



Tides Leisure Centre RIBA Stage 1 Options Appraisal Study

Summary of Findings

November 2019



INTRODUCTION

The Sports Consultancy, in partnership with GT3 Architects, Hadron Consulting and Faithful and Gould, was appointed by Dover District Council (the Council) in July 2019, to complete an options appraisal and initial feasibility study to test the feasibility and financial viability of developing a new centre to replace Tides Leisure Centre in Deal.

METHODOLOGY

The agreed project methodology involved completion of the following stages of work:

- Needs Analysis
- The key stages of work completed were:
- Project Initiation
- Needs Analysis and Consultation
- Initial Options Development
- Options Appraisal and Refinement
- Conclusions and Recommendations.

This document contains a high level summary of the findings and recommendations of the study. Full details are contained in the main report 'Tides Leisure Centre RIBA Stage 1 Options Appraisal Study'.

The findings from the needs analysis work identify the following priorities, in relation to swimming pools and health and fitness, which have informed the facility mix.

Facility Type	Key Conclusions from Needs Analysis
Swimming Pools	<ul style="list-style-type: none"> Since the District wide facility indoor sports facility strategy was completed, the Council has completed the development of a new 8 lane 25m (county standard) pool at the new Dover District Leisure Centre. This replaces the previous 6 lane 25m pool at the old Dover Leisure Centre. This has resulted in a reduction of the swimming pool water deficit across the district from the equivalent of a 6 lane 25m pool, to a 4 lane 25m pool. However, this assumes that the existing main pool at Tides is currently a 6 lane 25m pool, which is not the case. The FPM disregards pools that are less than 25m in length and learner pools are excluded from the calculation. Therefore, overall deficit is currently equivalent to 10 lanes of 25m pool space. A new 6 lane 25m community pool at Tides would help to significantly reduce this deficit to a 4 lane deficit across the District. We would expect this to result in good utilisation of a new pool at Tides in Deal. At circa 6 miles / 12-15 minute drive, Sandwich residents would be well served by a new pool at Deal, as opposed to 10 miles to DDLC. Therefore, a new pool at Deal has the potential to serve the areas to the north of the district. The indoor sports facility strategy recommendations support the continued provision of leisure water in Deal. This is supported by an analysis of competing facilities in Kent and the catchment analysis indicating such facilities are between circa 20 and 43 years old.
Fitness Suites/Gyms	<p>The conclusions from the needs analysis show an expected membership numbers of circa 2,500 on maturity. Based on a typical ratio of 25 members per station of equipment, it is recommended that a minimum of 100 stations are provided in the new gym with adequate space to increase to 110 stations if demand support this in the future. To support the gym area of this scale we would also recommend provision of two multi-activity studios and a dedicated spin studio to provide an attractive offer and to maximise gym membership and the resulting revenue.</p>
Toning Suite	<p>Consultation with the Council, has identified the need for a number of toning tables which provide opportunities for people with mobility issues to take part in sport and physical activity. This reflects the needs of the local demographics, which indicate there are higher than average numbers of older people. This is highlighted by the dominant Mosaic group in the catchment area: E (Senior Security). It accounts for 17% of local people, a figure which is more than double the national average. The Council has suggested that 12 toning tables should be provided to offer sufficient range for users. These facilities will enable broader outcome around health and wellbeing to be delivered, particularly for people with mobility issues.</p>
Cafe	<p>The redevelopment of Tides provides an opportunity to develop improved café facilities for users of the centre. This will improve the visitor experience and help generate additional income from secondary spend. The café should also be designed to allow access by people that are using the outdoor facilities in Victoria Park.</p>

Following conclusion of the needs analysis, consultation with the Council's project team, including engagement with the current operator 'Your Leisure', the following facility options were agreed. The aim was to identify a small number of distinct options to test the financial implications and the affordability of them. It should be noted that the 4 court sports hall and the indoor tennis centre remain unchanged from the existing provision in all options. The recommended option (Option 3 New Build Max) is highlighted in green.

