

Taunton Deane Borough Council

Council Meeting – 31 March 2015

Centre for Outdoor Activities and Community Hub (C.O.A.C.H)

Report of the Community Leisure Manager

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

1 Executive Summary

1.1 The Council has been supporting the COACH project since 2011. In August 2014 Full Council approved the granting of a 125 year lease at peppercorn rent of land at French Weir for the construction of a centre for Outdoor Activities and Community Hub.

1.2 Full Council also approved the assignment of funds on the land sale of Castle Street, Tangier site (Former Taunton Youth & Community Centre) of £200,000 to support a bid for Sport England funding.

1.3 Funding was granted by Sport England which enabled COACH to go out to tender for a contractor for the scheme. Tenders received were significantly above budget. Work has been done to redesign the building within the affordability envelope however market conditions are such that the Project requires additional funding.

2. Background

2.1 The proposed COACH facility is both a building, including a floodable boat store and a community facility. The intention is to provide a sustainable and functional permanent home for a wide variety of clubs and Community Groups as detailed in the business plan as produced by the COACH the detail of which Members reviewed in August 2014. The COACH facility would provide public access toilets to replace the existing providing a saving to the Council circa £8,000 p.a The toilets will be operated at similar times as at present and available for use by the public when the COACH facility is open.

2.2 One of the criteria for granting the long the lease was the approval of planning permission. The project was granted full permission on the 18th November 2013 (Certificate No. 38/13/0348)

3. Costs

3.1 Following Full Councils approval to earmark £200,000 from the Trustees proceeds of the TYCC land sale Sport England confirmed their award of grant funding of £454,000. Along with funding from some additional sources provided the project with a total of £730,000 secured funding.

3.2 The project went on to tender the scheme for a contractor. They received five tenders all of which came back a significant amount over the cost plan – the lowest tender was £1,300,000

3.3 The Cost Plan immediately prior to the tender had predicted a total project of £860,000 which equated to a per square metre cost of £1790/sq metre. The level of tenders was examined in detail and can be attributed in part to the following factors;

- Higher than normal overheads due to site location
- Requirement for temporary haul road across the park and fencing to the route
- Provision of temporary public WCs for the duration of the works
- Increased cost of piling (extra depth) following receipt of the soils investigation report
- Steelwork price increases
- Abnormal materials and general labour prices increases
- Exceptionally high cost of the zinc cladding system specified in the tender
- The cost of the green roof (omitted from cost plan) was reintroduced at tender stage
- Mechanical and electrical services were not designed at tender stage. A provisional sum of £80,000 was included however once proposals were received costs rose to £51,000 for mechanical and £57,000 for electrical
- The structural glass balustrade to the terraces was priced at £56,000
- The cost of the specialist electrically operated boat house door came out at £18,000
- The cost of the spiral staircase specified came out at £19,000

3.4 During the tender period it became apparent that Western Power Distribution had high voltage cables running right through the middle of French weir Park under the river and across Long run Meadow. The depth of these cable meant that WPD would not allow a building structure over them.

3.5 This forced the trustees to rethink the design and provided a significant opportunity for value engineering. The current design has been arrived at in close co-operation with Sport England and their technical advisers.

3.6 The new design has been worked up in collaboration with SWH Build who were the lowest tendering contractor for the original scheme. The current cost forecast by the contractor is £840,000 and this represents a specification that the Trustees are happy with and includes all the abnormal costs associated with the location of the site.

3.7

4. Project Design

4.1 The project discovered three major power cables below the proposed build location which for affordability reasons required a redesign of the scheme

4.2 The project have revised the designs (appendix A) to take into account the power cables and value engineer the construction to bring it in line with the available funding. The project have selected a contractor and they have been working with them closely to produce a cost plan that provides realistic cost confidence.

4.3 COACH have ensured that the revised design still has the ability to meet the approved business case and deliver the overall vision of the facility. Sport England have also been consulted on the revised plans which they have endorsed subject to adequate provision for changing rooms fit out.

4.4 A revised planning application has been submitted for decision on the 16th March 2015

5. Funding

5.1 The revised plans have been costed by COACH's preferred contractor including a specification for the changing rooms to meet Sport England criteria.

