure](#)**

**[Link to Collections & Development Policy 2012 - 2017](#)**

**[Link to Warwick District Council Arts Strategy 2009 – 2013](#)**

# Cultural Services Peer Challenge **Warwick District Council**

9 – 10 July 2018

## Feedback Report

## 1. Executive Summary

Warwick District Council (WDC) Arts Service (AS) was awarded a Cultural Peer Challenge (one of only three such awards in 2018) funded by Arts Council England (ACE) and Local Government Association (LGA). The AS asked the peer challenge team to consider three questions. These are:

- is the council getting best value from its cultural assets and are there further commercial opportunities for it to assess?
- what is the contribution that the arts make to the cross cutting agendas of other WDC services?
- what is the role of the arts services and WDC in supporting the local creative sector?

This executive summary provides an overview of the peer team's feedback.

Warwick District Council Cultural Services Arts Section has been through a period of structural change recently. The AS supports the district's cultural infrastructure through an Arts Development officer. The main focus of activity is the in-house operation of several key facilities in Leamington. These are: the Royal Spa Centre (RSC), a 667 seat professional theatre and 188 seat studio/cinema; and the Royal Pump Rooms (RPR), which includes an art gallery, museum and the Warwickshire County Council library. Both of these facilities appear to be well maintained and equipped, with continuing investment in the fabric of both buildings from the council's capital programme. Recent improvements to the visitor offer have resulted in increased attendances and income and it is intended to make the operation of the RSC cost neutral in the medium term.

A lengthy review of the arts teams concluded in February 2017. This resulted in the amalgamation of the previously separately managed RSC, RPR, and Leamington Town Hall staff teams and arts development services into one unified arts team. The aim of the restructure was to align the priorities of the service, to become more efficient and to move to a more commercial focus. The majority of AS staff work across all venues. The intention is that this will allow the focus of the service to become more strategic and outward looking thereby using its influence to lead and work in partnership with the local arts community, rather than concentrating solely on its own service delivery. This objective remains aspirational, as the restructure is still bedding in and would benefit from some further fine tuning and benchmarking against a clear set of performance indicators. The desire to become more strategic will require further capacity to enable it happen. Although the peer team were pleased to meet excellent, technically competent staff, it may require some additional skills, such as marketing, to achieve a more outward focused and strategic role in the arts for the council. We do not advocate a review of alternative service delivery models for the AS at this stage. In saying this, the peer team are suggesting that you consider advice from CIPFA, contained in their guidance

document entitled “Insights: alternative service delivery models for local government”, that states “What is critical is that ‘form must follow function’. Do not start with the ‘model’ and make the service fit this.

There are other arts activities delivered from within the economic development and community partnership sections of the council. However, this work is not joined up in a strategic way with the AS, and this results in a confused response by the wider arts community. A number of examples of assistance sought from the council by arts organisations resulted in frustration about the fragmented approach and perceived lack of support.

There is evidence of effective working across the council departments, but this seems to be based on personal relationships between officers without a strategic imperative or framework to encourage cross service working. This situation is likely to improve after the AS revisits its strategy and clarifies its role as an influencer of arts leadership, collaboration and coordination.

The positive support, for the AS, from senior management and the politicians is evident. The district is spending in excess of £2.1 million revenue a year primarily on its building based operations in Leamington. In addition capital may be made available for refurbishment, currently £100,000 for the RPR gallery and £110,000 for sound desk and lighting in the RSC.

However, if the service is to become more strategic and outwardly focused we would advocate that a discussion about the benefits and value of the arts, and how the AS can better help to deliver the council’s priorities, takes place at an executive level in the council. This would be in the context of the potential for the arts to contribute to the delivery of the council’s and other partner organisation’s priorities. The manager’s forum may be a suitable place for this to happen.

The district has an enviable array of arts/cultural opportunities to consider. Within the district, these include:

- WDC HQ relocation
- Kenilworth development
- Green Spaces (Victoria Park, Newbold Comyn, Pump Room Gardens, Tachbrook Country Park)
- Community Stadium
- Leamington Creative Quarter
- Population growth and up to 16,700 New Homes, with associated services and facilities.

and regionally these are:

- Cultural Tourism
- Coventry City of Culture 2021
- Commonwealth Games 2022
- Population and housing growth
- JLR & Warwick University
- HS2.

The council should consider a mechanism to assess the relative merits of these opportunities and projects in relation to the potential that the arts can contribute. The current approach appears to be inconsistent. For example, the council has a dedicated resource to work on the sports element of the Commonwealth Games, but no similar resource allocated to Coventry City of Culture which is happening a year earlier.

The AS is clear that it intends to work more commercially and is demonstrating results in terms of improved visitor numbers and income generation. To make further significant improvements the peer team suggest that external professional marketing expertise will help make the desired step change.

Warwick district has a strong creative economy – one of the most significant digital clusters nationally, and the AS should consider how to improve links to local private creative businesses. The creative sector employs over 7000 people in the district. (Ref: The Geography of Creativity in the UK – NESTA July 2016). Without a clearly articulated plan for engaging with and optimising the growth of this sector, and for linking it to other agendas in the district, the opportunity to sustain and develop this significant sector of the local economy may be missed. WDC may wish to consider the establishment of a Warwick district cultural forum as a vehicle for better collaboration and partnership working both with and between the cultural and creative sectors.

The AS through the council should consider how to best communicate a clear message about the future of arts provision in the district and to clarify the WDC role in championing this. The development of a five year strategy and delivery plan, in collaboration with other creative and cultural organisations in Warwick would make a good starting point for this. This should provide the opportunity for more strategic engagement with some of the key client arts organisations based in Warwick (Arts in the Park, Playbox Theatre Company, Motionhouse and Live and Local).

## 2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the council:

1. **The Arts Section (AS) should gather evidence of the impact of the sector, both current and potential.** AS has the opportunity to gather evidence, in the form of an impact study, to demonstrate the benefits and value of arts and the contribution that the sector is making to the achievement of WDC corporate objectives and those of other related cultural organisations, using agreed performance indicators. AS could adopt a strategic approach by researching and mapping activity, analysing the environments within which it works, being more outcomes focused and develop new partnerships and collaborations. The collation of this evidence could be done digitally and would usefully form the basis for writing up a draft cultural plan.
2. **The time is right to engage stakeholders internally and externally in developing the arts strategy (vision) and agree a delivery plan for action.** The peer challenge team were impressed by the range of artists and creative organisations in the district. There is an expectation that the council arts service will lead the sector in creating a plan for the future of arts in Warwick. The proposed Warwick district arts forum could be a key vehicle to take this work forward.
3. **Recognise, prioritise and resource the emerging opportunities.** The district has identified an impressive number of opportunities and projects to further enhance the arts infrastructure in Warwick and to develop the arts to serve the district's growing population. The range and uniqueness of these are rare for a district, as Warwick has been identified by NESTA as the only non - urban creative cluster in the UK. However there needs to be consideration given to the management of these opportunities. The approach to date appears to be inconsistent. For example with some dedicated officer resource for the Commonwealth Games (2022) but no one tasked with working on the potential of the Coventry City of Culture legacy (2021).
4. **Develop a five year plan for culture in the district, which provides cases for investment.** A number of the opportunities will require investment to help in their development. Future investment, for example that which is linked to the Industrial Strategy, CWLEP or a Tourism Zone, is likely to require the development of business cases demonstrating a clear impact on the local economy, skills and jobs. A single arts/cultural plan would benefit all parties to ensure that investment is coordinated, and that external bodies understand the

coherence of a well-considered and mutually owned plan. The plan needs to be strategic and endorsed politically.

5. **We recommend that the AS does not need to look at alternative service models currently.** The peer team had been asked to consider alternative service delivery models for the AS. Our view is that form should follow function. The service has recently been restructured and the benefits of this are now becoming evident. The current structure appears to support the building based services in Leamington well. Further consideration of the role of the arts across Warwick, and agreement of strategic priorities through a cultural plan may lead to a future review of the role of the council in supporting the arts. If a significant change is envisaged then that will be the time to look at alternative service delivery models again.
6. **Increase focus on commercialisation and marketing.** The key arts buildings in Leamington have benefited from the council's capital investment resulting in increased numbers of visitors and improved income generation. Further incremental improvements may occur. However the offer is not coherent and does not join up with the other benefits of visiting/living/studying in Warwick. There is no consistent view about what a commercial arts service would look like. There is no marketing plan and no strategic marketing post. The district has a number of significant cultural assets that could be jointly promoted, and the impact could be even greater through collaboration with the neighbouring cultural offers. Links with the private sector seem limited, but provide opportunities to consider joint marketing and ticketing. One idea, mentioned to the peer team, is to form links with Warwick Castle to explore this kind of joint activity. In addition, the four towns in the district could be positioned in terms of their distinctive offer (see (9) below). We recommend that the council considers securing some commercial and marketing expertise to maximise the current opportunities.
7. **Celebrate and communicate partnership success.** There are a significant number of well-regarded cultural organisations based in Warwick. They seem to exist with very little support from the council. Despite this they appear willing to work collaboratively with the council and for the benefit of Warwick residents. The council should consider official recognition of these organisations contribution to its corporate objectives. Consultees expressed some frustration over the inconsistent approach by the council to their work. A framework agreement setting out the support for the arts, by the council, would help improve the situation. This is an area where a Warwick district arts forum may prove beneficial.
8. **Review feedback and refine structures.** The reorganised AS has been in place for a year. It would be useful to evaluate the effectiveness of the new structure and to fine tune some of the initial teething problems that remain

unresolved. There are some staff communication issues that require management time. Although this is difficult and time consuming, with so many part time staff, working in different locations and varying shifts it is important that they are kept informed of issues that affect them and that they feel that they are being listened to. The peer team were pleased to meet with a range of WDC staff, who appear very motivated, committed and engaged in and understand the need for change, and want to continue to contribute to the continuous improvement that is being achieved by AS.

9. **Capitalise on local strengths - collaboration not competition.** The district benefits from a rich arts infrastructure. Consideration should be given as to the AS role in further encouraging collaboration between the different organisations. The potential of a Warwick district arts forum was suggested by a number of consultees.
10. **AS should free up staff to explore best practice models and learning opportunities.** Staff are keen to develop their own ideas to further improve the service, and this is paying benefits in the RSC, where experimentation with programming is maintaining interest and encouraging new customers to visit the facility. (Daily artist/ latest exhibition developed by a curator). Staff seem keen to learn from other appropriate cultural organisations and this will encourage their own development and bring ideas for further improvement into the district. Examples of best practice are at Appendix 1.
11. **Use the local creative capacity – e.g. develop AR/VR offer in AGM, develop culture portal, media.** The district is home to many creative businesses and students which could help to bring a new dimension to some of the traditional cultural offer, such as the Art Gallery. The idea of a cultural portal could be developed whereby cultural information could be accessed in one place. This provides an opportunity to engage with students and business in the development of this idea.
12. **The council should tap into the local private creative sector for support.** NESTA, has identified Leamington as one of the 47 creative clusters in the UK, because of its concentration of creative organisations. The growth of this sector is linked to recruitment and retention of talent, which is influenced by a thriving cultural life and a strong independent creative sector. This approach could assist in reinforcing the district's reputation as a place to live, work and visit. The development of a Creative Quarter in South Leamington may be a vehicle by which these organisations can become more involved. It could also be an opportunity for people living in the neighbourhood, as this is an area high in deprivation. Linking local people with opportunities in the creative industries through cultural activity, training and business support is an approach which is being taken in other areas and might be of interest. This is deserving of a



dedicated strategy, aligned to a cultural/arts strategy. See the report The Geography of Creative Clusters at [NESTA Creative Clusters](#).

### **3. Summary of the Peer Challenge approach**

#### **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Warwick District Council were:

- Val Birchall - Assistant Director (Culture, Tourism and Sport), Brighton and Hove City Council
- Councillor Martin Veal – Bath and North East Somerset District Council, LGA Member Peer
- Neil Anderson – LGA Peer
- Mark Harrison – LGA Peer Review Manager.

#### **Scope and focus**

The peer team considered the following three questions:

1. Is the council getting best value from its cultural assets and are there commercial opportunities for it to assess?
2. What is the contribution that the arts make to the cross cutting agendas of other WDC services?
3. What is the role of the arts services and WDC in supporting the local creative sector?

#### **The peer challenge process**

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent two days onsite at Warwick District Council, during which they:

- Spoke to more than 45 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 17 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 100 hours to determine their findings – the equivalent of one person spending more than three weeks in Warwick District Council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit 9 – 10 July 2018. In presenting feedback to you, the peer team have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

#### **4. Feedback**

##### **Is the council getting best value from its cultural assets and are there commercial opportunities?**

The council is getting better value from its cultural assets. Performance is improving with increased attendances at the RSC (95,000 a year) and RPR (445,000 including 134,000 visits to the gallery and museum). An improvement plan was put in place in 2012 – 13. This has successfully helped reduce the net operational cost of delivering the RSC has been reduced by £300,000 to £288,000 in the current year. The gross box office income has increased significantly over the last 5 years and last year saw a 45% increase on 2012/13. It is intended to make the RSC operation cost neutral in the medium term.

As the bottom line improves the council will need to consider if it wishes to use the freed up resource to support increased capacity for the AS to pursue the strategic objective to use its influence to lead the local arts community. However we are aware of the cost pressures facing councils and understand that the council may wish to allocate these resources to another area of the council or to assist in balancing its budget.

There are further commercial opportunities for the AS and district. The secondary spend at the venues could be improved, hire charges and fee income should be reviewed. At a more strategic level the council can take a view of the benefits of the arts and related areas such as tourism, growth, economic development and health and wellbeing to the economy. To fully explore these opportunities we think that professional marketing and commercial advice should be sought. The LGA offers a range of commercial skills training and support, visit [www.local.gov.uk/commercialisation](http://www.local.gov.uk/commercialisation) to find out more.

The council continues to make significant investment in arts buildings and equipment. The refurbishment and redesign of the entrance to the RPR is being skilfully managed with an enterprising approach to ensure that the programmed activities are exciting and relevant. The focus on Leamington does raise the question about provision for the rest of the district. The district is rich in terms of arts organisations and businesses and this is compensating for the current WDC focus of building based activities being located in one town. It highlights the desirability of the AS rebalancing its commitment to outreach, arts development and supporting other non-council arts organisations to work within an agreed framework. This adjustment of direction will help ensure that there is access for all to opportunities to engage in the arts.

The potential to look at alternative service delivery models remains a possibility for the future. The recent restructure appears to be working well, and would

benefit from some management time spent with staff to consider some fine tuning and celebrating progress made to date. The staff can be reassured of their role and contribution to the AS objectives. It will be interesting to see how the recently externalised leisure operation develops, and a mechanism for learning about their approach to commercialisation may be of use. Many councils have explored alternative service delivery models with varying degrees of success. We think that you may wish to consider what type of arts service the council wants to deliver in the future before any consideration of implementing a different service delivery model.

There are clear, yet underdeveloped links between the AS and wider WDC priorities. In order to realise the full potential value of taking a more strategic view of the arts it will be necessary for the arts to set out its plan, to include its vision, relation to council objectives and its potential capacity to collaborate and work in partnership. We would expect that the AS would be informing the development of some of the council's key projects, in particular the Cultural Quarter in South Leamington. Further links will need to be explored with new built development, health and well-being, economic development and community partnerships. Externally we would expect to see consideration given to collaboration with key arts organisations, Warwick CC, Warwick University, Warwick Castle and other significant visitor destinations, developing internationally significant events such as Commonwealth Games 2022 and Coventry City of Culture 2021. These opportunities will require additional capacity to enable appropriate input from AS.

There is a recognition that there could be more professional marketing of the arts offer. The arts marketing team are doing a good job and some professional expertise would help raise the profile of the arts exponentially, both within the council and the wider district. To date there is no marketing plan for the AS. Overall we think that there could be better co-ordination of arts activities across Warwick. The potential of a Warwick Cultural Portal provides an opportunity to share information in an accessible and manageable format. We think it might be fruitful to engage the local digital media sector in the development of this work.

There exists further potential development of cultural assets for commercial income generation. In particular the development of the Creative Quarter and its relationship with the RSC. The council owns land adjacent to the RSC that could be used to develop a conference centre, which could link successfully to the high growth businesses in the local area. Additional income could be applied to the development of outreach arts activities, increase voluntary sector support and to enhance the capacity of the AS to help deliver on its aspirations.

The optimisation of secondary spend as a result of developing a more joined-up visitor offer could be beneficial for the district. From joint ticketing, joint promotions, events and developing to sharing a digital platform, the marketing of the district (e.g. events, castles, museums, arts centres, architecture, and

proximity to other areas) for extended stays would help provide a coherent rationale for visiting the district as a whole.

As a part of the fine tuning of the AS, post restructure, we suggest that customer feedback is used to further enhance the service. For example we received the opinion that the RSC does not feel open for business, this could be remedied through better signage and web presence.

### **What is the contribution that the arts make to the cross cutting agendas of other WDC services?**

The AS is contributing to the cross cutting agendas of other WDC services and could do even more, when it makes its own rationale clear. The development of a five year strategy and delivery plan will help position the AS within the council and with private and public sector partner organisations.

The new unified art service appears to have risen to the challenge of integrating cultures. Some officers are working well with other council teams, but more could be done in this area. It is a leadership issue, to be addressed at a senior level in the council, to encourage collaborative working and the creation of multi-disciplinary teams to manage the big opportunities that are presenting in WDC.

To maximise the potential benefits of shared opportunities over the next five years, the council needs to consider the capacity it requires to develop and manage a process that enables it to assess the return on investment that these key projects can deliver. The AS, with improved capacity, would be in a position to make an appropriate contribution to multi-disciplinary teams working on these projects.

In order to effectively advocate the value and impact of the arts the AS needs to consider how it will move from a building based arts delivery service to a more strategic and outward looking influencer for the arts in the district. The AS has considerable work to do to achieve this aspiration. There is no plan to take the AS from where it is now to where it says it wants to be. It is uncertain as to the alignment between the AS objectives and those of the council corporate objectives. A further challenge will be to establish confidence that the council is acting in the best interests of the wider arts constituency. This frustration was particularly expressed in consultee's views about how the council works in a very disparate way in its support for arts events. The council's events teams seem from the outside to have very little contact with the AS. This would seem to be a big missed opportunity as arts events can play a significant role in promoting and raising the profile of the district. External arts organisations expressed frustration around the council's role in supporting the arts. They expect the council to exercise its leadership role and to move away from its focus from building based

service delivery to a more strategic supporter and influencer for the arts in the district and to apply its resources accordingly.

A starting point for this work could be to initiate a WDC Managers' Forum discussion to start to work up a draft cultural vision and to identify cross-sector opportunities. The next step will be to use the draft vision to engage with the wider arts constituency, in a cultural forum that would contribute to a cultural strategy for the district. Thereby moving away from the perception that the council mainly invests in arts buildings in Leamington and, to a certain extent takes, other arts organisations for granted. A five year planning horizon would enable the strategy to take account of the rapid growth and changing context of the district.

### **What is the role of the arts services and WDC in supporting the local creative sector?**

The role of the AS team, has rightly been focused on successfully aligning the work of the new staff team with the objective to improve the operational effectiveness of the RSC, RPR and Warwick Town Hall. This task has taken much time and energy and appears to be paying dividends. The time is approaching when the AS will need to reconsider its role and contribution to the achievement of WDC corporate priorities, and its role in supporting the vibrant local creative and cultural sector.

Despite the presence of a large number of creative businesses and arts practitioners in the district, there is limited active partnership working with the council. It appears that the AS has focussed its efforts on fixing the performance of its arts buildings in Leamington. The local creative sector expects that the council will adopt a more strategic outward focus in supporting the arts. The issue is that the council has limited capacity to do this and no plan to help the delivery of this new focus. The arts development team appears to be one officer who is overstretched. If the council is to review its support for the arts it will require additional capacity to work out what needs to be done. At the same time, other service areas (Economic Development and Community Development) have stepped into this space and are programming some events. There needs to be clarity about the leadership of the Council's arts strategy to avoid duplication of effort.

Notwithstanding the above the peer team was pleased to see that other arts organisations are ready, willing and capable of assisting in a new collaborative arts and culture partnership. It is incumbent on the AS/Council to convene a dialogue with the cultural sector. The peer team felt the time is right for this to happen. It will be important to establish common ground and identify a vision and some key areas of commonality in order to move a mutual agenda forward. Greater pro-active support, by the council, to some key arts events that take

place in the district could be a way of demonstrating a commitment to this new way of working

It will be necessary to develop a clear narrative for the cultural sector. There are many cultural plans available on line that may assist your thinking. They appear to have common features, setting out the vision, a plan for high level tasks, some key deliverables, and a description of what success would look like whilst retaining the ability to continuously update the plan and for it to remain flexible. A relevant plan might be the one that Coventry used to support its successful city of culture bid, see [Coventry](#). However, the starting point would be an audit of current arts activity in Warwick the place. Much of this data already exists from previous consultations, and could be updated digitally through the Warwick Cultural Portal.

The council may wish to reconsider how it supports the arts. The current situation is disparate and consultees advised that there are a variety of responses dependent upon which part of the council you are dealing with. One obvious improvement area, is to reflect the needs of the arts sector in council grant schemes. Arts organisations referred to their frustrations in dealing with the “paper police” of the council. In their minds this signifies control and bureaucracy rather than enabling and empowering, they want arts that are fit for the future.

The approach to arts provision could be differentiated between its four main towns. Different communities require different provision, and the arts offer should reflect the aspirations of the local residents. Partnership working with arts organisations will help ensure that the towns can provide a differentiated arts offer. This should be within the overall context of the council’s aim to make Warwick a great place to live, work and visit. The Audience Agency report of 2016, identified that the district has an unusually high proportion of culturally engaged residents who regularly attend cultural events. Therefore there is the opportunity for more meaningful engagement with residents about the future arts landscape.

The role of the WDC Cultural Services in general and AS in particular needs to be communicated to council colleagues and the wider cultural sector. The AS is a new team, and council colleagues and external stakeholders are unsure about what the changed service offer is, who delivers it and significantly are unaware of the aspirational ambition for the future of arts in Warwick.

The peer team identified some tensions between “old” and “new” arts developments within the council. There appears to be a view that the AS offers a traditional arts service, whereas other parts of the council work on the contemporary arts in developing digital and gaming. All of this work is important, as the council can benefit from the national “Culture is Digital” initiative and help bring the sub sectors together. But the fragmentation means that the overall arts

offer of the council is inconsistent and lacks coherence. This needs bringing together in a single overall vision for the Arts in Warwick district which connects to other corporate ambitions but is understood by the wider Arts community and local residents in general across the area.

## **5. Next steps**

### **Immediate next steps**

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Helen Murray, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Helen's contact details are: [helen.murray@local.gov.uk](mailto:helen.murray@local.gov.uk)

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.



## Appendix 1 – Possible best practice areas/ideas

1. A recent Arts Professional magazine survey (October 2017) revealed the strain that council cuts have put on community arts organisations. Some reported that their local authority is maintaining a commitment to the arts or finding innovative ways to support the sector while cutting spending. Amongst those singled out for praise were Hull, Manchester, Leeds and Islington.
2. The Gloucester Culture Trust aims to be a spark and a catalyst, which links up the creative and cultural sector and supports it to make things happen. This means that the council works in partnership – locally, regionally and nationally – to create, test and deliver projects which will make Gloucester a city full of culture. Gloucester City Council has provided £20k per year (2016/17 and 2017/18) to help set up Gloucester Culture Trust. Arts Council England committed £50k in 2016/17 to help set up Gloucester Culture Trust. In March 2016, Gloucester City Council was awarded £1,489,200 from the [Great Place scheme](#) to support a three-year project entitled *Gloucester – a proud past: Culture at the heart of an ambitious future*. Gloucester Culture Trust is managing this exciting project (2016-2020). See [Gloucester Culture Trust](#).
3. Lincoln BIG (BID tourism partnership) and cultural quarter is in the heart of the city centre, and is a vibrant hub. Spanning the east of the city centre and the south entrance to Lincoln's [Cathedral Quarter](#), This is the location of theatre, museums, art, music, cuisine, bars and cafes. Whether spending the afternoon in a vibrant cafe, taking in the culture of the theatre or discovering the history of the area, the Cultural Quarter has plenty to keep you interested. [Lincoln cultural quarter](#).
4. The LGA offers a range of commercial skills training and support, visit [www.local.gov.uk/commercialisation](http://www.local.gov.uk/commercialisation) to find out more.
5. Waltham Forest has used its London Olympic 2012 legacy to reaffirm its commitment to culture, develop a more strategic and outwards looking focus. As a consequence the borough will be the first to receive the Mayor's award for London borough of culture 2019. This award is to stage a programme of ambitious cultural events and initiatives, and to develop a plan to make culture an integral part of the boroughs' future - placing communities at the heart of decision-making and programming. See [Waltham Forest London borough of culture 2019](#).
6. Explore York Libraries and Archives Mutual' has a five-year contract to manage City of York Council's libraries and archives services. It was set up in 2014 as an industrial and provident society with charitable status. It is one-third owned by its staff and two-thirds by the local community: community membership is free of charge and open to local residents aged over 16.

Explore worked with the Cabinet Office mutuals support programme to 'spin out' from the council. Being part of this programme provided essential access to legal and other support. Fiona Williams, Explore's Chief Executive and Director, said: "We chose to go down the 'mutual' road because we wanted to give staff and local people more meaningful ways of being involved in our services. We have a Board of seven which includes a staff director and two community directors." There is an LGA case study at [York mutual library trust](#).

7. The Chief Leisure Officers Association (CLOA) now encourages membership by senior local council arts officers. This would provide peer support to WDC officers. CLOA works closely with the DCMS and Arts Council England to promote the benefits of culture. See [CLOA membership](#).
8. This case study about Dundee titled '*Creative Industries: Support for Growth*', highlights the challenges, strengths and activities happening in Dundee to grow the creative industries and tackle issues such as talent retention and attraction. See [Dundee creative industries](#).

## **BRIEFING NOTE**

### **COVENTRY: UK CITY OF CULTURE 2021**

#### **1. THE AIMS OF UK CITY OF CULTURE**

- 1.1 The UK City of Culture programme is a Government initiative and is administered through the Department for Digital, Culture, Media and Sport. It was originally developed to build upon the success of Liverpool's year as European Capital of Culture in 2008, which had significant social and economic benefits to the city.
- 1.2 The UK City of Culture programme provides cities with the opportunity to access the benefits derived from bidding for a prestigious cultural title and the opportunity to be centre stage nationally. It is focused on creating a national cultural event, spread over the course of a title year, concentrated in a particular city or area.
- 1.3 Derry-Londonderry was the first city to be awarded the title for 2013, Hull was the second City of Culture in 2017 and Coventry is to be the third in 2021. The next city to win the title is announced as the previous holder's year comes to a close – meaning a city has 3 years to prepare and mobilise.
- 1.4 The title of City of Culture does not have specific funding allocated to it from central Government. It is expected that investment will be drawn down from a mixture of private investment and public funding sources. The City of Culture is an opportunity to create new partnerships, to build residents' aspirations whilst bringing communities together to celebrate the rich heritage and unique qualities of city. It is also an opportunity, through culture, to raise the profile of the city, to attract new investors and to enable significant regeneration.

#### **2. HULL AS CITY OF CULTURE 2017**

- 2.1 The City of Culture initiative remains a relatively new scheme, but the benefits and its legacy are already becoming clear. Derry/Londonderry reported more than 1 million visitors to the city in 2013 and an increase of 20% in bed and breakfast and hotel bookings. The city also attracted 30 business conferences to the city and 40 new businesses were started.
- 2.2 The best and most recent example of the impact of the City of Culture, where detailed data was tracked accurately throughout, is Hull 2017. The University of Hull was tasked with analysing the impact of the year upon the economy from the beginning. Their interim report has now been published.
- 2.3 Ahead of City of Culture 2017, Hull developed a readiness and legacy programme which used the themes of Place, Product, Positioning and People. It was designed to maximise the benefits of being awarded the

title and clarify priority areas for direct investment such as infrastructure, destination promotion and marketing, capital, and skills development.

- 2.4 As a result of this readiness plan Hull City Council was seemingly successfully in using the City of Culture as a catalyst to accelerate development and regeneration. Investment was drawn down from its pre-existing City Plan and the capital commitments it made to Hull New Theatre and Ferens' Art Gallery allowed the city to lever significant additional national funding from Government via the Northern Powerhouse and from Heritage Lottery Fund. Its investment in tourism also enabled the city to secure regional packages of funding from the Explore England Fund.
- 2.5 The City of Culture title can bring significant inward investment to a city and its surrounding area. Hull attracted major national investment towards its programme budget for 2017, with Arts Council England, Heritage Lottery Fund, Big Lottery, British Council and the University committing to the programme. East Riding of Yorkshire Council also worked with Hull to stage several events in towns across the county and invested £1m in a package of grant funding and support.
- 2.6 Early in the planning stages Hull aligned its City Of Culture readiness and legacy plans to the City's wider economic plan. Subsequent investment into the city has been over £3.4 billion since 2013, of which £216m specially relates to the 'World Class Visitor Destination' strand of the Hull City Plan – which the City of Culture became a primary part.
- One in four businesses in the Hull took on new staff in 2017
  - At least £22m of GVA was added to the local economy
  - Approximately 800 new jobs created in the creative and visitor economy in the three years leading up to 2017
  - £81.6m of 'full attribution investments' were made (i.e. where investment was highly unlikely to have occurred without the City of Culture)
  - £137.9m of 'partial attribution investments' were made (where City of Culture was seen as an important factor in accelerating or increasing investment)
  - £297.1 of 'minor attribution investments' (where investment was not directly linked to City of Culture but was attributed to an enhanced investment environment)
  - The estimated value of tourism for Hull in 2017 was £300m
- 2.7 The City of Culture also had a huge impact on community cohesion and health and wellbeing with 8 out of 10 participants saying that being part of a project made them happier and 34% reported improvements to self-esteem of children and young people. There was also a 9% increase in the confidence of Hull residents to take part in or join in with cultural and non-cultural activities.

### **3 COVENTRY CITY OF CULTURE 2021**

- 3.1 Coventry City Council began forming its bid in June 2015 and 13,000 people were consulted as part of the bid process. The Coventry City of Culture Trust was established later in 2015 to lead the bid partnership with the Council, University of Warwick and Coventry University. The City of Coventry also committed £250,000 towards facilitating the bid at that stage.
- 3.2 In December 2017 the City of Coventry committed £4.75m of their corporate reserves to the build-up programme, title year and legacy (spanning the period between 2018 and 2024) in the eventuality that they would win the title.
- 3.3 Coventry was awarded title of City of Culture on 7<sup>th</sup> December 2017, as Hull's year came to a close.
- 3.4 £6.1m was allocated by the City of Coventry for their Readiness Programme from 2018/19 onwards to develop capacity, invest in cultural capital, infrastructure development and funds for jobs and skills in order to maximise impact.
- 3.5 A £5m capital investment programme has been established in order to lever in additional funds (the aim is to attract external investment totalling £90m).
- 3.6 Already, it is believed that Coventry has realised over £28.5m of media coverage through the bidding and award processes alone, raising the city's profile nationally.
- 3.7 The City of Coventry developed a partnership Cultural Strategy 2017-2027 for which City of Culture will be an accelerant, a catalyst achieving wellbeing and economic outcomes. With a £921m capital programme already in place from 2018 to 2023, the City also has clear economic and regenerative goals to which City of Culture could make a clear and substantial contribution.
- 3.8 The Coventry City of Culture Trust is aiming to fundraise over £24m in order to fund the programme. Over 100 commercial businesses are already backing the bid and provide sponsorship.
- 3.9 The Trust has already established a Capacity Building and Development fund. The Coventry UK City of Culture Fund has been launched in partnership with the Heart of England Community Foundation, which will administer the fund.
- 3.10 There are two streams of funding available for artists, charities and other organisations to apply for. The first is the Get Ready Fund, with grants of up to £2,000 available, which can support a range of activity to help prepare for 2021. That could be everything from research, development and feasibility studies through to covering the costs of training or skills building courses.

3.11 The second is the Road to 2021 Fund and this offers grants of up to £10,000. It is aimed at those who want to trial projects which may form part of the programme in 2021, or to develop new partnerships across the arts and cultural sector. Those applying for grant funding are being encouraged to consider the four themes of Coventry's UK City of Culture programme:

- Being Human
- Moving
- Underground
- Reinvention

and to think about how their proposed activity will help to achieve step changes across the city. Coventry's Final Bid document can be viewed **HERE**

3.12 The Coventry City of Culture Trust also aims for 20 new cultural or creative small to medium sized businesses to relocate / start up in the City (adding an estimated benefit of £20m).

3.13 The Trust appointed their Chief Executive Officer and Artistic Director in the summer of 2018. The final programme for the City of Culture 2021 won't be released until 2020, although a lot of it has been planned as it was incorporated in their original bid.

#### **4 WARWICK DISTRICT & THE CITY OF CULTURE**

4.1 Although the City of Culture initiative is very much geographically focused on the City of Coventry - Warwick District Council, Warwickshire County Council and the surrounding district / borough councils in Warwickshire are already members of a supporting group, in recognition that the inward investment generated by the City of Culture will have a significant ripple effect across the region.

4.2 Warwickshire County Council are co-ordinating a joint response to the City of Culture on behalf of this group of local authorities and hope to be able to invest up to £1m from their reserves in order to ensure that the impact of the title is spread across the County. There is the potential for the south of the County, Stratford-Upon-Avon and Warwick District, to benefit disproportionately from the City of Culture, as it is likely that cultural audiences travelling in from outside of the region to participate in the City of Culture will also be attracted to the region's primary cultural attractions.

4.3 Two leading arts organisations based in the District, Motionhouse and Armonico Consort, were actively involved in the bid process and are committed to being involved. The Royal Shakespeare Company will also take up residency in the Coventry during 2021.

- 4.4 Warwick District Council Officers have formed a working group, including the Deputy Chief Executive, Business Manager, Strategic Economic Development Officer, Arts Manager, Arts Development Officer and Marketing & Communications Officer. This group has a meeting scheduled with the Coventry City of Culture team in March of 2019 in order to discuss how Warwick District Council can create a complimentary programme of events which encourage participation and attendance within the District. It is likely that this will involve partner organisations and focus on the District's digital strengths.
- 4.5 The City of Culture does offer an exciting and unique opportunity to bring Warwick District's creative sector together and to explore opportunities for collaboration on a national stage in order to raise the profile of the District.
- 4.6 The primary risk for Warwick District Council is that audiences for cultural events in the District are attracted to the programme in Coventry to the detriment of those cultural organisations and venues operating in the District.
- 4.7 A secondary risk is that creative businesses and talent based in Warwick District will relocate to Coventry leaving the District's creative infrastructure weaker.
- 4.8 By intervening and coordinating a complimentary programme of events badged under the City of Culture banner Warwick District will benefit from increased footfall through cultural tourism and increase participation and attendance.

## **BRIEF FOR AN IMPACT STUDY OF WARWICK DISTRICT'S CREATIVE SECTOR**

Warwick District Council wishes to commission an assessment of the economic, social and cultural impact of the creative sector in Warwick District, focusing in detail on particularly prominent sub-sectors.

The impact study should result in a comprehensive report which clearly presents the current context, profile and impact of the District's creative sector, identifies key creative industries, highlights particular strengths and opportunities for future growth and reflects on areas of weakness, recommending a reasonable course of action to address them.

The results of the impact study will feed into the formation of the Council's strategic objectives including a new Cultural Framework, the Creative Quarter project, and a Public Art policy. Warwick District Council seeks to utilise the creative industries as a regeneration tool and to raise the region's national creative profile.

The findings of the study should be largely based on statistical data that is comparable on a local, regional and national basis for the purposes of informing strategic investment decisions and underpinning cost-benefit analysis of any intervention.

### **OVERALL AIMS**

- 1. To develop improved intelligence and provide the context of Warwick District's creative sector and establish its economic, social and cultural value**
- 2. To develop a robust methodology for assessing the impact of the District's creative sector, that has credibility within both the sector and elsewhere, that will enable comparable studies to be undertaken in the future by the Council**
- 3. To identify strengths and weaknesses across sub-sectors where Warwick District Council can make strategic interventions take a proactive approach in supporting the creative sector**



## **BACKGROUND & CONTEXT**

### **WARWICK DISTRICT**

Situated within Warwickshire in the West Midlands, Warwick District includes the towns of Warwick, Royal Leamington Spa, Whitnash and Kenilworth. The current population is approximately 140,000 and a large proportion lives in the District's villages and rural areas. The population is expected to grow rapidly over the next 5 – 10 years as the recently adopted Local Plan has allocated sites for 16,700 new homes, designed in part to address the overspill from neighbouring Coventry.

In 2017 Royal Leamington Spa was voted as the 'Happiest Place to Live' in a national survey conducted by Rightmove. The district is a largely affluent area with a well-educated demographic and house prices higher than the national average. However, in contrast there are also pockets of deep deprivation in both Leamington Spa and Warwick.

The Warwick District Council (WDC) headquarters are sited in Royal Leamington Spa. It employs more than 479 officers and deals with issues such as waste management, the collection of council tax, economic development, bereavement, car parking, parks and green spaces, planning/building regulations, benefits, community safety, council housing, council house repairs and cultural services. Warwick District Council's mission statement is 'To make Warwick District a great place to live, work and visit'. The Council's corporate strategy is 'Fit for the Future' which highlights its key internal and outward facing priorities through the three strands of 'People, Service, Money'.

### **THE LOCAL ARTS SECTOR**

The Council's Cultural Services team is divided into the sections of Sports & Leisure, Programme Management and the Arts. The Arts team supports a variety of professional and community arts organisations based in the district through advice, advocacy and grant funding. Key Clients include Playbox Theatre Company based in Warwick, which works specifically with young people, Heartbreak Productions which run a programme of outdoor theatre events, mainly in the summer months. Armonico Consort, based in Warwick, specialise in baroque choral productions and also have a strong youth programme. The international touring contemporary dance company Motionhouse (an NPO) is also based in Leamington. National rural touring promoter Live and Local (also an NPO) has its base in Warwick. The area has a successful programme of chamber music and music education delivered through Leamington Music.

As well as supporting the district's cultural infrastructure through Arts Development the Council owns and operates several key cultural facilities including the Royal Spa Centre which is the district's only professional theatre. A medium size receiving house, it delivers a programme of theatre, drama, comedy, film and community events in its 667-seat main house and 188-seat studio theatre/ cinema. The Royal Pump Rooms in Leamington is a cultural and tourist attraction with services including Leamington Spa Art Gallery & Museum. The Arts team are also responsible for Leamington Town Hall, which has a mixture of tenants and has hireable spaces for community events.

## **THE WIDER CREATIVE SECTOR**

A report by Kate Organ Associates, 'Warwick District Council & The Arts' commissioned by WDC in 2015, identified that Warwick District has a lively, diverse and high quality local arts scene and a population that is one of the UK's most actively engaged in the Arts as practitioners or audiences. This is a measurable and distinctive characteristic of the area.

A report by the Audience Agency, commissioned by WDC in 2016, also identified that Warwick District has an unusually high proportion of culturally engaged residents - comparable to the typical demographic of a large city. 40% of the District's population are 'highly engaged' with the Arts and regularly attend cultural events. Only 12% of the population of Warwick District are classified as typically 'hard to engage', who rarely engage in cultural activity - which is well below the national average.

It is estimated that 40% of Warwickshire's creative businesses are located in Warwick District. Leamington Spa, in particular, has a high concentration of creative firms and employment, especially the sub-sectors of Design, the Performing Arts, Advertising and Software. This reflects the national trend and is not particularly unique, as most cities have also found that the creative sub-sectors of Design, Software and Advertising are growing much faster than others. However, it is unusual to find such a strong creative sector flourishing outside of a city environment.

In July 2016 a report by NESTA, The Geography of Creativity In The UK, identified Leamington Spa as one of 47 'Creative Clusters' in the UK, with a high concentration and growth of creative industries. It estimated that 1,504 creative businesses employed an estimated 7,033 people, which equated to 4.6% the town's total employment and 6.5% of its GVA. The recent emphasis and attention has understandably been on the creative sub-sector of software and digital game design - as it makes up approximately 50% of the area's total creative industries GVA and is a major strength of the District. The Council's Economic Development team have long nurtured the digital gaming sector and invested heavily in it - creating the brand 'Silicon Spa'.

Against the National creative economic profile, Leamington is not unusual. There is a disproportionately high concentration of similar creative activity in the South East of England. Regionally, Oxford, Cheltenham and Northampton also exhibit a high concentration and growth of creative businesses. However, regionally there is a significant lack of significant creative growth elsewhere in the West Midlands. (Surprisingly, given its size and the amount of recent public investment into creative businesses, Birmingham did not meet the indicators required to be considered a 'creative cluster'.) In this context Warwick District is 'punching above its weight' and has a diverse, thriving creative economy. Until recently, this has not been widely understood and the potential has perhaps not yet been fully realised by WDC. The challenge will be to maintain and grow that digital strength moving forward and to fend off competition from other 'digital hubs'. Given the district's strength across the whole of the creative industries it is perhaps also uniquely placed to capitalise on the national 'Culture is Digital' initiative and bring the various sub-sectors together.

The City of Coventry recently successfully bid to become the UK's City of Culture in 2021. Although WDC is already a member of the associated 'club' of surrounding local authorities it remains to be seen what impact this will have on Warwick District – whether it will be an opportunity for increased tourism, development and growth or if it will weaken its own cultural infrastructure. At the time of writing Coventry City is also part of the West Midlands combined bid to relocate Channel 4's headquarters to the region (WDC also submitted a bid for Leamington Spa, but was unsuccessful – being the only town of its size to bid).

The Council has recently appointed a commercial developer, Complex Development Projects (CDP), to partner with the Council in the development of a Creative Quarter in the south of Leamington Spa. This is a 10 year agreement, during which time the developer will create a masterplan for the area and begin to develop sites with a cultural focus. This project is led by the Deputy Chief Executive and the Business Officer from Development Services. CDP is currently consulting with the wider community and has been tasked with creating a Masterplan for the project by the end of 2018.

## SCOPE

### DEFINING THE CREATIVE INDUSTRIES

The study should use the Department for Digital, Culture, Media & Sport's (DCMS) definition of the creative industries as *"those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property"*<sup>1</sup>.

Any statistical analysis produced by the study should also closely follow the DCMS Sector Economic Estimates Methodology<sup>2</sup>.

The sub-sectors of the creative industries should be classified in the study as defined by the DMCS' grouping of Standard Industrial Classification (SIC) codes.

**Advertising & Marketing**  
**Architecture**  
**Crafts**  
**Design: Product, Graphic and Fashion**  
**Film, TV, Video, Radio & Photography**  
**IT, Software & Computer Services**  
**Publishing**  
**Museums, Galleries & Libraries**  
**Music, Performing Arts & Visual Arts**

The study should also analyse data on creative occupations held by the Office of National Statistics' (ONS) Virtual Microdata Laboratory (VML) in order to calculate the number of people in creative occupations outside the Creative Industries within the economy of the Warwick District.

### DEFINING THE GEOGRAPHY

The study should focus on all creative activity, as defined by the DCMS, situated within the boundaries Warwick District<sup>3</sup>. However, in order to comprehensively evaluate the economic as well as social and cultural impact of the District's creative industries the study should make necessary reference to the context of the county of Warwickshire and surrounding local authorities, the City of Coventry, the West Midlands region and also benchmark against national data.

### DEFINING KEY ORGANISATIONS TO BE INCLUDED IN THE STUDY

As well as an overview and focus on sub-sectors, the study should identify significant, key creative organisations in each sub-sector in and create a more detailed impact assessment for each.

For instance, the potential key **Music, Performing Arts & Visual Arts** organisations are:

Leamington Art Gallery & Museum (WDC), Leamington Spa  
The Royal Spa Centre (WDC). Leamington Spa  
Playbox Theatre, Warwick

<sup>1</sup> Creative Industries Mapping Documents 2001 <https://www.gov.uk/government/publications/creative-industries-mapping-documents-2001>

<sup>2</sup> DCMS Sector Economic Estimates Methodology [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/736270/DCMS\\_Sectors\\_Economic\\_Estimates\\_-\\_Methodology.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/736270/DCMS_Sectors_Economic_Estimates_-_Methodology.pdf)

<sup>3</sup> Warwick District Boundary <https://www.ordnancesurvey.co.uk/election-maps/gb/>

The Assembly, Leamington Spa  
The Loft, Leamington Spa  
Motionhouse, Leamington Spa  
Warwick Folk Festival, Warwick  
Leamington Studio Artists, Leamington Spa  
Warwickshire Open Studios, Warwickshire  
Warwick Castle, Warwick  
Warwick Words, Warwick  
Armonico Consort, Warwick  
Art in the Park festival, Leamington Spa  
Leamington Music, Leamington & Warwick  
Live & Local, Warwick  
Heartbreak Productions, Leamington Spa  
Kenilworth Arts Festival, Kenilworth

The study should collect and analyse data directly from leading creative organisations within each sub-sector in order to arrive at estimates of their individual direct and indirect impact.

The study should then use appropriate criteria in order to benchmark those organisations and identify which of them make the most significant impact upon the District and which of them could potentially become 'key strategic partners' of Warwick District Council.

The study should also attempt to quantify the impact of community or volunteer led creative activity taking place within the District as well as self-employed freelancers and artists.

## **METHODOLOGY**

Work on the impact study, including all consultation and research, should take place between April 2019 and June 2019. A final, agreed version of the report must be submitted to the Council no later than Monday 1<sup>st</sup> July 2019.

A suitably skilled and experienced team should carry out the impact study, with a consistent, named lead contact throughout to provide oversight.

The study should provide a clear overview of District's creative sector, broken down and grouped by sub-sector.

As a minimum, the impact study should include the following elements:

### **DESKTOP RESEARCH**

- An online and literature review should be undertaken, taking into account the activities of creative organisations in the District
- The latest national policy and relevant reports should be considered, including the Government's Industrial Strategy White Paper, NESTA's 'The Geography of Creativity in The UK', the DCMS' 'The Culture White Paper' 2016, the DCMS' 'Culture Is Digital' 2018 and the ACE's 'Contribution of the arts and culture industry to the UK economy' 2017 report.

- Analysis of wider arts employment and value data to provide a context for sampled data from the Office of National Statistics, business register and employment surveys.
- Analysis of financial figures and data provided by creative organisations themselves, including employment data, audience data and their expenditure on goods and services
- The study should use publically available data to evidence the size, scope and economic impacts of the creative sector for the local economy, the number of people employed in the sector, and how many creative business organisations are registered in Warwick District.
- The study should also consider the findings of previously commissioned impact studies

## **CONSULTATION**

The study should incorporate appropriate forms of consultation with a variety of stakeholders including interviews, online surveys and facilitated workshops to allow the different parts of the creative sector (employers, freelancers, educators and the general public) to feed directly into the study.

Consultation should provide the opportunity for stakeholders to express their view of the cultural and economic impact of the creative industries sector and suggest ways in which the Council could intervene more effectively to catalyse and underpin growth.

The study should also take into account any previous consultation that can be provided.

## **CASE STUDIES**

The study should provide appropriate case studies in order to provide context and comparison or demonstrate best practice.

## **SUPPORT TO BE PROVIDED BY WARWICK DISTRICT COUNCIL**

During the study Warwick District Council shall provide

- a nominated officer to be the primary contact during the study - to facilitate and provide guidance and direction
- spaces within its properties to hold public / sector consultation
- contact details and access to local organisations
- supporting documentation, including
  - o Kate Organ Associates, 'Warwick District Council and the Arts'
  - o Warwick District Council's Arts Strategy 2013
  - o Audience Agency audience data for the District
  - o Creative Quarter masterplan and consultation

## **OUTPUTS REQUIRED**

### **1. Written Report**

The findings of the study should be presented the Council in a professional, comprehensive written report which shall include an accurate, detailed account of the economic, social and cultural impact of the creative sector in the District, including:

- a. A summary of the key findings
- b. The Creative Profile: the scale and profile of the Creative Industries in the District - including location maps and data tables
- c. The Creative Economy: the value and significance - including GVA, employment etc.
- d. Creative Engagement - detailing 'soft' impacts, participants and audience demographics
- e. Challenges & Opportunities - including a SWOT analysis
- f. A Comparison with similar creatives clusters; the context within the West Midlands region and nationally – including appropriate case studies
- g. Interpretation of results, conclusions and recommendations – including trends, the most significant sub-sectors, competitors, and the advantages / challenges facing the District.
- h. Appendices - including source data and references

More detail regarding the detail required within these headings is included below.

### **2. Presentation**

A presentation which will communicate the key findings and recommendations of the study to an audience of Council officers, Councillors and creative organisations, including a facilitated discussion.

The presentation shall take place on Warwick District Council premises. It shall be delivered during half a day, within one month of the study being supplied.

### **3. Visuals**

A suitable range of infographics, graphs and graphics should be supplied to the Council which will help to simply illustrate the key findings to stakeholders and the public. These may be used by the Council to create a further public document and so must be easily understandable and in a creative and engaging style.

The visuals should be supplied to the Council in an unrestricted digital format and copyright should belong to the Council.

## **CREATIVE PROFILE**

The written report should clearly demonstrate the scale and profile of the creative sector in Warwick District, including:

- Particularly prominent creative organisations that have a significant impact on the District
- Particularly strong, successful sub-sectors and any weaknesses / gaps
- The number of creative organisations and their size (by type, number of employees and turnover)
- The percentage of the District's total industry which is based in the Creative Sector
- The number of creative workers employed – including the number / proportion of creative occupations by sub-sector
- Skills gaps and strengths
- A comparison against other similar sized local authorities, the regional and national context and other 'Creative Clusters'
- Illustrate the longevity of creative organisations and the number of recent start-ups.
- To map the location of creative facilities, organisations and businesses in the District identifying patterns and clustering

## **CREATIVE ECONOMY**

### **Contribution to the Gross Value Added (GVA)**

Establish the net annual contribution of the creative sector to the local economy (total revenue minus operating costs). The study should detail the extent to which the creative sector contributes to the economic success of Warwick District. Data presented in the study should demonstrate the direct economic impact of the creative industries including arts and cultural activities such as ticket sales and revenue generation.

Establish the number of creative businesses based in the District and estimate their total turnover.

Only expenditure that represents additional economic activity should be assessed – those economic benefits accruing as a result of creative activity which would not have otherwise occurred.

### **External Grant Funding**

The study should attempt to establish the value of capital or revenue grants specifically for creative activity that has been drawn into the District (that otherwise would not have been attracted).

### **Ripple Effect**

The study should also identify businesses that are dependent upon or contribute to the creative industries. The study should evidence the wider, indirect economic benefits to other sectors, for example those in the supply chain and those benefits from spending by spending on suppliers the creative industries employees and audiences such as shops, restaurants and hotels.

### **Employment**

- The number of jobs in the creative sector including operational staff, business development, marketing, admin etc.
- Creative employment as a percentage of the District's total workforce
- The size of creative firms (e.g. classified as micro: employing 0-9 or small employing 10-49)



- The average number of employees in creative firms (compared against national average)
- Vacancy rates
- The type of employment (i.e. contracted, freelancers, apprenticeships, internships)
- Any trends (i.e. growth or decline in employment)
- Identify skills gaps and recruitment issues

The study should also seek to address how creative individuals - the self-employed, freelancers, artists, apprenticeships, internships and volunteers impact upon the District.

The study should compare the creative economy to other key sectors within the District (e.g. engineering and manufacturing, construction or food and drink).


### **Cultural Tourism / The Visitor Economy**

The study should identify the value of Cultural Tourism to the District including secondary spend by visitors and audiences from outside of the region (e.g. food and drink, accommodation, parking, transport) where a cultural activity was the primary motivation for the visit (such as Shakespeare or Warwick Castle).

### **CREATIVE ENGAGEMENT**

The importance and value of the Creative Industries in Warwick District goes beyond simply the economic. They also provide invaluable learning and volunteering opportunities for people of all ages, community engagement and enriching cultural experiences. The study should demonstrate the social and cultural impact of the creative sector. This should include:

- The number of creative events / performances- by genre
- The number of participants and visits to cultural events, including performances, festival and exhibitions
- The demographic of audiences and identify any underserved
- The average distance that audiences travel into the District from
- The density and location of audiences within the District
- Identify the local, regional and national creative profile of the District – the public perception.
- The number of volunteer hours and number of people who volunteered for arts activities within the District
- Learning & Outreach – number of participants / demographic

 <b>EXECUTIVE</b> <b>March 2019</b>		<b>Agenda Item No.</b>  <b>9</b>
<b>Title</b>	Shakespeare's England Funding Renewal	
<b>For further information about this report please contact</b>	Martin O'Neill	
	All	
<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>	N/A	
<b>Background Papers</b>	Shakespeare's England Annual Update Report for O&S Scrutiny March 2019	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	1,004
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive		Chris Elliott
CMT		Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Head of Service		Dave Barber
Portfolio Holder(s)		Councillor Noel Butler
<b>Consultation &amp; Community Engagement</b>		
Shakespeare's England consults with its membership on an ongoing basis including monitoring satisfaction with the services they receive		
<b>Final Decision?</b>	Yes	

## 1 SUMMARY

- 1.1 As part of the budget agreed at Executive in February 2019, £75,000 per annum has been provided for investment in Tourism within the District. This report recommends that this investment is made by renewing the Council's financial support for the local Destination Management Organisation (DMO), known as Shakespeare's England

## 2 RECOMMENDATIONS

- 2.1 That the 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<sup>st</sup> September 2019 through to 31<sup>st</sup> 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<sup>st</sup> August 2022 if the DMO fails to deliver against the performance indicators as outlined in para. 3.9.
  - 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
- 2.2 That 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.
- 2.3 That 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

## 3 REASONS FOR THE RECOMMENDATIONS

- 3.1 **Recommendation 2.1:** 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 come to an end on 31<sup>st</sup> August 2019.
- 3.2 Since that time, the performance of SE has been monitored by officers and the Business Portfolio holder has attended SE Board meetings. There have been periods during the last three years when the portfolio holder has had to raise concerns through the Board regarding the financial position and progress towards the achievement of the performance objectives. On these occasions, SE have put in place measures to address concerns and in general, officers and the Portfolio holder have been satisfied the SE have performed at a level that has 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<sup>st</sup> September to 31<sup>st</sup> August) is shown in appendix 1. As can be seen, SE have in

general achieved improvements against many performance indicators. The main areas where targets have been missed are income (primarily due to the eCommerce target being missed) and the use of the website. With regard to income, the Chief Executive has provided Board reports throughout the year and has taken in-year action, with the agreement of the Board, to ensure resulting budgetary issues have been properly addressed. Looking ahead plans are 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 is 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 have 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 is already delivering improvements. This is set out in the SE Business Plan (Appendix 2).

- 3.3 In considering whether to continue to provide funding towards SE (rather than one of the alternatives set out in section 7), it is also important to understand the importance of the Tourism sector to Warwick District's economy and how SE supports this. Appendix 3 summarises the impact of Tourism in 2017 (the last full year for which results are available) for the UK as a whole and Warwickshire in particular. This shows it makes up 6% of the County's total economic value, supports nearly 12,000 jobs across Warwickshire, 9.3million trips are made to the DMO area's key attractions every year and that the sector is worth £664m to local businesses.
- 3.4 Looking specifically at Warwick District table 1 below shows the number of trips , spend and economic value of tourism in the District as a whole.

<b>Tourism in Warwick District</b> (source Tourism Economic Assessment Reports)			
	<b>2016</b>	<b>2017</b>	<b>%change</b>
<b>Number of trips to Warwick District</b>	3,589,000	3,825,000	+6.6%
<b>Spend in Warwick District</b>	£217,127,000	£225,955,000	+3.8%
<b>Value to the District's economy</b>	£271,709,000	£282,661,000	+4%
<b>Number of jobs supported in the District</b>	4,638	4,832	+4%
<b>% of employment in the District</b>	6%	6.6%	

- 3.5 In terms of town level data, further analysis has been undertaken to show the economic impacts of tourism in Warwick, Kenilworth and Leamington Spa. These assessments are attached as appendices 4, 5, and 6 to this report. Below shows a summary of the headline statistics:

<b>2017</b>	<b>Kenilworth</b>	<b>Warwick</b>	<b>Leamington Spa</b>
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<b>Total Trips</b>	449,000	1.9m	1m
<b>Of which...</b>			
<b>Day</b>	387,000	1.75m	892,000
<b>Overnight</b>	62,000 (169,00 nights stayed)	135,000 (398,000 nights stayed)	127,000 (360,000 nights stayed)
<b>Total staying spend</b>	£14m	£33.8m	£27.5m
<b>Total day spend</b>	£13m	£71.5m	£30.1m
<b>Total visitor spend</b>	£27m	£105m	£57.6m
<b>Indirect/induced spend</b>	£8m	£25m	£16.8m
<b>Total value tourism</b>	£35m	£130m	£74.4m
<b>Tourism related employment (jobs)</b>	701	2171	1497

- 3.6 In terms of value for money in return for WDC investment, Visit Britain, (the National DMO) records a national return of £25 for every £1 invested into supporting tourism. Whilst it is a rough comparison (rather than a direct one) the £75,000 invested by Warwick District Council has delivered a return of £362 for every £1 spent in 2016 and £377 for every £1 spent in 2017. It is 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 appears to be bucking the trend and it is not unreasonable to conclude that the Council's investment in SE and the success SE have had in promoting South Warwickshire both nationally and internationally as destination is proving effective in supporting tourism.
- 3.7 There has been some feedback that by using the name "Shakespeare's England", the DMO is showing a natural bias towards Stratford District at the expense of Warwick District. Whilst this perception is understandable, the reality is different. Officers are clear that using a brand that has impact on the international stage is vital to the success of all attractions in South Warwickshire. As a result, promoting Stratford and Shakespeare is an effective way of bringing international and overnight visitors in to the area. Once visitors are here (or are planning a trip) other attractions, including those in Warwick District are 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]) support this view and value the relationship with SE highly.
- 3.8 Having said that, officers consider there is 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 is 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 has been the focus of some criticism from event organisers and elected members. Whilst this is recognised as an area for significant improvement, it must be said that the fault for this does not

lie solely with SE alone. It is true to say that the meaningful liaison with the DMO by WDC has not been at its best over the past 12 – 18 months. The relationship, engagement and closer liaison has recently improved significantly and there is a real enthusiasm on both the part of officers at WDC and the Chief Executive of SE to address these concerns and make significant improvements in the exchange of information around events and tourism in our towns over the next 12 months and beyond. As a starting point, Officers are 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 are popular trips amongst international visitors in particular. Concurrent with this work there will be concentrated effort to promote Kenilworth and the castle there to improve visitor numbers going forward. Should further funding be approved, this work will continue and there will 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.

- 3.9 The Key Performance Objectives against which the DMO performance has been assessed are set out below. It is proposed to maintain the performance objectives for the three-year period for which funding is being proposed. In addition, it is proposed to include a specific target to increase membership of businesses within Warwick District.

3.10 Table 2: SE Performance Objectives

	<b>Target at year end 2018/2019</b>
Non-Public Sector members for the period	150
Cumulative income to end of the period	£275,000
Cumulative website visitors to end of the period	300,000
Facebook users per month	27,543
Twitter users per month	8,334
Instagram users per month	2,000
LinkedIn users per month	1,392
E commerce income cumulative to the end of the period	£14,500
How's Business participation - members responding in the period	50%
Member satisfaction survey - members responding in the period	70%
Members satisfaction -% satisfied/very satisfied	85%
PR coverage for the period	4 x National Newspaper articles print & online. 2 x Hosted PR Familiarisation events 2 x Int. Press visits 4 x Trade Federation presentations

In previous years, there has been a set of local (Warwick District) performance indicators designed to measure more specific successes in relation to our District in particular and in are addition to the above. Appendix 7 shows the latest available of these measures. Whilst it is important to bear in mind that the role of the DMO is to work at a macro level across the membership area, and that this has produced tangible outcomes as set out above from an international visitor perspective, it is further proposed as part of this report that officers, in conjunction with the relevant Business Portfolio Holder, develop a

more meaningful and measurable set of local KPI's from now up to the end of the current funding period. These will then be measured on a quarterly basis and reported to the Portfolio Holder, and any other interested members, so that progress towards these can be tracked and remedial measure put in place if progress in not being made to a satisfactory level. There are 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 is 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.

- 3.11 **Recommendation 2.2:** Membership of the SE Board is important to ensure the Council can continue to influence the work of SE to ensure it delivers value for money for the District. Membership also provides the Council with an opportunity to ensure the organisation is well run and is held to account. It is therefore proposed that the relevant portfolio holder continue to take a seat on the Board and that officers continue to meet with SE staff to ensure effective collaboration and partnership on projects and work of common interest.
- 3.12 **Recommendation 2.3:** SE have provided an annual report to the Overview and Scrutiny Committee. The report for 2019 will be delivered in March 2019 and will provide a full update on the performance and activities of the DMO. In order to continue to shape and steer the organisation, it is proposed that this arrangement continues and that performance against the objectives is included in these reports so that Councillors can hold SE to account and can help secure value for money.

## 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. Amongst other things, the FFF Strategy contains Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

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

The DMO and WDC officers and Portfolio Holder will contribute to the continued development and improvement of the Destination Management Plan (DMP) to ensure communities in the District benefit from tourism, tourist visitors and the improvement of the tourism offering	Tourists will benefit from a clean and safe place to visit and stay overnight facilitated by the joint work between the DMO and WDC to make improvements in the environment of our towns	Maintaining existing and promoting new opportunities for employment in the tourism sector in the District through increased visitor levels and the economic multiplier effect from tourist expenditure in our attractions, local shops, and the hospitality sector
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
Staff will be empowered to improve and develop effective engagement and communication with the DMO to improve the outputs from tourism in the District. Relevant officers will attend tourism forums and other tourism related events to promote the district offering in support of the DMO	Not applicable	Not applicable

## 4.2 Supporting Strategies

- 4.2.1 Each strand of the FFF Strategy has several supporting strategies. One of these strands relates to Prosperity. This includes a commitment to the "promotion of tourism activities to attract visitors to spend within the district". The recommendations of this report support that strategic approach to delivering prosperity.

## 4.3 Changes to Existing Policies

The recommendations in this report seek continue the Council's existing policy of support for the local DMO. There are no changes to existing policies.



#### **4.4 Impact Assessments**

Not applicable.

### **5 BUDGETARY FRAMEWORK**

- 5.1 The budget agreed by Executive in February 2019 includes provision for £75,000 for Tourism in 2019/20 and the Medium Term Financial Strategy assumes this will continue to be made available in future years. This report commits to this budget being spent by investing in support for Shakespeare's England.

### **6 RISKS**

- 6.1 There is a risk that Shakespeare's England fails to meet its performance targets and as a result does not provide value for money for Warwick District. This risk will be mitigated through ongoing membership of the SE board and close liaison between Council officers and SE Chief Executive including close monitoring of the performance indicators set out in paragraph 3.9. In addition, the review arrangements set out in para 2.1 will ensure that if SE fail to deliver performance standards, the Council will have the right to reduce or cease its funding of SE.

### **7 ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 Three alternative options have been considered. The first is using the £75,000 tourism budget to provide in-house tourism support including the potential to recruit a tourism officer. This option is 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 is a primary focus of Shakespeare's England. The funding for this organisation, along with the strong membership base and the established brand identity enables it to act as a strong DMO on the world tourism stage. Attendance at major national and international tourism trade shows, exhibitions and expos is already part of the work undertaken by Shakespeare's England, and may 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 does exist under the Shakespeare's England operation. It is 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 we have seen directly impacts on the region as a whole, and at a town level, would be reduced if this alternative option is chosen.
- 7.2 The second alternative is 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 is not supported because the operation of two separate organisations promoting separate parts of what is 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 is currently in place with Shakespeare's England. Stratford is the main draw to tourists into the region, with Warwick Castle being the next most popular attraction. It is strongly felt that the derived economic benefits that accrue to our district from being associated with the Shakespeare brand should be maintained rather than two separate organisations working independently.

- 7.3 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 is not supported due to the evidence of the positive economic benefits and employment levels that the current arrangements have had on the district as a whole and at town level. In addition, there are future opportunities to increase the economic benefits with the onset of the Commonwealth Games, the City of Culture and the Sector Deal for Tourism.

## **8 BACKGROUND**

- 8.1 Destination Management Organisations operate in many parts of the Country where tourism is a significant factor within the local economy. They are widely recognised as the most effective way of promoting tourism within any given area and working collaboratively with a wide range of private and public sector organisations to maximise the benefits of tourism to regions and the UK as a whole in terms of revenue and employment.

With a global as well as a national presence, VisitBritain and VisitEngland work in conjunction with DMO's across the country, including Shakespeare's England as the national tourism agency – a non-departmental public body funded by the Department for Digital, Culture, Media & Sport (DCMS), VisitBritain/VisitEngland plays a unique role in building England's tourism product, raising Britain's profile worldwide, increasing the volume and value of tourism exports and developing England and Britain's visitor economy.

- 8.2 Both websites for VisitBritain and VisitEngland contain strong links to Warwickshire, and provide a substantial amount of information about the attractions available including direct links to the Shakespeare's England website with more granular levels of detail around the attractions to Warwick and Leamington Spa. The following is an extract in relation to Leamington Spa.

*Royal Leamington Spa boasts dramatic Regency architecture, delightful parks and gardens and a unique mix of top quality shopping, with a fantastic range of independents alongside high street brands.*

*With an impressive array of entertainment venues, a rich choice of restaurants and some of the country's best spas and salons, we're certain you will find Royal Leamington Spa one of the most appealing towns in the UK.*

*Wide boulevards, Georgian and Edwardian architecture and award-winning parks provide a stunning backdrop to this shopping paradise. Often described as 'the best bits of London, all in a ten-minute walk', Leamington town centre combines a*

*treasure-trove of independent, specialist boutiques with all the national chains you would expect to find in a large city.*

*Just some of the highlights of Leamington include visits to its wonderful and award-winning Jepson Gardens, the Art Gallery & Museum is located opposite the gardens in the Royal Pump Rooms. Or you could take advantage of the excellent retail offer, with its blend of major national retailers and unique independents. The towns' cafes, bars and restaurants are rightly held in high regard, with all tastes and budgets catered for.*

The existence of an established DMO for any defined area which boasts a healthy tourism sector is by far the most effective way to promote the offering through these nationally and internationally recognised tourism portals and gives an area such as South Warwickshire a place in the global tourism market, not just at the local town level.

- 8.3 Shakespeare's England has been in operation since 2013. It provided a fresh approach to supporting Tourism in south Warwickshire when Shakespeare's Country ceased operating and since that time has provided continuity in the approach. Boasting a total membership of over 150 organisations across the region, Shakespeare's England is now recognised as one of the most established and successful DMO's in the UK.
- 8.4 Shakespeare's England has a dedicated team of staff led by a Chief Executive who has a seat at the table of a range of influential tourism agencies and trade bodies from where she promotes the unique tourism offering that is available in South Warwickshire. It is true to say that the main draw to the area is the existence of Shakespeare's Birthplace, but the wider region benefits greatly from that attraction and Shakespeare's England does work to promote all of the towns for which it is responsible for including Warwick, Leamington Spa and Kenilworth. It is also true to say that officers have committed to working much more closely with the DMO going forward if the Executive agree to further funding to further improve and develop the success of the sector particularly in Kenilworth with the castle, and Leamington Spa as a stop off for day and overnight visitors. The current situation, whilst successful as demonstrated in the previous sections of this report in in terms of economic impacts, it is not perfect and more will be done to increase the promotion of events and visitor attractions outside of the primary tourism hotspots of Stratford and Warwick. Shakespeare's England are more than committed to working much closer with Warwick District Council to achieve these aspirations going forward.
- 8.5 Shakespeare's England is also responsible for the production of the Destination Management Plan (DMP, a copy shown at appendix?) which sets out the strategic vision for the optimisation of tourism related economic benefits for the whole region. Warwick District Council currently has a seat on the DMP Board which enables officers to shape and influence how this plan evolves.
- 8.6 The Portfolio Holder for Business also holds a seat on the Shakespeare's England Board, along with senior officer support, so that there is an effective contribution to the overall governance of the organisation.
- 8.7 Our partner local authority, Stratford on Avon District Council (SDC) also has a seat on the Board, and has recently approved future funding to the tune of £75,00 per annum for the next 3 years. Should funding approval be given by

the Executive, officers at Warwick District Council have committed to establishing a more effective relationship with SDC in relation to maximising the benefits of tourism in a more co-ordinated fashion through the term of the future funding period. This will, it is envisaged, further the success of the sector across the whole district and filter the recognised advantages enjoyed by SDC as a result of the Shakespeare draw.

- 8.8 Shakespeare's England recently attended the South Warwickshire Parliament Day at the Houses of Parliament, which was well attended by businesses and MPs with individual addresses from Matt Western, Jeremy Wright and Nadhim Zahawi promoting the area as a great place to live, work and visit. The stand attracted a lot of attention and again made the most of an opportunity to showcase the whole area to a wide ranging audience at the heart of government.
- 8.9 The latest and probably the most significant opportunity facing the tourism industry is the recently announced Government backed Tourism Sector Deal. This will provide immense opportunities to develop the sector through targeted support over the coming years and again the Chief Executive of Shakespeare's England has been integrally involved along with other DMO's to bring this deal to fruition. This work is the next significant phase of work for our current DMO to influence in terms of the benefits to our area., and will receive the support of officers at WDC and SDC to make this a success.

## Shakespeare's England KPI Report for Board 17th October 2018

Review of KPIs for the period June-August 2018

	Q4 2017/18	Q3 2017/18	Year End 2016/17	Target at year end 2017/18
Non-Public Sector members for the period	151	150	124	153
Cumulative income to end of the period	£313,737	£302,557	£326,641	£373,981
Cumulative website visitors to end of the period	110,000	N.A	276,000	126,500
Facebook users per month	22,593	22,623	23,000	26,450
Twitter users per month	6,945	6,902	6,200	7,130
Instagram users per month	1,192	1,085	745	1,000
LinkedIn users per month	1,160	1,151	945	1,087
E commerce income cumulative to the end of the period	£23,324	£11,072	0	£50,925
How's Business participation - members responding in the period	tba	30	N.A	50% of membership
Member satisfaction survey - members responding in the period	N.A	54	N.A	62
Members satisfaction -% satisfied/very satisfied	N.A	80%	N.A	85%
PR metrics to be agreed for 18.19				



## **Strategic Business Plan Year 6 – 2018/19**

### **Context**

Shakespeare's England, is now in its 6<sup>th</sup> year of operation and following a review of the Terms of Agreement at the beginning of 2018 the company's main objectives remain unchanged, namely:

- Undertake marketing activities to attract more domestic and international visitors to the District of Warwick and the District of Stratford-on-Avon and increase the profile of the region
- Encourage visitors to stay longer, explore further and spend more
- Increase awareness and engagement with tourism from the wider population
- Help manage and co-ordinate tourism partners to work together for the benefit of the tourism businesses improving productivity and employment (Skills) in tourism related businesses
- Improve the welcome and experience of visitors to the area in partnership with other tourism businesses and transport providers
- Develop a sustainable and viable model of destination management through an accredited Destination Management Plan (DMP) that is recognised by VisitEngland and VisitBritain and provide advocacy and representation to the Company's tourism partners and act as their representative to VisitEngland and VisitBritain and other public sector partners

### **Governance**

There have been no resignations from Board Member Organisations over the last Financial Year, but several representatives have changed. Cllr Maurice Howse has returned to the Board for Stratford District Council, Clive Doble has replaced Miranda Markham on behalf of Bicester Village and The Hallmark Welcombe Hotel is now represented by Daniel Graham. The Board has also been joined by 2 additional organisations, Dallas Burston Polo Club, represented by Major Richard Carney and Solihull College and University Centre (Stratford College), represented by Lindsey Stewart.

1. Birmingham Airport – Chair
2. Warwick Castle – Vice Chair (Merlin Entertainments)
3. Royal Shakespeare Company
4. Shakespeare Birthplace Trust
5. Bicester Village
6. Eden Hotel Collection
7. Hallmark Welcome Hotel (Topland)
8. Strat>forward
9. Stratford District Council
10. English Heritage (Kenilworth Castle)
11. Warwick District Council
12. Chiltern Railways

- 13. Avon Boating
- 14. Solihull College & University Centre (Stratford College)
- 15. Dallas Burston Polo club

#### **Board Observers -Warwickshire County Council**

The status of Warwickshire County Council should be discussed. For the last 5 years WCC has been keen to gain representation on the Shakespeare's England Board. To do this it was necessary to reach at total of 13 non-public-sector members; this was Objective 3 on the 2017/18 Business Plan. Since achieving this objective WCC has changed position and indicated that they are likely to be reducing their support for the DMO by 80%. This brings into question the role the County Council wishes to play in promoting tourism and the support it is prepared to give to this vital part of the county's economy.

#### **Challenges & Results 2017/18**

The 2017/18 year has been a challenging year particularly from a Financial point of view, although the year end figures given to the Board in October 2017 for the operating period September 2016-August 2017 showed an operating deficit the extent of this deficit did not become clear until the audited accounts were submitted in April 2018. As soon as this was recognised immediate action was taken to reduce costs in the business and ensure that 2017/18 ended at worst with no deficit and at best with a small reserve. This has been achieved.

In these circumstances hard decisions had to be made including reducing staffing costs where possible. The Business Development Manager had been taken on in the full understanding that the position was only viable for as long as the business being delivered more than made up for the cost of the BDM. By June it was clear that there would be a shortfall of at least £7k, with only 46% of the revenue target achieved and a net loss of £3500 against the cost of employing the BDM, so it was agreed this arrangement should cease.

Equally the PR consultancy being used by Shakespeare's England, namely Marketing Aloud had become a very expensive service and was no longer hitting the targets set, 54% achievement in 2017/18. I had been looking at changing the service provider for some time so when the financial situation became apparent it made sense to cancel this uncontracted agreement as soon as possible and bring in the already identified replacement Advent Communications with immediate effect and at half the costs.

It was extremely unfortunate, but purely coincidental that Kate Varvedo the Marketing Manager advised that she had been offered a position with a Shakespeare's England Member who was able to offer a considerably higher salary and that she would be leaving at the end of June.

All the above led to a time of flux but the company is now back to its full team of 3 full time staff members and Advent Communications providing PR consultancy services. The role of member enrolment and account management has reverted to the in house team, where it had previously sat. The reduced Shakespeare's England Team hosted a highly successful PR Fam visit based around Food & Drink and ran the stand at The Meetings Show as previously arranged. Within a very short time of working with us Advent Communications secured BBC prime time coverage and brought in a Daily Telegraph reporter, articles to be released very shortly.

In respect of the objectives set for the 2017/18 period a 20% increase in Membership came in at 98% with 151 members against 153, Meet Membership targeted at 20 reached 21 so 105% add we also over achieved on increasing non-public-sector revenue by 20%. The target was £133,398 we reached £191,424 = 143%. This also meant that the ratio of Public sector versus non-public sector income was approx. 40:60.

How's Business Surveys have been completed for the first 3 quarters of the year and there has also been a Tourism Economic Impact Assessment carried out for Shakespeare's England (attached) showing positive movement in trips, spend and employment. Day trips were up 7.3%, overnights 1.2% the day time spend increasing by 4.6% and over night 3.46%. Over all value of tourism for the area has risen to £691million an increase of 4%, the same % increase being shown in employment rising to 12,322. A year end Members Satisfaction survey will be circulated later in October.

We also managed to end the year having secured 2 new Board Member organisations Stratford College and Dallas Burston Polo Club, thus achieving the target of 13 non-public sector Board Members.

The only area we were unable to achieve on was the Ecommerce target where only 46% of the revenue total was achieved. Much of this was as a result of our inability to sell online advertising due to the ongoing challenges with the website and poor SEO performance. We have also been unable to reach the sales of the Explorer Pass we had hoped to see, but by transferring the day to day running of this directly to Open Pass, we are looking for a better return in 2018/19. The Stay Play Explore programme reached 76% of its target. The couples programme only came onboard at the end of the year but has proved popular, which will only grow as the so Stay Play Explore programme becomes more established.

### **2018/19 Operating Period**

The grant funding for Shakespeare's England by Stratford District Council & Warwick District Council is up for review during this financial year and Warwickshire County Council have already advised an anticipated 80% reduction in their previous 3 year funding. All DMOs face the challenge of identifying and securing alternative funding streams as the pressures on public money continue to grow, so this will be a key focus for the organisation. We will be keeping close control of all outgoings to rebuild the companies reserves and actively looking for new revenue streams and following up alternative ways of funding a DMO in times of diminishing local authority funding.

