

# Taunton Deane Borough Council

**Executive – 11 April 2012**

## **Update on proposal to build a swimming pool at Blackbrook Pavilion Sports Centre and refurbish Station Road Pool**

### **Report of the Strategy Manager**

(This matter is the responsibility of Executive Councillor Catherine Herbert)

#### **1 Executive Summary**

- 1.1 Following recommendations from the Swimming Task and Finish Review, steady progress has been made on developing a Project Brief and reviewing best practice to fund and build a new pool at Blackbrook Sports Centre and consider how to fund renovation and maintenance at Station Road Pool.
- 1.2 This report takes stock of the current position and identifies three initial models that could be progressed to build a new pool at Blackbrook Sports Centre.
- 1.3 The report recommends that a confirmed commitment is made to progress the Pools projects and that funding be allocated to appoint consultants to undertake financial modelling and provide independent advice.

#### **2 Background**

- 2.1 In February 2010, a Task and Finish group was established to investigate options and identify the best way forward to deliver a new pool in Taunton and retain adequate swimming facilities.
- 2.2 The 'Swimming Provision' Task and Finish Group chaired by Councillor Andrew Govier reported back to Executive in July 2011 on its recommendations. These were to undertake a detailed business case to
  - (a) undertake essential works at Station Road Pool to keep it operational and viable for a further 15-20 years, with an estimated cost of £1.5m to £1.8m.
  - (b) build a new 'no frills' 25 metre pool with smaller teaching pool onto the side of Blackbrook Sports Pavilion using design and build designs similar to those used at Ivybridge and estimated to cost between £2m and £2.5m.
  - (c) these recommendations were made on the assumption that St James Street pool would be decommissioned and sold due to it reaching the end of its operational life .
- 2.3 This report focuses on progressing the option to build a new pool at Blackbrook Sports Centre however councillors need to be aware of the additional requirements to refurbish and renovate Station Road Pool which were estimated at £1.5m to £1.8m by the Task and Finish Review.

### 3 Progress

3.1 The Community Development Lead, Scott Weetch was assigned with progressing the project and building the business case. To date, the Strategy Manager and Community Development Lead have achieved the following:

- Developed a project brief (Appendix A)
- Reviewed the Sport England 'Affordable Community Swimming Pools' guidance
- Met with the Amateur Swimming Association to discuss how to progress the project in a cost effective manner
- Met with officers from other Councils who have commissioned and delivered pools, to identify the best path forward. These include:
  - o Thanet District Council
  - o Calderdale Council
  - o Spiceball Leisure Centre, Banbury
- Met with consultants who have been involved in 'turnkey' projects and 'borrowing through a Leisure Trust (see 4.5 and 4.6)
- Met with Passivhaus architects who have designed a 'Passiv Pool' in Exeter to understand potential for a similar environmentally friendly scheme at Blackbrook

### 4 Findings

4.1 Through research and meetings with the above agencies and representatives from other Councils, three types of models have been identified – (a) traditional procurement using a swimming pool 'framework'; (b) contracting with a 'turnkey' specialist and (c) Procurement through the Leisure Trust. This is not a definitive list and far greater levels of understanding would be required, but these show potential for further exploration. Each approach would have its own complications and levels of risk.

4.2 Procurement through a framework: Sport England has produced a very helpful toolkit designed to help project teams develop swimming pools that are "attractive, safe and secure". The basis for these pools is a "simple, compact and functional building". Their benchmark construction costs for a 6 lane pool with a learner pool is £3.4m, excluding VAT however this increases to £4.7m once contingencies, professional fees, allowances for external works and incoming services are factored in. See Appendix B.

4.3 The cost of a pool at Blackbrook would be expected to be somewhat less than the Sport England benchmark as it would be built on to the side of an existing sports centre, thus sharing some features such as the reception.

4.4 The guidance signposts to a government procurement framework that provides a one-stop shop for project management and design team services tendered through OJEU that will reduce time taken to select and appoint consultants. The guidance also suggests that if a 'Single Stage Design and Build' procurement route is chosen then the project could be completed within 24 months of the decision to procure.

4.5 The 'turnkey' approach: A meeting with the Amateur Swimming Association on the 27<sup>th</sup> January 2012 confirmed that there were models of procurement and

examples of new-build pools around the country where new pools had been built for significantly less than the Sport England benchmark price, largely through reducing the procurement and consultant costs and through adopting a design and build approach. The officer from the ASA believed that if the right approach were chosen that the £2.5m pool *could* still be achievable however they advised us to continue to reference the Sport England build price as a benchmark to be prudent. A potential model identified by the ASA was to use a specialist contractor who would provide a 'turnkey' solution, which would typically include agreeing the specification, undertaking the architect and clerk of works service, overseeing the procurement (Design and Build) and then project managing and overseeing the contractor deliver the pool. Examples were cited of pools being delivered in the £2-£2.5m price range. Pools would be perfectly functional and comply to European standards but would be 'no frills' and costs would be saved from reducing traditional procurement and consultancy costs.

4.6 The Community Development Lead met with a consultant that specialised in providing swimming pool 'turnkey' services at Calderdale, Halifax where a competition status pool was six weeks from being completed. The consultant provided assurance that a pool could be built for under £2.5m over a '42-44 week period'.

4.7 Borrowing through the Leisure Trust: A model used by councils such as Thanet District Council and Burnley Borough Council has been for the Council to underwrite prudential borrowing by the Leisure Trust. In Thanet, their leisure trust worked in partnership with Alliance Leisure to model operational savings from closing an existing defunct pool and additional income from building a new pool onto an existing leisure centre. The model showed that it would not be possible to pay back the money borrowed unless additional complementary leisure facilities which subsidised the swimming were also built, including a Spa, treatment rooms and toning facilities. Financial modelling on this basis showed that the leisure centre would earn sufficient money to repay the £3.5m loan and reduce the Councils ongoing contribution (allowing the additional contribution to be used to renovate another run-down pool in the District). Apart from an initial short-term loan, the Council believes that it will be able to realise these facilities at zero cost to itself. A similar approach could be modelled and tested at Blackbrook Sports Centre.

## **5 Funding the Project**

5.1 The Task and Finish Review identified a range of potential funding methods, including use of maintenance budget, capital receipts, Community Infrastructure Levy, external grants and borrowing. However, unless a specific funding source can be identified for this project, the assumption would need to be that most if not all funding would have to be obtained through borrowing. Prudential borrowing on this scale could only be warranted and approved with a clear business case that demonstrated how it would be repaid.

5.2 A steer was requested at Scrutiny from councillors to set a ceiling on how much they would support the Council borrowing to fund a new pool at Blackbrook Sports Centre and to renovate and refurbish the Station Road Pool. For theoretical modelling purposes, until further work is done, this could range from £2m to £7m and an assumption of a 20 year loan period has been used. The £2m scenario would be for renovation of Station Road Pool alone (assuming a new pool could be built by borrowing through the Leisure Trust at zero cost to the

Council). The £7m scenario would be this, plus a £4.7m traditional procurement cost of building a new pool, using the Sport England benchmarks.

Amount Borrowed	£2m	£3m	£4m	£5m	£6m	£7m
Interest rate*	3.35%	3.35%	3.35%	3.35%	3.35%	3.35%
Annual Repayment (principal + interest)	£138,000	£207,000	£276,000	£345,000	£414,000	£483,000
Total Repayment (principal + interest)	£2,760,000	£4,141,000	£5,521,000	£6,901,000	£8,281,000	£9,661,000

\* The interest rates shown are based on PWLB rates as at 12 March 2012. The actual rate will change depending on market conditions at the point of the loan transaction(s).

5.3 Members should note that the figures shown in the table above relate to the treasury cash flows resulting from possible loan transactions. The impact on the annual budget may be different to this, as the accounting for loan repayment would be in line with the approved policy for Minimum Revenue Provision (MRP). MRP would be calculated to account for repayment of borrowing over the life of the asset, which could be different to the term of any loan(s) taken. The financial implications will be fully modelled and reported through the full business case should this project proceed to completion.