5.2 Sport England have confirmed additional funds of £30,000 taking their total grant funding to £484,000

5.3. The current cost plan is £840,000 based on current market conditions. To enable the project to maintain Sport England standards, the business case objectives cannot be value engineered any further. Therefore the project COACH require an additional £80,000 of funding and are seeking an additional £50,000 from the Council. The Trustees are confident that they will be able to attract match funding got the reminding £30,000

6. Link to Corporate Aims

The Councils Business Plan 2013-14 has a key aim of 'A Vibrant Social, Cultural and Leisure Environment' with a key objective of 'Facilitate and support cultural and leisure opportunities' The Council has already provided significant support for this COACH as the projects vision aligns well with the Councils aims and objectives

7. Financial Implications

Members will be assured that any funds will only be released once the TYCC land sale is full complete and funds transferred to the Council.

8. Environmental & Community Safety Implications

Planning Permission has been granted on the condition the development is carried out in strict accordance with the design details set out in section 4 of the approved Flood Risk Assessment (prepared by Hydrock dated September 2013). The development must also not commence until a strategy to protect and enhance the development of wildlife has been submitted and approved as per the advice of the projects ecological assessment appraisal report of October 2012

9. Equalities Impact

No adverse impacts anticipated, based on facility being open to all as per COACH'S Equality statements and policy attached to the Business Case (Appendix C)

10. Risk Management

10.1 COACH have provided a risk management plan as per attached appendix of business plan (Appendix B)

10.2 Councillors should note that this project is the responsibility of COACH as an organisation and there is no legal responsibility for the Council to underwrite any losses or failure of the project

10.3 Whilst the facility is not a Council asset it will sit on TDBC land. Should the project fail to be sustainable there may be public expectations on the Council to continue to run the facility. The business plan currently evidences a sustainable model.

11. Partnership Implications

Not applicable

12. Recommendations

12.1 Following review of this report Community Scrutiny committee wished for an understanding of the process that will be applied for the allocation of the remaining funds. The intention is that a report detailing a proposal for the process is brought through committee starting with Community Scrutiny for Members input and approval. The proposal being brought to Members will be that that the existing Youth Initiatives Grants Panel is utilised to review projects submitted from the community ensuring that the TYCC trustee's wishes are met. Some projects have already expressed an interest however as with the existing process there will be a period of advertisement to allow opportunity for any suitable projects who do not yet know of the funding to apply. This will only be done once the land sale is fully complete.

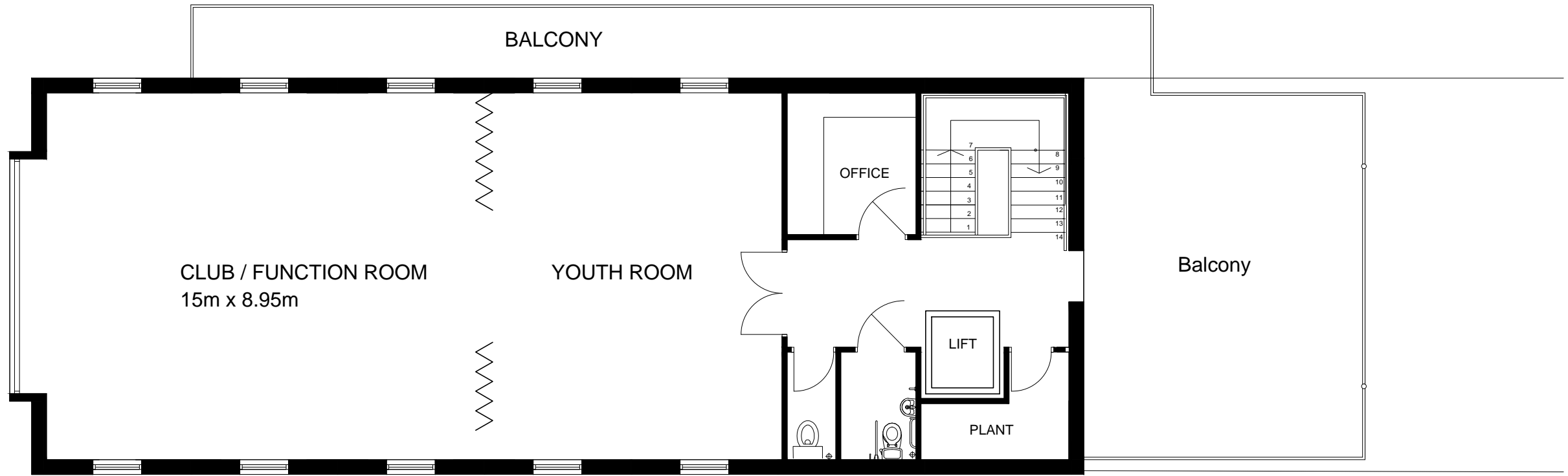
12.2 Community Scrutiny also requested an understanding of the TYCC land sale deal which is submitted in Confidential Appendix D

