

	<b>Executive</b> <b>28 November 2018</b>	<b>Agenda Item No.</b> <b>10</b>
<b>Title</b>	Creative Quarter – Draft Masterplan	
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<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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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 5 April 2017 (minute 127)	
<b>Background Papers</b>	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 for individual projects that emerge out of this masterplan process.	

<b>Officer/Councillor Approval</b>
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<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive		Bill Hunt
Head of Service		Dave Barber
CMT	6/11/18	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	6/11/18	Mike Snow
Monitoring Officer	6/11/18	Andrew Jones
Finance	6/11/18	Mike Snow
Portfolio Holder(s)	6/11/18	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 purpose of this report is to advise members of the work that has been done by the Council's Creative Quarter regeneration partner Complex Development Projects Ltd since it was appointed in November 2017. The culmination of this work is the preparation of a draft masterplan for the Creative Quarter and Executive is asked to agree that this document is put forward as the basis for public consultation.

## 2. **Recommendation**

- 2.1 That Executive notes the work undertaken by the Council's regeneration partner Complex Development Projects (CDP) since its appointment to engage with stakeholders and prepare a draft masterplan.
- 2.2 That Executive agrees that the draft masterplan attached as appendix A is put forward for public consultation.

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

- 3.1 Recommendation 2.1: As members will be aware, the Council undertook a procurement process starting in late 2016 and completed during 2017 to select a regeneration partner to work alongside it to bring forward proposals for a Creative Quarter in Royal Leamington Spa. Following this process the Council formally appointed Complex Development Projects Ltd (CDP) as our partner in November 2017. CDP is a well-established development and regeneration company with a particular knowledge of, and expertise in, working with creative industries. CDP operates nationally but has carried out a number of schemes in Coventry including Electric Wharf and Fargo Village. CDP has strong links both with the Historic Coventry Trust (of which Ian Harrabin, the Managing Director of CDP, is Chairman) and the Coventry City of Culture team.

- 3.2 There are two phases to the partnership that the Council has now entered. In phase one, CDP committed to completing a masterplan for the Creative Quarter and submitting this to the Council for approval. In phase two (and subject to agreeing the masterplan and thereby identifying a series of potential projects) the Council and CDP will seek to identify how these should be taken forward. In accordance with our partnership agreement with CDP, the masterplan must be completed within two years of entering the partnership - i.e. by November 2019. The masterplan is to be resourced by CDP at its own risk and the Executive will have discretion whether to accept the masterplan when it is brought forward for final approval in 2019.
- 3.3 The Creative Quarter partnership is underpinned by a governance structure. At the heart of this is a Project Board which includes representatives from CDP and the Council. This is supported by an officer team and an external Stakeholder Forum.
- 3.4 Since being appointed, CDP has undertaken extensive stakeholder engagement. It has organised a number of stakeholder events and has met with approximately 80 individuals and groups of stakeholders. This has included computer gaming companies, arts organisations, Leamington Town Council and events such as the Leamington Business Forum. CDP has also appointed two teams of consultants, Bryant Priest Newman and Metropolitan Workshops to advise them and prepare the draft masterplan that is being considered by Executive today.
- 3.5 Recommendation 2.2: As the culmination of this work, CDP has prepared a draft masterplan. This has been agreed by the Creative Quarter Project Board and is now submitted to Executive to agree that it is put forward as the basis for public consultation. A copy of the brief is attached as **appendix A** to this report. In considering this recommendation, members are asked to have regard to the following:-
- The extent of the Creative Quarter is as shown in the plan on page 6 of the masterplan. This area has been drawn deliberately widely to include a number of areas of land and buildings in Council ownership. In establishing the principle of a Creative Quarter the Council originally selected an area running from the Pump Rooms in the north to the High Street/Clemens Street/Bath Street junction in the south and including not only Pump Rooms but also Spencer Yard. This is likely to be the "heart" of the Creative Quarter. Following discussion with CDP it has been extended to include other areas as now shown.
  - Following on from the stakeholder engagement undertaken by CDP, they have identified a number of key objectives, development needs and opportunities if the Creative Quarter is to flourish. These are set out in the draft masterplan. Accordingly, the draft masterplan contains a series of high level proposals which are intended to meet these objectives. One of the key intentions of the Council in designating a Creative Quarter was to explore how Council assets - land and buildings - could possibly be brought into new uses. As such the masterplan focuses on land and buildings that the Council owns and over which it does have a greater degree of control over what may happen.
  - It is not the intention that the masterplan will prepare a series of policies and proposals across the whole of the area of the Creative Quarter. It

specifically focuses on those key sites and opportunities where intervention could be made to support the objectives of the Creative Quarter. It is not the intention that the masterplan will supersede and replace policies in the Local Plan for the wider area. The policies in the masterplan should sit alongside and complement those in the Local Plan.

