Warwick District Council

Position Statement
June 2016

A great place to live, work and visit
Warwick District Council is an ambitious Council for the communities it serves. Our vision and our purpose as an organisation, is to help make Warwick District a great place to live work and visit where we aspire to build sustainable, safer, stronger and healthier communities.

We set out this vision in our Sustainable Community Strategy which we have been pursuing since 2009. Our policy priorities within it are – Prosperity, Housing, Health and Well Being, Sustainability and Safer Communities. Our vision is long term in nature and we believe that by focusing on these policy areas we can realise our vision for our communities. However, we have been working to achieve our vision in the context of a long term period of financial austerity. To help tackle this issue the Council has developed a change programme – Fit for the Future which it has successfully run since October 2010 to enable the Council to maintain or improve its Services, supports its People through change and ensures that it saves enough Money (or increases its income) to achieve a sustainable balanced budget.

We have been successful in managing to both chart the difficult course of financial austerity and to continue to deliver improvements for our local communities. One of the keys for us being able to do this, is our work with a variety of partners across a variety of issues who can bring expertise, financial and other resources to help deliver improvements for our local communities.

We have much to be proud of but we recognise that we still have much to do; and, as times change we need to be able to challenge ourselves to continue to improve and to be the best that we can be as an organisation for our local community. We therefore welcome the Peer Review as a way to help with that challenge to ourselves.

Cllr Andrew Mobbs
Leader of WDC

Chris Elliott
Chief Executive of WDC
Context

The District lies between the City of Coventry and rural parts of Solihull to the north, Stratford-on-Avon District to the south and Rugby Borough to the east. It has good transport links by rail to Birmingham and London and the M40 provides a good link to London and the south east as well as to the West Midland conurbation.

Warwick District has a growing, ageing, ethnically diverse and highly skilled population. 90% of the 137,700 residents (2011 Census) live in the main urban areas of Kenilworth, Warwick, Whitnash and Royal Leamington Spa with the remaining 10% living in a number of relatively small villages. The population has grown from 124,000 in 2000 — an 11% increase — and is forecast to continue to grow, with potentially 17% growth over the next 15 years.

Compared to other parts of Warwickshire, a higher proportion of the District’s population is of working age. The highest rate of projected population growth in the future is expected to be amongst those aged 65 and over.

The District has a diverse population, with a high proportion of non-white British residents (15% of the total population) compared to other Districts in the County.

Relative to the West Midlands as a whole, the District has a strong local economy, with a skilled population and higher than average levels of productivity and earnings compared with regional and national averages.

The vast majority of the District’s rural area lies within the West Midlands Green Belt, with only the area to the south of Warwick, Whitnash and Royal Leamington Spa lying outside the Green Belt.

The District’s relative prosperity masks some significant areas of deprivation. In particular, Crown ward lies within the most deprived 20% of Super Output Areas nationally. The changing needs of business means that some of the District’s traditional industrial areas also require regeneration, with many of these areas located alongside the Grand Union Canal in Warwick and Royal Leamington Spa.

The three main town centres of Royal Leamington Spa, Kenilworth and Warwick provide a focus for retail, leisure and employment. The unique and high quality environments of these town centres has meant that they have been relatively resilient to the recent recession and the competition from online retailing and other retail areas and town centres.

The District elections in 2015 saw a majority Conservative administration. Warwick District Council (WDC) has 46 Councillors with a Conservative majority of sixteen (Political Make-up).
Sustainable Community Strategy

In 2009 The Warwick Partnership (the now defunct Local Strategic Partnership) published its Sustainable Community Strategy (SCS) for the District, with a shared Vision of Warwick District as “a great place to live, work and visit, where we aspire to build sustainable, safer, stronger and healthier communities”. As time has moved on and the national and local landscape has evolved, WDC has ensured that the Strategy has remained relevant with a significant review in 2013 Refreshed SCS Item 4.

Fit For the Future

To aid the delivery of the strategic aims within the SCS, a Change Programme has been established known as Fit For the Future (FFF). The programme has three strands:

**SERVICE**

Delivering customer-focused services by: using customer measures, helping to build trust, continuously improving, understanding our customers, and using systems thinking.

**PEOPLE**

Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular.

