



<b>Meeting</b>	Cabinet (Leisure Centre) Committee
<b>Date and Time</b>	Tuesday, 18th September, 2018 at 5.00 pm.
<b>Venue</b>	Walton Suite, Guildhall, Winchester

## AGENDA

### PROCEDURAL ITEMS

- 1. Apologies**  
To record the names of apologies given.
- 2. Disclosure of Interests**  
To receive any disclosure of interests from Members and Officers in matters to be discussed.  
*Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.*
- 3. To note any request from Councillors to make representations on an agenda item under Council Procedure Rule 35.**  
*Note: Councillors wishing to speak about a particular agenda item are requested to advise the Democratic Services Officer before the meeting. Councillors will normally be invited by the Chairman to speak immediately prior to the appropriate item.*
- 4. Minutes of the previous meeting held on 25 July 2018 (Pages 5 - 10)**
- 5. Public Participation**  
– to receive and note questions asked and statements made from members of the public on issues relating to the responsibility of this Committee (see note overleaf).



## **BUSINESS ITEMS**

6. Winchester Sport & Leisure Park - Project Update & Budget (Pages 11 - 42)

**Key Decision**

(CAB3076(LC))

L Hall  
Legal Services Manager

10 September 2018

Agenda Contact: Nancy Graham, Senior Democratic Services Officer  
Tel: 01962 848235 Email: ngraham@winchester.gov.uk

### **Membership 2018/19**

**Chairman:** Griffiths (Portfolio Holder for Health & Wellbeing)  
Ashton  
Warwick

Deputy: Brook

**Quorum** = 3 members

#### Non-Voting Invited representatives

Councillors Huxstep, Laming, Prince and Stallard

Councillors McLean (Non-voting Deputy) and Porter (Non-voting Deputy)

In the event of any of the standing or deputy or deputy member not being available for a particular meeting, another member of Cabinet will be selected in alphabetical rotation by the Legal Services Manager to substitute for the standing member.

### **PUBLIC PARTICIPATION**

Public Participation is at the Chairman's discretion. If your question relates to an item on the agenda, you will normally be asked to speak at the time of the relevant item. Representations will be limited to a maximum of 3 minutes, subject to a maximum 15 minutes set aside for all questions and answers. If several people wish to speak on the same subject, the Chairman may ask for one person to speak on everyone's behalf. As time is limited, a "first come first served" basis will be operated.

To reserve your place to speak, you are asked to arrive no later than 10 minutes before the start of the meeting to register your intention to speak. Please contact the Democratic Services Officer in advance for further details.

The names of members of the public etc who have registered to address committee meetings will appear in the minutes as part of the public record, which will include on the Council's website. Those wishing to address a committee meeting who object to their names being made available in this way must notify the Democratic Services Officer either when registering to speak, or within 10 days of this meeting.

**DISABLED ACCESS:**

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) to ensure that the necessary arrangements are in place.

**TERMS OF REFERENCE**

Included within the Council's Constitution (Part 3, Section 2) which is available [here](#)

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## CABINET (LEISURE CENTRE) COMMITTEE

Wednesday, 25 July 2018

Attendance:

Councillors

Griffiths (Chairman)

Ashton

Warwick

Other Invited Councillors:

Laming  
Prince

Stallard

Deputy invited Councillors:

McLean

Others in attendance who addressed the meeting:

Councillor Bell

Apologies for Absence:

Councillors Huxstep

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1. **DISCLOSURE OF INTERESTS**

Councillors Stallard and Warwick declared disclosable pecuniary interests as they were both County Councillors and the County Council had awarded £1 million to the project. However they both participated in the meeting and, in the case of Councillor Warwick voted on items as below, under the dispensation granted by the Standards Committee.

2. **MINUTES OF THE PREVIOUS MEETING HELD ON 23 MAY 2018**

RESOLVED:

That the minutes of the previous meeting held 23 May 2018, be approved and adopted.

3. **PUBLIC PARTICIPATION**

There were no questions asked or statements made.

4. **WINCHESTER SPORT & LEISURE PARK - SPORTS CLUB & NATIONAL GOVERNING BODIES OF SPORT – ENGAGEMENT (CAB3067(LC))**

The Head of Programme gave a presentation on the engagement process with sports clubs and governing bodies of sports and the project team's response. The presentation is available on the Council's website via the following link: <https://democracy.winchester.gov.uk/documents/s1846/Cabinet%20Leisure%20Centre%20Committee%20Meeting%20Sport%20Group%20Engagement%20Presentation%2025%20July%202018.pdf>

At the invitation of the Chairman, Councillor Bell addressed the Committee as the Shadow Portfolio Holder for Environment and member of the Sustainability Advisory Panel. In summary, she queried what actions had been taken in relation to the recommendations of the Panel on the project and whether the minutes of these meetings could be made available. In addition, with regard to the "Environmental Considerations" section of the reports, she acknowledged that matters relating specifically to the building were included but there was no discussion regarding wider impacts relating to, for example, transport and healthy lifestyles.

The Head of Programme confirmed that a summary of key actions from the Sustainability Advisory Panel and other Panels could be made available.

The Head of Programme advised that monthly meetings were held with the County Council regarding the emerging Transport Study to ensure proposals tied in.

In response to Members' questions, the Head of Programme confirmed that four "changing places" facilities were provided in key areas of the centre which cater for the needs of people with disabilities.

In relation to various comments made relating to the glazing proposed in the sports hall, the Head of Programme confirmed that further discussions had taken place and commentators were satisfied with the mitigation measures suggested.

The Committee agreed to the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the outcome of the engagement process with Sports Clubs and National Governing Bodies of Sport in relation to the Winchester Sport and Leisure Centre proposals be endorsed.

2. That the evaluation of the issues and points raised by National Governing Bodies of Sport and Sports Clubs as detailed in this report be noted and that the outstanding issues be considered as part of the ongoing RIBA4 design process.

5. **WINCHESTER SPORT & LEISURE PARK - PLANNING APPLICATION CONSULTATION**  
(CAB3068(LC))

The Head of Programme gave a presentation on comments received to date on the planning application. The presentation is available on the Council's website via the following link:

<https://democracy.winchester.gov.uk/documents/s1847/Cabinet%20Leisure%20Centre%20Committee%20Planning%2025%20July%202018.pdf>

The closing date had now passed and a high level review had been undertaken of comments received by the Council as landowner. However, the Council as planning authority would also undertake a detailed assessment.

Members asked a number of detailed questions which were responded to by Officers and Mike Lawless (LA Architects) as summarised below:

- A full audit of facilities had been undertaken;
- Staff facilities were included in the design, including staff and rest rooms and staff lockers;
- Health and safety requirements were fully adhered to throughout;
- A business case for additional spectator seating had been undertaken at an earlier stage of the project and Members had concluded there was not a case for provision of permanent additional seating. He would circulate the relevant report to all Members of the Leisure Centre Cabinet Committee for their information.
- Weston Park Blades Netball Club had been omitted from the additional consultation as Officers did not realise that they operated within the district. However, Officers had subsequently met with Club representatives to discuss the proposals. Comments raised by Winchester Netball Club had been addressed and included in detail in the report appendices.

The Committee agreed to the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the planning application consultation process, responses received and intended actions be noted.
2. That the matters raised are dealt with during the current design phase of the project or through wider considerations such as the Winchester Movement and Access Study as they are not considered to be material to the planning application.
3. That no changes or amended plans be submitted to the Local Planning Authority in relation to the planning submission.