- 3.6 Subject to the Executive approving recommendation 2.2, it is proposed that the draft masterplan be subject to public consultation. Given that preparing the masterplan is a commitment by CDP under our partnership agreement, CDP will lead on the public consultation, with support from officers of the Council. In discussion with officers, and with the agreement of the Partnership Board, CDP proposes that the public consultation is undertaken over a seven week period from 3<sup>rd</sup> December 2018 to 21<sup>st</sup> January 2019 and will include the following:-
- a. Static displays in the Spa Centre, Pump Rooms, Royal Priors Shopping Centre and (subject to agreement) in Leamington railway station.
  - b. Several "forum" events for (i) businesses in Old Town (ii) arts and cultural businesses, (iii) creative digital businesses and (iv) land and property owners.
  - c. Public open sessions in various locations.
  - d. A meeting of the Leamington Business Forum.
  - e. A consultation website ([www.leamingtoncreativequarter.co.uk](http://www.leamingtoncreativequarter.co.uk))
- 3.7 The purpose of the consultation is twofold:
- A. To provide feedback to stakeholders and residents on the results of earlier consultation
  - B. To enable stakeholders and freeholders to provide feedback on the masterplan vision, approach and to ensure all opportunities have been reflected in the masterplan.
- 3.8 Once this public consultation is concluded, the Creative Quarter Project Board will consider the comments made and seek to agree a "final" version of the masterplan. This will then be submitted to Executive for formal approval by the Council. It is intended that a final masterplan will be brought before Executive at its meeting on 6<sup>th</sup> March 2019.
- 3.9 Once a final masterplan is approved by the Council, this will mark the end of phase one of the Creative Quarter partnership. Subject to this approval, the partnership will then move onto phase 2. This will involve the preparation of detailed proposals and a business case for specific projects within the Creative Quarter area.
- 3.10 It should be made clear at this stage that approval of the masterplan does not mean that the Council has agreed to the details of any specific project or to the disposal of any assets that are covered by proposals in the masterplan. There will be a separate process, including the use of development and other legal agreements (as appropriate), and a separate decision by this Council, before any consent is given on any specific project. More guidance will be given to councillors at the point at which it is being asked to approve the masterplan. Any scheme will also have to be subject to the usual planning process as proposals come forward.

#### 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.

<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	<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

supported The right people are in the right job with the right skills and right behaviours		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

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.

The proposals in the masterplan are in accordance with those set out in the Warwick District Local Plan (2011 / 2029) adopted by the Council in September 2017.

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 masterplan seek to address this issue.

## 4.3 Changes to Existing Policies

Not applicable.

## 4.4 Impact Assessments

Not applicable.

## 5. Budgetary Framework

- 5.1 There are no budget implications arising from this report. The costs of the work undertaken to date in preparing the masterplan are borne by CDP as agreed in the Council's partnership agreement with it. The Council will support some of the public consultation activities and any minor costs for this will be met from existing budgets.

## 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 reputational. This is, however, a matter that will be fully addressed as projects are specifically considered. At the moment, there are no

risks to the Council around specific projects contained within the draft masterplan. At the current time, only one live “project” has been agreed with CDP (and approved by Executive). This relates to the catering & events contract at the Royal Pump Rooms and in Jephson Gardens. Any risks surrounding this project were considered separately in that report.

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

- 7.1 The Council could decide to request minor changes to the masterplan prior to it being issued for public consultation; however, under our partnership agreement with CDP, the Council would require CDP’s agreement to any changes, which could delay the start of the public consultation. A more appropriate and timely approach would be to make any comments on the masterplan as part of the forthcoming public consultation.
- 7.2 The Council could decide not to support the draft masterplan. This is not recommended. It is considered that the proposals within the masterplan represent a sound basis of a document that is in line with the Councils’ broad aspirations when it sought to engage a partner to bring proposals forward. It is also the case that the Council is only approving this document for public consultation at the present time and as such it is not firmly committing to the principles contained within it. It will have a further opportunity to consider the masterplan when this is returned to Executive for final approval.
- 7.3 The Council could decide not to proceed with the partnership with CDP. This is not recommended, also for the reasons set out in paragraph 7.2 above. The Council has nothing to lose at this stage in allowing the document to go forward for public consultation and there are no grounds for not proceeding with the partnership in terms of how CDP has performed to date.