**MONEY**

Managing the resources appropriately to balance our budget, ensuring our assets work for us, ensuring our town centres are vibrant and create solutions to increase our revenue.

The programme is regularly updated to ensure the organisation is prepared for the demands made of it. Consequently, WDC has successfully dealt with the significant reduction in central government funding whilst maintaining or improving services, and continuing to invest in staff.

**FFF Reports**

- FFF Item 5 (02/06/16)
- FFF Item 4 (11/12/13)
- FFF Item 4 (29/09/10)
- FFF Item 6 (03/09/15)
- FFF Item 8 (19/06/13)
- FFF Item 6 (11/06/14)
- FFF Item 5 (18/04/12)
Addressing the Core Themes

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

The Council’s Vision is “to make Warwick a great place to live, work and visit”. It uses a number of tools to understand the needs of, and engage with, its local communities including but not limited to:

- Locality Profiles to support the work of the Community Partnership Team (a joint Warwick District Council/Warwickshire County Council arrangement that engages with, understands, supports and helps develop community social capital);
- Community Forums (Kenilworth, North Leamington, South Leamington, Rural East, Rural West, Warwick, Whitnash) which consist of statutory organisations and local residents. They set their own priorities and Action Plans and each has grant funding available to spend on community initiatives;
- Friends of Groups e.g. Pump Rooms Gardens, St Nicholas Park, Priory Park, Leamington Art Gallery and local societies e.g. Warwick, Kenilworth which are all regularly consulted;
- Surveys in respect of such things as Leisure Centre development, the Council’s approach to the Arts and One Stop Shop usage;
- Comprehensive support and engagement through the letting of Voluntary and Community Sector contracts.

In addition, the Council engages with and supports its communities when developing major changes to policy or service delivery such as the Local Plan, the Government’s HS2 proposal and town centre business support.

Through this engagement the Executive has identified the priority areas it wishes to tackle.
Progress against those priorities can been seen in the table below:

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Specific Actions</th>
<th>SCS Theme</th>
<th>Update at June 2016</th>
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</thead>
</table>
| We will support all town centres to flourish                              | • We will support and promote the tourism and retail offering of the District  
  • We will review our economic development functions  
  • We will assist the Town Councils with production of their neighbourhood plans                                                                                                             | • Leamington Town Centre Vision,  
  • Leamington Creative Quarter,  
  • Redevelopment of Covent Garden,  
  • Adoption of Whitnash Neighbourhood Plan,  
  • Whitnash Community Hub feasibility study,  
  • Tourism review,  
  • Development of Car Parking Strategy,  
  • Economic Development, Planning & Events team restructure,  
  • Kenilworth Neighbourhood Plan support,  
  • Kenilworth Public Service Centre feasibility study,  
  • Redevelopment of the wider station area and improved linkages to the town centre,  
  • Pump Room Gardens HLF bid,  
  • Support for Tourist Information Centre renovation in Warwick                                                             |                                                                                                                   |
| We will support the District’s economically disadvantaged residents       | • We will support our residents in accessing appropriate welfare assistance such as benefit entitlements, tax credits and food banks whilst making available funding for employment initiatives to support those who can work | • Manage the voluntary community sector contracts,  
  • Support community hub priority areas,  
  • Provide grants to voluntary organisations to support a whole range of initiatives,  
  • Provision of information in the community regarding benefit take up and changes to benefits,  
  • Provide money advice through the Breathing Space project,  
  • Providing support to City Save credit union,  
  • Provide support to the food-banks,  
  • Provide free facilities in Lillington for job club and food-bank,  
  • Specialist financial inclusion officers for Warwick District tenants,  
  • Administer the discretionary housing payment scheme,  
  • Arrange job fairs,  
  • Support job clubs,                                                                                                         |                                                                                                                   |
| We will help mitigate the impact of HS2 on our communities | • Petitioned on several amendments to the Hybrid Bill and supported affected Parish Councils, Action Groups and individuals to do the same. The subject matter was heard before the Commons Select Committee regarding the latest amendment (AP4) and together with Jeremy Wright MP, the County Council, Kenilworth Town Council, Stoneleigh and Ashow Parish Council and Stoneleigh Action Group achieved assurances from HS2 regarding the improvement of the Stoneleigh A46 junction, impact on Stoneleigh Park |
| We will review our activities to ensure they maximise the opportunity for income generation | • We will review our:  
- Investment strategy;  
- Assets/small landholdings;  
- Marketing/sales strategy;  
- Approach to benchmarking and learn from best practice;  
- Ensure that our operations are run on a sound commercial basis |
| Prosperity | • Revised investment strategy agreed,  
• Initial asset review undertaken by LLP and further work now being undertaken on specific schemes,  
• Increased commercial approach with improved marketing e.g. Leisure, Theatre, Bins, Pre-App advice, Crematorium, parking and St Mary’s Lands Masterplan,  
• Successful operation of 3 Enterprise centres to encourage SME start-ups and growth and review of Enterprise function to develop strategy to sell services to businesses,  
• Bidding for CWLEP funding e.g. grant to establish 26HT, Development of business case for Creative Quarter,  
• Alignment of WDC business support to the Coventry & Warwickshire Growth Hub,  
• Use of CWLEP attendance at MIPIM to promote development opportunities within the district,  
• Use of council assets to bring forward redevelopment e.g. Court Street, Covent Garden, feasibility study of redevelopment of Chandos Street car park |
| Sustainability | • Negotiate local labour agreements with developers,  
• Undertake Lillington Regeneration Scheme feasibility |
**We will adopt a Local Plan that balances the needs of all stakeholders**