Increased cross regional cooperation is essential with huge opportunities for further growth over the next 4 years if we maximise the potential from Coventry European City of Sport 2019, Coventry UK City of Culture 2021 and Birmingham Commonwealth Games in 2022. Consideration will need to be given to whether this could even mean some amalgamation of the Shakespeare's England DMO, with the West Midlands Growth Company and the Tourism body structure Coventry decides to operate within.

Our 4 Strategic Workstreams are

- 1. Objectives**
- 2. Marketing & Social Media Plan**
- 3. KPI Framework**
- 4. Key activities for the year**



### Objectives

- I. Membership target 150, with a 40:30:30 split Bronze : Silver : Gold/Strategic.
- II. Attract 3rd party funding from 2 indirect tourism sources
- III. Delivery of E Commerce income above budget
- IV. Achieve 20% increase across all Digital channels
- V. Deliver revenue from MEET SE commissions, generated via Conference Desk

Below are the activities that will be undertaken to meet the objectives set:-

#### **I. 150 Members with a 40:30:30 split Bronze : Silver : Gold/Strategic.**

Year End 2017/18 we were at 151 Members we have seen about 10% churn during the renewal period which needs redressing, but 150 is the maximum the current SE resource can reasonably manage. We are targeting a 40:30:30 split B:S:G/S to maximise income 2017/18 Current split 46:28:28 between B:S:G/S	Complete by 31 August 2019	SE Team
Recruitment & Networking events in Warwick / Leamington / Kenilworth / Stratford	Warwick – by 30/11/18 L.Spa /Ken by 28/2/19 Stratford – by 31/5/19	EL/AN
1-2-1 visits with all Members and prospects during the course of the year	5 per month per Team Member (15) x 12 = 180	SE Team

#### **II. Attract 3<sup>rd</sup> party funding from 2 indirect tourism sources – target £10k**

Share best practice with other DMOs and EHC Members to identify and attract alternative income sources	Ongoing – 31/8/19	HP
Work with CWLEP, CW Chamber & Champions to identify additional & alternative funding streams local business sponsors	Ongoing-31/8/19	HP
Watch developments around proposed Sector Deal for Tourism as part of the Government's Industrial Strategy for funding opportunities	Ongoing-31/8/19	HP
Closer cooperation with West Midlands Growth Company & Coventry City Council & Midlands Engine to take advantage of the regional strength	Attendance at regular meetings throughout the year	HP

#### **III. Delivery of E Commerce income above budget**

Further development of SE website with new hosts Areca	Ongoing	AN
Increase visibility of Stay Play Explore products on website	Deliver £2k revenue	EK

and all Marketing channels above and below the line	31/8/19	
Increase visibility & promotion of Explorer Pass via website and all marketing channels above & below the line	Deliver £10k by 31/8/19 (includes 3 <sup>rd</sup> DEFRA grant payment)	EK
Develop & Maximise SE website advertising opportunities	Target £2,500	EK

#### IV. Achieve 20% increase across all Digital channels

Work closely with Areca Design to improve SEO	Monthly meetings and quarterly Board updates	EK
Targeting 100% increase in Instagram followers 1000-2000	By 31 August 2019	AN
Optimise SE twitter, LinkedIn and Facebook accounts	ongoing	AN

#### V. Deliver revenue from *MEET SE* commissions, generated via Conference Desk

White labelled Conference desk in conjunction with Conference Coventry & Warks		EL
<i>MEET SE</i> Trade Show attendance potentially with CC&W and WMGC	Meet GB 5/19 Meeting Show 6/19. Confex Man (tbc) 7/19	SE Team
Business Tourism Familiarisation Visit	By Feb 2019	SE Team

#### Marketing & Social Media Plan

Please see separate attachments

#### KPI Framework

Please see separate attachments

#### Key activities for the Year

##### 1. Repositioning Shakespeare's England with its:

- **Members** to ensure full understanding of the benefits a DMO brings to the area, including  
Regular Newsletters – Members every 2 months  
Trade 3 x a year  
Consumer – quarterly  
Facebook Private closed user SE Members Group  
Weekly PR activity round ups  
Advent Communications presenting at all Tourism Forums

The Team will be targeted with far closer account management of Members, each Team Members will visit at least 5 members a month for a 1-2-1, so that all members will have had at least 1 personal meeting with an SE Team Member during this financial year.

- **New Members**

We will be holding a series of 'Getting to Know Your DMO' evenings in our key towns inviting existing and prospective members to an informal evening networking session. The target would be for

at least 30 attendees at each session and to convert 10% of the overall attendance into new Members. The Quarterly Tourism Forum's will continue as normal.

- **The Board**

I would like to invite all Board Members to take part in the 'Getting to Know ...' evenings where possible. Their presence at the Tourism Forum's is always well received by Members and I would encourage you to attend at least 2 of these in the year if you can. With Grant Funding coming up for renewal I would urge all Board Members to lobby their local counsellor on the merits of supporting the DMO especially at such an important time for the region with both City of Culture and Commonwealth Games both falling within the next funding period.

- **Website**

The website is now being hosted by Areca Communications, which has helped stabilise the situation. However it has also confirmed our fears that a searchable membership directory was ever created. Areca can do this but there is inevitably a charge. Approximately £2000k. An allowance of £3500 for digital platform upgrade is included in the proposed budget so this could be covered. This would allow Members to go to a members' log-in area where they can submit and amend their own entries, add a gallery to their membership page, social media links and location features. What we have been promising for the last 12 months. We could also add an event content form, which after completion is sent directly to SE for checking and uploading.

Our SEO position is 60% of where it was prior to July 2017 so this also needs serious attention. The quote I have received to date to rectify and manage this going forward is between £6-£7k which is unaffordable, so I will be pursuing other options. A stretching SEO target has been set so a solution will be found

## 2. Railways

- **Chiltern**

capitalise on the opportunities that will arise from the re introduction of regular direct trains between Marylebone and Stratford-upon-Avon

Run a minimum of 1, preferably 2 Member's poster campaigns along the Marylebone / Moor Street line

Hold a 'station' takeover day at Marylebone at the beginning of the Summer

- **West Midlands Railways.** Engage with the new franchisee

Work with them on the redevelopment & branding of Stratford-upon -Avon station

Work with them on the way finding between the station & Town

Develop a rover ticket to include rail & Explorer Pass &/or rail and Stay Play Explore

Station takeover with them at Snow Hill

Sponsor the Community Rail Awards that WMR are hosting

## 3. DMO

Continue as joint lead on the Product Development Priority as well as supporting the DMO Chair and consultant in all areas of implementation. We have lost one of the joint leads on the Skills & Welcome Priority so identifying a replacement is an immediate priority

## 4. Discover England Funds

Continue to play a prominent role and provide in kind support in the final year delivery of the following 4 Discover England Fund projects, though SE are no longer financially contributing as a result of SE's reduction in funding, all DEF leads have agreed that due to the previous levels of support and offer of in kind support between now and April 2019 SE can continue to be fully included

- **England Originals** (formerly The Collection) **led by England's Historic Cities**

Delivering 5 distinct itineraries, Wall to Wall; Treasure Trove Tour; Time Travellers Tour; Western Wanderers Tour and Thinkers and Writers Tour which is the one we are specifically involved in alongside Oxford and Worcester. The itineraries provide links around 15 of UK's Historic Cities by rail, so that visitors can plan a multi-destination visit. There will be an information hub built around

each Tour suggesting places to eat, places to stay, attractions to visit, as well as additional trips & tours to experience. Primary target market USA

- **Creating England's Literary Legends, led by Visit Hampshire**

(previously Visit Nottingham) This project also targeting the US travel trade with literary-themed bookable itineraries based in the three locations, Nottinghamshire, Hampshire and Shakespeare's England, has been extended from a year 2 project to a year 3 project to capitalise on the desire for themed itineraries which can then be rolled out to other areas. There are opportunities here for expansion to include George Eliot as part of the 2019 Bi-centenary.

- **England's Waterways (Majestic Waterways), led by West Midlands Growth Company**

A year 2 & 3 project developing bookable product using the Midlands waterways as the catalyst for boating, walking and cycling holidays, aimed at the German and Dutch Markets. Covering the Warwick Ring, Birmingham, Black Country and Stratford Canals. Visitors will also be provided with push information directing them to places of special interest within easy access of the waterway they are exploring, driving additional visitation to visitor attractions, eateries and accommodation providers, as well as towns and cities

- **Experience England led by London & Partners.**

Encouraging long haul clients, especially those on Business to use open jaw flights into Birmingham and London so they spend time in both locations and experience what each has to offer.

Shakespeare's England is also still a partner in the **England's Heartland Gateway Project** alongside, BHX, West Midlands Growth Company, VisitBritain and Peak District & Derbyshire, however this has been temporarily put on hold due to the delay and now demise of Primera Air

## **5. Trade & Consumer Shows Leisure & Business Tourism**

Shakespeare's England will be present at

Group Travel & Leisure Show – NEC October 2018  
 VisitBritain Business Exchange – London October 2018  
 World Travel Market – Excel, November 2018  
 Excursions – Alexandra Palace, January 2018  
 UKinbound Conference – February 2019  
 ITB – Berlin March 2019  
 MeetGB – April 2019  
 ExploreGB – Harrogate, May 2019  
 The Meeting Show – Olympia, June 2019  
 Confex - Manchester, July 2019 (tbc)

Additional International promotion of SE will be carried out by SBT & RSC

Destination Britain North America – September - RSC  
 Destination Britain China - November - SBT

## **6. PR**

Advent Communications will be our Media Consultants for the 2018/19 period with a review at the end of 6 months. We will continue to bring journalists into the region on individual and group visits as well as hosting our own themed PR Fam Visits. They will deliver regular Press Releases as well as acting upon all opportunities that arise to promote Shakespeare's England, across print and social media, TV and radio

**Press & Trade Pass**

To continue to promote the benefits of the press & trade passes to SE Members and encourage those that are not already in the scheme to join. At the end of 2017/18 we had 45 Members in the scheme I would like to see this as at least 50% of the overall Membership.

**7. City of Sport(2-19) City of Culture (2021) Commonwealth Games (2022)**

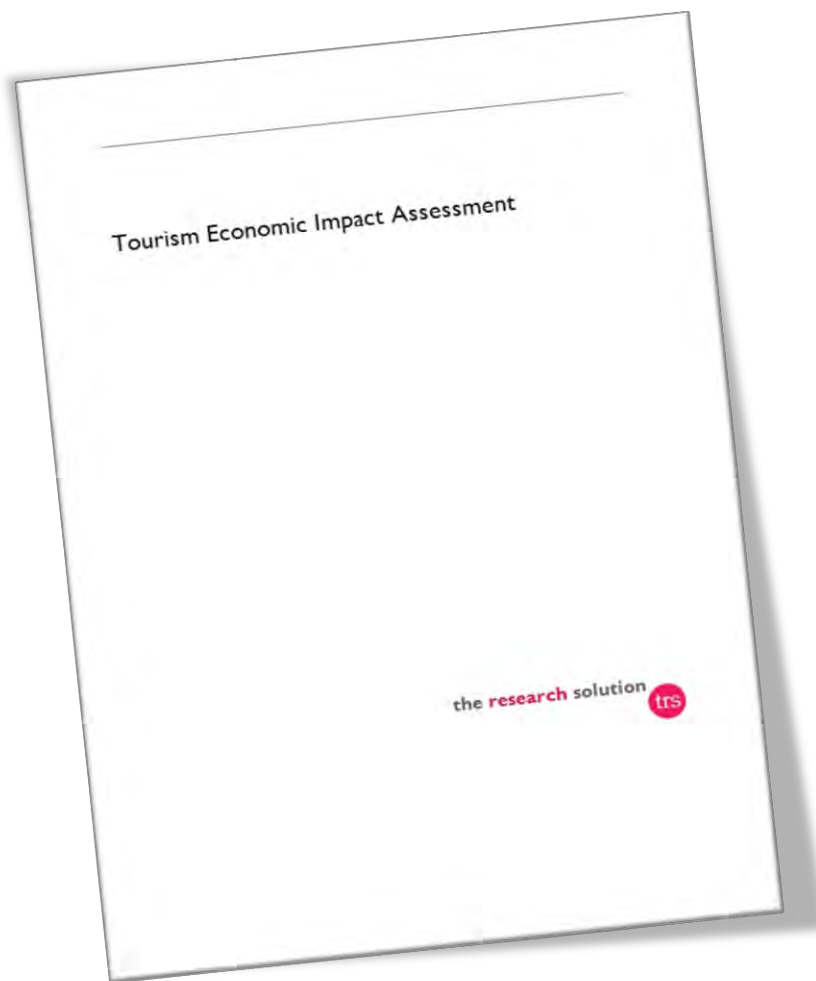
SE will ensure they interact wherever possible with the City of Sport, City of Culture and CG Teams as well as CW Chamber, LEP, WCC and any other bodies who are getting involved with these big events to ensure we form part of the overall programme on offer and ensure our members can guarantee additional business on the back of them and on into the legacy with the regions profile being seriously heightened

**Accounts**

End of Year Accounts supplied under separate cover along with Proposed Budget for period 2018/19

## Appendix 3

the **research** solution

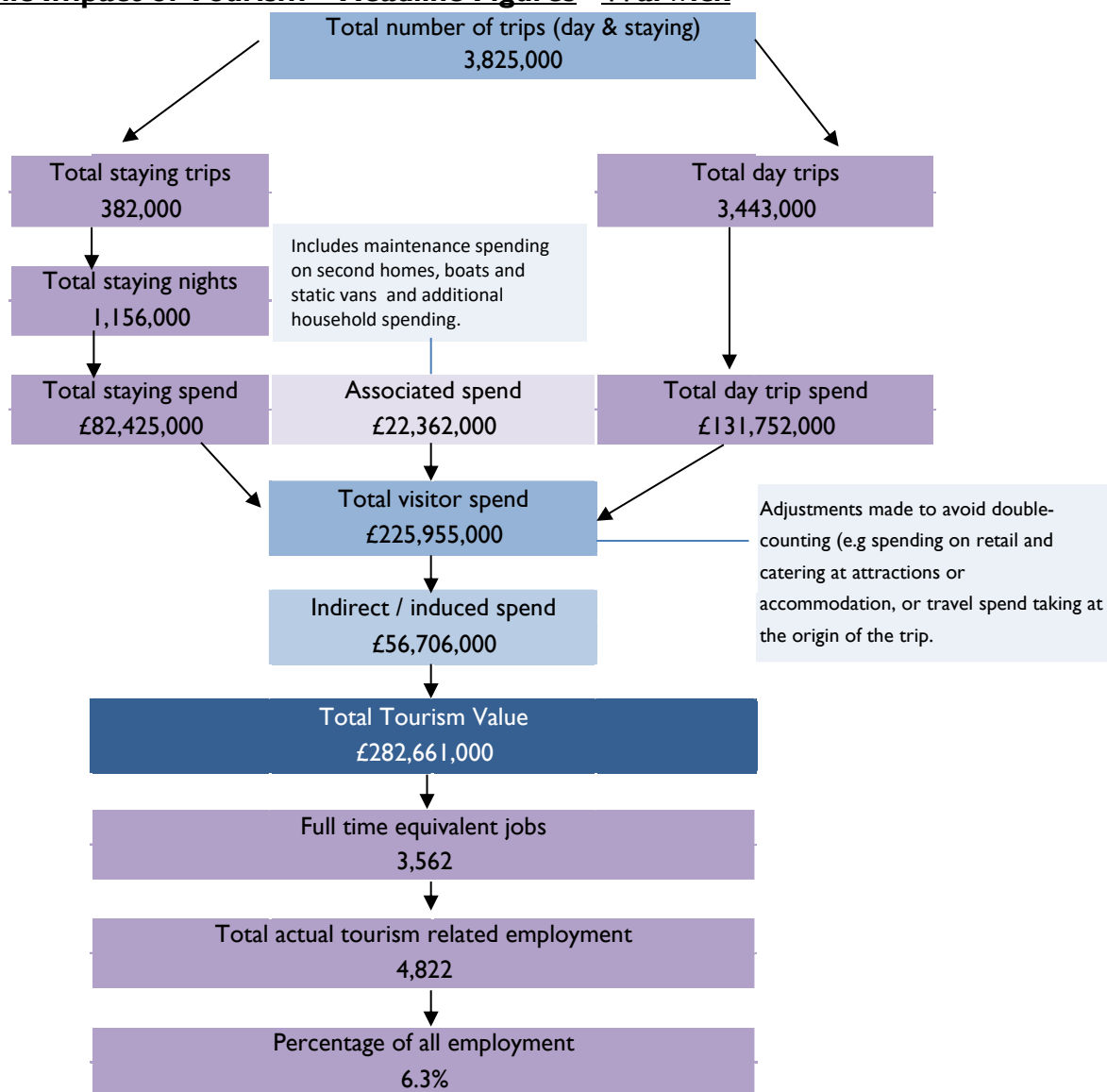


Produced by:

The Research Solution  
Christine King, Director

Economic Impact of Tourism  
Warwick - 2017

## Economic Impact of Tourism – Headline Figures **Warwick**

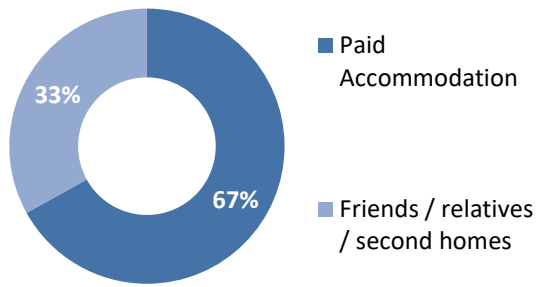


### Economic Impact of Tourism – Year on year comparisons

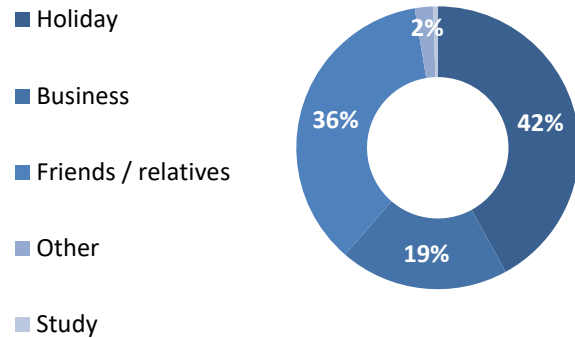
Day Trips	2016	2017	Annual variation
Day trips Volume	3,209,000	3,443,000	7.3%
Day trips Value	£125,895,000	£131,752,000	4.7%
<b>Overnight trips</b>			
Number of trips	380,000	382,000	0.5%
Number of nights	1,136,000	1,156,000	1.8%
Trip value	£79,582,000	£82,425,000	3.6%
<b>Total Value</b>	<b>£271,709,000</b>	<b>£282,661,000</b>	<b>4.0%</b>
<b>Actual Jobs</b>	<b>4,638</b>	<b>4,822</b>	<b>4.0%</b>

	2016	2017	Variation
Average length stay (nights x trip)	2.99	3.03	1.2%
Spend x overnight trip	£ 209.43	£ 215.77	3.0%
Spend x night	£ 70.05	£ 71.30	1.8%
Spend x day trip	£ 39.23	£ 38.27	-2.5%

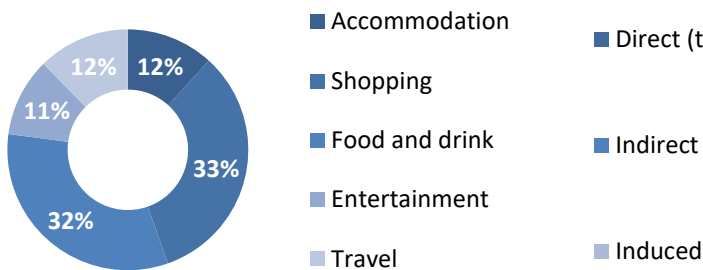
### Type of Accommodation



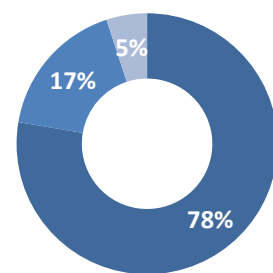
### Trips by Purpose



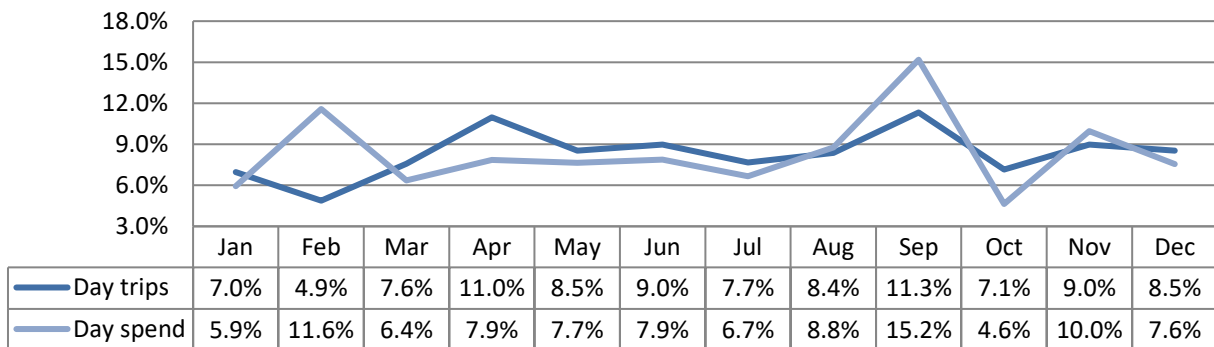
### Breakdown of expenditure



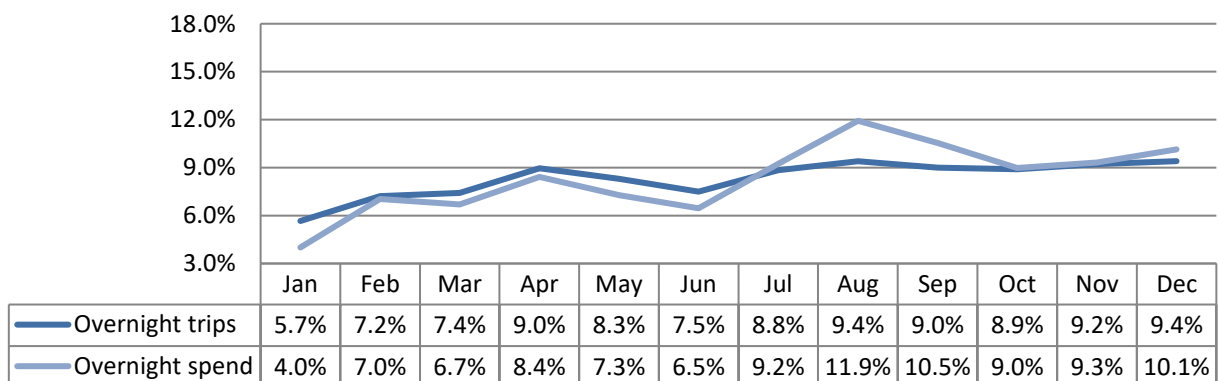
### Type of employment



### Seasonality - Day visitors



### Seasonality - Overnight visitors





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## **Contextual analysis**

### **INTRODUCTION**

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2016 and provides comparative data against previously published data. The results are derived using the Cambridge Economic Impact Model under licence by The Research Solution Ltd based on the latest data from national tourism surveys and regionally/locally based data.

### **CONTEXTUAL ANALYSIS**

The three key surveys used to measure volume and expenditure from tourism trips are the GB Tourism Survey (for domestic overnight trips), the International Passenger Survey (IPS) for visits from overseas, and the GB Day Visitor Survey (GBDVS), which measures tourism day visits.

#### ***Domestic tourism***

In 2017, British residents took 104.2 million overnight trips in England, totalling 299 million nights away from home. The number of domestic trips was 5% higher than in 2016, and nights were up by 4% compared to the 2016. Holiday Trips in England in 2017 increased by 9% compared to 2016, with 48.9 million trips recorded.

The volume of trips to the West Midlands region in 2017 was 11% down on 2016, the number of nights decreased by 16% to 18.4 million nights. Value was also down by 9%. The GB Tourism Survey data is a key driver for the Cambridge model. However, it is not specifically designed to produce highly accurate results at sub-regional level. In order to improve the accuracy of results we have applied a 3-year rolling average to this data to help smooth out short term market fluctuations and highlight longer-term trends. The 2017 volume and value of trips to Warwickshire are based on three-year average (2015-2017) and are compared to the 2016 performance, which are an average of 2014-2016 average.

### ***Visits from overseas***

The number of visits in 2017 grew 4% to a record 39.2 million, after several years of growth since 2010. The number of visitor nights spent in the UK increased by 3% in 2017 to 286 million, with the average number of nights per visit declined slightly from 7.4 in 2016 to 7.3 in 2017. The value of spending increased by 9% to £24.5 billion. Average spend per visit was £7625 in 2017, up from £599 per visit in 2016.

Overseas trips to the West Midlands region were 5.7% up on 2016 to reach just over 2.3 million overnight trips. The total number of nights was down by 10.9% to reach 14.2 million nights in 2017. Spend was down 5.6% to £807 million in 2017.

- Holiday visits are particularly likely to include going to a theatre with Stratford-upon-Avon a major draw
- The West Midlands is also one of the most popular areas for watching sport, the number of visitors coming primarily for this reason is behind only London and the North West
- Going to the pub and socialising with locals are popular, whilst eating out is less likely here than in many areas - probably a reflection of the high proportion of visits which involve staying as a guest with friends or relatives
- Those from the Irish Republic and France dominate overseas visits to the area, accounting for two in five holidaymakers (compared to around one in five nationally). Short travel times and event based visits may contribute to relatively few visits lasting over a week
- The West Midlands attracts holiday visits all year round, possibly boosted by non-seasonal activities such as shopping or going to the theatre. The area sees relatively high numbers of visits from those travelling with children but also from older visitors.

The International Passenger Survey (IPS) is conducted by Office for National Statistics and is based on face- to-face interviews with a sample of passengers travelling via the principal airports, sea routes and the Channel Tunnel, together with visitors crossing the land border into Northern Ireland. The number of interviews conducted in England in 2017 was 31,766. This large sample size allows reliable estimates to be produced for various groups of passengers despite the low proportion of travellers interviewed. The IPS provides headline figures, based on the county or unitary authority, for the volume and value of overseas trips to the UK. The sample for West Midlands was 1,916 interviews.

***Tourism Day Visits***

During 2017, GB residents took a total of 1,793 million Tourism Day Visits to destinations in England, Scotland or Wales, 2% down on 2016. Around £62.4 billion was spent during these trips, about 2.4% down on 2016.

The largest proportion of visits were taken to destinations in England (1,505 million visits or 84% of the total). The distribution of expenditure during visits broadly reflects this pattern, with a total value of day trips to England totalling £50.9 billion (81.5% of the total for GB).

**Day trips to Warwickshire**

There were 14.00 million day trips made to Warwickshire in 2017, up from 13.05 million in 2016. The value of these trips amounted to £402.9 million, up from £385 million in 2016.

## Volume of Tourism

## Staying Visitors - Accommodation Type

### Trips by Accommodation

	UK		Overseas		Total	
Serviced	166,000	56%	40,000	47%	206,000	54%
Self catering	3,000	1%	1,000	1%	4,000	1%
Camping	5,000	2%	300	0%	5,300	1%
Static caravans	0	0%	0	0%	0	0%
Group/campus	9,000	3%	5,000	6%	14,000	4%
Paying guest	0	0%	4,000	5%	4,000	1%
Second homes	3,000	1%	600	1%	3,600	1%
Boat moorings	10,000	3%	0	0%	10,000	3%
Other	12,000	4%	6,000	7%	18,000	5%
Friends & relatives	89,000	30%	30,000	35%	119,000	31%
<b>Total 2017</b>	<b>296,000</b>		<b>86,000</b>		<b>382,000</b>	
<b>Comparison 2016</b>	<b>301,000</b>		<b>79,000</b>		<b>380,000</b>	
<b>Difference</b>	<b>-1.7%</b>		<b>8.9%</b>		<b>0.5%</b>	

### Nights by Accommodation

	UK		Overseas		Total	
Serviced	296,000	48%	139,000	26%	435,000	38%
Self catering	4,000	1%	10,000	2%	14,000	1%
Camping	13,000	2%	4,000	1%	17,000	1%
Static caravans	0	0%	0	0%	0	0%
Group/campus	27,000	4%	92,000	17%	119,000	10%
Paying guest	0	0%	17,000	3%	17,000	1%
Second homes	9,000	1%	7,000	1%	16,000	1%
Boat moorings	42,000	7%	0	0%	42,000	4%
Other	33,000	5%	13,000	2%	46,000	4%
Friends & relatives	196,000	32%	254,000	47%	450,000	39%
<b>Total 2017</b>	<b>621,000</b>		<b>535,000</b>		<b>1,156,000</b>	
<b>Comparison 2016</b>	<b>664,000</b>		<b>472,000</b>		<b>1,136,000</b>	
<b>Difference</b>	<b>-6.5%</b>		<b>13.3%</b>		<b>1.8%</b>	

### Spend by Accommodation Type

	UK		Overseas		Total	
Serviced	£36,601,000	73%	£14,450,000	45%	£51,051,000	62%
Self catering	£335,000	1%	£544,000	2%	£879,000	1%
Camping	£343,000	1%	£127,000	0%	£470,000	1%
Static caravans	£0	0%	£0	0%	£0	0%
Group/campus	£455,000	1%	£5,039,000	16%	£5,494,000	7%
Paying guest	£0	0%	£1,442,000	4%	£1,442,000	2%
Second homes	£340,000	1%	£393,000	1%	£733,000	1%
Boat moorings	£3,168,000	6%	£0	0%	£3,168,000	4%
Other	£2,491,000	5%	£424,000	1%	£2,915,000	4%
Friends & relatives	£6,574,000	13%	£9,697,000	30%	£16,271,000	20%
<b>Total 2017</b>	<b>£50,308,000</b>		<b>£32,117,000</b>		<b>£82,425,000</b>	
<b>Comparison 2016</b>	<b>£47,471,000</b>		<b>£32,111,000</b>		<b>£79,582,000</b>	
<b>Difference</b>	<b>6.0%</b>		<b>0.0%</b>		<b>3.6%</b>	

Serviced accommodation includes hotels, guesthouses, inns, B&B and serviced farmhouse accommodation. Paying guest refers to overseas visitors staying in private houses, primarily language school students. Other trips includes nights spent in transit, in lorry cabs and other temporary accommodation.

## Staying Visitors - Purpose of Trip

### Trips by Purpose

	UK		Overseas		Total	
Holiday	118,000	40%	43,000	50%	161,000	42%
Business	65,000	22%	9,000	10%	74,000	19%
Friends & relatives	108,000	36%	30,000	35%	138,000	36%
Other	5,000	2%	3,000	3%	8,000	2%
Study	0	0%	2,000	2%	2,000	1%
<b>Total</b>	<b>2017</b>	<b>296,000</b>	<b>86,000</b>		<b>382,000</b>	
<b>Comparison</b>	<b>2016</b>	<b>301,000</b>	<b>79,000</b>		<b>380,000</b>	
<b>Difference</b>		<b>-1.7%</b>	<b>8.9%</b>		<b>0.5%</b>	

### Nights by Purpose

	UK		Overseas		Total	
Holiday	263,000	42%	167,000	31%	430,000	37%
Business	144,000	23%	44,000	8%	188,000	16%
Friends & relatives	208,000	33%	267,000	50%	475,000	41%
Other	6,000	1%	9,000	2%	15,000	1%
Study	0	0%	48,000	9%	48,000	4%
<b>Total</b>	<b>2017</b>	<b>621,000</b>	<b>535,000</b>		<b>1,156,000</b>	
<b>Comparison</b>	<b>2016</b>	<b>664,000</b>	<b>472,000</b>		<b>1,136,000</b>	
<b>Difference</b>		<b>-6.5%</b>	<b>13.3%</b>		<b>1.8%</b>	

### Spend by Purpose

	UK		Overseas		Total	
Holiday	£22,221,000	44%	£14,590,000	45%	£36,811,000	45%
Business	£17,992,000	36%	£3,044,000	9%	£21,036,000	26%
Friends & relatives	£9,728,000	19%	£8,501,000	26%	£18,229,000	22%
Other	£368,000	1%	£1,284,000	4%	£1,652,000	2%
Study	£0	0%	£4,698,000	15%	£4,698,000	6%
<b>Total</b>	<b>2017</b>	<b>£50,308,000</b>	<b>£32,117,000</b>		<b>£82,425,000</b>	
<b>Comparison</b>	<b>2016</b>	<b>£47,471,000</b>	<b>£32,111,000</b>		<b>£79,582,000</b>	
<b>Difference</b>		<b>6.0%</b>	<b>0.0%</b>		<b>3.6%</b>	

## Day Visitors

### Trips and Spend by Urban, Rural and Coastal Area

	Trips		Spend	
Urban visits	2,830,000		115,363,000	
Countryside visits	613,000		16,389,000	
<b>Total</b>	<b>2017</b>	<b>3,443,000</b>	<b>131,752,000</b>	
<b>Comparison</b>	<b>2016</b>	<b>3,209,000</b>	<b>125,895,000</b>	
<b>Difference</b>		<b>7.3%</b>	<b>4.7%</b>	

## Value of Tourism

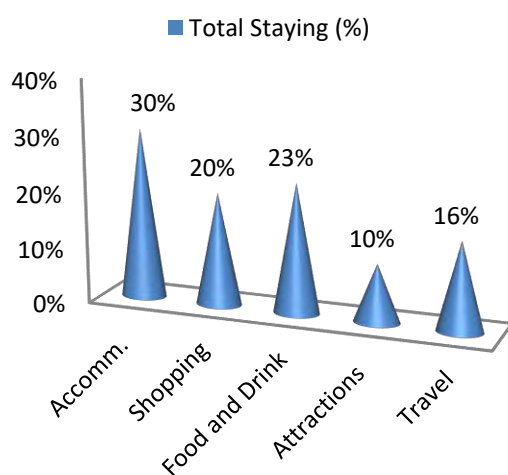


## Expenditure Associated with Trips:

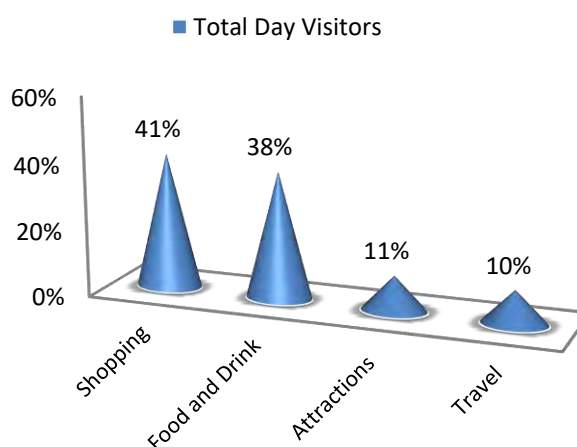
### Direct Expenditure Associated with Trips

		Accomm.	Shopping	Food and Drink	Attractions	Travel	Total
UK Tourists		£15,791,000	£7,289,000	£12,224,000	£4,978,000	£10,026,000	£50,308,000
Overseas tourists		£9,334,000	£9,283,000	£6,904,000	£3,573,000	£3,023,000	£32,117,000
<b>Total Staying</b>		£25,125,000	£16,572,000	£19,128,000	£8,551,000	£13,049,000	£82,425,000
<b>Total Staying (%)</b>		30%	20%	23%	10%	16%	100%
<b>Total Day Visitors</b>		£0	£53,858,000	£50,436,000	£14,050,000	£13,408,000	£131,752,000
<b>Total Day Visitors</b>		0%	41%	38%	11%	10%	100%
<b>Total</b>	<b>2017</b>	<b>£25,125,000</b>	<b>£70,430,000</b>	<b>£69,564,000</b>	<b>£22,601,000</b>	<b>£26,457,000</b>	<b>£214,177,000</b>
<b>%</b>		<b>12%</b>	<b>33%</b>	<b>32%</b>	<b>11%</b>	<b>12%</b>	<b>100%</b>
<b>Comparison</b>	<b>2016</b>	<b>£24,277,000</b>	<b>£67,594,000</b>	<b>£66,640,000</b>	<b>£21,660,000</b>	<b>£25,307,000</b>	<b>£205,478,000</b>
<b>Difference</b>		<b>3.5%</b>	<b>4.2%</b>	<b>4.4%</b>	<b>4.3%</b>	<b>4.5%</b>	<b>4.2%</b>

**Breakdown of expenditure**



**Breakdown of expenditure**



### Other expenditure associated with tourism activity

Other expenditure associated with tourism activity - Estimated spend				
Second homes	Boats	Static vans	Friends & relatives	Total
£140,000	£210,000	£0	£22,012,000	£22,362,000

Spend on second homes is assumed to be an average of £2,000 on rates, maintenance, and replacement of furniture and fittings. Spend on boats assumed to be an average of £2,000 on berthing charges, servicing and maintenance and upgrading of equipment. Static van spend arises in the case of vans purchased by the owner and used as a second home. Expenditure is incurred in site fees, utility charges and other spending and is estimated at £2,000. Additional spending is incurred by friends and relatives as a result of people coming to stay with them. A cost of £175 per visit has been assumed based on national research for social and personal visits.

### Direct Turnover Derived From Trip Expenditure

Business turnover arises as a result of tourist spending, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees whose jobs are directly or indirectly supported by tourism spending.

		Staying Visitor	Day Visitors	Total
Accommodation		£25,507,000	£1,009,000	£26,516,000
Retail		£16,406,000	£53,319,000	£69,725,000
Catering		£18,554,000	£48,923,000	£67,477,000
Attractions		£8,908,000	£15,093,000	£24,001,000
Transport		£7,829,000	£8,045,000	£15,874,000
Non-trip spend		£22,362,000	£0	£22,362,000
<b>Total Direct</b>	<b>2017</b>	<b>£99,566,000</b>	<b>£126,389,000</b>	<b>£225,955,000</b>
<b>Comparison</b>	<b>2016</b>	<b>£96,357,000</b>	<b>£120,770,000</b>	<b>£217,127,000</b>
<b>Difference</b>		<b>3.3%</b>	<b>4.7%</b>	<b>4.1%</b>

Adjustments have been made to recognise that some spending on retail and food and drink will fall within attractions or accommodation establishments. It is assumed that 40% of travel spend will take place at the origin of the trip rather than at the destination.

### Supplier and Income Induced Turnover

		Staying Visitor	Day Visitors	Total
Indirect spend		£18,577,000	£20,874,000	£39,451,000
Non trip spending		£4,472,000	£0	£4,472,000
Income induced		£10,339,000	£2,444,000	£12,783,000
<b>Total</b>	<b>2017</b>	<b>£33,388,000</b>	<b>£23,318,000</b>	<b>£56,706,000</b>
<b>Comparison</b>	<b>2016</b>	<b>£32,301,000</b>	<b>£22,281,000</b>	<b>£54,582,000</b>
<b>Difference</b>		<b>3.4%</b>	<b>4.7%</b>	<b>3.9%</b>

Income induced spending arises from expenditure by employees whose jobs are supported by tourism spend.

### Total Local Business Turnover Supported by Tourism Activity – Value of Tourism

		Staying Visitor	Day Visitors	Total
Direct		£99,566,000	£126,389,000	£225,955,000
Indirect		£33,388,000	£23,318,000	£56,706,000
<b>Total Value</b>	<b>2017</b>	<b>£132,954,000</b>	<b>£149,707,000</b>	<b>£282,661,000</b>
<b>Comparison</b>	<b>2016</b>	<b>£128,658,000</b>	<b>£143,051,000</b>	<b>£271,709,000</b>
<b>Difference</b>		<b>3.3%</b>	<b>4.7%</b>	<b>4.0%</b>

## Employment

## Employment

The model generates estimates of full time equivalent jobs based on visitor spending. The total number of 'actual' jobs will be higher when part time and seasonal working is taken into account. Conversion of full time equivalent jobs into actual jobs relies on information from business surveys in the sectors receiving visitor spending.

### Direct employment

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Accommodation	439	33%	17	1%	457	17%
Retailing	87	6%	283	22%	369	14%
Catering	276	21%	727	57%	1,003	38%
Entertainment	123	9%	209	16%	332	13%
Transport	41	3%	42	3%	83	3%
Non-trip spend	373	28%	0	0%	373	14%
<b>Total FTE</b>	<b>2017</b>	<b>1,339</b>		<b>1,278</b>		<b>2,617</b>
<b>Comparison</b>	<b>2016</b>	<b>1,296</b>		<b>1,221</b>		<b>2,517</b>
<b>Difference</b>		<b>3.3%</b>		<b>4.7%</b>		<b>4.0%</b>
Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Accommodation	650	35%	26	1%	676	18%
Retailing	130	7%	424	22%	554	15%
Catering	414	22%	1,091	58%	1,504	40%
Entertainment	174	9%	295	16%	468	13%
Transport	58	3%	59	3%	117	3%
Non-trip spend	425	23%	0	0%	425	11%
<b>Total Actual</b>	<b>2017</b>	<b>1,851</b>		<b>1,894</b>		<b>3,745</b>
<b>Comparison</b>	<b>2016</b>	<b>1,791</b>		<b>1,810</b>		<b>3,600</b>
<b>Difference</b>		<b>3.4%</b>		<b>4.7%</b>		<b>4.0%</b>

### Indirect & Induced Employment

Full time equivalent (FTE)			
	Staying Visitor	Day Visitors	Total
Indirect jobs	384	348	732
Induced jobs	172	41	213
<b>Total FTE</b>	<b>2017</b>	<b>556</b>	<b>389</b>
<b>Comparison</b>	<b>2016</b>	<b>538</b>	<b>371</b>
<b>Difference</b>		<b>3.4%</b>	<b>4.7%</b>

Estimated actual jobs			
	Staying Visitor	Day Visitors	Total
Indirect jobs	438	397	835
Induced jobs	196	46	243
<b>Total Actual</b>	<b>2017</b>	<b>634</b>	<b>443</b>
<b>Comparison</b>	<b>2016</b>	<b>614</b>	<b>423</b>
<b>Difference</b>		<b>3.4%</b>	<b>4.7%</b>

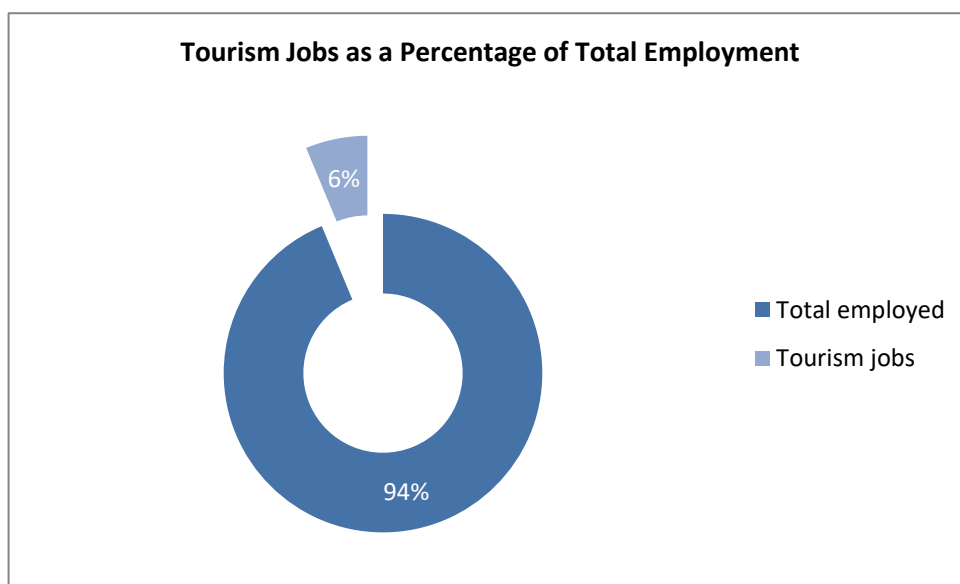
## Total Jobs

Actual jobs are estimated from surveys of relevant businesses at locations in England and take account of part time and seasonal working.

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Direct	1,339	71%	1,278	77%	2,617	73%
Indirect	384	20%	348	21%	732	21%
Induced	172	9%	41	2%	213	6%
<b>Total FTE 2017</b>	<b>1,896</b>		<b>1,667</b>		<b>3,562</b>	
<b>Comparison 2016</b>	<b>1,834</b>		<b>1,593</b>		<b>3,427</b>	
<b>Difference</b>	<b>3.3%</b>		<b>4.7%</b>		<b>3.9%</b>	
Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Direct	1,851	74%	1,894	81%	3,745	78%
Indirect	438	18%	397	17%	835	17%
Induced	196	8%	46	2%	243	5%
<b>Total Actual 2017</b>	<b>2,485</b>		<b>2,337</b>		<b>4,822</b>	
<b>Comparison 2016</b>	<b>2,404</b>		<b>2,233</b>		<b>4,638</b>	
<b>Difference</b>	<b>3.4%</b>		<b>4.7%</b>		<b>4.0%</b>	

## Tourism Jobs as a Percentage of Total Employment

	Staying Visitor	Day visitors	Total
Total employed	76,800	76,800	76,800
Tourism jobs	2,485	2,337	4,822
<b>Proportion all jobs</b>	<b>3%</b>	<b>3%</b>	<b>6%</b>
<b>Comparison 2016</b>	<b>2,404</b>	<b>2,233</b>	<b>4,638</b>
<b>Difference</b>	<b>3.4%</b>	<b>4.7%</b>	<b>4.0%</b>



The key volume and value results included in this report are derived from the various sources as described throughout the report. These include regional and county breakdowns from national level data (Great Britain Tourism Survey and International Passenger Survey) as well as jobs and income information such as the Annual Survey of Hours & Earnings.

At a local level, the occupancy survey provides accurate local occupancy levels and known accommodation stock.

The key 2017 results of the Economic Impact Assessment are:

**3.8 million trips** were undertaken in the area

**3.4 million** day trips

**0.4 million** overnight visits

**1.2 million** nights in the area as a result of overnight trips

**£214 million** spent by tourists during their visit to the area

**£18 million** spent on average in the local economy each month.

**£82 million** generated by overnight visits

**£132 million** generated from irregular day trips.

**£283 million** spent in the local area as result of tourism, taking into account multiplier effects.

**4,822 jobs** supported, both for local residents from those living nearby.

**3,745 tourism jobs** directly supported

**1,077 non-tourism related jobs** supported linked to multiplier spend from tourism.

## **Appendix I - Introduction about Cambridge Model**

This report examines the volume and value of tourism and the impact of that expenditure on the local economy. The figures were derived using the Cambridge Economic Impact Model and the research was undertaken by The Research Solution.

The model utilises information from national tourism surveys and regionally based data held by The Research Solution. It distributes regional activity as measured in those surveys to local areas using 'drivers' such as the accommodation stock and occupancy which influence the distribution of tourism activity at local level.

### **Limitations of the Model**

The methodology and accuracy of the above sources varies. The results of the model should therefore be regarded as estimates which are indicative of the scale and importance of visitor activity in the local area. It is important to note that in the national tourism surveys the sample sizes for each area changes year on year. This is as a result of the random probability nature of the methodology. As such, the results of the Cambridge Model are best viewed as a snapshot in time and we would caution against year-on-year comparisons.

It should be noted that the model cannot take into account any leakage of expenditure from tourists taking day trips out of the area in which they are staying. While it is assumed that these may broadly balance each other in many areas, in locations receiving significant numbers of day visitors from London, there is likely to be an underestimate in relation to the number of overseas day visitors staying in holiday accommodation in London.

Whilst it is important to be aware of these issues, we are confident that the estimates we have produced are as reliable as is practically possible within the constraints of the information available.

### **Rounding**

All figures used in this report have been rounded. In some tables there may therefore be a slight discrepancy between totals and sub totals.

### **Data sources**

The main national surveys used as data sources in stage one include:

- Great Britain Tourism Survey (GBTS) - information on tourism activity by GB residents;
- International Passenger Survey (IPS) information on overseas visitors to the United Kingdom;
- Day Visits in the annual Great Britain Day Visitor Survey using information on visits lasting more than 3 hours and taken on an irregular basis

These surveys provide information down to a regional level. In order to disaggregate data to a local level the following information sources are used:

- Records of known local accommodation stock held by The Research Solution;
- VisitEngland's surveys of Visits to Attractions, which provide data on the number of visitors to individual tourist attractions ;
- Registrar General's estimates of resident population as based on the 2011 Census of Population;
- Selected data from the 2011 Census of Employment;

## **Staying Visitors**

The GBTS provides information on the total number of trips to the region and the relative proportions using different types of accommodation. By matching these figures to the supply of such accommodation, the regional average number of trips per bedspace or unit of accommodation can be derived. The IPS provides information on the total number of trips by overseas visitors to the region.

## **Day Visitors**

Information on day trips at the regional level is available from the Day Visits in Great Britain survey. The survey includes all leisure-related trips from home. It should be noted that a large proportion are local trips made by people resident in the locality. The model uses information from the survey to estimate the number of longer day trips (defined as those lasting at least 3 hours and involving travel of more than 20 miles) and irregular trips lasting more than 3 hours.

## **Impact of tourism expenditure**

This section examines the impact of the tourism expenditure in terms of the direct, indirect and induced expenditure as well as an estimate of the actual jobs (both direct and indirect) supported by tourism expenditure in the district.

The GBTS, IPS and Day Visits to Great Britain survey data on the breakdown of visitor spending. The impact of this initial round of expenditure will be subsequently increased by multiplier effects. These arise from the purchase of supplies and services by the businesses in receipt of visitor expenditure (indirect impacts), and by the income induced-effects arising from the spending of wages by employees in the first round of business and in subsequent expenditure in supplier business (induced impacts).

The New Earnings Survey which provides information on wage levels by industry sector and region; An internal business database which includes data on the structure of business expenditure, local linkages and multiplier ratios drawn from a wide range of business and economic studies carried out by Geoff Broom Associates, PA Cambridge Economic Consultants and others. By applying the breakdown to the estimates of visitor spending, the model generates estimates of total direct spending.

Evidence from national studies suggests that some minor adjustments are required to match visitor spend to business turnover – for example, some expenditure on food and drink actually takes place in inns and hotels that fall in the accommodation sector and within attractions. More significantly, expenditure on travel costs associated with individual trips is equally likely to take place at the origin of the trip as the destination. Therefore the model assumes that only 40% of travel expenditure accrues to the destination area.

## **Number of full time job equivalents**

Having identified the value of turnover generated by visitor spending, it is possible to estimate the employment associated with that spending. Wages for staff and drawings for the proprietors will absorb a proportion of that turnover. By applying these proportions to the overall additional turnover in each sector, the amount of money absorbed by employment costs can be calculated.



The New Earnings Survey provides data from which the average costs by business sector, adjusted to take account of regional differences, can be calculated. After allowing for additional costs such as National Insurance and pension costs, an average employment cost per full time equivalent job can be estimated. The number of such jobs in the local area can then be estimated by dividing the amount of business expenditure on wages and drawings by the average employment cost per job.

### **Number of Actual Jobs**

The model generates estimates of full time equivalent jobs based on visitor spending. However, the total number of actual jobs will be higher when part time and seasonal working is taken into account. The full time equivalent jobs arising directly from visitor spending are converted into actual jobs using information from business surveys in the sectors receiving visitor spending. In general, the conversion factor varies around 1.5 in those sectors.

The indirect and induced jobs arise across a much wider range of employment sectors. Therefore, the average 1.16 for all sectors based on Census of Employment data has been used to convert full time equivalent jobs in this sector to actual jobs.

The employment estimates generated by the model include both self employed and employed people supported by visitor expenditure. The model also includes an estimate of the additional jobs arising in the attractions sector, which are not related to visitor expenditure. However, the numbers do not include other tourism-related employment such as jobs in local authorities arising from their tourism functions, e.g. tourist information staff, additional public health, parks and gardens, public conveniences, maintenance sections and jobs arising from capital investment in tourism facilities.

### **Trips, Nights and Spend (Definitions)**

‘Trips’ are classified as trips or journeys away from home involving an overnight stay, taken by adults aged 16 and over and accompanying children aged up to 15. Each adult or child present on the trip counts as a trip, for example, a family of 2 adults and 2 children taking a trip away would count as 4 trips.

‘Nights’ are the number of nights away taken by adults and accompanying children on these trips. Each night away spent by an adult or a child present on the trip counts as a night. Thus, a family of 2 adults and 2 children taking a 3 night trip away from home would count as 12 nights.

‘Spend’ is the expenditure relating to these trips. It includes costs paid in advance of the trip, costs paid during the trip itself and also any bills relating to the trip received after returning home. It covers costs paid by adults on the trip for themselves and on behalf of others on the trip, including children. It also includes costs paid on behalf of the person taking the trip, such as an employer paying the cost of a business trip.

**Produced by:**

**the research solution**



Christine King

Director

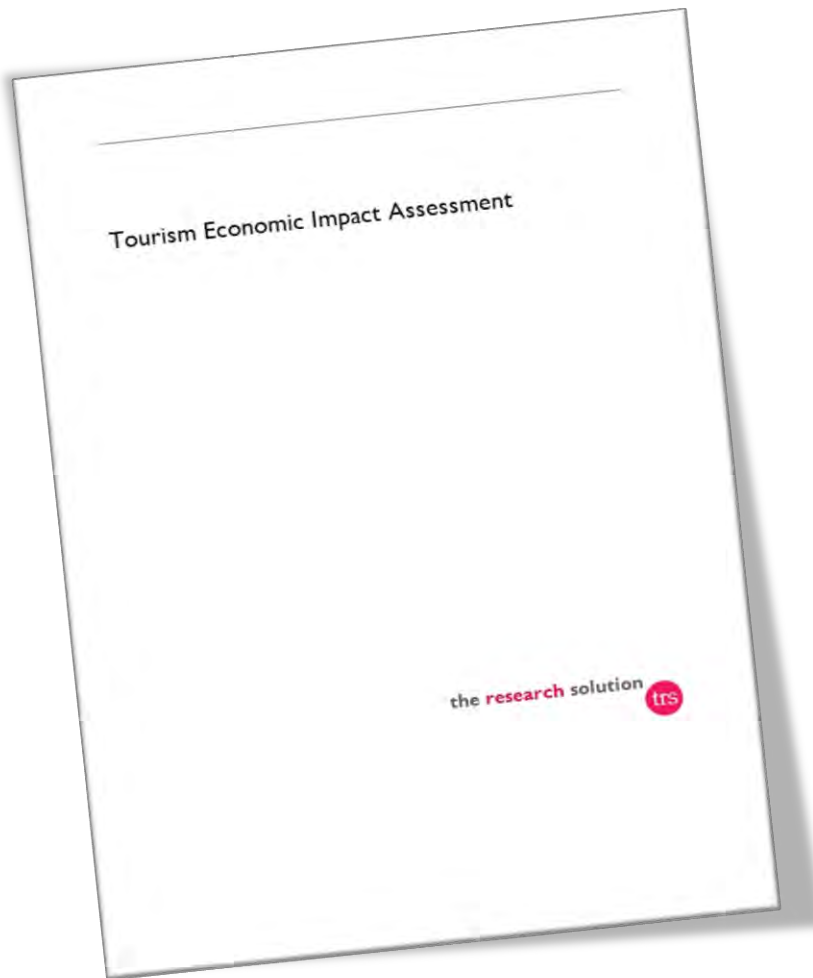
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## Appendix 4

the **research** solution



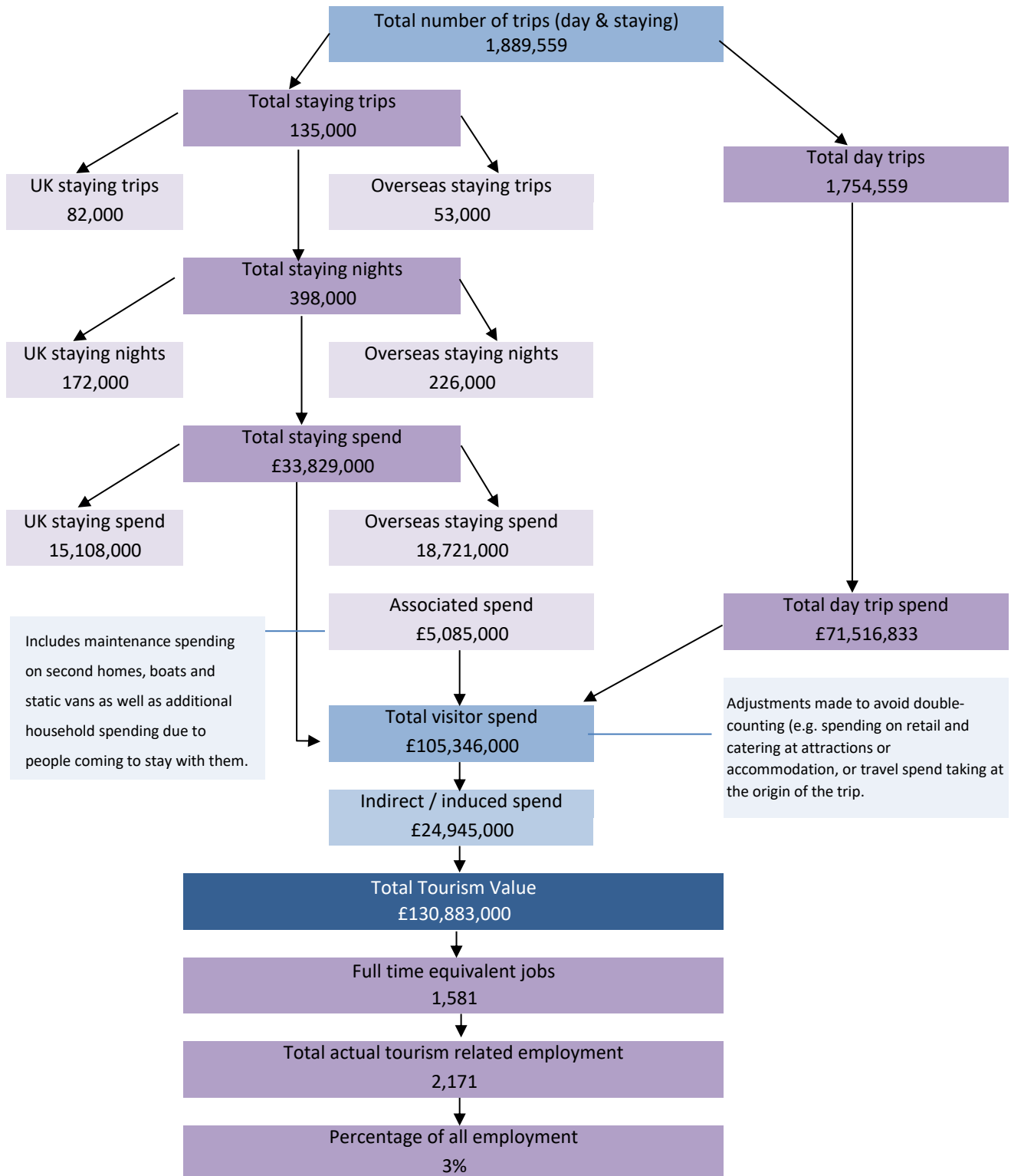
Produced by:

The Research Solution  
Christine King, Director

Economic Impact of Tourism  
Warwick Town - 2017

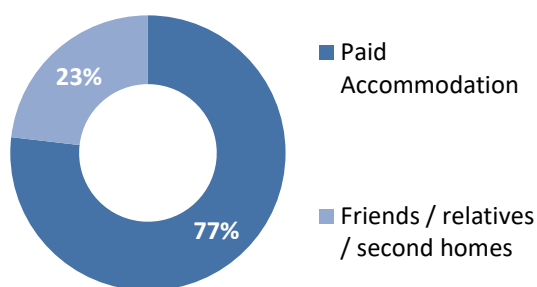
## Economic Impact of Tourism – Headline Figures

## Warwick Town - 2017

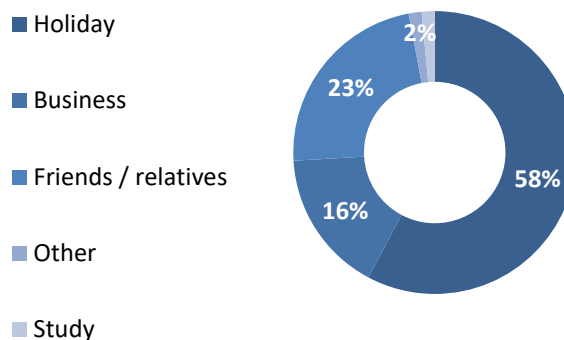


	2017
Average length stay (nights x trip)	2.95
Spend x overnight trip	£ 250.59
Spend x night	£ 85.00
Spend x day trip	£ 40.76

### Type of Accommodation



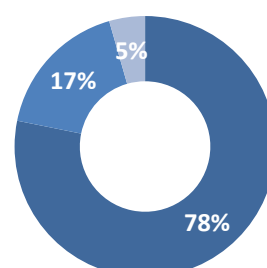
### Trips by Purpose



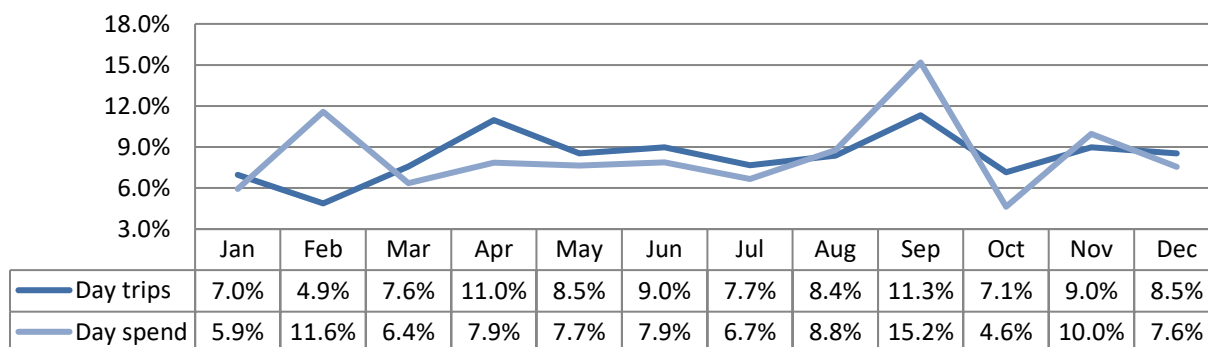
### Breakdown of expenditure



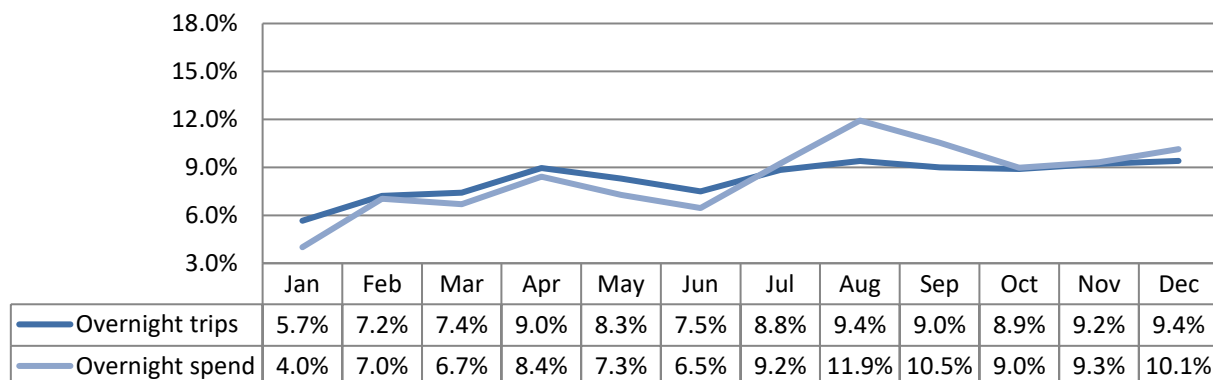
### Type of employment



### Seasonality - Day visitors



### Seasonality - Overnight visitors



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## **INTRODUCTION**

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2017 and provides comparative data against previously published data. The results are derived using the Cambridge Economic Impact Model under licence by The Research Solution Ltd based on the latest data from national tourism surveys and regionally/locally based data.

## **CONTEXTUAL ANALYSIS**

The three key surveys used to measure volume and expenditure from tourism trips are the GB Tourism Survey (for domestic overnight trips), the International Passenger Survey (IPS) for visits from overseas, and the GB Day Visitor Survey (GBDVS), which measures tourism day visits.

### ***Domestic tourism***

In 2017, British residents took 104.2 million overnight trips in England, totalling 299 million nights away from home. The number of domestic trips was 5% higher than in 2016, and nights were up by 4% compared to the 2016. Holiday Trips in England in 2017 increased by 9% compared to 2016, with 48.9 million trips recorded.

The volume of trips to the West Midlands region in 2017 was 11% down on 2016, the number of nights decreased by 16% to 18.4 million nights. Value was also down by 9%. The GB Tourism Survey data is a key driver for the Cambridge model. However, it is not specifically designed to produce highly accurate results at sub-regional level. In order to improve the accuracy of results we have applied a 3-year rolling average to this data to help smooth out short term market fluctuations and highlight longer-term trends. The 2017 volume and value of trips to Warwickshire are based on three-year average (2015-2017) and are compared to the 2016 performance, which are an average of 2014-2016 average.

### ***Visits from overseas***

The number of visits in 2017 grew 4% to a record 39.2 million, after several years of growth since 2010. The number of visitor nights spent in the UK increased by 3% in 2017 to 286 million, with the average number of nights per visit declined slightly from 7.4 in 2016 to 7.3 in 2017. The value of spending increased by 9% to £24.5 billion. Average spend per visit was £7625 in 2017, up from £599 per visit in 2016.

Overseas trips to the West Midlands region were 5.7% up on 2016 to reach just over 2.3 million overnight trips. The total number of nights was down by 10.9% to reach 14.2 million nights in 2017. Spend was down 5.6% to £807 million in 2017.

- Holiday visits are particularly likely to include going to a theatre with Stratford-upon-Avon a major draw
- The West Midlands is also one of the most popular areas for watching sport, the number of visitors coming primarily for this reason is behind only London and the North West
- Going to the pub and socialising with locals are popular, whilst eating out is less likely here than in many areas - probably a reflection of the high proportion of visits which involve staying as a guest with friends or relatives
- Those from the Irish Republic and France dominate overseas visits to the area, accounting for two in five holidaymakers (compared to around one in five nationally). Short travel times and event based visits may contribute to relatively few visits lasting over a week
- The West Midlands attracts holiday visits all year round, possibly boosted by non-seasonal activities such as shopping or going to the theatre. The area sees relatively high numbers of visits from those travelling with children but also from older visitors.

The International Passenger Survey (IPS) is conducted by Office for National Statistics and is based on face- to-face interviews with a sample of passengers travelling via the principal airports, sea routes and the Channel Tunnel, together with visitors crossing the land border into Northern Ireland. The number of interviews conducted in England in 2017 was 31,766. This large sample size allows reliable estimates to be produced for various groups of passengers despite the low proportion of travellers interviewed. The IPS provides headline figures, based on the county or unitary authority, for the volume and value of overseas trips to the UK. The sample for West Midlands was 1,916 interviews.



***Tourism Day Visits***

During 2017, GB residents took a total of 1,793 million Tourism Day Visits to destinations in England, Scotland or Wales, 2% down on 2016. Around £62.4 billion was spent during these trips, about 2.4% down on 2016.

The largest proportion of visits were taken to destinations in England (1,505 million visits or 84% of the total). The distribution of expenditure during visits broadly reflects this pattern, with a total value of day trips to England totalling £50.9 billion (81.5% of the total for GB).

**Day trips to Warwickshire**

There were 14.00 million day trips made to Warwickshire in 2017, up from 13.05 million in 2016. The value of these trips amounted to £402.9 million, up from £385 million in 2016.

## Volume of Tourism

## Staying Visitors - Accommodation Type

### Trips by Accommodation

	UK		Overseas		Total	
Serviced	50,000	61%	40,000	75%	90,000	67%
Self catering	2,000	2%	0	0%	2,000	1%
Camping	1,000	1%	100	0%	1,100	1%
Static caravans	0	0%	0	0%	0	0%
Group/campus	0	0%	0	0%	0	0%
Paying guest	0	0%	4,000	8%	4,000	3%
Second homes	1,000	1%	300	1%	1,300	1%
Boat moorings	5,000	6%	0	0%	5,000	4%
Other	3,000	4%	1,000	2%	4,000	3%
Friends & relatives	20,000	24%	7,000	13%	27,000	20%
<b>Total</b>	<b>2017</b>	<b>82,000</b>	<b>53,000</b>		<b>135,000</b>	

### Nights by Accommodation

	UK		Overseas		Total	
Serviced	89,000	52%	139,000	62%	228,000	57%
Self catering	3,000	2%	7,000	3%	10,000	3%
Camping	3,000	2%	1,000	0%	4,000	1%
Static caravans	0	0%	0	0%	0	0%
Group/campus	0	0%	0	0%	0	0%
Paying guest	0	0%	17,000	8%	17,000	4%
Second homes	4,000	2%	3,000	1%	7,000	2%
Boat moorings	21,000	12%	0	0%	21,000	5%
Other	7,000	4%	3,000	1%	10,000	3%
Friends & relatives	44,000	26%	57,000	25%	101,000	25%
<b>Total</b>	<b>2017</b>	<b>172,000</b>	<b>226,000</b>		<b>398,000</b>	

### Spend by Accommodation Type

	UK		Overseas		Total	
Serviced	£11,042,000	73%	£14,450,000	77%	£25,492,000	75%
Self catering	£218,000	1%	£354,000	2%	£572,000	2%
Camping	£79,000	1%	£29,000	0%	£108,000	0%
Static caravans	£0	0%	£0	0%	£0	0%
Group/campus	£0	0%	£0	0%	£0	0%
Paying guest	£0	0%	£1,442,000	8%	£1,442,000	4%
Second homes	£161,000	1%	£186,000	1%	£347,000	1%
Boat moorings	£1,584,000	10%	£0	0%	£1,584,000	5%
Other	£556,000	4%	£95,000	1%	£651,000	2%
Friends & relatives	£1,467,000	10%	£2,165,000	12%	£3,632,000	11%
<b>Total</b>	<b>2017</b>	<b>£15,108,000</b>	<b>£18,721,000</b>		<b>£33,829,000</b>	

Serviced accommodation includes hotels, guesthouses, inns, B&B and serviced farmhouse accommodation. Paying guest refers to overseas visitors staying in private houses, primarily language school students. Other trips includes nights spent in transit, in lorry cabs and other temporary accommodation.

## Staying Visitors - Purpose of Trip

### Trips by Purpose

	UK		Overseas		Total	
Holiday	43,000	52%	35,000	66%	78,000	58%
Business	13,000	16%	9,000	17%	22,000	16%
Friends & relatives	24,000	29%	7,000	13%	31,000	23%
Other	1,000	1%	1,000	2%	2,000	1%
Study	0	0%	2,000	4%	2,000	1%
<b>Total</b>	<b>2017</b>	<b>82,000</b>	<b>53,000</b>		<b>135,000</b>	

### Nights by Purpose

	UK		Overseas		Total	
Holiday	95,000	55%	106,000	47%	201,000	51%
Business	29,000	17%	35,000	15%	64,000	16%
Friends & relatives	46,000	27%	47,000	21%	93,000	23%
Other	1,000	1%	2,000	1%	3,000	1%
Study	0	0%	38,000	17%	38,000	10%
<b>Total</b>	<b>2017</b>	<b>172,000</b>	<b>226,000</b>		<b>398,000</b>	

### Spend by Purpose

	UK		Overseas		Total	
Holiday	£8,751,000	58%	£10,186,000	54%	£18,937,000	56%
Business	£3,938,000	26%	£2,617,000	14%	£6,555,000	19%
Friends & relatives	£2,331,000	15%	£1,632,000	9%	£3,963,000	12%
Other	£88,000	1%	£246,000	1%	£334,000	1%
Study	£0	0%	£4,039,000	22%	£4,039,000	12%
<b>Total</b>	<b>2017</b>	<b>£15,108,000</b>	<b>£18,721,000</b>		<b>£33,829,000</b>	

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## Day Visitors

### Trips and Spend by Urban, Rural and Coastal Area

	Trips	Spend
Urban visits	1,754,559	£71,516,833
<b>Total</b>	<b>2017</b>	<b>1,754,559</b>
		<b>£71,516,833</b>

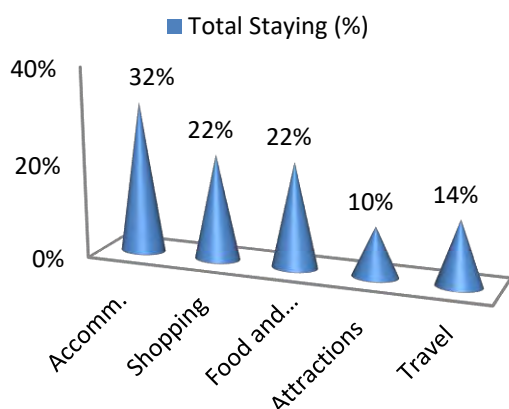
## Value of Tourism

## Expenditure Associated with Trips:

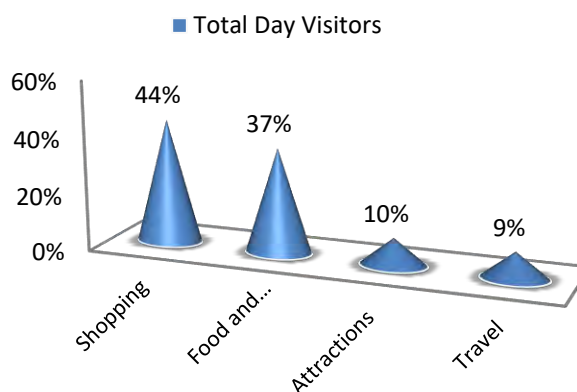
### Direct Expenditure Associated with Trips

	Accomm.	Shopping	Food and Drink	Attractions	Travel	Total
UK Tourists	£4,689,000	£2,318,000	£3,650,000	£1,522,000	£2,930,000	£15,109,000
Overseas tourists	£6,053,000	£5,170,000	£3,818,000	£2,013,000	£1,666,000	£18,720,000
<b>Total Staying</b>	<b>£10,742,000</b>	<b>£7,488,000</b>	<b>£7,468,000</b>	<b>£3,535,000</b>	<b>£4,596,000</b>	<b>£33,829,000</b>
<b>Total Staying (%)</b>	<b>32%</b>	<b>22%</b>	<b>22%</b>	<b>10%</b>	<b>14%</b>	<b>100%</b>
<b>Total Day Visitors</b>	<b>£0</b>	<b>£31,458,000</b>	<b>£26,542,000</b>	<b>£6,881,000</b>	<b>£6,636,000</b>	<b>£71,517,000</b>
<b>Total Day Visitors</b>	<b>0%</b>	<b>44%</b>	<b>37%</b>	<b>10%</b>	<b>9%</b>	<b>100%</b>
<b>Total 2017</b>	<b>£10,742,000</b>	<b>£38,946,000</b>	<b>£34,010,000</b>	<b>£10,416,000</b>	<b>£11,232,000</b>	<b>£105,346,000</b>
<b>%</b>	<b>10%</b>	<b>37%</b>	<b>32%</b>	<b>10%</b>	<b>11%</b>	<b>100%</b>

**Breakdown of expenditure**



**Breakdown of expenditure**



### Other expenditure associated with tourism activity

Other expenditure associated with tourism activity - Estimated spend				
Second homes	Boats	Static vans	Friends & relatives	Total
£66,000	£105,000	£0	£4,914,000	£5,085,000

Spend on second homes is assumed to be an average of £2,000 on rates, maintenance, and replacement of furniture and fittings. Spend on boats assumed to be an average of £2,000 on berthing charges, servicing and maintenance and upgrading of equipment. Static van spend arises in the case of vans purchased by the owner and used as a second home. Expenditure is incurred in site fees, utility charges and other spending and is estimated at £2,000. Additional spending is incurred by friends and relatives as a result of people coming to stay with them. A cost of £175 per visit has been assumed based on national research for social

### Direct Turnover Derived From Trip Expenditure

Business turnover arises as a result of tourist spending, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees

	Staying Visitor	Day Visitors	Total
Accommodation	£10,891,000	£531,000	£11,422,000
Retail	£7,413,000	£31,143,000	£38,556,000
Catering	£7,244,000	£25,746,000	£32,990,000
Attractions	£3,685,000	£7,461,000	£11,146,000
Transport	£2,758,000	£3,981,000	£6,739,000
Non-trip spend	£5,085,000	£0	£5,085,000
<b>Total Direct 2017</b>	<b>£37,076,000</b>	<b>£68,862,000</b>	<b>£105,938,000</b>

Adjustments have been made to recognise that some spending on retail and food and drink will fall within attractions or accommodation establishments. It is assumed that 40% of travel spend will take place at the origin of the trip rather than at the destination.