6. **WINCHESTER SPORT & LEISURE PARK - RESPONSE TO NOTICE OF MOTION**  
(CAB3066(LC))

The Chairman introduced the report which provided a response to the Notice of Motion agreed and decided at Council on 27 June 2018 and emphasised that Members should consider whether any of the points raised in the Motion required a change to the planning application. She believed that this report and the two reports considered earlier in the meeting demonstrated that all matters had been carefully considered and no changes were required.

In response to Members' comments, Councillor Ashton emphasised that the predicted project capital spend was broadly the same as contained in the Outline Business Case and any changes had been overseen by MACE (the Council's consultants). When the full business case was prepared it would include the construction costs and detail of operators bids to run the new centre and if the finances were not sufficient at this stage, the project would need to be reconsidered. The Head of Programme also emphasised that the facility mix had been fully tested and agreed by Members at an earlier stage of the process. Sport England had commissioned its own internal review of the design and all points fed back have been carefully considered. .

The Committee agreed to the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the evaluation of the matters raised by the motion as detailed in this report be noted and agreed. Specifically that the matters raised are not considered to be material to the planning application and can be addressed during the current design phase of the project or through wider considerations such as the Winchester Movement and Access Study.



2. That when actioning the motion and considering responses from the planning application consultation and the engagement with the sports clubs and National Governing Bodies of Sport (NGBs) that no changes or amended plans be submitted in relation to the planning submission application.

The meeting commenced at 5.00 pm and concluded at 6.35 pm

Chairman

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REPORT TITLE: WINCHESTER SPORT & LEISURE PARK – PROJECT UPDATE & BUDGET

18 SEPTEMBER 2018

REPORT OF PORTFOLIO HOLDER: Cllr Lisa Griffiths, Portfolio Holder for Health and Wellbeing

Contact Officer: Andy Hickman Tel No: 01962 848 105 Email ahickman@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report is to provide a project progress and achievements update and to seek approval to release further approved budget to enable the next stages of work to proceed.

Overall the project is on track based on agreed project milestones and current work being undertaken, as set out in this report.

RECOMMENDATIONS:

1. That Cabinet (Leisure Centre) Committee note the latest progress on the project and agree the next steps as set out in this report including the completion of RIBA Stage 4 and the commencement of RIBA Stage 5 Design.
2. That Cabinet (Leisure Centre) Committee agree to the appointment of a site supervisor for the construction element of the project and give delegated authority to the Head of Programme to make this appointment.
3. That Cabinet (Leisure Centre) Committee give their approval to incur expenditure of up to £665k from the existing approved capital budget to:
  - a. cover the cost of additional work incurred during RIBA Stage 4
  - b. transition from RIBA Stage 4 to RIBA Stage 5
  - c. carry out some advance works as detailed in this report

4. That Cabinet (Leisure Centre) Committee agree recommendation 3a above and to recommendation 3b and 3c subject to the pending planning application being approved at Planning Committee and in advance of discharging any related conditions, and that delegation is granted to the Head of Programme in liaison with the Portfolio Holder for Health and Wellbeing to determine the extent of works to be undertaken based on the ongoing assessment and discussions.
5. That Cabinet (Leisure Centre) Committee agrees to use a specialist contractor to undertake the path construction and associated clearance works in accordance with Council's Contract Procedure Rules.

## IMPLICATIONS:

### 1 COUNCIL STRATEGY OUTCOME

- 1.1 This project supports the Health and Happiness outcome of the Council Strategy through the provision of new facilities to meet the needs of a broad cross section of our communities for now and in the future.

**The vision for the new Sport and Leisure Centre is a centre which:**

- a) Reflects sporting needs and aspirations for the people of our District.
- b) Is flexible to provide for current and future sporting needs and trends.
- c) Is deliverable and affordable.
- d) Is in a park setting providing additional sporting and leisure opportunities.
- e) Provides an excellent water based offer for community use.

**The objectives for the project are:**

- a) To provide accessible public sport and leisure facilities to improve the health and happiness of the District's residents.
- b) To increase participation in sport and active recreation.
- c) To improve the quality and energy efficiency of Winchester's main leisure facility.
- d) To provide a Sport and Leisure Centre that is financially sustainable.

### 2 FINANCIAL IMPLICATIONS

- 2.1 The capital budget including design fees for the project was approved as part of the 2018/19 budget approval. In order to close out the existing design stage and to progress the project in readiness for construction to start it is now necessary to release some further budget. It is estimated that the cost of this will be up to £665k and so approval is sought to incur this expenditure.
- 2.2 The following table details the approved capital budget (CAB3060 refers), expenditure approved to date, and the proposed additional expenditure.

	2017/18	2018/19	2019/20	2020/21	Total
	£000	£000	£000	£000	£000
	<i>Actual</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>	
<b>Approved capital budget</b>	<b>888</b>	<b>7,362</b>	<b>21,000</b>	<b>8,750</b>	<b>38,000</b>
<b>Expenditure</b>					
Expenditure already approved	888	662			1,550
Additional expenditure to approve		665			665
<b>Total</b>	<b>888</b>	<b>1,327</b>			<b>2,215</b>

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 It is intended to procure a site supervisor shortly as detailed below.

### 4 WORKFORCE IMPLICATIONS

4.1 The staffing requirements for this project are high and the Project Office has committed high levels of resource due to the nature and complexity of the project and to ensure it remains on track.

### 5 PROPERTY AND ASSET IMPLICATIONS

5.1 Any delays to the project may impact on the existing River Park Leisure Centre and required maintenance.

### 6 CONSULTATION AND COMMUNICATION

6.1 There has been extensive consultation on this project as detailed in various previous reports.

### 7 ENVIRONMENTAL CONSIDERATIONS

7.1 The environmental considerations in relation to this project have been considered in line with the project vision and objectives. A Sustainability Advisory Panel was established and has considered the environmental impact of the new facility.

### 8 EQUALITY IMPACT ASSESSMENT

8.1 Equality impact issues are considered in relation to the project vision and objectives as part of the work of the 4 Advisory Panels, the detailed design/assessment work and engagement for this project. Details requested at the last Cabinet Committee meeting in respect of the considerations and actions arising from the panels are set out in Appendix 1.

### 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None

### 10 RISK MANAGEMENT

10.1 This project has a separate risk register which is managed by the Head of Programme and it can be viewed at Appendix 2.

10.2 The risks in relation to this report are mainly around carrying out advance works in preparation for the start of the main construction contract. All other costs are necessary in order to keep the design and pre-construction preparation on track in accordance with the agreed timetable.

10.3 The advance works identified will be required in order to prepare the site so that the main contract can start unimpeded, to provide temporary access to

the sports pitches, to provide a pedestrian link between the Garrison Ground and KGV, to construct some pedestrian and cyclist improvements, and to relocate some public utility cables and apparatus. These works will only be undertaken if planning approval is granted.