- We will develop masterplans for the major allocated sites addressing housing, business and infrastructure needs;
- We will meet the needs of the Gypsy and traveller communities

**We will help to attract inward investment to the District**

- We will review our economic development functions;
- We will work closely with the LEP;
- We will source government and agency grants;
- We will “be at the table” to help lead the Combined Authority debate

**Prosperity, Housing, Sustainability, Health & Well being, Safer Communities**

- Local Plan modifications submitted to Inspector,
- Design Guidance for the Strategic Urban Extension agreed,
- Masterplanning for east of Kenilworth sites and south of Coventry commenced,
- Europa Way Project to help relocation of LFC and in turn to create a G and T site,
- Lillington Regeneration scheme,
- Additional G&T site search still ongoing.

**Prosperity**

- Economic Development, Planning & Events team restructure,
- Approval of Creative Quarter EOI by the CWLEP and subsequent development of a business case,
- Deputy CX (BH) chairs A46 working group,
- Ongoing dialogue/ work with LEP,
- Release via the Local Plan of Council owned and other land on Stratford Road, Warwick for employment purposes,
- Approval of JLR's Whitley South planning application (also a proposal in our Local Plan),
- Approval of Fen End development by JLR,
- Supporting Stoneleigh Park to develop a National Low Carbon Centre,
- Support relocation of Vitsoe to site adjacent to Leamington railway station.
- Council decided not to join the Combined Authority at this point but will review the position over the coming year.

and protection of heritage assets e.g. Stare Bridge. Working with Stoneleigh Park and WCC on proposals to mitigate the traffic impact from the main construction compound.

- Executive agreed to WDC becoming a Qualifying Authority to have some control over scheme development.

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<td>• We will review the option of not moving;</td>
<td>• Full review of options concluded. Executive 20 April 2016 agreed proposals for relocation to Covent Garden car park.</td>
<td>• Decision taken by Executive to end travel token scheme and six week consultation concluded that the decision should stand. However, increased promotion of the voluntary transport schemes that are available.</td>
<td>• Members’ Budget Working Group considered officer paper and decided that efficiencies should be sought but service offer to remain as now.</td>
<td>• Consultation will take place with Group Leaders before report to Licensing &amp; Regulatory Committee.</td>
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<td>• We will review discarded options;</td>
<td>• We will ensure parking issues are fully addressed;</td>
<td>• Detailed phase 1 work, funded by LLP commencing with report back to Council July 2017 prior to approval of phase 2 project delivery stage.</td>
<td>• We will ensure that a comprehensive review considers: - Outcomes for our residents and business; - Value for Money; - Views of stakeholders</td>
<td>• We will ensure in the scope of the review: - The current taxi token scheme; - The demand created by medical/hospital appointments; - The needs of disabled/infirm residents</td>
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<td><strong>We will review the number of Councillors in step with the recently completed review of the County Council’s Division boundaries.</strong></td>
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We will review our Car Parking Strategy

- We will ensure that a comprehensive review considers:
  - Outcomes for our residents and business;
  - Value for Money;
  - Views of stakeholders

Prosperity

The Car Parking Strategy will consider a number of issues including:

- The needs of various car park users such as residents, shoppers, visitors, local businesses and workers; current and future car parking capacity requirements of each town,
- How car parks contribute to a vibrant local economy and support the town centres,
- The level of car parking charges now and in the future,
- The financial viability of the service, and future investment required,
- Alternative uses for car parks which are not required,
- Impact on other Council policies, strategies, projects, plans and agendas,
- Impact on other parking providers including WCC; Impact of the closure of the current Linen Street multi-storey car park.

