

HALTON BOROUGH COUNCIL
WIDNES RECREATION GROUND DEVELOPMENT
PROJECT PROPOSAL - OUTLINE BUSINESS PLAN
AUGUST 2013

CONTENTS

1. Project aims and objectives.
 - 1.1 Project description
 - 1.2 Project Background, range of facilities, services and activities.
 - 1.3 Project outputs and outcomes.

2. Market/Needs Assessment
 - 2.1 Evidence of existing research and consultation to evidence need and demand for the project
 - 2.2 Strategic Need for Investment

3. Organisational and Management issues
 - 3.1 Organisational summary
 - 3.2 Management arrangements/systems
 - 3.3 Staffing
 - 3.4 Partnership working
 - 3.5 Training and development
 - 3.6 Marketing plan
 - 3.7 Equity Plan
 - 3.8 Health and Safety Plan

4. Financial information
 - 4.1 Breakdown of costs
 - 4.2 Explanation/justification of assumptions behind costs
 - 4.3 Funding Information
 - 4.4 Cash flow forecasts for the funding period

5. Project Delivery
 - 5.1 Project planning
 - 5.2 Risk assessment and management
 - 5.3 Project management strategy and procedures
 - 5.4 Operational viability and sustainability

6. Monitoring
 - 6.1 Reports
 - 6.2 Performance Management

1. Project Aims and Objectives

1.1 Project description

This project proposes to construct a community sports facility at Widnes Recreation, Liverpool Road, Widnes WA8 7EY to include:

- Sports facility reception/foyer
- 10 changing rooms primarily to serve outdoor pitches
- 6 official changing rooms
- 2 accessible changing cubicles
- Indoor activity room/social area
- Meeting room
- Internal and external equipment storage for sport and community groups
- Kitchen and external serving hatch
- External Multi Use Games Area
- Install artificial cricket wicket
- Reconfigure outdoor sports pitches
- Install perimeter fencing to secure the site
- Improvements to existing car park

Thus creating enhanced facilities for existing users and through a targeted programme attract new participants from the wider community.

1.2 Project Background, Range of Facilities, Services and Activities

Widnes Recreation Club was originally founded by I.C.I. as a Sports and Social Club for their employees in Widnes. In 1995 with the scaling down of I.C.I.'s employment in the area the club's freehold was passed to Halton Borough Council and the membership of the club were given a 25 year lease of the premises through a group of Trustees, with a Management Committee responsible for the day to day Operations. The Club was a not for profit organisation and reinvested income in the Clubhouse and encouraging sporting and community activity

In recent years the Club struggled to survive financially. A combination of lack of income, primarily through the Social Club and the increasing burden of coping with urgent repair and renewed works meant that the members of the Club resolved, on 9th December 2009 to cease trading on 31 December 2009. At that point the lease was surrendered back to the Council.

The Council gave an undertaking to ensure that the operation of the pitches and changing rooms would continue, irrespective of the future of the Club. This Commitment has been honoured.

At the point of closure, there were 7 major sports, 24 sections, 55 teams and over 600 participants using the sporting facilities on a regular basis. There was also a significant community usage of the indoor facilities, ranging from snooker, darts, photography, table tennis, indoor bowling and dance. Most of the indoor groups were successful in finding alternative premises.

Whilst the Club supported the significant sporting activity, it also offered extensive facilities for catering, socialising and licensed premises.

The Council, in June 2010, sought expressions of interest in the form of a public notice, from parties who were able to develop the sites facilities and undertake the management and development of the site in line with Halton's priorities, but with no additional financial burden to the Council taxpayer. The ownership of the site was to remain with the Council.

The Strategic Director of Communities, in consultation with the Portfolio Holder for Community & Sport was authorised to market test for expressions of interest, and to enter into negotiations with possible partners to achieve the outcomes, in line with Council Standing Orders.

Eight parties expressed an interest, two submissions were received and evaluated and in December 2010 the Council resolved to enter into discussions with a preferred partner.

Since the opening of discussions, the preferred partner has submitted a number of proposals. These have been tested against National planning constraints, affordability and viability criteria.

The Council ended discussions with the preferred partner in 2012. In order to progress the sporting offer at the facility the Council have lead on the development. Thus, the Strategic Director of Communities together with the portfolio holder for sport has been delegated authority to progress a project brief.