11 SUPPORTING INFORMATION:

Update / Next steps

11.1 The table below shows the main activities and progress made.

Action	Progress	Comments
The design team is currently working on the RIBA Stage 4 technical design	Once RIBA Stage 4 is complete RIBA Stage 5 will commence	RIBA Stage 5 is split into 2 stages - one prior to construction and the second during construction. It requires some design detailing work to be undertaken which will incur some upfront costs. This is necessary to ensure that the contractor has enough detail to be able to both fully cost the works and to subsequently build them
Planning approval	The planning application for the Sport and Leisure Centre has been submitted	Due for determination in the coming months
Operator procurement	The process has started and it is anticipated that the outcome of this will be reported to the Committee towards the end of the year	
Appointment of a construction contractor	A construction firm has been agreed as the main contractor following a competitive process as approved by Cabinet in November 2017	At this stage the appointment will be in the form of a pre-construction agreement and the appointment to actually construct the Sport and Leisure Centre is still subject to planning and business

		case approval
King George V pitch improvements and access works	Works commenced in August	Completed in time for the start of the new football season
Winchester Boxing Club	To be relocated to temporary accommodation in a Council owned property adjacent to the Depot at Barfield Close	Some small scale works have been completed to facilitate the Club and the Club has been fully consulted and is happy about the arrangements
Public Utilities	Assessments and surveys being undertaken to determine the requirements for the development and relocations required	See further comments below
King George V replacement pavilion project	Feasibility work for this is continuing and being informed by the successful engagement event held over the summer with residents and sports clubs	A brief for this project is being developed based on the engagement feedback. It is anticipated that the Pavilion will provide a permanent home for the Winchester Boxing Club subject to further engagement and granting of the necessary approvals in due course
The Pinder Trust	A Donation Agreement has now been completed	
University of Winchester	UoW currently considering entering into a formal agreement with the Council	This will need to be in place in time to properly inform the operator appointment process
Allegra's Ambition	Discussion continuing on the concept of an outdoor gym on the Garrison Ground and possible fitness trail on	Volunteers from Allegra's Ambition attended a consultation event in July, organised by the Open Spaces team to meet with



	King George V	members of the public and share ideas about open space in Highcliffe
Hampshire County Council (HCC)	A formal agreement with HCC will be formalised after the planning determination is made	
Full Business Case	Due to be considered early in the New Year	Key inputs to this will include the management fee from the successful operator and the cost of construction
Start of construction	Target date spring 2019	

- 11.2 Detailed discussion and technical reviews have been taking place with the utility companies about the provision of services to and from the site. This includes water, power and foul water disposal. This work also includes the diversion of some services in the vicinity of the proposed new access roundabout. These discussions are ongoing and as such not all of the associated costs are yet fully defined. In order to deliver the new Sport and Leisure Centre to the agreed programme it will be necessary to recompense utility companies for ongoing assessment work, to make some advance contribution payments/ connection charges and to divert some services in preparation for the main construction works. It is important to work with the utility companies as they are under pressure and cannot always deliver to a set programme and therefore undertaking such works in advance will greatly reduce the risk of delay.
- 11.3 The provision of permanent bleacher seating for spectators in the sports hall was raised at the last meeting of this committee and has subsequently been considered by Committee members. The decision regarding the inclusion of permanent spectator seating was made by Cabinet at the same time as the update to the facility mix was agreed in November 2017 (CAB2970). At this time it was agreed to exclude it based on a business case undertaken by The Sports Consultancy (the Councils specialist sports advisors). This decision was made based upon need and cost of provision. There are other leisure facilities nearby with very good permanent spectator seating including at Eastleigh and Guildford.
- 11.4 The cost of providing and maintaining bleacher seating together with the building of a storage area which would increase the size of the sports hall area was also considered. There is also a requirement to ensure flexibility in seating is maintained, to allow individual sports to request seating as needed.

- 11.5 Clubs in the Winchester District which would likely utilise the sports hall to compete would do so at local level, with some at regional level, and none at national level. As such the need for permanent spectator seating is not great; however there will certainly be a need to host lower level sports events in the hall and there is a great opportunity to encourage and facilitate this.
- 11.6 The sports hall is designed to be fully flexible to allow sports matches to be played and for seating to be brought in for spectators. This does not need to be in the form of built in or hired bleacher seating which can be fairly expensive to hire but could be in the form of seats and benches which are fully flexible, cheaper to hire and suitable for the level of event which it's likely that they will be needed for. It should also be noted that the operator through their network will have access to seats which can be bought in as required and will be significantly cheaper than hiring them and there will be benches and seating already available at the Sport and Leisure Centre which can be utilised for this purpose.
- 11.7 As part of the Pre Construction Agreement and the NEC contract under which the main contractor will be appointed to build the proposed Sport and Leisure Centre, it is a requirement that a site supervisor, working directly for the Council, is appointed to work with the main contractor to ensure that works are carried out in accordance with the design and specification. The appointment of this role needs to be made during the pre-construction phase and in autumn so that they can work alongside the contractor for the costing and final design stages and they will then move over to a more supervisory role for the construction once that process starts.

#### Advance Works

- 11.8 This report seeks approval to commence some advance and accommodation works, as described below. These works will provide some real local benefits which are considered worthwhile in their own right including local pedestrian and cycling improvement works in the area and to the Garrison Ground/ Sports Stadium and a new footpath link joining the Garrison Ground to King George V playing fields. The works will also allow the construction of the Sport and Leisure Centre to commence unimpeded, once agreed.
- 11.9 These works include: some site clearance works including demolition of the existing Pavilion on the Garrison Ground; to provide temporary access to the sports pitches during the construction period; to provide a permanent pedestrian link between the Garrison Ground and King George V playing fields; to construct some pedestrian and cyclist improvements, and to relocate/upgrade some public utility cables and apparatus. It is considered important that these works are undertaken in advance of the commencement of the main construction contract.
- 11.10 Quotes are currently being sought from three potential providers for the provision of a geo-archaeological survey to build upon the desktop study already conducted. In consultation with the Council's archaeology officer, a scope has been prepared for investigating two trenches across the site, up to

80m in length, to confirm any paleo-archaeology inclusions that would require specialist treatment. The investigation being conducted at this early stage allows any archaeological matter to be appropriately addressed within the programme for delivery.

- 11.11 The provision of a temporary pedestrian access to the Garrison Ground will be required from Bar End Road during the construction period to ensure that the playing fields can continue to be used during this time.
- 11.12 The proposed permanent footpath link across HCC land behind the Hampshire Cultural Trust Headquarters linking the Garrison Ground to King George V playing fields will also need to be constructed prior to the main construction contract starting in order to provide a more direct off-road access to the playing fields. This link is part of the agreed Design Framework and will provide a valuable facility linking both the areas of playing fields in Council ownership.

#### Proposed expenditure

- 11.13 The most recent project expenditure request was made via CAB3030(LC) in March 2018. Further expenditure is now required for the following areas of work:

- a) **To complete the existing design stage** – some additional work has been required and/or undertaken early in order to better inform the planning application and overall design and construction process and to enable potential identified construction changes to be achieved. A breakdown of these is as follows:

Item	Notes	£000
Civils and structural design work	Early design work on the pool tanks and on the utilities, ground slab and gas protection.	26
Landscape architect	Additional verified views requested by South Downs National Park Authority	10
Lighting	Night time Landscape Visual Impact Assessment	5
Building engineer	Extra work required in relation to review of Stage 2 layout (£3k) and reports for Sustainability Advisory Panel, water provision reinforcement and lighting night time photo montage (£6k)	9
Planning fee	Previously identified as a revenue expense but subsequently capital	30

RIBA 4/5 design fees, contingency budget.	This may be required in relation to potential overall changes and construction cost savings	40
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- b) **Transition from RIBA Stage 4 technical design stage to RIBA Stage 5 design stage** –There are some items of expenditure that have been identified during the previous design stage to progress the project in readiness for RIBA Stage 5 to progress and these are as follows:

Item	Notes	£000
Construction Mobilisation, site supervisor appointment and RIBA Stage 5 costs	Initial payment to the main contractor to mobilise in readiness to commence construction.	220

- c) **Advance and accommodation works** - These are as follows:

Item	Notes	£000
Construction of link to National Cycle Network (NCN) Route 23 and lighting enhancements to the route and Domum Road	To encourage as much access to the Sport & Leisure Park as possible the project team would like to construct a link path to NCN23	80
Footway enhancements	Some pedestrian enhancements to surrounding footways	20
Temporary access and path construction works as detailed above		100
Utility Diversions	There are some utility apparatus and cables which require relocation/ upgrade to remove the risk of delays when the main contract commences Current estimates for this are in the order of £110k	110
Geo-archaeological works as detailed above		15

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

### 12.1 None

## BACKGROUND DOCUMENTS:-

### Previous Committee Reports:-

CAB3068(LC) – 25 July 2018 – Winchester Sport and Leisure Park – planning application consultation

CAB3067(LC) – 25 July 2018 – Winchester Sport and Leisure Park – sports club and national governing bodies of sport - engagement

CAB3066(LC) – 25 July 2018 – Winchester Sport and Leisure Park – response to notice of motion

CAB3031 – 6 June 2018 – Winchester Sport and Leisure Centre Operator Procurement

CAB3035(LC) – 23 May 2018 – Approval of Design Framework

CAB3030(LC) - 26 March 2018 - Winchester Sport and Leisure Park Project Update

CAB2983(LC) – 16 January 2018 – Outline Business Case and associated Governance

### Other Background Documents:-

None

## APPENDICES:

1. Advisory Panels summary of actions.
2. Risk Register

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## Summary of Advisory Panels – Sport & Leisure Centre

Four advisory panels have helped to inform the design and development of the proposals for the new Sport & Leisure Centre, at Bar End, Winchester.  
Each panel included experts, representatives from independent interest groups, funding partners, our design team and Council members

Contract Management	Sustainability	Design	Inclusive Design
This panel advised on the procurement and evaluation process for the selection of an operator for the Sport & Leisure Centre	This panel advised on issues around energy use, transport and overall sustainability of the Sport & Leisure Centre	This panel considered and advised on internal and external design and landscaping proposals	This panel advised on design to ensure that the centre will be fully accessible and inclusive for people of all ages, gender, race, religion, ability and disability
Terms of Reference	Terms of Reference	Terms of Reference	Terms of Reference
The panel will consider and advise on issues relating to the ongoing management and operation of the new Sports and Leisure Facility and report this to the Leisure Centre Cabinet Committee to agree and then to instruct the design team.	The panel will help inform aspects of the project such as energy use, sustainability and transport during RIBA Stage 3. The panel will consider and advise on issues relating to energy use and sustainability and report this to the Leisure Centre Cabinet Committee to agree and then to instruct the design team	The panel will consider and advise on design issues, such as materials, design of the pool, sports hall and/ or other facilities, which will need to be considered and decided upon during RIBA Stage 3. The panel will report this to the Leisure Centre Cabinet Committee to agree and then to instruct the design team	The panel will consider and inform on accessibility and inclusivity for all issues which need to be decided upon during RIBA Stage 3. The panel will report this to the Leisure Centre Cabinet Committee to agree and then to instruct the design team
Membership	Membership	Membership	Membership
<ul style="list-style-type: none"> <li>• Representative Councillors</li> <li>• The Pinder Trust</li> <li>• University of Winchester</li> <li>• Hampshire County Council Procurement Specialists</li> <li>• St Albans Council (who had great success when they went through a recent similar process)</li> </ul> <p>The Sports Consultancy also attended and informed this panel</p>	<ul style="list-style-type: none"> <li>• Representative Councillors</li> <li>• WinACC Executive Director</li> <li>• WinACC sustainability expert and representative</li> <li>• University of Winchester</li> <li>• WCC In-house expert officers</li> <li>• Independent Transport Advisor</li> </ul> <p>Members of the design team appropriate to the issue being considered also attended, primarily the mechanical and electrical designers</p>	<ul style="list-style-type: none"> <li>• Representative Councillors</li> <li>• An external design expert</li> <li>• City of Winchester Trust</li> <li>• University of Winchester</li> <li>• Local architect Andy Ramus was appointed to provide external expertise, challenge and input into the design process</li> </ul> <p>The meetings were also attended by the Council's design team</p>	<ul style="list-style-type: none"> <li>• Representative Councillors</li> <li>• Winchester GoLD Trustee, highly recommended by Winchester Access for All</li> <li>• Hampshire Parent Carer Network</li> <li>• Founder of Parability, a user-led organisation, and organisers of Hampshire Wheelchair Racing</li> <li>• Member of Winchester and District Sports Association for Disabled</li> <li>• Member of Winchester Goalball Club who is also visually impaired</li> <li>• Inclusive Design Advisor of LA Architects</li> </ul>

**Contract Advisory Panel**

Issue raised	Considerations	Action
How will the Council ensure that a Profit share/income will be received from the operator?	<ul style="list-style-type: none"> <li>The Council currently use income thresholds. Contract needs to be completely robust in providing detailed financial information and an open book policy on accounts demanded in the specification.</li> </ul>	<ul style="list-style-type: none"> <li>Open book requirements included in the Contract</li> <li>Management fee thresholds included in the procurement requirements</li> <li>A Profit share mechanism is included in the contract documentation</li> </ul>
What is the correct Contract length?	<ul style="list-style-type: none"> <li>10 years can be considered if there is uncertainty as to how the centre will perform. However 15 years encourages operators to make investments in the building in order for it to last. 10 years tends to be offered for older facilities, newer buildings attract longer lease terms.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that a 15 year contract period would be specified with possible 5 year extension agreed.</li> </ul>
How will energy use be managed and carbon reductions sought?	<ul style="list-style-type: none"> <li>Can we include guidance/ requirements/ targets?</li> </ul>	<ul style="list-style-type: none"> <li>The design of the proposed Leisure Centre has sought to reduce energy demands as far as possible.</li> <li>The Contractor shall establish an "Environmental and Energy Management Plan" within the first six months following the Commencement Date that sets clear targets for achievement against its policy and Asset Management, Cleaning and Environmental Sustainability Method Statement. This Environmental and Energy Management Plan shall then be updated with new targets, which will be submitted to the Authority for approval on an annual basis by 31st December and the Contractor's implementation during the next Contract Year.</li> <li>The Contractor shall also be responsible for recording metrics on a quarterly basis for waste, energy, water use and travel in accordance with the travel plan targets.</li> <li>A requirement to formulate targets or reducing CO2 emissions in line with Government guidance was included in the specification, for which the baseline to be agreed at the end of the first year of operation. This is considered to be reasonable in order to formulate targets based on 1 years worth of data. The cost of energy consumption will be met by the operator so it is in their interest to minimise usage.</li> </ul>
How do we evaluate the 60% commercial criteria?	<ul style="list-style-type: none"> <li>This is mainly made up of the management fee but a small element will be made up of the operators approach to surplus share and risk.</li> </ul>	<ul style="list-style-type: none"> <li>60% agreed to be split across the items below. The final percentages were agreed by Cabinet as exempt information:</li> <li>Proposed Management Fee (annual average over 15-year term) Legal agreement mark up and approach to risk</li> <li>Surplus share</li> </ul>
How do we evaluate the 40% qualitative criteria?	<ul style="list-style-type: none"> <li>No right/wrong answer, different priorities for all. Relative importance matrix exercise undertaken by all in the group to establish the breakdown of the 40% commercial criteria.</li> <li>It was felt that the factors in the quality considerations and a sensible balance between them was identified and utilised in the procurement evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>40% agreed to be split across the items below. The final percentages were agreed by Cabinet as exempt information:</li> <li>Programming and Pricing</li> <li>Asset Management and Cleaning</li> <li>Sports Development, Health &amp; Wellbeing and Outreach Work</li> <li>Marketing, Customer Care &amp; CRM</li> <li>Staffing</li> <li>Financial Management, Reporting &amp; IT Systems</li> <li>Catering</li> <li>Contract Mobilisation</li> </ul>
Can we make sure that the Operator specification includes clear responsibilities for maintenance and repairs?		<ul style="list-style-type: none"> <li>An asset management document has been developed setting out clear responsibilities of both parties (The Council as landlord and the Operator as tenant) and included as part of the Contract documents.</li> </ul>



