**Service Area Plan 2019/20**

# Part 1 - Service Information/links to policy

**Part 2 – Managing Service Delivery**

**Part 3 – Managing and Improving People**

### Part 4 – Budget

**Part 5 – Managing Planned Changes/Projects**

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| **Service Area :** | Cultural Services |  |
| **Service Area Manager:** | Rose Winship |  |
| **Deputy Chief Executive:** | Andy Jones |  |
| **Portfolio Holder(s):** | Cllr Moira Ann Grainger |  |

1 Purpose of the Services Provided

To provide a range of quality cultural services with opportunities for residents and visitors to participate in the activity of choice. Provision will reflect the principles of the Sustainable Community Strategy. These will include:

Sports and Leisure:

To provide facilities, activities and support to encourage people from all sectors of the community to start, sustain and improve active lifestyles.

Arts:

To increase attendance and participation in the Arts, ensuring that opportunities for engagement and inspiration are maximised for visitors and residents; to strengthen the creative economy of the District by supporting its thriving cultural infrastructure and using the Council’s influence to develop new and existing partnerships with artists, organisations and key funding bodies.

Leisure Development Programme:

To carry out or collaborate in a series of transformational projects in order to prepare the sports and leisure infrastructure of the Council and other organisations for their future use by the local community.

All Cultural Services:

To contribute to the tourist economy by helping make the district a top visitor destination.

**1.1 Linkages to Fit For the Future Strategy**

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| **External** | **Direct** | **Indirect** |
| **Service****(Green, Clean and Safe)** | Installing green technologies as part of refurbishments and new builds | Openness to new technologies and products in the design and operation of buildings, and transport to facilities.Diverse range of opportunities for all sectors of community – including those normally unwilling to participate |
| People(Health, Homes and Communitites) | Active lifestyles; increased well being and mental health. This includes the contribution made through physical activity and sport provided by a wide range of opportunities in the District.As well as the opportunities for the community to participate in and benefit from the diverse arts and cultural activities in the district.Range of concessions and targeted activities for specific sectors or groups through the contract with Everyone Active.Encourage volunteering including work with Town Councils and Community groups.Arts and Sports outreach activities initiatives in rural areas. Working with Everyone Active in the case of Sports activities. |  |
| **Money****(Infrastructure, Enterprise and Employment)** | Local procurement where appropriate – and/or supply chain requirements in contracts | Contribution to thriving economy and vibrant areas; tourism and visitor economy through diverse and quality cultural and sporting offerings.Well maintained facilities that are financially sustainable. |
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| **Internal** | **Direct** | **Indirect** |
| **Service****(Maintain or Improve services)** | Direct delivery of services by WDC staff and working alongside contractors and leasees to improve services for local people and other users |  |
| **People****(Effective Staff)** | Ongoing training of staff to provide them with the skills required to carry out their roles.Expanded range of projects provide opportunities for staff to gain wider experience.Encourage staff to adopt a healthy work life balance and be active at work and at home |  |
| **Money****(Firm Financal Footing over long term)** | Successful and effective management of facilities and services that generate an income for the Council and are financially sustainable.Opportunities for invest to save approach to facilty improvement projects | Partnership with contractors to support successful contracts and optimum return for the Council. |

##### 2 Managing Service Delivery

**2.1 Service Overview**

(NB – Specify main aspects of service delivery during the year)