### Supplier and Income Induced Turnover

	Staying Visitor	Day Visitors	Total
Indirect spend	£7,751,000	£11,105,000	£18,856,000
Non trip spending	£1,017,000	£0	£1,017,000
Income induced	£3,785,000	£1,287,000	£5,072,000
<b>Total 2017</b>	<b>£12,553,000</b>	<b>£12,392,000</b>	<b>£24,945,000</b>

Income induced spending arises from expenditure by employees whose jobs are supported by tourism

### Total Local Business Turnover Supported by Tourism Activity – Value of Tourism

	Staying Visitor	Day Visitors	Total
Direct	£37,076,000	£68,862,000	£105,938,000
Indirect	£12,553,000	£12,392,000	£24,945,000
<b>Total Value 2017</b>	<b>£49,629,000</b>	<b>£81,254,000</b>	<b>£130,883,000</b>

## Employment



## Employment

The model generates estimates of full time equivalent jobs based on visitor spending. The total number of 'actual' jobs will be higher when part time and seasonal working is taken into account. Conversion of full time equivalent jobs into actual jobs relies on information from business surveys in the sectors receiving

### Direct employment

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Accommodation	188	39%	9	1%	197	17%
Retailing	39	8%	165	24%	204	18%
Catering	108	22%	383	56%	490	42%
Entertainment	51	11%	103	15%	154	13%
Transport	14	3%	21	3%	35	3%
Non-trip spend	85	17%	0	0%	85	7%
<b>Total FTE</b>	<b>2017</b>	<b>485</b>	<b>681</b>		<b>1,166</b>	

Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Accommodation	278	40%	14	1%	291	17%
Retailing	59	9%	248	25%	306	18%
Catering	161	24%	574	57%	735	43%
Entertainment	72	10%	146	14%	218	13%
Transport	20	3%	29	3%	50	3%
Non-trip spend	97	14%	0	0%	97	6%
<b>Total Actual</b>	<b>2017</b>	<b>687</b>	<b>1,010</b>		<b>1,697</b>	

### Indirect & Induced Employment

Full time equivalent (FTE)			
	Staying Visitor	Day Visitors	Total
Indirect jobs	146	185	331
Induced jobs	63	21	85
<b>Total FTE</b>	<b>2017</b>	<b>209</b>	<b>207</b>

Estimated actual jobs			
	Staying Visitor	Day Visitors	Total
Indirect jobs	167	211	378
Induced jobs	72	24	96
<b>Total Actual</b>	<b>2017</b>	<b>239</b>	<b>235</b>

## Total Jobs

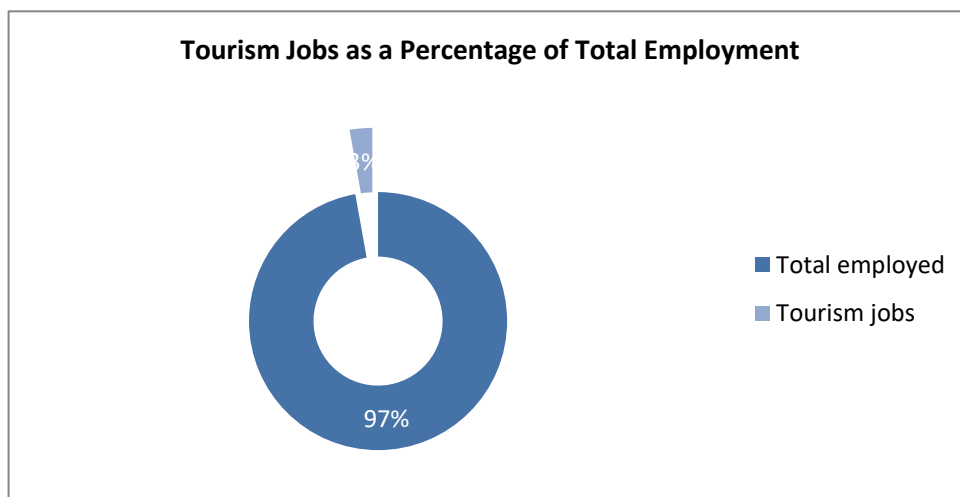
Actual jobs are estimated from surveys of relevant businesses at locations in England and take account of part time and seasonal working.

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Direct	485	70%	681	77%	1,166	74%
Indirect	146	21%	185	21%	331	21%
Induced	63	9%	21	2%	85	5%
<b>Total FTE</b>	<b>2017</b>	<b>694</b>	<b>887</b>		<b>1,581</b>	

Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Direct	687	74%	1,010	81%	1,697	78%
Indirect	167	18%	211	17%	378	17%
Induced	72	8%	24	2%	96	4%
<b>Total Actual</b>	<b>2017</b>	<b>925</b>	<b>1,245</b>		<b>2,171</b>	

## Tourism Jobs as a Percentage of Total Employment

	Staying Visitor	Day visitors	Total
Total employed	76,800	76,800	76,800
Tourism jobs	925	1,245	2,171
<b>Proportion all jobs</b>	<b>1%</b>	<b>2%</b>	<b>3%</b>



The key volume and value results included in this report are derived from the various sources as described throughout the report. These include regional and county breakdowns from national level data (Great Britain Tourism Survey and International Passenger Survey) as well as jobs and income information such as the Annual Survey of Hours & Earnings.

At a local level, the occupancy survey provides accurate local occupancy levels and known accommodation stock.

The key 2017 results of the Economic Impact Assessment are:

**1.9 million trips** were undertaken in the area

**1.8 million** day trips

**0.1 million** overnight visits

**0.4 million** nights in the area as a result of overnight trips

**£105 million** spent by tourists during their visit to the area

**£9 million** spent on average in the local economy each month.

**£34 million** generated by overnight visits

**£72 million** generated from irregular day trips.

**£131 million** spent in the local area as result of tourism, taking into account multiplier effects.

**2,171 jobs** supported, both for local residents from those living nearby.

**1,697 tourism jobs** directly supported

**474 non-tourism related jobs** supported linked to multiplier spend from tourism.

## **Appendix I - Introduction about Cambridge Model**

This report examines the volume and value of tourism and the impact of that expenditure on the local economy. The figures were derived using the Cambridge Economic Impact Model and the research was undertaken by The Research Solution.

The model utilises information from national tourism surveys and regionally based data held by The Research Solution. It distributes regional activity as measured in those surveys to local areas using 'drivers' such as the accommodation stock and occupancy which influence the distribution of tourism activity at local level.

### **Limitations of the Model**

The methodology and accuracy of the above sources varies. The results of the model should therefore be regarded as estimates which are indicative of the scale and importance of visitor activity in the local area. It is important to note that in the national tourism surveys the sample sizes for each area changes year on year. This is as a result of the random probability nature of the methodology. As such, the results of the Cambridge Model are best viewed as a snapshot in time and we would caution against year-on-year comparisons.

It should be noted that the model cannot take into account any leakage of expenditure from tourists taking day trips out of the area in which they are staying. While it is assumed that these may broadly balance each other in many areas, in locations receiving significant numbers of day visitors from London, there is likely to be an underestimate in relation to the number of overseas day visitors staying in holiday accommodation in London.

Whilst it is important to be aware of these issues, we are confident that the estimates we have produced are as reliable as is practically possible within the constraints of the information available.

### **Rounding**

All figures used in this report have been rounded. In some tables there may therefore be a slight discrepancy between totals and sub totals.

### **Data sources**

The main national surveys used as data sources in stage one include:

- Great Britain Tourism Survey (GBTS) - information on tourism activity by GB residents;
- International Passenger Survey (IPS) information on overseas visitors to the United Kingdom;
- Day Visits in the annual Great Britain Day Visitor Survey using information on visits lasting more than 3 hours and taken on an irregular basis

These surveys provide information down to a regional level. In order to disaggregate data to a local level the following information sources are used:

- Records of known local accommodation stock held by The Research Solution;
- VisitEngland's surveys of Visits to Attractions, which provide data on the number of visitors to individual tourist attractions ;
- Registrar General's estimates of resident population as based on the 2011 Census of Population;
- Selected data from the 2011 Census of Employment;

## **Staying Visitors**

The GBTS provides information on the total number of trips to the region and the relative proportions using different types of accommodation. By matching these figures to the supply of such accommodation, the regional average number of trips per bedspace or unit of accommodation can be derived. The IPS provides information on the total number of trips by overseas visitors to the region.

## **Day Visitors**

Information on day trips at the regional level is available from the Day Visits in Great Britain survey. The survey includes all leisure-related trips from home. It should be noted that a large proportion are local trips made by people resident in the locality. The model uses information from the survey to estimate the number of longer day trips (defined as those lasting at least 3 hours and involving travel of more than 20 miles) and irregular trips lasting more than 3 hours.

## **Impact of tourism expenditure**

This section examines the impact of the tourism expenditure in terms of the direct, indirect and induced expenditure as well as an estimate of the actual jobs (both direct and indirect) supported by tourism expenditure in the district.

The GBTS, IPS and Day Visits to Great Britain survey data on the breakdown of visitor spending. The impact of this initial round of expenditure will be subsequently increased by multiplier effects. These arise from the purchase of supplies and services by the businesses in receipt of visitor expenditure (indirect impacts), and by the income induced-effects arising from the spending of wages by employees in the first round of business and in subsequent expenditure in supplier business (induced impacts).

The New Earnings Survey which provides information on wage levels by industry sector and region; An internal business database which includes data on the structure of business expenditure, local linkages and multiplier ratios drawn from a wide range of business and economic studies carried out by Geoff Broom Associates, PA Cambridge Economic Consultants and others. By applying the breakdown to the estimates of visitor spending, the model generates estimates of total direct spending.

Evidence from national studies suggests that some minor adjustments are required to match visitor spend to business turnover – for example, some expenditure on food and drink actually takes place in inns and hotels that fall in the accommodation sector and within attractions. More significantly, expenditure on travel costs associated with individual trips is equally likely to take place at the origin of the trip as the destination. Therefore the model assumes that only 40% of travel expenditure accrues to the destination area.

## **Number of full time job equivalents**

Having identified the value of turnover generated by visitor spending, it is possible to estimate the employment associated with that spending. Wages for staff and drawings for the proprietors will absorb a proportion of that turnover. By applying these proportions to the overall additional turnover in each sector, the amount of money absorbed by employment costs can be calculated.

The New Earnings Survey provides data from which the average costs by business sector, adjusted to take account of regional differences, can be calculated. After allowing for additional costs such as National Insurance and pension costs, an average employment cost per full time equivalent job can be estimated. The number of such jobs in the local area can then be estimated by dividing the amount of business expenditure on wages and drawings by the average employment cost per job.

### **Number of Actual Jobs**

The model generates estimates of full time equivalent jobs based on visitor spending. However, the total number of actual jobs will be higher when part time and seasonal working is taken into account. The full time equivalent jobs arising directly from visitor spending are converted into actual jobs using information from business surveys in the sectors receiving visitor spending. In general, the conversion factor varies around 1.5 in those sectors.

The indirect and induced jobs arise across a much wider range of employment sectors. Therefore, the average 1.16 for all sectors based on Census of Employment data has been used to convert full time equivalent jobs in this sector to actual jobs.

The employment estimates generated by the model include both self employed and employed people supported by visitor expenditure. The model also includes an estimate of the additional jobs arising in the attractions sector, which are not related to visitor expenditure. However, the numbers do not include other tourism-related employment such as jobs in local authorities arising from their tourism functions, e.g. tourist information staff, additional public health, parks and gardens, public conveniences, maintenance sections and jobs arising from capital investment in tourism facilities.

### **Trips, Nights and Spend (Definitions)**

‘Trips’ are classified as trips or journeys away from home involving an overnight stay, taken by adults aged 16 and over and accompanying children aged up to 15. Each adult or child present on the trip counts as a trip, for example, a family of 2 adults and 2 children taking a trip away would count as 4 trips.

‘Nights’ are the number of nights away taken by adults and accompanying children on these trips. Each night away spent by an adult or a child present on the trip counts as a night. Thus, a family of 2 adults and 2 children taking a 3 night trip away from home would count as 12 nights.

‘Spend’ is the expenditure relating to these trips. It includes costs paid in advance of the trip, costs paid during the trip itself and also any bills relating to the trip received after returning home. It covers costs paid by adults on the trip for themselves and on behalf of others on the trip, including children. It also includes costs paid on behalf of the person taking the trip, such as an employer paying the cost of a business trip.

**Produced by:**

**the research solution**



Christine King

Director

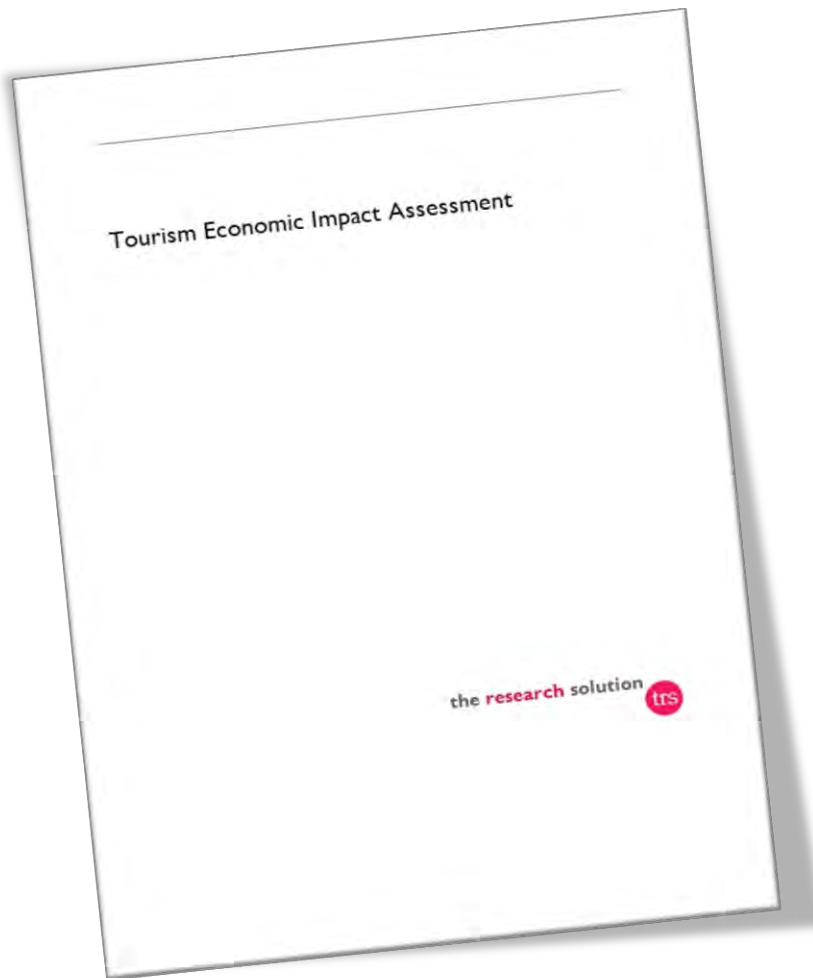
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## Appendix 5

the **research** solution



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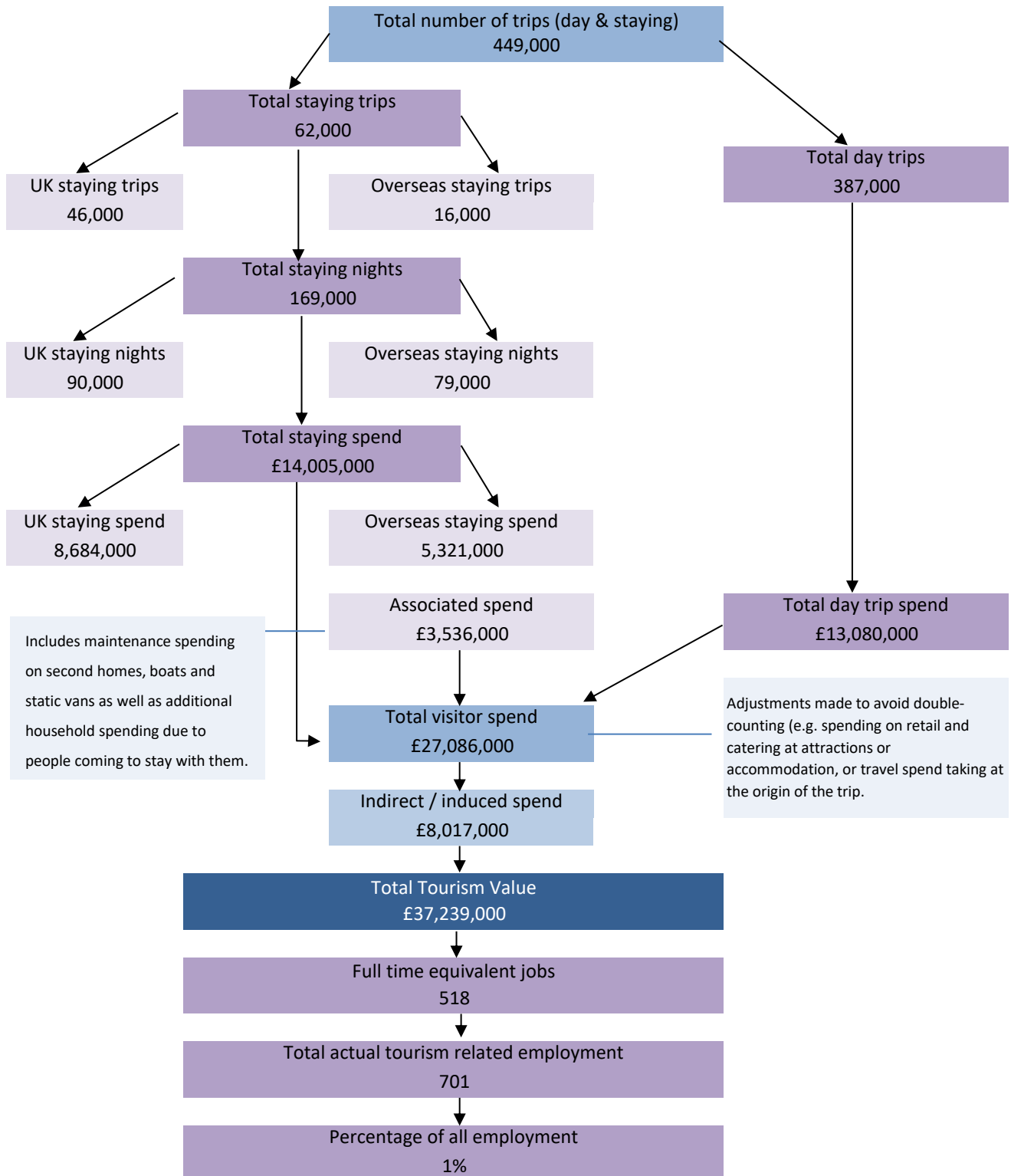
The Research Solution  
Christine King, Director

Economic Impact of Tourism  
Kenilworth - 2017



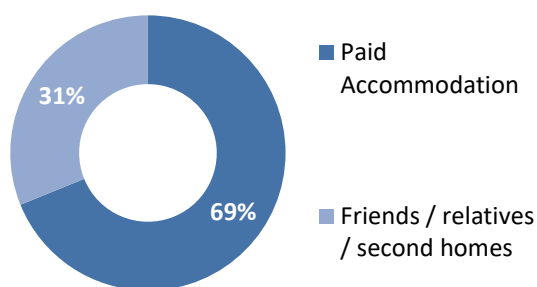
## Economic Impact of Tourism – Headline Figures

Kenilworth - 2017

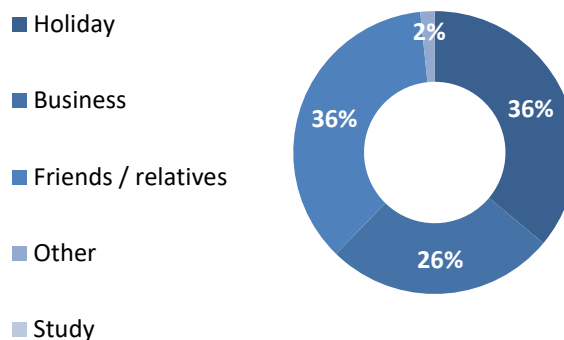


	2017
Average length stay (nights x trip)	2.73
Spend x overnight trip	£ 225.89
Spend x night	£ 82.87
Spend x day trip	£ 33.80

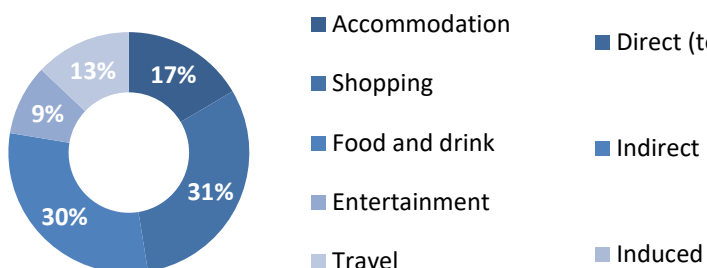
### Type of Accommodation



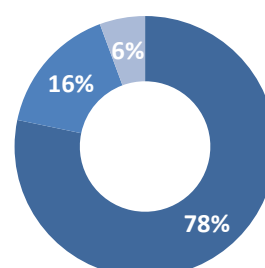
### Trips by Purpose



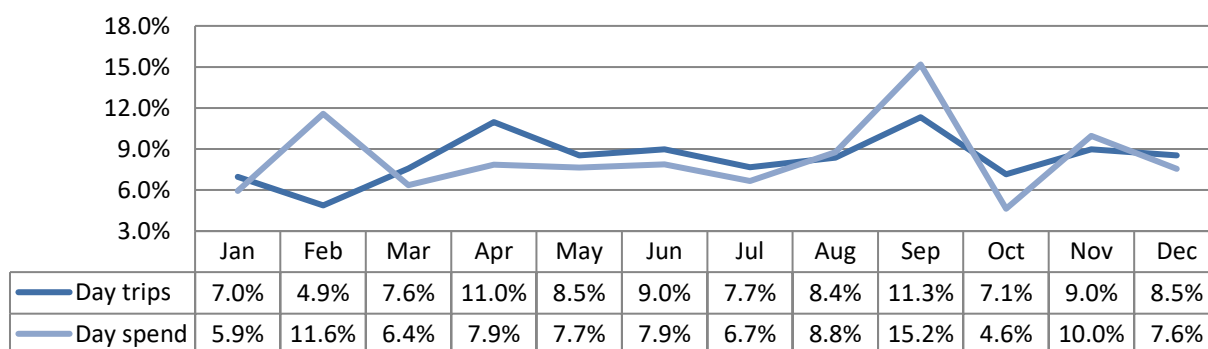
### Breakdown of expenditure



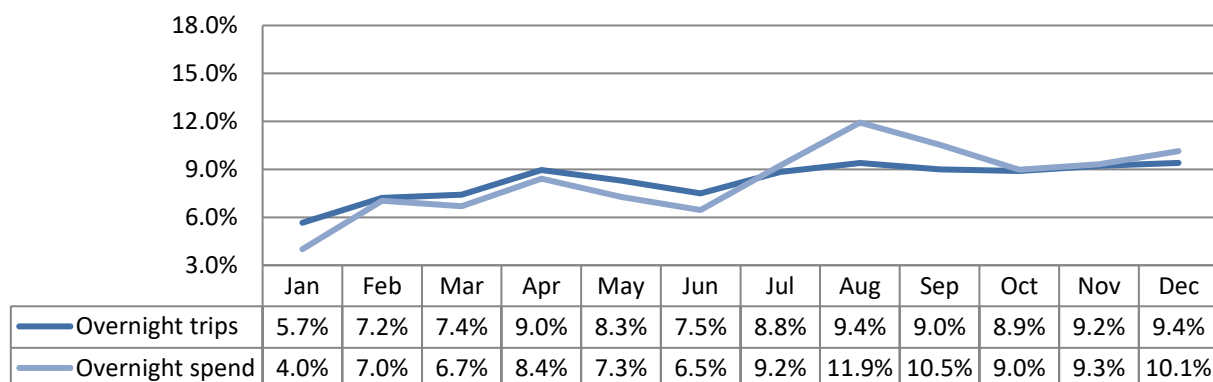
### Type of employment



### Seasonality - Day visitors



### Seasonality - Overnight visitors



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## **INTRODUCTION**

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2017 and provides comparative data against previously published data. The results are derived using the Cambridge Economic Impact Model under licence by The Research Solution Ltd based on the latest data from national tourism surveys and regionally/locally based data.

## **CONTEXTUAL ANALYSIS**

The three key surveys used to measure volume and expenditure from tourism trips are the GB Tourism Survey (for domestic overnight trips), the International Passenger Survey (IPS) for visits from overseas, and the GB Day Visitor Survey (GBDVS), which measures tourism day visits.

### ***Domestic tourism***

In 2017, British residents took 104.2 million overnight trips in England, totalling 299 million nights away from home. The number of domestic trips was 5% higher than in 2016, and nights were up by 4% compared to the 2016. Holiday Trips in England in 2017 increased by 9% compared to 2016, with 48.9 million trips recorded.

The volume of trips to the West Midlands region in 2017 was 11% down on 2016, the number of nights decreased by 16% to 18.4 million nights. Value was also down by 9%. The GB Tourism Survey data is a key driver for the Cambridge model. However, it is not specifically designed to produce highly accurate results at sub-regional level. In order to improve the accuracy of results we have applied a 3-year rolling average to this data to help smooth out short term market fluctuations and highlight longer-term trends. The 2017 volume and value of trips to Warwickshire are based on three-year average (2015-2017) and are compared to the 2016 performance, which are an average of 2014-2016 average.

### ***Visits from overseas***

The number of visits in 2017 grew 4% to a record 39.2 million, after several years of growth since 2010. The number of visitor nights spent in the UK increased by 3% in 2017 to 286 million, with the average number of nights per visit declined slightly from 7.4 in 2016 to 7.3 in 2017. The value of spending increased by 9% to £24.5 billion. Average spend per visit was £7625 in 2017, up from £599 per visit in 2016.

Overseas trips to the West Midlands region were 5.7% up on 2016 to reach just over 2.3 million overnight trips. The total number of nights was down by 10.9% to reach 14.2 million nights in 2017. Spend was down 5.6% to £807 million in 2017.

- Holiday visits are particularly likely to include going to a theatre with Stratford-upon-Avon a major draw
- The West Midlands is also one of the most popular areas for watching sport, the number of visitors coming primarily for this reason is behind only London and the North West
- Going to the pub and socialising with locals are popular, whilst eating out is less likely here than in many areas - probably a reflection of the high proportion of visits which involve staying as a guest with friends or relatives
- Those from the Irish Republic and France dominate overseas visits to the area, accounting for two in five holidaymakers (compared to around one in five nationally). Short travel times and event based visits may contribute to relatively few visits lasting over a week
- The West Midlands attracts holiday visits all year round, possibly boosted by non-seasonal activities such as shopping or going to the theatre. The area sees relatively high numbers of visits from those travelling with children but also from older visitors.

The International Passenger Survey (IPS) is conducted by Office for National Statistics and is based on face- to-face interviews with a sample of passengers travelling via the principal airports, sea routes and the Channel Tunnel, together with visitors crossing the land border into Northern Ireland. The number of interviews conducted in England in 2017 was 31,766. This large sample size allows reliable estimates to be produced for various groups of passengers despite the low proportion of travellers interviewed. The IPS provides headline figures, based on the county or unitary authority, for the volume and value of overseas trips to the UK. The sample for West Midlands was 1,916 interviews.

***Tourism Day Visits***

During 2017, GB residents took a total of 1,793 million Tourism Day Visits to destinations in England, Scotland or Wales, 2% down on 2016. Around £62.4 billion was spent during these trips, about 2.4% down on 2016.

The largest proportion of visits were taken to destinations in England (1,505 million visits or 84% of the total). The distribution of expenditure during visits broadly reflects this pattern, with a total value of day trips to England totalling £50.9 billion (81.5% of the total for GB).

**Day trips to Warwickshire**

There were 14.00 million day trips made to Warwickshire in 2017, up from 13.05 million in 2016. The value of these trips amounted to £402.9 million, up from £385 million in 2016.

## Volume of Tourism

## Staying Visitors - Accommodation Type

### Trips by Accommodation

	UK		Overseas		Total	
Serviced	29,000	63%	10,000	63%	39,000	63%
Self catering	0	0%	0	0%	0	0%
Camping	0	0%	0	0%	0	0%
Static caravans	0	0%	0	0%	0	0%
Group/campus	0	0%	0	0%	0	0%
Paying guest	0	0%	0	0%	0	0%
Second homes	0	0%	100	1%	100	0%
Boat moorings	0	0%	0	0%	0	0%
Other	2,000	4%	1,000	6%	3,000	5%
Friends & relatives	14,000	30%	5,000	31%	19,000	31%
<b>Total</b>	<b>2017</b>	<b>46,000</b>	<b>16,000</b>		<b>62,000</b>	

### Nights by Accommodation

	UK		Overseas		Total	
Serviced	52,000	58%	35,000	44%	87,000	51%
Self catering	0	0%	0	0%	0	0%
Camping	0	0%	0	0%	0	0%
Static caravans	0	0%	0	0%	0	0%
Group/campus	0	0%	0	0%	0	0%
Paying guest	0	0%	0	0%	0	0%
Second homes	1,000	1%	1,000	1%	2,000	1%
Boat moorings	0	0%	0	0%	0	0%
Other	5,000	6%	2,000	3%	7,000	4%
Friends & relatives	31,000	34%	41,000	52%	72,000	43%
<b>Total</b>	<b>2017</b>	<b>90,000</b>	<b>79,000</b>		<b>169,000</b>	

### Spend by Accommodation Type

	UK		Overseas		Total	
Serviced	£7,168,000	83%	£3,618,000	68%	£10,786,000	77%
Self catering	£16,000	0%	£25,000	0%	£41,000	0%
Camping	£0	0%	£0	0%	£0	0%
Static caravans	£0	0%	£0	0%	£0	0%
Group/campus	£0	0%	£0	0%	£0	0%
Paying guest	£0	0%	£0	0%	£0	0%
Second homes	£54,000	1%	£62,000	1%	£116,000	1%
Boat moorings	£0	0%	£0	0%	£0	0%
Other	£398,000	5%	£68,000	1%	£466,000	3%
Friends & relatives	£1,049,000	12%	£1,548,000	29%	£2,597,000	19%
<b>Total</b>	<b>2017</b>	<b>£8,684,000</b>	<b>£5,321,000</b>		<b>£14,005,000</b>	

Serviced accommodation includes hotels, guesthouses, inns, B&B and serviced farmhouse accommodation. Paying guest refers to overseas visitors staying in private houses, primarily language school students. Other trips includes nights spent in transit, in lorry cabs and other temporary accommodation.



## Staying Visitors - Purpose of Trip

### Trips by Purpose

	UK		Overseas		Total	
Holiday	14,000	30%	8,000	50%	22,000	35%
Business	13,000	28%	3,000	19%	16,000	26%
Friends & relatives	17,000	37%	5,000	31%	22,000	35%
Other	1,000	2%	0	0%	1,000	2%
Study	0	0%	0	0%	0	0%
<b>Total</b>	<b>46,000</b>		<b>16,000</b>		<b>62,000</b>	

### Nights by Purpose

	UK		Overseas		Total	
Holiday	30,000	33%	28,000	35%	58,000	34%
Business	28,000	31%	12,000	15%	40,000	24%
Friends & relatives	31,000	34%	38,000	48%	69,000	41%
Other	1,000	1%	1,000	1%	2,000	1%
Study	0	0%	0	0%	0	0%
<b>Total</b>	<b>90,000</b>		<b>79,000</b>		<b>169,000</b>	

### Spend by Purpose

	UK		Overseas		Total	
Holiday	£2,956,000	34%	£2,814,000	53%	£5,770,000	41%
Business	£3,980,000	46%	£909,000	17%	£4,889,000	35%
Friends & relatives	£1,685,000	19%	£1,388,000	26%	£3,073,000	22%
Other	£64,000	1%	£210,000	4%	£274,000	2%
Study	£0	0%	£0	0%	£0	0%
<b>Total</b>	<b>£8,684,000</b>		<b>£5,321,000</b>		<b>£14,005,000</b>	

---

## Day Visitors

### Trips and Spend by Urban, Rural and Coastal Area

	Trips	Spend
Urban visits	387,000	£13,080,000
<b>Total</b>	<b>387,000</b>	<b>£13,080,000</b>

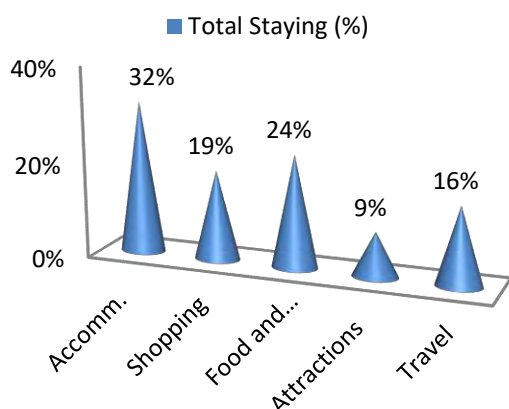
## Value of Tourism

## Expenditure Associated with Trips:

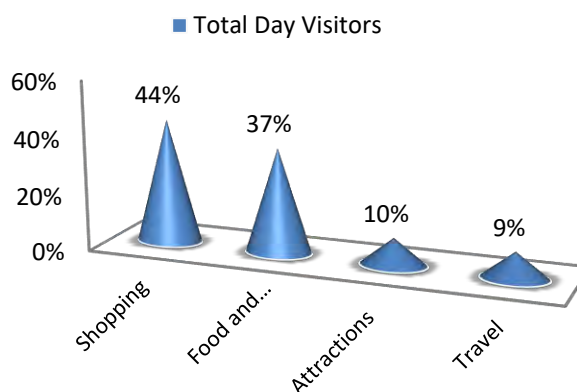
### Direct Expenditure Associated with Trips

	Accomm.	Shopping	Food and Drink	Attractions	Travel	Total
UK Tourists	£2,815,000	£1,182,000	£2,106,000	£825,000	£1,757,000	£8,685,000
Overseas tourists	£1,657,000	£1,447,000	£1,202,000	£482,000	£533,000	£5,321,000
<b>Total Staying</b>	<b>£4,472,000</b>	<b>£2,629,000</b>	<b>£3,308,000</b>	<b>£1,307,000</b>	<b>£2,290,000</b>	<b>£14,006,000</b>
<b>Total Staying (%)</b>	<b>32%</b>	<b>19%</b>	<b>24%</b>	<b>9%</b>	<b>16%</b>	<b>100%</b>
<b>Total Day Visitors</b>	<b>£0</b>	<b>£5,753,000</b>	<b>£4,854,000</b>	<b>£1,259,000</b>	<b>£1,214,000</b>	<b>£13,080,000</b>
<b>Total Day Visitors</b>	<b>0%</b>	<b>44%</b>	<b>37%</b>	<b>10%</b>	<b>9%</b>	<b>100%</b>
<b>Total 2017</b>	<b>£4,472,000</b>	<b>£8,382,000</b>	<b>£8,162,000</b>	<b>£2,566,000</b>	<b>£3,504,000</b>	<b>£27,086,000</b>
<b>%</b>	<b>17%</b>	<b>31%</b>	<b>30%</b>	<b>9%</b>	<b>13%</b>	<b>100%</b>

**Breakdown of expenditure**



**Breakdown of expenditure**



### Other expenditure associated with tourism activity

Other expenditure associated with tourism activity - Estimated spend				
Second homes	Boats	Static vans	Friends & relatives	Total
£22,000	£0	£0	£3,514,000	£3,536,000

Spend on second homes is assumed to be an average of £2,000 on rates, maintenance, and replacement of furniture and fittings. Spend on boats assumed to be an average of £2,000 on berthing charges, servicing and maintenance and upgrading of equipment. Static van spend arises in the case of vans purchased by the owner and used as a second home. Expenditure is incurred in site fees, utility charges and other spending and is estimated at £2,000. Additional spending is incurred by friends and relatives as a result of people coming to stay with them. A cost of £175 per visit has been assumed based on national research for social

### Direct Turnover Derived From Trip Expenditure

Business turnover arises as a result of tourist spending, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees

	Staying Visitor	Day Visitors	Total
Accommodation	£4,539,000	£97,000	£4,636,000
Retail	£2,603,000	£5,696,000	£8,299,000
Catering	£3,209,000	£4,709,000	£7,918,000
Attractions	£1,366,000	£1,365,000	£2,731,000
Transport	£1,374,000	£728,000	£2,102,000
Non-trip spend	£3,536,000	£0	£3,536,000
<b>Total Direct 2017</b>	<b>£16,627,000</b>	<b>£12,595,000</b>	<b>£29,222,000</b>

Adjustments have been made to recognise that some spending on retail and food and drink will fall within attractions or accommodation establishments. It is assumed that 40% of travel spend will take place at the origin of the trip rather than at the destination.

### Supplier and Income Induced Turnover

	Staying Visitor	Day Visitors	Total
Indirect spend	£3,202,000	£2,031,000	£5,233,000
Non trip spending	£707,000	£0	£707,000
Income induced	£1,830,000	£247,000	£2,077,000
<b>Total 2017</b>	<b>£5,739,000</b>	<b>£2,278,000</b>	<b>£8,017,000</b>

Income induced spending arises from expenditure by employees whose jobs are supported by tourism

### Total Local Business Turnover Supported by Tourism Activity – Value of Tourism

	Staying Visitor	Day Visitors	Total
Direct	£16,627,000	£12,595,000	£29,222,000
Indirect	£5,739,000	£2,278,000	£8,017,000
<b>Total Value 2017</b>	<b>£22,366,000</b>	<b>£14,873,000</b>	<b>£37,239,000</b>

## Employment

## Employment

The model generates estimates of full time equivalent jobs based on visitor spending. The total number of 'actual' jobs will be higher when part time and seasonal working is taken into account. Conversion of full time equivalent jobs into actual jobs relies on information from business surveys in the sectors receiving

### Direct employment

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Accommodation	80	33%	2	1%	82	21%
Retailing	19	8%	41	29%	60	16%
Catering	52	22%	76	53%	128	33%
Entertainment	20	8%	20	14%	41	11%
Transport	10	4%	5	4%	15	4%
Non-trip spend	59	25%	0	0%	59	15%
<b>Total FTE</b>	<b>2017</b>	<b>240</b>		<b>144</b>		<b>384</b>

Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Accommodation	119	36%	3	1%	121	22%
Retailing	28	8%	62	29%	90	16%
Catering	78	23%	114	53%	191	35%
Entertainment	29	9%	29	13%	57	10%
Transport	14	4%	7	3%	21	4%
Non-trip spend	67	20%	0	0%	67	12%
<b>Total Actual</b>	<b>2017</b>	<b>334</b>		<b>214</b>		<b>549</b>

### Indirect & Induced Employment

Full time equivalent (FTE)			
	Staying Visitor	Day Visitors	Total
Indirect jobs	65	34	99
Induced jobs	31	4	35
<b>Total FTE</b>	<b>2017</b>	<b>96</b>	<b>38</b>

Estimated actual jobs			
	Staying Visitor	Day Visitors	Total
Indirect jobs	74	39	113
Induced jobs	35	5	39
<b>Total Actual</b>	<b>2017</b>	<b>109</b>	<b>43</b>

## Total Jobs

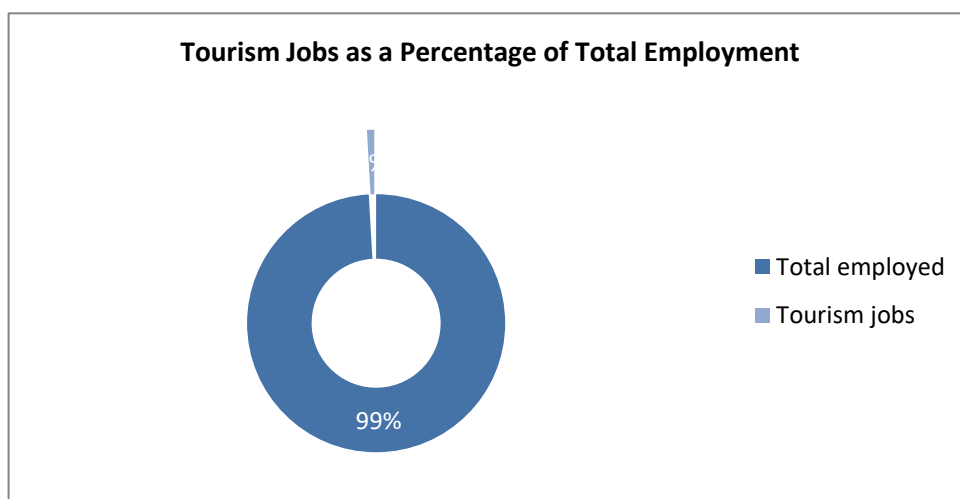
Actual jobs are estimated from surveys of relevant businesses at locations in England and take account of part time and seasonal working.

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Direct	240	71%	144	79%	384	74%
Indirect	65	19%	34	19%	99	19%
Induced	31	9%	4	2%	35	7%
<b>Total FTE</b>	<b>2017</b>	<b>336</b>		<b>182</b>		<b>518</b>

Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Direct	334	75%	214	83%	549	78%
Indirect	74	17%	39	15%	113	16%
Induced	35	8%	5	2%	39	6%
<b>Total Actual</b>	<b>2017</b>	<b>443</b>		<b>258</b>		<b>701</b>

## Tourism Jobs as a Percentage of Total Employment

	Staying Visitor	Day visitors	Total
Total employed	76,800	76,800	76,800
Tourism jobs	443	258	701
<b>Proportion all jobs</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>



The key volume and value results included in this report are derived from the various sources as described throughout the report. These include regional and county breakdowns from national level data (Great Britain Tourism Survey and International Passenger Survey) as well as jobs and income information such as the Annual Survey of Hours & Earnings.

At a local level, the occupancy survey provides accurate local occupancy levels and known accommodation stock.

The key 2017 results of the Economic Impact Assessment are:

**0.4 million trips** were undertaken in the area

**0.4 million** day trips

**0.1 million** overnight visits

**0.2 million** nights in the area as a result of overnight trips

**£27 million** spent by tourists during their visit to the area

**£2 million** spent on average in the local economy each month.

**£14 million** generated by overnight visits

**£13 million** generated from irregular day trips.

**£37 million** spent in the local area as result of tourism, taking into account multiplier effects.

**701 jobs** supported, both for local residents from those living nearby.

**549 tourism jobs** directly supported

**152 non-tourism related jobs** supported linked to multiplier spend from tourism.



## **Appendix I - Introduction about Cambridge Model**

This report examines the volume and value of tourism and the impact of that expenditure on the local economy. The figures were derived using the Cambridge Economic Impact Model and the research was undertaken by The Research Solution.

The model utilises information from national tourism surveys and regionally based data held by The Research Solution. It distributes regional activity as measured in those surveys to local areas using 'drivers' such as the accommodation stock and occupancy which influence the distribution of tourism activity at local level.

### **Limitations of the Model**

The methodology and accuracy of the above sources varies. The results of the model should therefore be regarded as estimates which are indicative of the scale and importance of visitor activity in the local area. It is important to note that in the national tourism surveys the sample sizes for each area changes year on year. This is as a result of the random probability nature of the methodology. As such, the results of the Cambridge Model are best viewed as a snapshot in time and we would caution against year-on-year comparisons.

It should be noted that the model cannot take into account any leakage of expenditure from tourists taking day trips out of the area in which they are staying. While it is assumed that these may broadly balance each other in many areas, in locations receiving significant numbers of day visitors from London, there is likely to be an underestimate in relation to the number of overseas day visitors staying in holiday accommodation in London.

Whilst it is important to be aware of these issues, we are confident that the estimates we have produced are as reliable as is practically possible within the constraints of the information available.

### **Rounding**

All figures used in this report have been rounded. In some tables there may therefore be a slight discrepancy between totals and sub totals.

### **Data sources**

The main national surveys used as data sources in stage one include:

- Great Britain Tourism Survey (GBTS) - information on tourism activity by GB residents;
- International Passenger Survey (IPS) information on overseas visitors to the United Kingdom;
- Day Visits in the annual Great Britain Day Visitor Survey using information on visits lasting more than 3 hours and taken on an irregular basis

These surveys provide information down to a regional level. In order to disaggregate data to a local level the following information sources are used:

- Records of known local accommodation stock held by The Research Solution;
- VisitEngland's surveys of Visits to Attractions, which provide data on the number of visitors to individual tourist attractions ;
- Registrar General's estimates of resident population as based on the 2011 Census of Population;
- Selected data from the 2011 Census of Employment;

## **Staying Visitors**

The GBTS provides information on the total number of trips to the region and the relative proportions using different types of accommodation. By matching these figures to the supply of such accommodation, the regional average number of trips per bedspace or unit of accommodation can be derived. The IPS provides information on the total number of trips by overseas visitors to the region.

## **Day Visitors**

Information on day trips at the regional level is available from the Day Visits in Great Britain survey. The survey includes all leisure-related trips from home. It should be noted that a large proportion are local trips made by people resident in the locality. The model uses information from the survey to estimate the number of longer day trips (defined as those lasting at least 3 hours and involving travel of more than 20 miles) and irregular trips lasting more than 3 hours.

## **Impact of tourism expenditure**

This section examines the impact of the tourism expenditure in terms of the direct, indirect and induced expenditure as well as an estimate of the actual jobs (both direct and indirect) supported by tourism expenditure in the district.

The GBTS, IPS and Day Visits to Great Britain survey data on the breakdown of visitor spending. The impact of this initial round of expenditure will be subsequently increased by multiplier effects. These arise from the purchase of supplies and services by the businesses in receipt of visitor expenditure (indirect impacts), and by the income induced-effects arising from the spending of wages by employees in the first round of business and in subsequent expenditure in supplier business (induced impacts).

The New Earnings Survey which provides information on wage levels by industry sector and region; An internal business database which includes data on the structure of business expenditure, local linkages and multiplier ratios drawn from a wide range of business and economic studies carried out by Geoff Broom Associates, PA Cambridge Economic Consultants and others. By applying the breakdown to the estimates of visitor spending, the model generates estimates of total direct spending.

Evidence from national studies suggests that some minor adjustments are required to match visitor spend to business turnover – for example, some expenditure on food and drink actually takes place in inns and hotels that fall in the accommodation sector and within attractions. More significantly, expenditure on travel costs associated with individual trips is equally likely to take place at the origin of the trip as the destination. Therefore the model assumes that only 40% of travel expenditure accrues to the destination area.

## **Number of full time job equivalents**

Having identified the value of turnover generated by visitor spending, it is possible to estimate the employment associated with that spending. Wages for staff and drawings for the proprietors will absorb a proportion of that turnover. By applying these proportions to the overall additional turnover in each sector, the amount of money absorbed by employment costs can be calculated.

The New Earnings Survey provides data from which the average costs by business sector, adjusted to take account of regional differences, can be calculated. After allowing for additional costs such as National Insurance and pension costs, an average employment cost per full time equivalent job can be estimated. The number of such jobs in the local area can then be estimated by dividing the amount of business expenditure on wages and drawings by the average employment cost per job.

### **Number of Actual Jobs**

The model generates estimates of full time equivalent jobs based on visitor spending. However, the total number of actual jobs will be higher when part time and seasonal working is taken into account. The full time equivalent jobs arising directly from visitor spending are converted into actual jobs using information from business surveys in the sectors receiving visitor spending. In general, the conversion factor varies around 1.5 in those sectors.

The indirect and induced jobs arise across a much wider range of employment sectors. Therefore, the average 1.16 for all sectors based on Census of Employment data has been used to convert full time equivalent jobs in this sector to actual jobs.

The employment estimates generated by the model include both self employed and employed people supported by visitor expenditure. The model also includes an estimate of the additional jobs arising in the attractions sector, which are not related to visitor expenditure. However, the numbers do not include other tourism-related employment such as jobs in local authorities arising from their tourism functions, e.g. tourist information staff, additional public health, parks and gardens, public conveniences, maintenance sections and jobs arising from capital investment in tourism facilities.

### **Trips, Nights and Spend (Definitions)**

‘Trips’ are classified as trips or journeys away from home involving an overnight stay, taken by adults aged 16 and over and accompanying children aged up to 15. Each adult or child present on the trip counts as a trip, for example, a family of 2 adults and 2 children taking a trip away would count as 4 trips.

‘Nights’ are the number of nights away taken by adults and accompanying children on these trips. Each night away spent by an adult or a child present on the trip counts as a night. Thus, a family of 2 adults and 2 children taking a 3 night trip away from home would count as 12 nights.

‘Spend’ is the expenditure relating to these trips. It includes costs paid in advance of the trip, costs paid during the trip itself and also any bills relating to the trip received after returning home. It covers costs paid by adults on the trip for themselves and on behalf of others on the trip, including children. It also includes costs paid on behalf of the person taking the trip, such as an employer paying the cost of a business trip.

**Produced by:**

**the research solution**



Christine King

Director

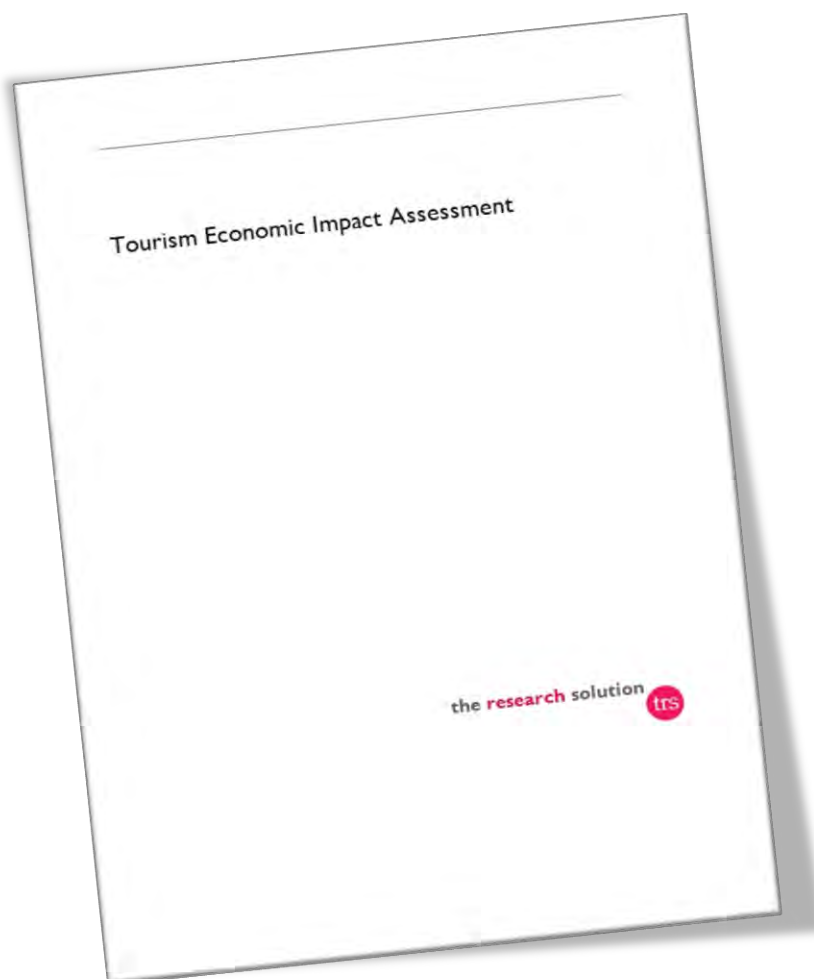
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## Appendix 6

the **research** solution



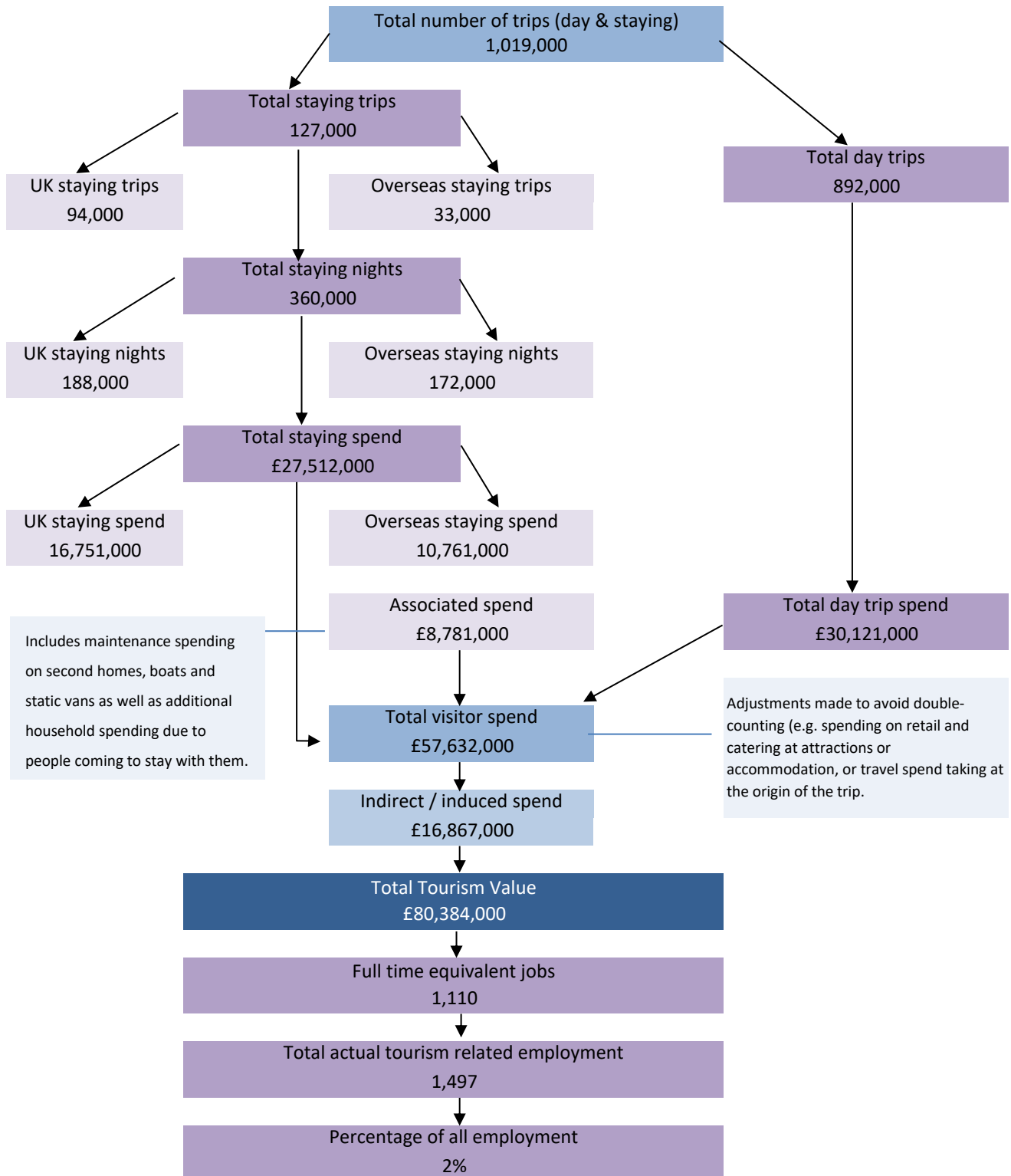
Produced by:

The Research Solution  
Christine King, Director

Economic Impact of Tourism  
Leamington Spa - 2017

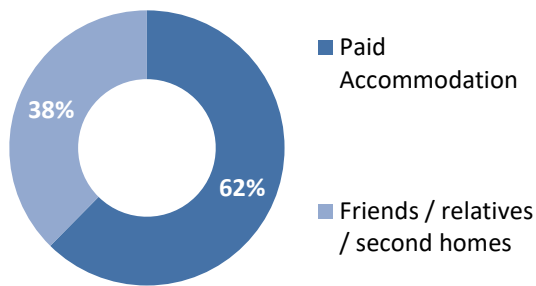
## Economic Impact of Tourism – Headline Figures

Leamington Spa - 2017

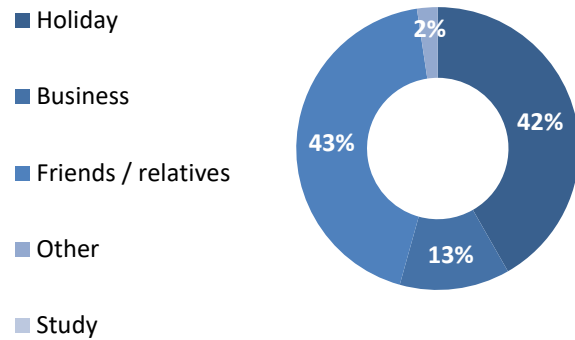


	2017
Average length stay (nights x trip)	2.83
Spend x overnight trip	£ 216.63
Spend x night	£ 76.42
Spend x day trip	£ 33.77

### Type of Accommodation



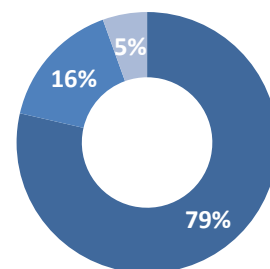
### Trips by Purpose



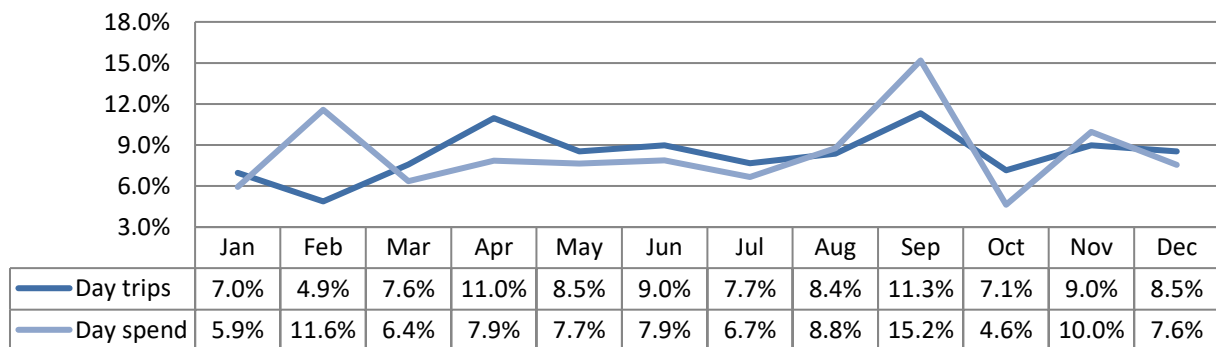
### Breakdown of expenditure



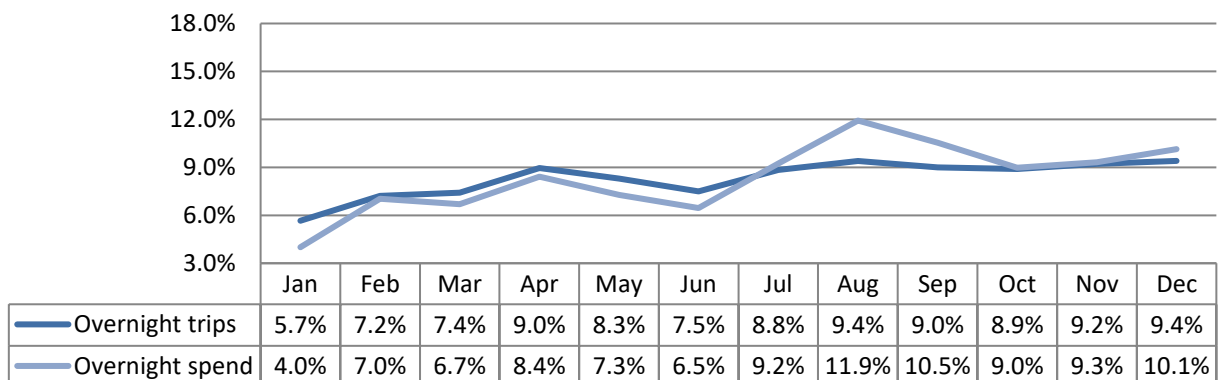
### Type of employment



### Seasonality - Day visitors



### Seasonality - Overnight visitors



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## **INTRODUCTION**

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2017 and provides comparative data against previously published data. The results are derived using the Cambridge Economic Impact Model under licence by The Research Solution Ltd based on the latest data from national tourism surveys and regionally/locally based data.

## **CONTEXTUAL ANALYSIS**

The three key surveys used to measure volume and expenditure from tourism trips are the GB Tourism Survey (for domestic overnight trips), the International Passenger Survey (IPS) for visits from overseas, and the GB Day Visitor Survey (GBDVS), which measures tourism day visits.

### ***Domestic tourism***

In 2017, British residents took 104.2 million overnight trips in England, totalling 299 million nights away from home. The number of domestic trips was 5% higher than in 2016, and nights were up by 4% compared to the 2016. Holiday Trips in England in 2017 increased by 9% compared to 2016, with 48.9 million trips recorded.

The volume of trips to the West Midlands region in 2017 was 11% down on 2016, the number of nights decreased by 16% to 18.4 million nights. Value was also down by 9%. The GB Tourism Survey data is a key driver for the Cambridge model. However, it is not specifically designed to produce highly accurate results at sub-regional level. In order to improve the accuracy of results we have applied a 3-year rolling average to this data to help smooth out short term market fluctuations and highlight longer-term trends. The 2017 volume and value of trips to Warwickshire are based on three-year average (2015-2017) and are compared to the 2016 performance, which are an average of 2014-2016 average.

### ***Visits from overseas***

The number of visits in 2017 grew 4% to a record 39.2 million, after several years of growth since 2010. The number of visitor nights spent in the UK increased by 3% in 2017 to 286 million, with the average number of nights per visit declined slightly from 7.4 in 2016 to 7.3 in 2017. The value of spending increased by 9% to £24.5 billion. Average spend per visit was £7625 in 2017, up from £599 per visit in 2016.

Overseas trips to the West Midlands region were 5.7% up on 2016 to reach just over 2.3 million overnight trips. The total number of nights was down by 10.9% to reach 14.2 million nights in 2017. Spend was down 5.6% to £807 million in 2017.

- Holiday visits are particularly likely to include going to a theatre with Stratford-upon-Avon a major draw
- The West Midlands is also one of the most popular areas for watching sport, the number of visitors coming primarily for this reason is behind only London and the North West
- Going to the pub and socialising with locals are popular, whilst eating out is less likely here than in many areas - probably a reflection of the high proportion of visits which involve staying as a guest with friends or relatives
- Those from the Irish Republic and France dominate overseas visits to the area, accounting for two in five holidaymakers (compared to around one in five nationally). Short travel times and event based visits may contribute to relatively few visits lasting over a week
- The West Midlands attracts holiday visits all year round, possibly boosted by non-seasonal activities such as shopping or going to the theatre. The area sees relatively high numbers of visits from those travelling with children but also from older visitors.

The International Passenger Survey (IPS) is conducted by Office for National Statistics and is based on face- to-face interviews with a sample of passengers travelling via the principal airports, sea routes and the Channel Tunnel, together with visitors crossing the land border into Northern Ireland. The number of interviews conducted in England in 2017 was 31,766. This large sample size allows reliable estimates to be produced for various groups of passengers despite the low proportion of travellers interviewed. The IPS provides headline figures, based on the county or unitary authority, for the volume and value of overseas trips to the UK. The sample for West Midlands was 1,916 interviews.

***Tourism Day Visits***

During 2017, GB residents took a total of 1,793 million Tourism Day Visits to destinations in England, Scotland or Wales, 2% down on 2016. Around £62.4 billion was spent during these trips, about 2.4% down on 2016.

The largest proportion of visits were taken to destinations in England (1,505 million visits or 84% of the total). The distribution of expenditure during visits broadly reflects this pattern, with a total value of day trips to England totalling £50.9 billion (81.5% of the total for GB).

**Day trips to Warwickshire**

There were 14.00 million day trips made to Warwickshire in 2017, up from 13.05 million in 2016. The value of these trips amounted to £402.9 million, up from £385 million in 2016.

## Volume of Tourism

## Staying Visitors - Accommodation Type

### Trips by Accommodation

	UK		Overseas		Total	
Serviced	53,000	56%	18,000	55%	71,000	56%
Self catering	0	0%	0	0%	0	0%
Camping	0	0%	0	0%	0	0%
Static caravans	0	0%	0	0%	0	0%
Group/campus	0	0%	0	0%	0	0%
Paying guest	0	0%	0	0%	0	0%
Second homes	1,000	1%	200	1%	1,200	1%
Boat moorings	0	0%	0	0%	0	0%
Other	5,000	5%	2,000	6%	7,000	6%
Friends & relatives	35,000	37%	12,000	36%	47,000	37%
<b>Total</b>	<b>2017</b>	<b>94,000</b>	<b>33,000</b>		<b>127,000</b>	

### Nights by Accommodation

	UK		Overseas		Total	
Serviced	94,000	50%	63,000	37%	157,000	44%
Self catering	0	0%	1,000	1%	1,000	0%
Camping	0	0%	0	0%	0	0%
Static caravans	0	0%	0	0%	0	0%
Group/campus	0	0%	0	0%	0	0%
Paying guest	0	0%	0	0%	0	0%
Second homes	3,000	2%	2,000	1%	5,000	1%
Boat moorings	0	0%	0	0%	0	0%
Other	13,000	7%	5,000	3%	18,000	5%
Friends & relatives	78,000	41%	101,000	59%	179,000	50%
<b>Total</b>	<b>2017</b>	<b>188,000</b>	<b>172,000</b>		<b>360,000</b>	

### Spend by Accommodation Type

	UK		Overseas		Total	
Serviced	£13,015,000	78%	£6,569,000	61%	£19,584,000	71%
Self catering	£31,000	0%	£51,000	0%	£82,000	0%
Camping	£0	0%	£0	0%	£0	0%
Static caravans	£0	0%	£0	0%	£0	0%
Group/campus	£0	0%	£0	0%	£0	0%
Paying guest	£0	0%	£0	0%	£0	0%
Second homes	£107,000	1%	£124,000	1%	£231,000	1%
Boat moorings	£0	0%	£0	0%	£0	0%
Other	£989,000	6%	£168,000	2%	£1,157,000	4%
Friends & relatives	£2,609,000	16%	£3,849,000	36%	£6,458,000	23%
<b>Total</b>	<b>2017</b>	<b>£16,751,000</b>	<b>£10,761,000</b>		<b>£27,512,000</b>	

Serviced accommodation includes hotels, guesthouses, inns, B&B and serviced farmhouse accommodation. Paying guest refers to overseas visitors staying in private houses, primarily language school students. Other trips includes nights spent in transit, in lorry cabs and other temporary accommodation.

## Staying Visitors - Purpose of Trip

### Trips by Purpose

	UK		Overseas		Total	
Holiday	36,000	38%	17,000	52%	53,000	42%
Business	13,000	14%	3,000	9%	16,000	13%
Friends & relatives	43,000	46%	12,000	36%	55,000	43%
Other	2,000	2%	1,000	3%	3,000	2%
Study	0	0%	0	0%	0	0%
<b>Total</b>	<b>2017</b>	<b>94,000</b>	<b>33,000</b>		<b>127,000</b>	

### Nights by Purpose

	UK		Overseas		Total	
Holiday	78,000	41%	61,000	35%	139,000	39%
Business	28,000	15%	12,000	7%	40,000	11%
Friends & relatives	80,000	43%	97,000	56%	177,000	49%
Other	2,000	1%	3,000	2%	5,000	1%
Study	0	0%	0	0%	0	0%
<b>Total</b>	<b>2017</b>	<b>188,000</b>	<b>172,000</b>		<b>360,000</b>	

### Spend by Purpose

	UK		Overseas		Total	
Holiday	£7,844,000	47%	£5,916,000	55%	£13,760,000	50%
Business	£4,257,000	25%	£902,000	8%	£5,159,000	19%
Friends & relatives	£4,481,000	27%	£3,425,000	32%	£7,906,000	29%
Other	£169,000	1%	£517,000	5%	£686,000	2%
Study	£0	0%	£0	0%	£0	0%
<b>Total</b>	<b>2017</b>	<b>£16,751,000</b>	<b>£10,761,000</b>		<b>£27,512,000</b>	

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## Day Visitors

### Trips and Spend by Urban, Rural and Coastal Area

	Trips	Spend
Urban visits	892,000	£30,121,000
<b>Total</b>	<b>2017</b>	<b>892,000</b>
		<b>£30,121,000</b>

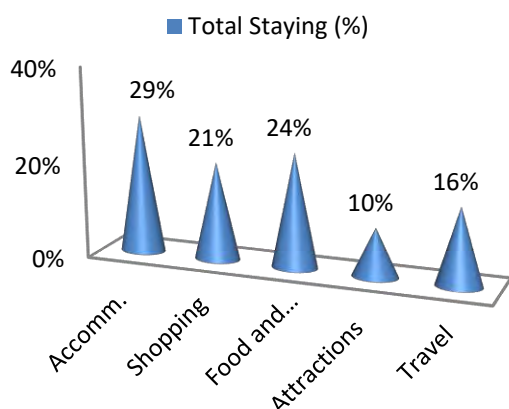
## Value of Tourism

## Expenditure Associated with Trips:

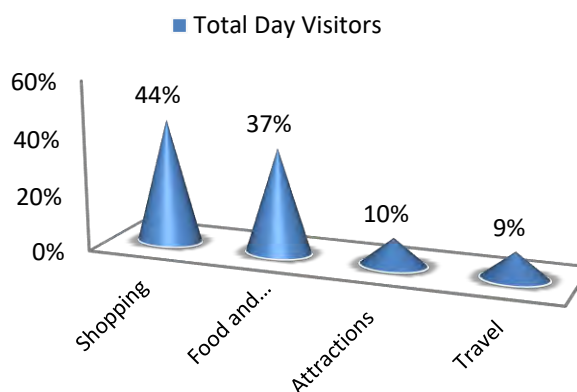
### Direct Expenditure Associated with Trips

	Accomm.	Shopping	Food and Drink	Attractions	Travel	Total
UK Tourists	£4,872,000	£2,575,000	£4,141,000	£1,794,000	£3,369,000	£16,751,000
Overseas tourists	£3,124,000	£3,077,000	£2,468,000	£1,007,000	£1,084,000	£10,760,000
<b>Total Staying</b>	<b>£7,996,000</b>	<b>£5,652,000</b>	<b>£6,609,000</b>	<b>£2,801,000</b>	<b>£4,453,000</b>	<b>£27,511,000</b>
<b>Total Staying (%)</b>	<b>29%</b>	<b>21%</b>	<b>24%</b>	<b>10%</b>	<b>16%</b>	<b>100%</b>
<b>Total Day Visitors</b>	<b>£0</b>	<b>£13,249,000</b>	<b>£11,179,000</b>	<b>£2,898,000</b>	<b>£2,795,000</b>	<b>£30,121,000</b>
<b>Total Day Visitors</b>	<b>0%</b>	<b>44%</b>	<b>37%</b>	<b>10%</b>	<b>9%</b>	<b>100%</b>
<b>Total 2017</b>	<b>£7,996,000</b>	<b>£18,901,000</b>	<b>£17,788,000</b>	<b>£5,699,000</b>	<b>£7,248,000</b>	<b>£57,632,000</b>
<b>%</b>	<b>14%</b>	<b>33%</b>	<b>31%</b>	<b>10%</b>	<b>13%</b>	<b>100%</b>

**Breakdown of expenditure**



**Breakdown of expenditure**



### Other expenditure associated with tourism activity

Other expenditure associated with tourism activity - Estimated spend				
Second homes	Boats	Static vans	Friends & relatives	Total
£44,000	£0	£0	£8,737,000	£8,781,000

Spend on second homes is assumed to be an average of £2,000 on rates, maintenance, and replacement of furniture and fittings. Spend on boats assumed to be an average of £2,000 on berthing charges, servicing and maintenance and upgrading of equipment. Static van spend arises in the case of vans purchased by the owner and used as a second home. Expenditure is incurred in site fees, utility charges and other spending and is estimated at £2,000. Additional spending is incurred by friends and relatives as a result of people coming to stay with them. A cost of £175 per visit has been assumed based on national research for social



### Direct Turnover Derived From Trip Expenditure

Business turnover arises as a result of tourist spending, from the purchase of supplies and services locally by businesses in receipt of visitor spending and as a result of the spending of wages in businesses by employees

	Staying Visitor	Day Visitors	Total
Accommodation	£8,129,000	£224,000	£8,353,000
Retail	£5,596,000	£13,117,000	£18,713,000
Catering	£6,411,000	£10,844,000	£17,255,000
Attractions	£2,924,000	£3,143,000	£6,067,000
Transport	£2,671,000	£1,677,000	£4,348,000
Non-trip spend	£8,781,000	£0	£8,781,000
<b>Total Direct 2017</b>	<b>£34,512,000</b>	<b>£29,005,000</b>	<b>£63,517,000</b>

Adjustments have been made to recognise that some spending on retail and food and drink will fall within attractions or accommodation establishments. It is assumed that 40% of travel spend will take place at the origin of the trip rather than at the destination.

### Supplier and Income Induced Turnover

	Staying Visitor	Day Visitors	Total
Indirect spend	£6,100,000	£4,677,000	£10,777,000
Non trip spending	£1,756,000	£0	£1,756,000
Income induced	£3,765,000	£569,000	£4,334,000
<b>Total 2017</b>	<b>£11,621,000</b>	<b>£5,246,000</b>	<b>£16,867,000</b>

Income induced spending arises from expenditure by employees whose jobs are supported by tourism

### Total Local Business Turnover Supported by Tourism Activity – Value of Tourism

	Staying Visitor	Day Visitors	Total
Direct	£34,512,000	£29,005,000	£63,517,000
Indirect	£11,621,000	£5,246,000	£16,867,000
<b>Total Value 2017</b>	<b>£46,133,000</b>	<b>£34,251,000</b>	<b>£80,384,000</b>

## Employment

## Employment

The model generates estimates of full time equivalent jobs based on visitor spending. The total number of 'actual' jobs will be higher when part time and seasonal working is taken into account. Conversion of full time equivalent jobs into actual jobs relies on information from business surveys in the sectors receiving

### Direct employment

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Accommodation	144	29%	4	1%	148	18%
Retailing	41	8%	95	29%	136	16%
Catering	103	21%	175	53%	278	34%
Entertainment	43	9%	47	14%	90	11%
Transport	19	4%	12	4%	31	4%
Non-trip spend	146	29%	0	0%	146	18%
<b>Total FTE</b>	<b>2017</b>	<b>496</b>	<b>333</b>		<b>829</b>	

Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Accommodation	213	31%	6	1%	218	19%
Retailing	61	9%	143	29%	204	17%
Catering	155	23%	262	53%	417	35%
Entertainment	61	9%	66	13%	127	11%
Transport	27	4%	17	3%	44	4%
Non-trip spend	167	24%	0	0%	167	14%
<b>Total Actual</b>	<b>2017</b>	<b>684</b>	<b>493</b>		<b>1,177</b>	

### Indirect & Induced Employment

Full time equivalent (FTE)			
	Staying Visitor	Day Visitors	Total
Indirect jobs	131	78	209
Induced jobs	63	9	72
<b>Total FTE</b>	<b>2017</b>	<b>194</b>	<b>87</b>

Estimated actual jobs			
	Staying Visitor	Day Visitors	Total
Indirect jobs	149	89	238
Induced jobs	72	11	82
<b>Total Actual</b>	<b>2017</b>	<b>221</b>	<b>100</b>

## Total Jobs

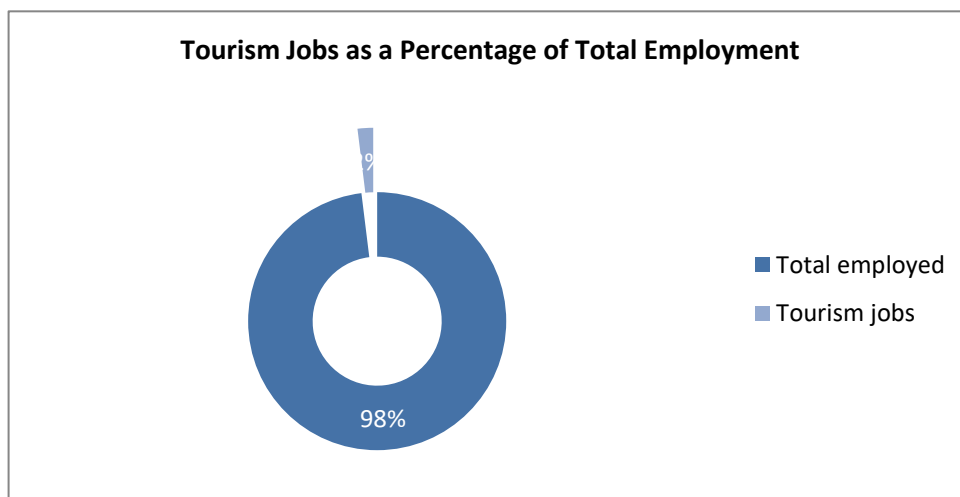
Actual jobs are estimated from surveys of relevant businesses at locations in England and take account of part time and seasonal working.