5.4 It has become clear that to progress this project, independent business modelling is required to understand the amount of borrowing which would be sustainable and repayable through the operation of a new pool. A new pool at Blackbrook with a flexible swimming programme would be expected to increase the footfall of paying customers for both swimming and other leisure activities at the sports centre. There would also be a significant reduction in operational costs, through decreased utility bills, staffing costs and renovation at St James Street Pool. It is recommended that consultants be engaged to work with Tone Leisure to model demand, income and costs under this scenario and other potential scenarios with additional complementary leisure facilities. Expert advice would also be required to evaluate capital borrowing options and advise on procurement models. Discussions with the Amateur Swimming Association (ASA) suggest that this work could cost up to £20k.

5.5 It has also become clear that a project of this nature, when considered alongside the Station Road requirements requires significant officer resource and can not be properly advanced as part of the day-job. It is recommended that an officer resource be allocated to progress this project. The role of this officer would include:

- Liaison with Tone Leisure, Sport England, the Amateur Swimming Association, Southwest One Procurement and Finance, CMT, councillors and consultants
- A review of funding opportunities and necessary approvals
- Project Management and overview (project planning, delegation of work, risk management, stakeholder engagement, communications etc.)
- Liaison with contractor assuming a contract is awarded.

- Reporting to Project Board, CMT, Scrutiny, Executive etc

5.6 The project will require appropriate governance which promotes proper reporting and scrutiny and robust approval of key decisions. A suggested model is shown as Appendix C.

## **6 Finance Comments**

- 6.1 The leisure asset maintenance reserve currently has an accrued balance of £600k which, as per the funding agreement between Tone Leisure and TDBC, provides funding for maintenance of all five Leisure sites. However a significant proportion will be required for Station Road Pool, Blackbrook Sports Centre and Wellington Sports Centre pool. The Performance and Client Lead has agreed that at this point it is safe to set aside £90k for this project to support the recommendations within this report.
- 6.2 Borrowing at the levels shown in section 5 would be within the prudent limits set in the Council's approved Prudential Indicators. Should the project proceed, the capital financing arrangements would be designed to provide the most economical and affordable method of funding available to the Council.
- 6.3 Whilst there will be additional costs to acquire and enhance the pools assets, it is feasible that costs of maintaining the assets will be less than current – particularly in the earlier years of new/enhanced asset lives. Such savings, in addition to reduced operating costs outlined in section 5 above, could be applied to partially offset the budgetary impact of capital borrowing costs. This will need to be modelled and considered as part of the full business case for budgeting purposes.
- 6.4 External advice will be required to understand the potential VAT implications for this project.
- 6.5 Assuming the project goes ahead, Full Council approval is required for the capital expenditure to be added to the Council's capital programme. The cost of repaying the borrowing plus interest, net of operational savings, will need to be a cost pressure to be taken into account within the Council's Medium Term Financial Plan and annual revenue budget setting process.

## **7 Legal Comments**

- 7.1 Once the detailed siting of the proposed pool has been agreed, a review of the Council's title to the land will be required to ensure that the proposed site is not adversely affected by any covenants or restrictions.

## **8 Links to Corporate Aims**

- 8.1 The proposals link to the 'Regeneration and Growth' Corporate Aim. The Council has significant growth planned and requires adequate leisure provision including swimming facilities. The new proposed swimming pool has therefore been built into the Infrastructure Delivery Plan that supports the Council's Core Strategy.

## **9 Environmental and Community Safety Implications**

9.1 The Sport England guide included additional indicative costs for options including rainwater harvesting (£30k-£40k); Photovoltaics (£10k-£40k); Solar Panels (£14k-£45k); Air Source Heat Pumps (£10k-£50k) and Biomass (£40k-£100k). Once a suitable business case has been produced, councillors will need to determine whether the cost/benefit of these should warrant inclusion

9.2 As part of the development of the business case, we have consulted with Gale and Snowden Architects who have worked with Exeter City Council on Passivhaus and are currently working on a Passivhaus swimming pool design for them. There is potential that funding could be brought in to help meet the costs of green infrastructure for the pool and incorporate Passiv principles. However this would increase costs to both the design and build phases of the project but should lead to ongoing operational savings.

9.3 Public swimming provides another activity in a part of town that has never had provision. This could impact positively on antisocial behaviour. There are likely to be some short-term issues during the build phase and consideration should be given to ensuring the overall safety of the site, its customers and visitors.

## **10 Equalities**

10.1 Equalities will be properly considered in the finalised programme of refurbishment and modernisation at Station Road Pool and in the design and build of a new pool and this should be picked up in the detailed business plan.

## **11 Risk Management**

11.1 A detailed business plan to progress this project would be expected to include a risk register that identified and managed risks. Some of these risks have been included in the Project Brief (Appendix A).

## **12 Partnership Implications**

12.1 The progression of this project will require close continued partnership working with Tone Leisure as well as support from Southwest One (Procurement, Finance and Asset Management) and Project Taunton (liaison on disposal of St James Street Pool). Further consultation with swimming clubs, schools and the local community would also be necessary.

## **13 Recommendations**

13.1 Feedback provided by Corporate Scrutiny on 22nd March supported the recommendation that the Council should use £20k funding from the Capital Maintenance Reserve to undertake business modelling. They then proposed that a further report should be brought back for consideration recommending a project to take forward, during which further funding requests for capacity would be considered and a decision could be made on a funding ceiling. The following recommendations have been tailored to reflect this.

13.2 The Executive is requested to confirm their continued commitment to the recommendations of the Task and Finish Review to fund the total cost of building a new pool at Blackbrook Sports Centre, and to refurbish Station Road Pool.

13.3 The Executive is recommended to approve £20k funding from the Leisure Asset Maintenance Reserve to appoint consultants to undertake operational modelling and to get independent borrowing and procurement advice. This sum would also fund an estimated £2k for additional Finance support from Southwest One.

13.4 The Executive is requested to approve the recommendation that a further report is presented following business modelling that will recommend a specific project to take forward and a funding ceiling. At this point, consideration will be given to funding capacity to progress the project through to completion.

13.5 To provide any further comments on the report, project brief (Appendix A) or proposed governance (Appendix C) to be considered by the Executive.

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**DRAFT V5**

**TAUNTON DEANE BOROUGH COUNCIL**

**PROJECT BRIEF**

**Taunton Swimming Pool Project**

Revision History

Name	Date	Version
Scott Weetch	04/08/2011	1
SW	23/09/2011	2
SW	24/01/2012	3
SW	03/02/2012	4
SW	13/02/12	5



## Project Brief Definition

The purpose of this document is to provide a commonly understood and well defined start point for the project. This documentation will be refined and extended into the Project Initiation Document (PID) should the project proceed to the next phase. The Project Brief will contain:

- Project Definition
- Outline Business Case (OBC)
- Project management and governance
- Description of the project team and roles
- Outline Project Plan

Project process and documentation will be managed in accordance with PRINCE 2, the Council's chosen project methodology. As such, the project must at all times have continuing business justification.

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# SECTION 1

## 1.0 Project Definition

### 1.1 Background

Taunton Deane Borough Council has two swimming pools within Taunton town centre. St James Street was built in 1935 and Station Road, 1974. Since 2004, the Council has been looking at ways in which these can be updated or replaced. More recently a Task and Finish group was established to look at this issue. Their conclusion was to work into a business case plans to upgrade Station Road pool, establish a basic 25 metre pool and 10 metre training pool at Blackbrook and decommission St James Street pool.

### 1.2 Project Vision

The project vision is to:

- Secure future swimming provision in Taunton
- Enhance the swimming experience in Taunton

### 1.3 Project Scope

The project is limited to looking at municipal swimming provision in Taunton, especially the existing and future provision in the town centre. It is not intended to look at overall provision within Taunton Deane or wider. The project will fall into line with national criteria and guidance on swimming from Sport England as appropriate.