- It is envisaged that the draft Car Parking Strategy will be produced by the end of this financial year, followed by a period of consultation with key stakeholders.
The Pump Room Gardens (PRG) are located within the centre of Royal Leamington Spa and are part of several public parks, gardens and promenades in the town following the course of the River Leam collectively known as the Spa Gardens. The PRG are synonymous with the spa town of Leamington and the Pump Rooms, which are located adjacent to the gardens. The Pump Room Gardens has good cultural and physical connections with both the 19th century spa development and the Old Town of Leamington Spa and is therefore a vital link in the green infrastructure of the modern Royal Leamington Spa.

The park is in a prime position and adjacent to the Pump Rooms which now house the library, art gallery and museum, information centre and café. However due to the decline of the Gardens over several decades they now require to be upgraded to ensure that the Gardens and the Pump Rooms mutually enhance each other and provide an attractive destination for both residents and visitors.

Also one of the key outcomes of the Green Space Strategy for Warwick District is the need to improve the quality of green spaces. The latest quality audit for the Pump Room Gardens rated them as ‘Average’ in quality when scored against the national standard for green space quality, the Green Flag Standard, highlighting the need for further investment.

Since the Pump Room Gardens are highly valued by local communities, has a strong community group in support of improvements, and has a well-developed improvement plan, the Gardens have been identified as one of the Council key green spaces for priority investment compared to other District wide green spaces.

WDC have been working in partnership with the Friends of the Pump Room Gardens (FPRG), Warwickshire County Council, Warwickshire Wildlife Trust and local voluntary organisations to develop proposals for the restoration of the Pump Room Gardens. Part of WDC’s commitment is to contribute match funding to the project as well as creating a new part time post to implement the planned activity plan for the gardens.

The Council’s and its partnership submitted a second round application to the Heritage Lottery Fund and as result awarded the Council a second round pass and a grant of £995,656 towards the total project cost of £1,455,146, which will enable the Council to proceed with the delivery stage of the project.
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

The Council works constructively with its partners and embeds this in service relationships where this is considered beneficial. For example it has a shared service arrangement with Warwickshire County Council for legal services, one stop shops and community partnership, and a shared service with Stratford District Council for business rates administration.

It has regular engagement with Police and Health partners through the Community Safety Partnership and Health & Wellbeing Board respectively. The Health & Community Protection service area is currently leading on work as part of West Midland Strategic Partnership for the resettlement of Syrian Refugees and Unaccompanied Asylum Seeking Children.

A joint venture agreement has been established with Waterloo Housing Group to increase the number of affordable homes in the District. The venture has so far delivered 161 homes with 293 in the pipeline. A particularly complex housing scheme at Station Approach, Leamington has just been signed-off thanks to the joint venture relationship.

The Council is an active member of Coventry & Warwickshire Local Enterprise Partnership with the District’s Deputy Chief Executive (DCX) instrumental in bringing forward a City Deal. The DCX now chairs the A46 Working Group which is developing plans and funding proposals for specific junction improvements between the M6 and M40, a new link road to UK Central and an ‘expressway’ pilot.

The Council believes that a successful local economy is imperative in enabling the Council to deliver its services as a significant amount of its income is raised locally. The Prosperity Agenda has been adopted as first among equals of the five themes of the SCS. Engagement with those who help deliver a successful economy and engagement with Chamber of Commerce/ Trade, Leamington Business Improvement District (BID), Estate/ Land agents, developers and the LEP is ongoing. The Council has recently had its expression of interest to the LEP for a Creative Quarter in Leamington accepted with a request for a business case to be developed.

