



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 30TH MAY 2018 AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),
B. T. Cooper, M. A. Sherrey, C. B. Taylor and P. J. Whittaker

AGENDA

1. To receive apologies for absence
2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. To confirm the accuracy of the minutes of the meeting of the Cabinet held on 11th April 2018 (Pages 1 - 4)
4. Minutes of the meetings of the Overview and Scrutiny Board held on 11th April and 23rd April 2018 (Pages 5 - 18)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes

Should there be any recommendations from the Overview and Scrutiny Board meeting held on 24th May 2018 a minute extract will be tabled at the meeting.
5. Performance Report (Pages 19 - 30)
6. Sports Hall Feasibility Options Appraisal (Pages 31 - 78)
7. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the

commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

22nd May 2018

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 11TH APRIL 2018, AT 6.30 P.M.

PRESENT: Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),
B. T. Cooper, M. A. Sherrey, C. B. Taylor and P. J. Whittaker

Observers: Councillors L. Mallett and M. Thompson

Officers: Mr. K. Dicks, Mrs. A. Singleton, Mr D. Piper,
Ms. C. Flanagan, Mr C. Forrester, Ms C. Welsh and Ms. A. Scarce

100/17 **TO RECEIVE APOLOGIES FOR ABSENCE**

There were no apologies for absence.

101/17 **DECLARATIONS OF INTEREST**

There were no declarations of interest on this occasion.

102/17 **MINUTES**

The Minutes of the Cabinet meeting held on 7th March 2018 were submitted.

Councillor Taylor highlighted that on Page 2 of the minutes, the final bullet point actually referred to private larger vehicles and not businesses and confirmed that this was the responsibility of Worcestershire County Council and that officer would make them aware of the concerns raised.

RESOLVED the minutes of the meeting of the Cabinet held on 7th March 2018 were approved subject to the pre-amble above.

103/17 **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 26TH MARCH 2018**

The minutes of the Overview and Scrutiny Board held on 26th March 2018 were noted.

104/17 **ADDENDUM TO HARDSHIP POLICY APRIL 2018**

Councillor B. Cooper, the Portfolio Holder for Finance and Enabling, introduced the report and in so doing reminded Members that this had come about following a resolution which had been made in January at

Worcestershire County Council (WCC), in respect of those young people leaving care and paying Council Tax. The mechanism to be put in place would address this until they reached the age of 25. This was an interim measure until the full review of the Council Tax Support Scheme took place later in the year.

The Head of Customer Access and Financial Support added that in order to enable this to happen, the addendum to the Council Tax Support, Hardship Policy needed to be included as this would be funded from monies already available. Details of care leavers would be provided by WCC or if approached directly clarity would be sought from WCC.

Following presentation of the report Members raised the following points which were discussed in more detail:

- What would happen should a young person from outside of the District move into the area and whether they would be covered. Officers confirmed that currently this only applied to those from the Worcestershire area.
- Members discussed the difficulties young people faced during the transition from care to independent living and whether the support should go further. The Portfolio Holder advised that this was an area which would be included within the review. The Leader also confirmed that he would ensure this was included on the agenda for the next meeting of the Worcestershire Leaders Board.

RECOMMENDED to Council that the addendum to the Council Tax Support hardship Policy 'Support for Care Leavers' be agreed.

105/17

MARKET OPTIONS REPORT

The Leader reminded Members that this was something which Councillor M. Thompson had raised as an urgent item at the full Council meeting held on 21st February and as such Councillor Thompson was given the opportunity to speak to the item.

Councillor Thompson thanked the Leader and advised that following the discussions which had taken place at the Overview and Scrutiny Board meeting which had been held immediately before this meeting, he was grateful for the opportunity to protect the market and for Members to work together to ensure this happened, in conjunction with the market traders.

Councillor K. May, Deputy Leader and Portfolio Holder for Economic Development, Regeneration and the Town Centre, thanked officers from NWEDR and the market traders for attending and in light of the extensive discussions which had been held at the Overview and Scrutiny Board meeting so proposed that the recommendations be considered.

Councillor L. Mallett, Chairman of the Overview and Scrutiny Board thanked the Leader for the opportunity to speak at the meeting and confirmed that the report had been considered in detail at the meeting and

the market traders had been given the opportunity to put forward their views and ideas. The unanimous view had been that the operation of the market be brought back in house, in line with option 2 of the recommendations, with a clear recommendation to explore whether there was an option to work directly with the market traders.

The Portfolio Holder confirmed that she was happy to accept option 2 of the recommendations and to explore the feasibility of working with the market traders.

RESOLVED that

- a) the management and operation of Bromsgrove Town Centre Outdoor Market be brought back 'in-house' with authority to be delegated to the Chief Executive in consultation with the Deputy Leader and Portfolio Holder for Economic Development, Regeneration and Town Centre to determine where a new markets team sits within the Council and/or NWEDR structure; and
- b) Officers explore whether there was an option to work directly with the market traders.

106/17

FINANCE MONITORING QUARTER 3 REPORT

Councillor B. Cooper, Portfolio Holder for Finance and Enabling introduced the report and explained that this contained the Revenue and Capital position for Quarter 3. As detailed within the report there was a projected modest underspend and it was hoped this would be maintained for the year end.

It was highlighted that there were 2 recommendations for Council which covered a retrospective increase in the Capital Programme in respect of the Disabled Facilities Grants and a retrospective virement for the vehicle replacement to the infrastructure work at the Bromsgrove depot.

The Financial Services Manager responded to a number of questions from Members, including in respect of the virement for the depot work and the improvements to the car park, which it was confirmed that in future would not occur. It was also confirmed that that services provided by Lifeline appeared in a number of the Council's Strategic Purposes.

RESOLVED that the current financial positions for the period April – December 2017 be noted.

RECOMMENDED:

- a) that a retrospective increase in the 2017/18 Capital Programme of £78k for the Disabled Facilities Grants be approved (to reflect the recent funding received from the DCLG for the provision of adaptations); and
- b) that a retrospective capital virement of £100k 2017/18 from the vehicle replacement to the infrastructure work at the Bromsgrove depot be

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approved (due to improvements undertaken in relation to Phase 1 of the depot car park resurfacing).

107/17

TO CONSIDER ANY OTHER BUSINESS, DETAILS OF WHICH HAVE BEEN NOTIFIED TO THE HEAD OF LEGAL, EQUALITIES AND DEMOCRATIC SERVICES PRIOR TO THE COMMENCEMENT OF THE MEETING AND WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, CONSIDERS TO BE OF SO URGENT A NATURE THAT IT CANNOT WAIT UNTIL THE NEXT MEETING

The meeting closed at 7.00 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

11TH APRIL 2018, AT 5.30 P.M.

PRESENT: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, S. R. Colella, C.A. Hotham, R. J. Laight, C. J. Spencer, P.L. Thomas, M. Thompson, R. J. Deeming and S. P. Shannon

Observers: Councillor K. May

Officers: Mr. K. Dicks, Ms. A. Scarce, Mr C. Forrester, Ms C. Walsh, Mr D. Piper and Mrs L. Morris

108/17 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

Apologies for absence were received by Councillors C.J. Bloore and Councillor M. Glass with Councillor S. Shannon attending as substitute for Councillor C.J Bloore and Councillor R. Deeming attending as substitute for Councillor M. Glass.

109/17 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no Declarations of Interest.

110/17 **TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 26 MARCH 2018 - TO FOLLOW**

The Senior Democratic Services Officer explained that it had been brought to her attention that information may have been reported inaccurately to the previous meeting regarding use of the Sports Hall. It was suggested therefore that the planned Task and Finish Group considering the lessons learnt from the process, invite Bromsgrove High School and BAM to attend a Task and Finish Group meeting to clarify the position.