Activity Area	Existing	Refurbishment Option 2B	Option 1 - New Build Min	Option 2 - New Build Med	Option 3 - New Build Max
Indoor tennis centre	Retained in situ	Retained in situ	Retained in situ	Retained in situ	Retained in situ
4 court sports hall	Retained in situ	Retained in situ	Retained in situ	Retained in situ	Retained in situ
Main pool	Wave pool with beach area	Wave pool with beach area	4 lane 25m pool (100% moveable floor)	6 lane 25m pool (100% moveable floor)	6 lane 25m pool (no moveable floor)
Learner pool	None	None	None	None	12m x 8m learner pool (100% moveable floor)
Leisure water	Small pools and 1 x body slides	Convert to splash pad and aqua play area with little/no water depth aimed at young children	625m2 area (splash pool, aquaplay and 2 x flumes)	625m2 area (splash pool, aquaplay and 2 x flumes)	625m2 area (splash pool, aquaplay and 2 x flumes)
Poolside Seating	None	None	None	Poolside seating for 50 persons on plinth	Poolside seating for 50 persons on plinth
Sauna & steam room	Sauna and steam	Sauna and steam	Sauna and steam	Sauna and steam	Sauna and steam
Health and fitness	40 Stations	80 Stations	110 stations	110 stations	110 stations
Toning Studio (ground floor)	None	12 Stations	12 x toning tables	12 x toning tables	12 x toning tables
Consultation Rooms (ground floor)	None	None	2 x consultation rooms	2 x consultation rooms	2 x consultation rooms
Multi activity studio	None	1 x studio (150m2)	1 x studios (30 persons per class)	2 x studios (30 persons per class)	2 x studios (30 persons per class)
Spin studio	None	1 x studio (25 persons)	1 x studio (25 persons)	1 x studio (25 persons)	1 x studio (25 persons)
Multi purpose/community room (creche/party room/studio/meetings)	1 x meeting room	None	None	Room suitable for 30 people	Room suitable for 30 people
Reception with retail area	Included	Included	Included	Included	Included
Café (150 seats) with poolside viewing	Capacity for 100 people	Capacity for 100 people	Capacity for 150 people	Capacity for 150 people	Capacity for 150 people
Parking spaces (recommended)	122	250	200	250	250

Summary of Advantages and disadvantages of new build versus refurbishment and extension

A review of the advantages and disadvantages of the options show that new build options provide significantly more advantages than disadvantages. The refurbishment and extension option has a number of significant disadvantages, which are listed below:

- Creates potential issues relating to the configuration of the access ramp to the basement level that will need to be resolved at additional cost.
- Does not fully resolve issues with the existing layout of the building e.g. the space between the indoor tennis centre and pool hall.
- The nature and scope of the works to reconfigure the pool tanks mean that this option carries a higher degree of risk than new build options.
- Higher risk of cost increases due to the extent of refurbishment of existing areas required.
- New build options (options 2 and 3) offer potential for attracting a Sport England investment of up to £1m. However, Sport England will not fund the refurbishment and extension option.
- Refurbishment and extension is likely to provide a shorter term solution than new build (20 years versus 40 years).

Therefore, New Build Options are recommended over the refurbishment and extension option.

APPRAISAL OF THE NEW BUILD OPTIONS

There are 3 variations to the new build options, which relate principally to the wet areas provided within the building. The changes between the options are highlighted in green in the following table. The advantages and disadvantages of these options are summarised in the following paragraphs:

Option 1

- This is the smallest option, with the lowest affordability gap and more affordable than the refurbish and extension option.
- It provides the least swimming pool provision (4 lane 25m pool and leisure pool). This limits the contribution of the pool towards meeting the

District wide deficit of swimming pool water.