### 1.4 Project Objectives

Objective	Critical Success Factor	Measures/targets
Deliver a new swimming pool at Blackbrook	Attracting funding to deliver a swimming pool. Budget to be determined.	Funding in place
	Tone subsidy is reduced as a result of increased revenue	New pool is successful enough to meet loan repayments and reduce subsidy.
	Design/tender/contractor meets aspirations	Design in place
		Successful Tender
		Contractor in place
	Facility built	Health and safety, legislative and other operational checks satisfied
Blackbrook pool running	Relevant health and safety inspections in place	
	Staffing and timetable in place	Open to the public
	Increase in users a) swimming b) general at Blackbrook	10% increase in users split Blackbrook/Taunton Pool
Deliver a suitable package of renovation and modernisation at Taunton Pool	Physically suitable and sustainable for 15-20 years	More swimming visits
	Operationally sustainable	Full swimming programme, attracting enough revenue to cover costs of loan and running costs

Optimise timing of pool changes to ensure maximum water available at any given time	Changes at Taunton Pool, Blackbrook and St James cause minimal disruption	Swimming programmes are made and adjusted to counter adverse effects of less swimming water being available
Decommission St James Street pool	Alternative provision up and running	
	Public aware of changes	
	Contractor in place to decommission	

## 1.5 Constraints and Assumptions

The success of the project delivery will be dependant on the management of key constraints and assumptions. An initial identification of these is detailed below however these may change over time as the project develops. The management of these will be through the formal project process and governance

### 1.5.1 Constraints

- Public Sector Financial environment – continued pressure on capital and revenue budgets
- External funding availability eg Amateur Swimming Association, Sport England, Government funding, lottery funding
- Project is already tightly defined. Consultation on detail is important but location, design and cost is restricted.
- Project timing is dictated by the lifespan of St James St pool
- Lack of expertise in house to deliver project (since the last pool was built in the 1970's)

### 1.5.2 Assumptions

- Continued cross-party political support for the project
- Project continues to align with the Council's wider regeneration strategy
- Funding will be available to support required works
- Sport England support realignment of football pitches at Blackbrook or allow junior spaces to be created
- No prohibitive capital costs such as relocating major sewage pipes, electricity supply or highway requirements
- St James Street can continue until Blackbrook pool opens
- Blackbrook is viable as a site for a swimming pool because there is already leisure provision on site
- No major opposition from public

## 1.6 Stakeholders

1.6.1 The project has cross party political support and is supported by the Chief Executive and the Corporate Directors

Early identification of key stakeholders is identified below. Work will continue to refine this.

Engagement will be maintained through the communication and consultation plan and through project process and governance. In reality, scope for engagement is limited because of the lack of choices which present themselves in respect of site or work to be undertaken.

Stakeholder	Interest
TDBC Members/SCC members	Elected representatives; overall budget holders; strategic direction
Project board	Oversee project
Tone Leisure	Delivery of swimming pool facility once built; ensure that built facility is capable of delivering aspirations outlined
Amateur Swimming Association	Key swimming body; advisors to project team
Sport England	Overall sports provision
Public	Swimming access/provision
Schools	Delivery of National Curriculum key stage 2 objectives in respect of swimming
Tone Leisure Board	Business model
Swimming clubs	User group
Task and finish group	Check/challenge of project outcomes
Other user groups to be defined	

## Section 2

### 2.0 Outline Business Case

#### 2.1 Purpose of outline business case

2.1.1 The purpose of this Outline Business Case (OBC) is to set out the business need for the proposed project, and to identify any investment in resources necessary to progress the project. It will outline the reasons for carrying out the project, why it will benefit the residents of Taunton Deane and how it will support the Council's Corporate Objectives. It will contain:

- Strategic case
- Benefits
- Dis-benefits
- Delivery Options
- Finance and costs
- Risks

2.1.2 The OBC will act as verification at each project key decision point ensuring that the project remains justified and the objectives can be realised

2.1.3 The OBC is written as a 'live' document and will be continually updated as new information becomes available to ensure it can act as the key verification for project decision points

2.1.4 The project outlined below is to address current and future swimming needs in Taunton.

#### 2.2 Strategic case

Like all other sports, swimming can play a significant part in community regeneration and new or refurbished pools can provide much valued facilities which contribute to community cohesion and general health and well being. As such, a project to refurbish one pool and create another would sit well with the Council's Corporate Priorities of Regeneration, Tackling Deprivation and Sustainable Community Development

Swimming is second only to walking as the nation's most popular physical activity with over 22% of adults and 50% of young people taking part on a regular basis (Sport England Active People Survey). It can be enjoyed by people of both sexes and by all ages and abilities and is recognised as being uniquely beneficial to the nation's health and wellbeing. It is ideally suited for people with disabilities and the elderly or infirm who might have difficulty with other forms of exercise.

Swimming and water safety is seen as an essential life skill and forms part of the National Curriculum at Key Stage 2. It is regarded as an essential part of children's education of the safe enjoyment of most water activities and an understanding of the wider environment.

### 2.2.1 Assessment of need

Taunton Deane Borough Council administrative area is served by three public swimming pools, one in Wellington and two in Taunton. The two Taunton pools are in the town centre at Station Road and at St James Street. St James Street is not open for public sessions but provides pool space for schools, swimming clubs and swimming lessons. Station Road (also known as Taunton Pool) is available for public swimming and for clubs. The two pools in Taunton are now showing their age. St James' is Edwardian and has served the town well for generations, whilst Taunton Pool is from the mid 1970's. St James Pool has certain characteristics which make it operationally difficult, not least dual entrances. It is an increasing financial liability and has very little active life left. It was recently subject to a closure on environmental health grounds. This has highlighted the real possibility of permanent closure if repair costs of any future issue proved to be excessive. St James' pool caters for 1600 children each year.

Station Road Pool is now approaching 40 years old. This now means that the pool plant needs a complete replacement as maintenance at this stage would not be economic. In addition to these facilities, there is a publicly accessible, community run pool in Wiveliscombe (outdoor) and various education establishments provide some community time through swimming sessions or structured lessons, often delivered by Somerset Active Sports Partnership (SASP). There are also limited private pools available via leisure providers such as Esporta but these are often expensive and are not fully accessible to the public.

In July 2004 Strategic Leisure Limited completed a swimming pool feasibility report. At this time, a new town centre provision replacing the existing two pools was seen as a potential option, with a new facility bringing greater mix of provision including fun and learning pools as well as regional competition swimming.

In 2006 there was a follow up meeting to agree a feasibility study brief for consultants to consider the future of swimming provision in Taunton. Members had at that time said they would be prepared to consider a new construction in the town centre; a new construction at Blackbrook; a joint venture with a private company and; wished to be aware of current operational costs of facilities.

In August 2009, Sport England undertook some modelling work for future use and provision of pools in Taunton. This identified that Taunton is just meeting current demand and will not meet future demand; that if the council shut existing pools, it would need to provide a multi-pool facility in the future to replace them, supplemented ideally by a second pool in future years; that the council should be doing more work with other suppliers to encourage them to open for community use, helping to alleviate future demand and; although a town centre site is preferable, the council could consider sites such as Blackbrook and Wellsprings.

Also in 2009, this was picked up by an all party task and finish group. Alongside this, the Facilities Planning Model Strategic Assessment of Needs for Sports Halls and Swimming Pools reached its conclusions in August 2009. Sport England's conclusions drawn were that the six swimming pool sites available for community use are sufficient to meet the majority of current need. There was only a limited amount of unmet demand for swimming pools and that there was sufficient spare capacity within the existing stock of swimming pools to absorb additional usage. However, given the projected increases in population, sports participation and known swimming pool commitments, the model indicates that the picture changes significantly. Usage levels at existing sites would increase significantly with many pools operating above 'comfortable capacity'. The number of people living beyond a 20 minute walk of a swimming pool will increase, largely due to the location of proposed developments.

In the light of that there is a need to address future swimming pool provision. This is not a statutory function but has cross party support.

In June and July 2011, the Executive at Taunton Deane Borough Council and the Community Scrutiny panel have examined the outline proposals and have given the go ahead to work up a business case.

