APPENDIX A

FIT FOR THE FUTURE – Key Projects and Studies

D= Doing

E= Enabling

F= Feasibility

Project	**Current resource**	**Commentary**	**Contact**	**Total cost; WDC cost; Financial benefit**	**Timescale for delivery**
Prosperity					
Coventry & Warwickshire Gateway (E)	Bill Hunt Phil Clarke	Subject to adoption of the Local Plan to help facilitate delivery of major sub-regional site that forms part of the CWLEP strategy and would deliver 235 ha of B1, B2 and B8 employment land. The site is currently within the Green Belt surrounding Coventry airport and a planning application was previously refused by the Secretary of State.	Bill	<u>Costs</u> Total estimated cost (to developer = £250 million WDC cost = Nil. (Note however that we did receive fee for planning application (£204k) but have subsequently spent a significant amount on processing application and running subsequent "call-in" inquiry.) <u>Financial benefits</u> Gateway scheme will generate up to 10,000 new jobs, with consequential	Subject to progress on Local Plan and whether site is approved in Local Plan. Once site is approved in Local Plan, delivery of whole project is estimated to take 10 years. First buildings will be completed within 9 months of planning consent.

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				multiplier effect on local economy (however note that this will be shared with other local authority areas, esp. Coventry) Business Rates Retention amount to WDC estimated to be £2.5 million per annum.	
Station Approach (E) & (D)	Bill Hunt Phil Clarke	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%	Phil/Bill	<u>Costs</u> Total cost – tbc but the cost of relocating the Stagecoach depot (a pre-requisite to the comprehensive housing proposals) is significant. <u>Financial benefits</u> New Homes Bonus on c200 homes once development completed. The wider development of the area will feed into Business Rates	Planning application received on 5/6/15. Subject to receiving planning permission, development could commence in early 2016. The car park will be provided as phase 1 of the development. All affordable housing will be completed by 31/3/18, as required by the HCA.

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		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. Proposals are also well advanced for the former Travis Perkins site on the Old Warwick Road to be made available for station car parking (planning		Retention with likely returns dependent on the final site occupations.	

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		consent given). Redevelopment of the former Foundry car park site to the east of Princes Drive is also anticipated in the near future.			
Chandos Street (F)	Bill Hunt Phil Clarke	A redevelopment of land focussed on the Chandos surface Street car park in Leamington town centre to introduce new retail and other uses to support the vitality and viability of the town centre.	Phil	<u>Costs</u> Total cost of 2010 "Clarendon Arcade" scheme was estimated at £90m. <u>Financial benefits</u> Original "Clarendon Arcade" proposal would yield an estimated £500k pa in Business Rates Retention. Any alternative proposal for the site (for example which may have with less commercial but more residential uses) would yield an equivalent amount of BRR and New Homes Bonus.	Currently delivery of this project is uncertain given the economic climate and the impact of this on new retail and other town centre investment.
Kenilworth Neighbourhood Plan	Andrew Jones Dan Robinson	To support the Town Council in bringing	Andy J	Ongoing officer support for the	Neighbourhood Plan designation to be sought

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(E)		forward a neighbourhood plan for referendum.		Town Council who is taking the lead on the project.	autumn 2015.
Leamington Town Centre Vision (E)	Bill Hunt Duncan Elliott	To develop, with key stakeholders, a new development vision for the town centre.	Bill/Duncan	No direct capital costs. This 'Vision' to set policies and strategies to guide and stimulate private (and public) sector development investment activity. This would be for the main town centre development sites.	• Current: Initial buy-in of the various key stakeholders being sought. • Public consultation methodology/timing to be agreed. • Likely Vision completion: December 2015 (tba).
Creative Quarter (F)	Bill Hunt Duncan Elliott	To create a deliverable vision and proposals for new Creative Quarter in Leamington with the private sector, and build flexibility and development opportunities for the Silicon Spa gaming cluster..	Duncan	<u>Costs:</u> We are looking for c. £5-10m private sector development investment. WDC cost: To secure this private sector investment we might have to input our non-operational properties in the project area. They have the combined Asset Value of	• Soft market testing of private sector interest completed. • Report on outcomes scheduled to be presented to 30 September Executive. • Subject to Executive backing we could have a developer partner in place within say 1 year. • Phased investment could follow–on from say summer 2017 onwards. Probably a 5-year regeneration/developme