A fire caused extensive damage to the main club building on the site. It was left in a dangerous condition and in need of demolition. It was recommended that the demolition was undertaken by the council as soon as possible. This demolition has taken place and all that is retained on the site is an old changing room block housing 6 basic changing rooms and offering only 1 large communal showering area.

The Widnes Recreation Site is an important community sports facility in Halton. The site has historically provided community sports facilities and pitches for the community. In developing the site multisport has been a prime consideration. The site is centrally located in the town on a major public transportation route and forms the northern part of a much larger sports park area.

Due to the recent and current economic climate it has been extremely difficult to secure any additional funding towards refurbishment of the current changing area and sale of land for development appears to be the only option to ensure that the playing fields can continue to serve the community in the long term.

The development proposes a scheme for new changing and community sports facilities at the site, primarily aimed at supporting the development of sport in the local community. The option put forward at this stage would result in the loss of playing field land both in the form of the development land required to fund the project and the proposed development element of the scheme would result in the loss of 3 redundant . bowling greens. The clubs that previously used them have

been accommodated on other sites such as Victoria Park where the bowling is free or private bowling greens. An area of playing field, which was previously marked out with an adult football pitch, has also been proposed for development.

The loss of these playing areas to provide an enhanced sporting offer on the site is considered acceptable to ensure the site can be re-opened for large scale use again. The Council has undertaken extensive consultation in preparing a borough-wide playing pitch assessment to look at supply and demand. The number of pitches in use and the quality of the pitches has been discussed together with extensive consultation with local teams, clubs and the relevant NGBs for pitch team sports. The assessment used the latest methodology of Sport England.

We believe that the proposed project could in principle fall within Exception E1 and E5 category. Extensive consultation has taken place and demonstrates a strategic need for a facility in this location. There would be no impact on existing pitches and users and the proposed programme of activity demonstrate that it will deliver sufficient benefit to community sport as well as the existing sports clubs.

Our playing fields assessment; demonstrate that the playing field to be lost and the existing bowling greens are genuinely surplus to requirements when we have looked at existing and future supply and demand issues. Information on the current usage of the pitches at this site and consultation with local teams, clubs and the relevant NGB's for pitch team sports has been integral in preparing this project proposal.

The market has been tested to try and secure anchor tenants who could support the project and the Council explored the relocation of a large doctors surgery (12,000+ Patients), NHS outpatients and onsite pharmacy into the building. The potential tenants chose another site, so this proposal was not secured.

.

There is still further work required in order to produce a scheme that fully meets resident's needs; there will be further public consultation exercises as the scheme is refined over the next couple of months.

1.3 Project outputs and outcomes

To provide separate group changing rooms and accessible changing room and public toilets to encourage greater flexibility and availability for sport clubs and community groups.

To improve sports facilities to ensure that residents have the opportunity to participate and to provide a basic infrastructure that can support the effective and sustainable development of services to grow sports participation.

The site has the capacity to accommodate further improvements to sports facilities, subject to resources being secured in the future.

The proposed layout promotes good circulation routes from entry to change and external pitch use and internal room use. It also reduces current concerns expressed regarding child protection in the current changing facilities as young children and adults change.

The project is in line with local policy and strategy (see section 2).

In addition to increasing participation the project aims, to use sport as a tool to regenerate and revitalise the wider community, helping to address issues relating to health, anti-social behaviour, education and environmental improvement.

The councils sport and recreation team, already offers and facilitates a number of generic services that will be delivered to support this project, such as, community sports coach scheme, sports volunteer programme, coach education and development workshops, sports leadership courses, club accreditation, coach, individual and group bursaries, free access to facilities for those in top 10 national rankings, leisure card – admission discount for carers, those aged 60 and over etc, information and promotion, sports resources centre, community physical activity timetable.

Options for facility management are being investigated

- operated by the Local Authority (possible links to existing management structure at Halton Stadium or within Leisure Management Contract)
- Sports club lease arrangements

The overall vision for sports facility is:

“To create a sports facility for sport and active recreation, in the heart of the community.”