Taunton has a significant catchment area and the Council's vision for regeneration 'Vision for Taunton' involves making the town more attractive and enterprising to build on an existing reputation as a thriving county town.

Sport England are targeting a 1% year on year increase in swimming use for the next 12 years. Allied to this, the Core Strategy expects growth of around 16,500 homes in Taunton Deane over the next 20 years. Taunton itself has qualified for Growth Point status and the aspirations of the Vision for Taunton include providing enhanced leisure and cultural facilities to attract people to live and work here. All of which exacerbates the need for adequate swimming provision in the town.

Taunton currently has a large amount of water space which is heavily programmed and reasonably used. This would be enhanced with a better experience at Taunton Pool and a new facility at Blackbrook. Swimming reflects the national trend in Taunton, being the highest participation leisure activity after walking in Taunton Deane. Swimming related activities account for 40% of Tone Leisure bookings – approximately 400,000 bookings a year.

The project has scrutiny and portfolio holder support.

Community scrutiny considerations:

The community scrutiny panel (5<sup>th</sup> July 2011) requested that traffic and environmental considerations were completed

- traffic  
a full traffic survey/impact assessment will need to be undertaken. In addition, the car park capacity will need to be considered alongside the expected overall demand profile for the dry/wet side facilities. There may also be a need to increase cycle provision.
- environmental  
this will need to assess the offset from closing St James'; any improvements made to emissions as a result of refurbishing Taunton Pool and the impact of a new provision plus considerations in running the facility both inside and outside the building.

## **2.3 Benefits**

- Continued swimming provision in Taunton
- No reduction in swimming provision in Taunton
- Better swimming experience
- Environmental impact of more carbon efficient pool
- Potential to attract more visitors to Blackbrook as a dual use provision
- Bespoke provision on existing sports site
- Potential to reduce expected costs of Tone Leisure and therefore TDBC's contribution to them eg through wet and dry side sharing of staff at Blackbrook and one less stand alone site to manage.



#### Dis-benefits

- Costs to council of new pool
- Diversion of limited capital pot from other priority areas
- Out of town centre provision
- Potential loss of football pitch(es)
- Risk (as at risk register)

#### Benefits Analysis

- Continued swimming provision in Taunton  
This will be measured in terms of the overall swimming visits across all sites before and after the project. The aim is to increase swimming visits
- No reduction in swimming provision in Taunton  
This will be measured in terms of the overall swimming visits across all sites before and after the project. The aim is not to lose any swimming visits as a result of the project
- Better swimming experience  
This is allied to continued swimming provision. This is measurable through customer feedback.
- Environmental impact of more carbon efficient pool  
This will be measured as an overall package across three sites on carbon emissions and individually on each site, eg through heat recovery at Station Road to ensure that there are individual and collective gains.
- Potential to attract more visitors to Blackbrook as a dual use provision  
This will be measured through customer visits pre and post project
- Reduced overall costs to TDBC through payments from Tone  
There are reduced costs to Tone in running one less provision and in shared staffing at reception. More cost efficient premises will also save costs and a new facility will be attractive to greater numbers of the public. As a result, if there is a robust business model and prudent borrowing, there should be greater income and therefore subsidy to Tone should drop.
- Bespoke provision on existing sports site
- Costs to council of new pool  
A robust business model should ensure that costs of the loan are offset by increased revenue from Tone
- Diversion of limited capital pot from other priority areas  
The introduction of the community infrastructure levy gives a greater opportunity for master planning capital provision.
- Out of town centre provision  
Having only one town centre site will mean that swimming is more accessible to other parts of the community that may not have traditionally been able to access facilities. This is also likely to maximise the potential customer base.

- Potential loss of football pitch(es)  
It is unlikely that football pitches will be lost. However, there is a slight over provision of adult pitches identified by the Sports Pitches strategy. The shortfall is in junior provision and a loss of some space would allow an extra junior pitch to replace an adult one if appropriate.
- Risk (as at risk register)

## **2.4 Delivery Options**

### **2.4.1 Delivery partners**

There is an acceptance that the Council does not have the 'in house' skills to deliver this project in isolation. As such a third party employed to check and challenge Tone Leisure's business plan, modelling and assumptions and to take an overall project management lead, within a defined scope, is sensible.

There is an option to consider alternative providers by engaging with a different leisure provider to run the swimming pool at Blackbrook. Such an option would allow a Design Build Operate Maintain (DBOM) model to be considered. This would be problematic for the reason that the facility could then have two leisure providers on site, causing potential for conflict and reducing staff saving costs from things such as a joint reception. Additionally, the partnership with Tone Leisure still has nine years to run. Alternatively, it would mean this centre being run on a different basis to other leisure provision in the town. If Taunton Deane were to break this lease there would be costs involved in breaking and there could be constraints on the use of the property by another provider. Therefore, providing this in partnership with Tone Leisure is the preferred option.

A design and build model is likely to provide a model against which costs can be accurately gauged and scope can be clearly defined. A traditional specification and tender process is likely to be a more expensive option but will be researched as part of the project.

### **2.4.2 Previously considered sites**

In the 2004 report, three sites were identified as preferred: Lidl's on Wood Street, Priory Bridge Car Park and Tangiers car park. It would seem that these options are now obsolete.

Wellsprings had also been considered but the complexities of a dual use site with the school and community access together with the Academy meant this was not a favourable option. Potentially this might have meant some of clubs, schools, lessons, specialist groups, OAPs, casual swimmers missing out.

Somerset County Cricket Club had also been considered but this was found to be unsuitable.

### **2.4.3 Previously considered options**

The proposed new pool facility (in 2004) included an 8 lane, 25 metre pool, with a 4 lane 20 metre pool and a smaller fun pool for families. It was also suggested that the

pool would need a health and fitness suite to support revenue income. At that time the costs of a new facility were deemed in the region of £10m with the existing sites valued at up to £3m (which is no longer the case). It is clear that there was a large funding gap.

#### 2.4.4 Current options

The cross party task and finish has recommended a basic pool to be delivered at Blackbrook, along with refurbishing Taunton Pool and decommissioning St James Street pool.

- **New pool**

The recommendations were to deliver a 25 metre pool with smaller teaching pool onto the side of Blackbrook Sports Pavilion using design and build similar to those proposed at Ivybridge and estimated to cost between £2m and £2.5m. (NB Ivybridge has now gone for a refurbishment model; Sport England estimated costs below are significantly higher)

- **Refurbish Taunton Pool (Station Road)**

The current SW1 condition survey info can be found in the Appendix Condition Survey which outlines works to the value of £958,900 to the year 2015. It should be noted that SW1 condition survey relates to the fabric of the building and not plant.

A survey carried out by Dennis Freeman-Wright of the Amateur Swimming Association gave suggestions for overall improvement with a cost estimated at £1.5-£1.8 million. This would provide an additional 15 to 20 years to the life span. Briefly:

a) acceptance that the pool can continue to operate for several years in a deteriorating state without any significant increase in expenditure.

b) without investment, attendance will decline as customers seek alternative venues.

c) a programme of refurbishment and modernisation can be adopted that would increase attendances and instil a new life

d) this programme would address the issues set out at 1 and 2 below – refurbishment and modernisation

1 Refurbishment

i) retiling and resealing of pool surround to improve the look of the pool hall and prevent further leaking to the ground floor and external walls and additionally replace the man hole trays with high density plastic trays

ii) replacement of all single glazed metal framed window units with sustainable pvc double glazed units

iii) clean and repair decaying external concrete columns, beams and copings

iv) clean and reseal leak points on the ceiling in the plant room

v) replace electrical distribution panel in the main ground floor plant room

vi) replace horizontal filters within 5 years

2 Modernisation

i) convert the existing single sex changing rooms into a pool side village changing room by opening out the pool wall along the changing room side of the pool hall and redesigning the space to accommodate more attractive changing etc

ii) examine ways to extend and redesign the foyer and reception to provide more welcoming aspect

- iii) examine energy efficiencies that will reduce annual operational costs and assist the council to meet carbon emission reduction targets
- iv) consider the introduction of a pool bulkhead to create a 25m short course length to the pool and utilise the remainder for teaching, learning and extra activities.