Can we ensure that the cleaning regimes are clearly specified?		<ul style="list-style-type: none"> <li>• Cleaning requirements and schedules have been included within the Contract Specification. The soft landings approach will be used to fully brief the Operator of cleaning materials and equipment requirements and to enable the operator to influence the process and final fit out of the new Centre.</li> </ul>
Can we make sure that operators are carefully vetted and based on their performance of managing other leisure centres?		<ul style="list-style-type: none"> <li>• This has been built into the procurement evaluation process.</li> </ul>

#### Sustainability Advisory Panel

Issue Raised	Considerations	Action
The Energy Performance requirements for the new Centre was raised and an EPC 'A' rating aim endorsed	<ul style="list-style-type: none"> <li>• Metrics were presented showing areas in which the building is designed to significantly exceed regulatory compliance. The panel noted that EPC 'A' rating aspiration is challenging to achieve due to energy requirements of swimming pools.</li> <li>• EPC reflects design only. Display Energy Certificate (DEC) reflects how the building is operated. Hoare Lea presented a DEC review to the Panel including information on how other centres perform.</li> </ul>	<ul style="list-style-type: none"> <li>• The Energy and Sustainability Statement for the proposed Leisure Centre was provided to the panel by Hoare Lea at the final meeting.</li> <li>• An EPC A rating is being sought through the design.</li> </ul>
Implications for the Operator specification: <ul style="list-style-type: none"> <li>• Include maintenance of specific ratings, targets and include penalties</li> <li>• Include details regarding energy maintenance system and reporting</li> <li>• Provide specific cleaning / maintenance regimes</li> </ul>	<ul style="list-style-type: none"> <li>• Many variables that influence how much the Centre will cost to run and the carbon produced as a result of energy use.</li> <li>• Incentivising the Operator (who will pay the energy bill), to run as effectively as possible.</li> <li>• Further details were provided in relation to questions raised about the Operator Specification regarding energy management.</li> <li>• WCC to review handover, commissioning and soft landing process.</li> </ul>	<ul style="list-style-type: none"> <li>• Additions elements added to the specification regarding the energy management and targets of the centre. See above in Contract Advisory panel section.</li> <li>• Additional requirements regarding the use of chemicals added to specification.</li> <li>• The handover, commissioning and soft landing process has been reviewed and inclusion made in the specification in respect of sustainability issues and energy management.</li> </ul>
Future proof the building for: <ul style="list-style-type: none"> <li>• De carbonising of the grid in the future / price of electricity in the future</li> <li>• Potential to allow connection to DHN (District Heat Network) to allow future adaptation as technology develops</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation on range of methods which were considered and discounted in terms of energy generation and feasibility due to technical issues, ground conditions and visual impact.</li> <li>• Space, practicalities and cost rationale provided for not including ground source heat pumps (GSHP), air source heat pumps (ASHP) and biomass, wind, solar thermal.               <ul style="list-style-type: none"> <li>• GSHP discounted due to: a shallow GSHP installation would not be as efficient as a vertical pipework installation; a balanced heating and cooling load is required otherwise the efficiency of the plant is reduced; comparative high electricity usage and running costs when compared to a gas-fired installation; refrigerant on site which may result in losing some BREEAM credits; borehole GSHP is prohibitively expensive; a two stage process or direct electric heating to increase the temperature of the water would be required.</li> <li>• ASHP discounted due to: comparatively high electricity usage and future running costs when compared to a gas fired installation; refrigeration on site which may count against some BREEAM credits; a two stage process or a top up with direct electric heater increasing complexity of the system; this technology is best sited externally and locally to the end use; the units work best in warmer conditions, however they are required to work hardest when their efficiency is worst, in cold weather.</li> <li>• Biomass Boilers discounted due to: the equipment has higher capital and maintenance costs; the area required for not only the boiler but the fuel store (and issues around storage/ impact on nearby residences) is considerably more than the equivalent space required for gas installation;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The feasibility of Low or Zero Carbon (LZC) technologies has been investigated in line with the policy aspirations. The use of the Energy Hierarchy seeks to meet the requirements of WCC Core Strategy policy CP11 and a range of passive and active measures added including a Combined Heat and Power system.</li> <li>• Photovoltaics added to the range of measures included in the design.</li> <li>• In respect of battery storage for PV generated energy, WCC looking into amount of excess which will be generated and what type and size of battery will be required.</li> </ul>

	<p>a turning circle for a fuel delivery vehicle would be required to be integrated into the site. To minimise the fuel store size frequent fuel delivery would be required, and could be several times a week in winter; full gas backup would need to be installed, so larger plant room.</p> <ul style="list-style-type: none"> <li>• There is potential to connect to a DHN if one comes forward in the future.</li> <li>• Considering options for battery storage.</li> </ul>	
Endorsed Photovoltaic (PV) to be included in the scheme	<ul style="list-style-type: none"> <li>• Hoare Lea presented their initial study. Considerations for ability to supply back to grid or store energy.</li> </ul>	<ul style="list-style-type: none"> <li>• See comment above</li> <li>• A 2<sup>nd</sup> level of PV (212m<sup>2</sup>) has been included with the planning application design. A decision was taken to discount the 3<sup>rd</sup> level of PV due to its visual impact.</li> </ul>
Recommended addition of electric car charging points	<ul style="list-style-type: none"> <li>• Consider electric car charging points.</li> </ul>	<ul style="list-style-type: none"> <li>• Electric car charging points have been added to the scheme</li> </ul>
Focus on customer perspective on sustainability of building, how will we compare to other local leisure centres, e.g. Eastleigh	<ul style="list-style-type: none"> <li>• This was considered and presentation given on the energy certificates of other centres as part of a benchmarking exercise to help gauge the performance on the Winchester Sport and Leisure Centre proposals.</li> </ul>	<ul style="list-style-type: none"> <li>• The sustainability statement submitted with the planning application sets out the strategy and includes reusing heat, minimising energy usage, natural light and ventilation, minimising water usage and leak detection systems.</li> </ul>
Investigate possibility of replacing Stadium lighting with LED lights	<ul style="list-style-type: none"> <li>• WCC will consider. University of Winchester previously discounted this on a business case basis</li> </ul>	<ul style="list-style-type: none"> <li>• A lighting engineer has been commissioned to review the University of Winchester business case for converting the flood lights to LED.</li> </ul>
Review Pedestrian Audits undertaken by the Walking Group	<ul style="list-style-type: none"> <li>• Copies of the Walking Group Pedestrian Audits were made available to the panel members and reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• HCC reviewing all actions identified in the audits.</li> <li>• A new walking and cycling audit of the Bar End Road area was commissioned and 4 identified actions added to the package of off-site highway works.</li> <li>• WCC considering wayfinding information for walkers.</li> </ul>
Improved link from Domum Road to the new Sport and Leisure Centre	<ul style="list-style-type: none"> <li>• A link from Domum Road to the New Sport and Leisure Centre will be provided. Also considering a further link from Barfield Park and Ride site, however problematic due to differences in levels and land ownership.</li> <li>• Pedestrian access across Bar End Road to be significantly improved.</li> <li>• Consideration of a Tiger crossing (crossing designed for shared use by cyclists and pedestrians) across Bar End Road.</li> </ul>	<ul style="list-style-type: none"> <li>• Details of Domum Road improvements and link to Centre included with the planning application. This includes street lighting and widening of pathways/ cycleway</li> <li>• Parking issues on Domum Road raised by the Panel addressed by the addition of wooden posts to restrict parking at this location.</li> <li>• A Tiger crossing is being considered as part of the overall provision.</li> </ul>
Concerns with suitability and practicality of using bus services in relation to the timing and availability of these services, the cost of tickets/fares and inter-availability/use between services.	<ul style="list-style-type: none"> <li>• Discussions with Stagecoach regarding No. 4 service and Park and Ride have taken place and are ongoing.</li> <li>• New bus stop on Barfield Close to be installed.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing liaison with HCC regarding the wider Winchester Movement Strategy</li> <li>• The Council has committed to review park and ride services on an ongoing basis and to work with Stagecoach to seek to improve services based upon increased demand. This will be done as part of the wider transport strategy .</li> </ul>
Suggestion to reduce perception of distances from City Centre through use of travel time rather than travel distance for transport information.	<ul style="list-style-type: none"> <li>• This will be part of the Travel Plan. The Operator will be obliged to disseminate travel information, to integrate it into the user experience. WCC to consider inclusion of management of the Travel Plan in the Operator contract.</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a designated Travel Plan Coordinator and the Travel Plan will be monitored. HCC also have set monitoring requirements, of which the Operator will be made aware of.</li> <li>• Management of Travel Plan has been included in the Operator specification.</li> </ul>