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|  | **Service Being Delivered** | **Priorities**  | **Service Demand** |
|  | **Art Gallery & Museum** | Provide quality Art Gallery and Museum for members of the public and relevant groups 6 days a week | 7,496 participants in workshops in 2019/20 |  |
|  |  | Deliver range of art and craft workshops for all ages | 233 workshops 2019/20 |  |
|  |  | Market the venues to maximise attendance | 125,579 Annual Visitors 2019/20 |  |
|  |  | Maximise the opportunities for visitors to the venue to enjoy the collections  |  |  |
|  |  | Deliver a range of exhibitions  | 4 Temporary Exhibitions a year, plus a full main art gallery re-hang every 2 years (next Feb 2022) |  |
|  |  | Manage the Royal Pump Rooms Catering and Events contract | Value 2019/20 £51,400 |  |
|  | **Arts Development** | Manage the Arts Grants process allocating small grants across the district | Small grants 2019/20 totalling £7,350 |  |
|  |  | Monitor performance of key clients receiving grant funding from WDC | Key Client grants £16,500 2019/20 |  |
|  | **Royal Spa Centre** | Deliver a range of performances at the venue to maximise income and offer a diverse choice of entertainment | Annual footfall 2019/20: 90,4892019/20 Qty Tickets sold: 86,139Value Tickets sold: £1,187,663No. of performances 2019/20Commercial: 115Community: 103Film Screenings: 280 |  |
|  |  | Develop cinema attendances  | Total Cinema/studio attendances 2019/20:5,058Cinema only income: £33,306 |  |
|  |  | Market the venue to maximise attendance and income | Total Income 2019/20: £1,357,365Annual Panto income:£415,072 (26,604 attendances) |  |
|  |  | Deliver professional service for customers, hirers, and performers | Customer Feedback: 80% Positive |  |
|  | **Town Hall** | Manage the venue to accommodate the range of users including WDC democratic functions, Leamington Town Council, MP for Warwick & Leamington Spa constituency office, University of Warwick, charities, commercial hires and other ad hoc bookings | Visitors 2019/20:73,149No. of events/bookings Commercial Hires: 32 Community Hires: 115 WDC Events: 168Fees and charges Income 2019/20:£66,076 |  |
|  | **Leisure Development Programme** | Manage Phase Two of the Leisure Development Programme (the facilities in Kenilworth) to produce two high quality, fit for purpose facilities and keep to the agreed budget and timetable for design, procurement and construction including any approved revisions | Public consultation with –538 attendances at public sessions339 responses on Castle Farm416 responses on Abbey FieldsTotal estimated cost of construction = £19m to £23m |  |
|  |  | Manage the Community Stadium project and related projects in order to create a feasible and affordable project for the Stadium and related facilities in terms of budget, design, fitness for purpose and ongoing economic sustainability. To manage the related enabling projects in order to facilitate this aim.  | Total estimated cost for each element = to be determined |  |
|  |  | Manage the Commonwealth Games project and keep to the agreed budget and timetable for design, procurement and works. To also commence the Junior Bowls Initiative and other legacy development projects | Total cost of the projects within the Commonwealth Games Project = £6,430,502Match funding obtained from CWLEP = £3,415,897 |  |
|  |  | Provide project management support to Whitnash Town Council for their Civic Centre and Library project and assist them to manage the construction of a high quality, fit for purpose facility and to keep to the agreed budget and timetable for procurement and construction, including any approved revisions.  | Total estimated cost = £2.2mAmount raised by crowd-funding = £21,265  |  |
|  | **Sports and Leisure** | Manage the contract for Everyone Active to operate the 4 main leisure centres plus 2 dual use sites with associated facilities on behalf of the Council. The contract requires Everyone Active to offer a diverse range of activities to the local population and other users |  |  |
|  |  | Monitor/manage leisure contract from through the Key Performance Indicators as per the specification. These will be produced in the format of Quarterly reports and will include the data as listed in service demand column. | Figures to end Dec 2019:Attendances (by target group):Women/Girls:383,207 Pensioners: 78,653Disabled: 9,726Concession: 169,516Passport to Leisure/no, EA cards): 23,128(This is the cumulative total upto Dec 2019)Membership: 7,223QUEST quality scheme: St. Nicholas Park - ExcellentNewbold Comyn Leisure Centre: Excellent (Jan 2020)Swimming lessons:2,651Cumlative total up to December 2019 |  |
|  |  | Maintain non contract venues (pavilions etc) in a safe and comfortable condition |  |  |
|  |  | Manage the facilities and coordinate bookings of bowling greens at Victoria Park; football pitches across the district, athletics track and oversee the VP Tennis Agreement  |  |  |
|  | **Sports Development** | Support those sectors of the community not currently not active in order to increase activity levels |  Sport England Active Lives Survey (May 2019)61.5 % Active (highest in the sub-region) – current result is 71.3% (highest in sub region by 10.6%).12.3 % moderate activity – current result is 10.1%26.2% Inactive (lowest in the sub region)  - current result is 18.6% (lowest in the sub region by 9%) |  |
|  |  | Coordinate programme of coach education courses for local sports clubs | 2 Coach Education courses 19/20  |  |
|  |  | Advise local sports clubs on project development, funding applications, coach education, safeguarding  | Database of sports clubs and other agencies Annual Sports Development Evening held in November 2019, approximately 80 attendees at event, free workshops delivered by Think Active (formerly CSW Sport) on supporting clubs and by Warwickshire CAVA on funding. |  |
|  |  | Manage the Sport Grants process allocating small grants across the district | 21 Sports Grants awarded between April 2019  - Jan 2020 totalling £7,729. 7 Sport and Physical Activity Grants awarded in 2019/20 totalling £9,000. |  |