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				£1.12m. <u>Financial benefits:</u> Completely scheme dependent, but: • Increased business rates from new business units created. • Customer spend in the new trading units. • Leverage from other capital investment that should be stimulated and follow in the Old Town area.	nt programme (including potential CPO)
St Mary's Lands Business Strategy (F)	Chris Elliott	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	Chris	Total Cost – unknown WDC committed to £50k for Corps of Drums WDC has committed £400k to replacement Cadets building off site WDC has £10k allocated for feasibility work on whole area.	Timescale varies for differing elements but feasibility study will probably take a year.

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		course and some social/sports activities – racing club warwick, cadets, corps of drums, hill close gardens – within it.			
Kenilworth Public Service Centre (F)	Chris Elliott Tim Hepworth	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.	Tim	<u>Costs</u> Current budget for feasibility work £116k Cost estimates will be confirmed by current feasibility study <u>Financial benefits</u> Estimate that the evening economy will benefit to the tune of £160k pa Many other community benefits to which a monetary figure cannot be attached	Current phase of feasibility should be complete by autumn 2015. If progressed, building complete by 2019
Stratford Road (F)	Bill Hunt Duncan Elliott	Development to maximise the value of the WDC land at Stratford Road which is an allocation for employment use	Bill	<u>Costs</u> Scope and costs will be scheme dependent, and on the outcome of potential	Timetable and even whether the project will proceed is directly affected by the progress of the Local Plan

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		within the Local Plan.		discussions with adjoining land owners. These costs could include the site investigations required to bring the site to market. <u>Financial Benefits</u> Also scheme dependent but Business Rates Retention (not yet known) for a development for employment use	
Fen End (E)	Bill Hunt Gary Fisher	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	Bill	<u>Costs</u> JLR have yet to finalise their plans for the site which will see significant employment growth and the creation of c30sqft of new R&D/office space, a £multi-million investment. To service the site a new roundabout on the public highway and link road across the site is required. Cost of development	Ecological and site surveys for highways work underway with enabling works scheduled to start Q3 and final completion by end of Q4 15/16 Discussions on-going with JLR on wider plans for the site. Presentation made to Development Review Forum July 2015, planning application likely to be submitted during Q3.

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				to WDC is nil, but we are holding £559k of City Deal capital funding as a contribution towards the cost of the roundabout which will be c£1.1m. The cost of the link road, also c£1m and the remainder of the roundabout costs will be borne by JLR <u>Financial Benefits</u> Planning fee income and future Business Rate Retention dependent on final scheme proposals	
Housing					
Strategic Opportunity Proposal (F)	Chris Elliott Tim Hepworth Andy Thompson Mike Snow Mark Smith	Assessing the feasibility of acquiring land and bringing forward a residential housing scheme for development. The scheme offers an opportunity for the Council to grow and expand its role as	Tim	<u>Costs</u> Budget for current feasibility work £140k If project progresses, total cost will depend on the size of the development site and the number of	Report on feasibility 9/15 Delivery of whole project is estimated to take 7 years +

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		the district's leading social landlord.		affordable homes eventually acquired <u>Financial benefits</u> Rental income from social and affordable tenancies. Capital appreciation, rent and initial stake purchase of shared ownership properties	
Sayer Court (D)	Andrew Jones Richard Jones Matt Jones Jacky Oughton	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.	Richard	Costs Total approved budget funded entirely by WDC.	Currently estimated to be complete in August/September 2016. Contractor timescales are currently being reworked following issues with the mobile phone masts.
Council Development	Andy Thompson Abigail Hay	A council-owned company able to	Andy T	Total Cost/WDC Cost: £10,000	Exec Report requesting final approvals for