The objectives of the project are as follows

- To create facilities that are attractive
- To provide access for all to the facilities
- To provide a range of programmed activity
- To retain existing pitch users with flexible new changing facilities
- To attract new users
- To operate the facility to a high standard of cleanliness and safety
- To ensure the security of participants
- To encourage the wider community into healthier lifestyles.

Halton’s Vision

The vision adopted by Halton Borough Council aims to provide high quality services to meet the needs and aspirations of the people of Halton and seeks to improve the quality of life in Halton (economically, socially, culturally and environmentally). Together with the five strategic priorities makes Halton a safe, attractive and thriving area to live. The proposals for the Sports facilities address these priorities in a variety of ways, which are shown below:

Strategic Priority and Proposals to achieve this priority

Improving Health Standards

- The project enhances current provision for sport, exercise and relaxation.
- The activity room could host a range of events, activities and sports coaching sessions provided by the Centre staff, Sports Development Team and other agencies to promote sport/physical activity.
- The community will be encouraged to take part in activities, contributing towards improving health.

Promoting Urban Renewal

- The facility provides improvements to the infrastructure, and the provision of modern facilities will improve the overall service provision to the community.
- The operational business plan will ensure that the facility is maintained to appropriate standards. This will also ensure that an attractive amenity is provided for the local community.
- The enhancement of this facility improves the northern part of a much larger sports area, stretching to King George V and Leigh Recreation Playing Fields.

Enhance Life Chances and Employment

- The facility will encourage greater public use in sport.
- Greater number of sport activity sessions delivered, increased participation.

Tackle Poverty and Deprivation

- The Leisure card discounted scheme and targeted sessions will provide residents with an accessible physical activity.

Ensuring Safe and Attractive Neighbourhoods

- The design and building location promotes safe supervision and programming becomes more flexible and will improve visitor safety and security and numbers participating in sport.

2. Market/Needs Assessment

The Council works in partnership with private, public and voluntary sectors to provide services to the people of Halton. Many of the services are high profile and include aspects of education and learning, social care and health, land use, planning, facilities, physical communication and public safety.

Widnes Recreation Ground is situated in the Kingsway ward. The Kingsway ward falls into the top 10% most deprived wards nationally. The health of people living in this area is generally worse than the borough average. Increased participation in sport is given a high priority in Halton. A particular focus in Halton is to increase participation rates especially in the most deprived wards as there is a clear correlation of low sports participation in the most deprived areas.

The Healthy Halton Strategic Priority highlights the need to increase physical activity, improve diet and early detection and treatment of disease

2.1 Evidence of existing research and consultation to evidence need and demand for the project

The need for more and improved community facilities for Halton residents has been highlighted through extensive consultation and reflected in many strategies and studies over a number of years.

a. Sports community consultation.

The key points raised by the Community in preparing this project scheme:-

- Changing rooms dated and not fit for purpose
- No personal showering cubicles.
- No spectator provision
- Any improvement would enhance the sports pitch user experience
- Improving community facilities and service welcomed
- Improved facilities would improve opportunities in the surrounding areas
- Multi sports site to include affordable club training facilities
- Some relocated clubs may return if they could be accommodated.

From initial consultation a design brief was prepared and reviewed by the Council's property services team, they then commissioned architects to interpret the brief and present some designs. The initial sports hub concept was embraced and a Scheme produced which had excellent local support, however, although meeting the sport communities brief, following unsuccessful grant application it was not judged to be affordable. The Project design has been amended and further consultation with existing groups has shaped the current proposal. The project has been discussed with Liverpool County Football Association Development Manager; reviewed by the Football Foundation; Cheshire and Lancashire County Development Officers; Halton Sports Partnership. Merseyside County Sports Partnership.

b. Playing Pitch Strategy 2013 –

During 2012 Halton completed a full assessment of playing pitch supply and demand. Information has been collated on 324 teams and 92 outdoor sites with 191 pitches. A key recommendation is the review and potential reconfiguration of all pitches on council owned sites. This is currently taking place in time for the 2013 winter season in order that there is adequate provision to introduce the football youth game format changes. This project scheme takes into account the emerging recommendation and actions of the 2013 Playing Pitch Strategy.

c. Halton Sports Strategy 2012 - 2015

This strategy was the subject of extensive consultation, which included:

- A borough wide conference.
- Practitioner forum focus group work
- Public consultation, through open invitation to feedback
- Presentation at two Policy and Performance boards

- Sports strategy scoping exercise.