The Chairman welcomed this suggestion and agreed that this would be the most appropriate action.

RESOLVED

- That the minutes of the previous meeting of the Overview and Scrutiny Board held on the 26 March 2018 be approved as a correct record.

- That representatives from both BAM and Bromsgrove High School be invited to contribute to the Board's 'lessons learnt' Task and Finish Group.

111/17

MARKET OPTIONS REPORT

The Chairman welcomed all to the meeting and reminded attendees that options for the market would also be considered at Cabinet following the Board Meeting.

A Member queried the reason why the report had been withdrawn from the Board's March 2018 meeting agenda and whether this was due to the content being biased.

The Portfolio Holder for Economic Development, Regeneration and Town Centre, Councillor K. May gave reassurances that this was not the case and the report had in fact been withdrawn because the Chief Executive had only returned from leave on the day the report was to be issued and she had not been satisfied with the information included in the report. The Portfolio Holder thanked the stall holders for attending and their commitment to the market. She stated that she wanted a viable market and the Council was in support of the market.

The Head of Economic Development & Regeneration – North Worcestershire, introduced the report and highlighted that;

- The operation of Bromsgrove Town Centre Outdoor Market ('the market') was managed by North Worcestershire Economic Development and Regeneration (NWedr) which was a shared service hosted by Wyre Forest District Council.
- Following a competitive procurement process, in February 2015 a five year licence was granted to CJ Events (Warwickshire) Ltd (CJ Events) to operate the market.
- In December 2017 CJ Events provided formal notification terminating this agreement. The current licence agreement would end on the 4 June 2018.
- Officers had been considering the possible options for the future operation of the market. NWedr could continue to manage the market and a new procurement process commence; Or the operation of the market could be brought back in house under a new markets team.
- Market traders had expressed an interest in running the market. Officers had received legal advice that the market traders would need to submit a tender to do so. This was therefore not an alternative option to those presented in the report as it would come within the option of a new procurement process.
- It was envisaged that the market would continue to operate three days a week.
- The appointment of an external contractor to manage the market could provide the Council with an opportunity to secure a fixed income and expertise in running a professional market operation.

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- If the market was to be brought back 'in-house', there were two options to support this approach. The options included; That the market be run by a dedicated markets team comprised of a Markets Manager, Senior Market Operative and two Market Operatives; Or that the market be directly managed by the Bromsgrove Centres Manager with a Senior Market Operative and two Market Operatives recruited to run the day to day operation of the market. A 'Centres Assistant' role could be recruited to, to support the wider work of the Centres Manager.
- Through the 'in house' approach it was anticipated that a 3-day week general market was likely to remain. Whilst the report outlined potential costs there may be other costs involved. There would need to be future investment and a marketing strategy. Income levels were likely to fluctuate but there could be stronger links between the centre management and the markets and a stronger relationship with traders.
- The Bromsgrove Centre Manager role was completely different to a Markets Manager role. The remit of the Centre Manager was focussed on developing the town centre and the Council's Centres Management Strategy 2017-20. Managing the market would result in difficulty in delivering the wider Centres Management Strategy as there would not be the capacity to do both.
- The external option included the opportunity for annual fixed income. In 2015, four bids were received which could provide a fixed income over the five year agreement.
- Reference was made to the table in the report which provided a summary of the net position for four different scenarios. Most cases demonstrated a deficit, and capital investment was required.
- The appointment of a professional and experienced markets operator would be well placed to provide a viable and sustainable market and a seamless transition in management.
- A draft specification had been prepared which placed more weight on social responsibility.
- It was recognised that market traders favoured the in-house option but this model was in decline and would take time to set up. It would take six months to develop a Markets Team and putting in place temporary arrangements would come at a risk.
- The in-house option was more limited and the benefits of this approach could not outweigh the risk.

The Chairman asked if a preferred option was being put across as this appeared to be the case. The current role of CJ Events, NWedr and Bromsgrove District Council in supporting the market was queried, along with what was entailed in running the market.

The Head of Economic Development & Regeneration – North Worcestershire clarified that NWedr contract managed the external operator. Bromsgrove District Council employees should not currently be involved in running the market as CJ Events employed people to do this. Responsibilities included collecting rents, marketing, providing stalls and

running all aspects of the market. The Officer's advice was to re-procure the market.

The Portfolio Holder confirmed that her preferred option was to bring the market back 'in-house' as part of the service provided by the Council. The market was an important part of the community, brought people into the town and was at the heart of the town centre. If the service was brought 'in house' over time the Council could potentially take over the running of other markets in the local area.

Mr Sidhu, Bromsgrove Market Traders Association, put forward the Market Traders desire to run the market on a not for profit basis, transferring any profits back to the Council. He reported that CJ Events were initially interested in running the market but this interest appeared to have subsided. An employee of CJ Events who had previously been employed by the Council however continued to be very supportive. The market traders could provide a fixed guaranteed income to the Council and ensure the market had a good future.

During the course of the discussion in response to the issues raised by Members a number of points were clarified.

- In a response to a question regarding how much CJ Events had paid the Council to date, the Head of Economic Development & Regeneration – North Worcestershire confirmed that although he did not have the figures to hand the full amount to be paid over five years, had been paid in part. The Chairman agreed that this might be useful information, however the Board needed to make recommendations about the future of the market. What had gone before could make a difference as there might need to be different contractual arrangements.
- Mr Sidhu confirmed that he had paid over £30k in rent personally.

A Member made the following points;

- The report appeared to be biased.
- The suggestion that procurement was viable may not be true as the last provider had pulled out of the agreement early.
- If the market cost £44k this would be money well spent in comparison to other projects that the Council had invested in as it would, for example, provide security to the traders.
- The Council should make the most of its assets.

Mr Sidhu commented that a private company would be seeking a profit to run the market but the market traders would not do so. The income for the market operating over three days each week was £112k if every stall was rented out. Stalls are within allocated positions and this information could be gathered as there was only a certain number of positions available.

The Portfolio Holder queried which option, as presented in the report, was preferred by the market traders and the traders present said that they would prefer the option for the market to be run in house.

A Member suggested that the Market Traders offer should be developed further as it could be lucrative for all concerned if the profits were to be handed back to the Council.

Mr Sidhu explained that other markets were run differently and were able to fill the space, with sole traders employed to erect and dismantle the markets. He emphasised the importance of keeping the uniformity of Bromsgrove Market. Traders had shown their commitment to the market.

During the course of the discussion Members made the following points;

- The market traders suggestion was welcome. It was an appealing offer for the Council and clear regard should be given to how this model could work in practice. The market traders were keen to make the market an ongoing concern.
- The figures could be better than what was being presented, for example the Council could potentially find somewhere free of charge to store vans, agency figures were very high and it would be better to use any spare capacity in the existing Council workforce to run the market and the impact of non-domestic rates would be the same whether or not there was an external or in-house provider. The opportunity for a not for profit organisation to run the market should be taken on board. Bromsgrove market should be run by Bromsgrove Council, particularly as the Council was trying to become more commercial.
- The Chairman suggested that there would be no domestic rates if market traders got together to solve the issue by becoming a charitable trust.
- The Portfolio Holder was thanked for meeting with the market traders. The market stall holders were very much appreciated. If the Council could use its own vehicles and staff to run the market then savings could be made. The week day markets and themed markets were very popular and positive feedback had been received from residents. Local shops also felt the benefits of a good market.
- Mr Sidhu and the other stall holders were thanked for their contribution and it was suggested that Option 2, bringing the service 'in-house' would hand back control of the market to elected Members who could then go on to consult the market traders.
- Disappointment was expressed that the figures for the current contract had not been made available. It was queried why CJ Events had pulled out of the agreement and if this was due to the company losing money? It was suggested that Wyre Forest District Council and NWedr's involvement may not be necessary. The rising use of the internet and local supermarkets had an impact on the market so it had to be competitive; however the market could be taken forward.
- The Council could consider a third option to take the running of the market back in-house and support the creation of a not for profit stall holder organisation to run the market, with a commitment to continuing dialogue with the stall holders.