- It has a reduced health and fitness offer, with only one multipurpose studio as opposed to 2, compared to new build options 2 and 3. This limits the opportunity to programme a wide variety of health and fitness classes and is likely to impact on revenue generation.
- This option does not include a multi-purpose community room, which further limits the opportunity to deliver wider health and community benefits at the centre.
- Sport England has commented that they will not provide funding towards this option.
- Overall, while this is the lowest cost, and most affordable option, it provides limited improvement in the provision of swimming water for the district and a limited improvement in the health and fitness offer. It also restricts the ability of the centre to provide facilities to reach out and address wider health and wellbeing agendas.

Option 2

- This is the medium new build option, it is the second most affordable new build option.

It provides a more significant contribution to meeting the district wide shortfall in swimming pool provision (6 lane 25m pool and leisure pool). The addition of a moveable floor in the main pool increases flexibility of use, accommodating a wider lessons programme than Option 1 and also gives flexibility for use for aquafit classes etc.

- It contains 2 multipurpose studios, as opposed to 1 in Option 1. This increases the opportunity to programme a wider variety of health and fitness classes and improves income generation and throughput.
- This option includes a multi-purpose community room, which further increases the opportunity to deliver wider health and community benefits at the centre.
- New Build Options are better suited to delivering improved facilities and wider health and wellbeing outcomes, to meet the specific needs of the local demographic, with the addition of the toning studio and consultation

rooms etc.

- More likely to attract Sport England funding of up to £1m.

Option 3

- Option is the largest and most expensive option, with the most significant funding gap.
- Option 3 is similar to Option 2, sharing the same facilities and benefits. The only significant change is the addition of a learner pool with a moveable floor. This further extends the swimming offer at the centre and will increase the ability to satisfy a wider range of user groups, allowing more flexibility in programming by the operator. It will be able to cater for swimming lessons, casual swimming and group exercise. It will also be very accessible to people with disabilities.
- This option will provide the widest range of facilities and greatest level of throughput. It will also be more flexible than other options, enabling the maximum flexibility in operation. It will assist the Council and operator in delivering more extensive sporting and wider health and wellbeing outcomes.
- More likely to attract Sport England funding of up to £1m.

CONCLUSIONS

In terms of delivering the swimming needs of the community, and fit with the Council's indoor facility strategy, Option 3 provides the best fit, followed by Option 2, with Option 1 providing the weakest fit. Therefore, Option 3 is recommended as the best fit, based on delivering strategic need and complimenting existing new provision at Dover District Leisure Centre.

The final decision by the Council will need to balance affordability against meeting the long term strategic needs of the District. If the decision is based purely on affordability, Option 1 will be the preferred option. However, if delivering the long term needs, and increasing participation in health and wellbeing activities is the priority for the Council, new build Option 3 would be the preferred option followed by Option 2 and Option 1.

Activity Area	Option 1 - New Build Min	Option 2 - New Build Med	Option 3 - New Build Max
Indoor tennis centre	Retained in situ	Retained in situ	Retained in situ
4 court sports hall	Retained in situ	Retained in situ	Retained in situ
Main pool	4 lane 25m pool (100% moveable floor)	6 lane 25m pool (100% moveable floor)	6 lane 25m pool (no moveable floor)
Learner pool	None	None	12m x 8m learner pool (100% moveable floor)
Leisure water	625m2 area (splash pool, aquaplay and 2 x flumes)	625m2 area (splash pool, aquaplay and 2 x flumes)	625m2 area (splash pool, aquaplay and 2 x flumes)
Poolside Seating	None	Poolside seating for 50 persons on plinth	Poolside seating for 50 persons on plinth
Sauna & steam room	Sauna and steam	Sauna and steam	Sauna and steam
Health and fitness	110 stations	110 stations	110 stations
Toning Studio (ground floor)	12 x toning tables	12 x toning tables	12 x toning tables
Consultation Rooms (ground floor)	2 x consultation rooms	2 x consultation rooms	2 x consultation rooms
Multi activity studio	1 x studios (30 persons per class)	2 x studios (30 persons per class)	2 x studios (30 persons per class)
Spin studio	1 x studio (25 persons)	1 x studio (25 persons)	1 x studio (25 persons)
Multi purpose/community room (creche/party room/studio/meetings)	None	Room suitable for 30 people	Room suitable for 30 people
Reception with retail area	Included	Included	Included
Café (150 seats) with poolside viewing	Capacity for 150 people	Capacity for 150 people	Capacity for 150 people
Parking spaces (recommended)	200	250	250