There are 6 key themes of the sports strategy, they included: -

- Increase participation and widen access
- Sports facilities; diversify the range and improve the quality of sports facilities

Each key theme has a number of actions that are specific and intended to inform partner delivery plans. This project will deliver on these local actions and it has clear correlation with Sport England's strategy 2012 – 17.

d. Sport Englands Creating a Sporting Habit for life.

This project falls in line with the Plan; highlighting the need for partners to work together to develop initiatives that contribute to increasing the number of people who play sport regularly and reduce the number of young people who stop playing when they finish school. The project will:

- See more people taking part in sport
- Create more opportunities for young people
- Nurture and develop talent
- Provide the right facilities in the right place
- Support local authorities and unlock local funding
- Ensure real opportunities for communities

e. Haltons Vision

“Halton will be a thriving and vibrant Borough where people can learn and develop their skills, enjoy a good quality of life with good health; a high quality urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community and with safer, stronger and more attractive neighbourhoods”.

A Healthy Halton thematic delivery plan

Statistics show that health standards in Halton are amongst the worst in the country. Because of this Health has been singled out as a priority in most urgent need of improvement across the borough.

Strategic objectives

- Reducing death rates from some of the major causes of death in Halton by reducing smoking levels, increasing exercise and physical activity, improving diet, reducing alcohol consumption and improving the early detection and treatment of disease.
- Addressing the needs of older people, enabling them to lead longer, active and healthier lives.
- Increasing community participation and engagement in health issues at an appropriate level based on the health needs of individual communities.

Delivery options, such as:

- Continue/ increase evidence based interventions to improve diet and increase physical activity

- Improve access and availability of social, leisure and educational activities aimed at older people in order to reduce social isolation and improve overall health and wellbeing
- Understand the needs of communities within the borough in terms of health issues.
- Wherever possible tailor services to localities based on need.

2.2 Strategic Need for Investment

Facility Improvement Service - Halton Data Sources

To provide context for this scheme the following are some of the data sources that have been used:

Active People

The Active People Survey provides by far the largest sample size ever established for a sport and recreation survey. This allows detailed analysis of participation, volunteering and satisfaction levels and to establish positive and negative trends to high levels of precision for Local Authority areas and even for the relatively small participant sports. Kingsway ward has seen a decline in sports participation.

Market Segmentation

Sport England segmentation model, made up of nineteen 'sporting' segments, helps us to understand the attitudes, motivations and perceived barriers to sports participation i.e. the propensity for the local population to take part in certain sports.

By reviewing this against facility need assessment and looking at the spread of the dominant segments within the local authority area against the supply of facilities we have assessed whether there are any potential mismatches in the levels of supply and demand for certain sports in order to inform priorities, interventions and investment plans for the local area.

The segmentation model is enabling us to develop tailored interventions, communicate more effectively with our target market and to better understand participation in the context of lifestage and lifecycles. We have combined this information with local knowledge.

Further analysis work has identified the dominant segments who want to do more sport in this area, with 78% of those wanting to take part in indoor sports. An activity programme has been designed for the community to include the dominant segments, ([sporting profiles](#) of Brenda, Terry, Norma), favoured activities of keep fit for fun, enjoyment and socialising.

2.2.1 Playing Pitches

The local authority is the major provider of outdoor playing pitches in Halton for both summer and winter sports. The Councils Open Space Service provides 66 outdoor pitches. These pitches are located at 15 different sites across the borough. The service also maintains the majority of pitches on school sites.

This project reconfigures the grass pitches and provides a secure site for pitch sports, football, rugby league and cricket and adequate changing for public pitches outside of the secure fence. Improvement and investment at Widnes Recreation Ground has been agreed by stakeholders as a key recommendation for inclusion in the Playing Pitch Action Plan. A 3G Artificial grass pitch is not being proposed at this sites as within 1 mile there is a 3G at Halton stadium, Wade Deacon School and 1 sand based AGP at Bankfield School all offering or proposing to offer community access. Affordable training option is still being considered as part of this project, currently through MUGA and natural grass training provision. The changing room specifications have been reviewed by the Liverpool County FA and football foundation and they are keen to continue dialogue with a view to support the project. Any further enhancement of facilities will be subject to resources being secured and demand demonstrated.