Full time equivalent (FTE)						
	Staying Visitor		Day Visitor		Total	
Direct	496	72%	333	79%	829	75%
Indirect	131	19%	78	19%	209	19%
Induced	63	9%	9	2%	72	7%
<b>Total FTE</b>	<b>2017</b>	<b>690</b>	<b>420</b>		<b>1,110</b>	

Estimated actual jobs						
	Staying Visitor		Day Visitor		Total	
Direct	684	76%	493	83%	1,177	79%
Indirect	149	17%	89	15%	238	16%
Induced	72	8%	11	2%	82	5%
<b>Total Actual</b>	<b>2017</b>	<b>904</b>	<b>593</b>		<b>1,497</b>	

## Tourism Jobs as a Percentage of Total Employment

	Staying Visitor	Day visitors	Total
Total employed	76,800	76,800	76,800
Tourism jobs	904	593	1,497
<b>Proportion all jobs</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>



The key volume and value results included in this report are derived from the various sources as described throughout the report. These include regional and county breakdowns from national level data (Great Britain Tourism Survey and International Passenger Survey) as well as jobs and income information such as the Annual Survey of Hours & Earnings.

At a local level, the occupancy survey provides accurate local occupancy levels and known accommodation stock.

The key 2017 results of the Economic Impact Assessment are:

**1.0 million trips** were undertaken in the area

**0.9 million** day trips

**0.1 million** overnight visits

**0.4 million** nights in the area as a result of overnight trips

**£58 million** spent by tourists during their visit to the area

**£5 million** spent on average in the local economy each month.

**£28 million** generated by overnight visits

**£30 million** generated from irregular day trips.

**£80 million** spent in the local area as result of tourism, taking into account multiplier effects.

**1,497 jobs** supported, both for local residents from those living nearby.

**1,177 tourism jobs** directly supported

**320 non-tourism related jobs** supported linked to multiplier spend from tourism.

## **Appendix I - Introduction about Cambridge Model**

This report examines the volume and value of tourism and the impact of that expenditure on the local economy. The figures were derived using the Cambridge Economic Impact Model and the research was undertaken by The Research Solution.

The model utilises information from national tourism surveys and regionally based data held by The Research Solution. It distributes regional activity as measured in those surveys to local areas using 'drivers' such as the accommodation stock and occupancy which influence the distribution of tourism activity at local level.

### **Limitations of the Model**

The methodology and accuracy of the above sources varies. The results of the model should therefore be regarded as estimates which are indicative of the scale and importance of visitor activity in the local area. It is important to note that in the national tourism surveys the sample sizes for each area changes year on year. This is as a result of the random probability nature of the methodology. As such, the results of the Cambridge Model are best viewed as a snapshot in time and we would caution against year-on-year comparisons.

It should be noted that the model cannot take into account any leakage of expenditure from tourists taking day trips out of the area in which they are staying. While it is assumed that these may broadly balance each other in many areas, in locations receiving significant numbers of day visitors from London, there is likely to be an underestimate in relation to the number of overseas day visitors staying in holiday accommodation in London.

Whilst it is important to be aware of these issues, we are confident that the estimates we have produced are as reliable as is practically possible within the constraints of the information available.

### **Rounding**

All figures used in this report have been rounded. In some tables there may therefore be a slight discrepancy between totals and sub totals.

### **Data sources**

The main national surveys used as data sources in stage one include:

- Great Britain Tourism Survey (GBTS) - information on tourism activity by GB residents;
- International Passenger Survey (IPS) information on overseas visitors to the United Kingdom;
- Day Visits in the annual Great Britain Day Visitor Survey using information on visits lasting more than 3 hours and taken on an irregular basis

These surveys provide information down to a regional level. In order to disaggregate data to a local level the following information sources are used:

- Records of known local accommodation stock held by The Research Solution;
- VisitEngland's surveys of Visits to Attractions, which provide data on the number of visitors to individual tourist attractions ;
- Registrar General's estimates of resident population as based on the 2011 Census of Population;
- Selected data from the 2011 Census of Employment;

## **Staying Visitors**

The GBTS provides information on the total number of trips to the region and the relative proportions using different types of accommodation. By matching these figures to the supply of such accommodation, the regional average number of trips per bedspace or unit of accommodation can be derived. The IPS provides information on the total number of trips by overseas visitors to the region.

## **Day Visitors**

Information on day trips at the regional level is available from the Day Visits in Great Britain survey. The survey includes all leisure-related trips from home. It should be noted that a large proportion are local trips made by people resident in the locality. The model uses information from the survey to estimate the number of longer day trips (defined as those lasting at least 3 hours and involving travel of more than 20 miles) and irregular trips lasting more than 3 hours.

## **Impact of tourism expenditure**

This section examines the impact of the tourism expenditure in terms of the direct, indirect and induced expenditure as well as an estimate of the actual jobs (both direct and indirect) supported by tourism expenditure in the district.

The GBTS, IPS and Day Visits to Great Britain survey data on the breakdown of visitor spending. The impact of this initial round of expenditure will be subsequently increased by multiplier effects. These arise from the purchase of supplies and services by the businesses in receipt of visitor expenditure (indirect impacts), and by the income induced-effects arising from the spending of wages by employees in the first round of business and in subsequent expenditure in supplier business (induced impacts).

The New Earnings Survey which provides information on wage levels by industry sector and region; An internal business database which includes data on the structure of business expenditure, local linkages and multiplier ratios drawn from a wide range of business and economic studies carried out by Geoff Broom Associates, PA Cambridge Economic Consultants and others. By applying the breakdown to the estimates of visitor spending, the model generates estimates of total direct spending.

Evidence from national studies suggests that some minor adjustments are required to match visitor spend to business turnover – for example, some expenditure on food and drink actually takes place in inns and hotels that fall in the accommodation sector and within attractions. More significantly, expenditure on travel costs associated with individual trips is equally likely to take place at the origin of the trip as the destination. Therefore the model assumes that only 40% of travel expenditure accrues to the destination area.

## **Number of full time job equivalents**

Having identified the value of turnover generated by visitor spending, it is possible to estimate the employment associated with that spending. Wages for staff and drawings for the proprietors will absorb a proportion of that turnover. By applying these proportions to the overall additional turnover in each sector, the amount of money absorbed by employment costs can be calculated.

The New Earnings Survey provides data from which the average costs by business sector, adjusted to take account of regional differences, can be calculated. After allowing for additional costs such as National Insurance and pension costs, an average employment cost per full time equivalent job can be estimated. The number of such jobs in the local area can then be estimated by dividing the amount of business expenditure on wages and drawings by the average employment cost per job.

### **Number of Actual Jobs**

The model generates estimates of full time equivalent jobs based on visitor spending. However, the total number of actual jobs will be higher when part time and seasonal working is taken into account. The full time equivalent jobs arising directly from visitor spending are converted into actual jobs using information from business surveys in the sectors receiving visitor spending. In general, the conversion factor varies around 1.5 in those sectors.

The indirect and induced jobs arise across a much wider range of employment sectors. Therefore, the average 1.16 for all sectors based on Census of Employment data has been used to convert full time equivalent jobs in this sector to actual jobs.

The employment estimates generated by the model include both self employed and employed people supported by visitor expenditure. The model also includes an estimate of the additional jobs arising in the attractions sector, which are not related to visitor expenditure. However, the numbers do not include other tourism-related employment such as jobs in local authorities arising from their tourism functions, e.g. tourist information staff, additional public health, parks and gardens, public conveniences, maintenance sections and jobs arising from capital investment in tourism facilities.

### **Trips, Nights and Spend (Definitions)**

‘Trips’ are classified as trips or journeys away from home involving an overnight stay, taken by adults aged 16 and over and accompanying children aged up to 15. Each adult or child present on the trip counts as a trip, for example, a family of 2 adults and 2 children taking a trip away would count as 4 trips.

‘Nights’ are the number of nights away taken by adults and accompanying children on these trips. Each night away spent by an adult or a child present on the trip counts as a night. Thus, a family of 2 adults and 2 children taking a 3 night trip away from home would count as 12 nights.

‘Spend’ is the expenditure relating to these trips. It includes costs paid in advance of the trip, costs paid during the trip itself and also any bills relating to the trip received after returning home. It covers costs paid by adults on the trip for themselves and on behalf of others on the trip, including children. It also includes costs paid on behalf of the person taking the trip, such as an employer paying the cost of a business trip.



**Produced by:**

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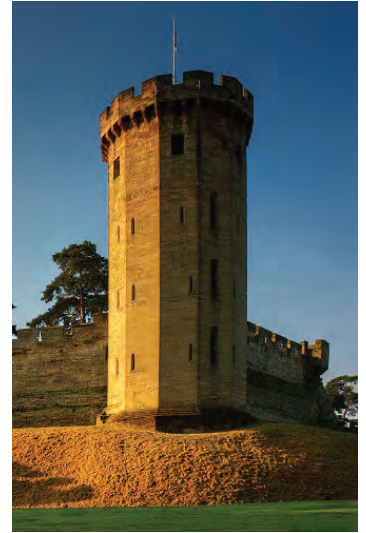
[www.theresearchsolution.co.uk](http://www.theresearchsolution.co.uk)

WDC criteria	Shakespeare's England response	Analysis
1. The proportion of familiarisation visits hosted or visiting businesses within Warwick District as a % of those hosted in total within SE area [target 50%]	Since the last OS Meeting (6 March) there have been 3 Fam Trips, the itineraries for which were directly organised by SE. MeetGB (May 2018); Food & Drink (June 2018); Meet SE (Jan 2019) of the 22 venues visited 7 are within WDC (32%), 13 SDC (59%) and 2 (9%) are neither SDC nor WDC authorities	
2. Growth of business members from within Warwick District [target: 10%]	Since last OS meetings the following WDC businesses have joined Taylors, Royal Fusilliers & NAEC Stoneleigh (for 9 months only)	
3. Income from private members as a % of total income [target: reduction of public sector income as a %]	Year End 2015/16 non public sector revenue = £81,344. 2016/17 = £105,358. 2017/18 = £191,424	
4.1 Website traffic	Bounce ratedown by 6.9% Avg session duration up by 4.5% Page sessions up by 9.2%	
4.2 Social media engagement	Instagram 1,258 followers v 782 = +60% Facebook - 22,548 likes v 24,000 likes = -6% LinkedIn - 1210 v 925 followers = +31% /302 v 230 business = +31% Twitter - 6,390 v 6,000 followers = +6.5%	
4.3 Value gained from press releases and promotions calculated using the Estimated Advertising Value (EAV) model Where possible this should identify the value of that relating to WDC/WDC-based businesses	We currently have no system to track this, the only way to do so would be to pay for a PR cuttings service. These were the costs when last investigated Kantar Media Monitoring & Database Service: £2500 + VAT. NLA newspaper licensing fee: £809 + VAT. CLA copyright licensing fee: £146 + VAT probably not needed as this would be covered by Advent Communications. Annual PR budget is currently £12k, £1k per month and this service was thus considered unnecessary	
4.4 Members Satisfaction ratings.	Members Satisfaction survey about to be circulated. "How's Business" Reports attached	

# Shakespeare's ENGLAND

## Warwickshire

STRATFORD-UPON-AVON | ROYAL LEAMINGTON SPA | KENILWORTH | WARWICK



## OUR DESTINATION MANAGEMENT PLAN FOR THE SHAKESPEARE'S ENGLAND WARWICKSHIRE REGION 2015 - 2025

### PROGRESS UPDATE 2018

Tourism is a vital part of the economy in Coventry and Warwickshire. We enjoy rich cultural and tourism assets which employ more than 40,000 people across the region.

The number of businesses which benefit from the culture and tourism sector is certain to rise over the next few years. Coventry's successful bid to be UK City of Culture in 2021, and the Commonwealth Games in Birmingham in 2022, will raise the area's profile on a national and international level, providing a major boost to the whole region.

Winning the UK City of Culture crown from Hull was partly due to the fantastic partnerships which were formed throughout the process. Partnerships are also key to the success of Shakespeare's England as a Destination Management Organisation (DMO). It is great to see how key partners, businesses, stakeholders and individuals throughout the area are working together through the DMO to strengthen and vary the attractions of the region for visitors and investors alike.



This updated Destination Management Plan brings fresh focus and clear direction on the action we need to take to develop and manage the growth of our visitor economy. It also highlights what has been achieved in the past two years, with the backing of key strategic partners and stakeholders across the region. By continuing to work together to implement this plan, public and private sector alike will reap the benefits of the exciting opportunities which are on the horizon.

**Jonathan Browning**

Chair of Coventry and Warwickshire Local Enterprise Partnership

## WHY TOURISM MATTERS

### The National Picture

Tourism is critically important to economic growth nationally and here in Coventry and Warwickshire and the surrounding regions.

Tourism is worth

**£127 billion**

to the UK economy every year

**10%**  
of GDP

**£29.8 billion** in exports make tourism Britain's fourth largest service export – ahead of automotive, digital and nuclear

Growth of  
**3.8% p.a.**  
predicted until 2025

**3m employed**

in every local authority across the country



### And here is the picture in the Shakespeare's England Warwickshire region:

Shakespeare's England has diverse cultural, heritage and tourism assets, with significant potential for growth. The Shakespeare connection lends it iconic international destination status, crucial to the visitor economy in the wider region, centred on the Bard's hometown of Stratford-upon-Avon. Historic castles and towns, a vibrant arts and culture scene, and rural activities in picturesque countryside supported by a good range of accommodation, food and retail offers attract a broad audience.

The challenge is to encourage visitors to explore further, linger longer and spend more. Nestled in the heart of the Midlands Green Belt, and with close proximity to Birmingham, Coventry, the Cotswolds, and to national rail and motorway networks, the region is ideally-placed to boost the wider Midlands visitor economy, especially as the Coventry City of Culture and Birmingham Commonwealth Games raise the profile of the heart of England.

**£1.15 billion**

tourism turnover in Warwickshire

**7%**  
of GDP

**9.3 million**

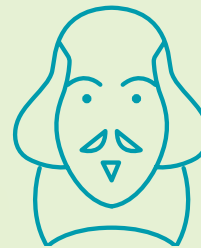
trips to the key 'attract' area

**Shakespeare's England**



**30,000 employed in tourism across Warwickshire**

growing more than twice as fast as the national average



Worth **£664 million** to local business



Two and half times bigger than the automotive industry, a bigger exporter than the insurance industry and growing faster than digital, tourism matters to our economy. It is recognised as a core asset to help realise the ambition to make Coventry and Warwickshire a world-class place to do business, lead a great life, visit and return to.

In common with other key industries in our region, the tourism sector faces challenges around workforce skills, productivity and transport infrastructure connectivity. The Tourism Industry Council has identified four priorities:

- A 10-year tourism and hospitality skills campaign to boost recruitment, skills and long-term careers providing the industry with the workforce it needs;
- Boosting productivity by extending the tourism season year-round and increasing global market share in the business visits and events sector;
- Improve connections to increase inbound visits from more markets by 2030 by making it easier for overseas and domestic visitors to not only travel to the UK but explore more of it;
- Creating 'tourism zones' to build quality tourism products that meet visitors needs and expectations, extending the tourism season and fixing localised transport issues to improve the visitor experience.



# INTRODUCING THE DESTINATION MANAGEMENT PLAN FOR SHAKESPEARE'S ENGLAND WARWICKSHIRE REGION

The Destination Management Plan (DMP) was launched in 2015 by James Beresford, then CEO of VisitEngland, with a 10 year vision to manage, develop and promote our region in order to generate the 'wise growth' in our visitor economy that will attract new investment, value-added jobs and new talent and stimulate innovation.

It is a plan for the whole destination, in place to bring together skills and resources to the benefit of all. It provides an important source of intelligence on the performance of the destination and provides evidence for national, regional and local plans, particularly LEPs, combined authorities and regional strategic groups, such as the Midlands Engine.

The DMP is the product of extensive consultation with key stakeholders including local and regional government, LEPs, BIDs, town teams, major hotels and the entire membership of Shakespeare's England Warwickshire Destination Management Organisation.

With so many individuals, SMEs, public and private sector bodies involved in some aspect of tourism and the marketing, management and development of the region's visitor economy, the DMP has enabled us to focus effort, reduce duplication and maximise investment in the right areas.

While the focus of this DMP is on the south of Warwickshire it includes major tourism interests in the surrounding areas too. Our aim is that it provides the cornerstone for more integrated planning and partnership working with DMPs in neighbouring areas and across the Midlands. With the wealth of our tourism offer and the opportunity provided by Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022 there is a real opportunity to grow our contribution to the regional economy to the benefit of us all.

The DMP is led, implemented and monitored by the DMP Steering Group which meets quarterly. Following a review of priorities, opportunities and progress, the DMP has been refreshed and refined. Our top line priorities and progress update is overleaf; the full report can be found on [www.shakespeares-england.co.uk/about/](http://www.shakespeares-england.co.uk/about/).



**Philippa Rawlinson**

Chair of Shakespeare's England Warwickshire DMP Steering Group



## BACKING AND SUPPORT

This DMP has the backing and support of key strategic partners across the region including:



If you think our way, travel our way.



## PRIORITIES AND PROGRESS UPDATE

Following a review of the initial plan, priorities have been refined from eight to five areas of focus. Nominated leads will develop a focused and measurable action plan for each priority and identify the key individuals and organisations who will be accountable and responsible for their delivery. With the backing of the DMO Shakespeare's England, the industry and private and public partners alike, the plan will enable us to continue to capitalise on opportunities and provide solutions to any barriers.

### **PRIORITY ONE: Evidence and market intelligence**

- understanding of the destination, current position and opportunities. This includes industry trends, research and VisitBritain overseas market development, enabling us to establish what markets provide the best opportunities to increase volume and value of visitors.

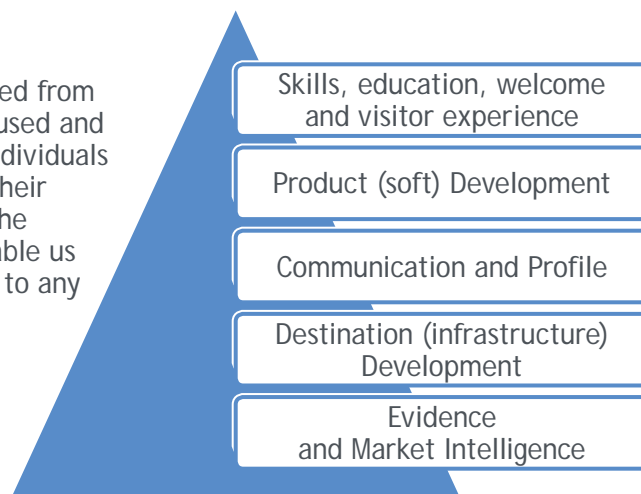
- **KEY RESULTS:** Evidence and intelligence group quarterly 'How's Business?' reports, delivering market insight from October 2017

**PRIORITY TWO: Destination development** - the strategic direction and focus for key infrastructure development opportunities, which includes signage, transport and connectivity.

- **KEY RESULTS:**
- Stratford Area Transport Strategy adopted as an addendum to the Warwickshire Local Transport Plan 2011-26.
- Funding identified to address congestion on the Birmingham Road in Stratford-upon-Avon.
- Shakespeare's England now promoted at Birmingham Airport arrivals pier.
- Warwick District Council has reviewed its parking strategy.

**PRIORITY THREE: Communication and profile** - communication of location and wider offer, pinpointing position in the UK and profile as a destination of international importance. This includes joined up and co-ordinated marketing, sales channels and PR.

- **KEY RESULTS:**
- A marketing strategy has been developed to increase the profile of the destination with domestic and international audiences. This will be delivered through a DMP workstream and amplified through collaborative partnership working.
- A new Shakespeare's England website has been launched.



**PRIORITY FOUR: Product development** - actions needed to develop new products and offers to attract new markets and extend the dwell time/return propensity of existing visitors. This includes packaged, bookable products and itineraries.

- **KEY RESULTS:**
- Two new products have been developed: Stay, Play Explore Warwickshire and The Explorer Pass by Shakespeare's England.
- Shakespeare's England is now a partner in four Discover England Fund projects developing bookable products; The Collection with England's Historic Cities, England's Waterways, England's Literary Greats, Experience England.
- Partner in a VisitBritain backed Gateway project highlighting Birmingham Airport as the gateway to the Midlands.

**PRIORITY FIVE: Skills, education, welcome and visitor experience** - developing businesses, careers and people working in, and wishing to enter, the industry. Improve the welcome provided to visitors, the information they receive and the overall experience they have.

- **KEY RESULTS:**
- Hospitality Means Business project, funded by Warwickshire County Council and connected to employers and schools.

## CONTACT US



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SDC/1575/AUG18

 <b>EXECUTIVE</b> <b>6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b> <b>10</b>
<b>Title</b>	Indoor Sports Strategy (2018)	
<b>For further information about this report please contact</b>	Rose Winship <a href="mailto:Rose.winship@warwickdc.gov.uk">Rose.winship@warwickdc.gov.uk</a> 01926 456223	
<b>Wards of the District directly affected</b>	All district	
<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>	March 2015 – Minute 137	
<b>Background Papers</b>	N/A	

<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 Ref: 994
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	12 <sup>th</sup> Feb 2019	Chris Elliott
CMT	12 <sup>th</sup> Feb 2019	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	12 <sup>th</sup> Feb 2019	Mike Snow
Monitoring Officer	12 <sup>th</sup> Feb 2019	Andrew Jones
Head of Service	12 <sup>th</sup> Feb 2019	Rose Winship
Portfolio Holder(s)	18 <sup>th</sup> Feb 2019	Councillor Coker
<b>Consultation &amp; Community Engagement</b>		
Sports clubs, schools private operators and National Governing Bodies of Sport (NGBs)		
<b>Final Decision?</b>		Yes

## **1 SUMMARY**

- 1.1 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 is intended that any Indoor Sports Strategy includes all indoor sports provision, not only that provided or managed by the Council, and seeks 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 are two distinct elements to Indoor Sports provision, namely Sports Halls and Swimming Pools.

## **2 RECOMMENDATIONS**

- 2.1 Members note 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 (Appendices 1a and 1b).
- 2.2 Members approve the Indoor Sport and Leisure Strategy (2018) (Appendix 2)
- 2.3 Members note that the equivalent revised Playing Pitch Strategy, including an Athletics Needs Assessment, will be brought a future Executive meeting in July 2019.

## **3 REASONS FOR THE RECOMMENDATIONS**

### **3.1 Recommendation 2.1**

- 3.11 The Indoor Sport and Leisure Strategy 2018 updates 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 sets out the requirement for Local Plans to ensure that there is proper provision of community and cultural facilities to meet local needs.

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

- 3.13 Paragraph 96 indicates that:

'Access to high quality open spaces and opportunities for sport and recreation and physical activity is important for the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the need for open space, sports and recreation facilities (including qualitative or quantitative deficits or surpluses) and opportunities for new provision. Information gained from the assessments should be used to determine what open space, sports and recreational provision is needed, which plans should then seek to accommodate.'

- 3.14 Paragraph 97 states that:

'Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:



- an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or
- the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or
- the development is for alternative sports and recreational provision, the benefits of which clearly outweigh the loss of the current or former use.'

3.15 The 2018 Strategy is the result of a refresh of the 2014 evidence base, reflecting changes that have taken place over the last 4 years across Warwick District. The Strategy reflects the results of the updated Sport England Facilities Planning Model (FPM), the significant investment in Council owned indoor facilities in Leamington Spa and Warwick, recognises a range of current leisure facility projects that are already underway, and whilst it firmly remains a district wide document, it has a focus on the Kenilworth area in recognition of the large number of residential and leisure based projects that are in an initial phase in this area. Appendix 3 shows the changes in priorities between the 2014 Strategy and the 2018 Strategy.

3.16 As was the case in 2014, it is essential that the Council has a robust evidence base to support any requests for developer contributions towards indoor sport in the district in the coming years. The FPM is 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) show the demand analysis generated by the latest FPM runs for 2017 and 2029. Experience from the last 4 years has shown that requests for s106 contributions, supported by FPM data, have generally been successful and rarely challenged by developers. Therefore, it is essential that the Council has an up to date Strategy supported by current data.

### 3.2 Recommendation 2.2

3.2.1 The updated 2018 Strategy ensures that the long term sports facility needs for the district to 2029 are identified, and ensures that the Council is 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 has been updated to reflect the latest supply of leisure facilities, including council owned facilities, private facilities, schools and universities. It also factors in projections for population growth and the associated demographics up to 2029 in order that future plans, by all leisure providers can reflect the needs of the district residents as it continues to grow.

3.2.2 A significant change since the 2014 Strategy has 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 acknowledges 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 50m swimming pool at the Alan Higgs Centre in Coventry which will ultimately replace the swimming pool complex at the Coventry Sports and Leisure Centre, Fairfax Street in the city centre which is due to close in the near future.

3.2.3 With specific reference to Appendix 1b (swimming provision), Members attention is drawn to the paragraphs 9.11, 9.17, 9.18 and 9.19 which address the 2 elements of provision. Paragraph 9.11 states that:

“ in overall terms, the findings are that Warwick has a sufficient quantity of water space to meet the Warwick demand for swimming up to 2029. There is no identified need for further swimming pool provision”.

However, it then goes on to say in paragraph 9.17 that:

“the conundrum from the FPM assessment is that (1) whilst the quantity of water space across the District is sufficient to meet projected demand to 2029 and (2) there is some unmet demand located outside the catchment area of a pool, this is insufficient to consider provision of further swimming pools”.

Paragraph 9.18 continues:

“However (3) the distribution of demand is such that the public swimming pool sites are very busy pools and (4) there is limited scope to re-distribute demand from public pools to other pools .....

Paragraph 9.19 states:

“Further modernisation of Abbey Fields pool site may be needed to ensure the building can accommodate the projected higher levels of usage.”

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

3.2.5 Paragraphs 7.7 and 7.8 of Appendix 1b detail 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 shows the levels of use in all the pools in the district, and highlights the comparative % between the public pools and those that are private/membership only pools, It should be noted that the average % usage level across the district is 61%, clearly within the Sport England guidelines, but this is significantly skewed by the low levels of the private/membership only pools. The proposals to expand the swimming provision at Abbey Fields will increase the water space accessible by local residents; without the extra water space local residents would have to use what are already busy public pools, or join private clubs to enjoy uncrowded water space.

3.2.6 Since 2017, the Newbold Comyn and St Nicholas Park leisure centres have both enjoyed significant refurbishment and are both enjoying increased attendances, and consequently it is likely that the % usage figures for swimming at these sites will have increased. The pool at Abbey Fields has traditionally been very heavily used by a range of customers. There is a very loyal customer base including families, older people, and children. Local primary schools use the pool on a regular basis and there are 3 swimming clubs using the pool as their base. The swimming lesson programme at this pool is very popular and a

recent piece of work has identified a latent demand of approx. 1400 children per annum by 2029. Abbey Fields % usage has increased since Everyone Active took over the running of the pool in June 2017 and attendance figures have increased.

	<b>2017 weekly peak pool capacity %</b>	<b>Comparison to Sport England 70%“comfort level”</b>	<b>Anticipated 2029 weekly peak pool capacity %</b>	<b>Comparison to Sport England 70%“comfort level”</b>
Abbey Fields Swimming Pool	73	+3	81	+11
Newbold Comyn Leisure Centre	72	+2	79	+9
St Nicholas Park Leisure Centre	78	+8	81	+11

- 3.2.7 Officers have identified an inconsistency in the Strategic Assessment report (Appendix 1b) and should point out that the 73% quoted in the table above and in Table 7.2 of Appendix 1b is 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. Officers have spoken to the author of the report and confirmed that 73% is the figure calculated by the data, and is the figure used as the basis for the calculations and the conclusions in the report. The 2029 figure of 81% does not change, and therefore the conclusion that there is a need for more water space to accommodate the growing population by 2029 remains sound. The author of the Strategic Assessment summarised the position as follows: “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.” .
- 3.2.8 Paragraphs 9.13 – 9.16 of Appendix 1b highlight the relationship between provision in Coventry and Warwick district. Given the proximity of Kenilworth to large residential areas of Coventry, there is a particular relevance when we consider the future provision in Kenilworth. It is also crucial to note that Abbey Fields pool currently operates at 73% of pool capacity, anticipated to grow to 81% by 2029. These figures exceed the Sport England benchmark capacity of 70%, and highlight that the Abbey Fields pool is already a very well used pool, with little spare capacity for new users. If there is new demand from Kenilworth residents and further imported demand from Coventry, then the pool will not be able to accommodate this extra demand unless more water space is provided. The point is 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 is 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.
- 3.2.9 Members will be aware of the work that is 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 is being discussed in this 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 ie to 2029.

3.2.10 Within the 2018 Strategy there are a number of priorities identified that have a direct bearing on the emerging Leisure Development Programme. In terms of swimming provision, Members should note KSP2 which recommends 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 states 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"

3.2.11 The new Strategy identifies 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 4 court badminton court sports hall to a 6 or even 8 court hall". This is backed up by SH3 and SH4 which refer to the Castle Farm refurbishment and any opportunities that emerge as part of the new school proposals in Kenilworth. There is 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).

3.2.12 In the same way that the outcomes of the FPM and the Strategy have been used to support the development of the Council projects, officers have 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 are largely focussed on outdoor sports, both have some element of indoor sport and therefore we have also shared the documents with these organisations in support of their ambitious projects.

### 3.3 Recommendation 2.3

3.31 Officers, working alongside WYG Environment Planning Transport Ltd, (previously Neil Allen Associates) are 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. Both pieces of work, ie the Indoor Strategy and the Playing Pitch Strategy, together provide a coordinated and long-term approach to sports facility provision and planning across Warwick district for both indoor and outdoor sport.

## **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. Amongst other things, the FFF Strategy contains Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's Service Area Plans are the

programme of work fundamental to the delivery of the strands described in the table below.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Evidence to support ambitious projects to improve the districts sporting facilities	Environmentally sensitive design to be used where viable	Modernisation of Council owned assets (leisure facilities), extending the life of the assets and reducing the ongoing maintenance liabilities.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
Staff are clear about objectives and priorities for indoor sports provision	Services are designed and managed in a way that meets the needs of the community.	Opportunity to negotiate improved management fee from leisure operator for AF & CF leisure centres.

## **5 BUDGETARY FRAMEWORK**

- 5.1 The Council is committed to continuing its investment in its sports and leisure stock. In order to do so, developer contributions (s106 and CIL) are an essential source of funding. Phase I of the Leisure Development Programme (LDP) is now complete, and was funded in part by developer contributions

totalling a maximum of £3million. Phase II of the LDP will also rely on successfully negotiating developer contributions. The current "Reg 123 list" includes a £4.2mill CIL contribution for the Castle Farm project. An updated "Reg 123 list" is included elsewhere on the agenda for this meeting. Whilst it is intended that the Abbey Fields project will be part funded by significant s106 contributions; the precise value of s106 contributions for Abbey Fields is yet to be confirmed.

## **6 RISKS**

- 6.1 There is a risk that without an adopted Indoor Sports Strategy, the Council could be challenged by developers when requests are made for s106 contributions to sports projects and when indoor sports schemes are included in the Community Infrastructure Levy (CIL) Regulation 123 list.
- 6.2 There is also a risk, that without an adopted Strategy that looks across the whole district, and to neighbouring authorities, investment in sports provision could be uncoordinated, with the potential for duplication or gaps in provision. Whilst the Council cannot force partners or neighbouring authorities to recognise the Strategy, the existence of the document provides a framework for joined up and cooperative working.

## **7 ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 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 is contrary to the advice from Sport England and would leave the Council exposed to risk as outlined above. Therefore, it was not considered a viable option.

# **Strategic Assessment for Provision of Sports Halls in Warwick District**

## **Sport England's Facilities Planning Model Report**

**Date of report  
August 2017**

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## **1. Introduction**

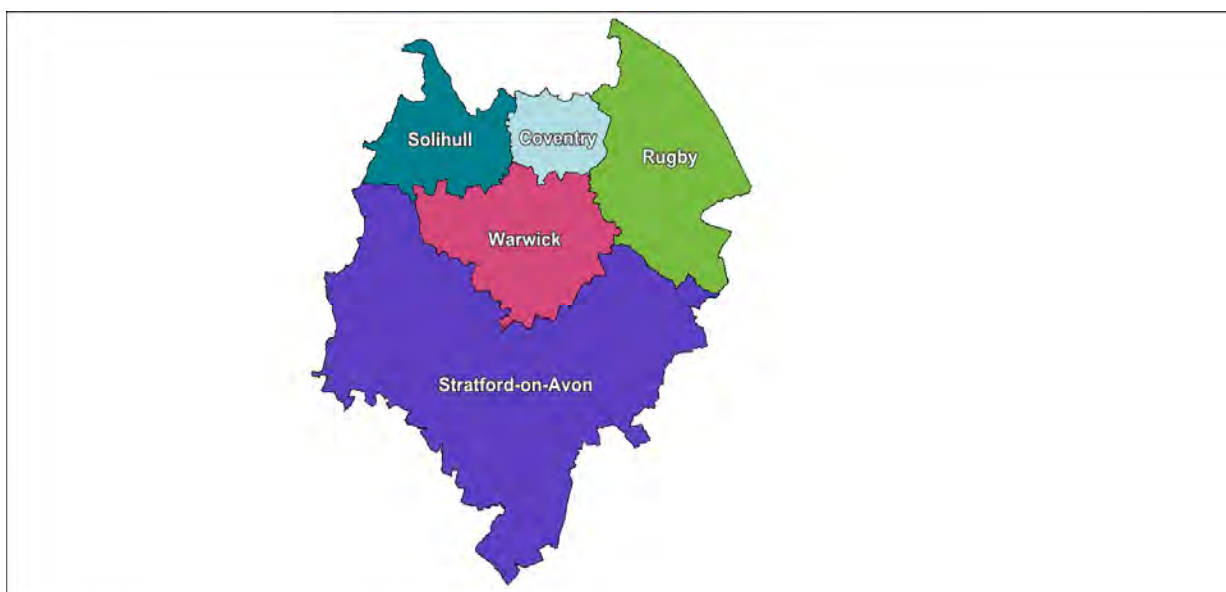
- 1.1 Warwick District Council is developing an evidence base for indoor sports facilities to support the review and updating of the Council's indoor sports and recreational facilities strategy. The Council has decided to apply the Sport England facility planning model (fpm) to consider the supply, demand and access to sports halls in 2017 and projected forward to 2029.
- 1.2 This fpm assessment includes the projected growth in population up to 2029, plus the location and scale of major new residential development across the District up to 2029.
- 1.3 There are two assessments (known as runs) and these also include any committed changes in sports halls provision in the neighbouring authorities which will impact on Warwick District.
- 1.4 This report sets out the findings from this fpm assessment. The findings and options for future provision of sports halls will be integrated into the Warwick District indoor sports and recreational facilities strategy. Reference to Warwick means the District, any findings relating to Warwick Town are referenced as that.
- 1.5 The two fpm modelling run are;
  - Run 1 – supply, demand and access to sports halls based on the population in Warwick and the neighbouring authorities in 2017. This provides the baseline assessment of the supply, demand and access to sports halls in 2017 and from which to measure change.
  - Run 2 the supply, demand and access to sports halls up to 2029 and based on the projected increase in population in Warwick, and across the local authorities which share a boundary with Warwick. As mentioned, this includes the scale and location of the residential development in the district which is committed to be delivered by 2029.

### **The study area**

- 1.6 Customers of sports halls, as with swimming pools, do not reflect local authority boundaries. Whilst there are management and pricing incentives for customers to use sports facilities located in the area in which they live, there are some big determinants as to which sports halls people will choose to use.
- 1.7 These are based on: other facilities on the same site, such as a studio which means participants can also undertake exercise and dance classes as well as play hall sports; the programming of the sports halls and with activities that are available at times which fit with the lifestyle of residents; and most importantly, the age and condition of the sports hall itself and the changing accommodation – so inherently its attractiveness. If there are 2 or more sports halls in the same area residents may choose to use a more modern venue, even if means a longer journey. Especially if, that sports hall has modern changing accommodation a sprung timber floor and a good quality lighting system in the sports hall.
- 1.8 Consequently, in determining the supply, demand and access to sports halls for Warwick it is very important to take full account of these factors, plus sports halls in the neighbouring local authorities to Warwick. In particular, to assess the impact of overlapping catchment areas of facilities located in Warwick and those located outside the authority.

- 1.9 The nearest facility for some Warwick residents may be outside the authority (known as exported demand) and for some residents of neighbouring authorities their nearest sports hall could be in Warwick (known as imported demand).
- 1.10 To take account of these impacts a study area is established which places Warwick at the centre of the study and includes all the neighbouring authorities to Warwick. The study assesses the impact of the catchment area of the sports halls across this study area, and how demand is distributed across the local authority boundaries. A map of the study area is set out below.

**Map 1.1: Study area map for the Warwick District sports halls study**



### **Report structure, content and sequence**

- 1.11 The findings for Warwick for runs 1 - 2 are set out in a series of tables with the difference in findings between the runs set out. The headings for each table are: total supply; total demand; supply and demand balance; satisfied demand; unmet demand; used capacity (how full the facilities are); and local share. A definition of each heading is set out at the start of the reporting.
- 1.12 Maps to support the findings on location and the catchment area of sports halls, unmet demand and local share are also included. Further tables setting out the findings for Warwick and the neighbouring authorities are also included where it is valid to make comparisons.
- 1.13 A summary of key findings and conclusions is set out at the end of the main report.
- 1.14 Appendix 1 sets out the sports halls included in the assessment. Appendix 2 is a description of the facility planning model and its parameters.

## 2. Sports Halls Supply

### Total Supply

**Table 2.1: Sports Hall Supply Warwick District 2017 - 2029**

Warwick	RUN 1	RUN 2
Total Supply	2017	2029
Number of halls	14	15
Number of hall sites	11	11
Supply of total hall space expressed as main court equivalents	56	60
Supply of hall space in courts, scaled by hours available in the peak period	39	43
Supply of total hall space in visits per week peak period	10,656	11,748
Courts per 10,000 population	4	3.6

- 2.1 Definition of supply – this is the supply or capacity of the sports halls which are available for public and club use in the weekly peak period. The supply is expressed in number of visits that a sports hall can accommodate in the weekly peak period and in numbers of badminton courts.
- 2.2 In run 1 there are 14 sports halls on 11 sports hall sites and this increases to 15 sports halls in run 2 with the addition of the Newbold Comyn sports hall opening in 2018, a four badminton court size sports hall, of 34.5m x 20m.
- 2.3 In terms of total numbers of badminton courts, there is a total supply of 56 badminton courts in 2017 and increasing to 60 badminton courts in 2029.
- 2.4 When this total supply is assessed based on the number of courts which are available for community use (often referred to as the effective supply), there are 39 badminton courts in run 1 and 43 badminton courts in run 2. The difference between the total supply of badminton courts and the effective supply of courts for community use, is 17 badminton courts in both years, or, put another way 30% of the total supply of badminton courts in 2017.
- 2.5 The reason for the difference between the total and effective supply is because of the variable hours available at the school and college sites for community use. It is a significant finding and illustrates that the supply of sports halls could be increased by making more use/access to the existing venues. The implications of this finding are reviewed under the used capacity heading.
- 2.6 The provision of sports halls in Warwick is extensive in scale. In 2017 there are 8 sports halls which are 4 badminton courts in size, plus there is the 5 badminton court size sports hall at Warwick School and a 6 badminton court size sports hall at St Nicholas Sports Centre. The 4 badminton court size sports hall at Newbold Comyn Leisure Centre is added to this supply in run 2. So 8 of the 11 sports hall sites in 2017 and 9 in 2029 in Warwick are of a scale to accommodate the

full range of indoor hall sports at the community level of activity. Plus there are two further larger venues which can accommodate more than one indoor sports hall activity at the same time.

2.7 There are in addition 3 smaller activity halls located at three of the education sports hall sites, at Aylesford School, Trinity Catholic School and Warwick School.

2.8 The details of the sports hall sites in Warwick is set out in Table 2.2 below.

**Table 2.2: Sports hall supply Warwick District 2017 and 2029**

Name of Site	Type	Dimensions	Area	No of Courts	Site Year Built	Site Year Refurb	Car % Demand	Public Tran % Demand	Walk % Demand
<b>WARWICK</b>							<b>79%</b>	<b>8%</b>	<b>14%</b>
AYLESFORD SCHOOL	Main	34 x 20	690	4	1975		79%	5%	16%
AYLESFORD SCHOOL	Activity Hall	18 x 10	180						
CAMPION SCHOOL ACADEMY	Main	34 x 20	690	4	1973	2004	59%	8%	33%
CASTLE FARM RECREATION CENTRE	Main	34 x 20	690	4	1985	2005	80%	6%	14%
JOHN ATKINSON SPORTS CENTRE	Main	33 x 18	594	4	2006		86%	9%	5%
KENILWORTH SCHOOL	Main	33 x 18	594	4			67%	5%	28%
NEWBOLD COMYN LEISURE CENTRE (Run 2)	Main	34 x 20	690	4	2018		75%	15%	10%
NORTH LEAMINGTON SCHOOL	Main	34 x 20	690	4	2009		80%	9%	11%
ST NICHOLAS PARK LEISURE CENTRE	Main	34 x 27	932	6	1983	2017	83%	7%	10%
THE KINGS HIGH SCHOOL FOR GIRLS	Main	33 x 18	594	4	1993		76%	7%	17%
TRINITY CATHOLIC SCHOOL	Main	27 x 18	486	3	2006		74%	9%	17%
TRINITY CATHOLIC SCHOOL	Activity Hall	18 x 17	306						
WARWICK SCHOOL SPORTS CENTRE	Main	40 x 21	840	5	1998		87%	8%	5%
WARWICK SCHOOL SPORTS CENTRE	Activity Hall	18 x 10	180						
WARWICKSHIRE COLLEGE (LEAMINGTON SPA CAMPUS)	Main	33 x 18	594	4	1975		65%	8%	27%

2.9 The average age of the sports hall sites in 2017 is 25 years so quite an old stock of sports halls, the Newbold Comyn Leisure Centre sports hall will open in 2018. The oldest sports hall opened in 1973 and is located at Campion School Academy.

2.10 Of the six sports halls which opened before 2000, three have been modernised, Campion School Academy opened in 1973 and modernised in 2004, St Nicholas Park Leisure Centre, opened in 1983 and modernised in 2017, and Castle Farm Recreation Centre opened in 1985 and modernised in 2005. Modernisation is defined as one of more of modernisation of the changing accommodation, upgrading of the sports hall lighting or provision of a sprung timber floor.

2.11 Facilities are only part of an explanation or influence on hall sports participation. However, Sport England research shows as with swimming pools, provision of modern sports halls with proactive development programmes does increase participation.

- 2.12 Based on a measure of badminton courts per 10,000 population, Warwick has 4 badminton courts per 10,000 population in 2017. This reduces to 3.6 badminton courts in 2029 based on the projected increase in population and the increase in supply of the Newbold Comyn Leisure Centre sports hall. So the demand increase outweighs the supply increase and leads to a reduction based on this measure.
- 2.13 Warwick has the lowest provision of badminton courts based on this measure, in comparison with the neighbouring authorities in both years. The highest provision is in Rugby being 6.7 badminton courts per 10,000 population in 2017 and 6.1 courts in 2029. The next lowest provision is in Stratford-on-Avon at 4.7 badminton courts per 10,000 population in 2017 and then 4.4 courts in 2029.
- 2.14 The findings for West Midlands Region and England wide for 2017 are 4.3 badminton courts per 10,000 population. In 2029 it is 4 badminton courts per 10,000 population across West Midlands Region and for England it is 3.9 badminton courts per 10,000 population.
- 2.15 So Warwick has the lowest level of provision of sports halls in both years when compared with the neighbouring authorities, West Midlands Region and England wide.
- 2.16 These findings should not be interpreted as a quantitative standard. The required provision in Warwick will be based on the Warwick supply and demand assessment. The findings are set out because some local authorities like to see this comparative data.
- 2.17 The findings for all authorities for both years is set out in Table 2.3 below.

**Table 2.3: Badminton courts per 10,000 population for all authorities in the study area 2017 and 2029**

Courts per 10,000 population	RUN 1	RUN 2
	2017	2029
Warwick	4.0	3.6
Coventry	4.8	4.0
Solihull	5.2	4.8
Rugby	6.7	6.1
Stratford-on-Avon	4.7	4.4

### Sports hall locations

- 2.18 Map 2.1 overleaf shows the location of the sports halls in Warwick in run 1 in 2017. This map is simply setting out the location of the sports hall sites. The catchment areas of the sports halls across Warwick and the study area, together with the amount of demand which is inside and outside the catchment area of each site, will be set out under the satisfied demand and unmet demand headings.

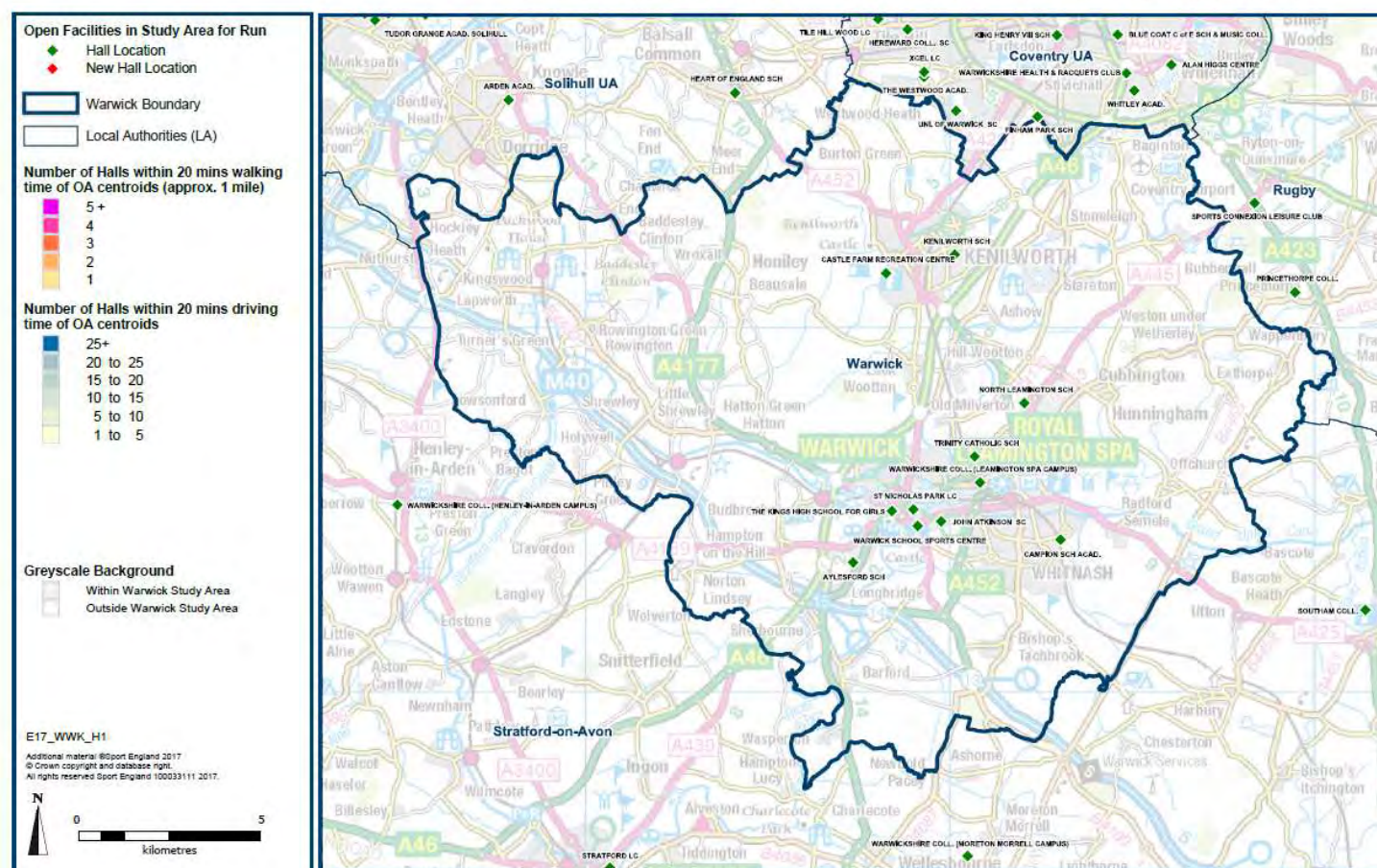


Map 2.1: Run 4 Location of sports hall in Warwick District 2017

### Facility Planning Model - Halls Catchments for Warwick

#### Run 1: Existing Position in 2017

Catchments shown thematically (colours) at output area level expressed as the number of Halls within 20 minutes travel time of output area centroid.



### 3. Demand for Sports Halls

**Table 3.1: Demand for sports halls Warwick 2017 and 2029**

Warwick	RUN 1	RUN 2
Total Demand	2017	2029
Population	141,109.	168,811.
Visits demand – visits per week peak period	8,740.	10,338.
Equivalent in courts – with comfort factor included	40.	47.3
% of population without access to a car	17.6	17.6

- 3.1 Definition of total demand – it represents the total demand for sports halls by both genders and for 14 five-year age bands from 0 to 65+. This is calculated as the percentage of each age band/gender that participates. This is added to the frequency of participation in each age band/gender, so as to arrive at a total demand figure, which is expressed in visits in the weekly peak period. Total demand is also expressed in numbers of badminton courts.
- 3.2 The population in Warwick in 2017 is 141,109 people and is projected to be 168, 811 people in 2029, a 19.6% increase between the two years. The total demand for sports halls by Warwick residents in 2017 is 8,740 visits in the weekly peak period of weekday evenings and weekend days. This demand in terms of badminton courts, equates to 40 badminton courts in the weekly peak period. The total demand for sports halls is projected to increase to 10,338 visits in the weekly peak period by 2029 and this equates to a demand for just over 47 badminton courts by 2029.
- 3.3 So the projected population increase of 19.6% between 2017 and 2029 is creating an 18.2% increase in total demand for sports halls.
- 3.4 The location and scale of the demand for sports halls across Warwick for run 2 in 2029 is set out in Map 3.1 overleaf. The amount of demand is set out in 1 kilometre grid squares and is colour coded. Purples squares have values of between 0 – 0.2 of one badminton court, mid blue is 0.2 – 0.4 of one badminton court, light blue is 0.4 – 0.6 of one badminton court, green is 0.6 – 0.8 of one badminton court, sage green is 0.8 - 1 badminton court and yellow is 1 – 2 badminton courts.
- 3.5 Virtually all of the demand for sports halls is located in and around the location of the sports halls sites, there is a very very close correlation. Not surprisingly, the highest demand for sports halls is located in and around Warwick town and Leamington Spa and it totals around 30 badminton courts. The total demand for sports halls in the Kenilworth area in 2029 is for around 10 badminton courts. The remainder of the total demand for sports halls is dispersed in very low values across the District, there is no one area where there is a cluster of sports hall demand outside the three town mentioned.
- 3.6 The total demand for sports halls across all the authorities in the study area is set out in Table 3.2. Not surprisingly Coventry has the highest total demand and it is nearly three times that of Warwick

at 105 badminton courts in 2017 and 120 courts in 2029. The impact of the distribution of demand across all the authorities in the study area will be set out under the satisfied and unmet demand headings.

**Table 3.2: Total demand for sports halls for all authorities in the study area 2017 – 2029**

Demand - provision in courts	RUN 1	RUN 2
	2017	2029
Warwick	40.0	47.3
Coventry	105.8	120.3
Solihull	58.4	60.9
Rugby	29.1	30.8
Stratford-on-Avon	32.4	32.3

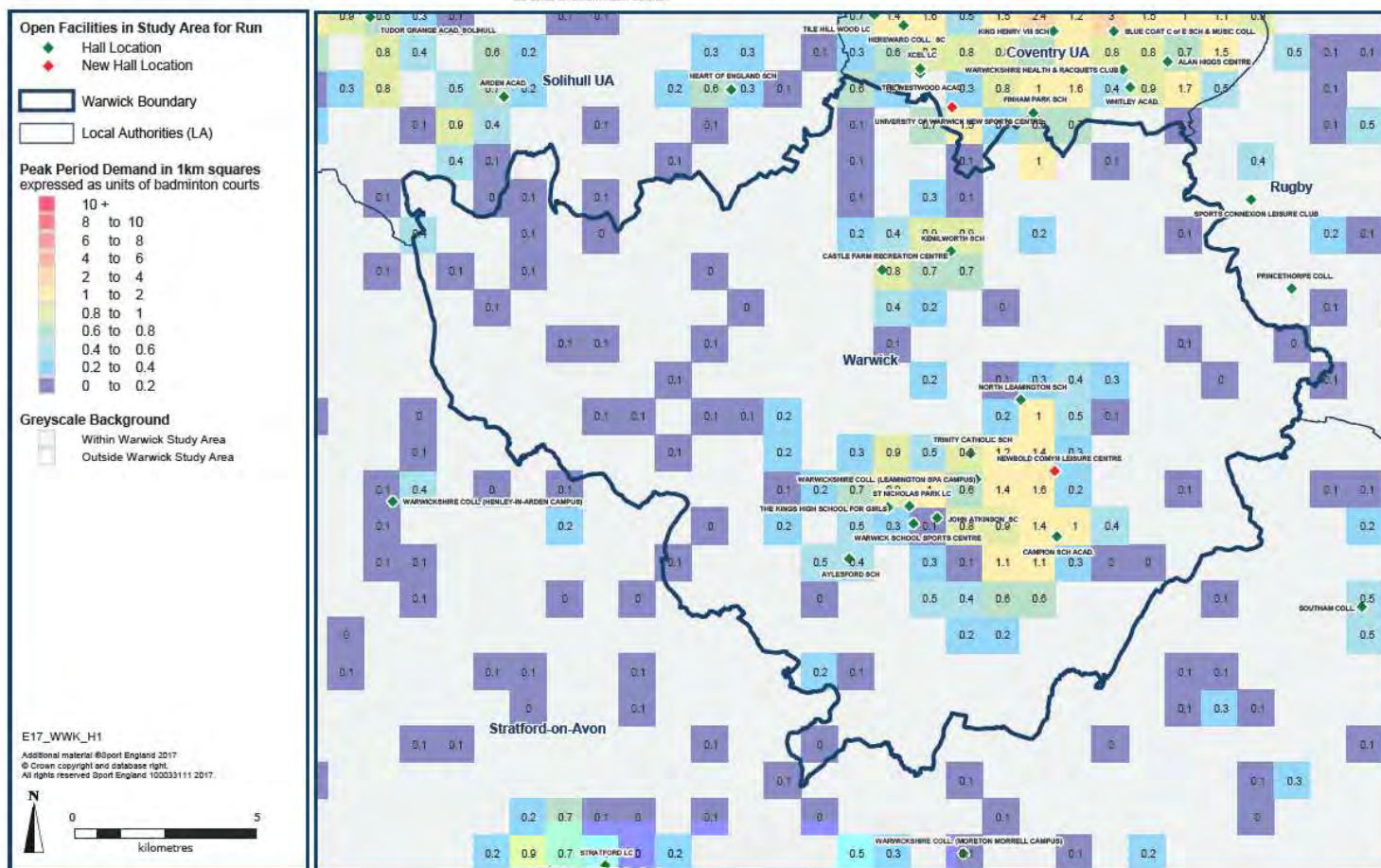
- 3.7 The findings on the percentage of the population who do not have access to a car is set out under total demand and this is 17.6% of the Warwick population in 2017 and projected to be unchanged in 2029. The West Midlands Region figure is 24.1% and the England wide percentage is 24.9% of the population who do not have access to a car, again for both years.
- 3.8 If there is a low percentage as in Warwick then car travel and mobility is high and more people can access sports halls over the 20 minutes' drive time for car travel.
- 3.9 If there is a higher percentage, more people walk (20 minutes/1 mile catchment area) or use public transport (15 minutes catchment area). So location of sports halls in areas close to residential areas becomes more important.
- 3.10 The Warwick findings are that, 75.6% of all visits to sports halls are by car, 14.8% are by walkers and 9.6% are by people using public transport. So around one in four visits to sports halls are by a combination of residents either walking or using public transport.



Map 3.1: Run 2 location and scale of demand for sports halls Warwick 2029

### Facility Planning Model - Halls Demand for Warwick Run 2: Existing Provision with 2029 population projections

Peak period demand aggregated at 1km square grid (figure labels) and shown thematically (colours). Peak period demand at 1km square grid level expressed as units of badminton courts.



## 4. Supply and Demand Balance for Sports Halls

**Table 4.1: Supply and Demand Balance Warwick 2017 - 2029**

Warwick	RUN 1	RUN 2
Supply/Demand Balance	2017	2029
Supply - Hall provision (courts) scaled to take account of hours available for community use	39.	43.
Demand - Hall provision (courts) taking into account a 'comfort' factor	40.	47.3
Supply / Demand balance - Variation in courts provision available compared to the minimum required to meet demand.	-1.	-4.3

- 4.1 Definition of supply and demand balance – supply and demand balance compares total demand generated within Warwick for sports halls with the total supply of sports halls within Warwick. It therefore represents an assumption that ALL the demand for sports halls in Warwick is met by ALL the supply of sports halls in Warwick (Note: it does exactly the same for the other local authorities in the study area).
- 4.2 In short, supply and demand balance is NOT based on where the sports halls are located and their catchment area extending into other authorities. Nor, the catchment areas of sports halls in neighbouring authorities extending into Warwick. Most importantly supply and demand balance does NOT take into account the propensity/reasons for residents using facilities outside their own authority.
- 3.11 The more detailed modelling based on the CATCHMENT AREAS of sports halls across local authority boundaries is set out under the Satisfied Demand, Unmet Demand and Used Capacity headings.
- 4.3 The reason for presenting the supply and demand balance is because some local authorities like to see how THEIR total supply of sports halls compares with THEIR total demand for sports halls. Supply and demand balance presents this comparison.
- 4.4 When looking at this supply and demand assessment, the supply of sports halls across Warwick in 2017 for community use is 39 badminton courts. This increases to 43 badminton courts in run 2 with the Newbold Comyn Sports Hall opening in 2018.
- 4.5 Total demand for sports halls is 40 badminton courts in run 1 and increases to just over 47 badminton courts in run 2.
- 4.6 So demand exceeds supply by 1 badminton court in 2017 and by 4.3 badminton courts in 2029.

- 4.7 As set out under the supply heading there is **Up to here Sunday evening** a total supply of 56 badminton courts in 2017 and increasing to 60 badminton courts in 2029. The difference between the total supply of badminton courts and the effective supply of courts for community use, is 17 badminton courts in both years.
- 4.8 So the supply and demand deficit can be met by increasing access for community use from the sports halls on education sites. There is not the need to provide further sports halls.
- 4.9 This is, however, the closed assessment and the findings for the interaction of supply, demand and access to sports halls inside and outside Warwick and based on the catchment areas is set out under subsequent headings This will establish how much of the Hartlepool demand for sports halls can be met, how much unmet demand there is and where it is located.
- 4.10 The findings for the supply and demand balance across all the authorities in the study area is set out in Table 4.2. Warwick is the only authority where demand exceeds supply and there are positive balances in the other four authorities. The highest positive supply and demand balance of sports halls is in Rugby with supply exceeding demand by 27 badminton courts in 2017 and 25 badminton courts in 2029.
- 4.11 Rugby has the lowest population any of the authorities in 2017 with 105,139 people in 2017, which makes the supply and demand balance finding a bit surprising. In 2017 the Rugby supply is 56 badminton courts available for community use and the Rugby demand is for 29 badminton courts.
- 4.12 The lowest supply and demand balance but which is still 13 badminton courts in both years is in Stratford-on-Avon. 2017.
- 4.13 Across the study area of the five authorities there is net positive balance of supply being greater than demand of 75 badminton courts in 2017 and 68 badminton courts in 2029. A very healthy balance of sports hall supply when compared with demand.
- 4.14 The findings for all authorities are set out in Table 4.2 below.

**Table 4.2 Run 1 Supply and demand balances for all authorities in the study area 2017 – 2029**

Supply / Demand balance - Variation in courts provision available compared to the minimum required to meet demand.	RUN 1	RUN 2
	2017	2029
Warwick	-1.0	-4.3
Coventry	19.4	6.2
Solihull	16.5	14.0
Rugby	27.2	25.5
Stratford-on-Avon	13.4	13.4

## 5. Satisfied Demand for Sports Halls

**Table 5.1: Satisfied demand for sports halls Warwick 2017 – 2029**

Warwick	RUN 1	RUN 2
Satisfied Demand	2017	2029
Total number of visits which are met (visits per week peak period)	8,196.	9,713.
% of total demand satisfied	93.8	94.
% of demand satisfied who travelled by car	79.6	79.8
% of demand satisfied who travelled by foot	12.8	12.6
% of demand satisfied who travelled by public transport	7.6	7.6
Demand Retained (visits per week peak period)	6,674.	7,845.
Demand Retained -as a % of Satisfied Demand	81.4	80.8
Demand Exported (visits per week peak period)	1,522.	1,868.
Demand Exported -as a % of Satisfied Demand	18.6	19.2

- 5.1 Definition of satisfied demand – it represents the proportion of total demand that is met by the capacity at the sports halls from residents who live within the driving, walking or public transport catchment area of a sports hall.
- 5.2 The finding for 2017 is that 93.8% of the Warwick total demand for sports halls can be met in 2017 and this increases very slightly to 94% in 2029, when the Newbold Comyn Leisure Centre sports hall is included. So a very high level of the Warwick demand for sports halls is met in both years – based on the catchment area of sports halls across local authority boundaries.
- 5.3 Car travel is the dominate travel mode (20 minutes' drive time catchment area) to sports halls with 79% of all visits in both years by car. This is a high level and reflects that only 17% of the Warwick population do not have access to a car and so car travel is the choice and dominate travel mode (The West Midlands Region and England wide percentage is 24% of the population do not have access to a car).
- 5.4 The percentage of visits by walkers (20 minutes/1mile catchment area) is 12% in both years and 7% of visits are by public transport (15 minutes catchment area. So around one in five visits to sports halls by Warwick residents in both years are by a combination of walking and public transport.

### **Retained demand**

- 5.5 There is a sub set of the satisfied demand findings which are about how much of the Warwick demand is retained at the Warwick sports halls. This is based on the catchment area of sports halls and residents using the nearest sports hall to where they live – it is known as retained demand.
- 5.6 Retained demand is very high and it represents 81% of the 93% Warwick satisfied demand in run 1 and 80% of the total 94% satisfied demand in run 2 in 2029.

- 5.7 It underlines, that the sports hall locations and their catchment areas are very well correlated with the location of the Warwick demand for sports halls. This was illustrated by Map 3.1 showing the location of the sports halls sites and the distribution of demand for sports halls across Warwick.

#### **Exported demand**

- 5.8 The residual of satisfied demand, after retained demand is exported demand. In run 1 this is 18.6% of the Warwick total satisfied demand which is exported and met outside the Borough. In run 2 in 2029 this increases very slightly to 19.2% of the total Warwick demand which is exported and met outside the District.
- 5.9 The destination and scale of the Warwick exported demand for run 2 is set out in Map 5.1 overleaf. Run 2 is selected because it has the higher level of exported demand. The yellow chevron represents the number of visits which are exported and met in neighbouring authorities.
- 5.10 The findings are that the highest export of demand is to Coventry at 854 visits per week in the weekly peak period (56.7% of the total exported demand). This is not surprising given the high number of sports halls located in Coventry and close to the Warwick boundary (Map 2.1). So for a lot of the Warwick demand located in and around Kenilworth, the nearest sports hall for residents is a sports hall located in Coventry, and which is accessible for community use. The exported demand to Coventry equates to just over 4 badminton courts in the weekly peak period.
- 5.11 After Coventry, some 360 visits in the weekly peak period (23.9% of the exported demand) are exported to Rugby, then 159 visits in the weekly peak period (10.5%) are exported to Solihull and 132 visits in the weekly peak period (8.7%) are exported to Stratford-on-Avon.
- 5.12 For context, Warwick is retaining 6,674 visits per week in the weekly peak period from Warwick residents and within the district in run 2.



Map 5.1: Run 2 Export of Warwick satisfied demand for sports halls 2029

Numbers in areas shows retained vpwpp

Warwick  
Local Authorities (LA)

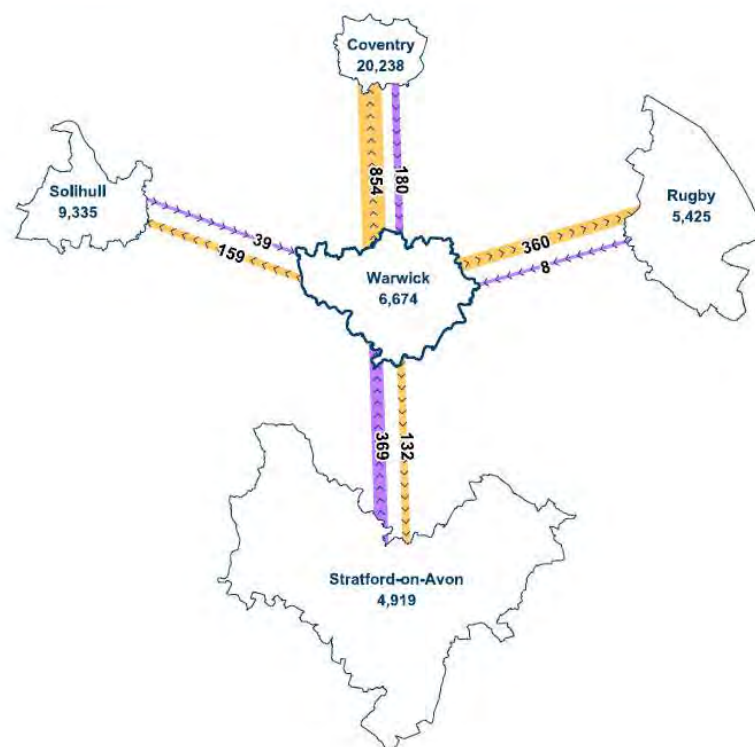
#### Import/Export

Number on arrows show flow as vpwpp

>>>> Direction of flow

Import

Export



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## 6. Unmet Demand for Sports Halls

**Table 6.1: Unmet demand for sports halls Warwick 2017 - 2029**

Warwick	RUN 1	RUN 2
Unmet Demand	2017	2029
Total number of visits in the peak, not currently being met (visits per week peak period)	544.	625.
Unmet demand as a % of total demand	6.2	6.
Equivalent in Courts - with comfort factor	2.5	2.9
% of Unmet Demand due to:		
Lack of Capacity -	6.2	4.4
Outside Catchment -	93.8	95.7

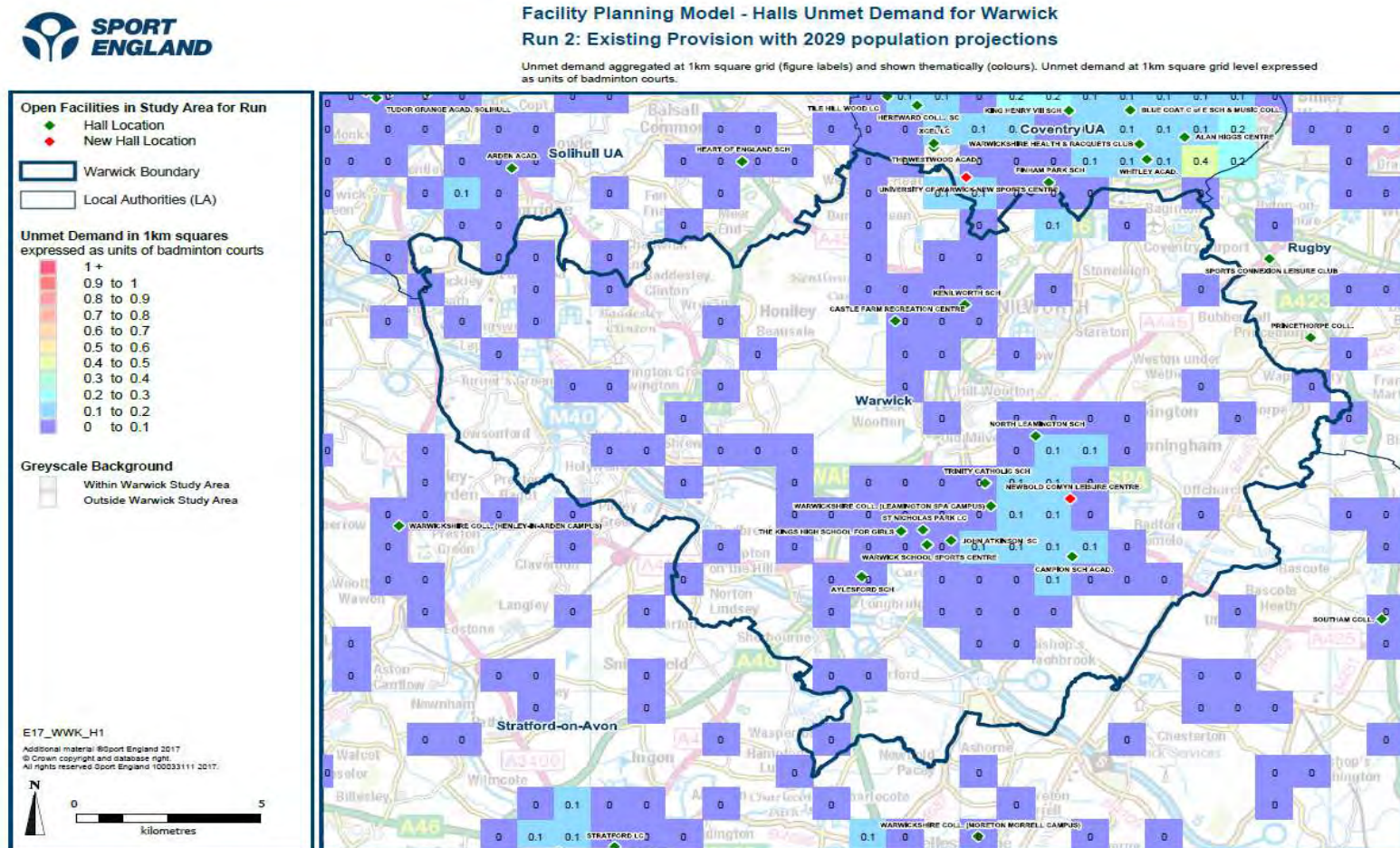
- 6.1 The unmet demand definition has two parts to it - demand for sports halls which cannot be met because (1) there is too much demand for any particular sports hall within its catchment area; or (2) the demand is located outside the catchment area of any sports hall and is then classified as unmet demand.
- 6.2 Total unmet demand ranges from 544 visits in the weekly peak period in 2017, and which is 6.2% of total demand in run 1 to 625 visits in 2029 and this is 6% of the Warwick total demand.
- 6.3 The unmet demand equates to 2.5 badminton courts in 2017 and 2.9 badminton courts in run 2 in 2029.
- 6.4 In summary, unmet demand is virtually unchanged across the two runs and is at a very low level, of below 3 badminton courts. Warwick has an accessible supply of 39 badminton courts in 2017 and 43 badminton courts in 2029 available for community use.
- 6.5 In terms of the different types of unmet demand, 93.8% is from definition 2, unmet demand located outside the catchment area of a sports hall in 2017. This increases slightly to 95.7% in 2029, and it is by far the dominate source of unmet demand. There is 6.2% of unmet demand from lack of sports hall capacity in 2017 and this reduces to 4.4% of total unmet demand in run 2. These findings are reviewed under the used capacity heading.
- 6.6 Unmet demand outside catchment will always exist because it is not possible to get universal geographic coverage, whereby all areas of an authority are inside the catchment area of a sports hall. This even in Warwick when the location of the demand and the catchment area of the sports halls correlate very closely.
- 6.7 The important finding is not that there is unmet demand outside catchment but the scale and at less than 3 badminton courts it is a low level of unmet demand.
- 6.8 The location and scale of the unmet demand is set out in Map 6.1 overleaf and is for run 2, as it has the slightly higher level of unmet demand. The amount of demand is set out in 1



kilometre grid squares and is colour coded. Purples squares have values of between 0 – 0.1 of one badminton court and the blue squares are 0.1 – 0.2 of one badminton court. The purple squares show a value of 0 and this is because whilst there is some unmet demand in this area it is closer to 0 than 0.1 of one badminton court. Unmet demand is located most across the Warwick town and Leamington Spa areas but in very low values.



### Map 6.1 Run2 Unmet demand for sports halls Warwick 2029



- 6.9 Unmet demand for sports halls is very low across the study area and is highest in Stratford – on-Avon at 8.1% - 8.2% of total demand and is lowest in, not surprisingly Rugby at 4.7% of total demand in both years, The findings for all the local authorities is set out in Table 6.2 below.

**Table 6.2: Unmet demand for sports halls across the study area 2017 – 2029**

Unmet demand as a % of total demand	RUN 1	RUN 2
	2017	2029
Warwick	6.2	6.1
Coventry	7.3	7.8
Solihull	7.7	8.1
Rugby	4.7	4.7
Stratford-on-Avon	8.1	8.2

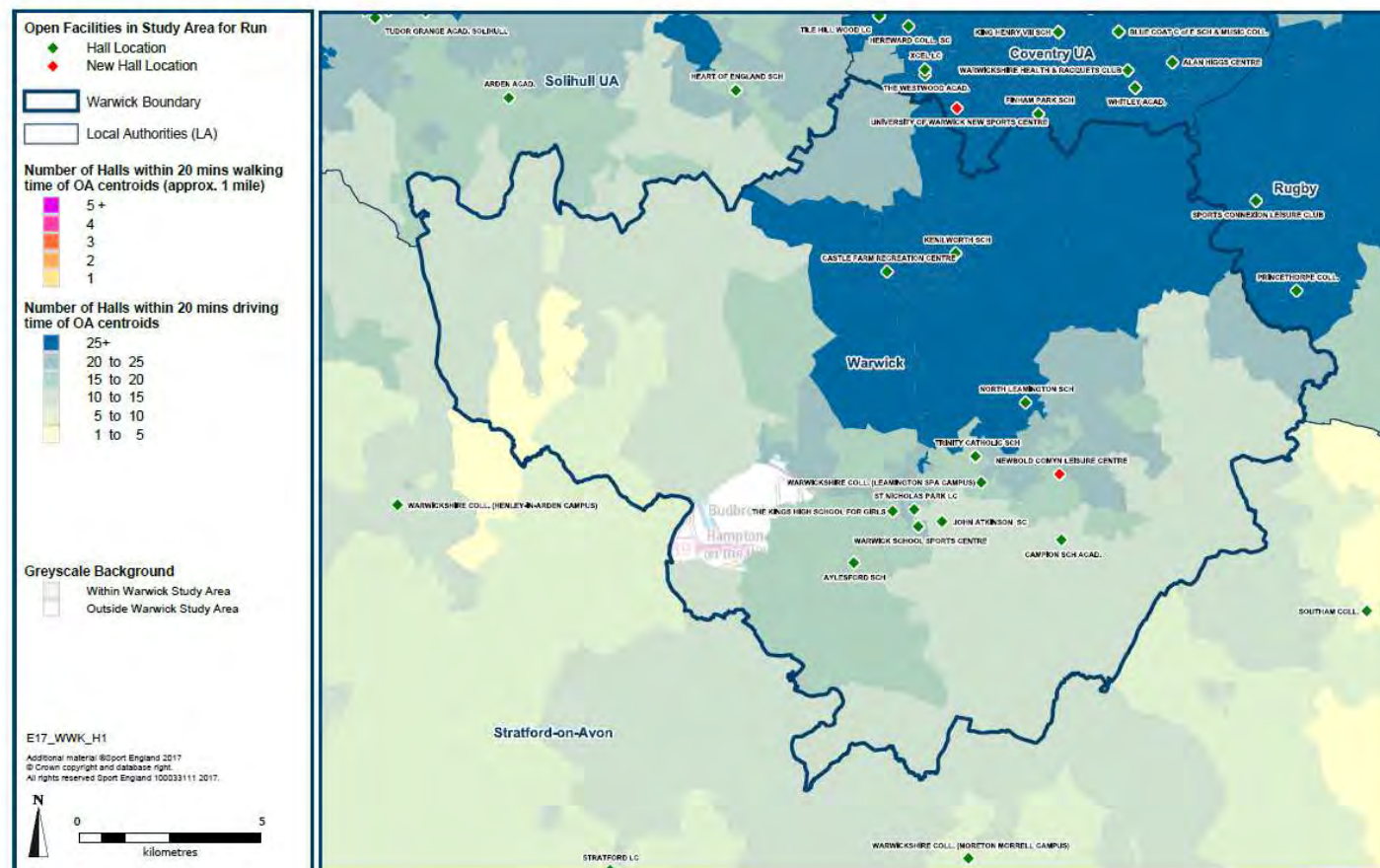
***Drive time catchment area for sports halls***

- 6.10 It is possible to set out how many sports halls can be accessed by Warwick residents based on where they live and the 20 minute drive time catchment area of the sports hall locations, this includes sports halls within Warwick and those in the neighbouring authorities. This is set out in Map 6.2 and it is again for run 2.
- 6.11 Residents living in the areas shaded cream have access to between 1 – 5 sports halls, based on where they live, the sports hall locations and their 20 minute drive time catchment area.
- 6.12 In the areas shaded lightest green (close to the Stratford – on – Avon boundary), residents have access to between 5 - 10 sports halls based on the same criteria. In the area shaded mid green (SW and NW of the District) residents have access to between 15 – 20 sports halls. In the areas shaded darkest green (Centre and East side of the district) residents have access to between 15 – 20 sports halls based on where they live, the location of the sports halls and the drive time catchment area.
- 6.13 Finally residents living in the blue area have the highest accessibility to sports halls at 25+ venues. Again, the influence of the high number of sports halls in the Coventry and Rugby local authorities and the extension of their drive time catchment areas into Warwick District and providing access for Warwick residents is evident
- 6.14 The area showing the baseline map is outside the drive time catchment area of any sports hall.
- 6.15 Overall, between 80% - 90% of the land area of the District is within the drive time catchment area for between 15 – 20 sports halls. This is a high level of accessibility for residents who travel to sports halls by car.