12.3 It is recommended that Full Council endorse the contents of this report and approves an additional proportion of the funds, £50,000 from the TYCC land sale are assigned as funding for the COACH project

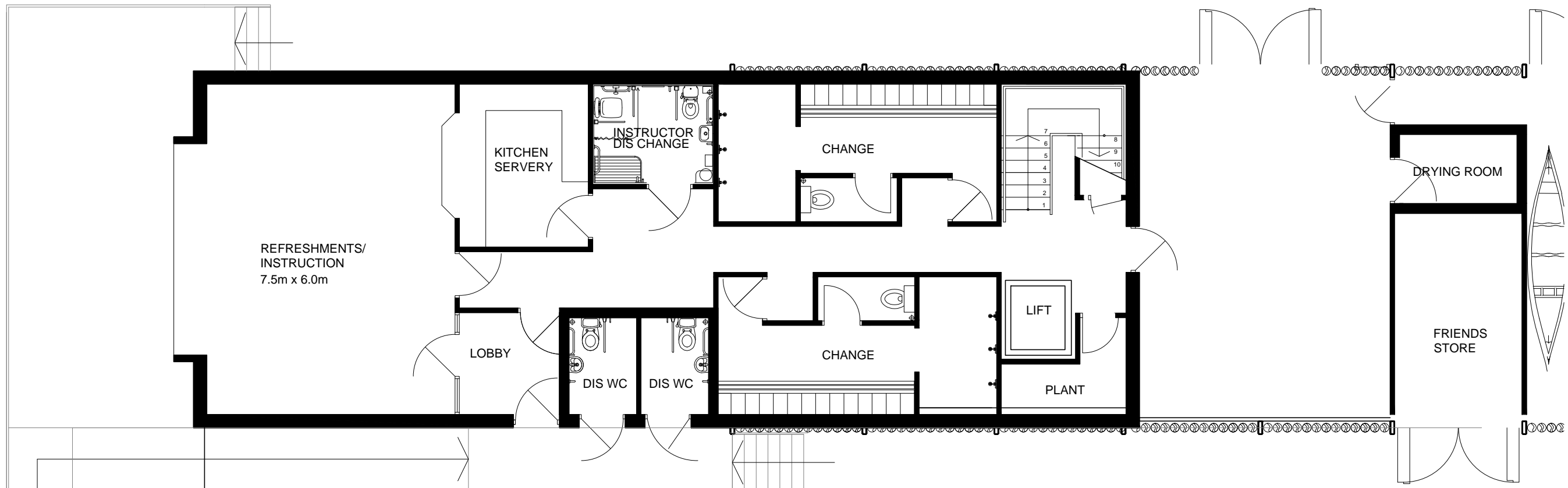
Appendix:

- A Revised Plans
- B Risk Assessment
- C Equalities Impact Assessment
- D Confidential Appendix