Mr Sidhu confirmed that he had spoken to CJ Events regarding income generated and understood that a profit of £630 per week was realistic.

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The Chairman summarised the discussion and suggested that the Board put forward a recommendation to Cabinet that a third option be considered where by the running of the market be brought back 'in-house' and that an open and active conversation take place with the market traders regarding a not-for-profit vehicle taking the lead. This would be subject to the legal viabilities of this model. It was queried if a further local authority needed to be involved in running the market and suggested that the Council's relationship with NWER needed to be renegotiated.

RECOMMENDATION That following a unanimous vote the Board recommend that the market be returned 'in-house' and options for traders to run the market be explored.

112/17

TO CONSIDER ANY OTHER BUSINESS, DETAILS OF WHICH HAVE BEEN NOTIFIED TO THE HEAD OF LEGAL, EQUALITIES AND DEMOCRATIC SERVICES PRIOR TO THE COMMENCEMENT OF THE MEETING AND WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, CONSIDERS TO BE OF SO URGENT A NATURE THAT IT CANNOT WAIT UNTIL THE NEXT MEETING.

There were no items for consideration.

The meeting closed at 18:25

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

23RD APRIL 2018, AT 6.00 P.M.

PRESENT: Councillors S. A. Webb (Vice-Chairman), C. Allen-Jones, C. J. Bloore, S. R. Colella, M. Glass, C.A. Hotham, P.L. Thomas and M. Thompson

Observers: Councillor K. May

Officers: Ms. J. Pickering, Ms. R. Russell (Worcestershire County Council) Ms. A. Scarce, Ms. S. Wilkins (Worcestershire County Council), Ms. J. Willis and Ms. L. Morris

113/17 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

Apologies were received from Councillors L.C.R Mallet (Chairman) and Councillor C. J Spencer. In the absence of the Chairman, Councillor S.A Webb (Vice Chairman), chaired the meeting.

113/17 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

Apologies were received from Councillors L.C.R Mallet (Chairman) and Councillor C. J Spencer. In the absence of the Chairman, Councillor S.A Webb (Vice Chairman), chaired the meeting.

114/17 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no Declarations of Interest.

115/17 **TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 11TH APRIL 2018 (TO FOLLOW)**

RESOLVED

That the minutes of the previous meeting of the Overview and Scrutiny Board held on the 11 April 2018 be approved as an accurate record.

116/17 **DISTRICTS AND COUNTY SAFEGUARDING AND EARLY HELP - PRESENTATION**

Tina Russell, Assistant Director Social Work Safeguarding Services, Worcestershire County Council and Sarah Wilkins, Assistant Director for Early Help and Commissioning, Worcestershire County Council provided a presentation.

In the course of the presentation, the Assistant Director Social Work Safeguarding Services highlighted the following;

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- In October/November 2016 an Ofsted inspection had identified significant widespread failings. This was of concern to everyone.
- The Ofsted report was generally felt not unfair. There was evidence within some case files that a poor level of service had been in existence for some time.
- As the County Council's Children's Services were rated inadequate again, the Department for Education had had concerns about the ability of the Council to sustain good quality services.
- Progress monitoring visits by Ofsted were now undertaken on a three monthly basis. A Department for Education Commissioner had been appointed to monitor progress.
- There were moves towards an Alternative Delivery Model, where by the Council would remain responsible for children's services, but the services would be run by a separate entity.
- In May 2017 it had been suggested that the Council focus on one particular area of improvement and make sure that this was being done well. It was difficult however to choose which service to prioritise as all children needed quality services. Areas had been prioritised but there was continued focus on the wider Improvement Plan.
- In January 2018 inspectors had considered the 'family front door', care proceedings and quality assurance. Feedback was that there was continued progress.
- The latest monitoring visit took place in April 2018. The report was not yet available but the Council was continuing along the right trajectory and there was a whole service approach to improvement.
- The Council had demonstrated in the past that it could make improvements but needed to show that they were sustainable.
- Council Leaders could clearly articulate the improvements that had to be made and there had been significant financial investment.
- Safeguarding was not just a social work issue, everyone needed to be involved. This was understood at a strategic level but partnership working was more challenging at an operational level.
- The consistent application of thresholds was challenging for local authorities. It was difficult to get this right but it had improved. Although there was still some inconsistency this had not had an adverse impact, if social workers needed to be involved they were.
- The 'Signs of Safety' Model was a simplistic but effective way of working with families. It promoted and strengthened families.
- Staffing and workforce issues continued to be a priority. Recruiting good, experienced staff was challenging. There were opportunities for social workers to report back but this had not always been recorded adequately in case files.
- Some caseloads per staff member remained higher than what was desired. Social work teams had however reduced in size so Team Managers oversaw a smaller number of cases.
- Supervision was process and task focussed but this had not been evidenced effectively enough.
- There was fit for purpose data available at every level.
- There was support appointed for less experienced social workers.

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- There were good training opportunities for social workers and more permanent staff in the workforce.
- Social workers were growing in confidence and becoming more creative. There was an improved level of curiosity. Social workers were asking why issues had arisen, identifying risk and acting on this information.
- Social workers valued supervision.
- The formal letter from the latest monitoring visit had not yet been received but it was anticipated that the findings would reflect those of the previous visit.
- There was an eight point plan to improve the lives of children and young people (see slide 9 of the presentation).
- A number of work streams had been developed. It was important to understand the whole experience of the child and how intervention had made a difference.
- There was work with partners on a range of specialist areas, but more work was needed with partners on other areas.
- It was important to get involved at the right level but not unnecessarily. The ambition was not to reduce the numbers of children in care, but support a child at home if it was safe to do so.
- The Council had Corporate Parenting responsibilities for the children in its care. It was important to ensure that there were enough local placements for looked after children and local support available so that young people could stay in Worcestershire if they wanted to when they left care.

The Assistant Director for Early Help and Commissioning explained that;

- Early help had an impact on children's lives in Worcestershire but the offer to families and professionals, and the pathways to access help, had not been clear.
- An Early Help Strategy had been drafted and shared. This clarified and simplified how support could be accessed to avoid interventions later on. The Council was working with partners and commissioned services.
- There was continued work with Bromsgrove District Council and Redditch Borough Council around the provision of parenting support and community capacity building.
- It was important to build good partnerships so that when social work interventions came to an end, the case could transfer back to Early Help services in a seamless way. There also needed to be good step up process if issues escalated.
- It was important to work closely with District Councils, schools and community services in Worcestershire. There was a good offer of early help in the county but this had not been well co-ordinated.
- A number of strategies, including the Early Help Strategy, fed into the Children's and Young People Plan which was owned by all agencies working with children, young people and families in Worcestershire.
- Opportunities to work with District and Borough Councils were being explored as they provided a rich resource of early help.

The Assistant Director Social Work Safeguarding Services confirmed that she had met with all of the District and Borough Council Safeguarding Leads as there was a desire to rebuild links. More partnership events were planned from May to July 2018.

Members' referred to the complexity of the services being delivered and the commitment to make improvements. The rationale behind the introduction of an Alternative Delivery model was queried.

The Assistant Director Social Work Safeguarding Services elaborated that the Council did not have a choice regarding this matter, as this was the direction set by the Secretary of State. The thinking behind this approach was that if Children's Services were delivered separately to the rest of the Council's business this could offer the service a level of protection as it could be prioritised. This would give the longevity to improvements which had not been seen before. The Department for Education were concerned that once they stepped back, services would decline again. It was anticipated that the required improvements could not be made within the Council however the Council was evidencing that improvements were being made.