In addition to this, there is a business case and feasibility to be done to look into commercial delivery of, for example, a spa or cycle facilities. There are looking at options to include a spa and adventure play facilities to add further commercial elements to the project on a business case basis. More details to be presented to the Council at a later stage. However, the project needs to be based in the needs of swimming pool users and there's proposals will be added to the outline business case if they are timely and add value.

- **Decommission St James Street**

Repairs carried out in October 2010 were designed to give this pool a 3 year lease of life. This means that the pool should be beginning to be decommissioned in October 2013 as things stand. The SW1 condition survey suggests works to the value of £379,350 need to be carried out in the timescale 2011-2015. This pool has reached the end of its economic life and unless serious investment is planned, needs to be decommissioned regardless of the outcome of other discussions for replacing it.

- **Increase community access to sites that are not owned by TDBC**

This would involve trying to work with the private education sector to open up more of their allotted time to community swimming. There is some water space taken up with lessons in Taunton School and Kings School also appears to have some community swimming through a membership scheme.

- **Do nothing**

Doing nothing will result in the loss of swimming pool provision on at least one site. It is possible that it would occur across two sites. However, the observations in respect of Taunton Pool made at a) above should be borne in mind. This facility could operate for several years in a deteriorating state without any significant increase in expenditure. Elsewhere in the country there is disinvestment in pools and many are closing. There would be significant local opposition to an outcome which lost swimming pool provision.

## **Finance and costs**

### **2.5.1 Procurement objectives**

At the outset of any procurement project it is recommended that the contracting authority takes the time to set specific objectives for the procurement process. Objectives for this project are:

- To provide a transparent process which maximises market interest
- To deliver an improved financial position
- To achieve the best value for money for the Council within constraints of agreed budget
- To secure improved service outcomes

- To facilitate a process which encourages market innovation and retains flexibility to respond to stakeholder needs
- To ensure the process is auditable and legally sound, minimising the risk of future challenge
- To meet the project timescales

In determining the most appropriate procurement route to follow the key objectives for the procurement process must be matched with the key characteristics of the routes available. If, for example, a contracting authority is keen to involve potential bidders in the development of the future delivery solution then the competitive dialogue route is more likely to be the most appropriate route to follow. Alternatively, if a contracting authority has a clear project brief and tight timescale then the restricted procedure may be the most appropriate procurement route.

The selection of the most appropriate procurement route is considered key to the achievement of successful contract outcomes.

## 2.5.2 Outline costs

### New pool

At 2004 costs were estimated at £10m, with disposal of land offsetting approx £3m. These costs were based on delivering a swimming pool with leisure facilities attached. This was unaffordable and not seen as a priority at the time and was therefore not progressed.

The task and finish group identified a basic pool as equating to in the region of £2.25m (see table) although this will need to be validated as part of this project.

Category of spend	Includes	Total
Pool extension	New design and build – budget price fully fitted as complete build, includes design fees	£1.9m
Other costs	Sewer, car parking, services, external area	£350,000
		<b>£2.25m</b>

Sport England figures suggest that this is somewhat undervalued (see table below) and therefore a mix of national benchmarking and Sport England figures will be used to assess likely budget.

Some desktop research has revealed the Amateur Swimming Association capital cost details for 25m and 20m pools includes costs for 25m by 6 lane pools built since 2003. Many of these also added learner pools. The costs incurred for these projects (below) indicates that a pool being delivered to a budget of less than £3 million could be achievable.

The most similar projects to compare are:  
 Normanton, City of Wakefield - £1.5m capital costs (March 2003) – 25m x 12.5m by 1m to 1.8m deep, 200 seats. Cost does not include VAT

Leominster Leisure Centre, Herefordshire - £2.5m capital costs (January 2006) – 25m by 12.5m by 1m to 1.8m deep and learner pool, attached to existing dry sports centre.

St Peter's School, York - £est £2.36m (May 2011) – 25m by 13m pool in conservation area on playing field site.

Christleton School Sports Centre - £2.13m contribution from the lottery and capital resources (November 2005) - 25m by 10.5m by 1m to 1.8m deep and fitness suite added to existing sports centre.

Rye Sports Centre, Rother District Council - £3m contribution from the lottery and capital resources (June 2003) – 25m by 8.5m by 1m to 1.8m deep added to existing sports centre, cost includes £200,000 for work on the centre.

Dartmouth community pool - £2.5m (November 2010) – design estimate cost (facility not yet built) 25m by 4 lanes, with 8m by 8m teaching pool, changing, meeting rooms and foyer/café area.

### **Resource Costing**

Sport England costs below identify the overall costs of a 6 lane pool plus a secondary pool as **£4,690,600**

The make up of some of these costs is likely to be:

Consultants @ £30,000 -50,000

Procurement

Professional fees @12.5% = £586325

Consultation

External works eg Car parking @ 15% = £703590

Environmental impact

Technical advice

Contingencies @10% (Sport England recommend 7.5%) = £469060 (£351795)

## Sport England costs from 'Affordable Community Swimming Pools' (2011)

### Capital costs<sup>6</sup> overview

		4 lane	5 lane	6 lane	6 lane + secondary	8 lane	8 lane + secondary
Gross internal floor area (GIFA)		(1084m <sup>2</sup> )	(1344m <sup>2</sup> )	(1543m <sup>2</sup> )	(1850m <sup>2</sup> )	(1878m <sup>2</sup> )	(2226m <sup>2</sup> )
		(£)	(£)	(£)	(£)	(£)	(£)
<b>Elements of swimming pool building</b>							
<b>Substructure</b>	<b>Elemental total</b>	<b>223,000</b>	<b>260,000</b>	<b>284,000</b>	<b>375,000</b>	<b>358,000</b>	<b>381,000</b>
<b>Superstructure</b>	Frame	147,000	175,000	187,000	220,000	230,000	254,000
	Upper floors	4,000	9,000	10,000	12,000	39,000	40,000
	Roof	131,000	202,000	230,000	255,000	280,000	358,000
	Stairs	14,000	14,000	14,000	14,000	16,000	19,000
	External walls	132,000	158,000	162,000	186,000	151,000	182,000
	Windows & external doors	58,000	60,000	61,000	61,000	61,000	61,000
	Internal walls & partitions	58,000	88,000	95,000	122,000	92,000	92,000
	Internal doors	19,000	22,000	21,000	23,000	22,000	22,000
	<b>Elemental total</b>	<b>563,000</b>	<b>728,000</b>	<b>780,000</b>	<b>893,000</b>	<b>891,000</b>	<b>1,028,000</b>
<b>Internal finishes</b>	Wall finishes	54,000	59,000	67,000	79,000	95,000	104,000
	Floor finishes	70,000	86,000	91,000	129,000	109,000	136,000
	Ceiling finishes	17,000	21,000	23,000	33,000	36,000	39,000
	<b>Elemental total</b>	<b>141,000</b>	<b>166,000</b>	<b>181,000</b>	<b>241,000</b>	<b>240,000</b>	<b>279,000</b>
<b>Fittings</b>	<b>Elemental total</b>	<b>125,000</b>	<b>143,000</b>	<b>145,000</b>	<b>179,000</b>	<b>183,000</b>	<b>200,000</b>
<b>Services</b>	Sanitary appliances	17,000	20,000	20,000	21,000	27,000	27,000
	Rainwater	5,000	6,000	7,000	9,000	9,000	11,000
	Below slab drainage	17,000	20,000	22,000	26,000	28,000	33,000
	M&E installations	517,000	664,000	742,000	942,000	956,000	1,166,000
	Specialist installations	170,000	209,000	240,000	282,000	277,000	345,000
	Builder's work in connection	73,000	92,000	104,000	128,000	130,000	159,000
	<b>Elemental total</b>	<b>799,000</b>	<b>1,011,000</b>	<b>1,135,000</b>	<b>1,408,000</b>	<b>1,427,000</b>	<b>1,741,000</b>
<b>Building sub-total</b>		<b>1,851,000</b>	<b>2,308,000</b>	<b>2,525,000</b>	<b>3,096,000</b>	<b>3,099,000</b>	<b>3,629,000</b>
<b>Preliminaries</b>		<b>257,100</b>	<b>286,200</b>	<b>290,500</b>	<b>302,000</b>	<b>322,000</b>	<b>332,600</b>
<b>BASE CONSTRUCTION COST</b>		<b>2,108,100</b>	<b>2,594,200</b>	<b>2,815,500</b>	<b>3,398,000</b>	<b>3,421,000</b>	<b>3,961,600</b>
<b>Additional costs</b>	Contingencies (7½%)	158,200	194,600	211,200	254,900	256,600	297,200
	Professional fees (12½%)	283,300	348,600	378,400	456,700	459,700	532,400
	Allowance for external works (15%)	317,000	390,000	423,000	510,000	514,000	595,000
	Incoming services / stats	71,000	71,000	71,000	71,000	71,000	71,000
	<b>Elemental total</b>	<b>829,500</b>	<b>1,004,200</b>	<b>1,083,600</b>	<b>1,292,600</b>	<b>1,301,300</b>	<b>1,495,600</b>
<b>OVERALL ESTIMATED PROJECT COST</b>		<b>2,937,600</b>	<b>3,598,400</b>	<b>3,899,100</b>	<b>4,690,600</b>	<b>4,722,300</b>	<b>5,457,200</b>

