



Appendix 2

DOVER DISTRICT COUNCIL

PROJECT BRIEF

FOR

Tides Leisure Centre Project

Version No.	Date	Purpose/Reasons for Re-issue
001	January 2020	New Project

Project Title: Tides Leisure Centre

Background:

Following the successful delivery of Dover District Leisure Centre which raised standards of leisure provision in the District, the focus is increasingly drawn to the age of Tides Leisure Centre, particularly the quality of its wet side and fitness facilities. The proposal to redevelop a new build in this location provides the opportunity to address these shortcomings and provide a wider range of facilities that will significantly contribute to achieving the District's health and wellbeing objectives.

The pool water leisure building is over 30 years old and significant maintenance issues continue to arise. The minimum cost of providing certainty about the future of the building has been calculated as £14m for refurbishment and extension, but this is only likely to extend life by 20 years (see attached report for details). Alternatively, the Council could undertake ad hoc repairs and replacements in response to failing items, but this would result in likely long and frequent closures, uncertain lifespan for the building fabric and therefore the cost of this approach is impossible to estimate.

Construction of new build wet side, health and fitness facilities on the existing site offers an opportunity to enable the Council to provide a high quality, efficient, leisure centre for the community of Deal and the wider district, both now and in the future. It will also provide a longer-term solution with an expected life of 35-40 years. The existing sports hall and tennis centre will be retained.

While new build is likely to be higher in terms of capital cost, it is more likely to result in the transformation of the leisure facilities in Deal & District wide and will be more viable in the long term than refurbishment and extend.

Once Cabinet has taken a decision in principle to develop a new build centre, this will need to be quickly developed into an outline scheme, developing the preferred layout of the leisure centre and appointing a professional team to support the project and begin preparing an application for planning consent including site investigation, environmental assessments and surveys as required.

Project Definition:

The project aims to provide a new build wet side and pool space with health & fitness facilities for Deal, that complements the facilities on offer at Dover District Leisure Centre. The facility mix properly meets the assessed current and future needs of the local population as determined by the recent study undertaken by The Sports Consultancy.

Objectives

Key Project deliverables are as follows:

- Funding secured for the proposed project;
- Planning consent for the new build leisure centre;
- Construction of the new build leisure centre;
- Long term management contract for the new leisure centre.

Benefits:

The delivery of the project objectives will result in the transformation of facilities in Deal and the wider Dover district, provide a better long-term solution for the leisure and health needs of Deal and the wider district and will be the more viable in the long term than refurbishment. Construction of a new build leisure centre will as a consequence offer better value for money than retention of the existing facility.

Scope:

The scope of project is limited to all work associated with the provision of the New Build Maximum Option leisure centre including design development, planning, procurement, construction management and long-term operation management

Interfaces:

The project will require extensive input from a range of internal and external parties.

Risks:

This risk register will need to be developed at the next stage and then updated regularly as the design development progresses during tender stage and post-contract.

Indicative Costs:

The Options Appraisal includes estimates of costs and by considering funding streams and analyses affordability focusing on two funding streams;

- Prudential borrowing: The report compares the forecast income/ expenditure for each option with the current costs associated with operating the existing centre. The potential improved revenue position offered by each of the options provides a potential ability to prudentially borrow with repayments funded from the revenue saving.
- Sport England Grant: The report assumes £1m grant from Sport England's Strategic Facility Fund.

Having taken these two areas of funding into account, the report presents the balance as a 'funding gap' and does not attempt to determine how the balance of cost would be funded. In practice we will therefore have to explore how this funding gap can be bridged. Options will include existing Council resources, capital receipts from further asset sales and working with development partners. In addition, other sources of sports grants will be explored.

While none of the options explored are affordable, New Build Option 1 is the most affordable with a projected cost of £20.5m with a capital deficit of £1.9m.

New Build Option 3 provides the best option in terms of meeting the identified needs of the wider District and is the best fit of all options based on delivering strategic need and complimenting existing provision at Dover District Leisure Centre although it is least affordable. The projected cost for this option is £25.8m with a capital deficit of £4.7m.

Timescales & Deliverables:

An outline programme for delivery of the construction works has been completed. It shows that new build centre could be completed by target period of first quarter in 2023. However, it should be noted that this programme assumes that the Council decides to appoint a team to commence RIBA Stage 2 in quarter 1 2020 and that there are no long delays in Council approvals or in the procurement of consultants and contractors. Delays in Council approval are likely to have the most significant impact on the programme.

A more detailed programme will be developed as the project is progressed.

Organisational Impact:

The project will have a significant impact on most service areas within the Council including:

- Finance
- Legal
- Planning

- Assets
- Procurement
- Communication & Engagement

Contacts:**Circulation list and sequence:**

Project Board

Decision Path:

Project Sponsor

Project Sponsor:

Environment and Commercial Services

Project Manager:

Strategic Director (Operations and Commercial)

Project Board:

Membership to include:

- Portfolio Holder for Environment and Commercial Services
- Portfolio Holder for Housing & Health
- Portfolio Holder for Finance & Governance
- Portfolio Holder for Transport & Licensing
- Shadow Member for Environment and Commercial Services (or whoever the Labour group seek to appoint)

Project Team:*To be determined***Project Client(s):**

Cabinet

Accepted by (Sponsor Name)	Date
Accepted by (Project Manager)	Date
Accepted by (Project Office)	Date

Terms of Reference:

(a) To provide a forum for consultation with other Members of the Council before the Tides Leisure Centre project is determined by Cabinet.

(b) To assist and support the Cabinet/Portfolio Holder with regard to background information or preliminary work or research in connection with the Tides Leisure Centre project.

(c) To advise the Cabinet (via the Portfolio Holder Environment and Commercial Services) on the delivery of the Tides Leisure Centre project.

Such advice is to:

- Establish whether the proposals meet identified indoor sporting needs of the district, now and over the next ten to twenty years.
- Examine whether the proposals represent good value for money.
- Have regard to long term financial viability
- Have regard to physical and planning constraints at the site.

OTHER MATTERS**Chairmanship**

The Group will be chaired by the Portfolio Holder for Environment and Commercial Services.

Powers

The Group is not a decision-making body. Its recommendations will be reported back to the Cabinet via the Portfolio Holder for Environment and Commercial Services.

Frequency of Meetings

The group shall meet at a frequency of once every two to three months for the duration of the project, i.e. until the new build leisure centre has opened to the public. Exact meeting dates will be determined by the Portfolio Holder for Environment and Commercial Services, with the objective of ensuring they occur at times when evidence is being gathered or choices are being explored about delivery of the project.