Members' queried if other Councils had taken this approach and the Assistant Director Social Work Safeguarding Services responded that around six other Councils were going through a similar process. One had been inspected and was delivering a good service but there was not the evidence necessarily that this was as a result of taking the service out of the Council.

Members' queried how the resilience of social workers could be built in a new outside body, if the money set aside for children's services was secure and for how long, and how a positive culture could be built when there was a lack of consistency in senior leadership?

The Assistant Director Social Work Safeguarding Services explained that the culture had turned around significantly in a short time. Additional funding had resulted in more staff and the opportunity to provide useful tools for staff, enabling them to, for example, pick up their emails outside the office. The Chief Executive was committed to this work. The workforce had been a priority in the improvement plan from the beginning. Changing the culture was also a priority but this was not a task and finish type of exercise. The way in which staff were spoken to was part of this process. It was important for Directors to set expectations for staff and value staff. The intention was now for responsible management. There had been successful team and group manager recruitment and it now felt like a different place to work. Staff were surveyed every quarter and the results were improving each time. For example, initially only around thirty five percent of social workers knew who the Principle Social Worker was but this had increased to ninety eight percent of staff. The Principal Social Worker met with frontline staff and passed back any challenges to management. The Chief Executive had committed to a five year plan of investment in Children's Services.

Members' queried the governance for the Alternative Delivery Model and the Assistant Director Social Work Safeguarding Services explained that it would be a company of the Council. It was anticipated that there would be a Chairperson, Board of Directors and Board of Non Executives who would hold the Board to account. The Board would be made up of people from different backgrounds but not solely of Councillors. The Secretary of State would oversee the appointments with the Commissioner reporting back to the Department for Education.

Councillor K.J May, Cabinet Member for Transformation and Commissioning, Worcestershire County Council and Deputy Leader and Portfolio Holder for Economic Development, The Town Centre and Strategic Partnerships, Bromsgrove District Council commented that the appointment had to be made with the agreement of the Department for Education and the appropriate procedures would be followed.

In response to Members' queries the Assistant Director Social Work Safeguarding Services confirmed that although the new company could say what budget it required, it would need the County Council's agreement.

Members' discussed the recruitment process for social workers and the Assistant Director Social Work Safeguarding Services gave reassurances that there had been positive progress in terms of recruitment but acknowledged that there was still too many agency staff. Social workers needed to earn competitive pay but also wanted to have safe, experienced management and the opportunity to make a difference. A good training package was also important. Anecdotally the profile of working at Worcestershire County Council had changed with social workers wanting to work there. Nationally however there was a lack of experienced qualified social workers. Recently the Council had attracted an additional fourteen newly qualified social worker applicants.

Members' also discussed sickness levels for social workers and the Assistant Director Social Work Safeguarding Services explained that there was work with Human Resources to gather this data but it was not a major issue. There had been an improvement in the ratio of permanent staff to agency staff. Where children experienced regular changes in social workers, this reflected the strains in the profession.

Councillor K.J. May provided data in respect of sickness absence at County Council.

Members' discussed a number of other areas;

- The sickness policy at the County Council.
- The County Council's comparative expenditure on roads and infrastructure.
- The importance of consistent leadership at the County Council.

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- The findings of the Chartered Institute of Public Finance and Accountancy's (CIPFA) report into Worcestershire County Council's Financial Resilience.
- Funding pressures in adult social care.
- The County Council's Medium Term Financial Strategy.
- How the money required for the Alternative Delivery Model would be guaranteed?
- The transparency regarding the matter.

Councillor K.J. May reiterated that the Alternative Delivery Model was the decision of the Department for Education and that the County Council had no choice in the matter.

The Assistant Director Social Work Safeguarding Services clarified that the Ofsted report was not available until it was made public.

Members' thanked Officers for the work carried out to date.

The Head of Community Services, Bromsgrove District Council explained that;

- Safeguarding training had been rolled out to staff and Members. All were aware that they were the eyes and ears to the public.
- A report to Cabinet on the Children and Young People's Plan had highlighted a range of services and activities to improve the lives of people available in the District.
- The District Council had an important role to play in working with the voluntary sector and had supported the sector to access the relevant training.

The Assistant Director for Early Help and Commissioning confirmed that she had visited both Bromsgrove District Council and Redditch Borough Council. District/Borough Councils were key in taking improvements forward and evolving locality partnerships to develop creative and localised services. She was looking forward to working with the Head of Community Services going forward.

RESOLVED: That the progress in relation to the Children's Services Ofsted be noted.

117/17

OVERVIEW AND SCRUTINY DRAFT ANNUAL REPORT 2017/18

RESOLVED: That the Overview and Scrutiny Annual Report be approved for submission to Council subject to the acronym on page 5 of the report being amended from F&BWG to read FBWG.

118/17

FINANCE AND BUDGET WORKING GROUP - UPDATE

The Senior Democratic Services Officer confirmed that at the last meeting Members had reflected on what the Working Group had done before and

what could be done better. The Work Programme going forward had also been considered.

119/17

MEASURES DASHBOARD WORKING GROUP - UPDATE

Councillor S. Webb, Chairman of the Working Group confirmed that the Group had met the previous week and discussed with the Chief Executive the vision for the Measures Dashboard going forward. A number of suggestions had been made for consideration, including reviewing the terms of reference and inviting the Heads of Service and Portfolio Holders to the meetings. The Work Programme was being revised as a result.

120/17

TASK GROUP UPDATES

CCTV Short Sharp Review

The Senior Democratic Services Officer explained that the work had been delayed due to external factors. The Group was likely to report back to the Board in July.

Parking Around Schools Task and Finish Group

Councillor C. Bloore (Chairman of the Group), confirmed that first and middle schools in the District had been written to regarding the issue. There had been a good public response to the Press Release regarding the matter. An Officer from the County Council would be attending the next meeting of the Group to discuss possible parking restriction measures outside schools.

Hospital Carparking Task and Finish Group

Councillor C. Bloore (Chairman of the Group), confirmed that a representative of Worcestershire Acute Hospitals NHS Trust had sent through some details and had offered to attend the next meeting of the Group which would be arranged shortly.

Task and Finish Group Proposal

Councillor C. Bloore explained that he had sent a Task and Finish Group proposal regarding the Sports Hall to Councillor Baxter for consideration.

121/17

WORCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE - UPDATE

The Worcestershire Health Overview and Scrutiny Committee had not met since the previous Board meeting so there were no further updates.

122/17

CABINET WORK PROGRAMME

There were no items suggested for the Work Programme.

Agenda Item 4

Overview and Scrutiny Board
23rd April 2018

RESOLVED: that the Cabinet Work Programme be noted.

123/17

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

There were no comments or suggestions for additional items to be added.

RESOLVED: that the Overview and Scrutiny Board's Work Programme be noted.

The meeting closed at 19:20

Chairman

CORPORATE PERFORMANCE REPORT

Relevant Portfolio Holder	Councillor G N Denaro, Leader of the Council (Governance/Policy and Performance and HR) and Councillor B T Cooper (Finance and Enabling)
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Transformation & OD
Ward(s) Affected	All wards
Ward Councillor(s) Consulted	N/A
Key Decision / Non-Key Decision	No

1. SUMMARY OF PROPOSALS

To review performance information relating to a set of key corporate measures and the strategic purpose 'Help me run a successful business.'

2. RECOMMENDATIONS

Cabinet is asked to note the contents of the report and associated appendix (Appendix 1).

3. KEY ISSUES

Financial Implications

- 3.1 Effective performance management will enable the Council to use limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to our customers' needs.

Legal Implications

- 3.2 There are no legal implications arising from this report.