2.2.2 Indoor Sport

As outlined in section 1.2 this site was a well-used multi-sport facility. Kingsway Leisure Centre, Widnes, 1 mile away, provides the main sporting provision in the Borough; it boasts an 8 court sports hall and is the main indoor sports event venue in Halton. The centre is already heavily used by young people; there is some influx from neighbouring authorities, for county and regional events. Also within 1 mile is Halton Stadium, a large venue, with a regional table tennis centre

Secondary Schools in Halton offer extensive use of the school sport facilities for community use in the evenings and weekends, 3 schools approximately 1 mile from this project facilitate excellent single sport programmes, for example, Tennis Centre and Athletics Track.

The majority of secondary schools have Community Sport Joint Use Service Level Agreements with the Council, the councils Sport and Recreation Service has representation on all the monitoring groups these groups meet at least once a year to review performance and future plans. This monitoring role assists with planning and coordination of borough wide sport programmes, projects and assets.

Currently, indoor areas are predominately used during the evening winter months for training by existing sports clubs, with limited capacity and little scope for recreational play and play and community classes. Thus the activity space will provide an area that can be programmed to identified need.

Halton has a significant proportion of individuals in the lower socio economic groups. Halton is ranked 27th most deprived district out of 354 Authorities in England. Statistics show that health standards are amongst the worst in the country. The local facility requirement can only be ascertained taking into account the local demographic variations. Halton participation rate in Kingsway ward (centre location) is particularly low, the ward is placed among the top 10% most deprived wards in the country.

People in Halton are slightly less likely to be a member of a club where they participate in sport than is the case nationally.

3. Organisational and Management Issues

3.1 Organisational Summary – Halton Borough Council

Communities Directorate Organisation Structure

The Community and Environment department of the Communities Directorate has prepared this business plan. It has an important role to play within the Council in addressing health issues, personal development, social inclusion and the quality of life for the people of Halton.

Sport and Recreation Service strategy, policies and service developments are discussed and developed through the Communities Directorate structure of meetings. Major developments, changes to policy etc are taken to Communities Senior Management Team for consideration before presentation to Members for decision or discussion at the appropriate Board meeting i.e. Executive Board or Employment Learning and Skills Policy and Performance Board (PPB).

Monitoring and scrutiny of the service is through the Employment Learning and Skills PPB with quarterly monitoring reports on Community and Environment being considered.

Widnes Recreation Ground is owned and operated by Halton Borough Council. The Open Space Service has responsibility for the maintenance of the outdoor playing pitches and changing rooms. The letting of pitches to sports clubs sits within the Stadiums lettings team.

The age and internal layout of the existing changing rooms limits the quality of service that can be provided. The Council has implemented a programme of maintenance to the changing area and outdoor pitches to ensure the building remains at an acceptable standard, however, the building design places restrictions on the usage.

The Council Sports Development Team cover a wide range of important priority work area and supports council colleagues and partners in programme design and development, meeting regularly with the Halton Sports Partnership to review usage and joint working arrangements.

3.2 Management Arrangements/Systems

Widnes Recreation Ground

- Widnes Recreation Ground day to day operational management 365 days per year is carried out by Open Space Service.
- Widnes Recreation Ground playing pitches operate 9.00am – 4.00pm Saturday and Sunday and by prior arrangement at other times.
- Public Access to fields at anytime

Changing rooms and Playing Fields

- Health and safety inspections (visual) by weekend site based staff
- Health and safety inspections by Open spaces sports pitch team

- Technical input and management by Open Space and their nominated contractors

General

- Day to day operational management is by Open Space Service.
- Cleansing of building in line with Open Space Service Operational Management
- Building maintenance in line with Halton Borough Council Planned Preventative Maintenance Programme (PPM)
- Technical input by HBC Property Services
- Site staff and security by HBC contractor, Select Security
- Building maintenance by Halton Borough Council
- Playing Field lettings are by annual application available during June and July

3.3 Staffing

Open Space Service directly employs staff that operate the facility. Staff responsibilities include: -

- Provide a security presence and access to facilities/toilets
- Deal with enquiries, liaise with the public
- Staff cover is provided 2 days a week and on average 6 hours per day throughout the 'winter' playing season September to April.