#### Design Advisory Panel

Issue Raised	Considerations	Action
Welcomed the approach taken, and approved of both the design quality and the landscape setting of the centre. The design has the attributes of providing good public architecture.	<ul style="list-style-type: none"> <li>• The brief is comprehensive and the design team aim to create a high quality, durable design with a 40 year lifespan, with the objective to inspire users, create a complex that they love, encourage them to come back, promote physical wellbeing but also good mental wellbeing of users.</li> <li>• The importance of the location next to the South Downs and a gateway into the city was stressed, creating a sense of civic arrival, linking to parkland and green space.</li> </ul>	<ul style="list-style-type: none"> <li>• Progressing through design stages, RIBA Stage 3 completed April 2018 with RIBA Stage 4 due for completion end of August 2018.</li> <li>• Planning application validated June 2018.</li> </ul>

	<ul style="list-style-type: none"> <li>Ongoing engagement with residents, sports groups, national governing bodies, Sport England and other relevant consultees, e.g. South Downs National Park.</li> </ul>	
Thought has been given to blending the centre with nature which is essential to making the building work. Consideration for how the landscape will work in dealing with water. Noted that some HCC land adjacent to the centre looks scrubby.	<ul style="list-style-type: none"> <li>Design of landscape to be low maintenance and naturally won't need a lot of irrigation. There will be a maintenance schedule.</li> <li>Landscape plans play a significant role in dealing with and managing water and ways of holding water could be considered. Deal creatively with the water table and surface water run off. Sustainable drainage features such as swales included as part of the drainage strategy.</li> <li>Consider the approach to the maintenance off HCC land.</li> </ul>	<ul style="list-style-type: none"> <li>Chilcomb Lane residents' views on landscaping have been sought and two meetings have taken place. Considerations/ issues raised being considered in the landscape proposals.</li> <li>A licence is being sought so that WCC can manage the HCC highway land at the front of the Leisure Centre.</li> </ul>
Potential to get trees in early to ensure maturity. Could more trees be placed amongst the playing fields	<ul style="list-style-type: none"> <li>Consider when trees could be planted.</li> <li>Further trees located between pitches are not possible would not meet with Football Association (FA) guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Points addressed in the landscape scheme/ proposals</li> </ul>
Endorsed the design of the car parking area and approved of the landscaping design. Asked what material the balustrades will be. Endorsed the permeable surface of the swales.	<ul style="list-style-type: none"> <li>Landscaping of car park considered to be essential to ensure gateway to the City is not solely seen as a car park, so parking area design is heavily landscaped.</li> <li>Consider timber or synthetic balustrades.</li> <li>Need to move water away from the surface so parking spaces will be permeable surface and swales incorporated.</li> </ul>	<ul style="list-style-type: none"> <li>Have worked with Arup on swales – 3.5-5m width. Introduces ecological value, has visual impact and aids drainage, with bridges to move through the parking terrace area.</li> <li>The relationship of terrace to building is achieved as the landscape gradually slopes up, with planting flowing close to the edge of the building.</li> </ul>
Approved of the external materials, and considered the approach to be in the right direction (examples of external materials were provided).	<ul style="list-style-type: none"> <li>Consideration given for colour and the link to the local environment/South Downs, 'Winchester-ness', durability, self-cleaning features, costs.</li> <li>Consideration for impact of lighting.</li> </ul>	<ul style="list-style-type: none"> <li>Progressing through design stages, RIBA Stage 3 completed April 2018 with RIBA Stage 4 due for completion end of August 2018.</li> <li>Material boards have been presented to Cabinet (Leisure Centre) Committee members and observers and discussed.</li> <li>Consultation with SDNP has taken place.</li> <li>Obtrusive lighting technical assessments completed. LVIA assessment completed. Submitted with planning application.</li> </ul>
Approved of the flexible design of the sports hall, in that it can be used for sports and community uses, and for events.	<ul style="list-style-type: none"> <li>Seating can be brought in and acoustics mean the hall has other uses too, e.g. events. Sports Hall provides a view and access to Stadium. Blinds already incorporated in design to be used as and when required.</li> </ul>	
Consider impact of noise of gym on areas below, e.g. treatment rooms.	<ul style="list-style-type: none"> <li>Materials used (e.g. rubber flooring and plywood) and structure of the ceiling will be designed to absorb noise.</li> </ul>	<ul style="list-style-type: none"> <li>Acoustics have been considered in all areas. Acoustic panels will be incorporated in ceilings where needed, and acoustics absorbers in walls. Café has a lower ceiling with more absorbency, breaking spaces down.</li> <li>Acoustic calculations completed.</li> </ul>
Enable opportunities for parents to choose to be active, and not guilty about leaving their children.	<ul style="list-style-type: none"> <li>Active approach to encourage people to be active together.</li> </ul>	<ul style="list-style-type: none"> <li>Operator will have ideas and input.</li> <li>Viewing areas incorporated into the design.</li> <li>Operator will be required to work with the Council to encourage active lifestyles</li> </ul>
Recommend we make decisions on furniture	<ul style="list-style-type: none"> <li>Whilst free fittings such as tables and chairs are not included in the design brief, the importance of these is recognised.</li> </ul>	<ul style="list-style-type: none"> <li>Discussions ongoing.</li> <li>Visits to Cafes have taken place (location in and around Queen Elizabeth Olympic Park).</li> </ul>
Consider artwork from local, artistic input would be interesting. Opportunity to subtly integrate furniture, which will be part of the design and naturally add seating into the landscape, e.g. could enable carved seating into the landscape.	<ul style="list-style-type: none"> <li>Consider separate work stream to explore the approach.</li> </ul>	
Consideration should be given to the possible franchise of the café and the quality of the café offer.	<ul style="list-style-type: none"> <li>Consider separate work stream to explore the approach. Operator will have ideas and input.</li> </ul>	