The total capital cost and the affordability (capital funding deficit) of all options is summarised in the following table.

Option	Capital Cost	Affordability (Capital funding deficit)
Refurbish & Extend	£14,048,557	-£2,999,078
Option 1 - New Build Min	£20,490,000	-£1,941,348
Option 2 - New Build Med	£24,010,000	-£3,344,100
Option 3 - New Build Max	£25,840,000	-£4,686,545

In terms of affordability, the conclusions are as follows:

- None of the options are fully funded
- The refurbish and extend option is less affordable than new build Option 1.
- All new build options are likely to result in a funding gap, with additional funding required to deliver them. Of these options Option 1 has the lowest funding gap followed by Option 2. Option 3 new build is the least affordable option, with the largest funding gap.
- All options are only deliverable if the Council can provide further funding to close the funding gaps.
- Sport England has indicated that new build Options 2 and 3 have potential to attract grant funding from the Strategic Facilities Fund of up to £1m. The refurbish and extend and new build Option 1 will not deliver sufficient improvement in the range of facilities to deliver the strategic outcomes Sport England is seeking in return for their investment.

INTRODUCTION

In considering the new build options for leisure facilities in Deal, selection of the most appropriate site is a key consideration. Twelve potential sites were identified by the Council for consideration. An objective assessment was completed to score each site against a range of criteria that are important when considering the suitability of sites for the development of a new leisure centre. The results of the scoring exercise are summarised in the opposite table.

CONCLUSIONS

The results of the scoring exercise provide a clear guide on the preferred site being the site of the existing Tides Leisure Centre. The scoring has been supplemented by comments based on the review of the advantages of developing the new leisure facilities and the disadvantages of choosing an alternative site, to allow alternative development to take place on the existing site.

The principal advantage of the existing Tides Leisure Centre site, over all other sites, is that by developing it the existing 4 court sports hall and indoor tennis centre can be retained in situ. This has the benefit of ensuring that the new and retained facilities are on a single site. If an alternative site is chosen for the new facilities, this will result in split provision (i.e. new facilities on one site and retained facilities on the existing site) or the need to rebuild the retained facilities on a new site with the new facilities. This would add considerable capital cost to the project (likely to be in the region of £6m - £8m) making it significantly less affordable. Developing facilities on the existing site is the only option that avoids either split site provision or the need to rebuild the 4 court sports hall and indoor tennis centre at a new site. This makes this site option significantly more affordable and sustainable in the long term. Therefore, the site of the existing Tides Leisure Centre is the recommended site for the redevelopment.

Site	Total Score	Ranking
1 – Existing Tides Leisure Centre	68	1
2 - Victoria Park south of the existing Leisure Centre	56	3
3 - Victoria Park north of Park Avenue	58	2
4 - North Deal Playing Field	48	4
5 - Betteshanger Sports and Social Club	36	6
6 - Former South Deal County Primary School playing field	32	10
7 - Deal and Betteshanger Rugby Club	36	6
8 - Mark Wood Recreation Ground	34	8
9 - Cricket ground which was formerly part of Walmer Science College	40	5
10 - Potential Development Site 1	26	12
11 - Potential Development Site 2	28	11
12 - Potential Development Site 3	34	8

USE OF GREEN TECHNOLOGIES

The design and construction of the new facilities will aim to replicate the energy efficiency performance of the new Dover District Leisure Centre, which is the most energy efficient in Kent. Currently, Tides currently performs relatively poorly ranked 21 out of 31 leisure centres. The aim will be for the new Tides Leisure Centre to perform as well as the new Dover District Leisure Centre. This will be a driving principal of the design and construction as the project is developed.