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Company (F)	Mike Snow	invest in economic development and housing projects that can be most effectively delivered through an arms-length enterprise.		maximum to register a company and complete the relevant business case and legal work (including officer time). Final cost likely to be below this. Benefits are the provision within the Council's structure of an arms-length vehicle, owned and controlled by the Council, to deliver projects. Note that each project will be presented, with project specific financial implications, to Council on a case-by-case basis for consideration.	establishing the company: November4th, 2015
Lillington Regeneration (F)	Andrew Jones Phil Clarke Andy Thompson Jo Dagg	A project to explore how WDC and its partners can best address issues of localised deprivation within Crown ward. The Council is currently considering	Phil	*NB: Note that all figures are part of feasibility exercise only at this stage.* Total cost - £64m WDC cost (from HRA) - £47m	Estimated timescale for delivery (if whole project is implemented) is estimated as 7-10 years. This is in part predicated on the adoption of the Local Plan however elements could take place

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		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 & Children's Centre and new Primary Care Centre.		Estimated that new properties will "payback" capital contribution in 85 years (compared to 60 years recommended in HRA Business Plan). More modelling currently being undertaken.	before then.
Delivery of allocated Kenilworth sites (E) & (F)	Andrew Jones Dan Robinson	Subject to adoption of a local plan to help facilitate the delivery of the allocated sites.	Andy J	Ongoing Enabling and feasibility work with only staff costs at this point.	To be confirmed.
Delivery of Gypsy & Traveller sites (E) & (F)	Andrew Jones Lorna Coldicott	Subject to adoption of a Development Plan Document to help facilitate the delivery of the allocated sites.	Andy J	Ongoing Enabling and feasibility work with only staff costs at this point.	To be confirmed.
Health and Well Being					
Pump Room Gardens improvement (D)	Rob Hoof	Working with the Friends of the Pump rooms in a bid for £1 million Heritage Lottery Fund monies to carry out	Rob	<u>Costs</u> £100k of Service Transformation Funding allocated to the project in July 13.	Report agreed by Executive 29/7 Bid submission August 2015

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		improvements to the bandstand and surrounding gardens. The Phase 2 submission is being prepared ready for August this year, with a decision on whether the bid has been successful by Christmas.		£10k of this was drawn down in April 14 to supplement £48k of Heritage Lottery Fund development grant allocated for bid development The remainder is held as match funding against the sums raised by the Friends group to deliver the project The bid for Parks for People funding is likely to be for c£1m+ funding. <u>Financial Benefits</u> Indirect through increased tourism and visitor spend in the town and reduced maintenance costs for footpaths and the Band Stand.	Delivery of project is planned to begin April 2016 Capital works to start Sept 2016
2nd Warwick Sea Scouts new buildings (E)	Chris Elliott Tim Hepworth	Supporting redevelopment of facilities within St Nicholas Park,	Tim	<u>Costs</u> Total cost to 2WSS £1.6m	

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		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.		WDC has agreed to contribute £50k towards scheme – most of which will be used to cover the cost of re-locating the skate park <u>Financial benefit</u> Ground rent £2.7k pa	
Whitnash Community Hub (F)	Andrew Jones	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.	Andy J	WDC has invested £15,000 in a feasibility study with a report due by the end of June.	Report likely to a autumn Executive.
Community Stadium (F)	Paddy Herlihy Tim Hepworth	Supporting Leamington FC to bring forward proposals for development of a new community stadium on land at Europa Way.	Paddy	A total of £5,000 has been agreed from the site delivery fund, to be spent on a 50/50 basis with the Club. Architect to quote for next section of work.	Report to September 30th or November 4th Executive
Sustainability					

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Oakley Wood Crematorium improvements (D)	Rob Hoof Richard Jones Pam Chilvers	A series of improvements at the crematorium to address long standing issues of overcrowding. The project will double the number of parking spaces, extend the smaller of the two chapels, provide new offices, a customer reception area, and increase the size of both chapel waiting rooms. All of this whilst enhancing the unique ecology of the site.	Richard	Costs £1.2million funded entirely by WDC Financial Benefits Nominal financial benefits from reduced upkeep costs on aging assets. Reduction in loss of future income by keeping the crematorium fit for purpose. The project is designed to protect existing income streams (approx £400K surplus pa) which were vulnerable from newer facilities opening in Rugby and existing competition in Coventry and Redditch.	Main works to be completed October 2015. N.B. the ecological improvements will be delivered through the implementation of a 15 year woodland management plan.
Leper Hospital site development (F)	Andrew Jones	To identify the preferred option for specialist housing with care for the site both in terms of use,	Andy J	WDC has invested £15,000 in a feasibility study which has enabled a grant of £30,000 to	Report likely to a autumn Executive.