<sup>6</sup> Based on building costs at 3rd Qtr 2011

## Taunton Pool refurbishment

The cost of refurbishing and renovating Taunton Pool is estimated at £1.5 to £1.8m. Reserve for maintenance is set at approximately £250,000 per annum.

There is £627,000 in reserve to cover all leisure assets and there is a planned and prioritised maintenance project. Condition estimates by South West One outline approximately £1m of renovations. These reflect the fabric of the building and not the condition of pool plant.

There is clearly some overlap with the Amateur Swimming Association observations which relate more to plant than fabric. These two reports were reconciled for the task and finish group and these costs are outlined in the below table:

**Table of expected costs at Taunton Pool here taken from report to Task and Finish December 2010**

Category of spend	Includes	Total
Essential	Infrastructure refurbishment to ensure physical viability of pool (plant, roof, electrics, DDA compliance)	£750,000 (includes £100,000 professional fees)
Necessary	Modernisation to ensure continued customer use, a flexible swimming programme and a viable operational business model (changing rooms, reception, boom, moveable floor)	£613,000 (includes £100,000 professional fees)
Desirable	Upgrades to include making facility more attractive and to attract greater usage. These will need to be reviewed during business case modelling to look at return on investment.	£381,000 (excludes £50,000 window replacement)
Other	'Nice to haves' that may be justified through the business case and returns on investment.	£60,000

Items	Costs	Essential/ necessary/ desirable	Comments
Plant refurbishment and labour	£400,000 (£310,000 equipment and £90,000 installation/labour)	E	Would not necessarily replace existing plant in a like for like manner. It will require technical advice to assess the most suitable plant for efficiency, environmental impact etc; Cost would still be c £400,000 – but reduced annual operating costs and CO2 emissions.
Roof replacement/ parapets	£100,000	E	SW1 confirmed this work needs completion. Would expect to be funded from Planned Asset Management Plan but not clear whether it is in the current plan.
Electrical distribution board	£20,000	E	Amateur Swimming Association report states that it needs replacing sooner rather than later. Would expect to be funded from the AMP but again not clear if it is costed.
Windows	£10,000 (Repair)	N OR	Merely replaces existing failed sealed units to windows (tackle draughts and condensation)



	£50,000 (Replace)	D	ASA report recommends replacement of all single glazed metal framed window units with pvc, double glazed. Would help meet climate change ambitions A business case with return on investment would be needed for this decision.
Pool hall – including new floor screed	£209,000 (50% essential?)	E and D	Some retiling and resealing of pool surround essential to prevent further leaking to ground floor and external walls and to replace manhole covers. The whole job is desirable for aesthetic reasons and to prevent future leaks.
Stretch ceiling	£35,000	D	Would significantly improve general appearance and lighting. Logically this work should be done at the same time as the Pool Hall works.
Lift replacement	£25,000	E	Current lift is a non-DDA compliant goods lift which is subject to frequent failure.
Modernisation of changing rooms	£304,000	N	Without this work, the income levels at Taunton Pool are likely to decline, which will impact Tone's business plan and TDBC revenue position.
Main reception foyer	£97,000	N/D	Current entrance not very accessible – no automatic doors – ASA report refers. Some renovation seen as necessary to attract customers and ensure sustainable business model.
Staff area – convert to activity area	£75,000	D	Will enable greater revenue potential to improve annual running costs.
Café area – refurbishment/ conversion	£40,000	D	Will enable greater revenue potential to improve annual running costs.
Extension and lift shaft	£78,440	D	Will enable greater revenue potential to improve annual running costs. New lift shaft would enable better positioning of lift.
Fixed boom and moveable floor	£150,000	N	Not worth considering unless the changing facilities are modernised. This would be necessary if we want to provide additional overflow learner capacity to support Blackbrook once St James St closes. However, constraints include pool temperature not being ideal for learners and investment and teaching in a noisy environment. This would give pool greater programming flexibility. A business case with return on investment would be needed for this decision.
Infill deep end of pool	£35,000	-	Reduce pool depth from 3m to 2m. Energy saving of approximately £6,000 per annum. Desirable if it meets required payback period on investment.
Ultraviolet disinfection	£25,000	-	Reduces chlorine requirement from 1.5mg/l to 0.8mg/l

**£1.6m**

Above costings take no account of loss of income associated with pool closure required to undertake the pool works. Costings will increase if works are done piecemeal. Better value is achieved through one closure and clear access to the site.

A further £200,000 for essential and necessary works would be required for professional fees, taking the costs to £1.8m.

The table below gives some indicative costs from Sport England. This can be used in conjunction with site plans and SW1 condition report to give a broad costed plan.

- **Table of indicative costs of building modernisation from Sport England**

<b>Building modernisation costs</b>		
Code	Item	Cost
BM9	Changing rooms – upgrade finishes, flooring, walls, ceiling, benches and lighting to shower areas and changing rooms to modern standards	£355 per m2
BM10	Replacement showers and pipe work	£1016 each
BM11	Floor tiles	£102 per m2
BM12	Wall tiling	£73 per m2
BM13	Suspended ceiling	£63 per m2
BM14	Plaster ceiling	£40 per m2
BM15	Lockers (2 locker unit 1800 high x 300mm wide)	£340 each
BM16	Benches (floor /wall mounted 1800 long unit)	£1,723 each
BM17	New high efficiency boiler for a 2 changing room pavilion	£5,200 each
BM18	New high efficiency boiler for a 4 changing room pavilion	£5,400 each
BM19	New heating/hot water system with new high efficiency boiler for a 2 changing room pavilion	£14,400 each
BM20	New heating/hot water system with new high efficiency boiler for a 4 changing room pavilion	£24,000 each
BM21	Insulation to current standards – Dry line and insulate internal walls cost per	£54 per m2
BM22	Rainwater harvesting – 14,000 litres installation of tanks and pipe work for irrigation above ground system	£13,500
BM23	Rainwater harvesting – 14,000 litres installation of tanks and pipe work for irrigation below ground system	£21,000
BM24	Rainwater harvesting –20,000 litres installation of tanks and pipe work for irrigation above ground system	£18, 800
BM25	Rainwater harvesting –20,000 litres installation of tanks and pipe work for irrigation below ground system	<b>£28,200</b>

A full summary of scheduled works identified by the condition surveys is attached at Appendix **xxxx – swimming pool condition survey (brief)**

### **Closure of St James St**

TDBC should review its AMP to assess whether the sale of other assets (including St James St pool) could provide capital funds for the other aspirations outlined in the project brief.