3.4 Partnership Working

The Sport and Recreation Service works with many organisations and people, both internally and externally to deliver or support services through a partnership approach, the operation of the current facility by Open Spaces includes these principles and they work with many agencies including:

- | | |
|-----------------------------|--------------------------------------|
| • Sports Development Team | Facility usage and user advice |
| • Sports Clubs | Activity provision |
| • Halton Sports Partnership | Planning, provision and coordination |

In addition to Sports Development attending Bi monthly meetings with the Halton Sports Partnership Executive Committee more in depth Meetings take place with appointed sub groups on specific project work.

3.5 Training and Development

Halton Borough Council has a comprehensive training and development Programme for its own staff, and works closely with Halton Sports Partnership to identify and provide workshops and coach education courses for local sports clubs. The following training will be a minimum requirement: -

Project staff

- On going training through performance appraisal process
- Updates on health and safety legislation
- Standard health and safety training
- First Aid certified

Sports and Community Clubs

- On going training through club accreditation processes

3.6 Marketing Plan

The Council has a corporate Marketing and Communication department whom together with the service actively promote the activities and services it delivers and provides supports for. In addition a number of borough wide sports programmes are coordinated annually, such as, Sports Fair Week.

Coordination and production of an annual sport in Halton calendar is distributed to all clubs and community facilities in Halton as well as being made available on line and through partner agency websites.

3.7 Equity Plan

Corporate Equalities Toolkit (Section 1) outlines the action that the Council will be taking to ensure equality of opportunity for its employees, all of the residents of Halton, businesses based and operating in Halton, and visitors to the area who use the extensive range of services that the Council provides, either directly or indirectly.

3.8 Health & Safety Plan

The centre will have a full Health & Safety operating manual and provide internal and externally delivered training to staff. Leisure H&S Management System will sets out the duties of all staff. It will describe the standards to be met, based upon a risk assessment at each premises. The proposed centre would have direct access to Health & Safety advisor. The building operator can utilise the knowledge and expertise operating at other community buildings across Halton.

The building will incorporate a fire sprinkler system in its design. Hearing Induction Loop will be included in the community space.

Relevant parts of the building will be Wi-Fi enabled.

3.9 Child Protection Policy

The Halton Safeguarding Board exists as a strategic decision making body. There is a multi-agency safeguarding procedure for children in Halton.

3.10 Safeguarding Vulnerable Adults

A multi-agency Halton Safeguarding Adults Board (SAB) exists as a strategic decision making body, with Lead Officers from partner agencies that participate in safeguarding adults. The SAB reports to the Safer Halton Partnership. This project will involve vulnerable adults.

Financial Information

4.1 Breakdown of costs

EC Harris Consultancy has prepared the cost estimate for this project; the company has previous knowledge of sports facility development.

Cost estimate

The overall cost of the scheme is estimated to be in the region of £2.680M excluding VAT.

4.2 Explanation/justification of assumptions behind costs

The costs are current at 3Q13 and an inflation allowance has been allowed to start in 1Q14. Costs have been arrived at using recent schemes/market rates. HBC are confident that the scheme would be delivered on time.

4.3 Funding Information

Due to the recent and current economic climate it has been extremely difficult to secure funding towards a capital sports project. Following assessment of the existing changing block it would not be financially prudent to refurbish.

The proposed pavilion is likely to have a lifespan in excess of 30 years.

In order to deliver this project the council intends to seek funding from a number of partners. The Council would be the main funder utilising an area of land for development purposes, approximately 14,740m² (3.642 acres) and thus creating funds that would make a significant contribution to realising the project. The County Football Association have indicated they are supportive of the scheme and discussions have taken place with the Football Foundation for grant assistance towards the changing room and playing field element. Cheshire County Cricket Association is supportive of the scheme, they can seek the resources required to install the artificial cricket wicket and sports development support towards the scheme. The MUGA costs have been included for illustration purposes only. Further work is required on location and specification of MUGA, this will be worked up as a separate project. The MUGA project is in an area eligible for WREN funding.

The cost plan has been prepared to include abnormals. Should the major project cost go over that allowed within the current contingency a sum of up to £50,000 will be secured from within Halton Borough Council Capital Development Programme or from other Council assets.