Appendix A

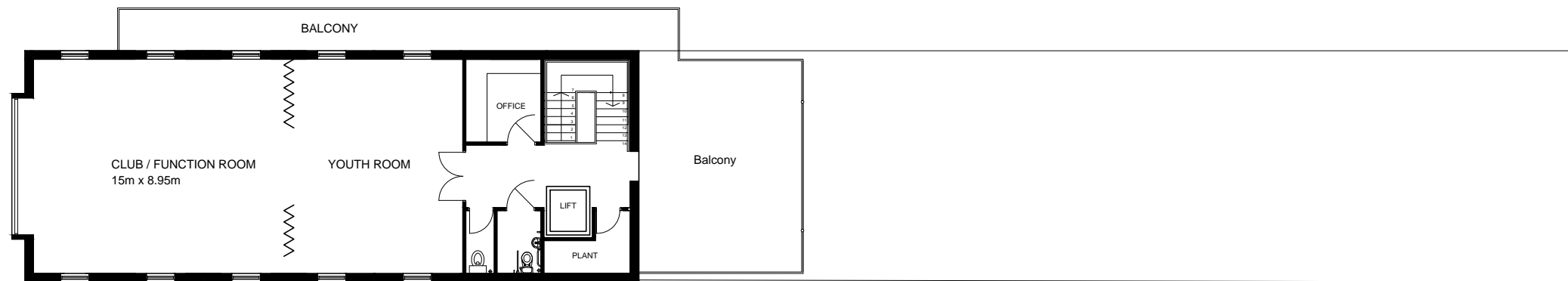


PROPOSED FIRST FLOOR PLAN
Scale 1:100

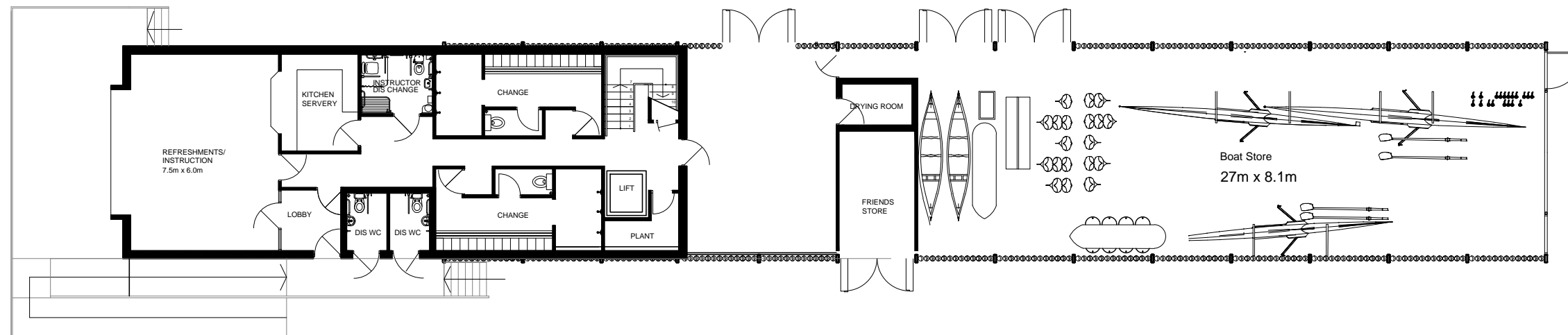


PROPOSED GROUND FLOOR PLAN
Scale 1:100


Revision	Description	Date



PROPOSED FIRST FLOOR PLAN
Scale 1:200



PROPOSED GROUND FLOOR PLAN
Scale 1:200

Architect: RHA  <small>THIS DRAWING IS THE COPYRIGHT OF REED HOLLAND ASSOCIATES LTD AND MUST NOT BE COPIED OR REPRODUCED IN ANY FORM WITHOUT THEIR PERMISSION.</small>	Reed Holland Associates Ltd © Chartered Architects Somerset House, Middle St, Taunton Somerset, TA1 1SH (01823) 336479	Revision	Description	Date	Applicant C.O.A.C.H	Project: Proposed BOATHOUSE and works at French Weir, Taunton	Drawn by PAB	Checked JS	File 14.53.D
Title: Floor Plan							14-53-FL1	Date AUG2014	



Revision	Description	Date

Applicant	C.O.A.C.H
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Project:	Proposed BOATHOUSE and works at French Weir, Taunton
Title:	Perspectives of Boathouse

Drawn by	Checked	File
PAB	JS	14.53.D
Drawing Number	Revision	Scale
14-53-P1		NTS@A3
		Date
		AUG20



Scale 1:500

Architect:



Reed Holland Associates Ltd ©
 Chartered Architects
 Somerset House, Middle St, Taunton
 Somerset, TA1 1SH (01823) 336479