**2.2 Measures**

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| **Customer Measures – those important to the people/organisations who use our services**Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change. Previous years figures in red |
|  | Qtr. 1 | 2 | 3 | 4 |
|  |  |  |  |  |
| Visitor Footfall – Spa Centre (previous year in red) | (34,407) | (22,518) | (39,412)  |  |
| Footfall – Town Hall (previous year in red) | (25,939)  | (11,128) | (26,398)  |  |
| Visitor Footfall – Art Gallery & Museum (previous year in red) | (39,212)  | (40,995)  | (29,582)  |  |
| Visitor Footfall – Royal Pump Rooms (previous year in red) | (111,297)  | (133,397)  | (93,428)  |  |
| Visitor Footfall – Temporary Exhibition Gallery | (13,274) | (15,461) | (19,439)  |  |
| Visitor Footfall – Leisure Centres (previous year in red) | 306,406 (261,294) | 271,072 | 261,032 |  |
| External grant income secured for the service (total) | (£17,590) |  (£18,030) | (£11,000) |  |
| Customer Satisfaction – Temporary Exhibition Gallery | (86% Positive) | (89% positive) | (93% positive) |  |
| Customer Satisfaction – Royal Spa Centre, Town Hall and RPR | (93% Positive)  | (95% Positive)  | (95% positive)  |  |
| Customer Satisfaction – Leisure Centres (reported annually) | Collected annually  |  |  |  |
| Holders of Everyone Active Card in total (previous year in red) | 59095 | 64066 | 72813 |  |
| Active Lives Survey - % community leading active lives (Annual Sport England Survey) collected annually% Active% moderate activity % Inactive  |  | May 2019 71.3 %  10.1%  16.6 %  |  |  |

**2.3 Managing Risk**

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| **Risk** | **Planned Actions during year** | Comments (Feb 2020) |
| Budget | Ongoing refresher training of budget managers to ensure that budget monitoring procedures are consistently implemented.Working with Accountants to ensure that the year end financial reporting for the Leisure contract is completed as promptly as possible once the Annual Report is received from Everyone Active (Sept 2019 for 2018/19) |  |
| Procurement | Ongoing training with specific reference to “contract management”. All Project Managers have received contract management and procurement trainingAwareness of Code of Procurement PracticeWorking with colleagues from WCC Procurement Team on complex projects as requiredMajor procurement during 2020/21:* Design for Community Stadium/track/community centre
* Construction for Community Stadium
* Kenilworth Leisure Centres construction projects
* Improvement works to Victoria Park Bowling Greens (Commonwealth Games project)
* Other CWLEP projects for Commonwealth Games – various contracts to be secured.
* Improvement works to ancillary services in Victoria Park (power/lights/drains/others) – Commonwealth Games
* Support to Whitnash TC for Civic Centre and Library procurement
* Local Football Facilities Plan projects including Racing Club Warwick (RCW) and grass pitch improvement project.
 | Mace Ltd appointed (with FWP) for design of Community Stadium. Ongoing project development to establish clarification on schedule of accommodation and baseline costs ongoingOngoing work with LFC and advice from Warwickshire Legal Services/Cushman and WakefieldContract for construction of two leisure centres to be conducted in the coming year. Seeking one contractor with two contracts via a two-stage processidVerde appointed;Phase 1 Sept 2019 – May 2020; Phase II Sept 2020 – May 2021Procurement will be required for some projectsIncluded within LEP bid (approved Jan 2020)Deeleys appointed as preferred contractor. Aim for April 2020 start on siteBusiness Plan and delivery plan being developed with Football Foundation and RCW. Aim to start on site at RCW Spring 2021. |
| Contract Management | Quarterly update of contract register Contracts coming up for renewal within the year:* Supply of Ice Creams to Royal Spa Centre 30/06/2020
* Diary & Resource Management System 31/07/2020
* Vending Machines 30/08/2020
* Cash Collection 31/10/2020