Service / Operational Implications

- 3.3 Using performance data enables the Council to understand if it is working towards the strategic purposes and delivering the priority actions set out in the Council Plan.

Customer / Equalities and Diversity Implications

- 3.4 The strategic purposes are from a customers' perspective, so relevant and robust performance data will enable the Council to understand if it is delivering what matters to customers, as identified through the Council Plan.

- 3.5 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how the Council performs for all residents is important.

4. RISK MANAGEMENT

- 4.1 Using data to ensure the Council meets the strategic purposes and delivers on the priority actions in the Council Plan will support the management of risks identified around the delivery of those strategic purposes. The reviewing of performance data also contributes to a robust and effective decision making process.

5. APPENDICES

Appendix 1 - Corporate Performance Report (Help me run a Successful Business) May 2018

AUTHOR OF REPORT

Name: Tracy Beech, Policy Officer
email: tracy.beech@bromsgroveandredditch.gov.uk
Tel.: 01527 548247

BROMSGROVE DISTRICT COUNCIL**CORPORATE PERFORMANCE REPORT: 'HELP ME RUN A SUCCESSFUL BUSINESS' – 30th MAY 2018****1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'help me run a successful business'.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Corporate Measures Dashboard, the tool used for understanding and reporting our measures.

2. CONTEXT

- 2.1 The high level statistics show that Bromsgrove is home to a highly successful labour force where employment levels are amongst the highest in the West Midlands region. Skills levels are also higher than the regional and national averages and in 2015 average gross weekly earnings for residents were the highest of the 30 local authorities in the West Midlands. The local economy has also registered the 4th highest growth in productivity of the 66 city region local authorities over the period 1997-2014 (ONS 2016b). More recently, Bromsgrove has been identified as having the 9th most Business Start-ups in the country, with a total of 4,703 start-ups occurring in 2017. This is above much larger areas such as Bristol, and only slightly behind Liverpool who experienced 4,707 business start-ups in 2017.
- 2.2 The high level data does, however, disguise some emerging underlying weaknesses in the local economy which illustrate the need to avoid complacency, for example it is evident that when looking at wages of those who work within Bromsgrove that there is a distinction to be made between the performance of the local labour force and the local economy, which is explored below.
- 2.3 The Council has recently taken action to address the issues that exist within the economy, with a new set of Economic Priorities adopted in March 2017, which focus on ensuring that the district can capitalise upon its economic assets such as its highly skilled workforce, excellent location and connectivity, thriving small business community and its high quality of life and attract in new investment whilst developing existing businesses that have the potential to grow.

3. STRATEGIC MEASURES

- 3.1 The following strategic measures are currently used to understand the purpose 'help me run a successful business':
- Progression of strategic sites (commercial)
 - Average weekly earnings for full time employees by residence
 - Average weekly earnings for full time employees by workplace

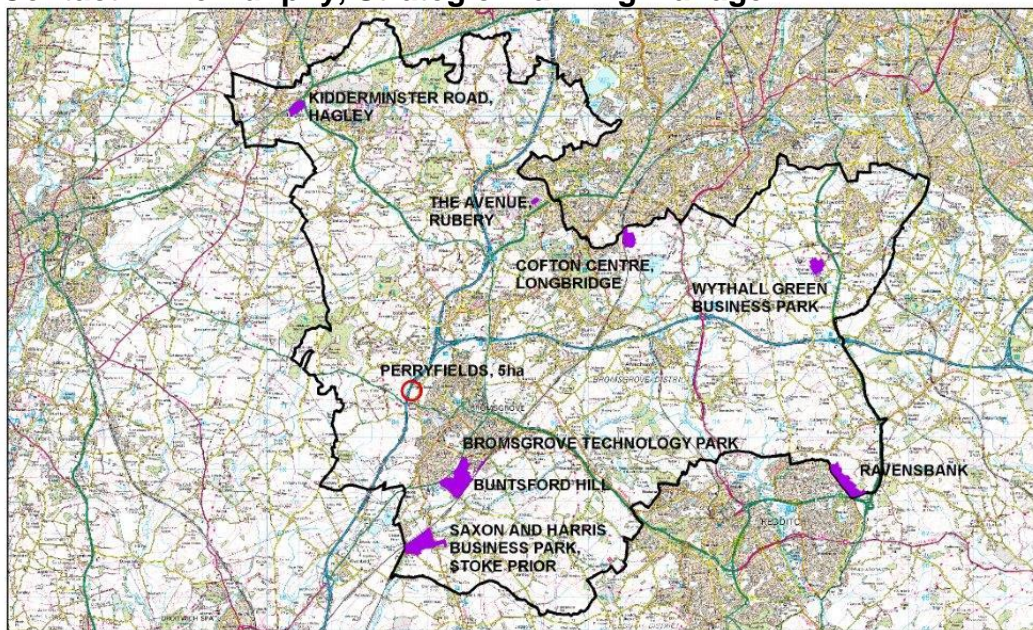
3.2 Due to the refresh of the economic priorities, officers are currently developing an updated set of economic measures which will enable members to take a wider view of what is happening with the local economy and to understand how the policies that the Council are taking forward are impacting upon the measures. Likely measures will include:

- numbers of enquiries received by the Council and the NWEDR team from prospective inward investors
- numbers of existing businesses supported to grow and develop
- numbers of new business start-ups
- skills attainment rates and
- town centre measures such as progression of key development sites

The revised set of measures should be available for the next reporting period.

3.3 Strategic Measures Charts

Progression of strategic sites (commercial) Contact: Mike Dunphy, Strategic Planning Manager



Progression of Strategic Employment Sites

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3.3.1 This measure is displayed in map format and has an annual update.

3.3.2 In June 2017 the commentary for each of the sites shows:

Kidderminster Road, Hagley – Outline planning approval 12/0593 granted for 700sqm of B1 office floor space approved 26/04/13. No reserved matters application has been progressed for this element of the wider scheme, although the residential has been built out.

The Avenue, Rubery – No progress. The site is in the SCLAA as a potential housing site in the longer term.

Cofton Centre, Longbridge – Development at Longbridge is for the employment needs of Birmingham. There is a total of 5.3ha of employment land capacity at the Cofton Centre.

Wythall Green Business Park – The Council and NWEDR are working with Phoenix Life and their agents to more actively promote the site for new employment uses.

Perryfields, Bromsgrove – Outline application 16/0335 currently pending consideration for mixed use development at Perryfields including up to 5ha of B1 employment.

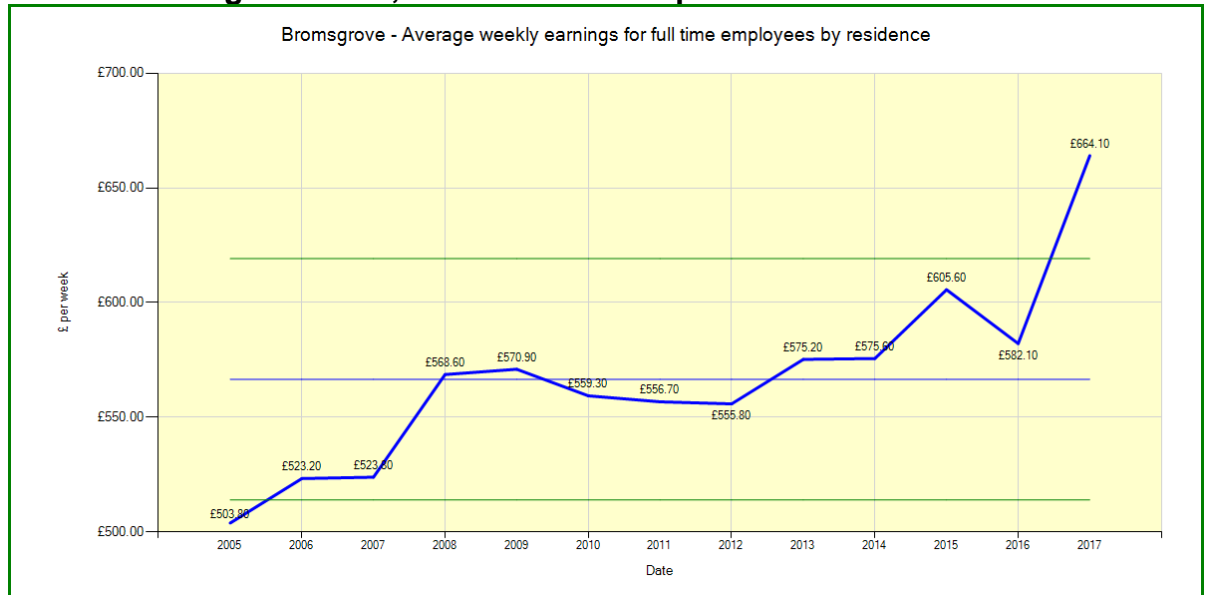
Bromsgrove Technology Park – 300 sqm of B1 office floorspace completed at Plot 20, Basepoint Business Park (15/0211). 12,600sqm of B1, B2, B8 approved on 08/12/15 at 23 Aston Road, Sherwood Road Employment Area (15/0878).