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		master planning and delivery to achieve a viable and sustainable solution.		be realised from Historic England.	
Safer Communities					
St John's flood alleviation scheme (E)	Richard Hall Grahame Helm Paul Taylor	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.	Richard	Total cost approx. £1m match funding with Environment Agency. Possible contribution expected of WDC in order of £100,000 but there is a large degree of uncertainty at this stage.	We'll know whether this is proceeding within 6 months. Overall timescale is likely to be 2-3yrs from approval of scheme.
Organisational Change					
Digital by Default (including CSC Review) (D)	Andrew Jones Ty Walter Fiona Clark Elaine Priestley Rob Hoof	WDC currently operate a shared Customer Service Centre with Warwickshire County Council. A review is currently underway focusing on service quality, resources,	Rob	Investment will be required in new software application and relocating the delivery of a phone service but the business case is still in production and definitive costs and	Report to September Executive.

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		costs, operating models, and the potential benefits that can be achieved through developing better on line services.		benefits cannot be given at this time.	
Leisure Options (F)	Andrew Jones Rose Winship Padraig Herlihy Stuart Wilmslow Matt Jones Jenny Clayton	A series of feasibility studies on the options for future management of leisure centres and associated investment opportunities.	Rose	Not possible at this early stage to out costs or savings to this piece of work. Revenue savings to WDC will depend on decisions re externalisation or in house. Also depend on outcome of Support Service review. Capital cost to WDC depending on decision re investment in facilities. Initial estimate c£13m (prudential borrowing, CIL/s106 contributions and grants)	Executive report for decisions on - Investment - Service specification - In house option - To test the market or not Report due 30th Sept but may be delayed to November 2015 due to resource issues delaying 2 strands of work
HQ Relocation (F)	Bill Hunt Duncan Elliott	Examination of options to reduce	Duncan	Brief: Save £300k pa.	Report to 30/9 Executive

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		the future revenue costs of our HQ building. To be delivered through relocation (or redesign) of our current offices to a new, smaller, more efficient facility.		revenue costs. <u>Option 1</u> New-build elsewhere + sell R/House site for residential development: New development costs c£7.5 - £9.5m. R/House capital receipt (to be clarified and commercially confidential) <u>Option 2</u> Refurbish R/House: Initial cost estimates yet to be clarified. Further work on specification required to review options. = Funding gap yet to be clarified LLP considering how we could close likely funding gap by bringing in other	<u>Option 1</u> Submit p/application July 2016. Works start Feb 2017 Occupy July 2018 <u>Option 2</u> Works start say July 2016 (tbc) Completion July 2017 (tbc) (Best guess dates at present).

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				development/receipt opportunities.	
Asset Review (F)	Bill Hunt Duncan Elliott	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.	Bill	Council's non-operational portfolio generates c. £900k p.a. Possible LLP initiatives: (i) A range of potential commercially confidential development opportunities arising from our non-operational portfolio. (ii) Potentially adding commercial elements to any new HQ office development proposal. Such 'added value' initiatives yet to be assessed. (iii) Residential development of	Report to September Executive

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				Court Street car park, only in the event that this site is formally discounted for our new HQ offices. Feasibility underway. Too early to put definite figures to any of the above. All work underway at present.	
Economic Development Review (F)	Bill Hunt Tracy Darke	Review of our strategic approach to economic development and consequent impact on staffing structures	Tracy	<u>Costs</u> Dependent on finalisation of redesign proposals and formal consultation but aim will be to deliver cost neutrality as a minimum, savings preferably. <u>Financial benefits</u> Direct if savings can be achieved (This will be dependent on decision making regarding current	Report to January Employment Committee and Executive

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				temporary posts). Indirect through increased capacity and capability to deliver strategic projects, 'land' inward investment, support local businesses to remain and grow in the area and work in partnership with the CWLEP to stimulate economic growth with consequent benefits for Business Rates Retention	