Revision	Description	Date

Applicant	C.O.A.C.H
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Project:	Proposed BOATHOUSE and works at French Weir, Taunton
Title:	Perspectives of Boathouse

Drawn by	Checked	File
PAB	JS	14.53.D
Drawing Number	Revision	Scale
14-53-P2		NTS@/
		Date
		AUG20

Project name		
Project number		
Risk number	Date logged	Risk
Personnel Risk		
1		Clubs disengaging from COACH and withdrawing their commitment
2		Somerset College ceases to be an active partner,
3		Link with COACH reliant on key club member
4		Success / income generation limited to only a few clubs
Financial Risk		
5		Partner clubs cease to become financially viable, key users not affording affiliation costs
6		Infrastructure costs of COACH underestimated
7		Budget availability / TDBC decision not to support COACH with TYCC funding
8		Project scope creeps / stakeholder changes
9		Cost estimates rise above capital project budget

10		Final account rises above set budget for the scheme.
11		Key User clubs have poor financial management
Environmental Risk		
12		No or inadequate insurance cover due to flood risk
13		Protected species prohibit proposed works.
14		Flash flooding - no early warning signs of flooding
Transport Risk		
15		Parking/drop off becomes an issue for local residents, park users
16		Lack of daytime parking
Political Risk		
17		Support for the COACH project becomes a political matter

18		River Tone regeneration and community health and wellbeing ceases to become Borough Council objectives
Building Risk		
19		Vandalism to site due to isolated location
20		Vandalism to site due to isolated location
21		Failure to secure competent lead PM / Advisor
22		Unforeseen ground conditions
23		Conditions to planning consent not met
24		Exceptionally inclement weather
25		Delay to Building Control sign off
26		Contractor insolvency
27		Problems with essential services supply to new building
28		Contractors fail to perform satisfactorily
Organisational Risk		
30		Insufficient trustees participation to allow the board to be quorate

31		COACH is in breach of its statutory duties as a charity
3-4= Medium Risk		
6-9 = High Risk		
Changes highlighted in pink		
Risks mitigated		

Centre for Outdoor Activity & Community Hub

Consequence	Cost impact	Likelihood (3 / 2 / 1)	Consequence (3 / 2 / 1)
COACH not accruing enough user fees to cover the cost of maintenance		1	3
Logistic support could be jeopardised and funding from key user lost.		1	3
Loss of key users will affect COACH not accruing enough money to cover the cost of maintenance		1	3
COACH not accruing enough user fees to cover the cost of maintenance		1	3
COACH not accruing enough user fees to cover the cost of maintenance		1	3
COACH structure / building folds		1	3
Delay to project until further funding secured.		2	3
Potential for cost increase; potential for delay to programme; potential for misalignment with signed-off scheme		2	3
Severe budget short fall as funding finite.		1	3

Cost increased above available budget – may not be able to complete project, damage to reputation of COACH and Borough Council.		2	2
Key user Clubs not raising agreed annual user costs		1	3
Building & equipment not insured, this placing COACH in financial difficulty to replace / repair		1	2
Building works delayed.		1	1
Users being placed at risk of injury		1	3
COACH loses vital local community support.		1	1
COACH and affiliated club membership negatively affected		1	2
Inability to access TYCC funding which would halt project		1	2

Inability to access TYCC funding which would halt project		2	1
Damage to property incurring higher maintenance costs		1	2
Damage to property incurring higher maintenance costs		2	2
Delay/ cost increase / project programme slip		1	3
Delay - Increased project cost		1	3
Delay to works programme and possible cost increase.		1	1
Delays to works to external fabric - potential to delay the scheme/ increased cost		2	2
Delays to scheme completion & opening		1	2
Delays to the works and cost increases		1	3
Increased cost / delay		1	3
Poor quality of workmanship or failure to complete on time		1	2
COACH fails to operate efficiently		1	1