The Council is also working with a range of public, private and VCS stakeholders to develop a Vision for Leamington Town Centre and an Action Plan that all partners can sign up to as to how this will be delivered.
Leadership of Place Case Study

City Deal

A member of CMT was informally seconded to the CWLEP for 12 months during 2012-13 to work in a three person core Project Team to develop the strategy and detail of the Coventry and Warwickshire City Deal and represent the interests of the sub-region’s 6 district and borough councils. Cabinet Office had instructed that the Wave2 City Deals must be significantly different from the initial Deals for Core Cities, meaning strategy and policy options being designed from scratch, negotiated with the Cabinet Office and other Government departments and agreed with the CWLEP Board, the local Councils and a range of national, regional and local stakeholders. The finalised City Deal was signed by Government in December 2013: http://moderngov.coventry.gov.uk/mgConvert2PDF.aspx?ID=14632.

The direct benefits for the district have included capital funding for highway improvements for the key employment site at Fen End legacy, improved support for the local businesses and increased inward investment provided by the sub-regional Growth Hub and indirect ones through the focus on skills and the establishment of the Joint Committee for Coventry, Warwickshire and Hinckley and Bosworth, a pre-cursor to a future Economic Prosperity Board.
3. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

The Council plans its finances on a medium to long term basis. The Medium Term Financial Strategy (MTFS) pushes the planning horizon to 2020/2021. Full details of the MTFS were included in the February 2016 Budget report (Budget Report item 4 and Appendices). However the latest FFF report has updated the MTFS indicating that plans for savings/increased income of c£700k needed to be identified although Executive approval of the recommended update to the Change Programme have now put those plans in place. Since the Change Programme was adopted, the Council has saved/increased income by circa £3.5m meaning that it has been able to protect the services valued by our local communities.

Financial planning is integrated with treasury management and the Council is adopting a more strategic and integrated approach to asset management with an Asset Management Strategy recently signed-off. We have also formed a joint venture partnership with Public Sector Plc to undertake an extensive review of the Council’s operational assets in order to secure revenue savings. Members have agreed a capital neutral outcome for the provision of new, cost efficient headquarters. In addition, the partnership has acquired land to support regeneration in the old town area of Leamington Spa and is also considering revenue creating opportunities.

The Council manages its spending within its resources. There have been budget under-spends at the end of the last ten financial years. Financial monitoring and forecasting information is relevant and timely being reported to SMT on a monthly basis and to Executive quarterly. There is a healthy general fund reserve which could be used as a buffer should the savings anticipated not materialise. The latest set of financial accounts was unqualified including the £30m Benefit Grant Claim.

The Council has invested heavily in procurement initiatives over the last five years. It now has a three strong procurement staffing establishment and a Procurement Champions Member Working Group which has played a major role in increasing the profile of procurement at a political level.

The Council is optimistic about its financial future which has enabled it to make ambitious decisions in respect of HQ relocation, car park investment and Leisure Centre development.
Leisure Development Programme

The Council developed a new vision and principles document for the provision of leisure services in 2013. This led directly to a Sports and Leisure Options Appraisal which recommended substantial investment in the two main leisure centres in the District. The first phase of the Leisure Development Programme is therefore planning to invest around £12 million in the refurbishment and extension of St Nicholas Park and Newbold Comyn Leisure Centres. A grant of £2 million is sought from Sport England. The second phase will involve facilities in Kenilworth. At the same time, the Council has decided to seek an external contractor to run all of the Council’s leisure centres on a concession contract. Prudent management of our finances has enabled the Council to make a bold decision to invest in our assets and deliver services in a new way. Both these decisions will enable us to increase our income and to improve the financial situation of the Council by at least £500,000 per annum, even allowing for the cost of borrowing for the development.
4. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

The political leadership of the Council is through the Executive which consists of the Leader, Deputy Leader and six Portfolio Holders. The managerial leadership is made up of the Corporate Management Team (CMT - Chief Executive & 2 Deputies) along with six Service Heads. Collectively the managerial leadership is known as the Senior Management Team.

There is a strong working relationship between the Council’s elected members and its officers. The Corporate Management Team works with the Executive to deliver the administration’s programme of work and individual Portfolio Holders and their respective Heads of Service communicate on at least a weekly basis. The Council’s Group Leaders meet regularly with the Chief Executive and Council officers are always available to support any member who needs assistance.