**Map 6.2: Run 2 access to sports halls based on the car travel catchment area of sports halls Warwick 2029**

**Facility Planning Model - Halls Catchments for Warwick**  
**Run 2: Existing Provision with 2029 population projections**

Catchments shown thematically (colours) at output area level expressed as the number of Halls within 20 minutes travel time of output area centroid.



***Walking catchment area of sports halls***

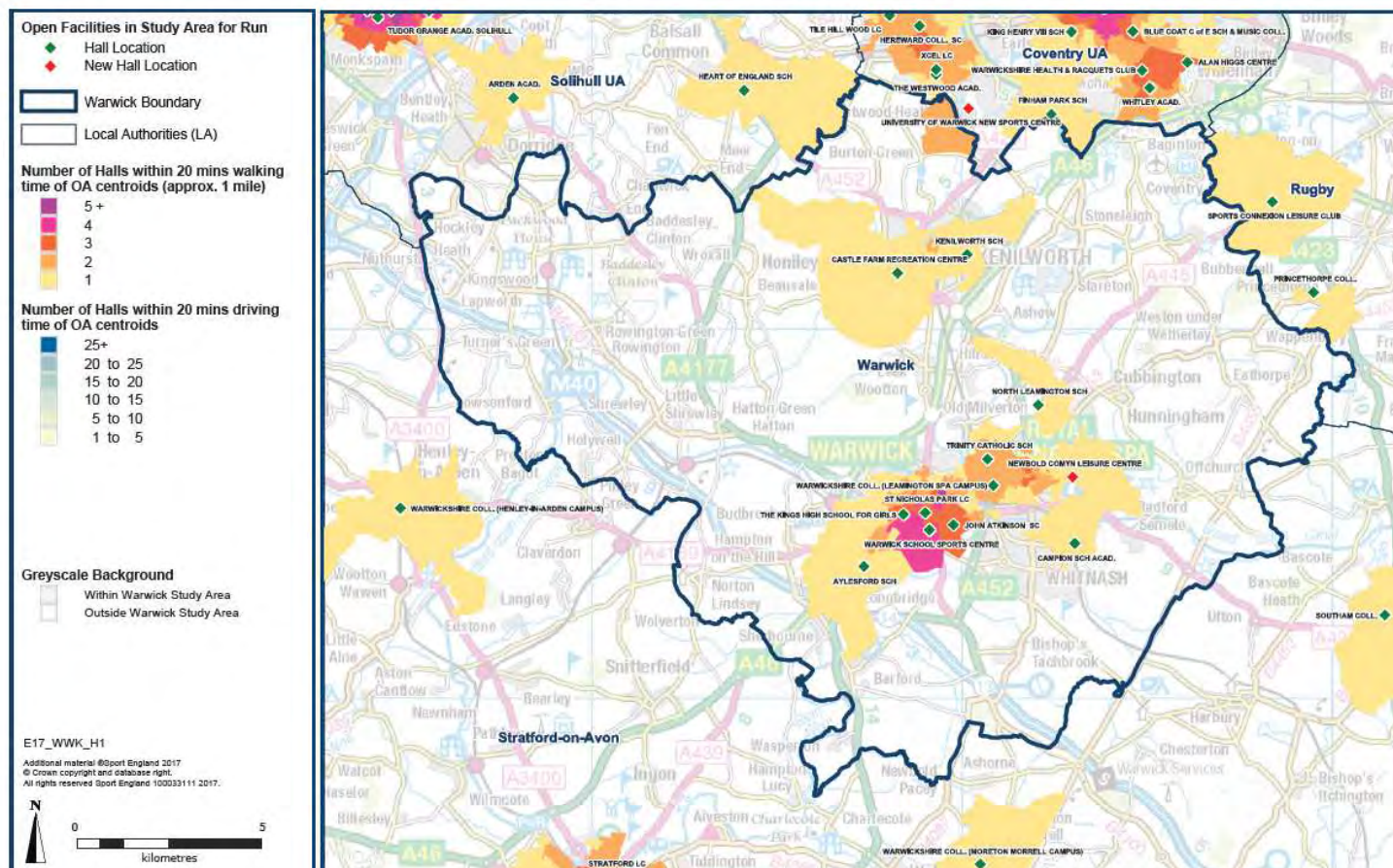
- 6.16 The same mapping analysis is undertaken for the 20 minutes/1 mile walking catchment area of sports halls and this is set out in Map 6.3, again for run 2. Residents in the beige areas are inside the catchment area of one pool, residents in the orange area can access 2 sports halls and it is 3 sports halls in the pink area.
- 6.17 Overall, around 20% of the land area of the District is inside the walking catchment area of a sports hall. More importantly virtually all of the urban area of the District is inside the walking catchment area of a sports hall. Hence the reason why the total unmet demand located outside catchment, is less than 3 badminton courts.



Map 6.3: Run 2 access to sports halls based on the walking catchment area of sports halls Warwick 2029

Facility Planning Model - Halls Catchments for Warwick  
Run 2: Existing Provision with 2029 population projections

Catchments shown thematically (colours) at output area level expressed as the number of Halls within 20 minutes travel time of output area centroid.



## 7. Used Capacity (how full are the sports halls?)

Used Capacity - How full and well used are the sports halls?

**Table 7.1: Used capacity of sports halls Warwick 2017 - 2029**

Warwick	RUN 1	RUN 2
Used Capacity	2017	2029
Total number of visits used of current capacity (visits per week peak period)	7,273.	8,514.
% of overall capacity of halls used	68.3	72.5
% of visits made to halls by walkers	13.8	13.8
% of visits made to halls by road	86.2	86.2
Visits Imported;		
Number of visits imported (visits per week peak period)	598.	670.
As a % of used capacity	8.2	7.9

- 7.1 Definition of used capacity - is a measure of usage at sports halls and estimates how well used/how full facilities are. The facilities planning model is designed to include a 'comfort factor', beyond which, in the case of sports halls, the venues are too full. The model assumes that usage over 80% of capacity is busy and the sports hall is operating at an uncomfortable level above that percentage.
- 7.2 In run 1 the estimated used capacity of the sports halls is 68.3% and this increases to 72.5% in run 2 as a result of the increased demand from population growth. So in both years the estimate is that the sports halls are busy but there is still a reasonable amount of headroom before the comfort level of 80% of capacity used at peak times is reached.
- 7.3 These are the authority wide findings and the estimated used capacity for each of the individual sports hall sites are set out in Table 7.2 overleaf.

**Table 7.2: Used capacity of the Warwick sports halls 2017 and 2029**

	RUN 1	RUN 2
Individual Sites Utilised Capacity	2017	2029
<b>Warwick</b>	<b>68</b>	<b>72</b>
AYLESFORD SCHOOL	28	31
CAMPION SCHOOL ACADEMY	100	100
CASTLE FARM RECREATION CENTRE	73	78
JOHN ATKINSON SPORTS CENTRE	100	100
KENILWORTH SCHOOL	34	46
NEWBOLD COMYN LEISURE CENTRE	0	100
NORTH LEAMINGTON SCHOOL	64	64
ST NICHOLAS PARK LEISURE CENTRE	100	100
THE KINGS HIGH SCHOOL FOR GIRLS	61	68
TRINITY CATHOLIC SCHOOL	76	76
WARWICK SCHOOL SPORTS CENTRE	50	59
WARWICKSHIRE COLLEGE (LEAMINGTON SPA CAMPUS)	72	67

- 7.4 As Table 7. 2 shows the used capacity of the individual sports hall sites does vary. The public leisure centres have the highest used capacities at 100% for St Nicholas Park Leisure Centre in both years, as does the Newbold Comyn Leisure Centre in run 2. The Castle Farm Recreation Centre has an estimated used capacity of 73% in the weekly peak period in 2017 and 78% in 2029. The John Atkinson Sports Centre at Myton School, and which is also managed as part of the Warwick District Council sports halls supply also has 100% of capacity used in both years.
- 7.5 The public leisure centre sports halls provide full access for pay and play recreational use, as well as for sports club use. They have the longest opening hours and are accessible year round. Finally the centres will be proactively managed to develop and increase participation.
- 7.6 So these centres have a draw effect, they attract and retain the highest level of used capacity.
- 7.7 These findings contrasts with the school and college sports halls which, as reported under the supply heading, have variable hours of access for community use. Use will almost only be for club use and not recreational play and play. Also the approach to community use does vary across education sites. Some schools or colleges proactively promote community use, as part of the school/college offer to the local community. Whilst other schools take a responsive approach to community use and take lettings as and when clubs approaching the school/college. Finally, the school and colleges sports halls are unlikely to be available for the summer term exam period.
- 7.8 For all these reasons the estimated used capacity of the education sports halls does vary, that said the findings are quite high, for most of the school/college venues. Champion School Academy is estimated to have 100% of capacity used at peak times. Trinity Catholic School has an estimated 76% of capacity used at peak times and at Warwickshire College it is 72% in 2017 and 67% in 2029.

7.9 There are several other reasons why the percentage of used capacity can vary between venues and it is important to set these out. The reasons are:

- The amount of demand located in the catchment area of a sports hall, this will vary and impact on the used capacity of any particular sports hall. As already noted under previous headings and findings, a lot of the sports hall supply and demand is concentrated in Warwick town and Leamington Spa. So there are several venues competing for the same demand in the same areas - in effect there is choice of venues for the same level of demand and this is reflected in the used capacity at each venue.
- The age and condition of the sports hall. Older sports halls have less appeal and customers maybe accustomed to more modern sports halls with a sprung timber floor, high quality lighting and modern changing accommodation. Used capacity is highest at the Warwick venues which have been modernised, or, are the most recent sports halls to open. So there could be a draw effect to these venues based on the quality of the offer.
- The size of the sports hall and the used capacity should be viewed together. It is evident that a larger sports hall of 6 badminton courts can accommodate more use than a smaller 4 badminton court size sports hall. This makes the 100% of used capacity at the 6 badminton court St Nicholas Park Leisure Centre even more impressive.
- The size of a venue and the number of hours available for community use. The Trinity Catholic School has a high estimated used capacity but it is only a 3 badminton court size sports hall and according to the data is only available for 15 hours of community use a week. So a small sports hall with limited availability and which becomes fuller more quickly.

7.10 The percentage of used capacity for the other authorities in the study area is set out in Table 7.3 below. Not surprisingly, there is a low estimate for Rugby of 44% in 2017 and 45% of capacity used in 2029. The Rugby demand for sports halls equates to 29 badminton courts in 2017 and the supply is 56 courts available for community use. So a very high supply and demand balance and lots of supply to meet the Rugby demand.

7.11 Similarly in Stratford-on-Avon, where the estimated used capacity is 49% in 2017 and 50% of sports hall capacity in 2029. This authority has a supply of 45 badminton courts available for community use in 2017 and a demand for 32 badminton courts, so again a healthy supply and demand balance.

7.12 The Coventry and Solihull percentages are higher and close to the halls full comfort level of 80% of capacity used at peak times. In Solihull it is 75% in 2017 and 81% in 2029, whilst in Coventry the estimates are 68% of sports hall capacity used in 2017 and 77% in 2029.



**Table 7.3: Percentage of used capacity of sports halls across the study area 2017 and 2029**

% of overall capacity of halls used	RUN 1	RUN 2
	2017	2029
Warwick	68.3	72.5
Coventry	68.7	77.4
Solihull	75.8	81.8
Rugby	44.3	45.3
Stratford-on-Avon	49.8	50.1

### Imported demand



- 7.13 Imported demand is reported under used capacity because it measures the demand from residents who live outside Warwick but the nearest sports hall to where they live is inside the District. So if they use the venue nearest to where they live, this becomes part of the used capacity of the Warwick sports halls.
- 7.14 In both runs imported demand is low at 8.2% of the used capacity of the Warwick sports halls in 2017 and decreasing to 7.9% in run 2 in 2029. This equates to 598 visits in run 1 in the weekly peak period and 670 visits in run 2 and which, in turn, equates to the capacity of between 2-3 badminton courts.
- 7.15 Map 7.1 illustrates the imported demand for sports halls in run 2 in 2029. The purple chevron line is the amount of demand imported into Warwick from each neighbouring authority in run 2. The highest imported demand is from Stratford-on-Avon at 417 visits per week in the weekly peak period (69.5% of the total imported demand), then 202 visits are imported from Coventry (30.2% of the total imported demand), followed by Solihull with just 36 visits imported (5.3% of the used capacity of the Warwick sports halls) and finally just 12 visits are imported from Rugby (1.7%).
- 7.16 For context, the used capacity of the Warwick sports halls from Warwick residents, is 7,845 visits per week in the weekly peak period.

**Map 7.1: Run 2 Import of demand for sports halls Warwick 2029**

**Facility Planning Model - Halls Import/Export for Warwick**  
**Run 2: Existing Provision with 2029 population projections**

Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

Numbers in areas shows retained vpwpp

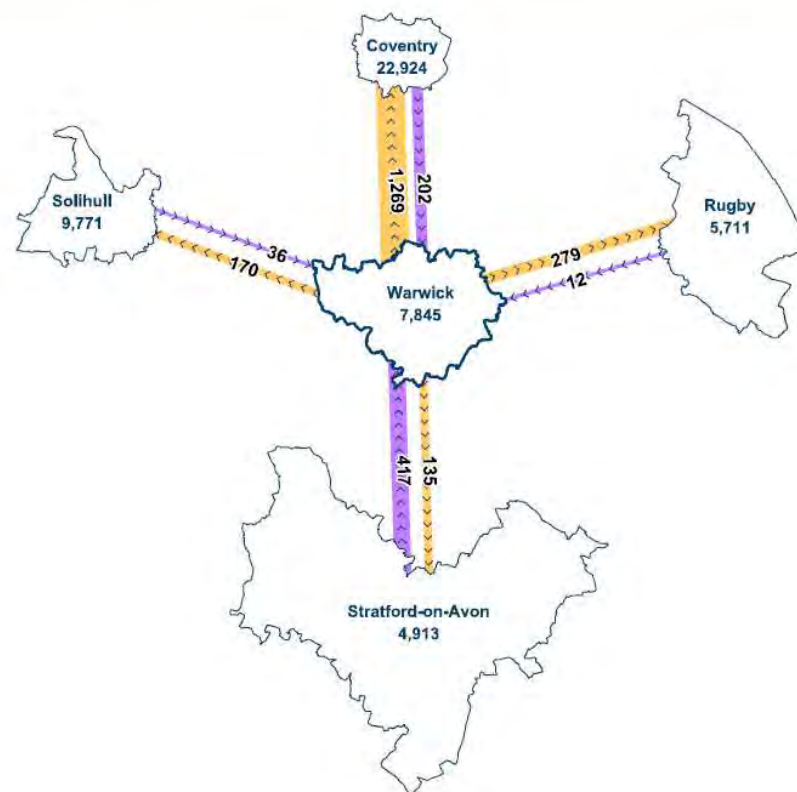
 Warwick  
 Local Authorities (LA)

**Import/Export**

Number on arrows show flow as vpwpp

> > > > Direction of flow

 Import  
 Export



E17\_WWK\_H1

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## 8. Local Share of Facilities

**Table 8.1: Local share of sports halls Warwick 2017 – 2029**

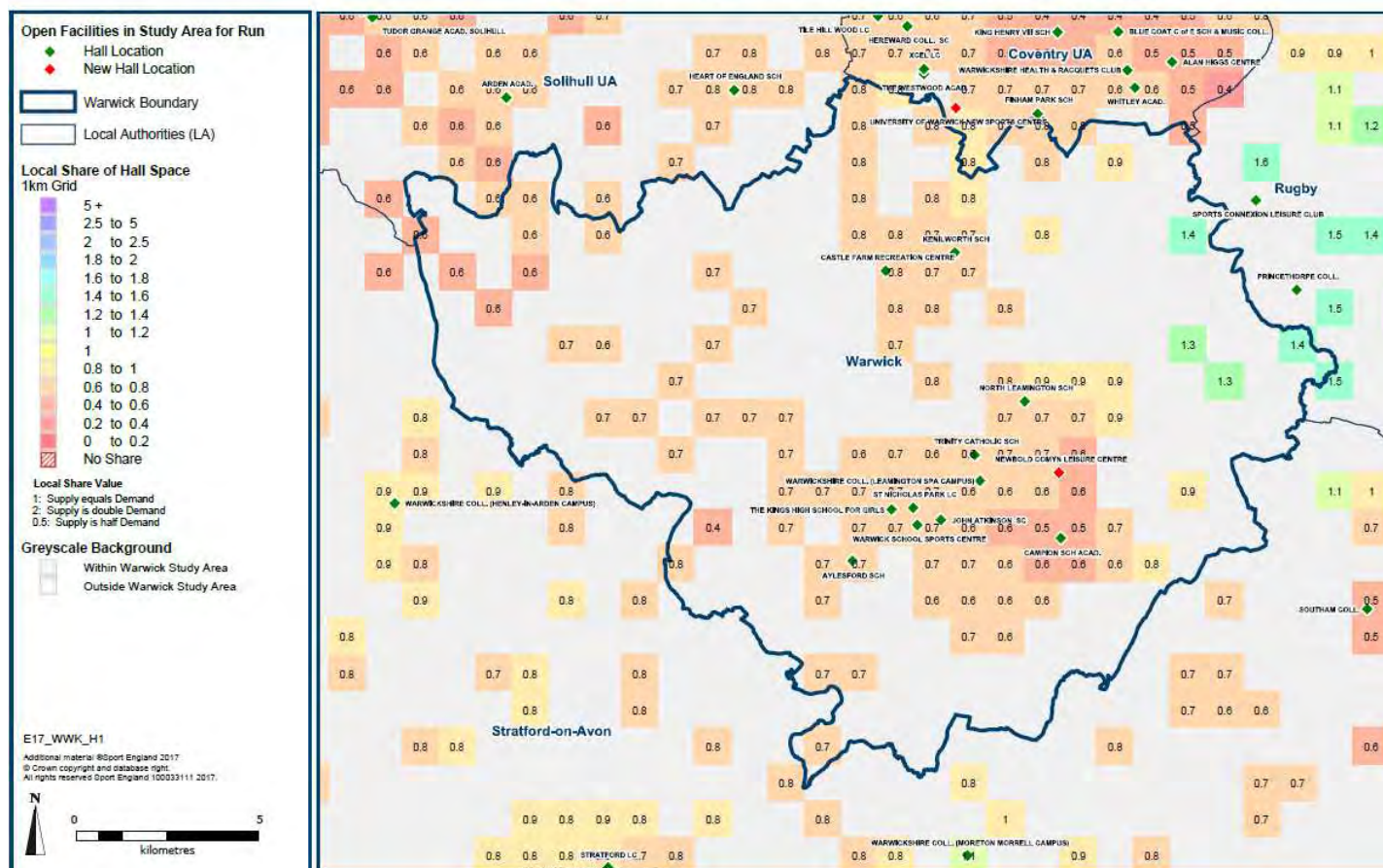
Warwick	RUN 1	RUN 2
Local Share	2017	2029
Local Share: <1 capacity less than demand, >1 capacity greater than demand	0.88	0.68

- 8.1 Local share has quite a complicated definition - it helps to show which areas have a better or worse share of facility provision. It takes into account the size and availability of facilities as well as travel modes. Local share is useful at looking at 'equity' of provision. Local Share is the available capacity that can be reached in an area divided by the demand for that capacity in the area. A value of 1 means that the level of supply just matches demand while a value of less than 1 indicates a shortage of supply and a value greater than 1 indicates a surplus.
- 8.2 In run 1 Warwick has a local share of 0.88 and so the demand for local share of sports halls is greater than the supply across the District. In run 2 local share is 0.68 and so demand is even greater than supply in this run. The reason for the change is the population (not demand) increases in run 2 whilst supply increases by only the provision of the Newbold Comyn Leisure Centre sports hall. The increase in demand from population growth is greater than the increase in supply from this new sports hall and so the local share of sports halls decreases.
- 8.3 The distribution of local share and how it varies across the authority is set out in Map 8.1 overleaf. This is for run 2 with the 2029 population.
- 8.4 Local share is highest in the areas/squares shaded green which represents 1 -1.40. Local share is next highest in the lighter cream areas where local share is between 0.8 – 1.00, then in the darker cream areas which have a local share value of between 0.60 – 0.80. Finally, local share is lowest in the areas shaded pink, which have a value of between 0.60 – 0.40.
- 8.5 Local share is lower in the areas where the sports halls are located and this is possibly because these are also the areas of highest population density. So high supply but an even higher demand for sports halls, and so a lower local share of sports halls in these areas.

Map 8.1: Run 2: Local share of sports halls Warwick 2029

Facility Planning Model - Halls Local Share for Warwick  
Run 2: Existing Provision with 2029 population projections

Share of badminton courts divided by demand. Data outputs shown thematically (colours) and aggregated at 1km square (figure labels).





- 8.6 This ends the reporting of the detailed findings under each of the seven headings on the provision of sports halls in Warwick District 2017 – 2029. The executive summary of key findings and conclusions is set out next.

## 9. Summary of key findings and conclusions

- 9.1 Warwick District Council commissioned a facilities planning model study to assess the current and future supply, demand and access to sports halls across Warwick District. This also includes a wider study area with all the neighbouring local authorities to Warwick District.
- 9.1 This assessment includes the projected growth in population up to 2029 in Warwick District and in all the surrounding local authorities, which make up the study area. The assessment also includes the committed residential development due to be delivered in Warwick District up to 2029. So the major sites are identified and the scale of residential development at these sites is included in the analysis for 2029.
- 9.2 The fpm evidence base will be applied by the Council in the strategic planning of provision for sports halls across the District. It will also be used to inform and update the Council's indoor sports and recreational facilities strategy.
- 9.3 In the fpm work there are two assessments and these include committed changes in sports hall provision in the neighbouring authorities, and which will impact on the supply, demand and access to sports halls in Warwick District.
- 1.15 The two fpm modelling run are;
- Run 1 – supply, demand and access to sports halls based on the population in Warwick and the neighbouring authorities in 2017. This provides the baseline assessment of the supply, demand and access to sports halls in 2017 and from which to measure change.
  - Run 2 the supply, demand and access to sports halls up to 2029. As mentioned, this includes the projected increase in population in Warwick, and across the local authorities which share a boundary with Warwick. Plus the location and scale of the residential development in the District which is committed to be delivered by 2029.
- 9.4 Reference to Warwick from now on refers to the District and where there are findings specific to Warwick town, these will be referenced as such.
- 9.5 To try and summarise the extensive findings from the fpm assessment, Table 9.1 sets out the key findings under the headings analysed in the fpm runs. This provides a “read across” to see what changes between 2017 and 2029. A question and answer approach tries to draw out the key findings, with the typeface in red.
- 9.6 Table 9.1 is followed by a description of the main findings and overall way forward.



**Table 9.1: Sports halls runs 1 – 2 for Warwick District 2017 - 2029**

Warwick	RUN 1	RUN 2
Total Supply	2017	2029
Number of halls	14.	15.
Number of hall sites	11.	11.
Supply of total hall space expressed as main court equivalents	56.	60.
Supply of hall space in courts, scaled by hours available in the peak period	39.	43.
Supply of total hall space in visits per week peak period	10,656.	11,748.
Courts per 10,000 population	4.	3.6

Warwick	RUN 1	RUN 2
Total Demand	2017	2029
Population	141,109.	168,811.
Visits demand – visits per week peak period	8,740.	10,338.
By how much does the total demand for sports halls increase between 2017 – 2029 (in badminton courts)		
Equivalent in courts – with comfort factor included	40.	47.3
% of population without access to a car	17.6	17.6

Warwick	RUN 1	RUN 2
Supply/Demand Balance	2017	2029
Supply - Hall provision (courts) scaled to take account of hours available for community use	39.	43.
Demand - Hall provision (courts) taking into account a 'comfort' factor	40.	47.3
How does the Warwick supply and demand balance differ between 2017 – 2029 (ie positive balance where supply is greater than demand (= +) and a negative balance, demand greater than supply (= - )		
Supply / Demand balance - Variation in courts provision available compared to the minimum required to meet demand.	-1.	-4.3

Warwick	RUN 1	RUN 2
Satisfied Demand	2017	2029
Total number of visits which are met (visits per week peak period)	8,196.	9,713.
What % of the Charnwood total demand is satisfied (met) demand		
% of total demand satisfied	93.8%	94%.
% of demand satisfied who travelled by car	79.6	79.8
% of demand satisfied who travelled by foot	12.8	12.6
% of demand satisfied who travelled by public transport	7.6	7.6
Demand Retained (visits per week peak period)	6,674.	7,845.
What % of the Warwick satisfied demand is retained within the District?		
Demand Retained -as a % of Satisfied Demand	81.4%	80.8%
Demand Exported (visits per week peak period)	1,522.	1,868.
What % of the Warwick satisfied demand is exported?		
Demand Exported -as a % of Satisfied Demand	18.6%	19.2%

Warwick	RUN 1	RUN 2
Unmet Demand	2017	2029
Total number of visits in the peak, not currently being met (visits per week peak period)	544.	625.
Unmet demand as a % of total demand	6.2	6.
How much unmet demand is there in badminton courts?		
Equivalent in Courts - with comfort factor	2.5	2.9
How much unmet demand is there due to (%)?		
Lack of Capacity -	6.2%	4.4%
Outside Catchment -	93.8%	95.7%



Warwick	RUN 1	RUN 2
Used Capacity	2017	2029
Total number of visits used of current capacity (visits per week peak period)	7,273.	8,514.
How full are the Warwick sports halls as a District average? (%)		
% of overall capacity of halls used	68.3%	72.5%
% of visits made to halls by walkers	13.8	13.8
% of visits made to halls by road	86.2	86.2
How much of the use of the Warwick sports halls is imported? (%)		
Number of visits imported (visits per week peak period)	598.	670.
As a % of used capacity	8.2%	7.9%

9.7 The headlines from Table 9.1 are now described, so as to draw out the substantive findings.

- Warwick has an extensive supply of sports halls. In 2017 there are 14 sports halls on 11 sports hall sites, this increases to 15 sports halls, with the addition of the Newbold Comyn sports hall opening in 2018.
- In terms of total numbers of badminton courts, Warwick has a total supply of 56 badminton courts in 2017, increasing to 60 badminton courts with the Newbold Comyn sports hall.
- Based on the number of courts available for community use (the effective supply), there are 39 badminton courts in run 1 and 43 badminton courts in run 2. The difference between the total and the effective supply of 17 courts in both years (30% of the total supply), is because of the variable hours available at the school and college sites for community use. It is a significant finding and illustrates that the supply of sports halls could be increased by making more use/access to the existing venues.
- When simply comparing the Warwick demand for sports halls with the available supply in Warwick, demand exceeds supply by 1 badminton court in 2017 and increases to just over 4 badminton courts in 2029.
- So the Warwick demand for sports halls slightly exceeds the available supply in both years. There are however a further 17 court equivalents, located on education sites which are not available for community use. So Warwick does have a sufficient total supply of sports halls to meet demand in both years.
- 94% of the Warwick total demand for sports halls can be met in both years. This is based on the sports hall locations and catchment areas (venues located both inside and outside Warwick). So a very high level of the Warwick demand for sports halls can be met in both years.

- Some 81% of the total 94% Warwick met demand which is met, is retained with the District. This finding identifies that for over eight out ten visits to a sports hall by a Warwick resident, the nearest venue to where Warwick residents live, is a sports hall located in the District.
- As with swimming pools, the sports hall locations are very accessible to Warwick residents. The location of the residential development up to 2029, only reduces the retained demand by 0.6%. In effect, the level of retained demand is almost unchanged – it is a very high level of retained demand in both years.
- The majority of the exported demand goes to Coventry, at 854 visits, which is 56% of the total exported demand in 2017. It increases to 1,269 visits and 68% of the total Warwick exported demand in 2029. This equates to the capacity of 4 badminton courts in 2017 and increasing to just over 6 badminton courts in 2029. There is a considerable supply of sports halls located in Coventry close to the Warwick boundary (Map 2.1 in the main report). So for a lot of the Warwick demand located in and around Kenilworth, the nearest sports hall for residents is a sports hall located in Coventry.
- The largest exported demand after Coventry is Rugby at 23% and 360 visits exported in 2017 (fewer than 2 badminton courts) and 319 visits (also fewer than 2 badminton courts) in 2029.
- The total unmet demand for sports halls which is located outside the catchment area of a sports hall is also very low and is fewer than 3 badminton courts in both years. As with swimming pools, there will always be unmet demand from this source, as it is not possible for all demand to be inside catchment, when the walking catchment is only 20 minutes/1mile. So the important point is not that unmet demand exists but the scale, and at less than 3 badminton courts, it is not large scale. Warwick has a total supply of 39 badminton court in 2017 and then 43 courts with the Newbold Comyn centre, available for community use.
- This locational unmet demand is clustered in very low values around Warwick town and Leamington Spa (Map 6.1).
- The sports halls as a District average are estimated to be 68% full in the weekly peak period in 2017 and this increases to 72% in 2029. The Sport England benchmark sports halls full comfort level comfort factor which is applied in the fpm assessment, is 80% of capacity used at peak times. So the District average indicates getting close to the halls full comfort level.
- However, and again as with the swimming pools, all the public leisure centre sports halls have a higher individual used capacity percentage than the District average.
- The findings are that both the St Nicholas Park Leisure Centre and Newbold Comyn Leisure Centre are estimated to have 100% of capacity used at peak times. Castle Farm Recreation Centre has an estimated used capacity of 73% in the weekly peak period in 2017 and 78% in 2029. The John Atkinson Sports Centre at Myton School, and which is also managed as part of the Warwick District Council sports halls supply, also has 100% of capacity used in both years.

- The public leisure centre sports halls provide full access for pay and play recreational use, as well as for sports club use. They have the longest opening hours and are accessible year round. Finally the centres will be proactively managed to develop and increase participation. So these centres have a draw effect, they attract and retain the highest level of used capacity.
- These findings contrasts with the school and college sports halls which, as reported under the supply heading in the main report, have variable hours of access for community use. Use will almost only be for club use and not recreational play and play. Also the approach to community use does vary across education sites. Some schools or colleges proactively promote community use, as part of the school/college offer to the local community. Whilst other schools take a responsive approach to community use and take lettings as and when clubs approaching the school/college.
- For all these reasons the estimated used capacity of the education sports halls does vary. That said, the findings are quite high for most of the school/college venues. Campion School Academy is estimated to have 100% of capacity used at peak times. Trinity Catholic School has an estimated 76% of capacity used at peak times in both years and at Warwickshire College it is 72% in 2017 and 67% in 2029.

9.8 These are the key findings which emerge from the fpm runs modelled and the assessment.

## **Overall summary and way forward**

### ***Supply demand and access***

- 9.9 The first key finding is that Warwick has a sufficient total supply of sports halls to meet the Warwick demand in both years. The impact of the projected growth in population to 2029 can be met by the total current supply of sports halls. Total is underlined because there is a total supply across the District of 56 badminton courts in 2017 and 60 badminton courts, when the Newbold Comyn sports hall is included.
- 9.10 The supply available for community use is, however, 39 badminton across the District and 43 when the Newbold Comyn sports hall is included. Total demand is for 40 badminton courts and projected to be 47 courts in 2029, so demand exceeds supply by 1 court in 2017 and 4 courts in 2029.
- 9.11 Meeting the gap between total demand and the available supply is a fine margin and it can be met by increasing access to some of the education venues. (Table 7.2 in the main report).
- 9.12 The second key finding is, however, that the sports halls and notably the public sports halls are projected to be very full at peak times in 2017 and 2029. So it is important to not only increase access to the education venues to balance supply and demand but to also provide some headroom of spare capacity for the public leisure centres.
- 9.13 The impact of any reduction in sports hall supply, should an education venue close, or, reduce access for community use is evident. It brings into sharper contrast the difference between the total and available supply of sports halls and would push more demand (clubs) to the public leisure centres. Based on the fpm findings, this re-direction would be difficult to accommodate.

### ***Projected growth to 2029***

- 9.14 As set out, the projected increase in demand for sports halls from population growth can be accommodated. The residential sites due to be developed to 2029 and their population has been included in the assessment. The demand generated can be met, the location of the sites only changes very slightly the amount of Warwick demand retained within the District, or, the amount of Warwick demand which is exported.
- 9.15 In 2017 some 81% of the total 94% Warwick met demand is retained with the District and this only reduces by 0.6% by 2029. So, in short, the sports hall locations and their catchment areas now and in the future are in the right locations to retain the vast majority of the Warwick demand within the District.
- 9.16 The amount of demand located “outside catchment” is very small and is fewer than 3 badminton courts in both years. It is dispersed in very low values across the District and there is no one hot spot of unmet demand.

### ***Kenilworth***

- 9.17 The Castle Farm Recreation Centre is projected to be a busy centre and the estimated used capacity at peak times is 73% in 2017 and increasing to 78% in 2029. This is very close to the Sport England sports hall full comfort level of 80% of capacity used at peak times, so little headroom before this level is reached.
- 9.18 Residents in the Kenilworth area can access the extensive supply of sports halls in the southern part of Coventry (Map 2.1) and the finding is that the majority of the Warwick exported demand goes to Coventry. This is 854 visits, and which is 56% of the total exported demand in 2017 and increases to 1,269 visits and 68% of the total Warwick exported demand in 2029. This equates to the capacity of 4 badminton courts in 2017 and increasing to just over 6 badminton courts in 2029.
- 9.19 The majority, if not all, of this exported demand is going to be from the Kenilworth area. The assessment has included the known committed changes in sports hall supply in Coventry and the impact this has on the distribution of demand.
- 9.20 Putting the findings together, the Castle Farm Recreation Centre is projected to be busy and very close to the Sport England halls full comfort level of 80% of capacity used at peak times. Some of the Kenilworth area demand is benefiting from being met by the sports hall supply in Coventry. Any reduction in sports hall supply in the southern part of Coventry is going to put increased pressure on the Castle Farm centre. This is most likely going to lead to unmet demand because of lack of sports hall capacity.
- 9.21 Options to improve this situation are
- Any re-development of the Castle Farm Recreation Centre should consider increasing the size from a 4 badminton court size sports hall to a 6 or even 8 court hall.

- Any modernisation of the existing building should consider the scope to provide a flexible multi-purpose studio space that could accommodate, exercise dance and fitness classes, leaving the main hall to provide for indoor hall sports.
  - Any proposals by the education sites to reduce access for community use should be resisted.
  - Any proposals to re-provide sports halls by schools in the Kenilworth area should be supported and with community use agreements built in at the outset. Ideally any new sports hall for community use (as well as curriculum) should have dimensions of 34.5m x 20m and adhere to the Sport England and National Governing Bodies for hall sports guidance.
- 9.22 The fpm assessment and findings will be carried forward into the update of the Warwick indoor sports and recreational facilities strategy.
- 9.23 Neil –I have not referenced the Kenilworth education sites because we had agreed to model changes but they decided to take this out. They felt they could not model what the schools may or may not do. In discussion we can pick up if they want to name schools or not.

## Appendix 1: Sports halls across the study area included in the assessment

Name of Site	Type	Dimensions	Area	No of courts	Site Year Built	Site Year Refurb	Car % Demand	Public Trans % Demand	Walk % Demand
<b>WARWICK</b>							<b>79%</b>	<b>8%</b>	<b>14%</b>
AYLESFORD SCHOOL	Main	34 x 20	690	4	1975		80%	5%	15%
AYLESFORD SCHOOL	Activity Hall	18 x 10	180						
CAMPION SCHOOL ACADEMY	Main	34 x 20	690	4	1973	2004	57%	7%	36%
CASTLE FARM RECREATION CENTRE	Main	34 x 20	690	4	1985	2005	78%	6%	16%
JOHN ATKINSON SPORTS CENTRE	Main	33 x 18	594	4	2006		86%	9%	5%
KENILWORTH SCHOOL	Main	33 x 18	594	4			66%	5%	29%
NEWBOLD COMYN LEISURE CENTRE	Main	34 x 20	690	4	2018		75%	10%	15%
NORTH LEAMINGTON SCHOOL	Main	34 x 20	690	4	2009		82%	8%	9%
ST NICHOLAS PARK LEISURE CENTRE	Main	34 x 27	932	6	1983	2017	83%	7%	10%
THE KINGS HIGH SCHOOL FOR GIRLS	Main	33 x 18	594	4	1993		77%	6%	17%
TRINITY CATHOLIC SCHOOL	Main	27 x 18	486	3	2006		77%	9%	15%
TRINITY CATHOLIC SCHOOL	Activity Hall	18 x 17	306						
WARWICK SCHOOL SPORTS CENTRE	Main	40 x 21	840	5	1998		87%	8%	5%
WARWICK SCHOOL SPORTS CENTRE	Activity Hall	18 x 10	180						
WARWICKSHIRE COLLEGE (LEAMINGTON SPA CAMPUS)	Main	33 x 18	594	4	1975		69%	8%	23%
<b>COVENTRY</b>							<b>68%</b>	<b>12%</b>	<b>20%</b>
ALAN HIGGS CENTRE	Main	33 x 18	594	4	2004	2008	75%	14%	12%
BABLAKE SCHOOL	Main	33 x 18	594	4	1960		60%	12%	28%
BABLAKE SCHOOL	Activity Hall	18 x 17	306						
BARKER'S BUTTS R.F.C	Main		486	3	1985		92%	6%	3%
BARRS HILL SCHOOL & COMMUNITY COLLEGE	Main	33 x 18	594	4	1985		59%	12%	28%
BARRS HILL SCHOOL & COMMUNITY COLLEGE	Activity Hall	18 x 10	180						
BLUE COAT CHURCH OF ENGLAND SCHOOL & MUSIC COLLEGE	Main	33 x 18	594	4	1950	2004	63%	13%	24%
BLUE COAT CHURCH OF ENGLAND SCHOOL & MUSIC COLLEGE	Activity Hall	18 x 10	180						
CALUDON CASTLE SPORTS CENTRE	Main	33 x 18	594	4	2007	2010	67%	11%	23%
CENTRE AT7	Main	33 x 27	891	6	1987		65%	14%	21%
COVENTRY SPORTS & LEISURE CENTRE	Main	40 x 42	1680	10	1977		60%	13%	27%
COVENTRY UNIVERSITY SPORTS CENTRE	Main	34 x 18	622	4	2004		63%	13%	24%
COVENTRY UNIVERSITY SPORTS CENTRE	Activity Hall	18 x 17	306						
FINHAM PARK SCHOOL	Main	34 x 20	690	4	1970	2005	61%	8%	31%
FOXFORD LEISURE CENTRE	Main	34 x 20	690	4	1997	2003	68%	12%	20%
FOXFORD LEISURE CENTRE	Activity Hall	18 x 10	180						

Name of Site	Type	Dimensions	Area	No of courts	Site Year Built	Site Year Refurb	Car % Demand	Public Trans % Demand	Walk % Demand
GRACE ACADEMY COVENTRY	Main	34 x 20	690	4	2010		76%	12%	12%
GRACE ACADEMY COVENTRY	Activity Hall	18 x 17	306						
HENLEY COLLEGE COVENTRY	Main	33 x 18	594	4	1989		64%	13%	23%
HEREWARD COLLEGE SPORTS CENTRE	Main	33 x 18	594	4	1996		67%	9%	24%
KING HENRY VIII SCHOOL	Main	36 x 20	720	4	2002		69%	13%	19%
KING HENRY VIII SCHOOL	Activity Hall	20 x 12	250						
MOAT HOUSE LEISURE & NEIGHBOURHOOD CENTRE	Main	33 x 18	594	4	2009		63%	12%	25%
PRESIDENT KENNEDY SCHOOL	Main	34 x 20	690	4	1965		61%	9%	29%
PRESIDENT KENNEDY SCHOOL	Activity Hall	18 x 10	180						
SIDNEY STRINGER ACADEMY	Main	34 x 20	690	4	2011		57%	12%	30%
ST AUGUSTINE'S SPORTS CENTRE (COVENTRY)	Main	32 x 18	576	4	1990		82%	8%	11%
ST AUGUSTINE'S SPORTS CENTRE (COVENTRY)	Activity Hall	20 x 15	300						
ST AUGUSTINE'S SPORTS CENTRE (COVENTRY)	Activity Hall	20 x 10	200						
STOKE PARK SCHOOL & COMMUNITY COLLEGE	Main	33 x 18	594	4	1980		55%	10%	35%
STOKE PARK SCHOOL & COMMUNITY COLLEGE	Activity Hall	17 x 9	153						
THE WESTWOOD ACADEMY	Main	33 x 18	594	4	1981	2006	76%	11%	13%
TILE HILL WOOD LEISURE CENTRE	Main	34 x 20	690	4	1956		73%	9%	18%
TILE HILL WOOD LEISURE CENTRE	Activity Hall	18 x 10	180						
UNIVERSITY OF WARWICK NEW SPORTS CENTRE	Main	34 x 20	690	4	2019		84%	10%	6%
WARWICKSHIRE HEALTH & RACQUETS CLUB	Main	45 x 18	810	5	1996		86%	6%	8%
WHITLEY ACADEMY	Main	33 x 18	594	4	2009		78%	14%	8%
WHITLEY ACADEMY	Activity Hall	22 x 18	396						
WOODLANDS ACADEMY SPORTS COMPLEX	Main	33 x 18	594	4	2006		77%	8%	14%
WOODLANDS ACADEMY SPORTS COMPLEX	Activity Hall	18 x 10	180						
XCEL LEISURE CENTRE	Main	33 x 27	891	4	2008		74%	10%	15%
<b>SOLIHULL</b>							<b>81%</b>	<b>9%</b>	<b>10%</b>
ALDERBROOK SCHOOL	Main	33 x 18	594	4	2006		87%	7%	5%
ALDERBROOK SCHOOL	Activity Hall	18 x 10	180						
ARDEN ACADEMY	Main	33 x 18	594	4	1996	2004	85%	4%	11%
ARDEN ACADEMY	Activity Hall	17 x 9	153						
GRACE ACADEMY SOLIHULL	Main	34 x 20	690	4	2005		74%	12%	14%
GRACE ACADEMY SOLIHULL	Activity Hall	17 x 9	153						
HEART OF ENGLAND SCHOOL	Main	34 x 20	690	4	1977	1999	84%	5%	11%
HEART OF ENGLAND SCHOOL	Activity Hall	18 x 10	180						
JOHN HENRY NEWMAN CATHOLIC COLLEGE	Main	33 x 18	594	4	1971	2010	74%	12%	14%



Name of Site	Type	Dimensions	Area	No of courts	Site Year Built	Site Year Refurb	Car % Demand	Public Trans % Demand	Walk % Demand
JOHN HENRY NEWMAN CATHOLIC COLLEGE	Activity Hall	18 x 10	180						
LANGLEY SCHOOL - SPECIALIST COLLEGE FOR THE PERFORMING ARTS - LANGUAGES AND TRAINING	Main	33 x 18	594	4	1995	2007	79%	10%	10%
LANGLEY SCHOOL - SPECIALIST COLLEGE FOR THE PERFORMING ARTS - LANGUAGES AND TRAINING	Activity Hall	18 x 10	180						
LIGHT HALL SCHOOL	Main	34 x 20	690	4	1960	2003	83%	8%	9%
LIGHT HALL SCHOOL	Activity Hall	18 x 17	306						
LODE HEATH SCHOOL	Main	32 x 18	576	3	1980		80%	8%	12%
LODE HEATH SCHOOL	Activity Hall	18 x 10	180						
LYNDON SCHOOL	Main	34 x 20	690	4	1985	2007	76%	10%	14%
LYNDON SCHOOL	Activity Hall	18 x 10	180						
NORTH SOLIHULL SPORTS CENTRE	Main	33 x 26	858	5	1998		72%	12%	15%
PARK HALL ACADEMY	Main	34 x 20	690	4	2008		77%	10%	13%
SMITHS WOOD SPORTS COLLEGE	Main	34 x 20	690	4	2008		58%	9%	34%
SOLIHULL COLLEGE	Main	41 x 21	867	5	1998		88%	8%	4%
SOLIHULL SCHOOL	Main	33 x 18	594	4	1970	2008	83%	7%	10%
SOLIHULL SIXTH FORM COLLEGE SPORTS HALL	Main	34 x 20	690	4	1974	2004	89%	7%	4%
ST PETERS CATHOLIC SCHOOL	Main	33 x 18	594	4	1961	1994	89%	7%	4%
ST PETERS CATHOLIC SCHOOL	Activity Hall	22 x 12	264						
ST PETERS CATHOLIC SCHOOL	Activity Hall	18 x 10	180						
TUDOR GRANGE ACADEMY SOLIHULL	Main	33 x 18	594	4	2007		88%	7%	5%
TUDOR GRANGE ACADEMY SOLIHULL	Activity Hall	20 x 16	320						
TUDOR GRANGE LEISURE CENTRE	Main	33 x 18	594	4	2008		87%	8%	5%
<b>RUGBY</b>							<b>81%</b>	<b>6%</b>	<b>12%</b>
AVON VALLEY SCHOOL	Main	33 x 18	594	4	1957	2009	73%	6%	21%
BILTON SCHOOL	Main		594	4	2015		81%	5%	13%
BILTON SCHOOL	Activity Hall		180						
GRIFFIN CENTRE	Main	34 x 20	690	4	1996	2006	69%	6%	25%
HARRIS SCHOOL SPORTS CENTRE	Main	34 x 20	690	4			76%	6%	18%
HARRIS SCHOOL SPORTS CENTRE	Activity Hall	18 x 10	180						
HARRIS SPORTS CENTRE	Main	33 x 18	594	4	2010		80%	6%	14%
HARRIS SPORTS CENTRE	Activity Hall	18 x 18	324						
PRINCETHORPE COLLEGE	Main	34 x 20	690	4	1984		92%	7%	1%
RUGBY HIGH SCHOOL FOR GIRLS	Main	34 x 20	690	4	2017		76%	5%	19%
RUGBY SCHOOL SPORTS CENTRE	Main	34 x 27	932	6	1991	2003	80%	7%	13%
SPORTS CONNEXION LEISURE CLUB	Main	55 x 25	1375	8	1981	2007	94%	5%	1%
SPORTS CONNEXION LEISURE	Main	40 x 34	1380						



Name of Site	Type	Dimensions	Area	No of courts	Site Year Built	Site Year Refurb	Car % Demand	Public Trans % Demand	Walk % Demand
CLUB									
THE QUEENS DIAMOND JUBILEE CENTRE	Main	51 x 18	918	6	2013		82%	7%	11%
WARWICKSHIRE COLLEGE (RUGBY CENTRE)	Main	33 x 18	594	4	2010		79%	6%	14%
<b>STRATFORD – on - AVON</b>							<b>88%</b>	<b>4%</b>	<b>9%</b>
ALCESTER GRAMMAR SCHOOL	Main	34 x 20	690	4	2005		88%	3%	9%
KINETON HIGH SCHOOL SPORTS COLLEGE	Main	33 x 18	594	4	1980		93%	2%	6%
KINETON HIGH SCHOOL SPORTS COLLEGE	Main	33 x 18	594						
KING EDWARD VI SCHOOL	Main	33 x 18	594	4	1997		79%	4%	16%
KING EDWARD VI SCHOOL	Activity Hall	17 x 9	153						
MEON VALE LEISURE CENTRE	Main	33 x 18	594	4	2014		97%	2%	1%
SOUTHAM COLLEGE	Main	34 x 20	690	4	1960	2000	87%	3%	10%
SOUTHAM COLLEGE	Activity Hall	18 x 10	180						
STRATFORD LEISURE CENTRE	Main	34 x 40	1380	8	1975	2015	88%	5%	7%
STRATFORD UPON AVON SCHOOL COMMUNITY SPORTS CENTRE	Main	34 x 20	690	4	2002		83%	5%	12%
STRATFORD UPON AVON SCHOOL COMMUNITY SPORTS CENTRE	Activity Hall	17 x 9	153						
STUDLEY LEISURE CENTRE	Main	34 x 20	690	4	2002		86%	6%	8%
THE GREIG	Main	30 x 18	540	3	1958	2006	79%	3%	18%
WARWICKSHIRE COLLEGE (HENLEY-IN-ARDEN CAMPUS)	Main	33 x 18	594	4	2009		90%	4%	6%
WARWICKSHIRE COLLEGE (MORETON MORRELL CAMPUS)	Main	27 x 18	486	3	1990		94%	2%	4%

## **Appendix 2 – Model description, Inclusion Criteria and Model Parameters**

Included within this appendix are the following:

- Model description
- Facility Inclusion Criteria
- Model Parameters

### **Model Description**

#### **1. Background**

- 1.1 The Facilities Planning Model (FPM) is a computer-based supply/demand model, which has been developed by Edinburgh University in conjunction with sportscotland and Sport England since the 1980s.
- 1.2 The model is a tool to help to assess the strategic provision of community sports facilities in an area. It is currently applicable for use in assessing the provision of sports halls, swimming pools, indoor bowls centres and artificial grass pitches.

#### **2. Use of FPM**

- 2.1 Sport England uses the FPM as one of its principal tools in helping to assess the strategic need for certain community sports facilities. The FPM has been developed as a means of:
  - assessing requirements for different types of community sports facilities on a local, regional or national scale;
  - helping local authorities to determine an adequate level of sports facility provision to meet their local needs;
  - helping to identify strategic gaps in the provision of sports facilities; and
  - comparing alternative options for planned provision, taking account of changes in demand and supply. This includes testing the impact of opening, relocating and closing facilities, and the likely impact of population changes on the needs for sports facilities.
- 2.2 Its current use is limited to those sports facility types for which Sport England holds substantial demand data, i.e. swimming pools, sports halls, indoor bowls and artificial grass pitches.
- 2.3 The FPM has been used in the assessment of Lottery funding bids for community facilities, and as a principal planning tool to assist local authorities in planning for the provision of community sports facilities. For example, the FPM was used to help assess the impact of a 50m swimming pool development in the London Borough of Hillingdon. The Council invested £22 million in the sports and leisure complex around this pool and received funding of £2,025,000 from the London Development Agency and £1,500,000 from Sport England<sup>1</sup>.

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<sup>1</sup> Award made in 2007/08 year.

### **3. How the model works**

- 3.1 In its simplest form, the model seeks to assess whether the capacity of existing facilities for a particular sport is capable of meeting local demand for that sport, taking into account how far people are prepared to travel to such a facility.
- 3.2 In order to do this, the model compares the number of facilities (supply) within an area, against the demand for that facility (demand) that the local population will produce, similar to other social gravity models.
- 3.3 To do this, the FPM works by converting both demand (in terms of people), and supply (facilities), into a single comparable unit. This unit is 'visits per week in the peak period' (VPWPP). Once converted, demand and supply can be compared.
- 3.4 The FPM uses a set of parameters to define how facilities are used and by whom. These parameters are primarily derived from a combination of data including actual user surveys from a range of sites across the country in areas of good supply, together with participation survey data. These surveys provide core information on the profile of users, such as, the age and gender of users, how often they visit, the distance travelled, duration of stay, and on the facilities themselves, such as, programming, peak times of use, and capacity of facilities.
- 3.5 This survey information is combined with other sources of data to provide a set of model parameters for each facility type. The original core user data for halls and pools comes from the National Halls and Pools survey undertaken in 1996. This data formed the basis for the National Benchmarking Service (NBS). For AGPs, the core data used comes from the user survey of AGPs carried out in 2005/6 jointly with Sportscotland.
- 3.6 User survey data from the NBS and other appropriate sources are used to update the models parameters on a regular basis. The parameters are set out at the end of the document, and the range of the main source data used by the model includes:
  - National Halls & Pools survey data –Sport England
  - Benchmarking Service User Survey data –Sport England
  - UK 2000 Time Use Survey – ONS
  - General Household Survey – ONS
  - Scottish Omnibus Surveys – Sport Scotland
  - Active People Survey - Sport England
  - STP User Survey - Sport England & Sportscotland
  - Football participation - The FA
  - Young People & Sport in England – Sport England
  - Hockey Fixture data - Fixtures Live
  - Taking Part Survey – DCMS

#### **4. Calculating Demand**

- 4.1 This is calculated by applying the user information from the parameters, as referred to above, to the population<sup>2</sup>. This produces the number of visits for that facility that will be demanded by the population.
- 4.2 Depending on the age and gender make-up of the population, this will affect the number of visits an area will generate. In order to reflect the different population make-up of the country, the FPM calculates demand based on the smallest census groupings. These are Output Areas (OA)<sup>3</sup>.
- 4.3 The use of OAs in the calculation of demand ensures that the FPM is able to reflect and portray differences in demand in areas at the most sensitive level based on available census information. Each OA used is given a demand value in VPWPP by the FPM.

#### **5. Calculating Supply Capacity**

- 5.1 A facility's capacity varies depending on its size (i.e. size of pool, hall, pitch number), and how many hours the facility is available for use by the community.
- 5.2 The FPM calculates a facility's capacity by applying each of the capacity factors taken from the model parameters, such as the assumptions made as to how many 'visits' can be accommodated by the particular facility at any one time. Each facility is then given a capacity figure in VPWPP. (See parameters in Section C).
- 5.3 Based on travel time information<sup>4</sup> taken from the user survey, the FPM then calculates how much demand would be met by the particular facility having regard to its capacity and how much demand is within the facility's catchment. The FPM includes an important feature of spatial interaction. This feature takes account of the location and capacity of all the facilities, having regard to their location and the size of demand and assesses whether the facilities are in the right place to meet the demand.
- 5.4 It is important to note that the FPM does not simply add up the total demand within an area, and compare that to the total supply within the same area. This approach would not take account of the spatial aspect of supply against demand in a particular area. For example, if an area had a total demand for 5 facilities, and there were currently 6 facilities within the area, it would be too simplistic to conclude that there was an oversupply of 1 facility, as this approach would not take account of whether the 5 facilities are in the correct location for local people to use them within that area. It might be that all the facilities were in one part of the borough, leaving other areas under provided. An assessment of this kind would not reflect the true picture of provision. The FPM is able to assess supply and demand within an area based on the needs of the population within that area.
- 5.5 In making calculations as to supply and demand, visits made to sports facilities are not artificially restricted or calculated by reference to administrative boundaries, such as local authority areas. Users are generally expected to use their closest facility. The FPM reflects this through analysing the location of demand against the location of facilities, allowing for cross boundary movement of

<sup>2</sup> For example, it is estimated that 7.72% of 16-24 year old males will demand to use an AGP, 1.67 times a week. This calculation is done separately for the 12 age/gender groupings.

<sup>3</sup> Census Output Areas (OA) are the smallest grouping of census population data, and provides the population information on which the FPM's demand parameters are applied. A demand figure can then be calculated for each OA based on the population profile. There are over 171,300 OAs in England. An OA has a target value of 125 households per OA.

<sup>4</sup> To reflect the fact that as distance to a facility increases, fewer visits are made, the FPM uses a travel time distance decay curve, where the majority of users travel up to 20 minutes. The FPM also takes account of the road network when calculating travel times. Car ownership levels, taken from Census data, are also taken into account when calculating how people will travel to facilities.

visits. For example, if a facility is on the boundary of a local authority, users will generally be expected to come from the population living close to the facility, but who may be in an adjoining authority.

## **6. Facility Attractiveness – for halls and pools only**

- 6.1 Not all facilities are the same and users will find certain facilities more attractive to use than others. The model attempts to reflect this by introducing an attractiveness weighting factor, which effects the way visits are distributed between facilities. Attractiveness however, is very subjective. Currently weightings are only used for hall and pool modelling, with a similar approach for AGPs is being developed.
- 6.2 Attractiveness weightings are based on the following:
- Age/refurbishment weighting – pools & halls - the older a facility is, the less attractive it will be to users. It is recognised that this is a general assumption and that there may be examples where older facilities are more attractive than newly built ones due to excellent local management, programming and sports development. Additionally, the date of any significant refurbishment is also included within the weighting factor; however, the attractiveness is set lower than a new build of the same year. It is assumed that a refurbishment that is older than 20 years will have a minimal impact on the facilities attractiveness. The information on year built/refurbished is taken from Active Places. A graduated curve is used to allocate the attractiveness weighting by year. This curve levels off at around 1920 with a 20% weighting. The refurbishment weighting is slightly lower than the new built year equivalent.
  - Management & ownership weighting – halls only - due to the large number of halls being provided by the education sector, an assumption is made that in general, these halls will not provide as balanced a program than halls run by LAs, trusts, etc, with school halls more likely to be used by teams and groups through block booking. A less balanced programme is assumed to be less attractive to a general, pay & play user, than a standard local authority leisure centre sports hall, with a wider range of activities on offer.
- 6.3 To reflect this, two weightings curves are used for education and non-education halls, a high weighted curve, and a lower weighted curve;
- High weighted curve - includes Non education management - better balanced programme, more attractive.
  - Lower weighted curve - includes Educational owned & managed halls, less attractive.
- 6.4 Commercial facilities – halls and pools - whilst there are relatively few sports halls provided by the commercial sector, an additional weighing factor is incorporated within the model to reflect the cost element often associated with commercial facilities. For each population output area the Indices of Multiple Deprivation (IMD) score is used to limit whether people will use commercial facilities. The assumption is that the higher the IMD score (less affluence) the less likely the population of the OA would choose to go to a commercial facility.

## **7. Comfort Factor – halls and pools**

- 7.1 As part of the modelling process, each facility is given a maximum number of visits it can accommodate, based on its size, the number of hours it's available for community use and the 'at one time capacity' figure ( pools =1 user /6m<sup>2</sup> , halls = 6 users /court). This gives each facility a "theoretical capacity".
- 7.2 If the facilities were full to their theoretical capacity then there would simply not be the space to undertake the activity comfortably. In addition, there is a need to take account of a range of activities taking place which have different numbers of users, for example, aqua aerobics will have significantly more participants, than lane swimming sessions. Additionally, there may be times and sessions that, whilst being within the peak period, are less busy and so will have fewer users.
- 7.3 To account of these factors the notion of a 'comfort factor' is applied within the model. For swimming pools 70%, and for sports halls 80%, of its theoretical capacity is considered as being the limit where the facility starts to become uncomfortably busy. (Currently, the comfort factor is NOT applied to AGPs due to the fact they are predominantly used by teams, which have a set number of players and so the notion of having 'less busy' pitch is not applicable).
- 7.4 The comfort factor is used in two ways;
- Utilised Capacity - How well used is a facility? 'Utilised capacity' figures for facilities are often seen as being very low, 50-60%, however, this needs to be put into context with 70-80% comfort factor levels for pools and halls. The closer utilised capacity gets to the comfort factor level, the busier the facilities are becoming. You should not aim to have facilities operating at 100% of their theoretical capacity, as this would mean that every session throughout the peak period would be being used to its maximum capacity. This would be both unrealistic in operational terms and unattractive to users.
  - Adequately meeting Unmet Demand – the comfort factor is also used to increase the amount of facilities that are needed to comfortably meet the unmet demand. If this comfort factor is not added, then any facilities provided will be operating at its maximum theoretical capacity, which is not desirable as set out above.

## **8. Utilised Capacity (used capacity)**

- 8.1 Following on from Comfort Factor section, here is more guidance on Utilised Capacity.
- 8.2 Utilised capacity refers to how much of facilities theoretical capacity is being used. This can, at first, appear to be unrealistically low, with area figures being in the 50-60% region. Without any further explanation, it would appear that facilities are half empty. The key point is not to see a facilities theoretical maximum capacity (100%) as being an optimum position. This, in practise, would mean that a facility would need to be completely full every hour it was open in the peak period. This would be both unrealistic from an operational perspective and undesirable from a user's perspective, as the facility would completely full.
- 8.3 For example:
- A 25m, 4 lane pool has Theoretical capacity of 2260 per week, during 52 hour peak period.

	4-5pm	5-6pm	6-7pm	7-8pm	8-9pm	9-10pm	Total Visits for the evening
Theoretical max capacity	44	44	44	44	44	44	264
Actual Usage	8	30	35	50	15	5	143

- 8.4 Usage of a pool will vary throughout the evening, with some sessions being busier than others though programming, such as, an aqua-aerobics session between 7-8pm, lane swimming between 8-9pm. Other sessions will be quieter, such as between 9-10pm. This pattern of use would give a total of 143 swims taking place. However, the pool's maximum capacity is 264 visits throughout the evening. In this instance the pools utilised capacity for the evening would be 54%.
- 8.5 As a guide, 70% utilised capacity is used to indicate that pools are becoming busy, and 80% for sports halls. This should be seen only as a guide to help flag up when facilities are becoming busier, rather than a 'hard threshold'.

## 9. Travel times Catchments

- 9.1 The model uses travel times to define facility catchments in terms of driving and walking.
- 9.2 The Ordnance Survey (OS) Integrated Transport Network (ITN) for roads has been used to calculate the off-peak drive times between facilities and the population, observing one-way and turn restrictions which apply, and taking into account delays at junctions and car parking. Each street in the network is assigned a speed for car travel based on the attributes of the road, such as the width of the road, and geographical location of the road, for example the density of properties along the street. These travel times have been derived through national survey work, and so are based on actual travel patterns of users. The road speeds used for Inner & Outer London Boroughs have been further enhanced by data from the Department of Transport.
- 9.3 The walking catchment uses the OS Urban Path Network to calculate travel times along paths and roads, excluding motorways and trunk roads. A standard walking speed of 3 mph is used for all journeys.
- 9.4 The model includes three different modes of travel, by car, public transport & walking. Car access is also taken into account, in areas of lower access to a car, the model reduces the number of visits made by car, and increases those made on foot.
- 9.5 Overall, surveys have shown that the majority of visits made to swimming pools, sports halls and AGPs are made by car, with a significant minority of visits to pools and sports halls being made on foot.



Facility	Car	Walking	Public transport
Swimming Pool	76%	15%	9%
Sports Hall	77%	15%	8%
AGP			
Combined	83%	14%	3%
Football	79%	17%	3%
Hockey	96%	2%	2%

- 9.6 The model includes a distance decay function; where the further a user is from a facility, the less likely they will travel. The set out below is the survey data with the % of visits made within each of the travel times, which shows that almost 90% of all visits, both car borne or walking, are made within 20 minutes. Hence, 20 minutes is often used as a rule of thumb for catchments for sports halls and pools.

	Sport halls		Swimming Pools	
Minutes	Car	Walk	Car	Walk
0-10	62%	61%	58%	57%
10-20	29%	26%	32%	31%
20 -40	8%	11%	9%	11%



# **Strategic Assessment for Provision for Swimming Pools Warwick District Council**

## **Sport England's Facilities Planning Model Report**

**Date of report  
August 2017**

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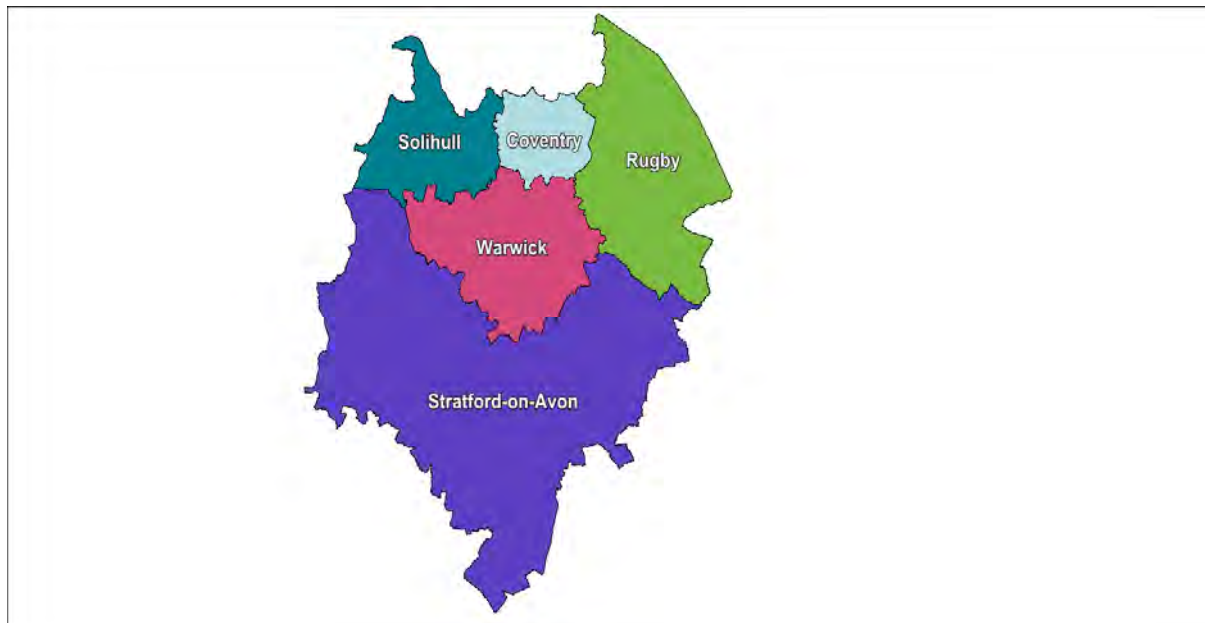
## **1. Introduction**

- 1.1 Warwick District Council is updating its indoor sports and recreational facilities strategy and as part of that work, it also wishes to update the evidence base for swimming pool provision. The Council has commissioned a facility planning model (fpm) to develop and provide an evidence base for swimming pools.
- 1.2 In the fpm work there are two assessments (known as runs) and these also include the swimming pool provision in the neighbouring authorities to Warwick District. The swimming pool supply and their catchment areas will impact on the supply, access and distribution of swimming demand across Warwick District.
- 1.3 This fpm report set out the findings from the assessment The fpm separate modelling runs are:
- Run 1 – supply, demand and access to swimming pools, based on the baseline position in 2017. An assessment of the current position from which to measure change
  - Run 2 – supply, demand and access to swimming pools, based on the projected population growth between 2017 and 2029. This run also includes the location and scale of the major residential development that will be developed in the District up to 2029. Run 2 provides an assessment of the impact population growth and residential development has on the supply, demand and access to swimming pools in 2029
- 1.4 Reference to Warwick from now on refers to the District and it where there are findings specific to Warwick town, these will be referenced as such.

### **The study area**

- 1.5 Customers of swimming pools do not reflect local authority boundaries and whilst there are management and pricing incentives for customers to use sports facilities located in the area in which they live, there are some big determinants as to which swimming pools people will choose to use.
- 1.6 These are based on: how close the venue is to where people live; other facilities on the same site, such as a gym; the programming of the pool with swimming activities that appeal and available at times which fit with the lifestyle of residents; and the age and condition of the facility and inherently its attractiveness.
- 1.7 Consequently, in determining the position for Warwick it is very important to take full account of the swimming pools in the neighbouring local authorities to Warwick. In particular, to assess the impact of overlapping catchment areas of facilities located inside the District and those located outside the authority. The nearest facility for some Warwick residents may be outside the authority (known as exported demand) and for some residents of neighbouring authorities their nearest swimming pool is in the District. (Known as imported demand).
- 1.8 To take account of these impacts a study area is established which places Warwick District at the centre of the study and includes all the neighbouring authorities. A map of the study area is set out below.

**Map 1.1: Study area map for the Warwick District swimming pools study**



### **Report structure, content and sequence**

- 1.9 The findings for Warwick for runs 1 - 2 are set out in a series of tables with the difference in findings between the runs set out. This allows a “read across” to see the impact of the specific changes in each run.
- 1.10 The headings for each table are: total supply; total demand; supply and demand balance; satisfied demand; unmet demand; used capacity (how full the facilities are); and local share. Maps to support the findings on swimming pool locations, total demand met demand, unmet demand and the drive and walking catchment areas of the swimming pools are also included.
- 1.11 An executive summary of key findings is set out at the end of the report.
- 1.12 Appendix 1 sets out the swimming pools included in the assessment. Appendix 2 is a description of the facility planning model and its parameters.

## 2. Swimming Pool Supply

### Total Supply

**Table 2.1: Swimming Pools Supply Warwick 2017 and 2029**

Warwick	RUN 1	RUN 2
Total Supply	2017	2029
Number of pools	10.	10.
Number of pool sites	7.	7.
Supply of total water space in sq m	2,116.	2,116.
Supply of water space in sq m, scaled by hours available in the peak period	1,753.	1,753.
Supply of total water space in visits per week peak period	15,197.	15,197.
Water space per 1,000 population	15.	13.

- 2.1 Definition of supply – this is the supply or capacity of the swimming pools which are available for public and club use in the weekly peak period. The supply is expressed in number of visits that a pool can accommodate in the weekly peak period and in sq metres of water.
- 2.2 In runs 1 – 2 there are 10 swimming pools on 7 sites and the total amount of water space is 2,116 sq metres of water in both runs. (Note for context a 25m x 4 lane pool is between 210 and 250 sq metres of water, depending on lane width).
- 2.3 This is the total water space and when this assessed based on the amount of water space available for community use across all the swimming pools sites – known as the effective supply - this reduces to the 1,753 sq metres of water in both runs.
- 2.4 The impact of the variable hours for community use at the education pool site at Warwick School, plus the commercial swimming pool sites, which provide some community use but for the centre membership only and for recreational swimming and possibly learn to swim programmes, is creating a difference. The difference being 363 sq metres of water between the total and effective supply of water space available for community use. It is not really an option to consider increasing access to the commercial pool stock for recreational public pay and swim activity.
- 2.5 The details of all the swimming pool sites is set out in Table 2.2.

**Table 2.2: Runs 1 – 5 Swimming pools Warwick District 2017 and 2031**

Name of Site	Type	Dimensions	Area	Site Year Built	Site Year Refurb	Car % Demand	Public Tran % Demand	Walk % Demand
<b>WARWICK</b>						<b>81%</b>	<b>8%</b>	<b>11%</b>
ABBEY FIELDS SWIMMING POOL	Main/General	25 x 10	250	1986	2004	80%	7%	14%
NEWBOLD COMYN LEISURE CENTRE	Main/General	25 x 13	325	1990	2017	80%	10%	9%
NEWBOLD COMYN LEISURE CENTRE	Leisure Pool	23 x 10	230					
NUFFIELD HEALTH (WARWICK)	Main/General	20 x 8	160	2001		84%	8%	7%
NUFFIELD HEALTH (WARWICK)	Learner/Teaching/Training	9 x 9	81					
PURE HEALTH CLUB	Main/General	15 x 12	180	2007		74%	5%	20%
ST NICHOLAS PARK LEISURE CENTRE	Main/General	25 x 13	325	1983	2017	80%	7%	13%
THE WARWICKSHIRE GOLF AND COUNTRY CLUB	Main/General	20 x 10	200	2005		94%	5%	1%
THE WARWICKSHIRE GOLF AND COUNTRY CLUB	Leisure Pool	10 x 4	40					
WARWICK SCHOOL SPORTS CENTRE	Main/General	25 x 13	325	1988		84%	8%	8%

- 2.6 The average age of the Warwick swimming pool sites in 2017 is 22 years. Four pool sites were opened before 2000 and three of these have been modernised; St Nicholas Park Leisure Centre 1983 and modernised in 2017; Abbey Fields Swimming Pool 1986 and modernised in 2004; and Newbold Comyn Leisure Centre 1990 and also modernised in 2017. Warwick School pool, 1988 is the only pre 2000 pool which has not had a major modernisation.
- 2.7 The three commercial pools have all opened post 2000: Nuffield Health Warwick in 2001, the Warwickshire Golf and Country Club 2005; and the most recent swimming pool to open in the District is the Pure Health Club pool in 2007.
- 2.8 Facilities are only part of an explanation as to why swimming participation may decrease. However, Sport England research does show provision of modern swimming pools with proactive swimming development programmes does increase participation.
- 2.9 The scale of the public leisure centre pools and thereby the swimming pool offer is very good. There are main pools at each of the three public leisure centre pool sites, these being 25m x 6 lane pools at Newbold Comyn and St Nicholas and 25m x 4 lanes at Abbey Fields. In addition, there is a free form leisure pool at Newbold Comyn. So all three public swimming pool sites are of a scale to provide for the full range of swimming activities of: learn to swim; public recreational swimming; lane and fitness swimming activities and swimming development through clubs.

#### ***Comparative measure of provision***

- 2.10 A comparative measure of swimming pool provision is water space per 1,000 population and Warwick has 15 sq metres of water per 1,000 population in 2017 and this reduces to 13 sq metres of water in 2029, with the impact of the increase in population 2017 – 2029.

- 2.11 How Warwick compares with the neighbouring authorities based on this measure, is set out in Table 2.3. In both years Warwick is mid table in comparison with the neighbouring authorities. The highest provision in both years is in Solihull at 18 sq metres of water per 1,000 population in 2017 and 16.9 sq metres of water in 2029. The lowest provision in both years is in Coventry at 10.5 sq metres of water and then 9.9 sq metres of water per 1,000 population.
- 2.12 The West Midlands Region and England wide findings for 2017 are both 12 sq metres of water per 1,000 population and both reduce to 11 sq metres of water per 1,000 population in 2029.
- 2.13 These findings are set out because some local authorities like to see how their quantitative provision compares with elsewhere. It is not setting a standard of provision.