Inability to access future funding; credibility adversely affected; project ends; facility closes		1	1
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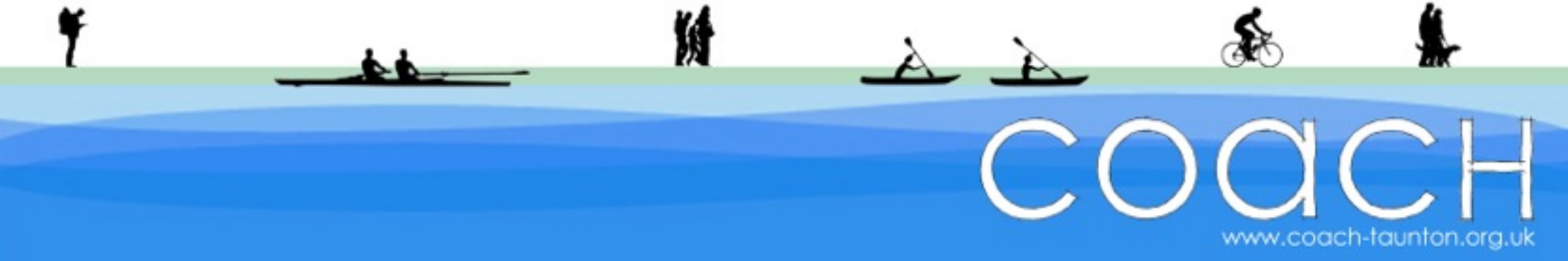
(COACH) Appendix B

Mitigation	Owner	Risk score	Ratio	Cost impact	Risk Allowance	Risk Status
Ensure that the commitment from clubs/groups is made by committee of the club/group with binding contract for a fixed term, reviewable by either party with sufficient term of notice		3	This is?	Cost of error?	Probability?	Product of RS, Cost, RA??
College Principal is a trustee Actively look for other partners e.g. local schools, charities who may, for public benefit support COACH with resources (including financial). Spread the delegated tasks throughout a network of supporting organisations.		3				
Create formal strategic partnerships with organisations. Individual membership to clubs/organisations and COACH to be managed separately.		3				
Strategic marketing/promotion/links not left to chance but built into business plan.		3				
Baseline case of “no users other than the key regular users” has demonstrated maintenance costs can be met. COACH will implement regular, rigorous reviews of financial and personnel performance as an ongoing procedure to ensure new opportunities are developed, consistent with the vision. Attract other interested in utilising the centre eg school groups, outdoor activity coordinators, statutory bodies eg English Nature		3				
COACH can be maintained by affiliation of 3 key users. Most clubs of this type maintained by 1 user.		3				
Canoe England grant for £50K achieved. Applications in with Sport England and British Rowing. Professional fundraiser researching other sources of funding.		6				
Accurate costs obtained by QS		6				
Accurate costs obtained by QS		3				

Project cost (including contingency) to be fixed as per QS report. Fund raise to fixed limit. Professional fundraiser appointed, fee (to be included in budget) contingent on raising the amount required. Review build structure to ensure modularity of the build be used to assist the build costs. Ensure phasing to allow the project to run in modules?		4				
Key Clubs have managed a good income stream in recession with shrewd financial management to ensure a secure footing Key users to provide regular financial reports (via formal agreements) to the Trustees.		3				
Build design limits flooding damage as ground floor designed to enable flood water to flow in and out without restriction. Similar facilities sited on floodplains throughout the UK have secured adequate insurance cover.		2				
Full environmental surveys completed Works to designated trees to take place Dec 2013		1				
Agree with clubs / EA and implement early warning systems via text etc for members		3				
Transport plan has been commissioned Majority of current members walk or cycle At present, parents of members drop off and pick up later. Information and promotional materials and website will advise users of nearest drop-off and parking opportunities.		1				
Agreements in writing with Somerset College for daytime use by schools; disability access agreed at Tesco; evening and weekend use agreed at Castle School; SCC car parking within 10 minute walk of facility; limited on-road car parking in the locality		2				
Emphasise the community and youth aspect, independent of any political initiative, COACH is a community driven project, independent of political affiliation		2				