Sustainability and use of green technologies are an important consideration, in developing the project as it moves forward. The Council should consider any relevant technology that will reduce carbon emissions/energy consumption and environmental impact as well as providing good value, reduce running and maintenance costs.

Detailed studies and options would be developed at the next design stage once a full design team has been appointed, including the necessary input from specialist designers, mechanical and electrical engineers.

Green technologies can add typically between 5-10% to a building budget. However, the capital costs can be considerably higher depending upon client choice of any particular technology.

Running costs can typically be reduced using these green technologies, but this is dependent upon many wide ranging factors, including but not limited to the following:

- build quality
- installation quality
- air tightness of the building fabric
- life to first maintenance and whether maintenance strategies are followed in practice.

Leisure buildings should be designed from the outset to be as energy efficient as possible. Key decisions early on will have a significant impact upon capital and running costs. The suggested approach to enhancing the sustainability during the next stage includes:

- Set a client and team vision on sustainability targets.
- Develop the transport plan, including cycle routes.
- Develop Site appraisal, identifying renewable energy measures
- Develop landscape plan around bio-diversity on this sensitive site, such as ecology, re-use of materials, planting, etc.
- Consider the building shape, form, zoning, space planning and orientation to the sun path (such as pools).
- Focus on construction elements including glazing location, fabric insulation, pool tank construction method, and modular, affordable solutions will be considered.
- Specify low environmental impact materials.
- Design in use of natural daylight wherever possible.
- Design in use of natural vent, pool covers and combined heat and power.
- Consider water conservation measures including backwash frequency, flushing toilets, grey water collection, pool water treatment.

During this study, the design team has considered measures to minimise energy consumption and maximise energy efficiency. The scope to do this within a refurbishment is often considerably more limited than a new build.

The measures considered have included consideration of the location of mechanical and electrical plant within the building to minimise energy loss from long pipe runs. Improvements to the building fabric have also been included to reduce solar gain from large expanses of glazing. These elements will be revisited in greater detail during the next stage of the project.

KEY RISKS AND ISSUES

Hadron Consulting have prepared an initial high level risk register for the Tides Leisure Centre feasibility study. The risk register should be used in future phases to identify risks to enable the risk to be managed by the risk owner, mitigated and / or transferred to the contractor wherever possible. Due to the nature of some risks and the cost premium attached to transferring certain risks (especially for complex refurbishment/extension projects), some risks will need to be retained and managed by the Council. We would recommend some key risks are costed and a risk allowance is managed throughout the key stages of the project.