Buntsford Hill – 4,400sqm of B2 floor space completed at land adjacent to Sugar Brook Mill, Buntsford Business Park (07/0704).

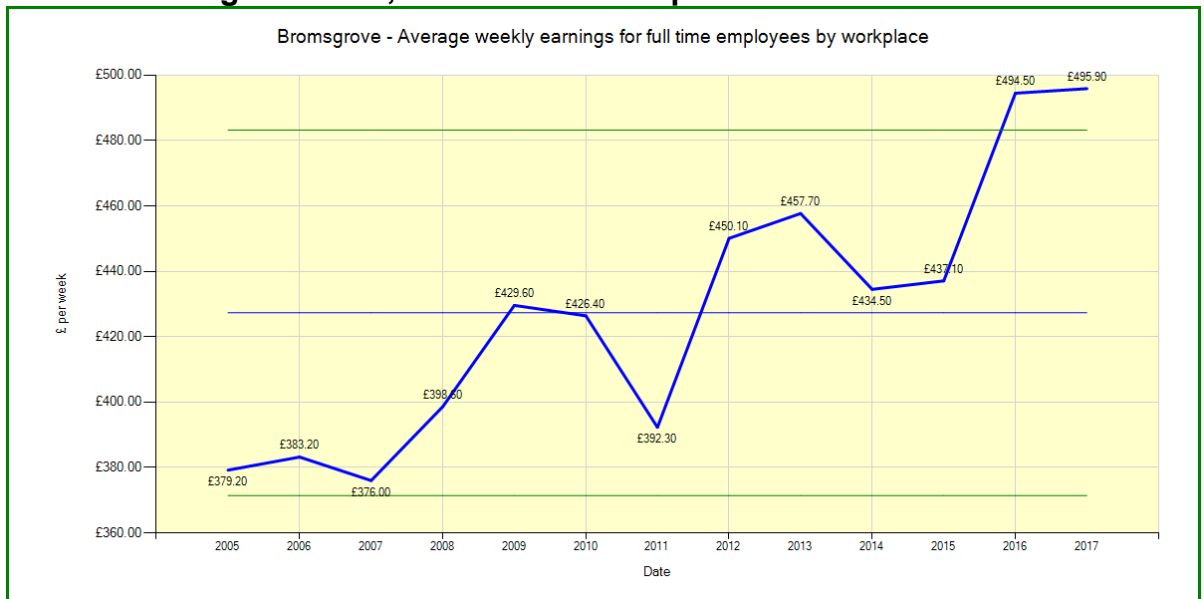
Saxon and Harris Business Parks, Stoke Prior – 429.6sqm of B1c light industrial and B8 storage and distribution floor space approved on 17/03/15 at Plot 2b, Snape Way, Saxon Business Park (15/0107).

Ravensbank – Development at Ravensbank is for the employment needs of Redditch. There is a total of 11.48ha of employment land capacity through a combination of local plan allocations and valid planning permissions, namely 15/0829 at Plot 10, Acanthus Road.

Average weekly earnings for full time employees by residence
Contact: Georgina Harris, Economic Development Officer



Average weekly earnings for full time employees by workplace Contact: Georgina Harris, Economic Development Officer



- 3.3.3 The data used for these measures is provided by NOMIS (National Manpower Information System (Office for National Statistics)); from the annual survey of hours and earnings – resident analysis. It shows the median weekly pay (gross) for full time workers who live or work in Bromsgrove.
- 3.3.4 It is to be expected that the Average Weekly Earnings by Residence will be higher than the Average Weekly Earnings by Workplace as residents will always be willing to travel outside of an area to access higher paid jobs.
- 3.3.5 The Average Weekly Earnings by Residence figures is significantly higher than for Worcestershire (£538.70), the West Midlands (£517.40) and Great Britain (£552.70) indicating that residents are successfully accessing higher paid jobs outside the area. This is reflected in the proportion of residents in employment in SOC 1-3 roles which includes managers, professionals and senior officials (53%).
- 3.3.6 However, the relative good performance does mask some inequality. Male residents earn significantly more than female residents (£678.20 to £592.30), a difference of 14.5%. The difference in terms of Earnings by Workplace is even greater – 16.5% or £536.30 to £460.40.
- 3.3.7 The Council's revised economic priorities places a key focus on addressing the imbalances in the local labour market and over time reducing the gap between average local resident wages and local worker wages. The Council's strategy is focused on working to ensure that the district is attractive for high value inward investors and to ensure that there is sufficient land for existing businesses to move to within the district. The Council has commissioned an Economic Futures Study which will identify opportunities for the Council to attract and develop high value sectors and to retain high skilled workers within the district. The Study should be completed by the end of May.

4. ENGAGEMENT/RESEARCH

4.1 A survey of the Bromsgrove Community Panel was undertaken in October 2017. The survey was sent to 634 panel members either electronically or through a postal survey. The response rate for the survey was 45.8%. This survey included questions relating to 'help me run a successful business'. Further analysis of the survey data is due to be undertaken and will be issued to relevant officers and Members in due course.

4.1.1 I am confident when I buy goods or services in my area that businesses will treat me fairly:

I agree strongly	11.9%
I agree	57.1%
I neither agree nor disagree	24.2%
I disagree	4.4%
I disagree strongly	1.2%
Not relevant to me	1.2%

4.1.2 I am confident when I buy products in my area that they will be safe:

I agree strongly	10.6%
I agree	60.8%
I neither agree nor disagree	25.5%
I disagree	0.8%
I disagree strongly	0.8%
Not relevant to me	1.6%

4.1.3 To what extent do you get involved in the following?

- Shop locally and support local businesses	
I already do this but can't do more	54.9%
I already do this and could do more	32.8%
I would like to do this but I can't now	3.7%
I would like to do this but don't know how	0.8%
Not applicable	7.8%

4.1.4 To what extent do you agree or disagree that the following should be given priority by Bromsgrove District Council?