**Table 2.3. Water space per 1,000 population for all authorities 2017 - 2029**

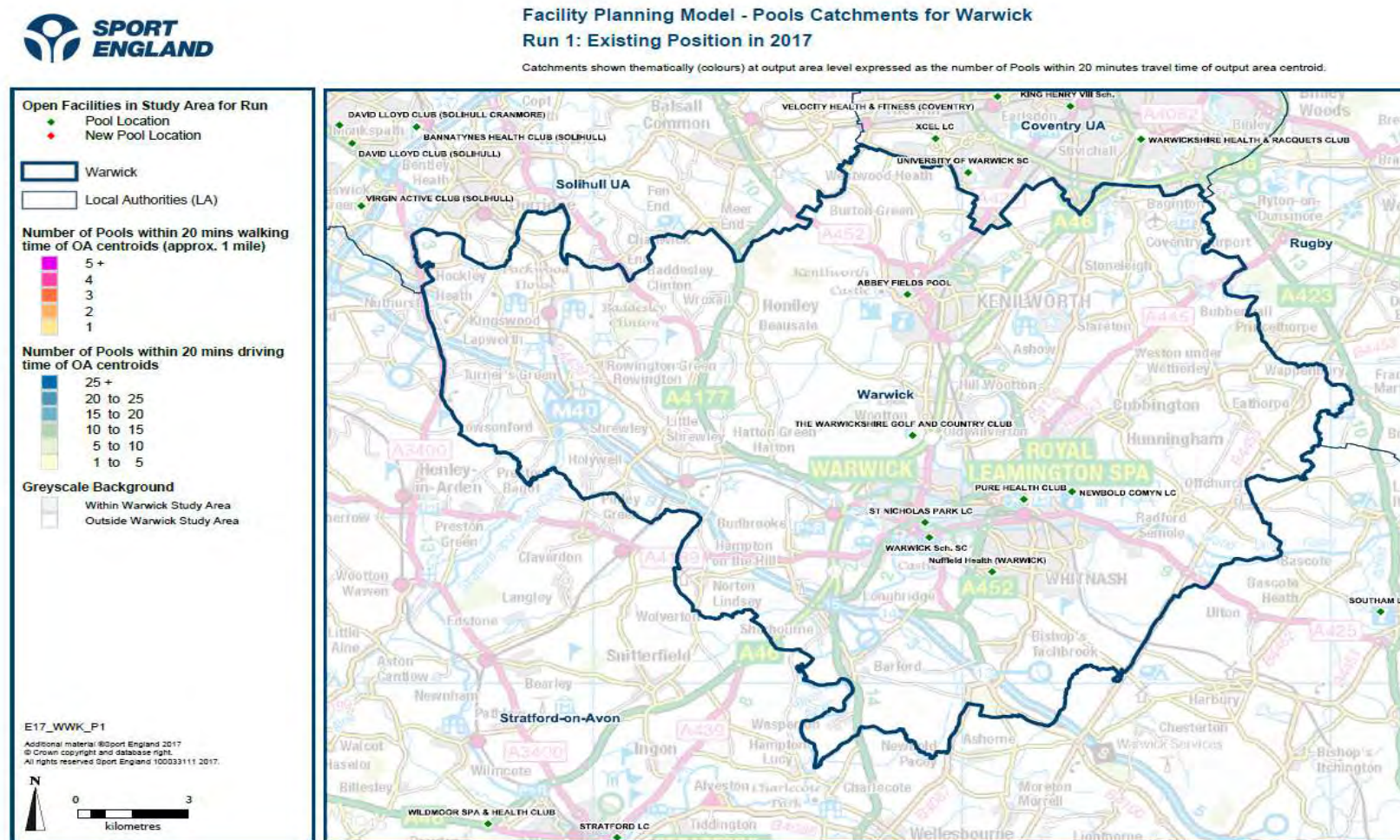
Water space per 1,000 population	RUN 1	RUN 2
	2017	2029
<b>Warwick</b>	<b>15.0</b>	<b>13.0</b>
Coventry	10.5	9.9
Solihull	18.1	16.9
Rugby	15.3	14.0
Stratford-on-Avon	13.8	13.1

### ***Pool Locations***

- 2.14 Map 2.1 overleaf shows the location of swimming pools across Warwick for both runs. The pool locations and catchment areas are important in determining the amount of demand which is inside and outside the catchment area of each pool site. As Map 2.1 shows, the pool locations are clustered in Warwick town and Leamington Spa with the Abbey Fields pool in Kenilworth being the only pool location outside this area.



Map 2.1: Run 4 Location of swimming pools in Warwick District 2017.





### 3. Demand for Swimming Pools

**Table 3.1: Demand for Swimming Pools Warwick District 2017 and 2029**

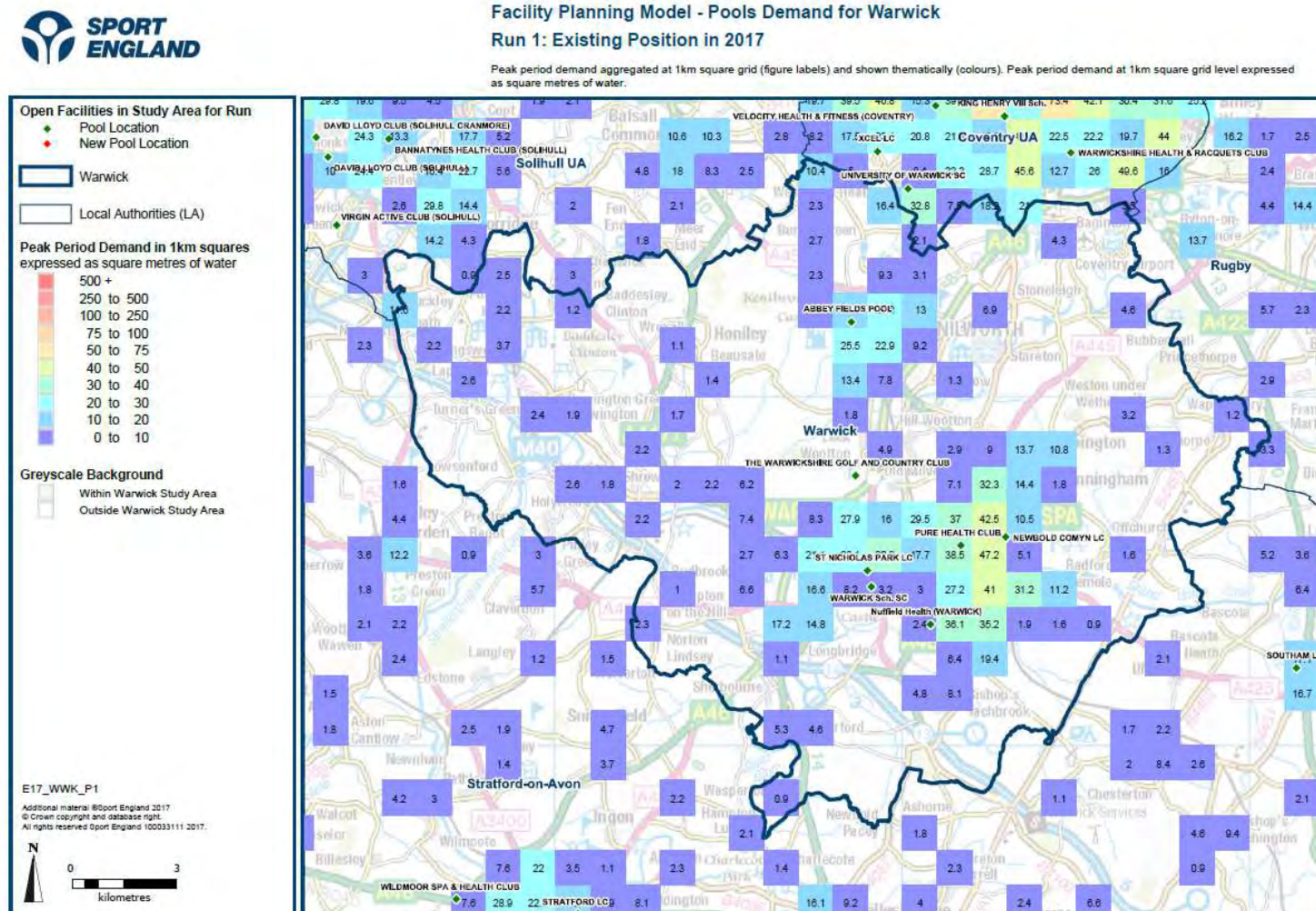
Warwick	RUN 1	RUN 2
Total Demand	2017	2029
Population	141,109.	168,811.
Swims demanded – visits per week peak period	8,995.	10,496.
Equivalent in water space – with comfort factor included	1,493.	1,742.
% of population without access to a car	17.6	17.6

- 3.1 Definition of total demand – it represents the total demand for swimming by both genders and for 14 five-year age bands from 0 to 65+. This is calculated as the percentage of each age band/gender that participates. This is added to the frequency of participation in each age band/gender, so as to arrive at a total demand figure, which is expressed in visits in the weekly peak period. Total demand is also expressed in sq metres of water.
- 3.2 The population in Warwick District in 2017 is 141,109 people and it is projected to increase to 168,811 people by 2029. This represents an increase of 27,702 people over the 12 year period, a 19.6% increase between the two years.
- 3.3 The total demand for swimming by Warwick residents in 2017 is 8,995 visits per week in the weekly peak period and this is projected to increase to 10,496 visits by 2029. This is an increase of 1,501 visits per week in the peak period or 16.6%.
- 3.4 So the projected 19.6% increase in population between 2017 and 2029 is projected to generate a 16.6% increase in demand for swimming.
- 3.5 The total demand in 2017 equates to 1,493 sq metres of water and in 2029 it is 1,742 sq metres of water. The increase in demand of 249 sq metres of water equates to a 25m x 4 lane community size swimming pool which is between 210 – 250 sq metres of water, depending on lane width.
- 3.6 This is NOT to say this is what is required, because it is only setting out the increase in demand and this has not yet been compared with the supply of water space across Warwick.
- 3.7 The location of the demand for swimming across Warwick in 2017 and then in 2029 is set out in Maps 3.1 and Map 3.2 overleaf. The demand values are expressed in sq metres of water in 1 kms grid square. The values are lowest with purple, at 0 – 10 sq metres of water, then mid blue 10 – 20 sq metres of water, turquoise at 20 – 30 sq metres of water, green with 30 – 40 sq metres of water, and sage green the highest at 40 – 50 sq metres and beige the highest at 50 – 60 sq metres of water.
- 3.8 As Map 3.1 shows demand is highest in and around Warwick Town and Leamington Spa and demand is highest east of Newbold Comyn Leisure Centre. There are lower levels of demand for

swimming around Kenilworth and after that demand is dispersed in low values with purple and blue squares across the rest of the District.

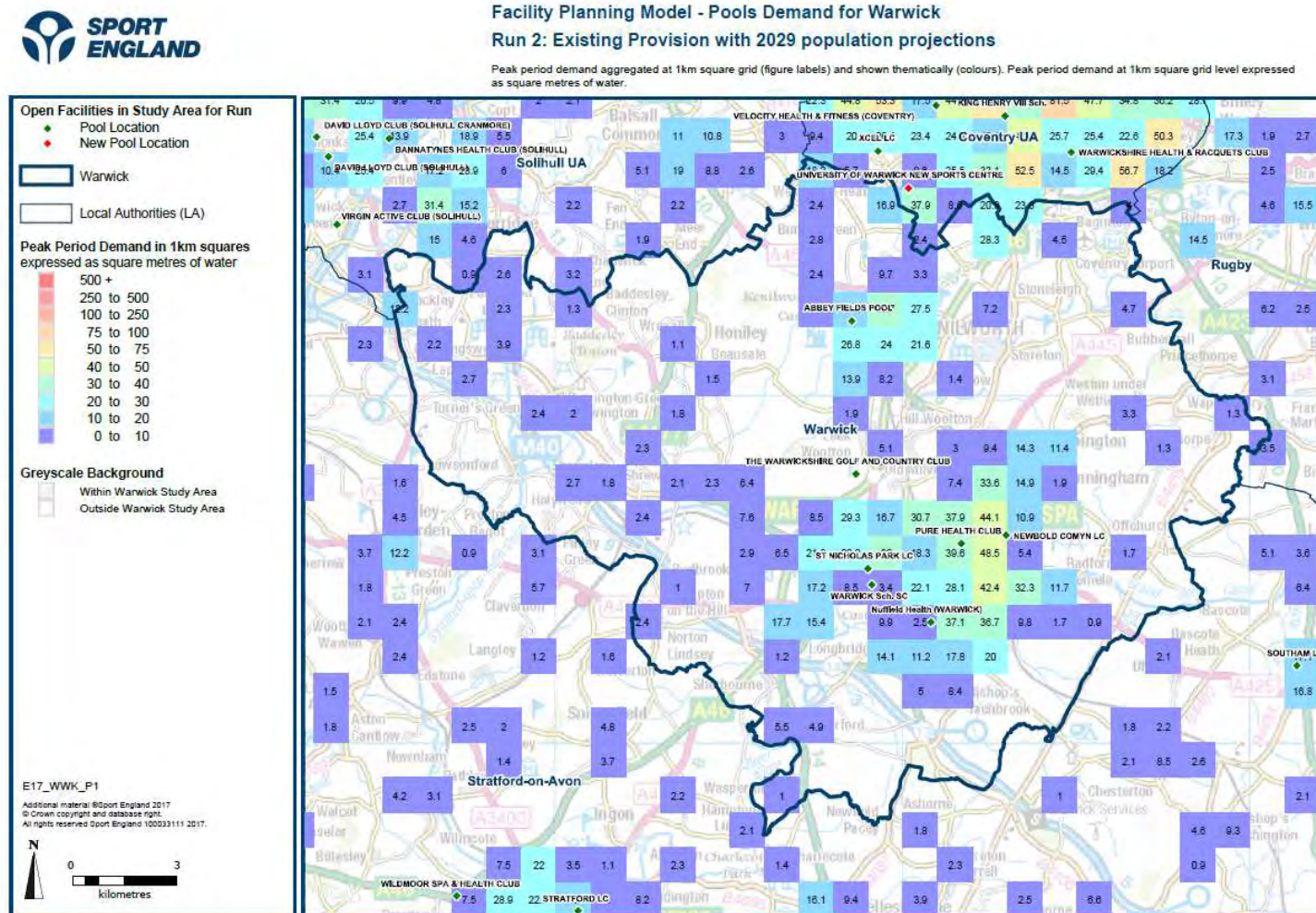
- 3.9 The impact of changes in demand from population growth to 2029 is set out in Map 3.2 and this shows that demand increase in all of the same areas. It is higher in Warwick town and Leamington Spa with a few higher value turquoise squares and fewer blue squares. There are no new areas of demand for swimming in 2029, when compared with 2017, it is the same areas and with increasing demand.

Map 3.1: Warwick total demand for swimming run 1 in 2017





Map 3.2: Warwick total demand for swimming run 2 in 2029



- 3.10 The findings on the percentage of the population who do not have access to a car is set out under total demand and this is 17.6% of the Warwick population. The Warwick finding illustrates that around one in six residents will find it difficult to access a pool, if there is not a pool within a 20 minutes/1 mile walk travel time of where they live, or, they cannot access a pool by public transport. It underlines the importance of pool locations in terms of access for people without access to a car. Very fortunately the pools are located in the urban areas of the District and as Maps 3.1 and 3.2 show the levels of demand for swimming away from the urban area are low.
- 3.11 The findings on travel patterns to swimming pools are set out under the satisfied demand headings.
- 3.12 The findings on the percentage of the population without access to a car in the neighbouring authorities is set out in Table 3.2 below. Warwick is again mid table, with Coventry having the highest percentage in both years at 31%. Whilst the authority with the lowest level of population without access to a car is in Stratford– on-Avon at 12% in both years.
- 3.13 The West Midlands Regional figure is 24.1% and the England wide percentage is 24.9% of the population who do not have access to a car in both years.

**Table 3.2: Percentage of the population without access to a car across the study area 2017 – 2029**

% of population without access to a car	RUN 1	RUN 2
	2017	2029
Warwick	17.6	17.6
Coventry	31.0	31.0
Solihull	18.5	18.5
Rugby	16.5	16.5
Stratford-on-Avon	12.0	12.0

## 4. Supply and Demand Balance

**Table 4.1: Supply and Demand Balance Warwick District 2017 – 2029**

Warwick	RUN 1	RUN 2
Supply/Demand Balance	2017	2029
Supply - Swimming pool provision (sq m) scaled to take account of hours available for community use	1,753	1,753
Demand - Swimming pool provision (sq m) taking into account a 'comfort' factor	1,493	1,742
Supply / Demand balance - Variation in sq m of provision available compared to the minimum required to meet demand.	260	11

- 4.1 Definition of supply and demand balance – supply and demand balance compares the total demand generated for swimming within Warwick District with the total supply of swimming pools within Warwick District. It therefore represents an assumption that ALL the demand for swimming in Warwick District is met by ALL the supply of swimming pools in Warwick District (Note: it does exactly the same for the other local authorities in the study area).
- 4.2 In short, supply and demand balance is NOT based on where the pools are located and their catchment area extending into other authorities. Nor, the catchment areas of pools in neighbouring authorities extending into Warwick. Most importantly supply and demand balance does NOT take into account the propensity/reasons for residents using facilities outside their own authority. The more detailed modelling based on the CATCHMENT AREAS of pools is set out under Satisfied Demand, Unmet Demand and Used Capacity.
- 4.3 The reason for presenting the supply and demand balance is because some local authorities like to see how THEIR total supply of pools compares with THEIR total demand for pools. Supply and demand balance presents this comparison.
- 4.4 When looking at this closed assessment, run 1 shows the Warwick demand for swimming pools is 1,493 sq metres of water. The Warwick supply of swimming pools available for community use, equates to 1,753 sq metres of water. So there is a positive balance of supply being greater than demand by 260 sq metres of water.
- 4.5 In 2029 the impact of the population growth is to increase total demand to 1,742 sq metres of water and supply is assumed to be unchanged at 1,753 sq metres of water. So across Warwick there is a small surplus of supply over demand of 11 sq metres of water.
- 4.6 So when looking at simply comparing the Warwick supply of swimming pools with the Warwick demand there is surplus in 2017 and near balance in 2029. This suggests that when supply and demand is based on the catchment area of pools and across local authority

boundaries, there is going to be a sufficient supply of swimming pools to meet the Warwick demand in both years.

- 4.7 The supply and demand balance for all the authorities in the study area is set out in table 4.2 below. There are extensive supply and demand balances in 2017 in four of the neighbouring authorities, the highest being in Solihull at 1,174 sq metres of water and the lowest in Rugby at 218 sq metres of water.
- 4.8 There is a negative balances of 939 sq metres of water in Coventry in 2017.
- 4.9 Overall across all the authorities in the study area, there is a positive balance in 2017 of 1,075 sq metres of water and in 2029 a positive balance of 654 sq metres of water.

**Table 4.2: Supply and demand balance for swimming pools across the study area 2017 – 2029**

Supply / Demand balance - Variation in sqm of provision available compared to the minimum required to meet demand.	RUN 1	RUN 2
	2017	2029
Warwick	260.1	11.0
Coventry	-939.0	-939.4
Solihull	1174.7	1068.1
Rugby	218.8	153.3
Stratford-on-Avon	365.3	361.2

## 5. Satisfied Demand for Swimming

**Table 5.1: Satisfied demand for swimming Warwick District 2017 - 2029**

Warwick	RUN 1	RUN 2
Satisfied Demand	2017	2029
Total number of visits which are met (visits per week peak period)	8,571.	9,988.
% of total demand satisfied	95.3	95.2
% of demand satisfied who travelled by car	80.6	81.
% of demand satisfied who travelled by foot	11.8	11.2
% of demand satisfied who travelled by public transport	7.6	7.8
Demand Retained (visits per week peak period)	7,604.	8,130.
Demand Retained -as a % of Satisfied Demand	88.7	81.4
Demand Exported (visits per week peak period)	967.	1,858.
Demand Exported -as a % of Satisfied Demand	11.3	18.6

- 5.1 Definition of satisfied demand – it represents the proportion of total demand that is met by the capacity at the swimming pools from residents who live within the driving, walking or public transport catchment area of a pool.
- 5.2 In both runs the amount of total demand that can be satisfied/met is very high, at 95.3% in 2017 and then 95.2% in 2028. The reason for the virtually no change in satisfied demand is because across the study area the supply of swimming pools exceeds demand in both years. So when this is based on the catchment area of pools, then the demand is finding pools that can be accessed and there is enough capacity to absorb a very high level of the total demand.
- 5.3 The level of satisfied demand across the study area is set out in Table 5.2 overleaf. This shows that in ALL areas, the amount of satisfied demand is over 90% of total demand in both years. Coventry, not surprisingly, has the lowest level, as it has a supply deficit but the pools that are accessible to the Coventry population still means that over 90% of the total Coventry demand is met in both years.

**Table 5.2: Satisfied demand for swimming across the study area 2017 – 2029**

% of total demand satisfied	RUN 1	RUN 2
	2017	2029
<b>Warwick</b>	<b>95.3</b>	<b>95.2</b>
Coventry	90.6	90.4
Solihull	93.0	92.6
Rugby	94.6	94.6
Stratford-on-Avon	91.3	91.3



- 5.4 Car travel is the dominate travel mode to swimming pools in Warwick with between 80% and 81% of all visits to pools are by car (car catchment area 20 minutes' drive time).
- 5.5 The percentage of visits to pools by walkers (20 minutes/1mile catchment area) is 11.8% in 2017 and projected to be 11.2% in 2029, This may reflect the fact that all the pool sites are in the urban areas of the District and so there is good accessibility, plus given this accessibility some car owners may choose to walk to pools.
- 5.6 The percentage of visits by public transport (15 minutes catchment area) is 7.6% of all visits in 2017 and projected to be 7.8% in 2029.
- 5.7 Travel to pools by a combination of walking and public transport is between 19% - 20% and so represents nearly one in five visits, this underlines the need to keep a network of local accessible pools.

#### **Retained demand**

- 5.8 There is a sub set of the satisfied demand findings which are about how much of the Warwick District demand for swimming is retained at the Warwick pools. This is based on the catchment area of pools and residents using the nearest pool to where they live - known as retained demand.
- 5.9 The findings are that 88.7% of the total 95.3% of the Warwick demand for pools in 2017 is retained at pools located in Warwick. In 2029 the findings are projected to be, 81.4% of the Warwick total demand met of 95.2% is retained at pools in the District.
- 5.10 This reinforces how accessible the Warwick pools and their catchment areas are to where the Warwick demand for swimming is located. The nearest pool for over eight of ten visits to a pool in both years by a Warwick resident is a pool located in the District.
- 5.11 The reduction of over 7% in retained demand between the two years, does reflect that the location of the new residential development means the nearest pool for this 7% of satisfied demand is a pool located outside the District - finding set out next under exported demand.

#### **Exported demand**

- 5.12 The residual of satisfied demand, after retained demand is exported demand. Based on residents using the nearest pool to where they live, 11.3% of the Warwick demand for swimming is met outside the District in 2017 and this increases to 18.6% in 2029.
- 5.13 The destination and scale of the Warwick exported demand for run 2 is set out in Map 5.1 overleaf. The yellow chevron represents the number of visits which are exported and met in neighbouring authorities. The largest export goes to Coventry at 1,515 visits per week (82% of the Warwick total exported demand). The area of this exported demand from Warwick to Coventry is illustrated in Map 6.2. After this export, some 176 visits go to Solihull (9.5%), then 147 visits (7.9%) to Stratford on Avon and just 9 visits in the weekly peak period (0.4%) go to Rugby.



- 5.14 To provide comparative context, there are 1,847 visits in the weekly peak period which are exported and 8,130 visits which are retained in Warwick in the weekly peak period in run 2. Run 2 is selected because it has the higher level of exported demand.

**Map 5.1: Export of Warwick satisfied demand for swimming. Run 2 for 2029**

Facility Planning Model - Pools Import/Export for Warwick  
Run 2: Existing Provision with 2029 population projections

Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.

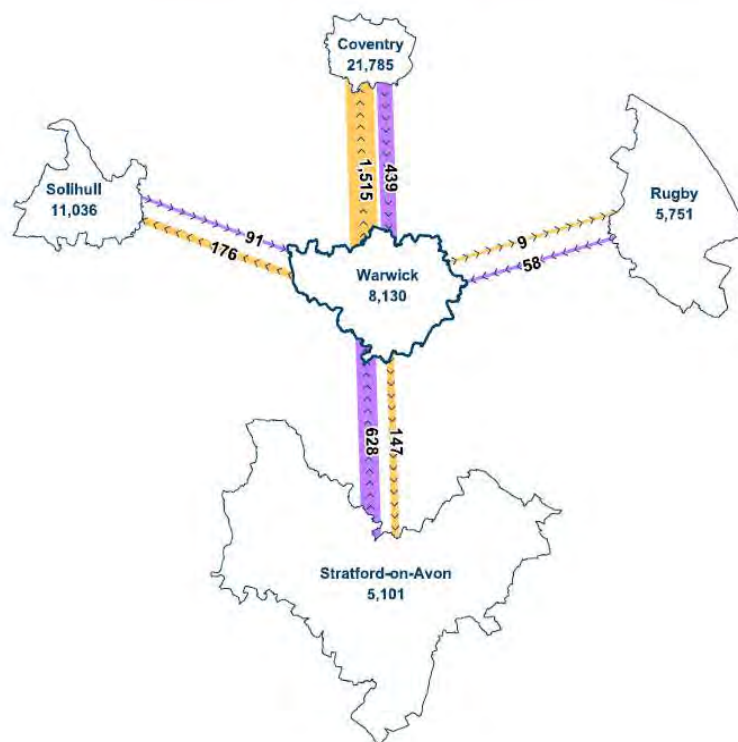
Numbers in areas shows retained vpwpp

-  Warwick
-  Local Authorities (LA)

**Import/Export**

Number on arrows show flow as vpwpp

-  Direction of flow
-  Import
-  Export



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## 6. Unmet Demand for Swimming

**Table 6.1: Unmet demand for swimming Warwick District 2017 - 2029**

Warwick	RUN 1	RUN 2
Unmet Demand	2017	2029
Total number of visits in the peak, not currently being met (visits per week peak period)	424.	508.
Unmet demand as a % of total demand	4.7	4.8
Equivalent in Water space m2 - with comfort factor	70.	84.
% of Unmet Demand due to:		
Lack of Capacity -	0.6	0.8
Outside Catchment -	99.4	99.2

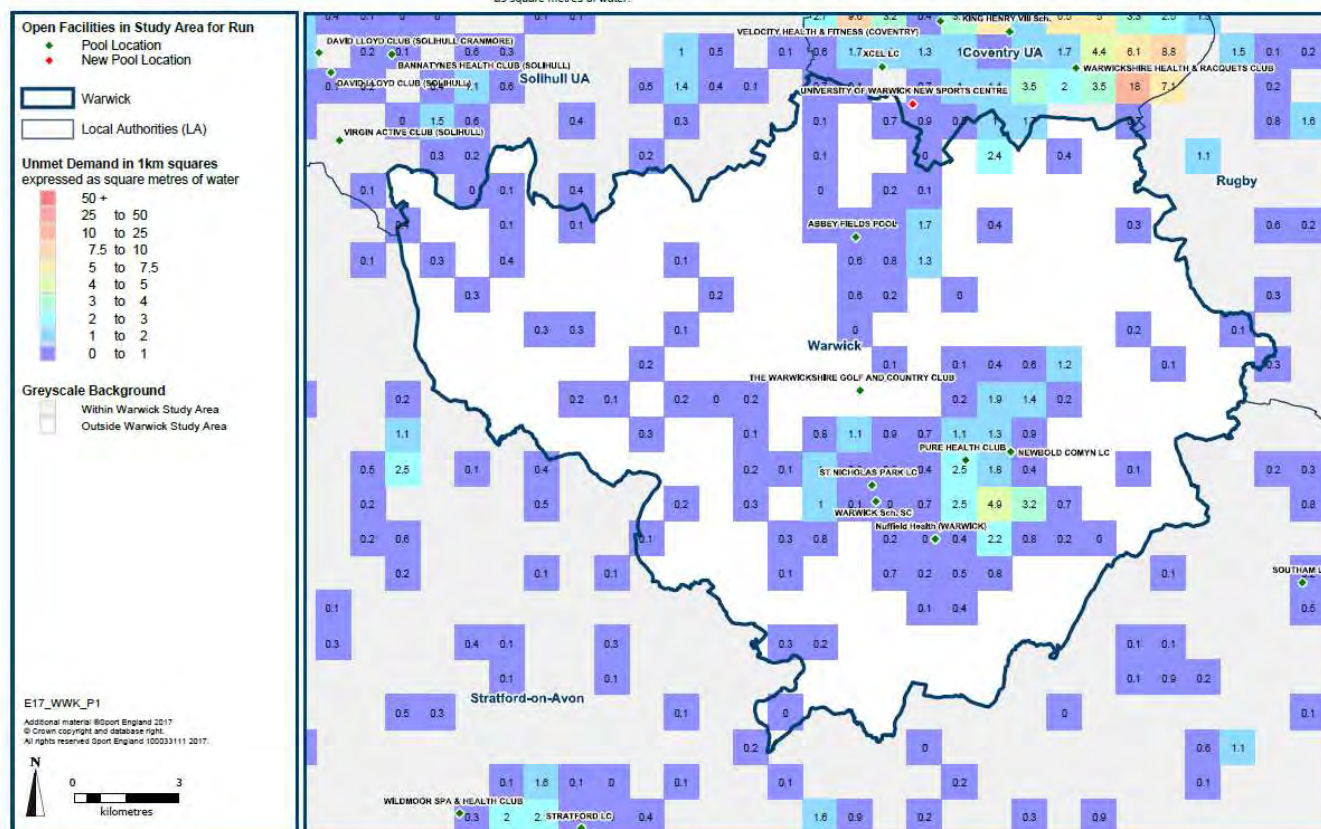
- 6.1 The unmet demand definition has two parts to it - demand for pools which cannot be met because (1) there is too much demand for any particular swimming pool within its catchment area; or (2) the demand is located outside the catchment area of any pool and is then classified as unmet demand.
- 6.2 Unmet demand is low in both runs and hardly changed, at 4.7% of total demand in 2017 and 4.8% in 2029.
- 6.3 Unmet demand in run 1 equates to 70 sq metres of water and it increases slightly to 84 sq metres of water in run 2. (To repeat and for context, a 25m x 4 lane pool is between 210 and 250 sq metres of water, depending on lane width).
- 6.4 All but 0.6% of the unmet demand is from definition 2, demand located outside the catchment area of a pool. Unmet demand outside catchment will always exist because it is not possible, to get complete geographic coverage where by all areas are inside catchment. Complete geographic coverage is not possible when the walking catchment area is small at only 1 mile or 20 minutes' walk time. The key point is not that unmet demand outside catchment exists but the SCALE and at a range of between 70 - 84 sq metres of water it is very small scale. Again for context, Warwick has 1,753 sq metres of water available for community use in both years.
- 6.5 The location and scale of unmet demand is set out in Map 6.1 and this is for run 2 with unmet demand of 84 sq metres of water. The unmet demand in Map 6.1 is represented in colour coded one kilometre grid squares, with the sq metres of water of unmet demand in each square. The values are indigo (0 - 1 sq metre of water), mid blue (1 – 2 sq m), light blue (2 – 3 sq m) green (3 – 4 sq m and sage green (4 – 5 sq m).
- 6.6 As the map shows, unmet demand is clustered in these very low values around Warwick Town and Leamington Spa. In total the unmet demand in this area is around 40 -45 sq metres of water. Whilst in Kenilworth the unmet demand is projected to be around 15 sq metres of water. The remainder of the unmet demand is dispersed in very low values across the District.

Map 6.1: Run 2 Unmet demand for swimming pools Warwick 2029

# Facility Planning Model - Pools Unmet Demand for Warwick

## Run 2: Existing Provision with 2029 population projections

Unmet demand aggregated at 1km square grid (figure labels) and shown thematically (colours). Unmet demand at 1km square grid level expressed as square metres of water.



- 6.7 Warwick has the lowest level of unmet demand, when compared with the neighbouring authorities in the study area. In all areas unmet demand is low, reflecting the supply of swimming pools exceeds demand in all authorities except Coventry. Coventry has the highest level of unmet demand at 9.4% of its total demand for swimming in 2017 and 9.6% in 2029.

**Table 6.2: Unmet demand for swimming pools across the study area 2017 – 2029**

Unmet demand as a % of total demand	RUN 1	RUN 2
	2017	2029
Warwick	4.7	4.8
Coventry	9.4	9.6
Solihull	7.0	7.4
Rugby	5.4	5.4
Stratford-on-Avon	8.7	8.7

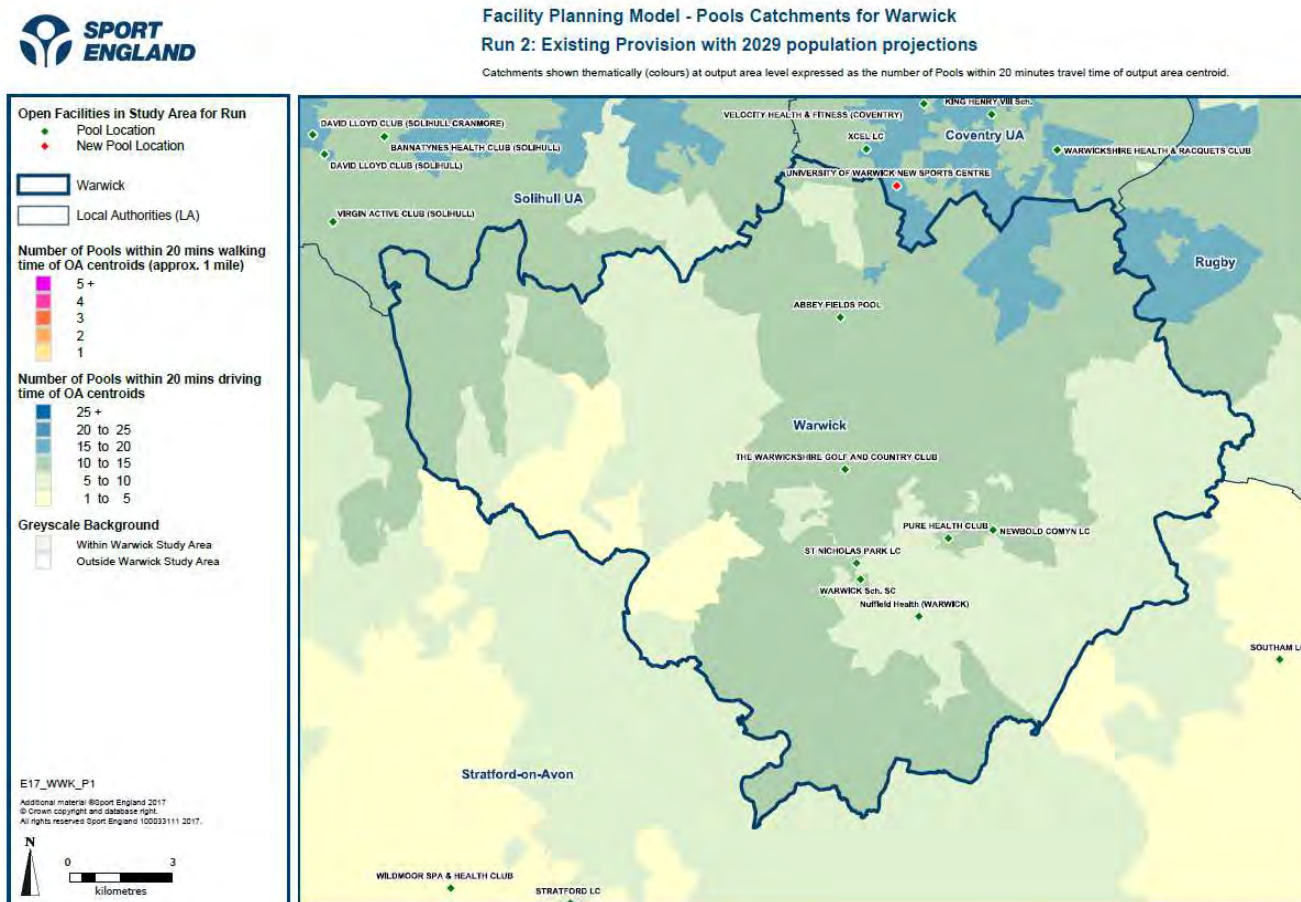
***Car catchment area of swimming pools***

- 6.8 It is possible to set out how many swimming pools can be accessed by Warwick residents based on where they live and the 20 minute drive time catchment area of the swimming pool locations (both pools in Warwick and pools in neighbouring authorities and where their catchment area extends into Warwick). This is set out in Map 6.2 and again it is for run 2 in 2029.
- 6.9 The District is split into distinct areas, the main one is an area running north to south and on the North West boundary of the district which are shaded dark green. Residents in this area have access to between 10 - 15 pools, based on where they live, and pool locations and their 20 minute drive time catchment extending into these areas.
- 6.10 In the area shaded lighter green, to the east and west sides of the district, residents have access to between 5 – 10 swimming pools, based on the same criteria.
- 6.11 Access to swimming pools is highest in the area shaded light blue, close to the Coventry boundary where residents have access to between 15 – 20 pools, again based on the same criteria. In effect, some of the extensive swimming pool supply in Coventry of 15 pools on 11 sites is extending into this part of Warwick and providing a high level of accessibility to pools for residents in this area.
- 6.12 Access to swimming pools is lowest in Warwick in the south west of the District close to the Stratford – on – Avon boundary, in the area shaded cream. Residents in this area have access to between 1 – 5 swimming pools, based on where they live and the 20 minute drive time catchment area of the pool locations which extend into this area.
- 6.13 Overall, around 60% of the land area of the District is inside the drive time catchment area of between 10 – 15 swimming pools. Whilst around 30% of the land area of the District is inside the drive time catchment area of between 5 – 10 pools.

- 6.14 So for the 82% of residents who DO have access to a car, and chose to drive to a swimming pool, there is a high number of pools which are accessible. (Between 80% and 81% of all visits to pools in both years are by car).



Map 6.2: Run 2 access to swimming pools based on the car travel catchment area of pools Warwick 2029





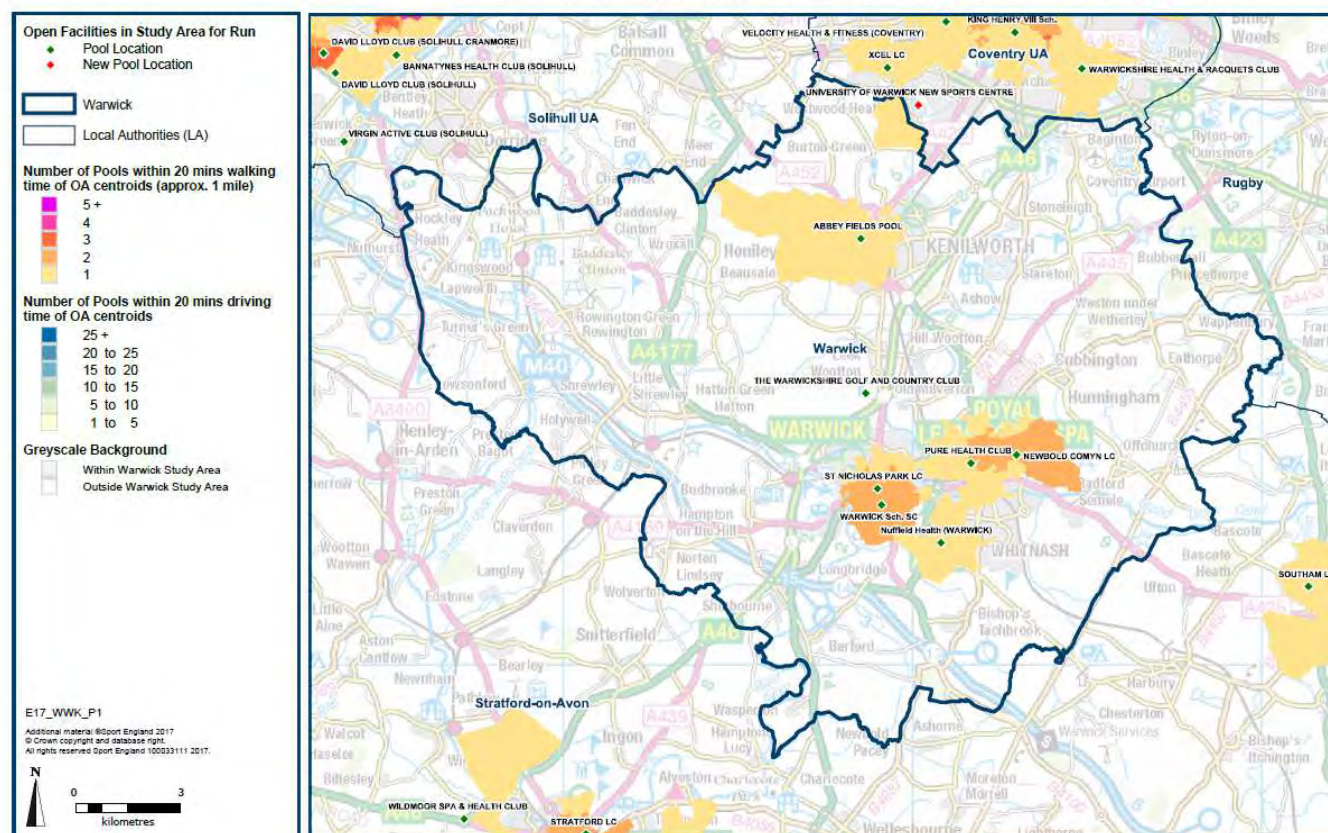
***Walking catchment area of swimming pools***

- 6.15 It is also possible to do the same mapping for the 20 minutes/1 mile walking catchment area of swimming pools and this is set out in Map 6.3, again for run 2. Residents in the beige areas are inside the catchment area of one pool and in the orange area, residents can access 2 pools based on where they live and the walking catchment area of the pool locations.
- 6.16 Of note, is the extensive walking catchment area of the Abbey Fields pool in Kenilworth.

Map 6.3: Run 2 access to swimming pools based on the walking catchment area of pools Warwick 2029

Facility Planning Model - Pools Catchments for Warwick  
Run 2: Existing Provision with 2029 population projections

Catchments shown thematically (colours) at output area level expressed as the number of Pools within 20 minutes travel time of output area centroid.



## 7. Used Capacity (how full are the pools)

**Table 7.1: Used capacity of swimming pools Warwick 2017 - 2029**

Warwick	RUN 1	RUN 2
Used Capacity	2017	2029
Total number of visits used of current capacity (visits per week peak period)	9,038.	9,354.
% of overall capacity of pools used	59.5	61.6
% of visits made to pools by walkers	10.7	11.4
% of visits made to pools by road	89.3	88.6
Visits Imported;		
Number of visits imported (visits per week peak period)	1,434.	1,224.
As a % of used capacity	15.9	13.1

- 7.1 Definition of used capacity - is a measure of usage at swimming pools and estimates how well used/how full facilities are. The facilities planning model is designed to include a 'comfort factor', beyond which, in the case of pools, the venues are too full. The pool itself becomes too crowded as do the changing and circulation areas. The model assumes that usage over 70% of capacity is busy and the swimming pool is operating at an uncomfortable level above that percentage.
- 7.2 In run 1 the 2017 baseline estimate is that the pools are 59.5% full at peak times and this increases to 61.6% in 2029, these are the District averages for all the pools. So below the Sport England pools full comfort level and with a reasonable amount of headroom before the pools full comfort level is reached.
- 7.3 The estimated used capacity for each pool does vary from the District wide average and the findings for each pool site are set out in Table 7.2, and this is for run 2. There is little variation between runs 1 and 2 for each pool sites just the used capacity is a bit lower at each individual site in run 1.

**Table 7.2: Used Capacity of the Warwick swimming pools. Runs 1 – 2**

	PUBLIC / COMMERCIAL	RUN 1	RUN 2
Warwick pools individual sites used capacity		2017	2029
<b>Warwick</b>		<b>59</b>	<b>62</b>
ABBAY FIELDS SWIMMING POOL	P	73	81
NEWBOLD COMYN LEISURE CENTRE	P	72	79
NUFFIELD HEALTH (WARWICK)	C	45	44
PURE HEALTH CLUB	C	52	53
ST NICHOLAS PARK LEISURE CENTRE	P	78	81
THE WARWICKSHIRE GOLF AND COUNTRY CLUB	C	31	33
WARWICK SCHOOL SPORTS CENTRE	P	56	58

- 7.4 As Table 7.2 shows all the public leisure centre swimming pools have higher individual used capacity percentages than the District average. This is because these pools provide for the full range of swimming activities of learn to swim, public recreational swimming, lane and fitness swimming and swimming development through clubs. In addition, there is the leisure pool at Newbold Comyn to provide for family based and fun activities. The site will have a wider draw because it is the only pool site with a leisure pool.
- 7.5 Also, the public swimming pools will have the fullest accessibility, in terms of opening hours with accessibility for club and public use. The pools do not have reduced hours of community access as at the education pool site. Also as public leisure centres, there is not the requirement to pay a monthly membership fee to access the pool. With the commercial pools, access is based on an ability and willingness to pay this membership. Finally the pools will be proactively managed to encourage and support swimming participation.
- 7.6 So for all these reasons, there is a draw effect of the public swimming pool sites and that is why they have the higher than the district average used capacity.
- 7.7 Abbey Fields is estimated to have 77% of pool capacity used in the weekly peak period in 2017 and increasing to 81% in 2029. At Newbold Comyn the estimated used capacity is 72% in 2017 and increasing to 79% in 2029. Whilst at St Nicholas Park the estimated used capacity is 78% in 2017 and increasing to 81% by 2029.
- 7.8 In effect, all the public leisure centre swimming pool sites have an estimated used capacity which is above the Sport England pools full comfort level of 70% of pool capacity used in the weekly peak period.
- 7.9 There are several reasons why the used capacity can vary at individual sites, often for several reasons combined. These are
- The population and the amount of demand in the catchment area of any pool. If there is an area with few other pools within the catchment area then any one pool will retain a higher level of demand and used capacity. This maybe the case at Abbey Fields, plus it is close to the Coventry boundary, and as identified in the supply and demand balance findings, Coventry is the only authority where the Coventry demand for pools exceeds the Coventry supply. So for pools which are full in Coventry and where some of the Coventry demand is located within the drive time catchment area of Abbey Fields then this demand could be met at Abbey Fields
  - The age and condition of a pool and as mentioned earlier, the quality of the swimming offer is of more importance to residents. Increasingly residents will travel further to access a more modern pool. Both St Nicholas and Newbold Comyn are undergoing modernisation in 2017 and whilst the pool tanks are not changing, upgraded changing accommodation with improved and expanded facilities at the centre will be a draw.
  - The amount of water space at a pool site, a pool with a 25m x 6 lane pool may have a lower percentage of used capacity than a 25m x 4 lane pool but the larger pool can accommodate more usage. It is important to also consider the size of the pool sites and not just view the

percentage figure in isolation. This makes the capacity used in the weekly peak period at Newbold Comyn even more impressive. The pool site has a 25m x 6 lane main pool and a 230 sq metres of water fun/leisure pool, so a total water area of 555 sq metres of water, of which, 72% in 2017 and 79% in 2029 is estimated to be used in the weekly peak period.

- The hours available for community use. The Warwick School swimming pool has 56% and 58% of pool capacity used in the weekly peak period, in the two years. However, the data is recording that it is only available for community use, most likely club or learn to swim programmes, for 8 hours a week. So it is easier to have a high used capacity when there is only a few hours of community access a week.

- 7.1 The commercial pool sites do have a lower used capacity than the public swimming pool sites, and for the reasons set out, namely the use is limited to recreational swimming by the centre membership, and possibly learn to swim programmes. So the type of use and the volume of use is much more limited than at the public swimming pool sites.
- 7.2 The reasons for the slight variation in the used capacity at the commercial pools is most likely because of the age of the pools, Pure Gym has the highest at 52% and then 53% in 2029. It is the most recent pool in the district having opened in 2007, so possibly a draw effect of the more modern site. It is also the smallest of the commercial pool sites at 180 sq metres of water, so higher used capacity in a smaller pool.
- 7.3 The Nuffield Health Pool site has an estimated used capacity of 45% and then 44% in 2029 but it is also the largest pool site, with a main pool of 160 sq metres and a teaching learner pool of 81 sq metres of water. The Warwickshire Golf and Country club pool has the lowest used capacity at 31% and then 33% in 2029.

### **Imported demand**

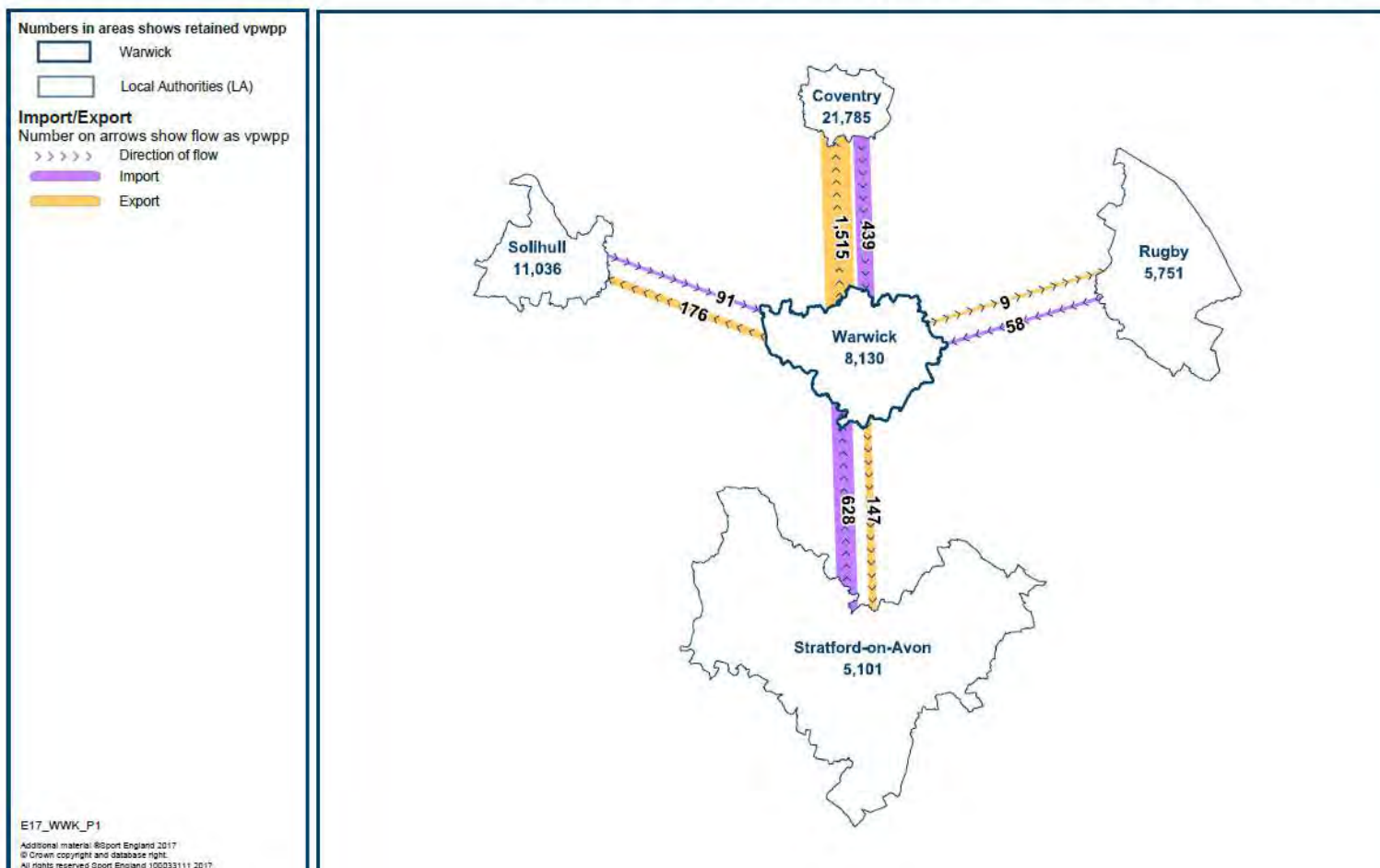
- 7.10 Imported demand is reported under used capacity because it measures the demand from residents who live outside Warwick but the nearest pool to where they live is inside the District. So if residents use the pool nearest to where they live this becomes part of the used capacity of the Warwick pools.
- 7.11 The percentage of imported demand is estimated to be 15.9% of the used capacity of the Warwick pools in run 1 but decreasing to 13.1% in 2029. The reason for the reduction is most likely because the location of the new residential development within the District is creating a slight shift, whereby the location of the nearest pool for more Warwick residents is in a neighbouring authority in 2029.
- 7.12 This is borne out by the export of the Warwick demand and which is met at pools in neighbouring authorities. This increases from 11.3% of the Warwick met demand in 2017 to 18.6% in 2029.
- 7.13 The source and scale of the imported demand is set out in Map 7.1 for run 2 in 2029, the largest imported demand is from Stratford-on-Avon, at 828 visits or 51.6% of the total imported demand. Then 439 visits are imported in the weekly peak period from Coventry (36.1%), 91 visits from Solihull (7, 4%) and 58 visits from Rugby (4.7%).



Map 7.1: Run 5 Import of demand for swimming Warwick 2029

Facility Planning Model - Pools Import/Export for Warwick  
Run 2: Existing Provision with 2029 population projections

Imported and exported demand between study area and surrounding local authorities shown thematically (size of lines) as visits per week in the peak period.



## 8. Local Share of Facilities

**Table 8.1: Local share of swimming pools Warwick District 2017 - 2029**

Warwick	Run 1	Run 2
Local Share	2017	2029
Local Share: <1 capacity less than demand, >1 capacity greater than demand	1.48	1.03
Score - with 100 = FPM Total (England and also including adjoining LAs in Scotland and Wales)	134.5	145.1
+/- from FPM Total (England and also including adjoining LAs in Scotland and Wales)	34.5	45.1

- 8.1 Local share has quite a complicated definition - it helps to show which areas have a better or worse share of facility provision. It takes into account the size and availability of facilities as well as travel modes. Local share is useful at looking at 'equity' of provision. Local Share is the available capacity that can be reached in an area divided by the demand for that capacity in the area. A value of 1 means that the level of supply just matches demand while a value of less than 1 indicates a shortage of supply and a value greater than 1 indicates a surplus.
- 8.2 In runs 1 and 2 Warwick has a local share of 1.48 in 2017 and then 1.03 in 2029. So supply is much greater than demand in terms of local share of pools in 2017, However the impact of the population growth increasing demand and there being no increase in swimming pool supply means that supply and demand are almost in balance in 2029.
- 8.3 The distribution of local share and how it varies across the District is set out in Map 8.1 overleaf. For consistency with other mapping this is for run 2.
- 8.4 Local share is highest in the areas/squares shaded light green (share is between 1 – 1.20) and dark green (1.20 – 1.40). Local share is lowest in the yellow areas/squares (1.00 – 0.80). Local share is lowest in the areas with swimming pools are located. The most likely reason is that population density is also highest in these areas. So more demand than there is pool supply and so less share of access to swimming pools in these areas.

**Open Facilities in Study Area for Run**

- Pool Location
- New Pool Location

**Warwick**

**Local Authorities (LA)**

**Local Share of Water Space 1km Grid**

5+  
2.5 to 5  
2 to 2.5  
1.8 to 2  
1.6 to 1.8  
1.4 to 1.6  
1.2 to 1.4  
1 to 1.2  
1  
0.8 to 1  
0.6 to 0.8  
0.4 to 0.6  
0.2 to 0.4  
0 to 0.2  
No Share

**Local Share Value**

1: Supply equals Demand  
2: Supply is double Demand  
0.5: Supply is half Demand

**Greyscale Background**

Within Warwick Study Area  
Outside Warwick Study Area

**E17\_WWK\_P1**

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0 3  
kilometres



- 8.5 This ends the reporting of the detailed findings on the assessment of swimming pools provision. The executive summary of findings and way forward is set out next.

## **9. Summary of key findings and conclusions**

- 9.1 The facilities planning model (fpm) sets out to assess the current and future supply, demand and access to swimming pools across Warwick District and a wider study area which includes all the neighbouring local authorities to Warwick.
- 9.2 This assessment includes the projected growth in population up to 2029 in Warwick District and in all the surrounding local authorities, which make up the study area. The assessment also includes the committed residential development due to be delivered in Warwick District up to 2029. So the major sites are identified and the scale of residential development at these sites is included in the analysis for 2029.
- 9.3 The fpm evidence base will be applied by the Council in the strategic planning of provision for swimming pools across the District. It will be used to inform and update the Council's indoor sports and recreational facilities strategy.
- 9.4 In the fpm work there are two assessments and these include committed changes in swimming pools provision in the neighbouring authorities, and which will impact on the supply, demand and access to pools in the District.
- 9.5 The fpm modelling runs are:
- Run 1 – supply, demand and access to swimming pools, based on the baseline position in 2017. An assessment of the current position from which to measure change
  - Run 2 – supply, demand and access to swimming pools, based on the projected population growth between 2017 and 2029. As mentioned, this run also includes the location and scale of the major residential development that will be developed in the District up to 2029.
- 9.6 Reference to Warwick from now on refers to the District and where there are findings specific to Warwick town, these will be referenced as such.
- 9.7 To try and summarise the extensive findings from the fpm assessment, Table 9.1 sets out the key findings under the headings analysed in the fpm runs. This provides a “read across” to see what changes between 2017 and 2029. A question and answer approach tries to draw out the key findings, with the typeface in red.
- 9.8 Table 9.1 is followed by a description of the main findings and overall conclusions.

**Table 9.1: Swimming pools runs 1 – 2 key findings for Warwick District 2017 - 2029**

Warwick	RUN 1	RUN 2
Total Supply	2017	2029
Number of pools	10.	10.
Number of pool sites	7.	7.
Supply of total water space in sq m	2,116.	2,116.
Supply of water space in sq m, scaled by hours available in the peak period	1,753.	1,753.
Supply of total water space in visits per week peak period	15,197.	15,197.
Water space per 1,000 population	15.	13.

Warwick	RUN 1	RUN 2
Total Demand	2017	2029
Population	141,109.	168,811.
Swims demanded – visits per week peak period	8,995.	10,496.
What is the total demand for swimming pools in sq metres of water and by how much does this increase between 2017 to 2029		
Equivalent in water space – with comfort factor included	1,493.	1,742.
% of population without access to a car	17.6	17.6

Warwick	RUN 1	RUN 2
Supply/Demand Balance	2017	2029
Supply - Swimming pool provision (sq m) scaled to take account of hours available for community use	1,753.	1,753.
Demand - Swimming pool provision (sq m) taking into account a 'comfort' factor	1,493.	1,742.
How does the Warwick supply and demand balance change between 2017 – 2029? (ie positive balance where supply is greater than demand (= +) and a negative balance, demand greater than supply (= -) in sq metres of water		
Supply / Demand balance - Variation in sq m of provision available compared to the minimum required to meet demand.	+ 260.	+ 11.

Warwick	RUN 1	RUN 2
Satisfied Demand	2017	2029
Total number of visits which are met (visits per week peak period)	8,571.	9,988.
What % of the Warwick total demand is satisfied (met) demand		
% of total demand satisfied	95.3%	95.2%
% of demand satisfied who travelled by car	80.6	81.
% of demand satisfied who travelled by foot	11.8	11.2
% of demand satisfied who travelled by public transport	7.6	7.8
Demand Retained (visits per week peak period)	7,604.	8,130.
What % of the satisfied demand is retained within Warwick?		
Demand Retained -as a % of Satisfied Demand	88.7%	81.4%
Demand Exported (visits per week peak period)	967.	1,858.
What % of Warwick's satisfied demand is exported		
Demand Exported -as a % of Satisfied Demand	11.3%	18.6%

Warwick	RUN 1	RUN 2
Unmet Demand	2017	2029
Total number of visits in the peak, not currently being met (visits per week peak period)	424.	508.
How much unmet demand is there as a % of total demand		
Unmet demand as a % of total demand	4.7%	4.8%
How much unmet demand is there in sq metres of water?		
Equivalent in Water space m2 - with comfort factor	70 sq m	84 sq m.
How much unmet demand is due to:		
Lack of Capacity -	0.6%	0.8%
Outside Catchment -	99.4%	99.2%

Warwick	RUN 1	RUN 2
Used Capacity	2017	2029
Total number of visits used of current capacity (visits per week peak period)	9,038.	9,354.
How full are the Warwick pools as a District average (%)?		
% of overall capacity of pools used	59.5%	61.6%
% of visits made to pools by walkers	10.7	11.4
% of visits made to pools by road	89.3	88.6
How much of the usage of the Warwick pools is imported (%)?		
Number of visits imported (visits per week peak period)	1,434.	1,224.
As a % of used capacity	15.9%	13.1%

9.9 There are some evident findings and trends that emerge from table 9.1. These are summarised in bullet point form:

- When looking at simply comparing the Warwick demand for swimming with the available supply in Warwick community use, supply exceeds demand, by 260 sq metres of water in 2017. The impact of the projected increase in demand for swimming from the population growth and new residential development up to 2029 (with supply assumed to be unchanged) is that demand exceeds supply by just 11 sq metres of water.
- So the projected increase in demand for swimming from population growth can be met by the existing quantity of water space up to 2029. This is comparing the Warwick demand for swimming pools with the Warwick supply.
- When assessing how much of the Warwick demand for swimming can be met based on the pool locations and catchment areas (pools located both inside and outside Warwick) then 95% of the Warwick demand in both years, is located inside the catchment area of a pool and there is enough pool capacity to meet this level of demand. So a very high level of the Warwick demand for swimming can be met in both years.
- Some 88% of the Warwick met demand in 2017 and 81% in 2029, is retained with the District – this is based on the Warwick pool locations and catchments. This finding identifies that for over eight out ten visits to a swimming pool by a Warwick resident, the nearest pool to where Warwick residents live is a pool located in the District.
- So the pools locations are very accessible to the location of the Warwick demand for swimming. The location of the residential development up to 2029 means that 7% more of the Warwick satisfied demand for swimming is exported. The increase in export of the Warwick demand is to Coventry, which increases from 600 visits per week in the weekly peak period in 2017 to 1,515 visit in 2029. Exported demand to the other three neighbouring authorities remains virtually unchanged.
- The total unmet demand for swimming pools is low because the Warwick supply exceeds demand in both years and over 90% of the Warwick demand for swimming can be met in both years.
- The total Warwick unmet demand in 2017, equates to 70 sq metres of water in 2017 and increases to 84 sq metres of water in 2029 (a 25m x 4 lane pool is between 210 and 250 sq metres of water, depending on lane width).
- Virtually ALL of the unmet demand is locational and it is demand located outside the walking catchment area of a swimming pool. There will always be unmet demand from this source because it is not possible to get complete geographic coverage, when the walking catchment is only 20 minutes/1mile. So the important point is not that unmet demand exists but the scale, and at 70 – 84 sq metres of water, it is not large at all. For context, Warwick has a total supply of 2,116 sq metres of water which is available for community use in the weekly peak period.

- This locational unmet demand is clustered in low values around Warwick town and Leamington Spa. In total, the unmet demand in this area is around 40 -45 sq metres of water. In Kenilworth the unmet demand is projected to be around 15 sq metres of water. The remainder of the unmet demand is dispersed in very low values across the District (Map 6.1 in the main report).
- The swimming pools as a District average are estimated to be 59% full in the weekly peak period in 2017 and this increases to 61% in 2029. Sport England has a benchmark pools full comfort level comfort factor which is applied in the fpm assessment, this is 70% of pool capacity used at peak times. So the District average indicates a reasonable level of headroom before this pools full comfort level is reached.
- However, all the public leisure centre swimming pools have higher individual used capacity percentages than the District average. This is because these pools provide for the full range of swimming activities of learn to swim, public recreational swimming, lane and fitness swimming and swimming development through clubs. In addition, there is the leisure pool at Newbold Comyn to provide for family based and fun activities. This site will have a wider draw because it is the only pool site with a leisure pool Also, the public swimming pools will have the fullest accessibility, in terms of opening hours and with accessibility for club and public use. Also as public leisure centres, there is not the requirement to pay a monthly membership fee to access the pool, as there is with the commercial pools. Finally, the pools will be proactively managed to encourage and support swimming participation.
- So for all these reasons, there is a draw effect of the public swimming pool sites and that is why they have a higher than the District average used capacity. Abbey Fields is estimated to have 77% of pool capacity used in the weekly peak period in 2017 and 81% in 2029. At Newbold Comyn the estimated used capacity is 72% in 2017 and 79% in 2029. Whilst at St Nicholas Park the estimated used capacity is 78% in 2017 and 81% by 2029.
- It is important to also consider the size of the pool sites and not just view the percentage figure in isolation. This makes the capacity used in the weekly peak period at Newbold Comyn even more impressive. The pool site has a 25m x 6 lane main pool and a 230 sq metres of water fun/leisure pool, so a total water area of 555 sq metres of water, of which, 72% in 2017 and 79% in 2029 is estimated to be used in the weekly peak period.

9.10 These are the key findings which emerge from the fpm runs modelled and the assessment

### **Overall summary and way forward**

#### ***Supply demand and access***

9.11 In overall terms, the findings are that Warwick has a sufficient quantity of water space to meet the Warwick demand for swimming up to 2029. There is no identified need for further swimming pool provision. This assessment includes the projected population growth from 2017 to 2029 in Warwick District, plus the committed location and scale of the residential development in the District up to 2029. It also includes in the assessment, the impact of the projected population growth in the neighbouring authorities on the demand for swimming and its distribution up to 2029.

- 9.12 The pools locations and catchment area are very accessible to the Warwick population, so much so, that Warwick is retaining within the District, over 80% of the satisfied demand for swimming in both years. There is, however, a fall between 2017 and 2029 of 7% from 88% to 81% of the Warwick demand which is retained within the District.

***Warwick and Coventry***

- 9.13 For some of the new residential development locations in the District, the nearest pool is located in Coventry. All of the increase in the Warwick exported demand is to Coventry. The total Warwick exported demand met in Coventry is 7% of the total Warwick satisfied demand in 2017 and increases to 15% by 2029.
- 9.14 The known changes in swimming pool supply in Coventry, as at 2017, have been included in the fpm assessment. However, it is evident if there is a reduction on the number of swimming pool sites in Coventry then a fair percentage of the Warwick demand is going to be displaced. (The reverse could also apply if the Coventry supply increases).
- 9.15 The Abbey Fields swimming pool site is estimated to have 77% of pool capacity used in the weekly peak period in 2017 and 81% in 2029. So a reduction in supply in Coventry, is going to push more demand to Abbey Fields and which is already a busy swimming pool site. Very unlikely to happen, but it would be challenging for the Abbey Fields pool to absorb all of the Warwick demand which goes to Coventry, which is 1515 visits in the weekly peak period by 2029. It could absorb around half of the visit rate but it would push the Abbey Fields pool usage to very high levels and this may discourage participation.
- 9.16 It will be important to monitor any changes in the swimming pool supply in Coventry over future years, especially any pool closures close to the Warwick boundary.

***Conundrum of enough pools but the pools are very busy and unmet demand is low***

- 9.17 The conundrum from the fpm assessment is that (1) whilst the quantity of water space across the District is sufficient to meet projected demand to 2029 and (2) there is some unmet demand located outside the catchment area of a pool, this is insufficient to consider provision of further swimming pools.
- 9.18 However, (3) the distribution of demand is such that, the public swimming pool sites are very busy pools and (4) there is limited scope to re-distribute demand from the public pools to other pools because of (A) loss of income and (B) the other pools sites either commercial or education pool sites, offer very limited scope other than providing for recreational swimming.
- 9.19 In effect, it is managing the current public pool stock to meet what is a good level of projected demand and usage. Modernisation of the Newbold Comyn and St Nicholas Centres buildings is underway and these centres can manage the high levels of projected usage. Further modernisation of the Abbey Fields pool site may be needed to ensure the building can accommodate the projected higher levels of usage. Maintaining the community access at the Warwick School swimming pool is important in retaining the overall supply and demand balance across the District.



- 9.20 The assessment and the findings will be carried forward into the update of the Warwick indoor sports and recreational facilities strategy.



## Appendix 1: Swimming pools across the study area included in the assessment.

Name of Site	Type	Dimensions	Area	Site Year Built	Site Year Refurb	Car % Demand	Public Tran % Demand	Walk % Demand
<b>WARWICK</b>						<b>81%</b>	<b>8%</b>	<b>11%</b>
ABBEY FIELDS SWIMMING POOL	Main/General	25 x 10	250	1986	2004	72%	6%	22%
NEWBOLD COMYN LEISURE CENTRE	Main/General	25 x 13	325	1990	2017	81%	10%	9%
NEWBOLD COMYN LEISURE CENTRE	Leisure Pool	23 x 10	230					
NUFFIELD HEALTH (WARWICK)	Main/General	20 x 8	160	2001		82%	8%	9%
NUFFIELD HEALTH (WARWICK)	Learner/Teaching/Training	9 x 9	81					
PURE HEALTH CLUB	Main/General	15 x 12	180	2007		76%	6%	18%
ST NICHOLAS PARK LEISURE CENTRE	Main/General	25 x 13	325	1983	2017	79%	7%	14%
THE WARWICKSHIRE GOLF AND COUNTRY CLUB	Main/General	20 x 10	200	2005		94%	6%	1%
THE WARWICKSHIRE GOLF AND COUNTRY CLUB	Leisure Pool	10 x 4	40					
WARWICK SCHOOL SPORTS CENTRE	Main/General	25 x 13	325	1988		84%	8%	8%
<b>COVENTRY</b>						<b>73%</b>	<b>13%</b>	<b>14%</b>
CALUDON CASTLE SPORTS CENTRE	Main/General	25 x 13	325	2007		72%	13%	15%
CENTRE AT7	Main/General	25 x 13	325	2014		70%	16%	14%
CENTRE AT7	Leisure Pool	20 x 8	150					
COVENTRY SPORTS & LEISURE CENTRE	Main/General	50 x 17	850	1966		65%	15%	20%
COVENTRY SPORTS & LEISURE CENTRE	Leisure Pool	15 x 10	150					
COVENTRY SPORTS & LEISURE CENTRE	Learner/Teaching/Training	10 x 5	50					
KING HENRY VIII SCHOOL	Main/General	25 x 13	313	2009		70%	14%	16%
PRESIDENT KENNEDY SCHOOL	Main/General	18 x 9	162	1965		48%	8%	44%
SPINDLES HEALTH & LEISURE (COVENTRY)	Main/General	18 x 9	162	1999	2005	85%	8%	7%
UNIVERSITY OF WARWICK NEW SPORTS CENTRE	Main/General	25 x 25	625	2019		86%	12%	2%
VELOCITY HEALTH & FITNESS (COVENTRY)	Main/General	25 x 10	250	2000		77%	7%	16%
WARWICKSHIRE HEALTH & RACQUETS CLUB	Main/General	25 x 10	250	1996		85%	7%	8%
WARWICKSHIRE HEALTH & RACQUETS CLUB	Learner/Teaching/Training	5 x 5	25					
WINDMILL VILLAGE HOTEL AND GOLF CLUB	Main/General	20 x 8	160	1990	2007	81%	6%	13%
XCEL LEISURE CENTRE	Main/General	25 x 10	250	2008		74%	11%	15%
<b>SOLIHULL</b>						<b>84%</b>	<b>10%</b>	<b>6%</b>
BANNATYNES HEALTH CLUB (SOLIHULL)	Main/General	20 x 8	150	1997	2004	87%	5%	8%
CLUB MOATIVATION (SOLIHULL)	Main/General	17 x 10	170	1990	2005	84%	5%	10%
DAVID LLOYD CLUB (SOLIHULL CRANMORE)	Main/General	25 x 13	313	1998	2014	90%	6%	5%
DAVID LLOYD CLUB (SOLIHULL CRANMORE)	Learner/Teaching/Training	13 x 13	156					
DAVID LLOYD CLUB (SOLIHULL)	Main/General	25 x 8	200	1998		89%	5%	6%

Name of Site	Type	Dimensions	Area	Site Year Built	Site Year Refurb	Car % Demand	Public Tran % Demand	Walk % Demand
DAVID LLOYD CLUB (SOLIHULL)	Learner/Teaching/ Training	3 x 2	6					
LIVINGWELL HEALTH CLUB (BIRMINGHAM METROPOLE)	Main/General	20 x 20	400	1995	2005	93%	7%	0%
NORTH SOLIHULL SPORTS CENTRE	Main/General	33 x 13	426	1979	2008	74%	14%	12%
NORTH SOLIHULL SPORTS CENTRE	Learner/Teaching/ Training	17 x 8	128					
SAINT MARTIN'S SCHOOL	Main/General	25 x 8	200	2003		84%	11%	4%
SMITHS WOOD SPORTS COLLEGE	Main/General	20 x 7	140	2008		44%	9%	48%
SOLIHULL SCHOOL	Main/General	24 x 9	204	1970	2008	82%	11%	7%
TUDOR GRANGE LEISURE CENTRE	Main/General	25 x 18	450	2008		85%	12%	3%
TUDOR GRANGE LEISURE CENTRE	Learner/Teaching/ Training	12 x 8	96					
TUDOR GRANGE LEISURE CENTRE	Diving	12 x 8	96					
VELOCITY HEALTH & FITNESS (SOLIHULL)	Main/General	20 x 9	180	2009		92%	6%	2%
VIRGIN ACTIVE CLUB (SOLIHULL)	Main/General	25 x 10	250	2001		94%	5%	0%
VIRGIN ACTIVE CLUB (SOLIHULL)	Learner/Teaching/ Training	25 x 10	250					
VIRGIN ACTIVE CLUB (SOLIHULL)	Leisure Pool	12 x 3	36					
<b>STRATFORD- on-AVON</b>						<b>83%</b>	<b>7%</b>	<b>9%</b>
BILTON GRANGE SCHOOL	Main/General	25 x 10	250	1983		81%	6%	13%
NUFFIELD HEALTH RUGBY FITNESS & WELLBEING GYM	Main/General	25 x 12	300	2001		93%	5%	2%
NUFFIELD HEALTH RUGBY FITNESS & WELLBEING GYM	Learner/Teaching/ Training	5 x 5	25					
RUGBY SCHOOL SPORTS CENTRE	Main/General	25 x 10	250	1991	2003	79%	8%	13%
SPORTS DIRECT FITNESS (RUGBY)	Main/General	20 x 7	144	1994	2007	78%	5%	17%
THE QUEENS DIAMOND JUBILEE CENTRE	Main/General	25 x 20	500	2013		83%	8%	9%
THE QUEENS DIAMOND JUBILEE CENTRE	Main/General	17 x 8	136					
<b>RUGBY</b>						<b>88%</b>	<b>5%</b>	<b>8%</b>
SHIPSTON LEISURE CENTRE	Main/General	25 x 10	250	2005		89%	2%	9%
SOUTHAM LEISURE CENTRE	Main/General	25 x 10	250	1988	2004	88%	3%	9%
STRATFORD LEISURE CENTRE	Main/General	33 x 12	396	1975	2015	86%	5%	9%
STRATFORD LEISURE CENTRE	Learner/Teaching/ Training	12 x 10	120					
STUDLEY LEISURE CENTRE	Main/General	20 x 9	180	1971	2002	86%	6%	7%
THE CLUB AND SPA AT THE WALTON HALL HOTEL	Leisure Pool	18 x 10	180	1987	2011	97%	3%	0%
VITAL HEALTH & WELLBEING (ALVESTON MANOR)	Main/General	18 x 9	162	2003		85%	4%	11%
WILDMOOR SPA & HEALTH CLUB	Main/General	20 x 8	160	2005		92%	4%	5%

## **Appendix 2 – Model description, Inclusion Criteria and Model Parameters**

Included within this appendix are the following:

- Model description
- Facility Inclusion Criteria
- Model Parameters

### **Model Description**

#### **1. Background**

- 1.1 The Facilities Planning Model (FPM) is a computer-based supply/demand model, which has been developed by Edinburgh University in conjunction with sportscotland and Sport England since the 1980s.
- 1.2 The model is a tool to help to assess the strategic provision of community sports facilities in an area. It is currently applicable for use in assessing the provision of sports halls, swimming pools, indoor bowls centres and artificial grass pitches.

#### **2. Use of FPM**

- 2.1 Sport England uses the FPM as one of its principal tools in helping to assess the strategic need for certain community sports facilities. The FPM has been developed as a means of:
  - assessing requirements for different types of community sports facilities on a local, regional or national scale;
  - helping local authorities to determine an adequate level of sports facility provision to meet their local needs;
  - helping to identify strategic gaps in the provision of sports facilities; and
  - comparing alternative options for planned provision, taking account of changes in demand and supply. This includes testing the impact of opening, relocating and closing facilities, and the likely impact of population changes on the needs for sports facilities.
- 2.2 Its current use is limited to those sports facility types for which Sport England holds substantial demand data, i.e. swimming pools, sports halls, indoor bowls and artificial grass pitches.
- 2.3 The FPM has been used in the assessment of Lottery funding bids for community facilities, and as a principal planning tool to assist local authorities in planning for the provision of community sports facilities. For example, the FPM was used to help assess the impact of a 50m swimming pool development in the London Borough of Hillingdon. The Council invested £22 million in the sports and leisure complex around this pool and received funding of £2,025,000 from the London Development Agency and £1,500,000 from Sport England<sup>1</sup>.

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<sup>1</sup> Award made in 2007/08 year.