Demonstrate community support for COACH eg. via online survey results. Make a clear business case for COACH, independent of any public benefit.		2				
Use of CC tv, Negotiate with Tesco possible extension of their security patrol Involve neighbourhood watch in vigilance on building, with links to PCSO Use of intruder lights/burglar alarms; Acquire adequate insurance cover. Engage local community, particularly the potential vandals via COACH youth club Current experience on the Firepool site would indicate the risk could be low with the perceived risk higher than the reality		2				
Design of building is specific to allow repair without significant cost to COACH with low cost renewables		4	0.44	£0	£0	
Appoint professional project manager to oversee the build, regularly reporting to the trustees. A sufficient contingency will be built into the build costs.		3				
Ground conditions and other essential survey reports obtained		3				
Planning consent obtained with work on few anticipated conditions underway		1				
Project build planned during driest months of year.		4				
Regular project management meetings will provide early warning.		2				
Contractor credentials esp. financial, essential to selection process.		3				
Services already present at building		3				
Contractor credentials esp. financial, essential to selection process. Due diligence in appointing Contractors, overseen by Project Manager, reporting to Trustees		2				
New trustees to be identified and trained; expansion of trustee committee to include parties engaged with COACH; ensure trustees are committed interested parties and seek trustee rep from neighbouring Friends' Groups		1				

<p>Ensure trustees share the COACH values and mission; ensure trustees are supported, trained when necessary understand their statutory responsibilities. An Officer is appointed to the Board with specific expertise with regard to Charity Compliance, called a Compliance Officer?</p>		1				



Centre for Outdoor Activities & Community Hub (COACH) - Equality Impact Assessment

Responsible person		
Why are you completing the Equality Impact Assessment? (Please mark as appropriate)	<i>Introduction of Equality Statement and Equal Opportunities & Diversity Policy relating to The Centre for Outdoor Activities and Community Hub, Taunton (COACH)</i>	
What are you completing the Equality Impact Assessment on (which policy, service, MTFP proposal)	<i>COACH Equality Statement and COACH Equal Opportunities & Diversity Policy</i>	
Section One - Scope of the assessment		
What are the main purposes/ aims of the policy?	<i>To ensure all parties working for or with, accessing or seeking to access COACH are treated equally in accordance with The Equality Act 2010.</i>	
Which protected groups are targeted by the policy?	<i>All ages, disabled, gender reassignment, people married or in civil partnerships, pregnant and maternity, race, religion or belief, sex and sexual orientation</i>	

<p>What evidence has been used in the assessment - data, engagement undertaken - please list each source that has been used</p> <p>The information can be found on....</p>	<p><i>Assessment of current activities/clubs forming the basis of COACH.</i> <i>Market research: Survey Monkey</i></p>
<p>Section two - Conclusion drawn about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality</p>	
<p><i>The following statement is true for all protected groups:</i></p> <p><i>The COACH trustees are fully committed to the principles of equality of opportunity and are responsible for ensuring that no job applicants, employees, workers, office holders, volunteers, participants or members are unlawfully discriminated against.</i></p> <p><i>The COACH trustees endeavour to ensure that all stakeholders are given the same opportunities regardless of their socio-economic background and will encourage partner organisations, including member clubs, affiliated associations, suppliers, sponsors and customers, to adopt and demonstrate their commitment to the principles and practice of equality as set out in its Equality and Diversity Policy.</i></p> <p><i>The COACH trustees will monitor and review the policy's effectiveness and deal with any challenges or complaints as a priority in accordance with legislation.</i></p>	
<p>I have concluded that:</p> <p style="padding-left: 40px;"><i>Continue with the policy - monitor and review annually or more frequently as required.</i></p>	
<p>Reasons and documentation to support conclusions <i>Statement and Policy agreed by trustees and newly implemented to coincide with confirmation of Charitable Trust status.</i></p>	
<p>Section four - Implementation - timescale for implementation</p>	

Adoption of Equality Statement and Equal Opportunities and Diversity Policy - November 2013

Section Five - Sign off

Section six - Publication and monitoring

Equality Statement and Equal Opportunities and Diversity Policy to be available for download on the website www.coach-taunton.org.uk

Next review date:
Nov 2014 or before if necessary

Date

Action Planning

The table should be completed with all actions identified to mitigate the effects concluded.

Actions table						
Service area				Date		
Identified issue drawn from your conclusions	Actions needed	Who is responsible?	By when?	How will this be monitored?	Expected outcomes from carrying out actions	