Ongoing monitoring of major contracts* Leisure Centre management contract
* Professional Services/design of Kenilworth leisure project (Mace)
* Professional services/design for Community Stadium/track/community centre (Mace)
* Catering –Jephson Gardens – Just Inspire and Royal PumP Rooms Café Lease (March 2020 onwards)
* Royal Spa Centre Pantomime Production
 | Monthly meetings/Quarterly reportsOngoingOngoingMonthly performance meetings/reports. Review of contract terms (Oct Exec decision)Annual review |
| Audits | * Royal Spa Centre – bars and lettings
* Town Hall Lettings
* Leisure and recreational facilities
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| Risk Register | High risks - Actions being addressed within the year:* Monitoring of Leisure, and Catering contracts
* Leaks and flood risk – RPR – under ongoing review
 | Updated Feb 2020 |
| Service Assurance | Actions within year:* Contract management of major contracts – ongoing
* Year end finance training for budget managers
 |   |
| Corporate Health & Safety | Attendance at Corporate Compliance Group (SW) |  |
| Service Delivery | Ongoing work within the integrated Arts team to maximise the opportunities across a range of cultural activities Ongoing robust contract management of leisure contract with regular reporting and performance monitoring Progress of Kenilworth phase of the Leisure Development programmeCommonwealth Games 2022 project – in line with PIDProgress of Community Stadium project (Europa Way) including potential relocation of the athletics track and construction of stadium, and community centre.Ongoing project support for Whitnash Community Hub constructionDelivery of infrastructure projects for the Commonwealth Games as funded by CWLEP grantStrategic review of tennis courts across the district – maintenance and models of operation.  | See aboveAs above – progressing to RIBA 4LEP projects, greens work, stakeholder engagement - ongoingDesign team appointed; ongoing with LFC, SWIFT/NHS partnership; athletics clubsDeeleys appointed as preferred contractor.Grant awarded late Jan 2020. CWLEP funding needs to be spent by March 2021.Corporate commercial asset strategy approach may be appropriate. |

Part 3 – Managing and Improving People

**3.1 Staff Resource**

There are currently 41 FTE posts in the department (incl 2 apprentices).

Currently 2 Apprentices in the department , both in the Arts team – 1 Theatre Technician and 1 Arts Administrator.

**3.2 Workforce Planning**

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| **Category** | **Sponsor** | **Activity** | **Budget Impact** | **Impact on other Service Areas** | **Milestones** |
| 1. Workforce Planning | Rose Winship  | Consideration of additional project officer(s) to support the expanding Commonwealth Games project including the LEP projects | Part funded by CWLEP grant - TBC | Joint work with Neighbourhood Services  |  |
|  | David Guilding | Consideration of permanent appointment of Projects & Development Manager (Arts) to assist with implementation of Creative Strategy | TBC | Support Development Services – Creative Quarter and ‘Original Leamington’ initiative | Recruited and started role in June 19. Fixed term contract due to end May 2021  |
|  | Rose Winship  | Recruit new Sports and Leisure Contract Manager (May/June 2020) | NIL | Some impact on range of work steams depending on start date of new appointment | Interviews – late March 2020.SW leaves mid May 2020 |
| **2. Skills, Training, Competency Needs** | Rose Winship; Stuart Winslow; David Guilding; Paddy Herlihy | Engagement with new corporate management training framework | Service area and corporate budget | HR |  Ongoing |
|  | Rose Winship  | Finance training for budget holders | None | Finance | Ongoing |
| **3. Service Changes** –  | Paddy Herlihy | Progress of Kenilworth phase of Leisure Development Programme | TBC – currently £19m to £23m | Assets; Finance; Development Services; Neighbourhood Services | Stage 2 approval – July 19Aim for Planning application - Spring 2020Preferred contractor – Summer 2020Exec Approval – Aug 2020Start on sites – late 2020All dates subject to review |
|  | Paddy Herlihy | Community Stadium Project and related projects | TBC | Assets; Finance; Development Services; WCC Legal |  |
|  | Rose Winship  | Initial stages of Commonwealth Games project | £150,000 revenue budget. | Cross Council Project Board established – CE SponsorCWLEP projects to be delivered – cross Council project with input from many areas. Being led by Neighbourhood Services Project officer. | Greens improvements: Phase I due for completion May/June 2020; Phase II starts Sept 2020 for completion May/June 2021.CWLEP funding to be spent by March 2021. |
|  | Stuart Winslow  | Continuation of role out of the LFFP projects  | TBC | Neighbourhood Services & the planning Team | Racing Club Warwick Initial work commenced -Aug 2019 Planning application – Feb 2020FA funding decision – June 2020Construction (pending funding approval) - July 2020  |
|  | Stuart Winslow | Commercial Asset Strategy for districts tennis courts and procurement of best value operators. | TBC | Neighbourhood Services; Finance; Assets;  | Project to consider strategy for investment in tennis courts to generate increaaed income and participation. |
| **4. Determining the need for additional resource**  |  | See Workforce Planning section above |  |  |  |