**Inclusivity and Access Design Advisory Panel**

Issue Raised	Considerations	Action
Overall engagement , vision and objectives	<ul style="list-style-type: none"> <li>• Accessible to all</li> </ul>	The design is being developed with the goal of providing a highly accessible facility with barrier-free access to all who use the building regardless of age, culture, ability or disability. This process has been aided with input from a specialist Inclusivity Consultant and reference to current good practice guidance.
Car Parking - Accessible bays, longer bays to allow for the drop down of accessible ramps from cars	<ul style="list-style-type: none"> <li>• Accessible bays discussed, noting 6% of car parking spaces</li> <li>• Provision of drop of and pick up area</li> <li>• Vehicle access (for disabled users) to the stadium</li> </ul>	10 accessible bays have been planned Designated drop of and pick up area, with direct sightline to the entrance, added to the design of the car park
Wheelchair access / accessibility	<ul style="list-style-type: none"> <li>• Corridor width</li> <li>• Access buttons</li> <li>• Gradients</li> </ul>	The design of the centre has been developed to include: Access buttons for disabled doors – visible and reachable Two meter wide corridors Appropriate gradients
Lighting / visual accessibility	<ul style="list-style-type: none"> <li>• Define the edge of path between path and grass</li> <li>• Contrast in flooring and reception desk</li> <li>• Handrails in contrasting colour &amp; lighting</li> <li>• Uniformity most important</li> </ul>	Considerations include in the design
General: <ul style="list-style-type: none"> <li>• Reception turnstiles</li> <li>• Stairs</li> <li>• Changing Spaces</li> <li>• Hearing Loops</li> <li>• Signage</li> <li>• Guide / Assistant Dogs - need for quiet room with water and toilet facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Turnstiles to be automated</li> <li>• Stairs with double handrails</li> <li>• Adequate Changing Spaces provision</li> <li>• Inclusion of hearing loops</li> <li>• Signage - use of pictures / symbols to aid way finding</li> <li>• Quiet facilities /space for those with assistance dogs with water and toilet facilities</li> </ul>	Turnstiles automated and will be accessed by membership card or ticket Stairs with double handrails Changing areas, WCs, circulation routes and spectator seating are designed for inclusion in accordance with current accessibility guidance. Provision of five Changing Places Facilities, two in the hydrotherapy suite, one adjacent the main pool hall, one with access to both the wet changing village and sports hall and one at first floor for fitness changing. Spectator seating – wheelchair accessible spaces provided. As the design develops, this inclusive approach will continue to extend into the detailed consideration of finishes, signage, ironmongery and fittings.
Pool Access	<ul style="list-style-type: none"> <li>• Methods / equipment to access to pools were discussed</li> <li>• Visual contrast at waters edge</li> </ul>	Teaching Pool - Submersible floor and steps, the steps adjust to the height of the floor Main Pool - Submersible lift on the side of the pool Hydrotherapy Pool - Hoist tracks from the Changing Places Facilities
Sports Hall	Contrast colour between walls and flooring Acoustic curtain to allow Goal Ball (inclusive football) to be played	Contrasting colours considered in the specification of internal materials An acoustic curtain has been included in the specification.

## Winchester Sport and Leisure Centre Project – Risk Register

### Risk Register – Key:

#### Likelihood Rating

It is unlikely that in many cases the probability of a risk occurring can be calculated in a statistically robust fashion as we do not have the data to do so. However, as an indicator, the likelihood is defined by the following probability of a risk occurring:

Likelihood	Probability
Highly Unlikely	1% to 25% chance in 5 years
Unlikely	26% to 50% chance in 5 years
Likely	51% to 75% chance in 5 years
Highly Likely	76% to 100% chance in 5 years

#### Risk Proximity

The score for risk proximity supports the Council in focusing on certain risks that may occur soon and ignore risks that will not occur in the near future. This enables risk management to be more efficient.

A number of between 1 and 4, where 1 means the risk is about to occur within the next 3 months and 4 means the risk is not likely to occur within the next year is provided.

Risk Proximity Score	Time scale
1	Occurring within the next 3 months
2	Occurring within the next 6 months
3	Occurring within the next 1 year
4	Unlikely to occur within 1 year

#### Financial Impact

The financial impact to the Council is an important consideration, however this should be viewed alongside the likelihood of the risk occurring and not assumed to be inevitable.

The scoring of the financial impact relates to the cost to the Council if that risk were to occur, however it should not relate to the cost of managing or mitigating the risk.

The financial impact is scored as highly likely it would be prudent for the Council to ensure that it has set aside an adequate financial provision. The financial impact is scored as follows:

Financial Impact Score	Time scale
£	£1 – £20,000
££	£20,0001 - £200,000
£££	£200,001 - £2,000,000
££££	£2,000,001 plus

## Winchester Sport and Leisure Centre Project – Risk Register

### Impact Rating

The following table provides the definitions which should be used when determining whether a risk would have a Low, Moderate, Major or Significant impact

	Low (1)	Moderate (2)	Major (3)	Significant (4)
<b>Financial</b>	Less than £20K	£20k or over and less than £200K	£200K or over and less than- £2MK	£2M plus
<b>Service Provision</b>	No effect	Slightly Reduced	Service Suspended Short Term / reduced	Service Suspended Long Term Statutory duties not delivered
<b>Health &amp; Safety</b>	Sticking Plaster / first aider	Broken bones/illness Lost time, accident or occupational ill health	Loss of Life/Major illness – Major injury incl broken limbs/hospital admittance. Major ill health	Major loss of life/Large scale major illness
<b>Morale</b>		Some hostile relationship and minor non cooperation	Industrial action	Mass staff leaving/Unable to attract staff
<b>Reputation</b>	No media attention / minor letters	Adverse Local media Leader	Adverse National publicity	Remembered for years
<b>Govt relations</b>	One off single complaint	Poor Assessment(s)	Service taken over temporarily	Service taken over permanently

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 1			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Project is not financially viable						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
<p>Full Business Case gateway does not confirm that project is financially viable.</p> <p>The management fee proposed by the potential operator and/or the cost of construction are not in line with current estimates</p> <p>Significant and unforeseeable change in external financial/macro economic position</p> <p>“Viable” = that the annualised cost of the project to the Council based on the preferred facility mix is sufficiently close to the income expected to be generated from a management contract in relation to be a sustainable investment).</p>	<p>Project may be halted for review of underlying assumptions. Revisions are tested and agreed. Project recommences on revised brief, timetable and cost estimate.</p>	<p>Ensure Cabinet is fully aware of likely cost/income equation of facility mix and facility management options. Do not permit ‘project creep’ to add non-essential additional cost elements.</p> <p>Provide sufficient detail to consultancy team to permit accurate projections of cost and income. Close liaison with contractor and design team. Progressing design to RIBA Stage 4 before passing to contractor.</p> <p>Continue to assess all aspects of the project through Business Case Modelling. Soft market testing exercise undertaken. Monitor economic prospects, include substantial contingency in forecasts and secure financial certainty where possible.</p> <p>Manage public expectations of project content and cost, highlight danger of optimism bias.</p>	<p>Likely (Probability 51% - 75%)</p>	<p>Significant (4)</p>	<p>2</p>	<p>££</p>
Further actions?		Target Date		Residual Risk Score		
				Likelihood	Impact	
<p>Cabinet Committee will make key decisions in line with project plan. Decisions requiring approval of full Council under the Constitution will be referred accordingly. Regular reporting on progress will be made.</p>		<p>Feb 2019</p>		<p>Unlikely (Probability 26% - 50%)</p>	<p>Significant (4)</p>	