The investment priority is to fund the essential works at Station Road pool which could in theory be done relatively quickly. This would ensure that an unexpected closure of St James St did not result in no swimming provision at all, but Taunton pool would not be able to meet the schools' programme demand which would be unmet if there were such a closure.

There is a revenue cost to the council in closing the pool and there are also financial savings in undertaking work in one visit. Therefore if affordable it would make sense to make all the required changes at this pool simultaneously.

### **MORE NEEDED HERE**

## **2.6 Risks**

- 2.6.1 Risk is the chance of something happening that will have an impact upon objectives. Risk can be defined as the chance of exposure to the adverse consequences of future events. Risk becomes a major factor to be considered at all stages in the life of a project:
- 2.6.2 Other risk areas to consider are reputational risk - risks from any of the project stages that might impact on customers, users, stakeholders and political risk – an uncertain political climate can adversely affect the effectiveness of the partnership or the willingness of others to partner with the authority.
- 2.6.3 These risks will need to be quantified once they have been identified and agreed by the steering group and will be managed by the Councils adopted methodology for managing risk
- 2.6.4 The initial risk log is attached as an Appendix \*\*\*\*\*

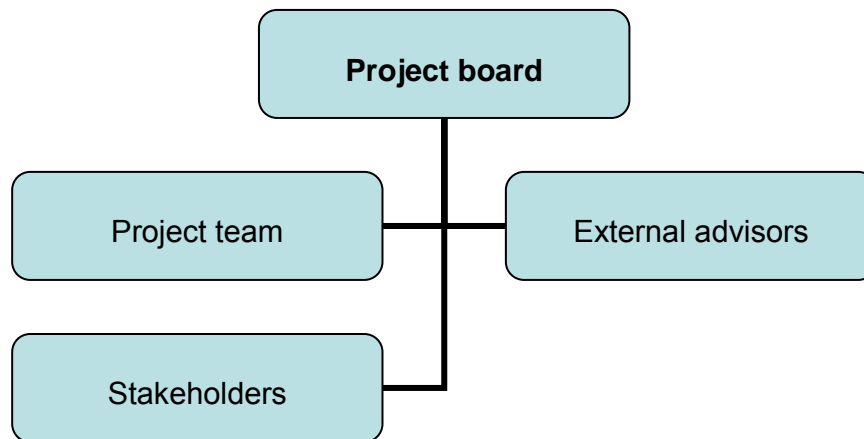
## Section 3

### 3.0 Project Management & Governance

#### 3.1 Project Management Arrangements

3.1.1 The project will be managed in accordance with the principles of Prince 2.

3.1.2 The proposed governance structure is as follows:



**Project Board** – chaired by *Director Project Sponsor: Shirlene Adam*

**Make up** – *Shirlene Adam, Simon Lewis, Tone Leisure board representative x 2, Executive Councillor Herbert and Shadow Executive Councillor Richard Lees, representatives from swimming task and finish group x 2*

- To approve the strategic direction, outline scope of activity, agrees outcomes and benefits and authorises procurement process
- To approve recommended partner(s) at the end of the procurement process
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across all key stakeholders
- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

#### **Project team:**

Project Lead: **Simon Lewis**

- Is directly accountable for the delivery of the project delivering agreed outputs to required specification and quality within budget
- Maintains close liaison and communication with Key Stakeholders
- Provides day to day direction for the project, responds to project issues and takes decisions to ensure project maintains momentum and that the timetable is achieved
- Ensures business case is maintained and remains relevant to the overall strategic aims
- Ensures that communications with internal and external stakeholders are effective
- Manages the key strategic risks facing the project

- Meets with the project manager regularly to review progress

**Project Manager *Scott Weetch***

- Provides project information and advice to partner organisations and stakeholders
- Project manages and plans all stages of the project
- Agrees delegation and project assurance roles
- Prepares project reports as defined by the Project Initiation Document
- Manages on a day to day basis the business and project risks (includes contingency planning)
- Liaises with members of associated activities e.g Communications
- Monitors progress, expenditure, resources and initiates corrective action
- Keeps project lead informed of deviations in plans and associated action (ie Change Control)
- Identifies and obtains support and advice necessary for the management, planning and control of the project
- Manages the development of the communication strategy and delivery of the communications plan

**External advisors**

- Advice will be sought on an ongoing basis from external advisors. Their role will be to advise the project team/board

Who	Role
Tone leisure	End user. Will need input into business case, ongoing maintenance, pool programming; insurance
Other leisure providers	Best practice is sought from across the country in relation to procurement, design, build specification
Sport England	Provision of national standards and practices; benchmarking of costs
Amateur Swimming Association	Critical friend; check and challenge; guidance on other projects, project management routes; procurement routes
SW1 procurement	Advise on procurement issues and deliver procurement package if appropriate
Legal	Ensure compliance with all appropriate legal matters; check contracts; insurance
Technical	Advise on matters such as pool plant; environmental factors eg heat recovery systems
Finance	Check/challenge assumptions in cost projections/proposed cost recovery eg prudential borrowing requirements; ensure financial package is tight;
Highways	Ensure traffic management plan and proposed layout is robust, workable and legally compliant
Health and safety	Management of risk; ensures compliance with health and safety standards

SW1 asset management	Check ongoing maintenance plan and depreciation projections are fit for purpose
Elected members	Check/challenge; ensure project alignment to corporate aims; sign off at gateways
Utilities	Ensure that building work does not adversely impact existing utilities eg sewage pipes

### Monthly/quarterly highlight reports to CMT; members; stakeholders

The project will be managed by stages as shown below with high level activities. Each stage will be run by work streams . In the project current stage of Start up work stream leads are also identified below and within the project plan

Stage	Description of activity
Start up	Formation of Project Management , Outline Business case produced, Procurement of consultants to support delivery options appraisal, Delivery options appraisal Development of communication strategy Stakeholder consultation Executive Board sign off to move to the next stage
Initiation	Production of Project Initiation Document (PID ) Production of detailed business case & costs Formation of detailed project management Detailed communication strategy Stakeholder consultation Executive Board sign off the move into delivery
Delivery	Delivery of project plan Delivery of Communications Strategy Regular checkpoints for approval through governance Continued monitoring of Business case and benefits against objectives
Closure	Project evaluation Outcomes and criteria evaluation Benefits Review Executive Board authorisation to close the project

### Start Up Stage - Work stream Leads

Work stream	Lead or lead advisor	Supported By
Business Case & Strategy Development	Simon Lewis	Project team; external advisors
Risk Analysis	Dan Webb	Project team
Delivery Options	Simon Lewis (Juliette Dickinson)	Project team
Finance	Tracey Healy	151 officer support – Maggie Hammond (as Shirlene Adam is project

		sponsor)
Assets	John Sumner	Project team
Community Engagement /consultation	Scott Weetch	Tone Leisure
Health and safety	David Woodbury	Project team

## Section 4

### 4.0 Project Plan

#### 4.1 Summary

- 4.1.1 The purpose of the project plan is to ensure effective communication and control of the project deliverables. It describes how, when and by who project targets will be achieved and will provide a means by which to monitor project progress.
- 4.1.2 The project plan will be kept in line with the business case at all times and will be approved by the project governance in place.
- 4.1.3 At this stage the project plan is at a high level. If the project is approved to the next stage it will become more detailed.
- 4.1.4 The attached document is the current project plan