### **3. How the model works**

- 3.1 In its simplest form, the model seeks to assess whether the capacity of existing facilities for a particular sport is capable of meeting local demand for that sport, taking into account how far people are prepared to travel to such a facility.
- 3.2 In order to do this, the model compares the number of facilities (supply) within an area, against the demand for that facility (demand) that the local population will produce, similar to other social gravity models.
- 3.3 To do this, the FPM works by converting both demand (in terms of people), and supply (facilities), into a single comparable unit. This unit is 'visits per week in the peak period' (VPWPP). Once converted, demand and supply can be compared.
- 3.4 The FPM uses a set of parameters to define how facilities are used and by whom. These parameters are primarily derived from a combination of data including actual user surveys from a range of sites across the country in areas of good supply, together with participation survey data. These surveys provide core information on the profile of users, such as, the age and gender of users, how often they visit, the distance travelled, duration of stay, and on the facilities themselves, such as, programming, peak times of use, and capacity of facilities.
- 3.5 This survey information is combined with other sources of data to provide a set of model parameters for each facility type. The original core user data for halls and pools comes from the National Halls and Pools survey undertaken in 1996. This data formed the basis for the National Benchmarking Service (NBS). For AGPs, the core data used comes from the user survey of AGPs carried out in 2005/6 jointly with Sportscotland.
- 3.6 User survey data from the NBS and other appropriate sources are used to update the models parameters on a regular basis. The parameters are set out at the end of the document, and the range of the main source data used by the model includes:
  - National Halls & Pools survey data –Sport England
  - Benchmarking Service User Survey data –Sport England
  - UK 2000 Time Use Survey – ONS
  - General Household Survey – ONS
  - Scottish Omnibus Surveys – Sport Scotland
  - Active People Survey - Sport England
  - STP User Survey - Sport England & Sportscotland
  - Football participation - The FA
  - Young People & Sport in England – Sport England
  - Hockey Fixture data - Fixtures Live
  - Taking Part Survey - DCMS

#### **4. Calculating Demand**

- 4.1 This is calculated by applying the user information from the parameters, as referred to above, to the population<sup>2</sup>. This produces the number of visits for that facility that will be demanded by the population.
- 4.2 Depending on the age and gender make-up of the population, this will affect the number of visits an area will generate. In order to reflect the different population make-up of the country, the FPM calculates demand based on the smallest census groupings. These are Output Areas (OA)<sup>3</sup>.
- 4.3 The use of OAs in the calculation of demand ensures that the FPM is able to reflect and portray differences in demand in areas at the most sensitive level based on available census information. Each OA used is given a demand value in VPWPP by the FPM.

#### **5. Calculating Supply Capacity**

- 5.1 A facility's capacity varies depending on its size (i.e. size of pool, hall, pitch number), and how many hours the facility is available for use by the community.
- 5.2 The FPM calculates a facility's capacity by applying each of the capacity factors taken from the model parameters, such as the assumptions made as to how many 'visits' can be accommodated by the particular facility at any one time. Each facility is then given a capacity figure in VPWPP. (See parameters in Section C).
- 5.3 Based on travel time information<sup>4</sup> taken from the user survey, the FPM then calculates how much demand would be met by the particular facility having regard to its capacity and how much demand is within the facility's catchment. The FPM includes an important feature of spatial interaction. This feature takes account of the location and capacity of all the facilities, having regard to their location and the size of demand and assesses whether the facilities are in the right place to meet the demand.
- 5.4 It is important to note that the FPM does not simply add up the total demand within an area, and compare that to the total supply within the same area. This approach would not take account of the spatial aspect of supply against demand in a particular area. For example, if an area had a total demand for 5 facilities, and there were currently 6 facilities within the area, it would be too simplistic to conclude that there was an oversupply of 1 facility, as this approach would not take account of whether the 5 facilities are in the correct location for local people to use them within that area. It might be that all the facilities were in one part of the borough, leaving other areas under provided. An assessment of this kind would not reflect the true picture of provision. The FPM is

<sup>2</sup> For example, it is estimated that 7.72% of 16-24 year old males will demand to use an AGP, 1.67 times a week. This calculation is done separately for the 12 age/gender groupings.

<sup>3</sup> Census Output Areas (OA) are the smallest grouping of census population data, and provides the population information on which the FPM's demand parameters are applied. A demand figure can then be calculated for each OA based on the population profile. There are over 171,300 OAs in England. An OA has a target value of 125 households per OA.

<sup>4</sup> To reflect the fact that as distance to a facility increases, fewer visits are made, the FPM uses a travel time distance decay curve, where the majority of users travel up to 20 minutes. The FPM also takes account of the road network when calculating travel times. Car ownership levels, taken from Census data, are also taken into account when calculating how people will travel to facilities.

able to assess supply and demand within an area based on the needs of the population within that area.

- 5.5 In making calculations as to supply and demand, visits made to sports facilities are not artificially restricted or calculated by reference to administrative boundaries, such as local authority areas. Users are generally expected to use their closest facility. The FPM reflects this through analysing the location of demand against the location of facilities, allowing for cross boundary movement of visits. For example, if a facility is on the boundary of a local authority, users will generally be expected to come from the population living close to the facility, but who may be in an adjoining authority.

## **6. Facility Attractiveness – for halls and pools only**

- 6.1 Not all facilities are the same and users will find certain facilities more attractive to use than others. The model attempts to reflect this by introducing an attractiveness weighting factor, which effects the way visits are distributed between facilities. Attractiveness however, is very subjective. Currently weightings are only used for hall and pool modelling, with a similar approach for AGPs is being developed.
- 6.2 Attractiveness weightings are based on the following:
- Age/refurbishment weighting – pools & halls - the older a facility is, the less attractive it will be to users. It is recognised that this is a general assumption and that there may be examples where older facilities are more attractive than newly built ones due to excellent local management, programming and sports development. Additionally, the date of any significant refurbishment is also included within the weighting factor; however, the attractiveness is set lower than a new build of the same year. It is assumed that a refurbishment that is older than 20 years will have a minimal impact on the facilities attractiveness. The information on year built/refurbished is taken from Active Places. A graduated curve is used to allocate the attractiveness weighting by year. This curve levels off at around 1920 with a 20% weighting. The refurbishment weighting is slightly lower than the new built year equivalent.
  - Management & ownership weighting – halls only - due to the large number of halls being provided by the education sector, an assumption is made that in general, these halls will not provide as balanced a program than halls run by LAs, trusts, etc, with school halls more likely to be used by teams and groups through block booking. A less balanced programme is assumed to be less attractive to a general, pay & play user, than a standard local authority leisure centre sports hall, with a wider range of activities on offer.
- 6.3 To reflect this, two weightings curves are used for education and non-education halls, a high weighted curve, and a lower weighted curve;
- High weighted curve - includes Non education management - better balanced programme, more attractive.
  - Lower weighted curve - includes Educational owned & managed halls, less attractive.



- 6.4 Commercial facilities – halls and pools - whilst there are relatively few sports halls provided by the commercial sector, an additional weighing factor is incorporated within the model to reflect the cost element often associated with commercial facilities. For each population output area the Indices of Multiple Deprivation (IMD) score is used to limit whether people will use commercial facilities. The assumption is that the higher the IMD score (less affluence) the less likely the population of the OA would choose to go to a commercial facility.

## **7. Comfort Factor – halls and pools**

- 7.1 As part of the modelling process, each facility is given a maximum number of visits it can accommodate, based on its size, the number of hours it's available for community use and the 'at one time capacity' figure ( pools = 1 user / 6m<sup>2</sup> , halls = 6 users / court). This gives each facility a "theoretical capacity".
- 7.2 If the facilities were full to their theoretical capacity then there would simply not be the space to undertake the activity comfortably. In addition, there is a need to take account of a range of activities taking place which have different numbers of users, for example, aqua aerobics will have significantly more participants, than lane swimming sessions. Additionally, there may be times and sessions that, whilst being within the peak period, are less busy and so will have fewer users.
- 7.3 To account of these factors the notion of a 'comfort factor' is applied within the model. For swimming pools 70%, and for sports halls 80%, of its theoretical capacity is considered as being the limit where the facility starts to become uncomfortably busy. (Currently, the comfort factor is NOT applied to AGPs due to the fact they are predominantly used by teams, which have a set number of players and so the notion of having 'less busy' pitch is not applicable).
- 7.4 The comfort factor is used in two ways;
- Utilised Capacity - How well used is a facility? 'Utilised capacity' figures for facilities are often seen as being very low, 50-60%, however, this needs to be put into context with 70-80% comfort factor levels for pools and halls. The closer utilised capacity gets to the comfort factor level, the busier the facilities are becoming. You should not aim to have facilities operating at 100% of their theoretical capacity, as this would mean that every session throughout the peak period would be being used to its maximum capacity. This would be both unrealistic in operational terms and unattractive to users.
  - Adequately meeting Unmet Demand – the comfort factor is also used to increase the amount of facilities that are needed to comfortably meet the unmet demand. If this comfort factor is not added, then any facilities provided will be operating at its maximum theoretical capacity, which is not desirable as set out above.

## **8. Utilised Capacity (used capacity)**

- 8.1 Following on from Comfort Factor section, here is more guidance on Utilised Capacity.
- 8.2 Utilised capacity refers to how much of facilities theoretical capacity is being used. This can, at first, appear to be unrealistically low, with area figures being in the 50-60% region. Without any further explanation, it would appear that facilities are half empty. The key point is not to see a

facilities theoretical maximum capacity (100%) as being an optimum position. This, in practise, would mean that a facility would need to be completely full every hour it was open in the peak period. This would be both unrealistic from an operational perspective and undesirable from a user's perspective, as the facility would completely full.

### 8.3 For example:

A 25m, 4 lane pool has Theoretical capacity of 2260 per week, during 52 hour peak period.

	4-5pm	5-6pm	6-7pm	7-8pm	8-9pm	9-10pm	Total Visits for the evening
Theoretical max capacity	44	44	44	44	44	44	264
Actual Usage	8	30	35	50	15	5	143

- 8.4 Usage of a pool will vary throughout the evening, with some sessions being busier than others though programming, such as, an aqua-aerobics session between 7-8pm, lane swimming between 8-9pm. Other sessions will be quieter, such as between 9-10pm. This pattern of use would give a total of 143 swims taking place. However, the pool's maximum capacity is 264 visits throughout the evening. In this instance the pools utilised capacity for the evening would be 54%.
- 8.5 As a guide, 70% utilised capacity is used to indicate that pools are becoming busy, and 80% for sports halls. This should be seen only as a guide to help flag up when facilities are becoming busier, rather than a 'hard threshold'.

## 9. Travel times Catchments

- 9.1 The model uses travel times to define facility catchments in terms of driving and walking.
- 9.2 The Ordnance Survey (OS) Integrated Transport Network (ITN) for roads has been used to calculate the off-peak drive times between facilities and the population, observing one-way and turn restrictions which apply, and taking into account delays at junctions and car parking. Each street in the network is assigned a speed for car travel based on the attributes of the road, such as the width of the road, and geographical location of the road, for example the density of properties along the street. These travel times have been derived through national survey work, and so are based on actual travel patterns of users. The road speeds used for Inner & Outer London Boroughs have been further enhanced by data from the Department of Transport.
- 9.3 The walking catchment uses the OS Urban Path Network to calculate travel times along paths and roads, excluding motorways and trunk roads. A standard walking speed of 3 mph is used for all journeys.



- 9.4 The model includes three different modes of travel, by car, public transport & walking. Car access is also taken into account, in areas of lower access to a car, the model reduces the number of visits made by car, and increases those made on foot.
- 9.5 Overall, surveys have shown that the majority of visits made to swimming pools, sports halls and AGPs are made by car, with a significant minority of visits to pools and sports halls being made on foot.

Facility	Car	Walking	Public transport
Swimming Pool	76%	15%	9%
Sports Hall	77%	15%	8%
AGP			
Combined	83%	14%	3%
Football	79%	17%	3%
Hockey	96%	2%	2%

- 9.6 The model includes a distance decay function; where the further a user is from a facility, the less likely they will travel. The set out below is the survey data with the % of visits made within each of the travel times, which shows that almost 90% of all visits, both car borne or walking, are made within 20 minutes. Hence, 20 minutes is often used as a rule of thumb for catchments for sports halls and pools.

	Sport halls		Swimming Pools	
Minutes	Car	Walk	Car	Walk
0-10	62%	61%	58%	57%
10-20	29%	26%	32%	31%
20 -40	8%	11%	9%	11%

# Indoor Sport and Leisure Strategy

Updated: July 2018  
Final



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# 1: Introduction

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## Introduction

- 1.1 This Strategy for Indoor and Built Facility provision across Warwick District updates the previous 2014 Indoor Sport and Leisure Strategy. The 2014 Strategy was based on detailed needs and evidence work at the time, which was produced in line with the National Planning Policy Framework (NPPF), which requires that (Paragraph 73, page 18):

*'.....planning policies are based upon robust and up-to-date assessments of needs for open space, sport and recreation facilities and opportunities for new provision.....'*

- 1.2 This 2018 Strategy represents a refresh of the 2014 work, reflecting changes that have taken place over the previous 4-years across Warwick District, updated Facilities Planning Model (FPM) work and with a focus on the Kenilworth area.
- 1.3 The Council is also in the process of updating its *needs and evidence* base for Playing Pitches and Outdoor Sport along with a new Strategy and Action Plan. Both pieces of work together provide a coordinated and long-term approach to sports facility provision and planning across Warwick for both indoor and outdoor sport.

## Local Strategic Context

- 1.4 The strategic drivers for indoor built facility provision across Warwick in 2014 were to ensure:
- Long-term sports facility needs deliver health and wellbeing and economic priorities;
  - Sports facility needs meet future population growth; and
  - Priorities take account of the current condition and projected lifespan of the Warwick District Council (WDC) owned stock.
- 1.5 Since 2014 Warwick District Council's corporate vision for the district has evolved and is:
- 'to make it a great place to live, work and visit where we aspire to build sustainable, safe, stronger and healthier communities.'*
- 1.6 There is now a corporate policy framework, known as *Fit for the Future*, which ensures that all strategies, projects and service plans focus upon three key themes: *services, people and money*.

- 1.7 In terms of *health and well-being*, Warwick District Council's aim is to enable and encourage the people of the district to have an equal access to a healthy life and sense of wellbeing, ensuring that actions are aligned with the Warwickshire Health and Wellbeing Board's Strategy.
- 1.8 The Council's strategic priorities for health and well-being are, to *make every contact count* (MECC) in recognising that the Council has many opportunities to impact on people's mental and physical health and wellbeing by:
- Increasing opportunities for everyone to engage in sport, the arts and cultural activities;
  - Supporting independent living and decent housing for all;
  - Reducing obesity, particularly in children, and improving health outcomes generally by encouraging the availability and choices for healthy eating;
  - Reducing exposure to tobacco smoke;
  - Discouraging drug and alcohol misuse; and
  - Promoting and engaging in robust equality and disability policy.
- 1.9 The previous theme of health as a key driver is therefore still and arguably even more relevant for the current Strategy. Since the previous Strategy Sport England has also updated its focus.

**Sport England Strategy 'Sporting Future – a new strategy for an Active Nation' 2016 – 2021'**

- 1.10 The release of the Sport England Strategy in May 2016 builds on the Government's strategy. It is titled - '*Sporting Future – a new strategy for an Active Nation*' 2016 – 2021. This strategy emphasises that future funding decisions will be made based on the social good that physical activity and sport can deliver, not simply on the number of participants.
- 1.11 Government has redefined what success looks like in sport by concentrating on the five key outcomes: *physical wellbeing, mental wellbeing, individual development, social and community development and economic development*.
- 1.12 Sport England's vision is that '*everyone in England, regardless of age, background or level of ability, feels able to engage in physical activity and sport. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone - meets their needs, treats them as individuals and values them as customers.*' (*Towards An Active Nation 2016 – 2021*).
- 1.13 Within the new Strategy there is a clear focus on tackling inactivity as the Strategy recognises that more than one in four people in England (28%) do less than 30 minutes of physical activity a week. The new Strategy therefore places a much greater emphasis on groups who are typically much less active such as women, disabled people and those from disadvantaged backgrounds.
- 1.14 The new Strategy makes clear recommendations with an emphasis placed on working locally to address high levels of physical inactivity and increase the number of active people. The Strategy will see investment driven by identification of local need.

- 1.15 Sport England has also placed a strong focus on the role that collaborative and multi-agency working with local partners has to play in supporting the step change that is required to tackle inactivity. There is a focus on the right mix of facilities, in accessible locations and the right programmes to engage those currently not taking part in sport and physical activity.
- 1.16 The new direction of Sport England connects with many of the local Warwick Council priorities. The added challenge for Warwick moving forward will be to re-double its efforts on the inactive and seek to ensure that facilities and programmes are developed, which encourage these groups.
- 1.17 Alongside this it must be recognized that traditional built facilities are also not the panacea to tackle sport and physical activity challenges. In facility terms the nature of provision is changing, from traditional offers to more flexible facilities, both indoor and outdoor (walking and cycling), which match health and physical activity aspirations as opposed to traditional sports needs.
- 1.18 Alongside this more formal built facility strategy the Council will therefore also need to consider and plan for the contribution that green spaces and open space can make to tackling the physical activity agenda and more community based local initiatives.
- 1.19 To make sense of priorities it is important to understand the health and physical activity challenges across the District.

### **Sports Participation Profile**

- 1.20 In 2014 the analysis of the Districts sports participation set out a very positive picture across Warwick District of a healthy and active population with a high propensity to participate in sport and physical activity.
- 1.21 2018 sees the position much the same:
- 61% of adults report undertaking 150 minutes of moderate intensity physical activity compared to the national average of 57%;
  - 42% of adults (14 plus) take part in sport at least once a week compared to the national average of 37%. 47.5% for men and 36.55 for women;
  - 26.3% of adults (16 plus) take part in sport and active recreation three times a week compared to the national average of 23.7%. 31% for men and 21.6% for women; and
  - 51.9% of adults who are inactive want to take part in sport, demonstrating there is an opportunity to increase participation.

The map overleaf shows the adult participation rates for sport across the District on an area basis, with the darker shading representing the highest participation rates.

### **Map 1: Adult Participation in Sport across Warwick District**



- 1.22 The 2014 needs and evidence concluded that the participation profile is generally matched to community recreation and activity based opportunities, i.e. swimming and health and fitness, as opposed to formal sport. Looking at the participation numbers, providing accessible community facilities for sport and physical activity clearly helps to cater for this profile and resident needs, while also attracting new participants.
- 1.23 This would still appear to be the case however it is evident that there are some challenges. In geographical terms there is east / west split in the district and a real pocket of low participation centred around the Manor ward. It should also be noted that in the north of the district around the Kenilworth area, participation is also lower, although still in the mid range and not low. Kenilworth is the focus of the updated Strategy.
- 1.24 Inactivity continues to present a challenge and female participation also lags behind that of male.
- 1.25 The District would appear to still have the right facilities, well located to meet participation needs and also provide the infra-structure to address wider non-participants however addressing the needs on non-participants remains.
- 1.26 Since 2014 the Council has undertaken a procurement exercise for the management and operation of its leisure provision. As a result Everyone Active (EA) was appointed to manage the Councils leisure centres until 2027. The matter of programming is controlled via the contract Service Specification. Everyone Active have very sophisticated CRM data to show levels of usage by different groups and then use this to inform programming. Marketing is left to EA to adopt their own approach to maximise participation, working with the Council where appropriate.
- 1.27 The Council's decision to appoint an external partner also serves to protect the long-term provision of facilities in the District and drive further investment. After the first year of the new contract arrangements, participation across the centres has increased and the new partnership and investment is bearing fruit.

## Supply and Demand

- 1.28 The supply and demand analysis for key facility types – *swimming pools and sports halls* has been updated from the 2014 Strategy using the Sport England Facilities Planning Model (FPM).
- 1.29 The updated FPM assessments include all changes in the supply of facilities. In Warwick these have been significant. The 2014 Strategy recommended a redevelopment package across the Council's facilities. The ensuing investment package of over £15m benefitted from a £2m grant from Sport England.
- 1.30 In line with the previous Strategy recommendations St Nicholas Park was fully refurbished to include an 80-station gym, two exercise studios, a new reception area and a refurbishment to the swimming pool. Newbold Comyn has been redeveloped to house a 100 station gym, two new studios, a clip and climb facility and a new four-court sports hall. The sports hall met the need identified in the original 2014 Strategy. Other changes in supply have also occurred in neighbouring authorities.
- 1.31 The update recognises these changes in supply but also looks at demand and builds in the projected growth in population up to 2029 in Warwick District and in all the surrounding local authorities. The assessment also includes the committed residential development due to be delivered in Warwick District up to 2029. So the major sites are identified and the scale of residential development at these sites is included in the analysis for 2029.
- 1.32 The full FPM reports are included as an appendix.
- 1.33 Updated consideration of health and fitness (see later) and indoor bowls needs has also been included. Artificial Grass Pitch (AGP) needs are considered in the Playing Pitch Strategy.
- 1.34 The last Strategy recommended that consideration be given to the development of an Indoor Bowls Facility. At the time of the previous Strategy one of the options to meet indoor bowls needs was for Warwick Council to offer the Avon Valley Indoor Bowls Club (AVIBC) a long lease (term 99 years) on land at Harbury Lane to support their desire to raise funds for a new indoor bowls facility/changing rooms relocating from the Jaguar Land Rover site at Gaydon to Warwick District.
- 1.35 Avon Valley IBC have now negotiated a new lease with Jaguar-Land Rover and are staying put, this will now in effect form part of the future supply and a facility for Warwick District. Given this, consultation with Bowls England suggests an additional Indoor Bowls Facility within the Warwick District would need careful and considered analysis to ensure that it was sustainable and did not simply displace users from existing clubs who are already under capacity. Bowls England would therefore now not recommend a further specialist standalone Indoor Bowls Centre for Warwick District. This is supported by the Council.
- 1.36 Much has therefore been achieved as a result of the 2014 work, this update reflects on the impacts of these developments but also focuses on the updated needs and the work still to do, particularly in terms of the Kenilworth area.

## Updated Sports Halls Needs Assessment

1.37 There are two FPM assessments which form the updated evidence base. The two FPM modelling runs are:

- **Run 1** supply, demand and access to sports halls based on the population in Warwick District and the neighbouring authorities in 2017. This provides the baseline assessment of the supply, demand and access to sports halls in 2017 and from which to measure change.
- **Run 2** the supply, demand and access to sports halls up to 2029. As mentioned, this includes the projected increase in population in Warwick, and across the local authorities which share a boundary with Warwick. Plus the location and scale of the residential development in the District which is committed to be delivered by 2029.

1.38 Table 1 sets out the key findings under the headings analysed in the FPM runs. This provides a read across to see what changes between 2017 and 2029.

1.39 Table 1 is followed by a description of the main findings and overall way forward.

**Table 1: Sports Halls Overview**

Warwick	RUN 1	RUN 2
Total Supply	2017	2029
Number of halls	14	15
Number of hall sites	11	11
Supply of total hall space expressed as main court equivalents	56	60
Supply of hall space in courts, scaled by hours available in the peak period	39	43
Supply of total hall space in visits per week peak period	10,656	11,748
Courts per 10,000 population	4	3.6

1.40 The headlines from Table 1 are as follows:

- Warwick has an extensive supply of sports halls. In 2017 there are 14 sports halls on 11 sports hall sites (some sites have more than one hall), this increased to 15 sports halls, with the addition of the Newbold Comyn sports hall, which opened in 2018.
- In terms of total numbers of badminton courts, Warwick has a total supply of 56 badminton courts in 2017, increasing to 60 badminton courts with the Newbold Comyn sports hall.
- Based on the number of courts available for community use (the effective supply), there are 39 badminton courts in run 1 and 43 badminton courts in run 2. The difference between the total and the effective supply of 17 courts in both years (30% of the total supply), is because of the variable hours available at the school and college sites for community use. It is a significant finding and illustrates that the supply of sports halls could be increased by making more use/access to the existing venues.



- When simply comparing the Warwick demand for sports halls with the available supply in Warwick, demand exceeds supply by 1 badminton court in 2017 and increases to just over 4 badminton courts in 2029. It is evident that the new sports hall at Newbold Comyn has served to meet demand and ensure accessibility to sports hall provision.
- So the Warwick demand for sports halls slightly exceeds the available supply in both years. There are however a further 17 court equivalents, located on education sites which are not available for community use. So Warwick does have a sufficient total supply of sports halls to meet demand in both years, furthermore there are a number of smaller 2-court halls, which are not included in the FPM, which would further increase the supply.
- 94% of the Warwick total demand for sports halls can be met in both years. This is based on the sports hall locations and catchment areas (venues located both inside and outside Warwick). So a very high level of the Warwick demand for sports halls can be met in both years.
- Some 81% of the total 94% Warwick met demand which is met, is retained with the district. This finding identifies that for over eight out ten visits to a sports hall by a Warwick resident, the nearest venue to where Warwick residents live, is a sports hall located in the district.
- The sports hall locations are very accessible to Warwick residents. The location of the residential development up to 2029, only reduces the retained demand by 0.6% In effect, the level of retained demand is almost unchanged – it is a very high level of retained demand in both years.
- The majority of the exported demand goes to Coventry, at 854 visits, which is 56% of the total exported demand in 2017. It increases to 1,269 visits and 68% of the total Warwick exported demand in 2029. This equates to the capacity of 4 badminton courts in 2017 and increasing to just over 6 badminton courts in 2029. There is a considerable supply of sports halls located in Coventry close to the Warwick boundary. So for a lot of the Warwick demand located in and around Kenilworth, the nearest sports hall for residents is a sports hall located in Coventry.
- The largest exported demand after Coventry is Rugby at 23% and 360 visits exported in 2017 (fewer than 2 badminton courts) and 319 visits (also fewer than 2 badminton courts) in 2029.
- The total unmet demand for sports halls which is located outside the catchment area of a sports hall is also very low and is fewer than 3 badminton courts in both years. There will always be unmet demand from this source, as it is not possible for all demand to be inside catchment, when the walking catchment is only 20 minutes/1mile. So the important point is not that unmet demand exists but the scale, and at less than 3 badminton courts, it is not large scale. Warwick had a total supply of 39 badminton court in 2017 and then 43 courts with the new Newbold Comyn centre.
- This locational unmet demand is clustered in very low values around Warwick Town and Leamington Spa.
- The sports halls as a District average are estimated to be 68% full in the weekly peak period in 2017 and this increases to 72% in 2029. The Sport England benchmark sports halls full comfort level comfort factor which is applied in the fpm assessment, is 80% of capacity used at peak times. So the District average indicates getting close to the halls full comfort level.

- However all the public leisure centre sports halls have a higher individual used capacity percentage than the District average.
- The findings are that both the St Nicholas Park Leisure Centre and Newbold Comyn Leisure Centre (when included in Run 2) are estimated to have 100% of capacity used at peak times. Castle Farm Recreation Centre has an estimated used capacity of 73% in the weekly peak period in 2017 and 78% in 2029. The John Atkinson Sports Centre at Myton School, and which is also managed as part of the Warwick District Council sports halls supply, also has 100% of capacity used in both years.
- The public leisure centre sports halls provide full access for pay and play recreational use, as well as for sports club use. They have the longest opening hours and are accessible year-round. Finally the centres will be proactively managed to develop and increase participation. So these centres have a draw effect, they attract and retain the highest level of used capacity.
- These findings contrast with the school and college sports halls which, as reported under the supply heading in the main report, have variable hours of access for community use. Use will almost only be for club use and not recreational play and play. Also the approach to community use does vary across education sites. Some schools or colleges proactively promote community use, as part of the school/college offer to the local community. Whilst other schools take a responsive approach to community use and take lettings as and when clubs approaching the school/college.
- For all these reasons the estimated used capacity of the education sports halls does vary. That said, the findings are quite high for most of the school/college venues. Champion School Academy is estimated to have 100% of capacity used at peak times. Trinity Catholic School has an estimated 76% of capacity used at peak times in both years and at Warwickshire College it is 72% in 2017 and 67% in 2029.

### **Sports Hall Summary**

- 1.41 The first key finding for the updated strategy for sports halls is that Warwick has a sufficient total supply of sports halls to meet the Warwick demand in both years. The impact of the projected growth in population to 2029 can be met by the total current supply of sports halls. Total is underlined because there is a total supply across the District of 56 badminton courts in 2017 and 60 badminton courts, when the Newbold Comyn sports hall is included.
- 1.42 The supply available for community use is, however, 39 badminton across the District and 43 when the Newbold Comyn sports hall is included. Total demand is for 40 badminton courts and projected to be 47 courts in 2029, so demand exceeds supply by 1 court in 2017 and 4 courts in 2029.
- 1.43 Meeting the gap between total demand and the available supply is a fine margin and it can be met by increasing access to some of the education venues, so it will be important to continue to work with schools to achieve this.
- 1.44 The second key finding is, however, that the sports halls and notably the public sports halls are projected to be very full at peak times in 2017 and 2029. So it is important to not only increase access to the education venues to balance supply and demand but to also provide some headroom of spare capacity for the public leisure centres.

- 1.45 The impact of any reduction in sports hall supply, should an education venue close, or, reduce access for community use is evident. It brings into sharper contrast the difference between the total and available supply of sports halls and would push more demand (clubs) to the public leisure centres. Based on the fpm findings, this re-direction would be difficult to accommodate.
- 1.46 As set out, the projected increase in demand for sports halls from population growth can be accommodated. The residential sites due to be developed to 2029 and their population has been included in the assessment. The demand generated can be met, the location of the sites only changes very slightly the amount of Warwick demand retained within the District, or, the amount of Warwick demand which is exported.
- 1.47 In 2017 some 81% of the total 94% Warwick met demand is retained with the District and this only reduces by 0.6% by 2029. So, in short, the sports hall locations and their catchment areas now and in the future are in the right locations to retain the vast majority of the Warwick demand within the district.
- 1.48 The amount of demand located "outside catchment" is very small and is fewer than 3 badminton courts in both years. It is dispersed in very low values across the District and there is no one hot spot of unmet demand.
- 1.49 Focussing on Kenilworth, the Castle Farm Recreation Centre is projected to be a busy centre and the estimated used capacity at peak times is 73% in 2017 and increasing to 78% in 2029. This is very close to the Sport England sports hall full comfort level of 80% of capacity used at peak times, so little headroom before this level is reached.
- 1.50 Residents in the Kenilworth area can access the extensive supply of sports halls in the southern part of Coventry and the finding is that the majority of the Warwick exported demand goes to Coventry. This is 854 visits, and which is 56% of the total exported demand in 2017 and increases to 1,269 visits and 68% of the total Warwick exported demand in 2029. This equates to the capacity of 4 badminton courts in 2017 and increasing to just over 6 badminton courts in 2029.
- 1.51 The majority, if not all, of this exported demand is going to be from the Kenilworth area. The assessment has included the known committed changes in sports hall supply in Coventry and the impact this has on the distribution of demand.
- 1.52 Putting the findings together, the Castle Farm Recreation Centre is projected to be busy and very close to the Sport England halls full comfort level of 80% of capacity used at peak times. Some of the Kenilworth area demand is benefiting from being met by the sports hall supply in Coventry. Any reduction in sports hall supply in the southern part of Coventry is going to put increased pressure on the Castle Farm centre. This is most likely going to lead to unmet demand because of lack of sports hall capacity.

### **Sports Hall Options**

- 1.53 Sports hall options arising from the updated needs and evidence therefore include:
- The Council should protect its sports hall stock and continue to enhance facilities to cope with the increased demand and impacts of increased pressures on capacity.
  - Any re-development of the Castle Farm Recreation Centre in Kenilworth should consider increasing the size from a 4-badminton court size sports hall to a 6 or even 8 court hall.

- Any modernisation of the existing building at Castle Farm should consider the scope to provide a flexible multi-purpose studio space that could accommodate, exercise dance and fitness classes, providing flexibility and leaving the main hall to provide for indoor hall sports. This is in line with the new physical activity agenda.
- Any proposals by the education sites to reduce access for community use should be resisted. The Council should seek to continue to work with schools to promote and support community access.
- Any proposals to re-provide sports halls by schools in the Kenilworth area should be supported and with community use agreements built in at the outset. Ideally any new sports hall for community use (as well as curriculum) should have dimensions of 34.5m x 20m and adhere to the Sport England and National Governing Bodies for hall sports guidance.

### **Updated Swimming Pool Needs Assessment**

1.54 The same updates were factored into the updated FPM modelling for swimming pools.

1.55 Similar to sports hall the FPM modelling runs were:

- **Run 1** supply, demand and access to swimming pools, based on the baseline position in 2017. An assessment of the current position from which to measure change
- **Run 2** supply, demand and access to swimming pools, based on the projected population growth between 2017 and 2029. As mentioned, this run also includes the location and scale of the major residential development that will be developed in the District up to 2029.

1.56 Table 2 is followed by a description of the main findings and overall conclusions.

**Table 2: Swimming Pools Overview**

Warwick	RUN 1	RUN 2
Total Supply	2017	2029
Number of pools	10	10
Number of pool sites	7	7
Supply of total water space in sq m	2,116	2,116
Supply of water space in sq m, scaled by hours available in the peak period	1,753	1,753
Supply of total water space in visits per week peak period	15,197	15,197
Water space per 1,000 population	15	13

1.57 There are some evident findings and trends that emerge from the FPM analysis. These are summarised below:

- When looking at simply comparing the Warwick demand for swimming with the available supply in Warwick community use, supply exceeds demand, by 260 sq metres of water in 2017. The impact of the projected increase in demand for swimming from the population growth and new residential development up to

2029 (with supply assumed to be unchanged) is that demand exceeds supply by just 11 sq metres of water.

- So the projected increase in demand for swimming from population growth can be met by the existing quantity of water space up to 2029. This is comparing the Warwick demand for swimming pools with the Warwick supply.
- When assessing how much of the Warwick demand for swimming can be met based on the pool locations and catchment areas (pools located both inside and outside Warwick) then 95% of the Warwick demand in both years, is located inside the catchment area of a pool and there is enough pool capacity to meet this level of demand. So a very high level of the Warwick demand for swimming can be met in both years.
- Some 88% of the Warwick met demand in 2017 and 81% in 2029, is retained with the District – this is based on the Warwick pool locations and catchments. This finding identifies that for over eight out ten visits to a swimming pool by a Warwick resident, the nearest pool to where Warwick residents live is a pool located in the District.
- So the pools locations are very accessible to the location of the Warwick demand for swimming. The location of the residential development up to 2029 means that 7% more of the Warwick satisfied demand for swimming is exported. The increase in export of the Warwick demand is to Coventry, which increases from 600 visits per week in the weekly peak period in 2017 to 1,515 visit in 2029. Exported demand to the other three neighbouring authorities remains virtually unchanged.
- The total unmet demand for swimming pools is low because the Warwick supply exceeds demand in both years and over 90% of the Warwick demand for swimming can be met in both years.
- The total Warwick unmet demand in 2017, equates to 70 sq metres of water in 2017 and increases to 84 sq metres of water in 2029 (a 25m x 4 lane pool is between 210 and 250 sq metres of water, depending on lane width).
- Virtually all of the unmet demand is locational and it is demand located outside the walking catchment area of a swimming pool. There will always be unmet demand from this source because it is not possible to get complete geographic coverage, when the walking catchment is only 20 minutes/1mile. So the important point is not that unmet demand exists but the scale, and at 70 – 84 sq metres of water, it is not large at all. For context, Warwick has a total supply of 2,116 sq metres of water which is available for community use in the weekly peak period.
- This locational unmet demand is clustered in low values around Warwick Town and Leamington Spa. In total, the unmet demand in this area is around 40 -45 sq metres of water. In Kenilworth the unmet demand is projected to be around 15 sq metres of water. The remainder of the unmet demand is dispersed in very low values across the District.
- The swimming pools as a district average are estimated to be 59% full in the weekly peak period in 2017 and this increases to 61% in 2029. Sport England has a benchmark pools full comfort level comfort factor which is applied in the fpm assessment, this is 70% of pool capacity used at peak times. So the District average indicates a reasonable level of headroom before this pools full comfort level is reached.

- However, all the public leisure centre swimming pools have higher individual used capacity percentages than the District average. This is because these pools provide for the full range of swimming activities of learn to swim, public recreational swimming, lane and fitness swimming and swimming development through clubs. In addition, there is the leisure pool at Newbold Comyn to provide for family based and fun activities. This site will have a wider draw because it is the only pool site with a leisure pool also, the public swimming pools will have the fullest accessibility, in terms of opening hours and with accessibility for club and public use. Also as public leisure centres, there is not the requirement to pay a monthly membership fee to access the pool, as there is with the commercial pools. Finally, the pools will be proactively managed to encourage and support swimming participation.
- So for all these reasons, there is a draw effect of the public swimming pool sites and that is why they have a higher than the district average used capacity. Abbey Fields is estimated to have 77% of pool capacity used in the weekly peak period in 2017 and 81% in 2029. At Newbold Comyn the estimated used capacity is 72% in 2017 and 79% in 2029. Whilst at St Nicholas Park the estimated used capacity is 78% in 2017 and 81% by 2029.
- It is important to also consider the size of the pool sites and not just view the percentage figure in isolation. This makes the capacity used in the weekly peak period at Newbold Comyn even more impressive. The pool site has a 25m x 6 lane main pool and a 230 sq metres of water fun/leisure pool, so a total water area of 555 sq metres of water, of which, 72% in 2017 and 79% in 2029 is estimated to be used in the weekly peak period.

### **Swimming Pools Summary**

- 1.58 In overall terms, the findings are that Warwick District has a sufficient quantity of water space to meet the Warwick demand for swimming up to 2029. There is no identified need for further swimming pool provision. This assessment includes the projected population growth from 2017 to 2029 in Warwick District, plus the committed location and scale of the residential development in the District up 2029. It also includes in the assessment, the impact of the projected population growth in the neighbouring authorities on the demand for swimming and its distribution up to 2029.
- 1.59 The pools locations and catchment area are very accessible to the Warwick population, so much so, that Warwick is retaining within the District, over 80% of the satisfied demand for swimming in both years. There is, however, a fall between 2017 and 2029 of 7% from 88% to 81% of the Warwick demand which is retained within the district.
- 1.60 For some of the new residential development locations in the District, the nearest pool is located in Coventry. All of the increase in the Warwick exported demand is to Coventry. The total Warwick exported demand met in Coventry is 7% of the total Warwick satisfied demand in 2017 and increases to 15% by 2029.
- 1.61 The known changes in swimming pool supply in Coventry, as at 2017, have been included in the FPM assessment. However, it is evident if there is a reduction on the number of swimming pool sites in Coventry then a fair percentage of the Warwick demand is going to be displaced. (The reverse could also apply if the Coventry supply increases).
- 1.62 The Abbey Fields swimming pool site is estimated to have 77% of pool capacity used in the weekly peak period in 2017 and 81% in 2029. So a reduction in supply in Coventry, is going to push more demand to Abbey Fields and which is already a busy swimming



pool site. This is unlikely to happen, but it would be challenging for the Abbey Fields pool to absorb all of the Warwick demand which goes to Coventry, which is 1515 visits in the weekly peak period by 2029. It could absorb around half of the visit rate but it would push the Abbey Fields pool usage to very high levels and this may discourage participation.

- 1.63 It will be important to monitor any changes in the swimming pool supply in Coventry over future years, especially any pool closures close to the Warwick boundary.
- 1.64 The challenge from the FPM assessment is that whilst the quantity of water space across the District is sufficient to meet projected demand to 2029 and there is some unmet demand located outside the catchment area of a pool, this is insufficient to consider provision of further swimming pools.
- 1.65 However, the distribution of demand is such that, the public swimming pool sites are very busy pools and there is limited scope to re-distribute demand from the public pools to other pools because of loss of income and the other pools sites either commercial or education pool sites, offer very limited scope other than providing for recreational swimming.

### ***Swimming Pool Options***

- 1.66 Continue to protect and manage the current public pool stock to meet what is a good level of projected demand and usage. The modernisation of the Newbold Comyn and St Nicholas Centres buildings, which has taken place since the 2014 Strategy will help in this regard.
- 1.67 Further modernisation of the Abbey Fields pool site will be needed to ensure the building can accommodate the projected higher levels of usage. Options for increasing water space at Abbey Fields should be included in the planned feasibility work, to consider overall investment at the site.
- 1.68 Maintaining the community access at the Warwick School swimming pool will also be important in retaining the overall supply and demand balance across the District.

### ***Health and Fitness Options***

- The 2014 findings for health and fitness showed there was a good supply of health and fitness across all providers in Warwick. At the time however, public provision made up only 37% of the total supply based on the number of stations.
- The investment at both St Nicholas Park and Newbold Comyn has seen the number of stations at these centres increase to 80 and 100 respectively and the public / private balance smoothed out. This has helped to address the balance and provide a far more accessible health and fitness offer, alongside the provision of increased studio spaces, in line with the physical activity priorities.
- The Castle Farm centre was also refurbished in 2017, with new health and fitness equipment installed. The public sector provision is therefore much improved since the 2014 Strategy in terms of both scale and quality of provision.
- Based on the FIA's demand assessment there was a shortfall in 2014 of between 61 – 138 (dependent on whether private health and fitness centres are excluded) stations. Developments St Nicholas and Newbold Comyn have gone a long way to meeting this demand however given the success of the investments outlined, a further increase in health and fitness provision as part of future refurbishment programmes could be justified.

- In any modernisation of sports hall/swimming pool provision there therefore appears to be scope to increase the range and scale of health and fitness to promote a healthier lifestyle and increase the physical activity offer and increase the economic performance of centres. Health and fitness provision matches the Warwick participation profile, is justified in terms of supply and demand and can also help to cross subsidise and fund wider refurbishment programmes.
- Based on this there may be scope to further expand the health and fitness offer at Abbey Fields or Castle Farm as part of any further refurbishment / redevelopment proposals.

### **Facility Analysis**

- 1.69 The 2014 Strategy used the *EC Harris Stock Condition Surveys – Leisure and Recreation Centre portfolio (October 2012)* to assess building condition. The survey found that overall the leisure and recreation portfolio was in a fair and serviceable condition having been reasonably well maintained. The building fabric at each site was considered to be in particularly good condition with only minor maintenance required over the next 5 years.
- 1.70 The exception to this was at Castle Farm Recreation Centre where the external roof and wall cladding were found to be deteriorating and would require replacement in the next 5 years. The roof has now been replaced. The internal areas at this site were also considered that they would benefit from some level of refurbishment.
- 1.71 In contrast the majority of the main mechanical and electrical plant across the portfolio, whilst operational, was considered to have reached the end of its economic life. A programme of plant replacement would be required over the next two years to maintain continuity and quality of operations at each of the sites.
- 1.72 Since then St Nicholas Park and Newbold Comyn have had major work to address these concerns and bring the facilities up to date including significant investment to replace M&E and plant. All sites except Abbey Fields have also now been redecorated and refreshed since 2014.
- 1.73 The facilities were generally found to be performing well with areas for improvement including secondary spend, the health and fitness offer, marketing and staffing. All the centres were considered to be in reasonably sound condition with no major areas of concern, which would count against any refurbishment programme.
- 1.74 Everybody Active is now operating the facilities following a procurement exercise.
- 1.75 Castle Farm and Abbey Fields stood out in 2014 as the facilities needing more major attention and this remains the case and should be a key element of Phase II of the Leisure Development Programme (Kenilworth)

### **Consultation**

- 1.76 As part of the previous Strategy a consultation exercise was undertaken. Some common themes emerged from that consultation, that Warwick had enough facilities to meet the current needs of residents and more importantly the facilities appear to be in the right place to meet resident's needs. The updated analysis confirms this still to be the case. The consultation findings did not counter this view, other than the FA desire to see more 3g AGP surfaces, which will need to be a consideration going forward. This will be further tested as part of the updated PPS work. Health and fitness provision was also questioned. This has been largely addressed since 2014.



- 1.77 There were some issues raised in terms of access to the education provision across all facility types as they are an important provider across Warwick, this situation has not changed and the updated evidence illustrates the need to continue to support and protect access to education sites.
- 1.78 The impact of growth was a key consultation theme and this has been built into the 2018 update to ensure the impacts up to 2029 are fully understood and planned for.
- 1.79 The 2014 consultation exercise concluded that the Council's facilities appear well placed to meet needs and the big strategic consideration for the authority emerging from the supply and demand analysis at the time, was the question of refurbishing on current sites or adopting a more radical new build approach. The 2014 Strategy concluded on a refurbishment / redevelopment approach.
- 1.80 In line with the agreed approach over £15m has since been invested, with St Nicholas Park fully refurbished to include an 80-station gym, two exercise studios, a new reception area and a refurbishment to the swimming pool. Newbold Comyn has been redeveloped to house a 100 station gym, three new studios, clip and climb and a new four-court sports hall.
- 1.81 The updated needs and evidence confirms the continuation of this Strategy to be sound and does not suggest the need for additional provision to meet current needs and future needs, centres remain well located to meet changing population needs and therefore overall it suggests the refurbishment / redevelopment policy is still valid.
- 1.82 No major areas of building concern, which would count against any refurbishment programme have been identified, other than the need to address Castle Farm. The next phase should therefore focus on the remaining stock in the Kenilworth area.

### **Future Proofing**

- 1.83 As set out the Council require a long-term strategy, which takes account of growth. The updated FPM analysis has modelled bespoke population changes and growth up to 2029 and has set out the needs arising from this growth.
- 1.84 In conclusion the growth projected across the authority will not impact in terms of the need for significant new and additional provision however it will put an increasing strain on the existing facility infra-structure and will therefore mean long-term investment will continue to be required in facilities as a result of growth, in order to protect and enhance existing provision.
- 1.85 The FPM findings for sports halls and swimming pools therefore support a continued refurbishment strategy and the need to invest in the existing infra-structure.

### **Options Appraisal**

- 1.86 Phase I of the Leisure Development Programme has seen the development of Newbold Comyn and St Nicholas Park Leisure Centre as described. What remains to be addressed in phase II is Kenilworth. This two-phase approach has been approved by the Council and once phase I is complete, the focus will turn to Kenilworth. This updated Strategy will help to define the phase II elements. It should be noted however that phase II will be a more complex piece of work with a number of partner organisations involved and not just Council facilities.

- 1.87 This is in line with the new national agenda which places a strong focus on the role that collaborative and multi-agency working with local partners has to play in supporting the step change that is required to tackle inactivity. There is a focus on the right mix of facilities, in accessible locations and the right programmes to engage those currently not taking part in sport and physical activity
- 1.88 The phase II strategy should continue to be based on an overarching *principle of refurbishment or redevelopment of existing facilities with some new development within existing facilities.*

### **Strategic Priorities**

- 1.89 The delivery of the future facility provision across Warwick in phase II must deliver an infra-structure, which provides broad health and activity opportunities for all residents across the District and provide a service which is committed to delivering:
- Local facilities for all sections of the community
  - Modern facilities, *fit for purpose*, with flexible spaces
  - Value for money, fair pricing and long-term financial stability
  - Sustainable provision models:
    - Promoting the service to current and new users
    - Engaging current and new users in healthy lifestyle choices
    - Supporting continued attendance and commitment
    - Developing opportunities to advance and compete
- 1.90 The continued strategy is based on the principles of refurbishment and re-development, improving the quality and efficiency of facilities by encouraging more people to be more active.
- 1.91 Whilst the Council is a key provider, it is not the only provider and partnership working with others in Kenilworth, particularly clubs and the education sector will be increasingly important to protect current access levels and deliver future needs.
- 1.92 Phase II will therefore need to consider sports halls, swimming pools and health & fitness needs across Kenilworth. As set out however it is largely a refurbishment/extension approach, though there may be some new build elements as part of the relocation of Kenilworth School to a new site, with sports provision.
- 1.93 Based on the needs and evidence set out the strategic priorities for future indoor and built facility provision in Warwick are therefore set out below. The priorities are set out under the following headings:
- KSP – Key Strategic Priorities
  - OP – Operational Priorities
  - SP – Swimming Pool priorities
  - SH – Sports Hall priorities
  - AGP – AGP priorities
  - HF – Health and Fitness priorities
- 1.94 The priorities set out the *specific facility needs* and a list of priority projects, which are clearly related to the evidence base and will deliver the long-term sports facility needs across Warwick. Where previous recommendations have been delivered these are noted.

### **Key Strategic Priorities**

- **KSP1** The Council commit to a programme of refurbishment and replacement across its leisure stock based on a business case analysis and in line with the priorities identified:

#### **Phase I**

##### **St Nicholas Park Leisure Centre**

- Refurbishment and investment programme now complete.
- Need to continue to protect and enhance provision at the site as appropriate in partnership with Everyone Active.
- Based on the outcome of the updated PPS, consideration be given to replacing current AGP surface with a 3g pitch based on future hockey plans.

#### **Phase I**

##### **Newbold Comyn Leisure Centre**

- Refurbishment and investment programme now complete.
- Need to continue to protect and enhance provision at the site as appropriate in partnership with Everyone Active.

- **KSP2** The Council develop an overall strategic approach to provision in Kenilworth based on the updated needs and evidence, Local Plan policies and identified priorities:

#### **Phase II**

##### **Abbey Fields**

- In order to find increased swimming capacity in the district further modernisation of the Abbey Fields swimming pools site should be explored to ensure the centre can accommodate projected higher levels of usage. This will need to include options for increasing waterspace at the site and consideration of a spa offering.
- Potential consideration of an increased health and fitness offer as part of any redevelopment proposals, although waterspace and wet health should be prioritised.

#### **Phase II**

##### **Castle Farm**

- Re-development of the Castle Farm Recreation Centre in Kenilworth should consider increasing the size from a 4-badminton court size sports hall to a 6 or even 8 court hall.
- Modernisation of the existing building at Castle Farm should also consider the scope to increase the size of the gym facility and provide a flexible multi-purpose studio space that could accommodate, exercise dance and fitness classes, providing flexibility and leaving the main hall to provide for indoor hall sports. This is in line with the new physical activity agenda.

- **KSP3** The Council undertake further feasibility work into the future of athletics and the Edmondscote site in partnership with the resident clubs and potential other partners with a view to maximising investment and safeguarding the future of athletics in Warwick.
- **KSP4** The Council develop funding strategies to deliver the refurbishment and replacement plans for Phase II (Kenilworth) including the development of planning policies as part of the Local Plan to deliver funding investment.
- **KSP5** The Council should continue to protect its sport and leisure stock and continue to enhance facilities to cope with the increased demand and impacts of increased pressures on capacity. Prioritise CIL and S106 funding as appropriate to deliver the Strategy priorities.

#### **Operational Priorities**

- **OP1** The Council work closely with Everybody Active to ensure the needs of under-represented groups and the in-active are considered in programmes and the leisure centre offer.
- **OP2** The Council work closely with Everybody Active to ensure their management of the Myton and Kenilworth Schools maximises community use of the school facilities.
- **OP3** The Council seek to develop dialogue with all education sites including Warwickshire College and the University in order to open up, protect and enhance use by Warwick residents.

#### **Swimming Pool Priorities**

- **SP1** Continue to enhance the swimming pool stock.
- **SP2** The Council work with Everybody Active to monitor and review the programming in the swimming pools to ensure capacity is maximised now and in the future.
- **SP3** As part of any swimming pool refurbishment programmes the Council seek to increase the amount of water space, through modernisation and the configuration of new layouts. Priority in Kenilworth in line with KSP2.
- **SP4** The Council seek to increase the access to school based swimming pools for more community use, prioritising working in partnership with Warwick School. Warwick School is important to protect and retain in order to ensure supply and demand for swimming is in balance across the district.

#### **Sports Hall Priorities**

- **SH1** Protect and enhance the Sports Hall Stock.
- **SH2** The Council work with Everybody Active to monitor and review the programming in the sports halls to ensure capacity is maximised now and in the future.
- **SH3** The Council seek to develop new sports hall provision in Kenilworth as part of Castle Farm redevelopment and / or any new school proposals at Kenilworth School.

- **SH4** As part of any sports hall refurbishment programmes the Council seek to increase the amount of hall space, through modernisation and the configuration of new layouts. Priority at Castle Farm in line with KSP2.
- **SH5** Any proposals to re-provide sports halls by schools in the Kenilworth area should be supported and with community use agreements built in at the outset. Ideally any new sports hall for community use (as well as curriculum) should have dimensions of 34.5m x 20m and adhere to the Sport England and National Governing Bodies for hall sports guidance.
- **SH6** Any proposals by the education sites to reduce access for community use should be resisted. The Council should seek to continue to work with schools to promote and support community access. The Council should therefore seek to protect and increase the access to school based sports halls provision for more community use by Warwick residents.

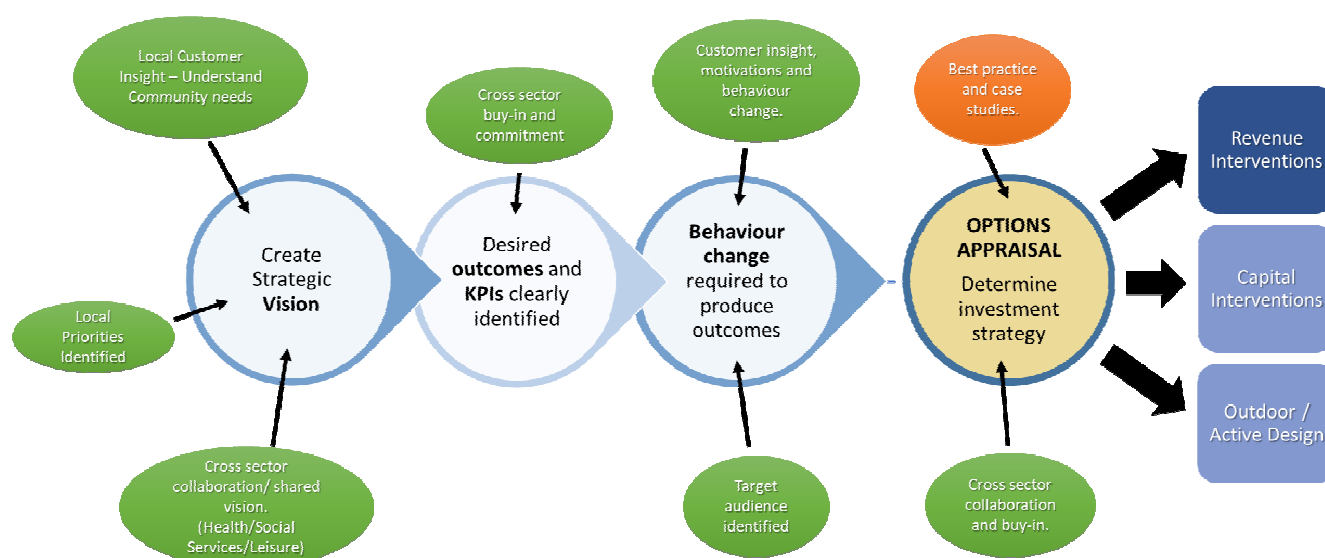
#### **Health and Fitness Priorities**

- **HF1** The Council seek to increase the size and quality of the health and fitness offer as part of any redevelopment or refurbishment proposals in Kenilworth to meet the physical activity needs and agenda.

#### **Implementation**

- 1.95 Warwick where successful in achieving £2m investment from Sport England towards the phase I investment programme.
- 1.96 In December 2015 the Government published *Sporting Future: A New Strategy for an Active Nation*. This set out a bold and ambitious direction for sport policy and looks beyond simple participation to how sport changes lives and becomes a force for social good. Sport England's Strategy was launched in May 2016 in response to *Sporting Future*. Sport England vision is that *everyone, regardless of their age, background or level of ability, feels able to engage in sport and physical activity*.
- 1.97 Underpinning Sport England's strategy is a behaviour change model and a set of investment principles. These investment principles have been developed into a Strategic Delivery Model process, which provides a framework for understanding needs and capital and other interventions. Sport England future investment will be based on the principles of Sport England's Strategic Delivery Model. The approach is shown in the figure below and advocates the development of a joint local vision and agreed priorities and outcomes. In delivering phase II in Kenilworth it will be important to develop this partnership approach.

**Figure 1: Sport England Strategic Funding Delivery Model**



1.98 Given the potential level of funding required for phase II to refurbish or re-develop the leisure facility infra-structure across Kenilworth it is therefore likely that investment will only be achieved through a combination of opportunities.

1.99 The main funding delivery mechanisms are likely to be:

- Council funding. Including capital, use of capital receipts from the sale of assets and contributions from the developers through S106 and CIL;
- Capital Grant funding from national agencies such as Sport England based on the approach outlined in figure 1 and the Football Foundation. National Governing Body (NGB) support could also be available to develop specific specialist facilities, although capital through NGBs has reduced significantly since 2014;
- Capital financing through the partnership with Everybody Active; and
- Prudential Borrowing or 'spend to save'. The local authority may still choose to use revenue savings to borrow monies direct for capital development, which is more often than not cheaper than an operator. £1 million in capital generally equates in broad terms to £70-80,000 / year pay back over 25 years.

1.100 The National Planning Policy Framework (NPPF), also provides further funding opportunities. The 2014 Strategy set out planning policies for inclusion in the Local Plan. These policies looked at need up until 2022. The evidence base now runs until 2029 however the updated evidence would not change the stated policies.

1.101 The National Planning Policy Framework (NPPF) clearly establishes the requirement that Local Plans ensure that there is proper provision of community and cultural facilities to meet local needs. Warwick District Council now has a new Local Plan, adopted in September 2017.

- 1.102 The National Planning Policy Framework sets out in paragraphs 73 and 74 its expectations for the development of local planning policy for sport and physical activity/recreation, which require there to be a sound (i.e. up-to-date and verifiable) evidence base underpinning policy and its application.
- 1.103 Paragraphs 73 and 74 are set out in full so that the key content can be identified in the development of local plan policy for WDC.
- 1.104 *Paragraph 73 - access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.*
- 1.105 *Paragraph 74 - existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:*
- *An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or*
  - *The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or*
  - *The development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.*
- 1.106 Policy should deal with sports facilities, through a general policy covering provision (such as through new development) but also more specific policies covering protection and the exceptions tests cited in para 73. Here, the NPPF requires planning policy to be based on the establishment of an up to date needs assessment of provision now and in the future, with identified specific quantitative and qualitative deficits of surpluses, and by different types of provision.
- 1.107 There is also a need to set out explicitly that existing facilities should not be built on unless it meets one of the three tests identified in paragraph 74: In all cases, a sound understanding of supply and demand needs to underpin policy.
- 1.108 The 2014 Strategy set out its indoor and built provision indoor sports facilities supply and demand (and accessibility) evidence base for sports halls and swimming pools for 2012 and forward projected up to 2022, this has now been extended to 2029.
- 1.109 The 2014 Strategy took each of the three bullet points in paragraph 74 and considered how the findings in the evidence base applied to local planning policy in Warwick. These policies are still valid using the 2029 evidence base.



**NPPF Point 1 - an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements**

**Suggested planning policy for NPPF point 1**

1.110 A possible planning policy could be:

*"The loss of existing swimming pools, sports halls and artificial grass pitches will be resisted because the local assessment of need has demonstrated there is an existing and continuing future need for these sports and recreational facility type at these locations and which best serve the residents of Warwick District".*

**NPPF Point 2 - loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location**

**Suggested planning policy for swimming pools for NPPF point 2**

*"The Council will seek to retain the existing provision of swimming pools because the local assessment of need has identified there is an overall balance in supply and demand up to 2022 but there is an issue of the pools working at a capacity very close to the Sport England recommended pools capacity limit. The Council will seek to increase the capacity of these pools at these locations because the local assessment of need has shown these locations create the highest accessibility to pools for the Warwick population. Seeking to develop new pools with higher capacity elsewhere will not improve on accessibility for residents. Plus there will be much higher costs of development elsewhere compared with increasing capacity at the existing swimming pool location. The Council will seek contributions towards the development of specific projects to develop and upgrade its existing pools stock to increase capacity as they are progressed".*

**Suggested planning policy for sports halls for NPPF point 2**

*"The Council will seek to retain the existing provision of sports halls because the local assessment of need has identified there is an overall balance in supply and demand up to 2022 but here is an issue of the sports halls capacity which is being used is very close to the Sport England recommended halls capacity limit.*

*The Council will seek to increase the capacity of existing sports halls by reviewing the access and use of school based sports halls for community use This with the objective of increasing sports hall capacity by more effective coordinated programming and management of community use across several school sports hall sites. The local assessment of need has shown the existing locations of sports halls create the highest accessibility for the Warwick population. Seeking to develop new sports halls with higher capacity elsewhere will not improve on accessibility for residents. Plus there will be much higher costs of development elsewhere compared with increasing capacity at the existing sports hall locations. The Council will seek contributions towards the development of specific projects to increase size and capacity of existing sports halls as they are progressed".*



**NPPF Point 3 - the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss**

**Suggested planning policy for sports halls for NPPF point 3**

*“Development of alternative sorts provision will be considered where there is an overall net benefit to sport and recreation. This will be based on where the assessment of need has identified there is a greater need for the alternative provision because of a quantified shortfall of this type of provision and/or there is an identified demand for this type of provision based on the sporting profile of the population. The alternative provision should outweigh the loss of the existing provision so that there is this net benefit to sport and recreation.*

- 1.111 The suggested approach to developing local planning policy is based on applying the Warwick evidence base compiled to meet the requirements of the NPPF, paragraphs 73 and 74. Whilst also using the evidence base findings to overhaul and replace existing Local Plan saved subject policies.
- 1.112 Based on the *needs and evidence* and planning policies set out Warwick should also be able to seek financial contributions through the CIL process for the refurbishment and redevelopment projects identified in the strategy.
- 1.113 The table below sets out the community infrastructure levy tests and how they apply to Warwick District.

CIL Test	Comments
<b>The new provision is necessary to make the development acceptable in planning terms</b>	<ul style="list-style-type: none"> <li>The FPM findings for pools and halls support a refurbishment strategy and the need to invest in the existing infra-structure.</li> <li>The needs and evidence clearly sets out that the future facility infra-structure will come under increasing pressure and will struggle to cope with the impact of population growth</li> <li>Investment will be required to increase the capacity and quality of the existing facility infra-structure to cope with the demands of growth.</li> </ul>
<b>The new provision is directly related to the development</b>	<ul style="list-style-type: none"> <li>Analysis clearly shows how any developments in either Warwick or Leamington Spa will add to the pressures on infra-structure in both towns equally</li> <li>Developments in Kenilworth will put pressure on existing facilities in the Kenilworth area.</li> </ul>
<b>The new provision is fairly and reasonably related in scale and kind to the development</b>	<ul style="list-style-type: none"> <li>As pools and halls are already 'nearly full' future capacity of facilities will be impacted by any developments of whatever scale</li> <li>All scale of developments will increase the impact on the capacity and quality of provision.</li> </ul>

- 1.114 Contributions, which would be appropriate to the current planned (major) developments across the Warwick are set out in the table below. The contributions have been calculated using the Sport England Sports Facility Calculator (SFC). The SFC has been created to help local planning authorities quantify how much additional demand for key community sports facilities would be generated by increased population growth. The SFC does not however take account of supply and in this context the FPM analysis provides a more robust picture of future needs. More importantly the SFC also identifies the costs in relation to the development of new facilities, based on Q2 2018 building cost estimates.
- 1.115 The table below summarises the costs arising from growth requirement of key known sites (over 500 houses) and should provide the basis of discussions with developers in terms of contributions towards the strategy priorities identified.
- 1.116 As set out in the strategic priorities it is likely that in the main this will be required to protect and enhance existing provision as opposed to providing new facilities.

Development	Dwellings	Pool	Hall
Land West of Europa Way	1210 <sup>1</sup>	£531,948	£504,498
Land South of Harbury Lane	1605	£705,600	£669,189
Gallows Hill	630	£276,964	£262,673
Whitnash East (South of Sydenham)	500	£219,813	£208,470
The Asps	900	£395,664	£375,246
East of Kenilworth (Thickthorn)	760	£334,116	£316,875
East of Kenilworth (Policyds12)	640	£281,361	£266,842
Kings Hill (Policy DS20)	1800	£791,327	£750,493
<b>Total</b>	<b>8045*</b>		

*\*the total planned housing growth is 10,659 dwellings up to 2029*

- 1.117 The Council will need to decide how it allocates these to particular priority projects identified in the Strategy priorities. As set out in the CIL test developments across Warwick and Leamington Spa can be related to both areas equally.

## Conclusion

- 1.118 The Strategy sets out key projects and priorities based on the *needs and evidence*, to deliver now and in the future. Delivery through the planning system and continued partnership working with Everybody Active and funding agencies can help to deliver the priorities set out.

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<sup>1</sup> The calculations assume a housing occupancy level of 2.4

## APPENDIX 3

### Indoor Sports Strategy – Priorities

Ref	Priority	2014 Strategy	2018 Strategy
KSP1	Refurbishment and replacement of facilities	The Council commit to a programme of refurbishment and replacement across its leisure stock based on a business case analysis and in line with the priorities identified:	The Council commit to a programme of refurbishment and replacement across its leisure stock based on a business case analysis and in line with the priorities identified:
KSP2	Strategic planning for Kenilworth	The Council develop an overall strategic approach to provision in Kenilworth based on the needs and evidence, Local Plan emerging policies and identified priorities:	The Council develop an overall strategic approach to provision in Kenilworth based on the needs and evidence, Local Plan emerging policies and identified priorities:
KSP3	Athletics	The Council undertake a detailed feasibility study into the future of athletics and the Edmondscote site in partnership with the resident clubs and potential other partners e.g. Warwickshire College with a view to maximising investment and safeguarding the future of athletics in Warwick.	The Council undertake further feasibility work into the future of athletics and the Edmondscote site in partnership with the resident clubs and potential other partners with a view to maximising investment and safeguarding the future of athletics in Warwick.
KSP4	Sports hall provision	The Council consider the development of new future sports hall provision in line with growth in the Leamington / Warwick area (this to be assessed at the time in the context of any new provision at Newbold Comyn).	No longer in strategy as delivered as part of Phase I of LDP
KSP5	Funding strategies	The Council develop funding strategies to deliver the refurbishment and replacement plans including the development of planning policies as part of the Local Plan to deliver funding investment.	KSP4 - The Council develop funding strategies to deliver the refurbishment and replacement plans including the development of planning policies as part of the Local Plan to deliver funding investment.
KSP6	Developer contributions	The Council prioritise CIL funding to deliver the strategy priorities.	KSP5 - The Council should continue to protect its sport and leisure stock and

			continue to enhance facilities to cope with the increased demand and impacts of increased pressures on capacity. Prioritise CIL and s106 funding as appropriate to deliver Strategy priorities
KSP7	Leisure management approach	The Council consider its future leisure management and procurement strategy in order to help fund investment.	No longer in strategy as Council decision to outsource.. 10 year contract with Everyone Active 2017
OP1	Dual use partnerships	The Council undertake a strategic review of current dual use partnerships to achieve the objectives of all parties and ensure usage is protected and maximised.	The Council work closely with Everyone Active to ensure that needs of under-represented groups and the in-active are considered in programmes and the leisure centre offer
OP2	Working with education sites	The Council seek to develop dialogue with all education sites including Warwickshire College and the University in order to open up, protect and enhance use by Warwick residents.	OP2 - The Council work closely with Everyone Active to ensure their management of Myton and Kenilworth Schools maximises community use of school facilities  OP3 – the Council seek to develop dialogue with all education sites including Warwickshire College and the University in order to open up, protect and enhance use by Warwick residents
OP3	Programming of facilities	The Council review the programming of facilities based on using data and evidence to maximise the usage by all residents, including developing programmes for current non users.	No longer relevant – outsourced to EA from 2017
OP4	Facility management	The Council to continue to review the operation of its centres and seek to address the areas identified for development – staffing, secondary spend, marketing and the health and fitness offer.	No longer relevant – outsourced to EA from 2017


OP5	Leisure Management	The Council to consider operational issues as part of a wider review of the leisure management arrangements (alongside KSP7).	No longer in strategy as Council decision to outsource.. 10 year contract with Everyone Active 2017
OP6	Car parking at leisure centres	The Council review the policy of car parking charges and the impact on facility usage and income.	No longer considered a priority
SP1	Programming of pools	The Council review the programming in the swimming pools to ensure capacity is maximised now and in the future.	SP2- The Council work closely with Everyone Active to monitor and review the programming in the swimming pools to ensure that capacity is maximised now and in the future
SP2	Provision of water space	As part of any swimming pool refurbishment programmes the Council seek to increase the amount of water space, through modernisation and the configuration of new layouts.	SP1 -Continue to enhance swimming pool stock  SP3 – As part of any swimming pool refurbishment programmes the Council seek to increase the amount of water space, through modernisation and the configuration of new layouts. Priority in Kenilworth in line with KSP2
SP3	Access to school pools	The Council seek to increase the access to school based swimming pools for more community use, prioritising working in partnership with Warwick School.	The Council seek to increase the access to school based swimming pools for more community use, prioritising working in partnership with Warwick School. Warwick School is important to protect and retain in order to ensure supply and demand for swimming is in balance across the district.
SH1	Programming of sports halls	The Council review the programming in the sports halls to ensure capacity is maximised now and in the future.	
SH2	Sports hall provision	As part of any sports hall refurbishment programmes the Council seek to increase the amount of hall space, through modernisation	SH1 Protect and enhance the Sports Hall Stock

		and the configuration of new layouts.	
SH3	Sports hall provision	The Council seek to develop new sports hall provision at existing venues, prioritising developments at Newbold Comyn.	No longer in strategy as delivered as part of Phase I of LDP
SH4	Sports hall provision	The Council consider the development of new future sports hall provision in line with growth in the Leamington / Warwick area (this to be assessed at the time in the context of any new provision at Newbold Comyn).	No longer in strategy as delivered as part of Phase I of LDP
SH5	Sports hall - Kenilworth	The Council ensure that in any potential changes at Castle Farm that sport hall access in Kenilworth is protected / replaced.	SH3 - The Council seek to develop new sports hall provision in Kenilworth as part of Castle Farm redevelopment and/or any new school proposals at Kenilworth School.  SH4 – As part of any sports hall refurbishment programmes the Council seek to increase the amount of hall space, through modernisation and the configuration of new layouts. Priority at Castle Farm in line with KSP2.
SH6	Access to school sports halls	The Council seek to protect and increase the access to school based sports halls provision for more community use by Warwick residents.	SH5 – Any proposals to re-provide sports halls by schools in the Kenilworth area should be supported and with community use agreements built in at the outset. Ideally any new sports hall for community use (as well as curriculum) should have dimensions of 34.5m x 20m and adhere to the Sport England and NGB for sports hall guidance.  SH6 – any proposals by the education sites to reduce access for community use should be resisted. The Council should seek to continue

			to work with schools to promote and support community access. The Council should therefore seek to protect and increase the access to school based sports hall provision for more community use by Warwick residents.
AGP1	All weather pitch provision	The Council work with the FA and Hockey association to explore the strategic allocation of surface types across the District.	Moved to Playing Pitch Strategy in place of Indoor Sports
AGP2	All Weather pitch provision	The Council explore the opportunity of increasing 3g provision through re-surfacing opportunities, potential relocations or small sided training opportunities.	
AGP3	All Weather pitch provision - hockey	If there is a conversion to 3g pitches and access to sand-based pitches for hockey is reduced there could be a case for providing new sand based provision dedicated for hockey.	
IB1	Indoor bowls	The Council seek to support the re-homing of Avon Valley Bowls Club to the District to meet the need for indoor bowls provision and to complement the Centre of Excellence developing for lawn bowls in Warwick. Detailed discussions to be held with the Club, NGB and Sport England to develop the project.	No longer in Strategy – AVIBC confirmed they will stay at home at JLR
HF1	Health & fitness marketing and branding	The Council develop a clearer approach to marketing and branding of the health and fitness offer.	No longer relevant – outsourced to EA from 2017

HF2	Increased health & fitness	The Council seek to increase the size and quality of the health and fitness offer at its sites, in line with the needs and evidence as part of any redevelopment or refurbishment proposals.	HF1 - The Council seek to increase the size and quality of the health and fitness offer as part of any redevelopment or refurbishment proposals in Kenilworth to meet the physical activity needs and agenda.
HF3	Expansion of health & fitness offering	Priorities for development include extension of Newbold Comyn, new provision at Abbey Fields and refurbishment and extension at St Nicks. Decisions to be taken on developments based on an individual business cases.	See above



 <b>Executive Committee</b> <b>6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b> <b>11</b>
<b>Title</b>	Newbold Comyn: Shortlisting of Future Options	
<b>For further information about this report please contact</b>	Andrew Jones <a href="mailto:andrew.jones@warwickdc.gov.uk">andrew.jones@warwickdc.gov.uk</a>  Guy Collier <a href="mailto:Guy.collier@warwickdc.gov.uk">Guy.collier@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	Clarendon Crown Newbold	
<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>	7 <sup>th</sup> March 2018 Minute No. 134	
<b>Background Papers</b>	None	

<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>	961
<b>Equality Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	12/02/19	Chris Elliot
Head of Service	05/02/19	Dave Barber
CMT	12/02/19	Chris Elliot, Andrew Jones, Bill Hunt
Section 151 Officer	12/02/19	Mike Snow
Monitoring Officer	12/02/19	Andrew Jones
Finance	12/02/19	Mike Snow
Portfolio Holder(s)	12/02/19	Cllr Coker
<b>Consultation &amp; Community Engagement</b>		
3270 people responded to an online survey to understand the relationship between people and Newbold Comyn.		
<b>Final Decision?</b>		

## 1. **Summary**

- 1.1 This report provides a summary of completed work undertaken as part of the study to identify future uses for Newbold Comyn. This includes the results of a survey and an initial high level appraisal undertaken by SLC Consulting (SLC).
- 1.2 The results of the survey can be summarised as:
- Newbold Comyn has a strong identity, linked to the landscape and plays an important role in the identity of the District. It is a valued resource.
  - It is a safe and social space.
  - It has regular users. Usage is often linked to the landscape but also the Leisure Centre.
  - It is accessible by car and on foot.
  - There are significant concerns about future development of the area.
- 1.3 The appraisal undertaken by SLC has indicated that:
- An 18-hole golf course is not financially self-sustaining.
  - There are a number of future uses, with varying levels of sustainability and which could complement existing uses/ facilities.
  - The scale of the area enables 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.
- 1.4 The report proposes a key element for the next phase of the study and an additional action.

## 2. **Recommendations**

- 2.1 That Executive notes the progress to date with the Newbold Comyn study, in particular:
- The response to the Newbold Comyn survey of the relationship between people and the place.
  - The conclusions of the high level appraisal of options by SLC.
- 2.2 That based on the consultation responses and the conclusions of the SLC options study, a further report is 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.
- 2.3 That Executive approves that a commercial appraisal of existing outbuildings adjacent to the Newbold Comyn Arms proceeds to provide a commercial benchmark value.
- 2.4 That, subject to approving recommendation 2.2, Executive agrees that SLC should 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.

- 2.5 That, subject to approval of 2.3 and 2.4, Executive agree that £10,000 is made available from the 19/20 Contingency budget to cover the work (with an element for contingency) detailed in these recommendations.
- 2.6 That Executive agree there will be no residential development considered in the future masterplan for Newbold Comyn.

### 3.0 **Reasons for the Recommendations**

#### 3.1 Recommendation 2.1

##### ***About the survey***

- 3.2 A survey to understand the relationship between residents and the Newbold Comyn area was launched at the Newbold Comyn Park Run on 18<sup>th</sup> August and closed on 15<sup>th</sup> 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.
- A0 posters in St. Peters Car Park and Covent Garden Car Park in Leamington Spa.

Paper copies of the survey were also available at Riverside House.

The survey generated 3270 responses – the highest number of responses to an online Council consultation.

- 3.3 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.
- 3.4 Survey questions focused on the relationship between people and the place e.g. how they use it, how they perceive it, what they value and any concerns. This provides context to any proposals for future uses i.e. is a proposed use in line with/ enhance people's existing relationship or could it be perceived as a threat? It contributes 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.
- 3.5 Surveys were analysed using Excel, with some use of the pivot table function.

### 3.6 **Survey Results – Key Findings**

- 3.7 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:

What age category are you in?		
Answer Choice		Response %
1	Under 18	0.6%
2	18 - 29	11.2%
3	30 - 44	42.3%
4	45 - 59	29.2%
5	60 or over	14.4%
6	Prefer not to say	2.2%

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

*A strong identity*

- 3.9 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 are attracted to the landscape and activities that take place there. 96.7% of respondents believe that Newbold Comyn strongly supports or supports the Council's mission to make Warwick District a great place to live, work and visit.

On a scale of 1 - 5 (where 1 is strongly disagree and 5 is strongly agree), please respond to the following:						
Answer Choice		1 %	2 %	3 %	4 %	5 %
1	Newbold Comyn is beautiful	4.0	3.0	9.5	31.4	52.1
2	I like the range of activities available to me at Newbold Comyn	3.5	6.7	22.1	32.5	35.2
3	I like the area's diversity of plants, animals and landscape	4.3	4.3	12.3	27.4	51.8
4	I feel like this place is part of me	6.4	8.0	21.4	22.5	41.7
5	I identify strongly with this place	5.7	8.3	18.1	23.8	44.0

- 3.10 Newbold Comyn is perceived as a place for local people, as both a natural resource and location for activities. Future communication/ engagement should recognise this.

*A safe, social space*

- 3.11 Newbold Comyn is 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 are of this nature (66.4%). It is a space where respondents feel 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 (10.7% *disagreed* or *strongly* disagreed when asked to agree or disagree with the statement *Other users prevent me from doing what I want*).