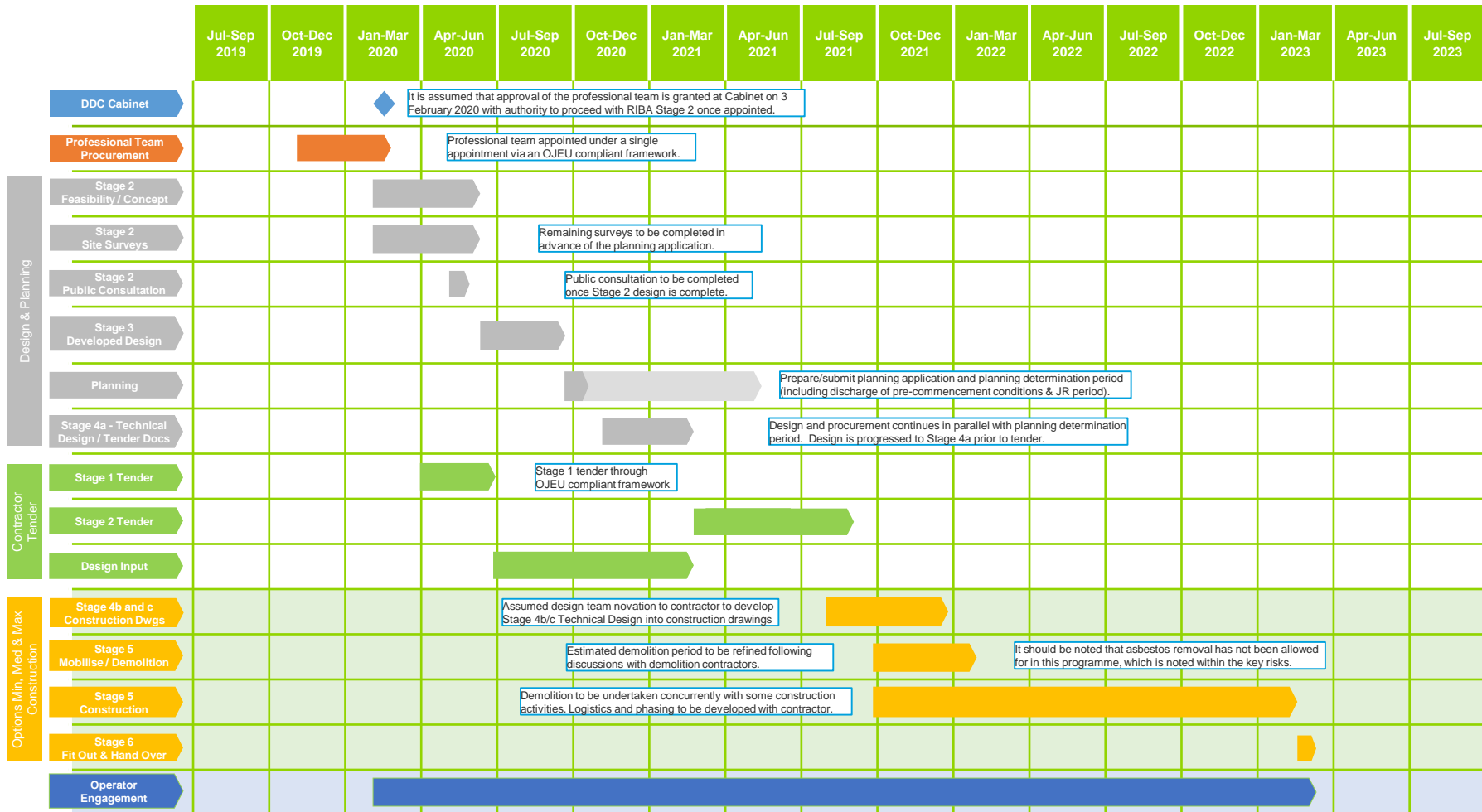
The top risks and issues are listed below:

1. No allowance has been made for temporary facilities or costs incurred with creating alternative means of access to allow areas of the centre to remain open during works.
2. No allowance has been made for loss of income / compensation to the Operator at this stage.
3. Construction market is very volatile and there is the potential for capital costs to increase.
4. Planning permission refused or conditions are not discharged in time.
5. Building Control approval delays completion or onerous requirements adds cost to the project.
6. Works must be carried out in a sensitive manner to ensure neighbours and users are not disturbed to an unacceptable level.
7. Services may run across site which may need diverting. The servicing strategy for the existing building also needs reviewing in detail.
8. Procurement of the professional and contractor teams are to be OJEU compliant. There is potential to make use of Frameworks to simplify the process and assist with programme.
9. Refurbishment / extension works to wet / leisure buildings are complex and require careful planning and management.
10. Asbestos containing material is located within the existing building and requires removal.
11. Staff will need to be suitably trained to ensure they know how to operate the building correctly, and at each phase of the project.