Further potential external funding sources are also to be explored.

It is proposed that HBC property services will provide the scheme with all the project oversight along with providing key holder supervision throughout the project.

4.4 Cash Flow Forecast for the funding period

All the facilities within this project will be offered in line with current operating procedures. The projections are therefore based on assumption and comparison with other similar facilities.

Other sources of direct revenue shall be from the Councils Sport and Recreation Service budget, the Community programmed is based on proposed activity provision.

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	Year 5
Community Programme ¹	29,760	30,504	31,266	32,048	32,849
Events ²	6,000	6,100	6,202	6,307	6,464
Playing Pitch rents ³	13,700	13,992	14,292	14,599	14,963
Miscellaneous ⁴	25,000	25,715	26,599	27,435	28,120
Existing budget	16,550	16,963	17,387	17,822	18,002
Total Income	91,010	93,274	95,746	98,211	100,398
Expenditure					
Staffing	17,400	17,575	17,753	17,932	18,111
Utilities ⁵	16,620	17,035	17,461	17,897	18,345
Playing Pitch maintenance	5,000	5,125	5,293	5,384	5,519
Repairs & maintenance	10,000	10,500	11,125	11,781	12,075
Cleaning	20,750	21,268	21,800	22,345	22,904
Caretaking/keyholder	13,440	13,776	14,120	14,473	14,835
Other costs (telephone etc)	7,800	7,995	8,194	8,399	8,609
Rates					
Total Expenditure	91,010	93,274	95,746	98,211	100,398

Assumptions

Year 1 assumes a complete years trading and figures are based on 2015/2016 full year operating costs. 2.50% annual inflation, 1% staff uplifts.

1. Based on group bookings and community classes being delivered in year 1 over 48 weeks – (activity hall rate of £20 per hour) or £25 income from classes; meeting room £10 per hour- 6 hours per week.
2. Subject to appropriate events, food tenders at the facility.
3. Based on playing pitch occupancy levels for adult use and with junior pitches charged at current rate.
4. Vending, social area, functions.
5. Utilities - Gas, Electric & Water charges assumptions made by property services. Consumption based on similar facilities.

The staff costs reflect the basic needs of the facility and a sports club partnership approach to operating.

The community programme income annual growth has been included based on limited weekday usage and full weekend usage. Programme occupancy will rise year on year as the weekday programme is developed.. Operating programme of 48 weeks, to allow for Christmas closure, maintenance, special events etc.

Halton Borough Council Sport and Recreation revenue funding will be utilised to promote the programme of events and community activities will be organised and supported. This may include activities such as those outline in draft programme. Taster sessions, open days, community participation events. In addition it is hoped that some public health money will be directed towards pump priming some local initiative and integration of the facility into generic service provision. The Clinical Commissioning Group (CCG) will be asked to support the development project.

Insurance for these facilities will become part of the Councils Corporate Policy and reviewed at Asset management working group.

5 Project Delivery

5.1 Project Planning

Halton Borough Council Property Services Department have reviewed the plan together with the planning and highways departments. They are supportive of the project and are involved in the project discussions.

Location – Widnes Recreation Ground, Liverpool Road, Widnes WA8 7EY

The project is located in Kingsway ward. Halton Borough Councils owns the land and freehold.

It is proposed that the playing pitch provision will be kept open to the public during the building work. The project has been prepared as a 35 week scheme; the aim would be to have an operational site within the financial year 2014-15.

5.2 Risk Assessment and Management

Site appraisal

The proposed work involves a new facility on an existing sport site, therefore the existing drawings will denote the extent of the site. As part of the design process the various professional team members will carry out the relevant surveys on the ground (e.g. review the topography) to ascertain any problems or issues that may affect the scheme.