Who do you visit Newbold Comyn with? Please tick all that apply.		
Answer Choice		Response %
1	By yourself	66.4%
2	With a friend or partner	75.9%
3	With a colleague	7.5%
4	With family	68.9%
5	With a team/organised group	25.3%

On a scale of 1 – 5 (where 1 is strongly disagree and 5 is strongly agree), please show to what extent you agree with the following statements:						
Answer Choice		1 %	2 %	3 %	4 %	5 %
1	I feel safe at Newbold Comyn	2.9	4.1	16.3	38.3	38.5
2	Control of pets and animals is a problem	37.2	27.5	21.1	9.1	5.0
3	Other users prevent me from doing what I want	53.1	24.7	11.5	5.9	4.8
4	Newbold Comyn is maintained to a high standard	3.3	11.2	37.4	34.1	13.9
5	I would be happy to pay for activities if it contributed to maintaining the area	11.3	13.9	32.6	27.0	15.2
6	It is easy to park at Newbold Comyn	4.9	9.4	24.9	29.8	31.0

#### *Regular users and usage*

- 3.12 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).

What do you use Newbold Comyn for?	
Answer Choice	Response

	%
Walking (including Riverside Walk)	78.6
Visiting the Leisure Centre	62.4
Running/ jogging	54.9
Dog walking	40.8
Picnics/BBQ	40.4
Cycling	36.3
Playing football	17.9
Playing golf	16.8
Bird watching	16.2
Cycling at Champion Hill Cycle Track	12.3
Kite flying	9.5
Other (anything less than 1.5% or 50 responses)	5.8
Play	5.0
Pub	2.4
Remote Control Machine	2.0
Wildlife	1.9
Horse riding	1.6

3.13 Cycling and horse riding were more important for younger people than older people.

3.14 The Leisure Centre is a significant attraction for Newbold Comyn. It fully opened after the completion of the survey and it may be that it plays a more important role now.

3.15 Respondents were asked what the best things about Newbold Comyn are. 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%)
- *The wildlife reserve* (56.1%)

The golf course was identified as a 'best thing' by 20.5% of respondents.

3.16 Respondents were also able to provide a free text response. This generated 363 responses:

<b>What is the best thing about Newbold Comyn? (other responses)</b>		
<b>Response</b>	<b>% of 'other' responses</b>	<b>% Response</b>
Paths/trails	43%	5%
General amenity	18%	2%

Kids play area	12%	1%
Pub	6%	1%
Football/sports pitches	6%	1%
Open space	5%	1%
Hills	4%	0%
Proximity	2%	0%
The trees and Wood	1%	0%
Bridle paths	1%	0%
Wildlife	1%	0%
The skate park	1%	0%
Golf course	0%	0%
Free car parking	0%	0%

*Highlighted cells incorporated into main section.*

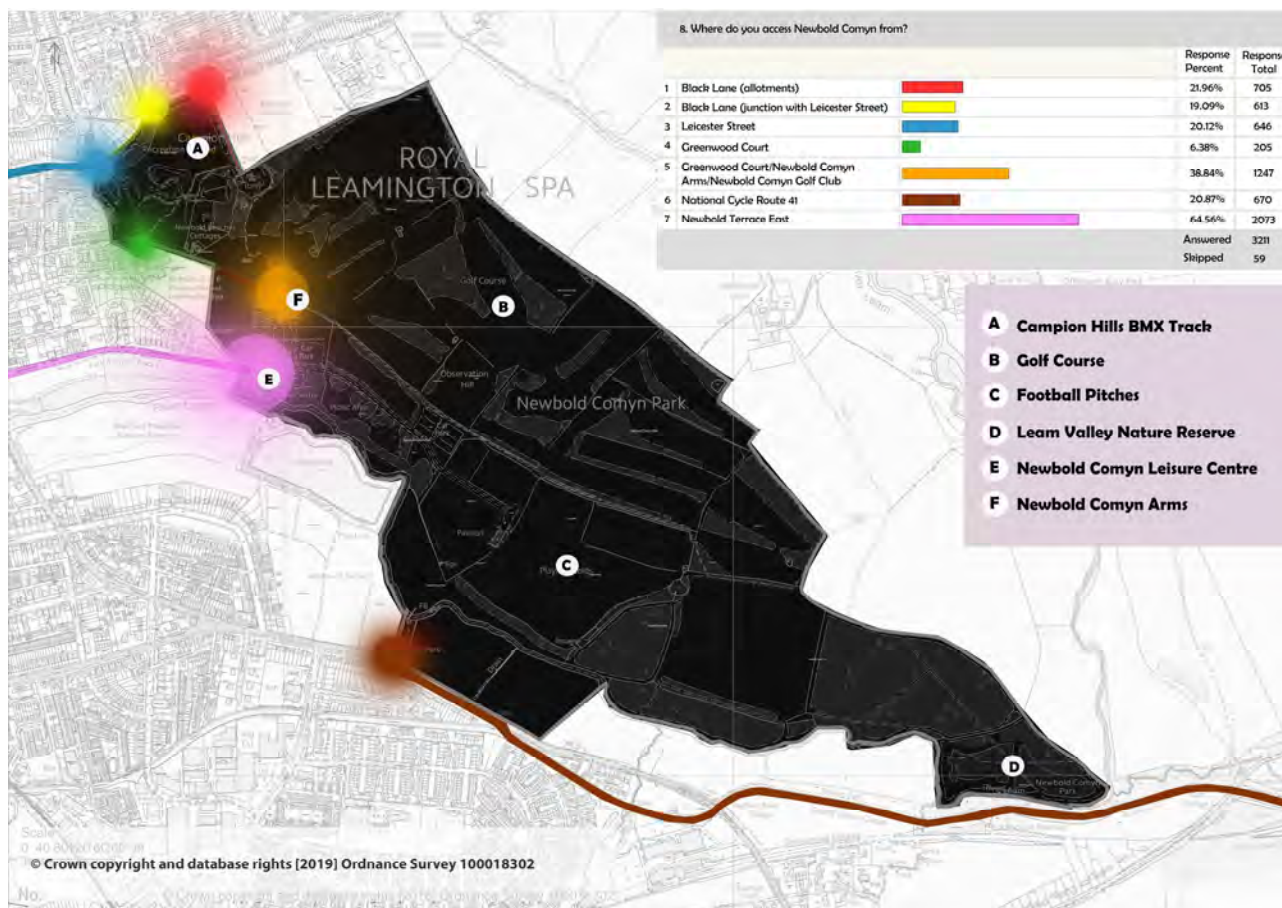
This pattern of responses was reflected across all age groups.

- 3.17 These responses reinforce the impression of the importance of landscape and openness.

#### *Access*

- 3.18 Respondents were able to identify how they travel to Newbold Comyn. Overall, 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%).
- 3.19 Most of the access points to Newbold Comyn are along the western edge of the area where it is adjacent to Royal Leamington Spa. Many of these routes take visitors through residential areas. The most popular access point to Newbold Comyn is Newbold Terrace East, a route that flows through from the town centre and adjacent residential properties before it reaches the leisure centre and car parks within Newbold Comyn.





3.20 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 isn't possible to identify how many respondents were local residents or the extent to which non-regular users are dissuaded from using the space due to a perceived parking issue. It should also be recognised that an increase in usage due to an improved offer is likely to create more parking demand.

### Looking ahead

3.21 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 suggests that future planning will require a careful balance between two potentially conflicting developments.

3.22 Respondents were also asked if *I would be happy to pay for activities if it contributed to maintaining the area*. 41.2% scored their strongly agreed or disagreed 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.

3.23 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%)
- Too commercialised/ over developed (15.5%)

<b>Do you have any concerns about the future of Newbold Comyn?</b>	
<b>Response</b>	<b>% of total responses</b>
Property Development	38.0
Loss of current amenity	20.3
Too commercialised/ over developed	15.5
Loss of golf course	8.4
Blanks	7.3
Neglect	3.5
Travellers	1.7
Loss of Park Run	1.2
Loss of opportunity to improve leisure facilities	1.0
Misc.	0.9
Returned to golf course	0.7
Parking	0.5
Inadequate accessibility	0.5
Antisocial behaviour	0.3
New facilities not used	0.2

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

### ***Consultant Report – Key points***

3.25 The appointed consultants, SLC, undertook a number of activities as part of their brief. This included:

- Undertaking market engagement to inform a high level commercial appraisal of options.
- Consultation with stakeholders (identified and agreed with the Council) to further inform an understanding of the current site and explore options for future use.
- A workshop with Ward Members and relevant Portfolio Holders to consider an initial assessment of a long list of options.

3.26 The consultants brief had requested a shortlist of up to 5 options that could be viably and practically delivered and managed. However, it is the consultant's opinion that the scale of the area enables a broad range of options to be

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

3.27 Based on an initial assessment and feedback from Members and Officers the following shortlist of future uses have 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 is complementary to (not conflicting with) existing provision on the wider site e.g. pub and leisure centre. Includes 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.
- **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.

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

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

3.30 In addition to the core offer identified above internal discussions with Members and Officers have highlighted additional, non-sporting opportunities. These have not been subject to a commercial appraisal but are unlikely to generate substantial revenue. Rather, they may be considered as complimentary activities that would reinforce the identity of the area.

3.31 These are:

- (i) Use of public art to create/ support trails.
- (ii) Use of outbuildings to create artists' studios.
- (iii) The need for signage and interpretation.
- (iv) Memorial tree planting.

- 3.32 The SLC Report has 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.
- 3.33 Recommendation 2.2
- 3.34 The high level of responses to the survey demonstrates how highly a diverse range of user's value Newbold Comyn. This presents a positive challenge as to how a masterplan of future use can respond and balance financial sustainability with the existing relationship that people have with the area.
- 3.35 The high level of responses also suggests that there may be some concern as to the future of Newbold Comyn. A clear commitment to further engagement may provide some reassurance as to resident's ability to inform future decisions and provide further opportunity for under-represented groups to inform the study (see 3.8). It also provides an opportunity to communicate the Council's ambitions for, and planning restrictions on the area i.e. green belt policy.
- 3.36 To ensure the future sustainability of the area it is therefore recommended that local people and stakeholders are involved in the masterplanning process. This will enable the masterplan to develop a proposal that is shaped, and therefore expected to be supported by, users and stakeholders. This should provide Executive with confidence as to the sustainability of the final proposal.
- 3.37 At this stage Executive is recommended to approve the *principle* of consultation. If this recommendation is adopted Officers will work with a suitable consultant to develop a consultation strategy (reflecting the survey results) to be approved by the new Executive following the election.
- 3.38 It is anticipated that this round of consultation will take place in the summer of 2019. It is understood that a greater diversity of uses take place during the summer which will support the quality of engagement. It is also hoped that the wider strategic picture will be clearer post-election.
- 3.39 It should be noted this consultation will look at commercial options however the focus will be around finding a financially viable use that maintains the theme of open space which is clearly valued by users.
- 3.40 Recommendation 2.3
- 3.41 A number of possible uses have been identified for the existing outbuildings adjacent to the Newbold Comyn Arms (see 3.27). A purely commercial appraisal of these buildings will provide a benchmark for the evaluation of a final masterplan.
- 3.42 It should be noted that it is not the intention of the Council to develop these as a purely commercial offer, and that there is no intention for residential

development on any part of the site. This appraisal is for evaluation purposes only.

- 3.43 This work is not an area of expertise for SLC and did not form part of their brief. It is proposed that this work is undertaken immediately so that it can be shared, as needed, through the consultation process (subject to market sensitivity).
- 3.44 It is anticipated that the appraisal will be delivered by a specialist company (i.e. not SLC).
- 3.45 Recommendation 2.4
- 3.46 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.
- 3.47 Four consultants responded to this request and the contract was awarded to SLC who scored highest overall on quality and cost.
- 3.48 In the time SLC have been appointed they have fulfilled the requirements of the Project Brief and have provided the Council with an initial high level appraisal of options of future uses for Newbold Comyn. The summary of this work is detailed in paragraph 3.25 -3.27.
- 3.49 It is recommended that SLC are re-procured to undertake the next stage of detailed work which will include:
- Needs analysis – to include a full review of engagement to date and develop a consultation strategy which will involve working with local and strategic stakeholders. They will develop a detailed consultation plan which identifies the different stakeholders, including the general public, and sets out the plans and methods for engagement with these different groups. This will include the approach to publicising the consultation in order to maximise engagement.
  - Masterplan development – The development of RIBA stage 2 plans and sketch options to inform discussions with planners and highways
  - Development costs and business planning – Produce a robust budget cost estimate and high level exploration of funding options
  - Reporting – A comprehensive report pulling together all of the above work streams for the Council to consider.
- 3.50 An exemption to the Code of Procurement Practice is sought due to the level of detailed work SLC have carried out to date, which will 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.
- 3.51 SLC already have a good knowledge of Newbold Comyn, its history and its key stakeholders. It is for this reason an exemption is considered reasonable. It should also be noted that their initial appointment followed a competitive procurement process, to which they were the highest scoring.

- 3.52 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.
- 3.53 Recommendation 2.5
- 3.54 Executive approved a budget of £50,000 to procure specialist consultancy advice at its meeting of 7<sup>th</sup> March 2018. Of this £14,979 was allocated to SLC under the contract identified in paragraph 3.45. There is £35,021 remaining unallocated in this budget.
- 3.55 SLC have provided a fee proposal for the next phases of work as detailed in 3.48. They have quoted £39,598 which will exceed the remaining budget by £4577.
- 3.56 The cost of the benchmarking exercise on the commercial appraisal of the outbuildings has been estimated to cost £3500 plus VAT. As detailed in paragraph 3.53, there is no remaining budget to pay for this. This work is considered necessary for the project in order to properly evaluate other commercial options.
- 3.57 There is currently £338,000 unallocated in the 19/20 Contingency. It is recommended that the shortfall for SLC's work and the appraisal of the outbuildings is funded from this budget, requiring an additional £8077 plus contingency totalling £10,000.
- 3.58 Recommendation 2.6
- 3.59 The reason for this recommendation is to provide assurances to users of Newbold Comyn that residential development will not be considered in the next phase of consultation.
- 3.60 The original budget agreed at the Executive meeting of 7<sup>th</sup> March 2018, was done so on the basis that that the land will not be available for residential development.
- 3.61 This has been reiterated to SLC throughout their engagement and has not been considered in the appraisal exercises carried out to date.
- 3.62 It is evident from the public consultation carried out that users value the public amenity space and are concerned about future development.

## **4.0 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.

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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>

<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Newbold Comyn is currently free to access providing opportunities for improved health outcomes. The study will not impact on this commitment.	The Council is committed to maintaining Newbold Comyn and preserving public access ensuring the area is well looked after. The study will not impact on this commitment.	No impact.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
No impact.	Proposal recognises customer needs and will improve service provision inline with these.	Proposal ensures that the Council gets best value from the asset, and income maximised, set against customer needs and deficit in Budgetary Framework.

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The impact of the recommendations within this report seek to protect the Council's financial position while protecting a valuable public asset in the long term.

- 4.3 In addition any proposals that emerge from the process will need to comply with Section 13, paragraphs 133 – 147: Protecting Green Belt Land of the National Planning Policy Framework.

#### 4.4 **Changes to Existing Policies**

- 4.5 The Council's Playing Pitch Strategy is being revised at present with an updated Strategy coming to Council after the elections. The football element of the updated Strategy identifies a need to improve the condition of the existing grass pitches, the refurbishment of the pavilion/changing rooms, and to consider additional 3G pitches to address the issues of over play of grass pitches. The associated Local Football Facilities Plan (LFFP) identifies the same issues and goes on to recommend a new full size 3G pitch at Newbold Comyn.

#### 4.6 **Impact Assessments**

None

### 5. **Budgetary Framework**


- 5.1 The budgetary requirements for this are detailed in Recommendation 2.5 and can be found in paragraphs 3.51-3.55.
- 5.2 It is important that any future use of Newbold Comyn is affordable. Consequently, any proposal needs to be considered alongside sources of funding for it, including the upfront capital costs and recurring costs/revenue. If this is not addressed at the outset, the Council risks setting undue expectations and potentially abortive works.

### 6. **Risks**

- 6.1 There is a reputational risk that the Council is perceived to be delaying a decision and continuing to use resources to procure external advice. However, the leaflets distributed as part of the survey made clear that a final decision on the future of the gold course area won't be made until the summer of 2019. This risk is therefore low.
- 6.2 There is a risk that if the golf course is perceived as being unused that it will become a target for antisocial behaviour. Officers will continue to monitor this.

### 7. **Alternative Options considered**

- 7.1 An alternative option would be to proceed without additional engagement. This would risk the Council adopting a masterplan for Newbold Comyn that has a negative impact on relationships with the area leading to a decrease in use.
- 7.2 An alternative option would be to undertake engagement following March 2019 Executive. However, purdah restrictions will limit the scope of this work.
- 7.3 An alternative option would be to undertake a full procurement exercise for the next stages of work and not to appoint SLC directly. Due to the existing knowledge of the project to date and the extensive network of stakeholders created, SLC are best placed to continue with their work.

 <b>EXECUTIVE</b> <b>6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b> <b>12</b>
<b>Title</b>	Update on Action Plan following Review of Closure of Accounts	
<b>For further information about this report please contact</b>	Andrew Jones (01926) 456830 <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<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>	5 <sup>th</sup> /6 <sup>th</sup> February 2019, F&A and Executive respectively	
<b>Background Papers</b>	Report as above	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No
Not applicable.	

<b>Officer/Councillor Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	12/2/19	Chris Elliott
CMT	12/2/19	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	12/2/19	Mike Snow
Monitoring Officer	12/2/19	Andrew Jones
Head of Service	12/2/19	Mike Snow
Portfolio Holder(s)	18/2/19	Councillor Peter Whiting
<b>Consultation &amp; Community Engagement</b>		
<b>Final Decision?</b>	Yes, but some proposed actions will require further reports.	



## 1 SUMMARY

- 1.1 This is a monthly report which will set out the progress on the agreed action plan that was agreed in the report on the Review of the Closure of 2017/18 Accounts in October 2018.

## 2 RECOMMENDATION

- 2.1 That the Committee notes and provides any comments on the content of the action plan at Appendix 1.

## 3 REASONS FOR THE RECOMMENDATION

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

## 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. Amongst other things, the FFF Strategy contains Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

FFF Strands		
People	Services	Money
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Not applicable	Not applicable	Not applicable
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost

All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	Increase the digital provision of services	management Maximise income earning opportunities Seek best value for money
The proposed action plan will help the Accountancy team and individual members of staff.	The proposed action plan implemented in full will enable a better financial service to be provided to the Council and the community it serves.	Not directly applicable though an improved service should enable the Council to deliver better outcomes on its finances.

#### 4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. The People Strategy is the most relevant here but what is being proposed is directly in line with that Strategy.

#### 4.3 **Changes to Existing Policies**

The action plan agrees a minor change to existing policies in relation to agency staff.

#### 4.4 **Impact Assessments**

Not applicable.

### **5 BUDGETARY FRAMEWORK**

- 5.1 The proposed action plan gives rise to increased costs. Further reports will be necessary and at that stage decisions can be made on costs and the benefits to be derived from them.

### **6 RISKS**

- 6.1 The risk that arises relates to not implementing what is proposed; the risk being a repetition of events of this year and the subsequent harm to the Council's reputation.

### **7 ALTERNATIVE OPTIONS CONSIDERED**

- 7.1 Various actions were considered in the development of the action plan but what is proposed is considered to be an appropriate response to the issues which have been identified.

### **8 BACKGROUND**

- 8.1 The Background is set out in the report to the Executive of 31<sup>st</sup> October 2018.

## Appendix 1: Action Plan Progress Report

This table sets out progress against the agreed actions. This is to be reviewed weekly by CMT with the Head of Finance and reported monthly to the Finance and Audit and Executive Committees until the 2018/19 set of accounts has been closed and at that time it should be reviewed as to whether this frequency remains necessary.

Strikethrough = Completed in cycle.

Highlighted = Change to text since last update.

Action	By When	Who	Progress	Priority and RAG
3. To report weekly in writing on progress on the project plan to CMT and monthly to Finance and Audit and to Executive	Weekly to CMT Monthly to F&A and Executive	Head of Finance	Update issued weekly to CMT and monthly to F&A/ Executive.	High/ <span style="color: green;">Green</span>
4. To review the requirement of point 3 following the successful closure of 2018/19 accounts	31 <sup>st</sup> August 2019	Finance and Audit/Executive Committees	Learning points from 2018/19 closure to be documented during and post 2018/19 closure.	High/ <span style="color: green;">Green</span>
7. To ask Project Manager to institute a whole team approach for closure of accounts for 2018/19.	From 31 <sup>st</sup> October 2018 until at least 31 <sup>st</sup> July 2019	Head of Finance	Project Manager taking a lead on meetings and discussions with all team members. Project plan shares the duties over whole team. All team have had 1 2 1 meetings to discuss and clarify what is being asked of them. Further training to be provided. Fortnightly team meetings.	High/ <span style="color: green;">Green</span>
10. To review the	From 31 <sup>st</sup>	Strategic Finance	Duties of team reviewed in	High/ <span style="color: green;">Green</span>

Action	By When	Who	Progress	Priority and RAG
policies, working practices and procedures of the Accountancy team and document them.	October 2018 to end of March 2019	Manager	detail, and reflected in closedown plan. Discussions held with all team members.	
11. To progress the feasibility stage of a new Finance IT system to report to Executive stage including project management support and training	1 <sup>st</sup> December 2019	Head of Finance	Business Case, high level plan and draft report for Employment Committee report being prepared for CMT consideration.	Medium/ Green
12. To review the Accountancy team in terms of structure, skills, capabilities and capacity.	30 <sup>th</sup> September 2019	Strategic Finance Manager	Advanced Excel training arranged for team in late February. Team briefing/training on working papers 21/2/19. Further 1 2 1 training being provided. Structure to be considered further following closure of 2018/19 Accounts.	High/ Green
15. To implement new performance management arrangements.	From 1 <sup>st</sup> April 2019	Chief Executive with support from the rest of the Senior Management Team	Report to March Employment Committee for permission to recruit the necessary staff resource.	Medium/ Amber
16. To review the Council's organisational arrangements for strategic finance and report to Executive and Employment Committee.	31 <sup>st</sup> August 2019	Chief Executive with support from the rest of the Senior Management Team	Corporate Management Team discussed approach with Human Resources and further discussions will shortly take place with full Senior Management Team. This review sits alongside and is	Medium/ Amber

Action	By When	Who	Progress	Priority and RAG
			strongly linked to the proposal for a Business Plan.	
18. To implement appropriate testing mechanism of organisational culture.	From 1 <sup>st</sup> April 2019	Chief Executive with support from the rest of the Senior Management Team	Reports will follow the above decision.	Medium/ Green
19. To undertake a lessons learned review after the closure of the 2018/19 accounts and report to Finance and Audit and Executive Committees and thereafter annually.	30 <sup>th</sup> September 2019	Head of Finance/Strategic Finance Manager	Links to action 4.	High/ Green
20. To agree that if recruitment fails via Commensura after 2/3 attempts managers can approach other agencies but must agree rates and terms/conditions (and that they are equivalent to Commensura). Manager must inform HR of agreement. Ensure when managers have recruited outside of Commensura, HR receives a copy of the agreement and costs.	<del>31<sup>st</sup> December 2018</del> 1 <sup>st</sup> April 2019	HR Manager	Working with Comensura to update our candidate/supplier profile. Updated guidelines to be presented to Workforce Steering Group March 2019 and Managers Forum April 2019. Work continues to progress with the Action Plan for Comensura and the Key Account Manager to prepare guidelines to be presented to WSG March 19/Managers Forum April 19.	Medium/ Green
21. To ensure for	<del>31<sup>st</sup> December</del>	HR Manager	Planned for Quarter 1	Medium/ Green

Action	By When	Who	Progress	Priority and RAG
monitoring purposes the costs are highlighted in Management Information as non Commensura agency costs.	<del>2018</del> 1 <sup>st</sup> April 2019		Management Information reporting as Point 20 14.12.18.	
22. Provide guidelines for managers regarding the process for recruiting via Commensura and the parameters of our contract arrangements plus benefits versus the costs incurred with direct agency recruitment.	<del>31<sup>st</sup> December 2018</del> 1 <sup>st</sup> April 2019	HR Manager	As Point 20.	Medium/ Green
23. Ensure managers understand the implications of recruiting outside of Commensura and where their responsibilities lie and HR's.	<del>21<sup>st</sup> December 2018</del> 1 <sup>st</sup> April 2019	HR Manager	As Point 20.	Medium/ Green
24 (AFR). The evidence base to demonstrate that assets are investment properties should be improved, with clear links to the asset management strategy of authority.	1 <sup>st</sup> September 2019	DCE (BH)	The necessary resources are now in place to ensure an Asset Management Strategy is brought to members for approval during 2019/20. It is planned that an initial draft will be circulated in May 2019 for refinement by internal	High/ Green

Action	By When	Who	Progress	Priority and RAG
			stakeholders and the final draft brought to the September 2019 Executive meeting. As part of the preparatory work a review of all current leases is underway and scheduled for completion by the end of the current financial year. Assets Manager is preparing a detailed timetable of actions required for review by CMT.	
25 (AFR). The Council needs to ensure that it formally documents the process for valuations, and that the valuer is provided with detailed instructions for the annual valuation exercise. There should be clear working papers demonstrating that the Council has provided the valuer with all of the appropriate information and that it has considered whether the information provided back from the valuer is complete and reasonable. The	<del>1<sup>st</sup> January 2019</del>  1 <sup>st</sup> March 2019 (milestone is agreement of instructions)	Principal Accountant TM	The information to be sought from the valuer, and timing thereof, will be considered by the Head of Finance, Accountants and Estates Manager in early January 2019 ahead of a formal instruction to the valuer being issued. The valuation process will be pro-actively monitored and shared with the Accountancy Team and the Estates Manager. Approach discussed and agreed with valuers. Letter being drafted by Project Manager to be shared with rest of relevant team members. <b>Draft letter sent to valuers following scrutiny by team,</b>	High/ <b>Amber</b>

Action	By When	Who	Progress	Priority and RAG
Council may also wish to review the timing of these valuations, because at present valuations are undertaken at varying points in the year, making the process more complicated than we see at other similar Councils			and shared with external auditors. It has been agreed with the valuers for them to review the draft ahead of the formal instruction being issued. Valuations have commenced their work.	
27 (AFR). The report of the Chief Executive includes a detailed action plan to ensure that the issues that have occurred this year are not repeated. It is key that this action plan is implemented and considered in light of the recommendations we have made as part of this AFR to ensure that all issues are addressed as part of the production of the financial statements in future years.	Ongoing	Head of Finance and others	See earlier responses. Alongside the Action Plan within the Chief Executive's report, the Accountancy Team have a more detailed plan that that was reported to Executive in January 2019 and is being kept up to date. Any dates at risk of being missed are being scrutinised.	High/ Green
28 (AFR). The Head of Finance should ensure that an appropriate	<del>1<sup>st</sup> January 2019</del> 1 <sup>st</sup> April	Final Accounts Project Manager	Training on the production of quality working papers for all the Accountancy Team will be	High/ Green



Action	By When	Who	Progress	Priority and RAG
training programme is in place for all officers that produce working papers to support the financial statements. The training should include the features of a good working paper and a reminder that a good working paper should enable another suitably qualified professional with no prior knowledge of the authority the means upon which to re-perform the work.	(milestone is for all training to have been completed)		provided by the Final Accounts Project Manager early in the New Year. Also see 12 above. Following the dissemination and discussion of closure plan (shared 4/1/19 with team), training will be provided by KJ and others. Also see above. Working paper training on Project Manager plan for February. Standard working papers examples (good and bad) being prepared for a short training session for the team 21/2/2019. Slipped slightly due to other more critical tasks.	
29 (AFR) A working paper should be provided at year end which demonstrates how the Council has considered the work of the actuary and its reasonableness.	1 <sup>st</sup> May 2019	Principal Accountant (Revenues)	This has been discussed with the Pension Fund Actuaries. An approach is planned that will enable variances to be identified, challenged, and explained. Now also discussed with valuers to agree the approach to be followed.	High/ Green
<del>30 (AFR) Greater considerations should be given to whether more areas of the accounts would benefit from an increased</del>	<del>1<sup>st</sup> January 2019</del>	<del>Final Accounts Project Manager</del>	<del>The accruals process will be reviewed early in 2019, ensuring all parties are clear about their responsibilities, timings, and relevant de minimis levels. Initial</del>	

Action	By When	Who	Progress	Priority and RAG
reliance on estimation techniques to aid faster close.			discussions held with auditors, notably over accruals. Work to be undertaken by KJ/VB to determine appropriate thresholds. Accruals policy discussed with Accountants and Auditors, with proposed de-minimis levels agreed. Incorporated into Closedown plan for Budget Managers (circulated 11/2/19), with supporting forms.	
31 (AFR) There are a number of areas highlighted throughout the AFR where we have agreed with officers that disclosure omissions will be corrected in future years. The Head of Finance should ensure that the identified areas are actioned in future years.	1 <sup>st</sup> February 2019  31 <sup>st</sup> March 2019 (milestone is for approach to be agreed by the end of the financial year)	Final Accounts Project Manager	The disclosure omissions will be reviewed as part of the preparation for closedown. It should be noted that some disclosures were previously removed with the support of the auditors as part of the "de-cluttering" of the accounts. Being considered by Project Manager.	Medium/ Amber
32 (AFR) Controls around journals should be improved, particularly in relation to those prepared by contract staff.	1 <sup>st</sup> January 2019	Head of Finance & Principal Accountants	New controls on journals in place from 1 <sup>st</sup> January 2019. Have been discussed with whole team. Initial review of implementation has raised some issues which will be addressed.	


Action	By When	Who	Progress	Priority and RAG
			New process in place and being formally reviewed by SFM and PA(Revenue). Benefits of new approach being recognised.	
33 (AR) In future years officers should keep a full list of any proposed changes to the draft financial statements presented for audit. This list should be reviewed by the Head of Finance, in discussion with the auditors prior to any changes being made to the ledger and final set of financial statements.	1 <sup>st</sup> June 2019	Final Accounts Project Manager	Full controls will be implemented to ensure all proposed changes to the Statements are fully documented for discussion and agreement with the auditors.	Medium/ Green

## Completed Actions in previous cycles

1. To present the completed 2017/18 accounts to Finance and Audit and Executive Committees at the November round of meetings	November 27 <sup>th</sup> — F&A November 28 <sup>th</sup> — Executive	Head of Finance	Completed	
2. To prepare a detailed project plan for the closure of 2018/19 accounts for approval by the Finance and Audit and Executive Committees at the December round of meetings, building upon the action plan developed by staff	January 2019 — F&A January 2019 — Executive	Head of Finance	Completed	
5. To recruit for the Strategic Finance Manager (SFM) post	From 31 <sup>st</sup> October 2018	Head of Finance with assistance from HR	Completed	
6. To reach agreement to maintain in post the current CIPFA Agency member of staff as project lead for closure of accounts until at least new SFM in post or the end of the closure of the 2018/19 accounts	31 <sup>st</sup> October 2018	Head of Finance with assistance from HR	Completed	

8. To appoint an Interim SFM until a permanent recruit is in place to lead the team and to institute normal management practices re team meetings 1-2-1s, appraisals, etc.	From 31 <sup>st</sup> October 2018 until at least 31 <sup>st</sup> July 2019	Head of Finance	Completed	
9. To retain the services of the 2 former members of staff at least on a part time basis until the closure of the 2018/19 accounts.	From 31 <sup>st</sup> October 2018 until at least 31 <sup>st</sup> July 2019	Head of Finance	Completed	
13. To provide a package of support to enable the delivery of improved performance management.	From 31 <sup>st</sup> October 2018	Deputy Chief Executive (AJ)/HR Manager	In place and ongoing.	
14. To review and report on proposals for the Council's performance management system.	31 <sup>st</sup> January 2019	Chief Executive with support from the rest of the Senior Management Team	A report elsewhere on the February Executive agenda sets out the proposal to establish a Business Plan for the Council and if agreed it will then be subject to a more detailed report in March 2019.	
17. To devise appropriate testing mechanism of organisational culture and to seek approval from the Executive.	31 <sup>st</sup> January 2019	Chief Executive with support from the rest of the Senior Management Team	It is proposed that in conjunction with the response to the 2018 IiP assessment that a staff PULSE survey be undertaken on a quarterly basis. The outcomes will be	

			reported regularly.	
26 (AFR). The arrangements for an impairment review should be considered and documented. These arrangements should be implemented as part of the 2018/19 closedown process.	1 <sup>st</sup> January 2019	Principal Accountant <u>TM</u>	The approach to the impairment review will be reviewed ahead of seeking information from the valuer (above). This will involve the full team and the Council's Estates Manager, and is in accordance with the Code of Practice. Valuation meeting scheduled for 16/1/19 with all stakeholders. Approach discussed and agreed with valuers.	

 <b>Executive</b> <b>6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b> <b>13</b>
<b>Title</b>	Men's Cycle Tour of Britain 2019	
<b>For further information about this report please contact</b>	Martin O'Neill Business Manager	
<b>Wards of the District directly affected</b>	All	
<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>	N/A	
<b>Background Papers</b>	N/A	

<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>	No
<b>Equality Impact Assessment Undertaken</b>	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	12/2/19	Bill Hunt
Head of Service	8/2/19	Dave Barber
CMT	12/2/19	Bill Hunt
Section 151 Officer	12/2/19	Mike Snow
Monitoring Officer	12/2/19	Andy Jones
Finance	12/2/19	Mike Snow
Portfolio Holder(s)	13/2/19	Cllr Noel Butler
Consultation & Community Engagement		
None		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 The report brings forward a request for funding following the request to have the start of the Men's Tour of Britain Tour in the District on Friday 13<sup>th</sup> September 2019.
- 1.2 The report also summarises the economic impacts of the Women's and Men's cycle tours 2018, both of which included a finish in Leamington.

## 2. **Recommendation**

- 2.1 That Executive approve 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.

## 3. **Reasons for the Recommendation**

- 3.1 In June 2018, Leamington hosted the finish of the Women's cycle tour. Official organiser figures state that The Women's Cycle Tour 2018 brought around 20,000 visitors to Leamington Spa on the day of 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.
- 3.2 This was the third consecutive occasion that the Women's cycle tour had been hosted in Warwickshire. The organisers of the Women's Tour have a policy that they will rotate hosting Counties after three events and for that reason, the Women's Tour will not be returning to Warwickshire in 2019.
- 3.3 In September 2018, Leamington also hosted the finish of the Men's Tour of Britain which include appearances by Tour de France winners Chris Froome and Geriant Thomas. The impact report from stage (Nuneaton to Leamington) is shown in appendix 1. The headlines from this are
  - 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
  - c) there was higher expenditure associated with the start than finish due to the higher number of overnight stays
  - d) 44% of visitors to the events associated Warwick District Council with the events (and 46% associated Nuneaton and Bedworth Borough Council)
- 3.4 In 2019, it is expected that the Men's Tour of Britain will once again see a stage hosted in Warwickshire. Whilst this is still to be confirmed, discussions suggest that the stage could involve a start in Warwick District, (with Warwick itself being a potentially location for this), with a finish elsewhere in the County. Officers consider that this could provide a fresh dimension to the District's participation in the Tour, particularly given that Leamington has now hosted three finishes across the two events. As shown in the Impact Report from 2018, starts bring economic benefits that are 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), provides the potential for greater benefits to accrue from a start. A start also



offers the opportunity for crowds to see the participants up close as they are individually introduced ahead of a departure. So, whilst it lacks some of the drama of a finish, it actually provides a better opportunity to appreciate the events and its participants. For these reasons, crowds for starts are generally comparable to the crowds for finishes.

- 3.5 Given the experience of the 2017 and 2018 Women's Tour finishes and the 2018 Men's Tour finish, it is anticipated that £30,000 is 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 is required to ensure that sufficient stewards, security, engagement and entertainment is provided on the day to deliver an event for all visitors, that will continue to showcase the District through the extended coverage after the event. Whilst the final location of the start has yet to be ratified, we are the organisers and County Council have indicated a clear interest in a Warwick District start with, Warwick itself currently being suggested as the preferred location. Sufficient space will always be a priority in order to provide a memorable occasion whilst maximising the economic impact of the day for town centre businesses
- 3.6 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 our local businesses have the skills and knowledge to gain maximum benefit from this unique event.
- 3.7 The route is still to be confirmed, but should the start be hosted in Warwick or Leamington, officers will work to once again secure a sprint stage in Kenilworth, as well making the case for the Tour to pass through other parts of the District. With that in mind, the Business Support and Events team will include activities and promotions that maximise the benefits to the towns as well as the wider district, within the requested budgetary amounts.

#### 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.

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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all	<u>Intended outcomes:</u> Area has well looked	<u>Intended outcomes:</u> Dynamic and diverse

Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
The event may encourage increased participation in cycling – the 2018 impact report indicates that 61% of visitors were inspired to cycle more often	With all events we ensure that safety of the public is our number one priority.	With start in one of our towns we can expect increased overnight stays and the opportunity for visitors to explore our vibrant variety of retail and food outlets. Associated events organised by the District Council will support this. Further, the coverage on national and international networks is invaluable as a marketing tool for the sub region
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
The Business Support and Events Team will be leading on this event, but could not deliver on the day without volunteers from the Council. In 2018 we had several volunteers from all sectors of the Council, and we would expect a similar level of support this year.	We have learnt a few lessons from the Women's Tours in 2017 and 2018, and have been able to improve our processes to ensure the event is delivered in an effective and efficient manner.	We will be setting up new cost codes to ensure that full and proper cost management is implemented for these events. We will also look to ensure we use our assets wisely, and in a way that will maximize their potential.

## **4.2 Supporting Strategies**

The event touches on many of the Strategies of FFF, be it economic development, the health and wellbeing of our residents or through the international coverage our District will receive.

## **5. Budgetary Framework**

- 5.1 The report requests that £45,000 to be drawn down from the Contingency budget. The balance on the 2019/20 Contingency Budget is £237,000

## **6. Risks**

- 6.1 The risk of hosting these events would be that the economic benefit is not as apparent, or as high, as we have estimated. However, to mitigate this, the Business Support and Events Team will work with Media to implement a comprehensive promotional schedule and will organise associated events to ensure that we reach as many potential visitors as possible and maximise dwell time and spend.

## **7. Alternative Option(s) considered**

- 7.1 One alternative option is to not support the event. This would remove the risk of our economic impact not being met. Likewise, we would remove the chance of disruption in the local area. However, this option is not being recommended as evidence from previous Tours is that it has the potential to bring a significant economic impact.
- 7.2 Another alternative is to seek agreement to host a finish of the Tour instead of a start. This has the advantage that the organisers and Councils have experience of hosting successful finishes in Leamington and the "template" for this could be repeated (with some small changes) in 2019. This option is not being proposed because officers feel that after hosting three finishes in the last two years, there is a risk that the number of visitors will decline if the event is seen as becoming stale. The proposal to host a start maximises the likelihood of keeping the event fresh and bringing economic benefits.
- 7.3 A third alternative would be to decrease the amount we are looking to spend on the event to £21,000. This would provide Warwickshire County Council with their £15,000 contribution, and give the Business Support and Events team £6,000 to provide the organisers with everything that is expected from the start host. This is 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 helps the district make the most out of these internationally publicised events.
- 7.3 One final option would be to support in principle hosting the start without committing Council funding, instead seeking sponsorship to cover the costs. This has not been recommended as there is a substantial risk that such sponsorship would not be forthcoming and the event would remain unfunded.

# The OVO Energy Tour of Britain 2018

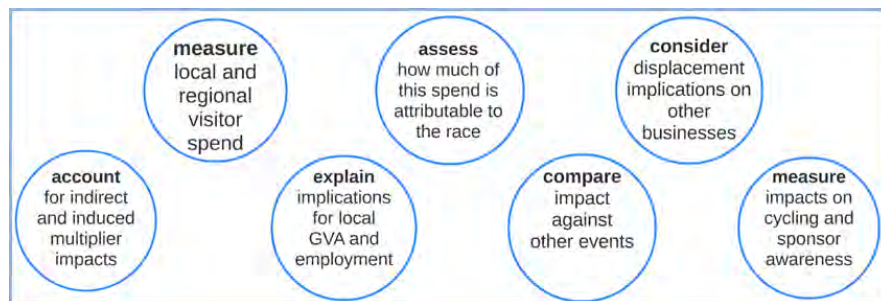
## Economic Impact Report



### Stage 4: Nuneaton to Royal Leamington Spa

## 1 Introduction

Welcome to Frontline's economic impact assessment of the OVO Energy Tour of Britain 2018. This economic impact assessment is based upon the findings from a web-based survey of 2,307 Tour spectators and follows the principles set out in HM Treasury's 'Green Book' Appraisal and Evaluation Guidance and the EventIMPACT guidance. This paper explains the impacts resulting from stage four of the race, held between Nuneaton and Royal Leamington Spa on 5th September 2018. The objectives of the research are to:



The remainder of the paper is structured as follows:

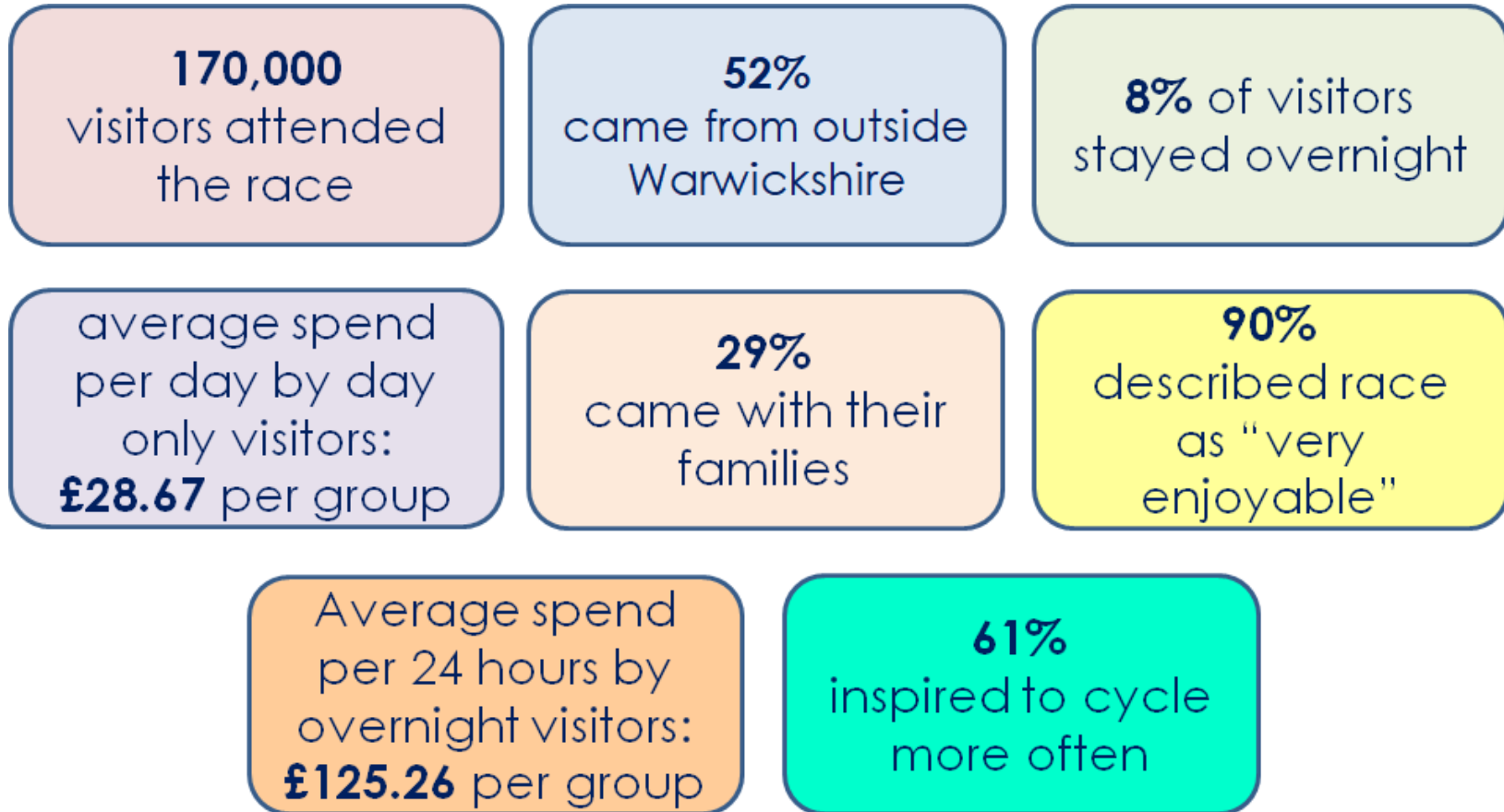
**Section 2:** The event and the visitors

**Section 3:** Economic impact assessment

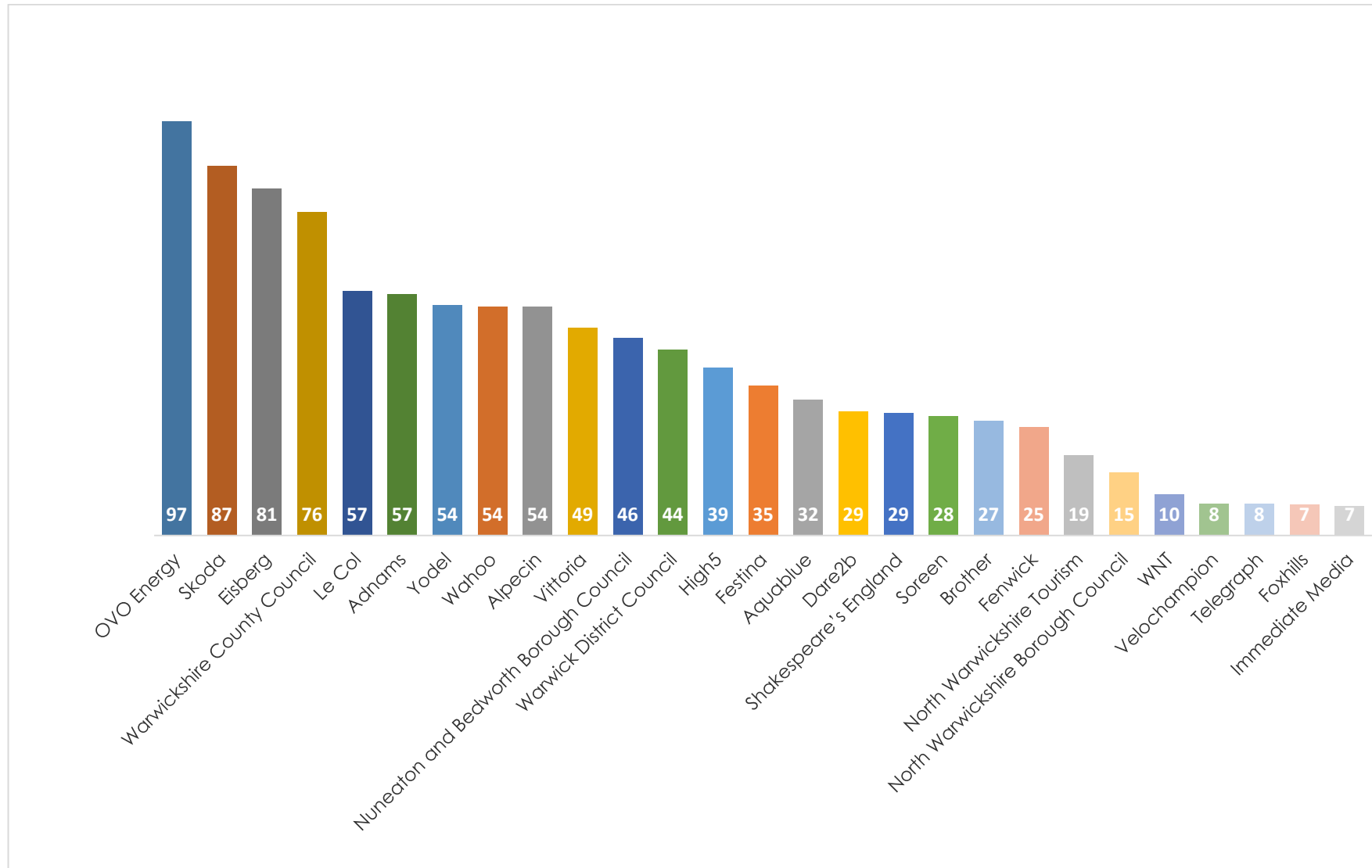


## 2 The Event and The Visitors

Here are some of the headline statistics for the Nuneaton to Royal Leamington Spa race:



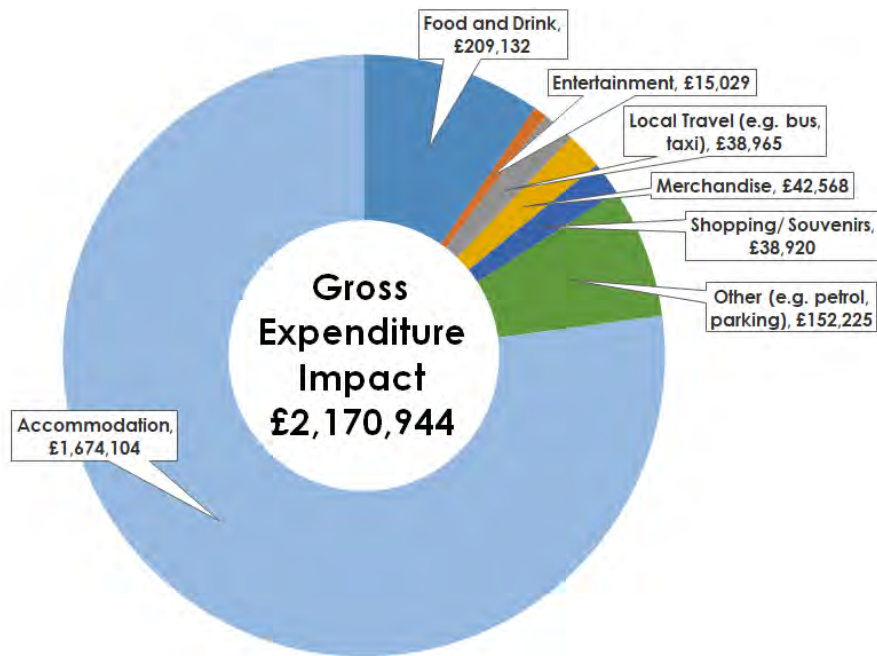
The following chart shows the percentage of visitors who associate each of the following sponsors with the race:





### 3 Economic Impacts

The total gross expenditure at the event was £2,170,944. This is broken down as follows:



To calculate the net visitor expenditure, GVA and employment impacts, the following adjustments were applied to this figure:

Deadweight	Money that would have been spent in the area anyway, even if the race hadn't taken place. E.g. spend by spectators for whom the event was not the sole reason for their attendance.
Displacement	Money that would otherwise have gone to another business in the local area. E.g. spend by visitors who would have otherwise visited another local attraction.
Leakage	Expenditure that took place outside of the local area. E.g. purchases of travel tickets or petrol at the start of the journey.
Multiplier Effects	Knock-on benefits resulting from further local supply chain purchases by the businesses that receive the visitor spend (indirect multipliers), or the personal expenditure of their staff (induced multipliers)

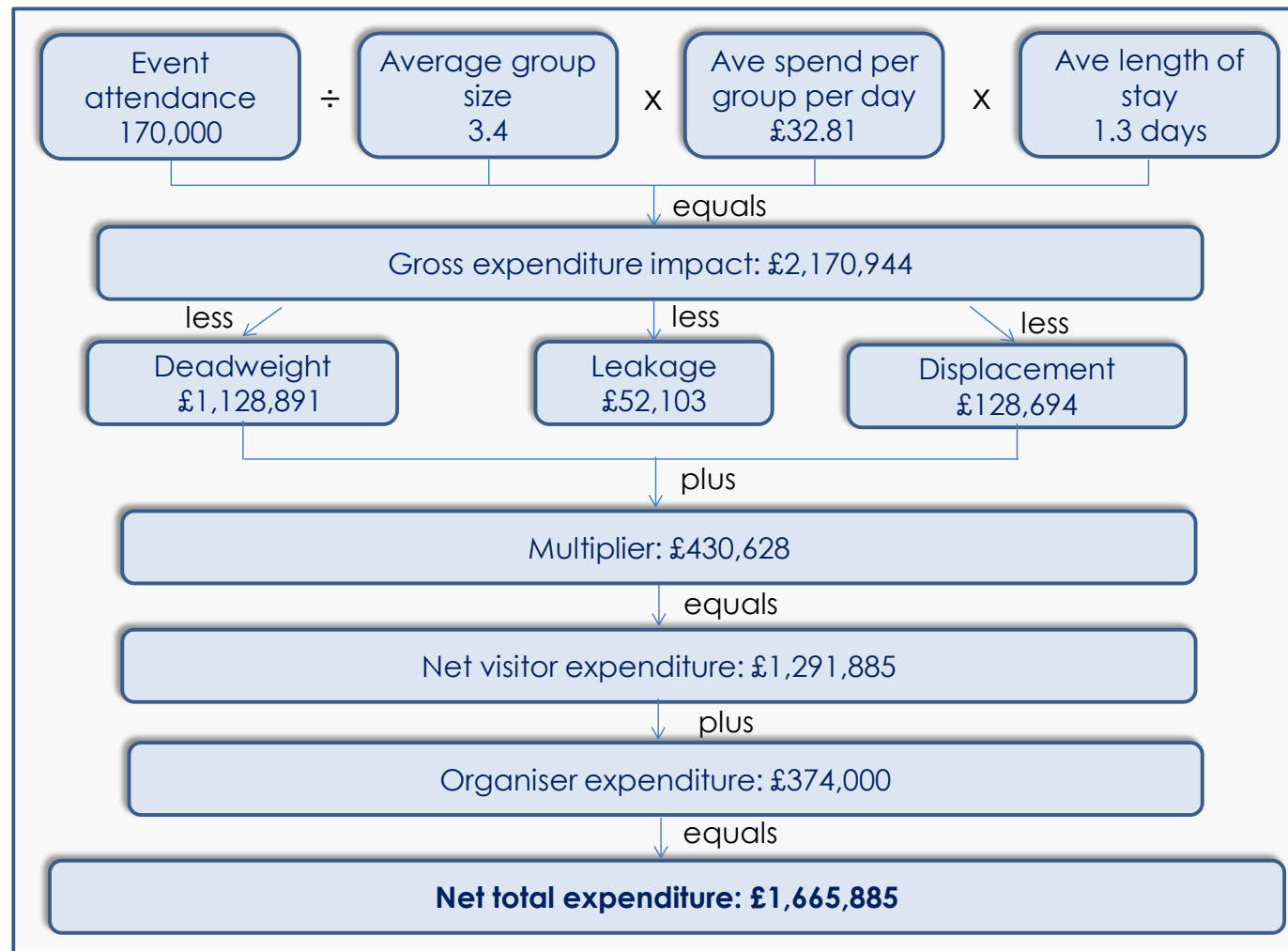
Full details of the method are presented in Appendix 1.





## Summary of economic impacts – UK

The figure below shows the net visitor expenditure of the event on the **UK** economy. The findings for other areas are presented in Appendix 2.



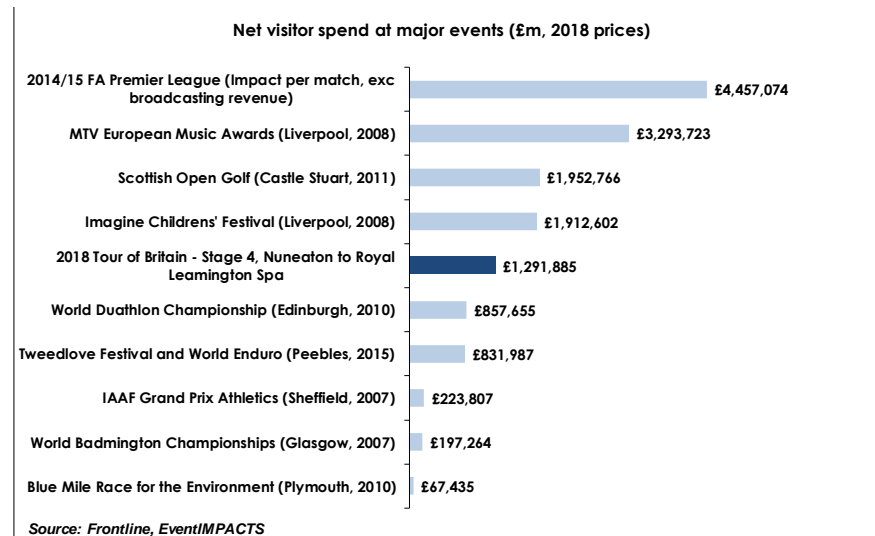
We have added the total sponsor, commercial, PR and technical expenditure associated with each stage in the figure below.

Net expenditure, employment and GVA impacts are summarised, including this organiser expenditure, in the table below, which includes both visitor and organiser expenditure aggregated together.

We have assumed that GVA impacts will equal 51.7% of business turnover, based on an analysis of turnover and GVA figures for the retail and hospitality sectors, as reported in the most recent Office for National Statistics (ONS) Input-Output tables. We also assume a UK average productivity rate of £39,000 per full time equivalent (FTE) worker (based on figures in the ONS Blue Book)

Expenditure	Nuneaton	Royal Leamington Spa	Warwickshire	UK
Net visitor spend	£167,078	£107,394	£1,133,077	£1,291,885
Net organiser spend	£27,938	£27,938	£55,875	£374,000
Total net spend	£195,016	£135,332	£1,188,952	£1,665,885
GVA	£100,823	£69,967	£614,688	£861,263
FTE Employment	2.6	1.8	15.8	22.1

These impacts compare favourably with the net total expenditure impacts of other, similarly sized events, which have taken place in the UK over the past few years:



## Appendix 1: Tour Series, Tour of Britain and Women's Tour of Britain economic impact assessment methodology

The gross visitor spend figures have been calculated based on the aggregate visitor expenditure of the visitor survey respondents, scaled up to the total number of visitors. This was then converted to a net economic impact figure based on the following approach:

### Deadweight

Deadweight was accounted for by asking the question "why did you come here today". Options included:

- watching the race/stage was my sole reason for visiting
- watching the race/stage was part of my reason for visiting
- watching the race/stage was not part of my reason for visiting
- I live locally
- I work locally

It was assumed that any spectator that comes to the location solely to watch the race should be classified as 0% deadweight; that any spectator for whom watching the Tour was part of their reason for attending should be classed as 50% deadweight, and that all other spectators should be classed as 100% deadweight.

### Leakage

Based on experience from previous research studies, leakage of 20% at a town level, 10% at a county/local authority level and 5% at a UK level was assumed.

### Displacement

Displacement was measured by asking the question "if the Tour of Britain/Tour Series had not been on, what would you have done instead of your visit?". Options included:

- visited another event or place in the host local authority areas
- visited another event or place elsewhere in the host region
- visited another event or place elsewhere in the UK
- visited another event or place outside of the UK
- stayed at home or gone to work

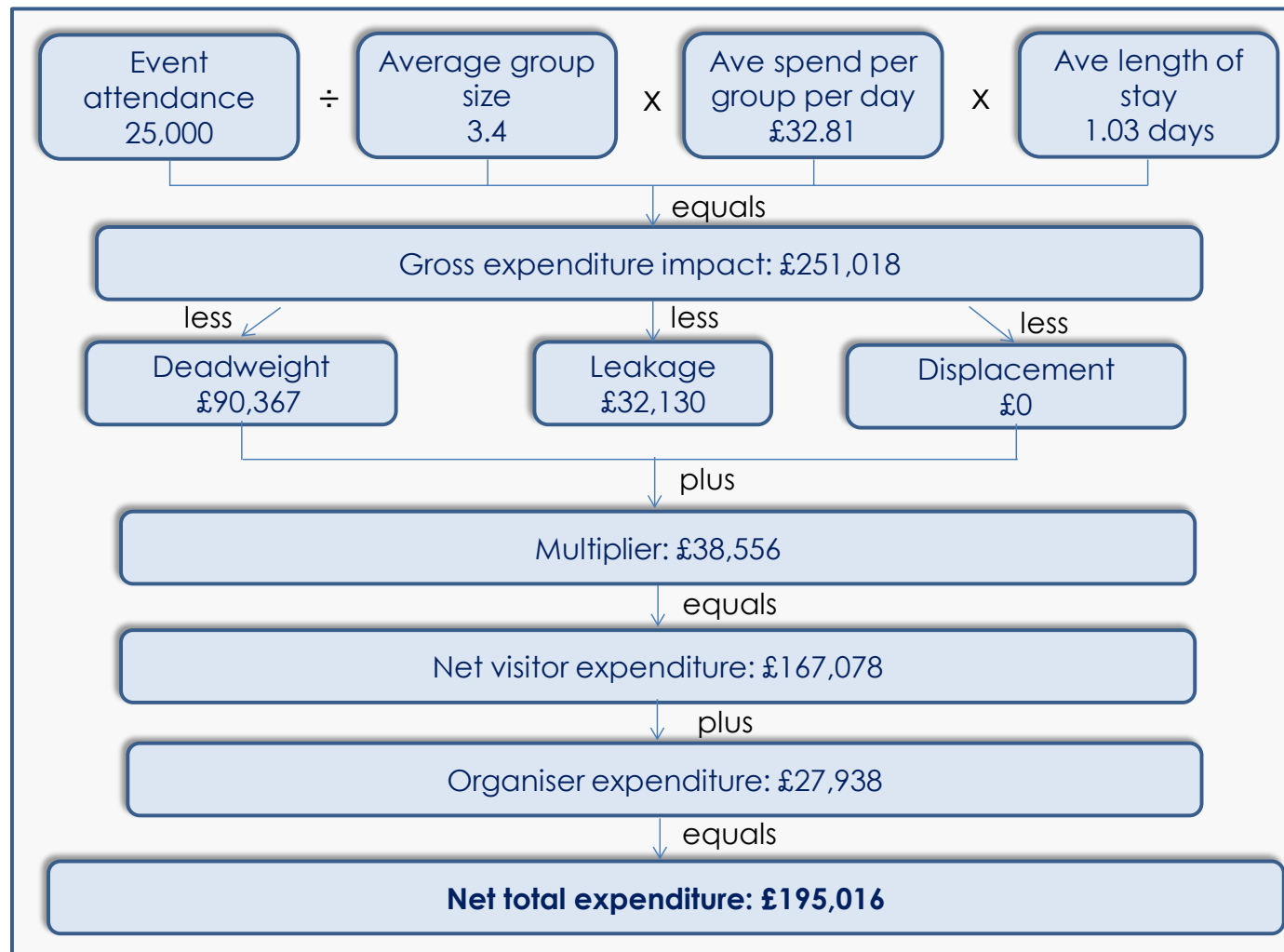
Expenditure by visitors who would otherwise have visited somewhere else in the study geography was classified as displaced expenditure.

### The multiplier effect

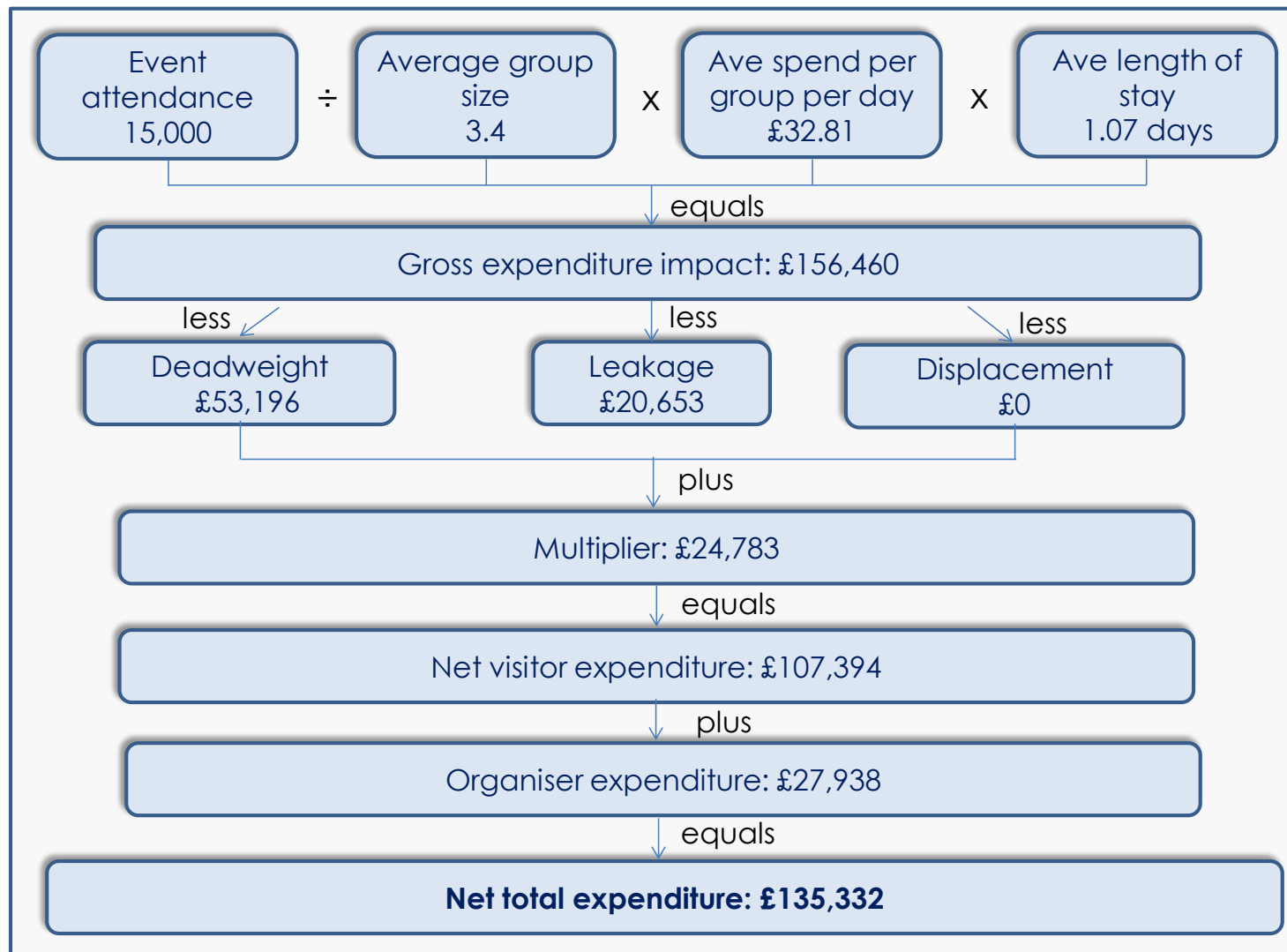
The impact of the multiplier effect was estimated based on evidence from previous published research, including reports published on the UK Sport Impact research database. In previous years an average was taken from other sporting events, including the World Half Marathon Championships and the Rugby Super League Grand Final.

## Appendix 2: Regional economic impacts

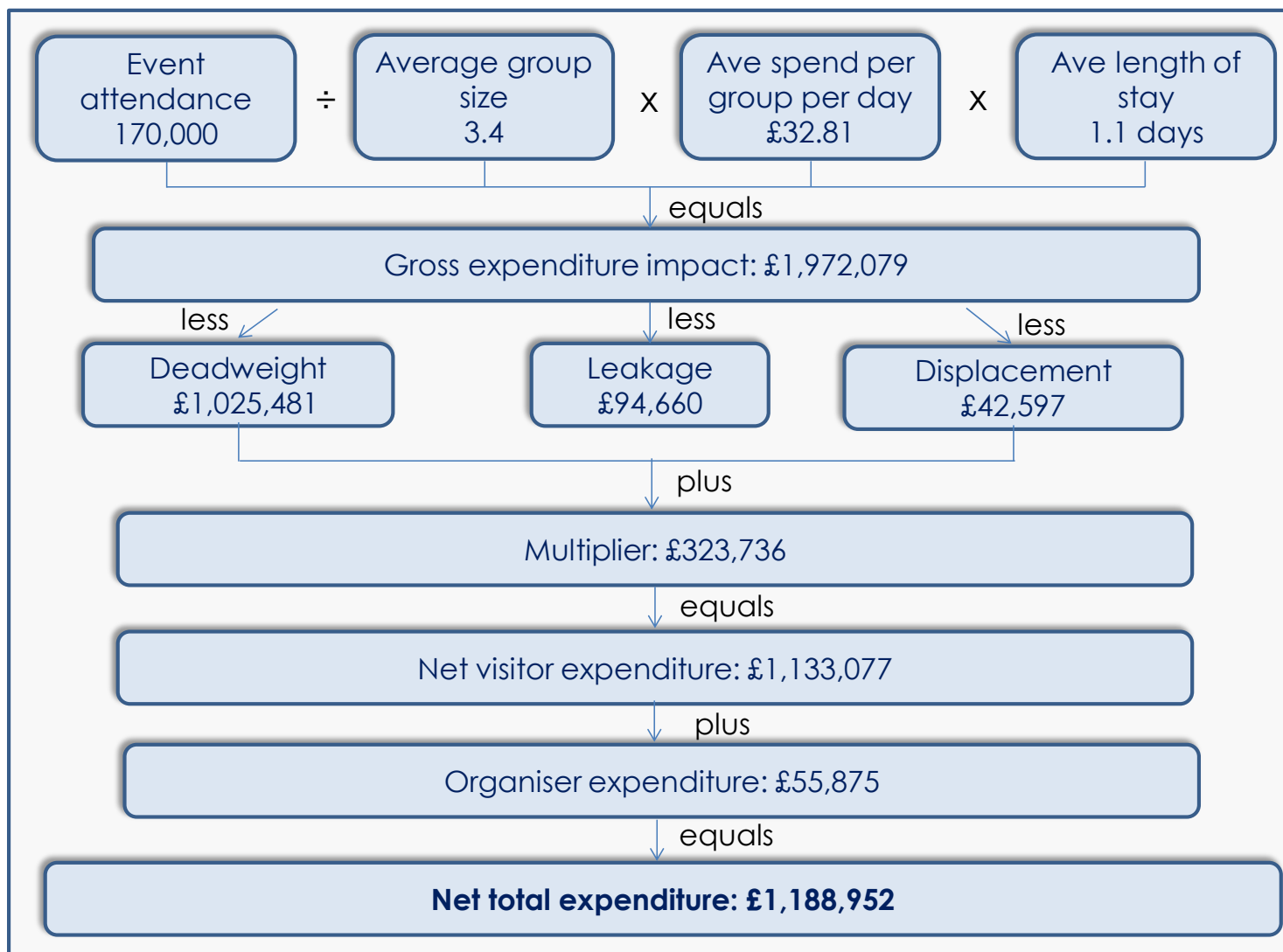
The figure below shows the net visitor expenditure of the event on the **Nuneaton** economy.



The figure below shows the net visitor expenditure of the event on the **Royal Leamington Spa** economy.



The figure below shows the net visitor expenditure of the event on the **Warwickshire** economy.




#### Appendix 3: Breakdown of visitors by area of origin, age and gender

Area of origin	% of survey sample	Age	% of survey sample
Nuneaton	6%	25-34	3%
Royal Leamington Spa	8%	35-44	10%
Warwickshire	34%	45-54	15%
West Midlands	16%	55-64	37%
East Midlands	16%	65 or over	23%
South East England	6%		
South West England	4%		
North West England	3%	<b>Gender</b>	<b>% of survey sample</b>
Yorkshire and Humber	2%	Male	75%
East of England	2%	Female	25%
Wales	1%		
London	1%		
Scotland	1%		
Outside the UK	1%		

#### Appendix 4: Breakdown of gross visitor spend by day and overnight visitors

Type	Gross visitor spend
Day	£496,839
Overnight	£1,674,104
Total	£2,170,944

 <b>Executive</b> <b>6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b> <b>14</b>
<b>Title</b>	Decision made under delegated authority CE (4)	
<b>For further information about this report please contact</b>	Bill Hunt Deputy Chief Executive Tel (01926) 456014 Email: bill.hunt@warwickdc.gov.uk	
<b>Wards of the District directly affected</b>	Leamington Milverton	
<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>	Not applicable	
<b>Background Papers</b>	Correspondence from Western Power Distribution	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes – Ref 1003
<b>Equality Impact Assessment Undertaken</b>	Not applicable

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive	11/2/19	Chris Elliott
Head of Service		Not applicable
CMT	12/2/19	
Section 151 Officer	12/2/19	Mike Snow
Monitoring Officer	12/2/19	Andrew Jones
Finance	12/2/19	Mike Snow
Portfolio Holder(s)	18/2/19	Cllr. Mobbs
<b>Consultation &amp; Community Engagement</b>		
Not applicable		
<b>Final Decision?</b>	Yes	



## 1. **Summary**

- 1.1 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. This report retrospectively reports the use of the delegated authority, as required by the Constitution.

## 2. **Recommendation**

- 2.1 That the Executive notes 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).

## 3. **Reasons for the Recommendation**

- 3.1 Members will be aware that an announcement was made at Full Council on Wednesday 23 January that the final decision on the HQ relocation project will 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 (3 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.
- 3.2 WPD had issued this offer letter to PSP, the Council's partners in the PSP Warwick LLP, through which the relocation project has been developed for delivery. The offer letter covers the costs associated with the connection of a new electricity supply for the various elements of the proposed Covent Garden development by WPD. This will 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.
- 3.3 WPD hold their offers for a limited period and if the offer is not accepted the process starts from the beginning again, potentially resulting in a higher offer price. More importantly, acceptance of an offer guarantees a 'slot' in WPD's future works programme. Without this provisional allocation any future offer may 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 means that acceptance of the current offer guarantees a place on the programme, while seeking a new offer at a later date might not.
- 3.4 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.
- 3.5 Regardless of any future decision on the proposed developments envisaged for the site under the current HQ relocation project, it is clear that any future re-provision of the current multi-storey car park will 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.

3.6 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.

3.7 CE(4) states:  
The Chief Executive (or in their absence their Deputies) be authorised Deal with urgent items that occur between meetings, in consultation with the relevant Deputy Chief Executive, Head(s) of Service (if available) and Group Leaders (or in their absence Deputy Group Leaders) subject to the matter being reported to the Executive at its next meeting.

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

#### 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.

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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
Acceptance of the offer enables the relocation project to proceed without any delays due to WPD programming,	Acceptance of the offer enables the relocation project to proceed without any delays due to WPD programming, subject to	Acceptance of the offer enables the relocation project to proceed without any delays due to WPD programming, subject to

subject to the final decision by Full Council. If the decision were to progress this will enable the delivery of 44 new town centre apartments.	the final decision by Full Council. If the decision were to progress this will enable the delivery of new town centre offices with greater accessibility to the public wishing to access Council services.	the final decision by Full Council. If the decision were to be to progress the project it is critical that the connection works are not delayed to avoid the car parks being closed over two Christmas trading periods.
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
Acceptance of the offer enables the relocation project to proceed without any delays due to WPD programming, subject to the final decision by Full Council. If the decision were to progress this will enable the delivery of new HQ offices where staff can operate more efficiently and effectively	Acceptance of the offer enables the relocation project to proceed without any delays due to WPD programming, subject to the final decision by Full Council. If the decision were to progress this will enable the delivery of new HQ offices where front facing services can be delivered to the public more efficiently and effectively	Acceptance of the offer ensured that the Council has avoided potentially higher costs of a revised offer from WPD and the potentially higher indirect costs that would accrue if a provisional 'slot' of WPD's works programme had not been secured.

## 4.2 Supporting Strategies

The CIL Regulation 123 list aligns with the Infrastructure Delivery Plan which formed a key part of the Local Plan evidence base. The CIL scheme ensures the delivery of appropriate infrastructure to enable the growth required through the plan period. It therefore directly supports the Local Plan.

## 5. Budgetary Framework

- 5.1 Two offer letters were subsequently received, re-issued in the Council's name, one for the supply to the proposed new multi-storey car park and offices and one for domestic supply to the proposed apartments. The costs are £73,379.09 (exc. VAT) and £24,433.80 (VAT exempt) respectively.

- 5.2 The budget requirement of £97,812.89 is available through draw down from the Corporate Asset Reserve, which had an unallocated balance of £925,000 at 31 January 2019.
- 5.2 If, for any reason, the ordered work is not undertaken the Council will receive the up-front costs back, minus an administration fee retained by WPD. The balance received, likely to be c£70,000, would be returned to the Corporate Asset Reserve in such a scenario.

## **6. Risks**

- 6.1 As the decision has been made and implemented there are no risks to report.

## **7. Alternative Option(s) considered**

- 7.1 As the decision has been made and implemented there are no alternatives to report. However, as noted above, alternatives were considered as part of the decision-making process.