Once developed, the Register should be used to identify risks to enable the risk to be managed by the risk owner and mitigated and / or transferred to the contractor wherever possible. Due to the nature of some risks and the cost premium attached to transferring certain ones, some risks will need to be retained and managed by the Council.

ESTIMATED PROJECT DELIVERY PROGRAMME

A detailed estimated programme has been developed for the extension options of Tides Leisure Centre. This shows that the new centre could have a target opening date of March 2023. A high level summary of the estimated programme is included below.



CONCLUSIONS AND RECOMMENDATIONS

The following conclusions have been reached, in relation to Tides Leisure Centre, following completion of the options appraisal study:

Facility mix – Following conclusion of the needs analysis and consultation with the Council's project team, three new build (wet and dry) facility options were agreed. The aim was to identify a small number of distinct options to test the financial implications and the affordability of them. The 'Refurbish and Extend' option, from the previous stage of work, was also included for comparison purposes. It should be noted that the 4 court sports hall and the indoor tennis centre remain unchanged from the existing provision in all options.

Capital cost and affordability - All options are likely to result in a funding gap, with additional funding required to deliver them. The refurbish and extend option has a funding deficit of £3m. Of the new build options, Option 1 has the lowest funding gap (£1.9m) followed by Option 2 (£3.3m). New build Option 3 (£4.7m) is the least affordable option, with the largest funding gap. All options are only deliverable if the Council can provide further funding to close the identified gap.

Site options – 12 potential sites were reviewed. The results of the scoring exercise provide a clear guide on the preferred site being the site of the existing Tides Leisure Centre. The principal advantage of the existing Tides Leisure Centre site, over all other sites, is that by developing it the existing 4 court sports hall and indoor tennis centre can be retained in situ. This has the benefit of ensuring that the new and retained facilities are on a single site.

If an alternative site is chosen for the new facilities, this will result in split provision (i.e. new facilities on one site and retained facilities on the existing site) or the need to rebuild the retained facilities on a new site with the new facilities. Developing facilities on the existing site is the only option that avoids either split site provision or the need to rebuild the 4 court sports hall and indoor tennis centre at a new site. This makes this site option significantly more affordable and sustainable in the long term. Therefore, the site of the existing Tides Leisure Centre is the recommended site for the redevelopment.

Advantages and disadvantages of the Options – A review of the advantages and disadvantages of the options show that new build options provide significantly more advantages than disadvantages. The refurbishment

and extension option has a number of significant disadvantages, which are listed below:

- Creates potential issues relating to the configuration of the access ramp to the basement level that will need to be resolved at additional cost.
- Does not fully resolve issues with the existing layout of the building e.g. the space between the indoor tennis centre and pool hall.
- The nature and scope of the works to reconfigure the pool tanks mean that this option carries a higher degree of risk than new build options.
- Higher risk of cost increases due to the extent of refurbishment of existing areas required.
- Refurbishment and extension is likely to provide a shorter term solution than new build (20 years versus 40 years).
- Sport England has commented that they will not provide funding towards this option.

Therefore, New Build Options are recommended over the refurbishment and extension options. In terms of delivering the swimming needs of the community, and fit with the Council's indoor sports facility strategy, Option 3 provides the best fit, followed by Option 2, with Option 1 providing the weakest fit. Therefore, Option 3 is recommended as the best fit, based on delivering maximum strategic need.

The final decision by the Council will need to balance affordability against meeting the long term strategic needs of the District. If the decision is based purely on affordability, New Build Option 1 will be the preferred option. However, if delivering the long term needs is the priority for the Council, new build Option 3 would be the preferred option, followed by Option 2 and Option 1.

The table on the following page contains a summary of the New Build Option 3 facility mix, compared to the existing facility mix. The green shaded cells indicate an increase in the scale of provision of the spaces compared to the existing facility at Tides Leisure Centre. It can be seen that New Build Option 3 represents a significant increase in provision.