Interim Project team members

Dwayne Johnson – Strategic Director Communities HBC

Cllr Phil Harris – Executive Board member and portfolio holder HBC

Chris Patino – Operations Director, Communities and Environment HBC
Martin McCrimmon – Property Services HBC
Sue Lowrie – Sport and Recreation Manager HBC
Tim Wellman - Associate Architect & Designer IBI TaylorYoung
Steve Wilson – Associate IBI Taylor Young
Richard Jones/Chris Waine – EC Harris Consultancy
Terry Parle – Chair of Halton Sports Partnership
Peter O'Donnell – Asset Manager HBC

In addition the project and plans have been discussed and prepared with input from:

Fiona Pudge – Planning Manager, Sport England
Alice Watson – Development Manager, Liverpool County Football
Mike Woollard – Club Development Manager, Cheshire Cricket Board
Paul Bryson – Cricket Development Manager, Lancashire County Cricket
Mick Millea – Widnes Football Forum
Martin Kerr – Widnes RUFC
Ian Woodward – Widnes Amateur Rugby League Association
Calum Donnelly – Development Manager (Sport), Merseyside County Sports Partnership
Dave Sweeney – Operational Director, Integration, Halton LA/CCG
Andrew Plant -Principal Officer Development Control
Jonathon Farmer Lead Officer Highways and Planning Authority Officer HBC

5.3 Project management strategy and procedures

PROCUREMENT ROUTE

The proposal for procuring the project is via a two stage tender procedure to enable the contractor to be brought into the design process at the earliest opportunity. This will assist in a positive way by enabling discussion and agreement to take place early over specification, materials, supply chains and buildability to enhance the scheme for the end user.

The two stage procedure will consist of using a select list of contractors tendering competitively on preliminaries, overheads and profit using an elemental cost plan as the base document. This first stage will not only involve the price but will also include a quality element by asking the tenderers to submit answers to specific detailed questions, and making a presentation to the client and stakeholders. All of the quality submissions including the interviews will be marked on specific criteria and the scores added to the pricing score to arrive at the most economically advantageous tender for the project

The successful contractor will start the second stage and work with the design team in an open book accounting process to firm up the prices and specification using competition through the contractors supply chain, in order to finalise a fixed price tender for the project. Within this second stage, value engineering will also take place, as necessary, to arrive at the best solutions for the project

When all of the costs have been collated and finally approved a formal contract will be drawn up and the project can start

Weekly meetings will be held to discuss progress with the contractor producing accurate progress reports against a previously agreed programme. Other meetings will only be held as deemed necessary by the contract administrator, in order to safeguard the client.

A project Risk Register will be developed in line with previous capital builds. A risk log will be kept.

Internal and external audit arrangements for the initiative will follow Halton Borough Council financial regulations and receive support from the Group accountant responsible for cultural and leisure services. All capital expenditure will be recorded on the assets register. VAT will be recovered.

The contractor appointed will need to be committed to maintenance and sustainability of the facility to a high standard on completion.

5.4 Operational Viability and Sustainability

Design information

Drawings – the new building is focused on delivering sports facilities to bring amateur sports clubs and community groups together in a dedicated sports facility

- Design the interior layout to maximise the use of the space.
- Maximise the potential service provision within the building to attract users and make good use of space.
- To provide accessible toilets and changing cubicles
- Propose up to date products used for the floor, wall and ceiling finishes that will enhance the experience of the proposed users.
- Install mechanical and electrical installations in keeping with the design requirements, taking the opportunity as far as possible to introduce sustainable and greener materials into the scheme to help reduce the carbon footprint of the building (e.g. low energy light fittings).

6 Monitoring

6.1 Reports

Reports of a qualitative and quantitative nature will be reported monthly through current sport and recreation meetings and discussed on a quarterly basis in wider partnership meetings. The project will undergo a review at the end of each delivery year on which success will be determined and outcomes drawn by the comparison of outputs to performance indicators as prescribed in the yearly delivery plan.

Project results and outcomes determined by each review will be considered and form the basis of the forthcoming year delivery plan.

Assessment forms will be devised and completed by individuals taking part in project initiatives as a means of ongoing community consultation and programme development.

Reports to the Employment, Learning, Skills & Community Policy & Performance Board will be included in the regular monitoring reports.

6.2 Performance Management

On a day-to-day basis HBC will monitor the facility usage. This will provide for support from Operational Director on a day-to-day basis; (including monthly Community and Environment review meeting); to ensure effective two-way communication throughout the service and Borough Council.

The Widnes Recreation Ground Project Management delivery group will schedule meetings on a regular basis to monitor progress and ensure that all organisations are reporting in line with set procedures. System for recording outputs and control measures for reporting will be put into place to ensure appropriate information is retained.

The Performance Management System will provide information about the people benefiting from activities.