The Executive members and CMT work very closely. There are regular briefings to the Leader by the Chief Executive and once a fortnight CMT provides a briefing for the full Executive. The Chief Executive provides officer advice at Executive and Council and Deputy (BH) and Head of Finance provide the same role for the Council’s Overview & Scrutiny Committee and Finance & Audit Scrutiny Committee respectively.

Service Heads work closely with their respective Portfolio Holders meeting to discuss the delivery of the objectives described in the Service Area Plans. Service Heads also provide briefings for the Shadow Portfolio Holders where these are requested.

Leaders within the organisation are active in regional, sub-regional and county wide partnerships such as LEP, Planning Officers’ Group and Community Safety Partnership.

Where particular high-profile initiatives are proposed, cross-party Member Working Groups are established to provide political oversight and support for officers: For example, the Leisure Development Programme Working Group and Members Reference Group to oversee the relocation of the Council’s headquarters.

We have a mature Risk Management framework in place with clear governance including reporting of strategic level risks to Executive and the Finance & Audit Committee.
Organisational leadership and governance Case Study

HQ Relocation

This strategic two-site project seeks to develop a town centre site as new Council HQ offices, new multi-storey car park and housing whilst disposing of the HQ site for residential development. The project is facilitated by/with the Council’s arm’s length development vehicle PSP Warwick LLP (‘LLP’).

The Councils’ Executive has to approve each stage of further commitment to this major development project.

The LLP is properly constituted, with the Council having a 50% stake, and having three senior Members on its board of six. The Council can veto any ‘LLP’ decision if it is not in the Council’s interests. Formal legal agreements between the Council and the ‘LLP’ are in place.

A new cross-party Council Members Reference Group is being formed to steer and guide the project.

CMT is the Project Board, with Deputy (BH) being the Project Sponsor. A dedicated Council Project Manager has just been put in place to protect and deliver the Council’s interests and goals.

The above structures, checks and balances have been specifically set up to drive an innovative development project that’s principal aims are to deliver: (i) major financial revenue savings, (ii) enable radical new ways of working, and (iii) deliver major town centre regeneration and investment.
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

The Council recently received a Bronze Award following its Investors In People review. The review indicated that there was some excellent practice in some areas of the Council but not so good in others. This inconsistency will be addressed through an Action Plan.

The Council has maintained a People Strategy since 2003 which has been reviewed and updated on a regular basis. It is based around six themes:

- Leadership and Organisational Development
- Workforce planning and performance
- Equality and Diversity
- Learning and Development
- Communications, Involvement and Engagement
- Employee Well-being, Reward and Recognition

These themes remain and are aligned with the aims of the Fit for the Future Change Programme.

We have a number of shared services which have increased our resilience and capacity i.e. Business Rates, Community Partnership, Legal Services, One Stop Shops and Emergency Planning. The establishment of joint ventures with Waterloo Housing Group and PSP respectively has enabled capacity and expertise to be brought in.
People Strategy

The purpose of Warwick District Council’s People Strategy is to support the Council’s Fit for the Future (FFF) programme of work (specifically the People strand). The aims are to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires. This will enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; and manage potential and plan for the future.

The People Strategy is a fundamental part of how we can increase our capacity and capability to help deliver the organisation’s purpose and to identify and address the gaps between our current culture and the culture we need.

The themes in the People Strategy have been informed by the priorities emerging from Service Area Plans, the People Strategy Steering Group and internal/external benchmarking including Investors in People Accreditation, Workplace Wellbeing Charter and the IIP Staff Survey.

There is a clearly defined need for a smaller, modern, more flexible workforce which is agile and can respond to challenges and change with pace. Our aspiration is for an engaged and motivated workforce that is customer focused, business-like and able to develop innovative solutions and new relationships through which to deliver efficient and effective services.