Part 4 BUDGET – Main budgetary pressures and changes

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| **Activity** | **Budgetary Impact** | **2020/21** | **2021/22** | **2022/23** |
| Seek 1% saving on discretionary budgets | Ongoing challenges to budget managers to find the savings without impacting on service delivery or income levels | £1,600 (1%) | £1,600 | £1,600 |
| Leisure Development Programme – Kenilworth leisure | Need to confirm funding model for Kenilworth LDP project once designs and costs at RIBA 4 have been confirmed and programme confirmed (which will include impact on Everyone Active and loss of income claim confirmed). | TBC | TBC | TBC |
| Europa Way Stadium, track move, community centre | Need to confirm funding model for project once costs at RIBA 2 have been confirmed. | TBC | TBC | TBC |
| Commonwealth Games projects | Need to confirm funding for range of projects – WDC and external funding (LEP grant). | TBC | TBC | TBC |
| Leisure Development Programme – Phase I. Close out of the claims against utility companies for delays and project changes at NCLC and SNPLC. | Claim onging - total in the region of £1.8 million | TBC | TBC | TBC |
| Resurfacing of tennis courts at Victoria Park; Beauchamp Square and Abbey Fields (subject to commercial strategy confirmed) | Project estimates: |  | Beauchamp Square – date and costs TBCAbbey Fields – date and costs TBC | Victoria Park – costs TBC |

**Part 5 – Managing Planned Changes, Major Work streams and Projects**

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| **Change/Project**  | **Sponsor/Lead Officer** | **Budget Impact** | **Impact on other Services** | **Milestones** |
| Leisure Development Programme - Kenilworth | Andy Jones (Sponsor)Padraig Herlihy (Programme Manager) |  Unknown until options considered; consultation undertaken and plans worked up to RIBA 4 | Programme Board established (including Finance) with input from the following as required. H&PS, Neighbourhood, Development Services, Media, plus WCC Procurement | Planning application and outcome to follow – Spring/summer 2020 |
| Community Stadium | Chris Elliott (Sponsor)Padraig Herlihy (Programme Manager) | TBC | Development Services; Finance; WCC Procurement and WCC Legal | Project review currently under way. Results Spring 2020. RIBA Stage 2 complete later in 2020.  |
| Commonwealth Games – local projects | Chris Elliott (Sponsor)Rose Winship  | CWLEP infrastructure projects £6.4mill  | Cross Council Project Board established – with supporting groups to feed into the Board.Internal and external stakeholders established.Cultural Programme to support CG activities being led by Arts team and stakeholders. |  |
| City of Culture and Cultural Compact/Forum | David Guilding  | Unknown until options considered; consultation undertaken and plans worked up. Potential for development work to be funded by Warwick Uni | Development services – creative quarter  | Consultation on Compact by August 2020 |
| Support Just Inspire - new caterer for Jephson Gardens Glasshouse | David Guilding | Continue to take legal action aginst Crown Holdings for lack of payment. Just Inspire’s debt shall be repaid over the life of the contract, payment plan to be agreed. | Creative Quarter (CDP) project; Pump Room Gardens/Neighbourhood Services Events team | Began trading March 2019First contract review June 2019Exec report October to disaggregate the contract and JI only manage glasshouse. Just Inspire ended tenancy at Pump Rooms from start of November 2019 Café has been marketed indpendantly as a standalone lease. Awarded to The Larder start of Jan 2020. Hope to reopen in Marc 2020 |
| Development of commercial strategy for tennis courts across district and procurement of operator for courts  | Stuart Winslow | TBC | Assets and Finance | Operators to be in place by Autumn 2020 subject to procurement exercise. |
| S106/CIL implications on sports & leisure | Rose Winship/ Stuart Winslow  | Will depend on applications received and approved | Development Services; Neighbourhood Services | Ongoing  |
| Local Football Facilities Plan projects  | Stuart Winslow | Each Council owned facilities featured in the LFFP will require a source of funding to deliver the project  | Development Services; Neighbourhood Services | Sept 2019 Commencement of the Racing Club Warwick 3G Project.November 2019 Commencement of the the Grass Pitch improvement project. |
| Newbold Golf Course – options for future use of the area and wider Comyn  | Guy Collier (Development Services) Rob Hoof (Sponsor) | TBC | Development Services; Neighbourhood Services | Consulation on the Master Plan - target July 2020Assuming the 3g facility remains part of the the overall agreed scheme:Work up the Scheme in conjunction with the FA. September 2020 |