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 2			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Absence of financial support from project partners						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
External grants and partner funding does not materialise or offers withdrawn because Council cannot meet funders' requirements	Project could be rendered nonviable by increasing Council proportion of cost. Review project as in R1.	Continue negotiations with partner organisations and external funders. Maintain contacts at senior level to create alignment of expectations.	Likely (Probability 51% - 75%)	Significant (4)	2	££££
Further actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Translation of negotiated arrangement into legal documentation. Continue Financial appraisal of contribution's value to the scheme vs financial contribution.		Nov 2018	Unlikely (Probability 26% - 50%)		Significant (4)	



## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 3			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Council unable to recover VAT on construction costs						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Project and governance structure means that Council unable to recover VAT incurred on construction costs.	The project cost would increase significantly and possibly become non-viable or show major overspend if HMRC refuses claims.	Obtain best available VAT advice at appropriate stages and before decision making. Reflect VAT advice in negotiations with funding partners.	Unlikely (Probability 26% - 50%)	Significant (4)	1	££
Further actions?		Target Date		Residual Risk Score		
				Likelihood	Impact	
Advice reflected in decisions taken, ongoing advice as required.		Nov 2018		Unlikely (26% - 50%)		Major (3)

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 4			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Stakeholders expectations on pricing and usage not met						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Pricing and usage strategy necessary to create viable project is not in line with stakeholder expectations. i.e. hire charges for club use, membership levels etc.	Business Case and procurement of operator specification may need to be reviewed if Council wishes to alter pricing and usage strategy.	Maintain dialogue with main users.  Soft market test assumptions with potential operators.  Ensure Cabinet agrees pricing and usage strategy.	Likely (Probability 51% - 75%)	Moderate	2	£
Further actions?		Target Date	Residual Risk Score			
			Likelihood	Impact		
Dialogue with likely user groups. Ongoing soft market testing to determine external views.		Nov 2018	Unlikely (Probability 26% - 50%)	Low (1)		

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 5			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Stakeholders dissatisfied with facility mix						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Stakeholders dissatisfied with proposed facilities seek more consultation even after decisions are made.	Council delays decision making. Cost increase arising from either agreement to stakeholder views or time delay could jeopardise project.	Engage effectively through all stages of the design and planning process.  Remain firm on delivery to time and budget.	Unlikely (Probability 26% - 50%)	Moderate (2)	2	££
Further actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Continue consultation and engagement process.		N/A	Unlikely (Probability 26% - 50%)		Low (1)	

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 6			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Project programme/project delivery delayed						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Delay in programme/ delivery and resulting cost implications due to staff capacity and other information and or decisions being made/available at relevant stages of the project.	<p>Potential for project delay due to a number of potential factors.</p> <p>This could also include the delivery of associated mitigation, accommodation or facilitating works.</p>	<p>Stride Treglown and LA architects appointed to undertake engagement and design work. Mace appointed as project managers and cost consultants.</p> <p>Civil &amp; Structural and Building Services engineering consultancies appointed</p> <p>Other specialisms appointed.</p> <p>Allocate sufficient staff resources by prioritising within project programme.</p> <p>Identify and undertake mitigation, accommodation or facilitating works well in advance and ensure decisions made on these early.</p>	Unlikely (Probability 26% - 50%)	Major (3)	1	££
Further actions?		Target Date	Residual Risk Score			
			Likelihood	Impact		
Monthly meetings established between the Project Office and relevant teams. Good liaison with agencies including Sport England, Environment Agency, Southern Water and other utility companies to identify issues in time to adequately address.		Ongoing	Unlikely (Probability 26% - 50%)	Moderate (2)		

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 7			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Unexpected costs arise for keeping River Park Leisure Centre open						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Unexpected costs arise for keeping existing River Park Leisure Centre (RPLC) open	Rising financial costs to keep RPLC open and running may require difficult decisions between additional capital expenditure and facility availability depending on scale. Expenditure on RPLC depletes reserves.	Monitor condition of existing facility carefully. Allow some contingency in budget planning if possible. Identify, approve & monitor maintenance costs.	Unlikely (Probability 26% - 50%)	Moderate-Major (2/3)	3	££
Further actions?		Target Date	Residual Risk Score			
			Likelihood		Impact	
Keep building condition under review. Will remain a risk until RPLC closes. The 2018/19 capital programme includes a budget to undertake essential capital works required to extend the life of RPLC.		N/A	Unlikely (Probability 26% - 50%)		Moderate (2)	

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 8			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Legal challenges are raised						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Legal challenges to any aspect of decision making and or procurement.	If legal challenges are successful the project is halted. If unsuccessful - a delay in the development and additional costs to the project which may render it unviable.	Ensure any legal challenges can be mitigated by obtaining expert advice and evidence to guide and inform processes. Raise awareness of implications of delay.  Input from advisory panels.	Unlikely (Probability 26% - 50%)	Significant (4)	3	££
<b>Further actions?</b>		<b>Target Date</b>	<b>Residual Risk Score</b>			
			<b>Likelihood</b>		<b>Impact</b>	
Continue to obtain expert advice on procurement and to inform decision making		N/A	Unlikely (Probability 26% - 50%)		Major (3)	

## Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 9			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Planning permission is refused						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Planning application submitted is not in line with planning policy.	Project will require revisions with cost implications. Could require reconsideration of project content.	Continue to engage intensively with planning representatives and consultative bodies including South Downs National Park Authority. Carry out pre application and relative screening.  Engage with the nominated Case Officer early in the project process.  Reflect input carefully from 4 stages of engagement  Input from Advisory panels  External planning consultant appointed.	Unlikely (Probability 26% - 50%)	Significant (4)	3	££
<b>Further actions?</b>		<b>Target Date</b>	<b>Residual Risk Score</b>			
			<b>Likelihood</b>		<b>Impact</b>	
Continue to liaise with Case Officer and consultative bodies on latest progress with planning application.		Oct 2018	Unlikely (Probability 26% - 50%)		Low (1)	

### Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 10			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Unable to agree highway requirements						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Hampshire County Council are not satisfied with highway proposals for Bar End Road put forward as part of planning application and agreement cannot be reached	Could lead to additional land requirements and costs	Continue discussions with HCC	Unlikely (Probability 26% - 50%)	Moderate (2)	1	££
Further actions?		Target Date	Residual Risk Score			
			Likelihood	Impact		
Further technical work with Highway Authority		Sep 2018	Unlikely (Probability 26% - 50%)	Moderate (2)		

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### Winchester Sport and Leisure Centre Project – Risk Register

<b>Risk Number:</b> 11			<b>Risk Owner:</b> Project Executive			
<b>Risk Title:</b> Technical studies identify adverse issues						
Causes	Consequences	Current Controls	Current Risk Score		Risk Proximity	Financial impact
			Likelihood	Impact		
Issues are identified that require further investigation or mitigation.	Could affect delivery if results have significant cost implications. Could affect ability to deliver certain aspiration.	Undertake studies early in process. Ensure correct scope for studies. Review the scope of these studies and update as required in conjunction with appointed design team.	Highly Likely (Probability 76% -100%)	Moderate (2)	1	££
Further actions?		Target Date	Residual Risk Score			
Review and update studies as required - technical studies undertaken include on site conditions and utilities in consultation with the design team. These technical studies have and will continue to inform the design and project programme.		Sep 2018	Likelihood	Impact		
			Unlikely (Probability 26% - 50%)	Moderate (2)		

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