The Strategy and Action Plan is monitored by CMT/SMT, People Strategy Steering Group (PSSG) and Employment Committee as well as being scrutinised by Members/Trades Union Joint Committee (MTUJC). Quality assurance for policies developed under the strategy is provided through the Joint Communications and Consultation Framework (JCF) which ensures that changes are subject to evaluation and consultation.
Warwick District Council is a Council with ambition; as well as delivering quality services on a day-to-day basis; shaping the District through the development of a Local Plan; and undertaking a community leadership role on issues that matter to our residents, we have a suite of major projects which seek to benefit the economic, environmental and social position of the District:

<table>
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| Major housing scheme at Station Approach, Leamington | • A proposal to regenerate the area around Leamington station to develop new housing, station car parking, employment and environmental improvements to this important gateway location.  
  • The north side of the railway, accessed from Station Approach will become a brownfield housing development of c210 homes by the W2 Partnership (c75% affordable) with car parking serving the station and old town and environmental and cycleway improvements.  
  • The wider project involves the completion of the Station Area masterplan following the closure of the Ford Foundry. To date this has seen the development of the Morrisons supermarket and Vitsoe will shortly be on site to develop the area between Morrisons and Princes Drive as the UK HQ and manufacturing base.  
  • Discussions are also underway (assisted by WDC) for the lease of the former Travis Perkins site to be assigned to Network Rail for station car parking (planning consent approved) and the former Foundry car park site to the east of Princes Drive. |
| Development of the Kenilworth Neighbourhood Plan   | • To support the Town Council in bringing forward a neighbourhood plan for referendum.                                                                                                                      |
| Develop Leamington Town Centre Vision             | • To develop, with key stakeholders, a new development vision for the town centre.                                                                                                                        |
| Development of a Creative Quarter in Leamington   | • To create a deliverable vision and proposals for new Creative Quarter in Leamington with the private sector, and build resilience and development opportunities for the Silicon Spa gaming cluster. |
| Development of a business strategy for St Mary’s Lands, Warwick | • A working party has been set up to develop a strategy/master plan and to undertake necessary feasibility studies for the long term future of St Mary’s Lands – a large open space in Warwick which also has some commercial uses – racecourse, golf course and some social/sports activities – Racing Club Warwick, Cadets, Corps of Drums, Hill Close Gardens – within it. |
| Feasibility of creating a Public Service Centre for Kenilworth | • A detailed feasibility study to assess the cost of constructing a new civic and cultural hub linking Jubilee House with Kenilworth library/Warwickshire Direct. The building would provide a single front door entry to public services and include a community theatre which would become the new home of the Talisman Theatre. |
| Development of employment land on Stratford Road, Warwick | • Development of a joint venture approach to maximise the value of the WDC land at Stratford Road which is an allocation for employment use within the Local Plan |
| Highway improvements in Fen End, Kenilworth | • Delivery of highway improvements to fulfil a City Deal commitment and development of an appropriate development plan for employment growth and increased use of the JLR owned site |