## Appendix B: Sport England Benchmark costing for a new pool

### Capital costs<sup>a</sup> overview

		4 lane (£) (1084ms)	5 lane (£) (1344ms)	6 lane (£) (1543ms)	6 lane + secondary (£) (1690ms)	8 lane (£) (1878ms)	8 lane + secondary (£) (2226ms)
Gross internal floor area (GIFA)							
<b>Elements of swimming pool building</b>							
Substructure	Elemental total	223,000	260,000	284,000	375,000	358,000	381,000
Superstructure	Frame	147,000	175,000	187,000	220,000	230,000	254,000
	Upper floors	4,000	9,000	10,000	12,000	39,000	40,000
	Roof	131,000	202,000	230,000	255,000	280,000	355,000
	Stairs	14,000	14,000	14,000	14,000	16,000	19,000
	External walls	132,000	158,000	162,000	186,000	151,000	182,000
	Windows & external doors	58,000	60,000	61,000	61,000	61,000	61,000
	Internal walls & partitions	58,000	88,000	95,000	122,000	92,000	92,000
	Internal doors	19,000	22,000	21,000	23,000	22,000	22,000
	Elemental total	583,000	723,000	780,000	893,000	891,000	1,028,000
Internal finishes	Wall finishes	54,000	59,000	67,000	79,000	95,000	104,000
	Floor finishes	70,000	86,000	91,000	129,000	109,000	135,000
	Ceiling finishes	17,000	21,000	23,000	33,000	36,000	39,000
	Elemental total	141,000	166,000	181,000	241,000	240,000	279,000
Fittings	Elemental total	125,000	143,000	145,000	179,000	183,000	200,000
Services	Sanitary appliances	17,000	20,000	20,000	21,000	27,000	27,000
	Rainwater	5,000	5,000	7,000	9,000	9,000	11,000
	Below slab drainage	17,000	20,000	22,000	26,000	28,000	33,000
	M&E installations	517,000	654,000	742,000	942,000	966,000	1,165,000
	Specialist installations	170,000	209,000	240,000	282,000	277,000	345,000
	Builder's work in connection	73,000	92,000	104,000	128,000	130,000	159,000
	Elemental total	799,000	1,011,000	1,135,000	1,408,000	1,427,000	1,741,000
Building sub-total		1,851,000	2,308,000	2,525,000	3,096,000	3,099,000	3,629,000
Preliminaries		257,100	298,200	290,500	302,000	322,000	332,600
<b>BASE CONSTRUCTION COST</b>		<b>2,108,100</b>	<b>2,594,200</b>	<b>2,815,500</b>	<b>3,398,000</b>	<b>3,421,000</b>	<b>3,961,600</b>
Additional costs	Contingencies (7½%)	158,200	194,500	211,200	254,900	256,600	297,200
	Professional fees (12½%)	283,300	348,500	378,400	456,700	459,700	532,400
	Allowance for external works (15%)	317,000	390,000	423,000	510,000	514,000	595,000
	Incoming services / stats	71,000	71,000	71,000	71,000	71,000	71,000
	Elemental total	829,500	1,004,200	1,083,600	1,292,600	1,301,300	1,495,600
<b>OVERALL ESTIMATED PROJECT COST</b>		<b>2,937,600</b>	<b>3,598,400</b>	<b>3,899,100</b>	<b>4,690,600</b>	<b>4,722,300</b>	<b>5,457,200</b>

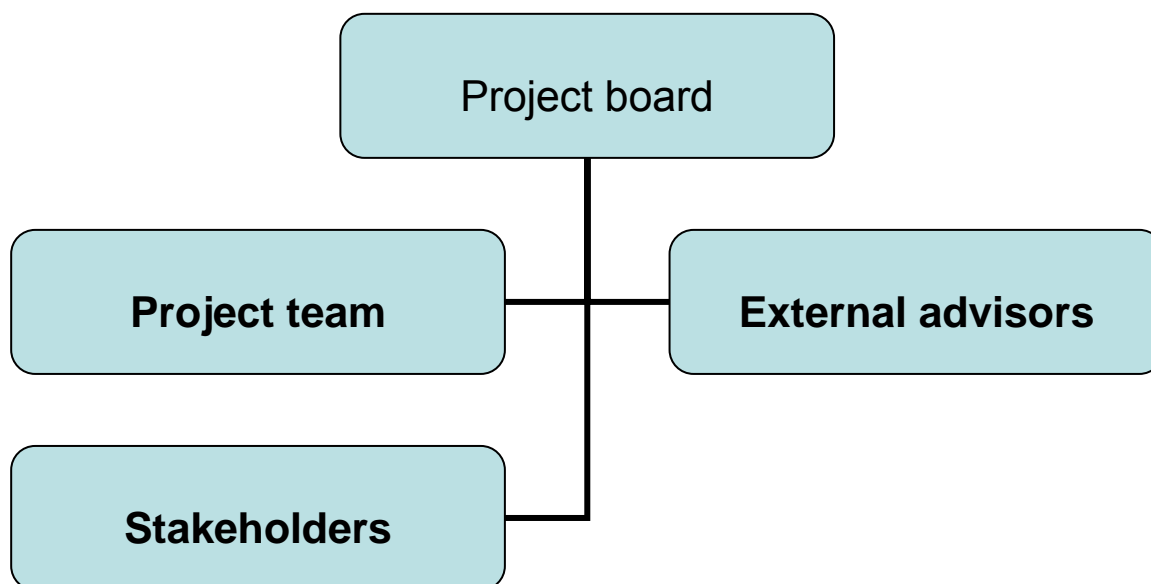
<sup>a</sup> Based on building costs at 3rd Qtr 2011

## Appendix C – Project Management and Governance

### 1. Project Management Arrangements

1.1 The project will be managed in accordance with the principles of Prince 2.

1.2 The proposed governance structure is as follows:



Project Board – chaired by **Director Project Sponsor: Shirlene Adam**

**Members – Shirlene Adam, Simon Lewis, Tone Leisure board rep x 2, Executive Councillor Herbert and Shadow Executive Councillor Richard Lees, representatives from swimming task and finish group x 2**

- To approve the strategic direction, outline scope of activity, agree outcomes and benefits and authorises procurement process
- To approve recommended partner(s) at the end of the procurement process
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across stakeholders
- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

## **Project team:**

### **Project Lead: *Simon Lewis (tbc)***

- Is directly accountable for the delivery of the project delivering agreed outputs to required specification and quality within budget
- Maintains close liaison and communication with Key Stakeholders
- Ensures business case is maintained and remains relevant to the overall strategic aims
- Ensures that communications with internal and external stakeholders are effective
- Manages the key strategic risks facing the project
- Meets with the project manager regularly to review progress

### **Project Manager: *Scott Weetch (tbc)***

- Provides project information and advice to partner organisations and stakeholders
- Project manages and plans all stages of the project
- Agrees delegation and project assurance roles
- Prepares project reports as defined by the Project Initiation Document
- Manages on a day to day basis the business and project risks (includes contingency planning)
- Liaises with members of associated activities e.g. Communications
- Monitors progress, expenditure, resources and initiates corrective action
- Keeps project lead informed of deviations in plans and associated action (ie Change Control)
- Identifies and obtains support and advice necessary for the management, planning and control of the project
- Manages the development of the communication strategy and delivery of the communications plan

## External advisors

- Advice will be sought on an ongoing basis from external advisors. Their role will be to advise the project team/board

Who	Role
Tone leisure	End user. Will need input into business case, specification, ongoing maintenance, pool programming; insurance
Other leisure providers	Best practice is sought from across the country in relation to procurement, design, build specification
Sport England	Provision of national standards and practices; benchmarking of costs
Amateur Swimming Association	Critical friend; check and challenge; guidance on other projects, project mgt routes; procurement routes
SW1 procurement	Advise on procurement issues and deliver procurement package if appropriate
Legal	Ensure compliance with all appropriate legal matters; check contracts; insurance
Technical	Advise on matters such as pool plant; environmental factors e.g. heat recovery systems
Finance	Check/challenge assumptions in cost projections/proposed cost recovery e.g. prudential borrowing requirements; ensure financial package is tight;
Highways	Ensure traffic management plan and proposed layout is robust, workable and legally compliant
Health and safety	Management of risk; compliance with health and safety standards
SW1 asset management	Check ongoing maintenance plan and depreciation projections are fit for purpose
Elected members	Check/challenge; ensure project alignment to corporate aims; sign off at gateways
Utilities	Ensure that building work does not adversely impact existing utilities eg sewage pipes

**Monthly/quarterly highlight reports to CMT; members; stakeholders**