Delivery programme - A detailed estimated programme has been developed for the new build options of Tides Leisure Centre. This shows that the new centre could have a target opening date of March 2023.

If the Council decides to proceed with the project, based on a new build option, the next stage should involve completion of a more detailed feasibility study to RIBA Stage 2. This will provide the Council with the information required to take final decisions on the scope of the project and, importantly it will provide further detail to help mitigate financial risks.

Activity Area	Existing	Option 3 - New Build Max
Indoor tennis centre	Retained in situ	Retained in situ
4 court sports hall	Retained in situ	Retained in situ
Main pool	Wave pool with beach area	6 lane 25m pool (no moveable floor)
Learner pool	None	12m x 8m learner pool (100% moveable floor)
Leisure water	Small pools and 1 x body slides	625m2 area (splash pool, aquaplay and 2 x flumes)
Poolside Seating	None	Poolside seating for 50 persons on plinth
Sauna & steam room	Sauna and steam	Sauna and steam
Health and fitness	40 Stations	110 stations
Toning Studio (ground floor)	None	12 x toning tables
Consultation Rooms (ground floor)	None	2 x consultation rooms
Multi activity studio	None	2 x studios (30 persons per class)
Spin studio	None	1 x studio (25 persons)
Multi purpose/community room (creche/party room/studio/meetings)	1 x meeting room	Room suitable for 30 people
Reception with retail area	Included	Included
Café (150 seats) with poolside viewing	Capacity for 100 people	Capacity for 150 people
Parking spaces (recommended)	122	250

The work completed during this study represents the initial 'Options Appraisal' stage in developing the new Tides Leisure Centre. It includes benchmarked capital and revenue costs and the outline business case for the initial options, to enable the Council to decide whether to proceed and, if so, which is the preferred option to carry forward. However, it should be noted that all capital and revenue costs are likely to be subject to change as the options are developed and refined.

If the Council decides to proceed with the project, based on a new build option, the next stage should involve completion of a more detailed feasibility study to RIBA Stage 2. This will provide the Council with the information required to take final decisions on the scope of the project and, importantly it will provide further detail to help mitigate financial risks. A consultant project team should be appointed to support the Council through RIBA Stage 2. The key tasks included in a typical Stage 2 study for this type of development are listed in the following table.

Task	Summary
Pre-Application Planning Consultation	Complete initial consultation with the local planning authority to understand what opportunities and constraints there may be in relation to the potential development of new leisure facilities on the proposed sites.
Design Development	Develop the preferred options to RIBA Stage 2, including production of a site plan and floor plans, showing the internal arrangement of the building including all areas listed of the schedule of accommodation. Draw up a detailed technical design brief to RIBA Stage 2.
Capital Cost Plan	Complete pre-tender cost estimates based on the final schedule of accommodation linked to the RIBA Stage 2 design
Business Plan	Refine the business plan model alongside the design and capital cost plan. This will be used to test the impact of changes in the scope of the project and inform the refinement of the business case.
Risk Analysis	Update the project risk register to identify all risks and assess their impact and probability of occurring as well as summarising the actions that should be taken to manage and mitigate each risk.
Governance Structure	Define the governance structure for delivering the project to provide guidance on the most effective structure for delivering the project through to completion.
Project Programme	Develop a detailed project programme covering the delivery of the projects.
Funding Review	Review of all realistic funding opportunities for a project of this type and the possible amounts of funding available from each. Agree the make-up of the project funding and highlight any risks attached to funding sources.
Transport Planning	Complete a transport assessment and travel plan, if required by the local planning authority.
Stakeholder Consultation	Continue consultation with relevant stakeholders to identify further issues and requirements that should be considered in developing the project.
Site Surveys	Environmental, Topographic, Geotechnical, Flood Risk Assessment, Archaeology and others to be agreed.

CONTACT DETAILS



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