Top 3 areas for priority:	
Waste and recycling	89.8%
Education and skills	88.7%
Local economic development and employment	86.9%

5. KEY CORPORATE MEASURES SUITE

5.1 The following key measures are currently used by the organisation to better understand the corporate picture.

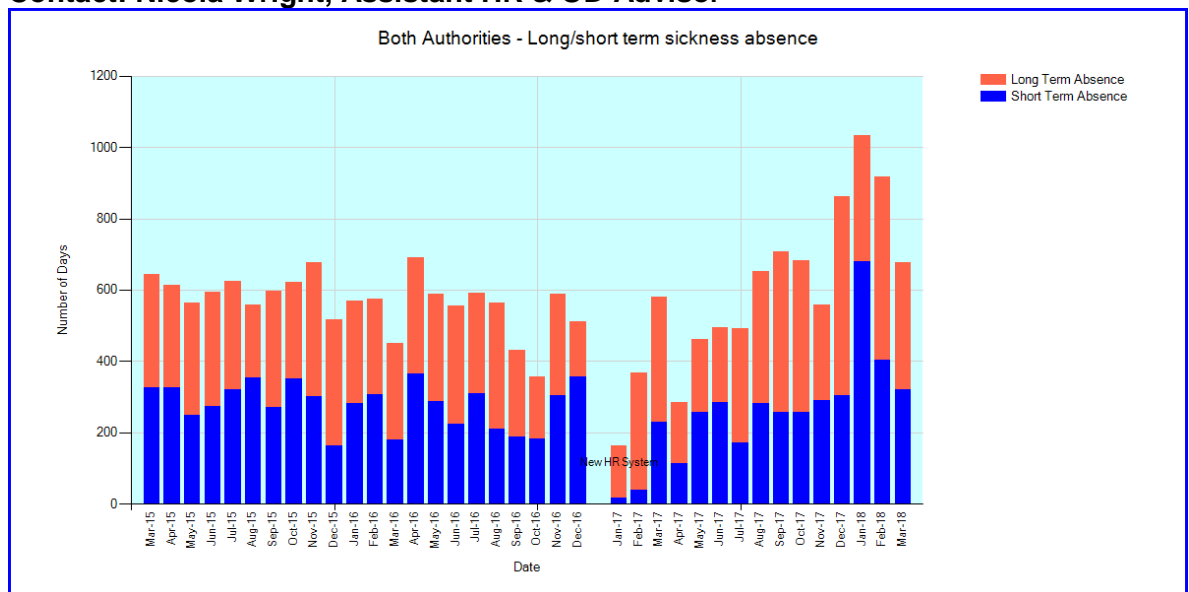
Sickness Data

5.1.1 In order to support the organisation to capture as comprehensive a set of sickness data as possible, a new online self-serve module has been implemented as part of the HR21 system. The module allows managers to input sickness data directly into the system rather than completing paper records. This reduces checking of data by the Payroll Service and enables associated records, e.g. doctors notes, to be stored in one place.

5.1.2 The recording, monitoring and reporting of sickness will continue to be developed and improved upon. As part of the HR & OD Strategy, work is being undertaken to review the Sickness Absence Policy and Procedures. This work is being carried out in conjunction with managers and Heads of Service and Trade Unions. The 2016/17 figure was 8.01 days per FTE (full time equivalent); the figure for 2017/18 is 10.15 per FTE. In comparison the 2017/18 national figures, according to 'Xpert HR' are 9.1 days per FTE in the public sector and 5.1 days per FTE in the private sector. We recognise that the local figures have risen and we are continuing to monitor the situation.

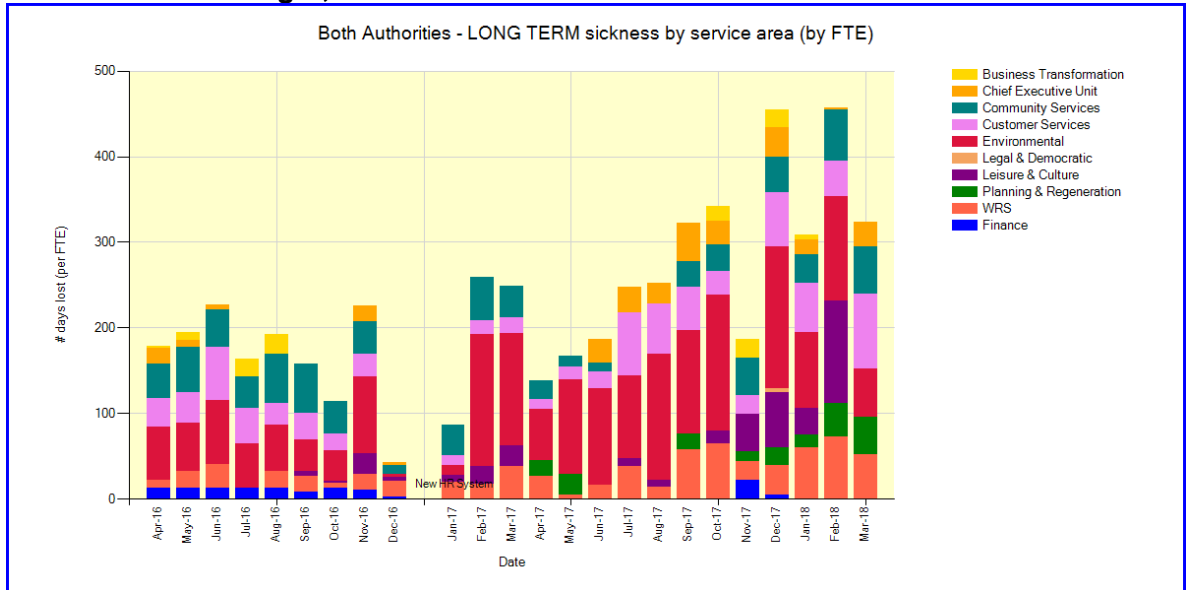
5.1.3 As can be seen from the tables below, the new system was implemented during December 2016 and January 2017. Since the introduction of the new system, sickness data has increased overall as can be seen by the year end figure. This might be partly due to better recording and monitoring directly by managers; however it is also noted that the flu season this year has had a particular impact of sickness levels. This data will continue to be closely monitored.

**Long/Short Term Sickness Absence
Contact: Nicola Wright, Assistant HR & OD Advisor**



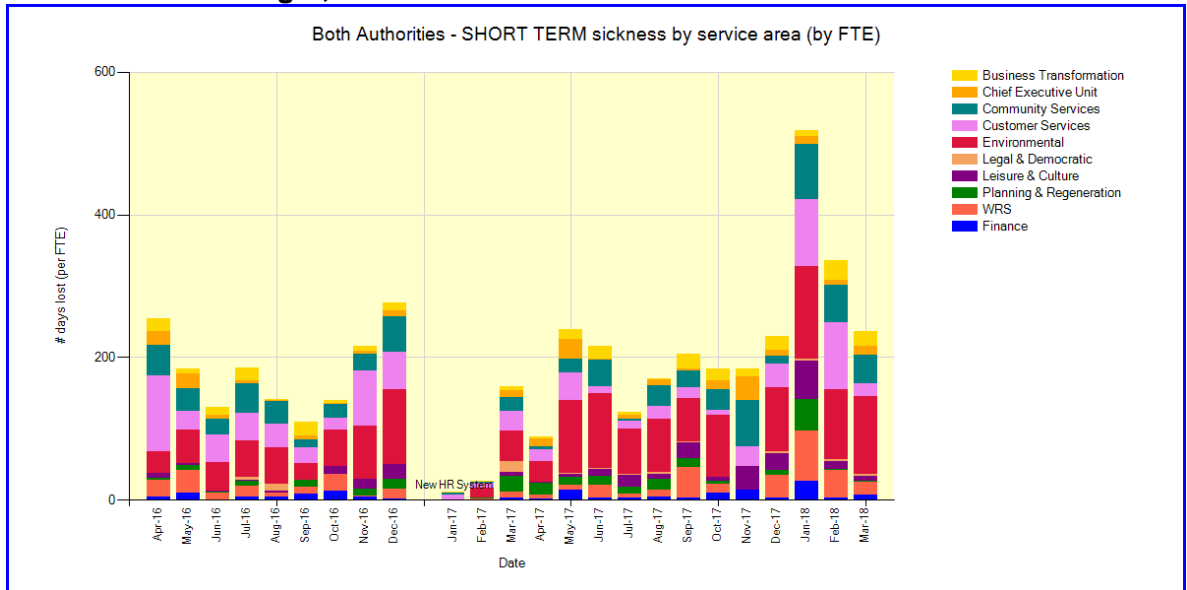
Long Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR & OD Advisor