## Housing

<p>| Major housing, sporting and community development on Europa Way, Warwick | • Assessing the feasibility of bringing forward a community stadium to enable the relocation of Leamington Football Club and thereby free-up land for a Gypsy &amp; Traveller site. |
| Major housing scheme at Sayer Court, Leamington | • A scheme providing 81 new council homes for tenants aged 55 and over. The sustainable scheme sports a biomass boiler and solar panels, and the dwellings will be built to Lifetime Home standards. This flagship scheme will help to address the housing need of the district by providing either affordable or social rents to our tenants. |
| Examination of large scale regeneration in Lillington | • A project to explore how WDC and its partners can best address issues of localised deprivation within Crown ward. The Council is currently considering the feasibility of a major regeneration whereby approximately 300 council homes will be demolished and re-provided, together with a new “community hub” incorporating a library, Youth &amp; Children’s Centre and new Primary Care Centre. |</p>
<table>
<thead>
<tr>
<th><strong>Delivery of allocated Kenilworth and South of Coventry sites</strong></th>
<th>• Subject to adoption of a local plan to help facilitate the delivery of the allocated sites.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery of Gypsy &amp; Traveller sites</strong></td>
<td>• Subject to adoption of a Development Plan Document to help facilitate the delivery of the allocated sites.</td>
</tr>
<tr>
<td><strong>Health and Well Being</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Pump Room Gardens, Leamington improvement</strong></td>
<td>• Heritage Lottery Fund awarded the Council a grant of £995,656 towards the total project cost of £1,455,146, which will enable the Council to proceed with the delivery stage of the project.</td>
</tr>
<tr>
<td><strong>Enable the construction of new buildings for 2nd Warwick Sea Scouts</strong></td>
<td>• Supporting redevelopment of facilities within St Nicholas Park, Warwick through negotiation of two new ground leases and associated development agreements. Associated works include relocation of skate park and restoration of sailing club site in Myton Fields to parkland.</td>
</tr>
<tr>
<td><strong>Feasibility of creating a Whitnash Community Hub</strong></td>
<td>• A study into the feasibility of the Acre Close site for a community hub considering what facilities can be provided, the investment requirements and funding possibilities.</td>
</tr>
<tr>
<td><strong>Enabling the relocation of Kenilworth Wardens</strong></td>
<td>• A project to enable the relocation of Kenilworth Wardens from its current base at Thickthorn to Castle Farm. Taking the opportunity of the move to enhance the Council’s sporting facilities.</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Leper Hospital site development</strong></td>
<td>• To identify the preferred option for specialist housing with care for the site both in terms of use, master planning and delivery to achieve a viable and sustainable solution.</td>
</tr>
<tr>
<td><strong>Radford Road Nature Reserve extension</strong></td>
<td>• The Council bought 15 acres of land adjacent to the River Leam in Leamington which it is now developing as a wetland nature reserve and public access area.</td>
</tr>
<tr>
<td><strong>Safer Communities</strong></td>
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<tr>
<td><strong>St John’s flood alleviation scheme</strong></td>
<td>• Having successfully completed the Cubbington Flood Alleviation Scheme we are working with the Environment Agency to bring forward a funding bid for flood alleviation which will benefit approx. 300 households and businesses in the Woodloes and St John’s areas of Warwick.</td>
</tr>
<tr>
<td>Purple Flag - Leamington town centre</td>
<td>• To provide new signage aimed at ensuring logical pedestrian links through the town. As a result and in consultation with key stakeholders we are investigating the provision of digital signposting.</td>
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</tbody>
</table>

## Organisational Change

<table>
<thead>
<tr>
<th>Digital Transformation</th>
<th>• To enable the customer to access the services and information they need on-line.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure Development Programme</td>
<td>• To enhance the service proposition at Newbold Comyn and St Nicholas Park Leisure Centres and seek an external operator for the management of the Council’s Leisure Centres and dual-use sites. Upon completion of Phase I to explore options for the improvement of leisure facilities in Kenilworth.</td>
</tr>
<tr>
<td>HQ Relocation</td>
<td>• To relocate the Council’s headquarters to its Covent Garden multi-storey car park site thereby realising a more efficient and economic building, a new multi storey car park and housing both on its old and new sites.</td>
</tr>
<tr>
<td>Asset Review</td>
<td>• Development of a comprehensive asset management strategy to address the current funding shortfall on future maintenance costs and, through our LLP, identify any commercial opportunities from our ‘non-operational’ property portfolio.</td>
</tr>
</tbody>
</table>
Success

The Council has asked the Peers to consider how it works with partners to deliver positive community outcomes in the following key areas of the Sustainable Community Strategy - Health & wellbeing; Housing; and Prosperity. The Council can point to the following successes which it may wish to explore further:

Health & wellbeing

- Temporary exhibitions at the Art Gallery & Museum
- Arts grant funding
- Health eating scheme with Rugby
- Agreement with Kenilworth Wardens to bring forward an expanded sports facility
- Agreement with Leamington Football Club to bring forward a community stadium
- Priority Families initiative
- Street Pastors and Street Marshalls
- Pump Room Gardens Bid

Housing

- Delivery of 161 brownfield site affordable housing units in partnership with Waterloo Housing with another 240 in the pipeline
- Imminent delivery of 81 “active elderly” affordable housing units in partnership with Wilmott Dixon
- South Warwickshire Housing Assessment Team (HAT)
- Court Street Redevelopment with LLP

Prosperity

- Implementing the City Deal bid
- Implemented the HT 26 bid
- Close working with Coventry City Council to achieve parallel planning approvals for Whitley South
- Working with Stoneleigh Park to attract CWLEP funding e.g. Rural Innovation Centre
- Chairing the A46 Corridor Working Group
- Using the relocation project to leverage £42m town centre investment
- Using planning policy to transform an underperforming retail area at Regent Court into a successful restaurant quarter
- Achieved relocation of Bowls England’s HQ and of Mens National Championships to be alongside Women’s National Championships each year
Contact

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