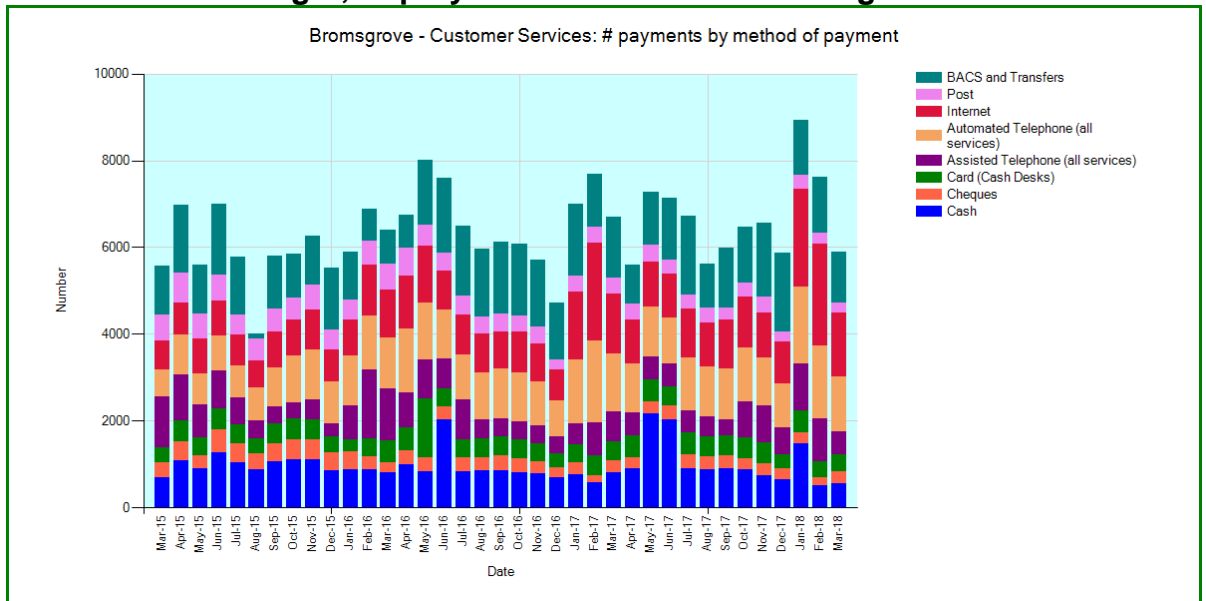
Short Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR & OD Advisor



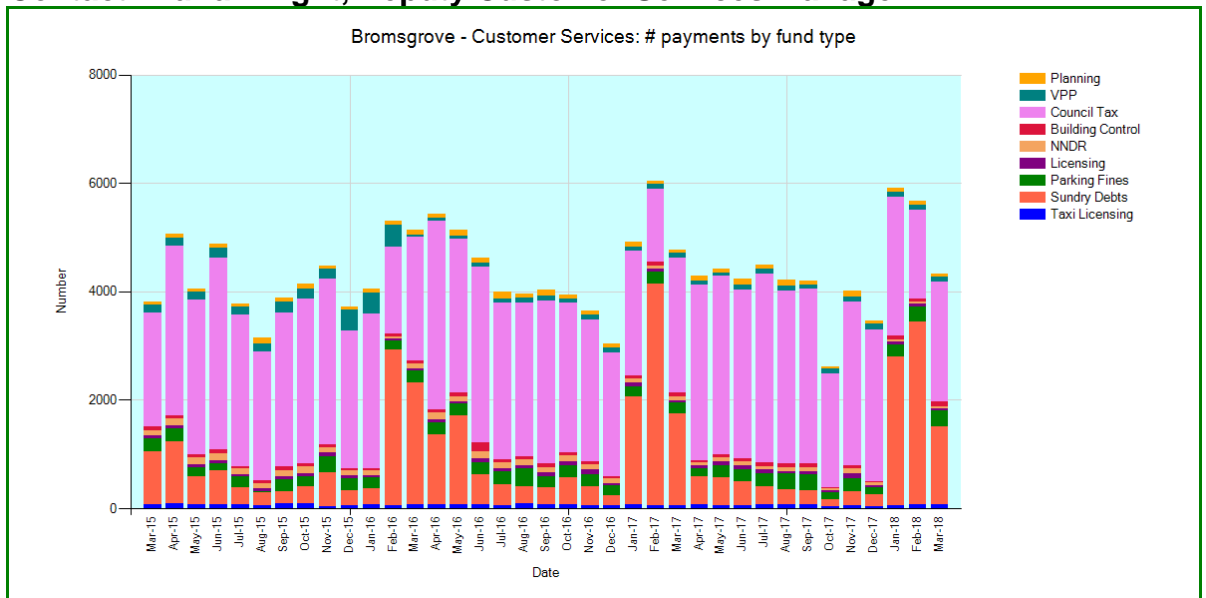
Payments and Collection Data

Customer Services: # payments by method of payment
Contact: Maria Wright, Deputy Customer Services Manager



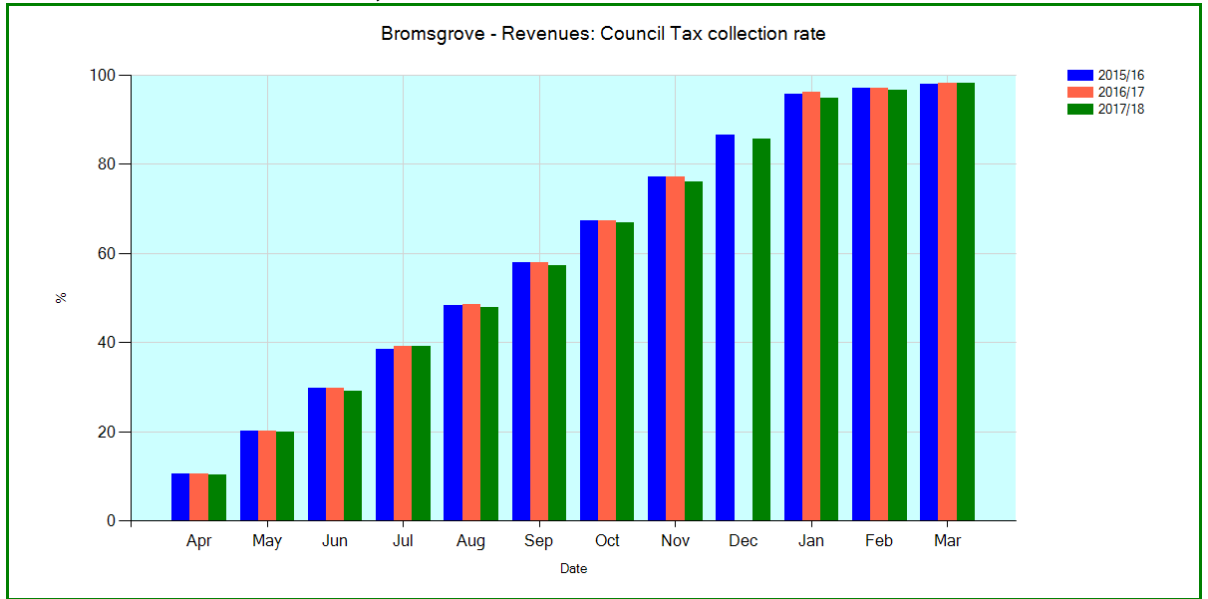
5.1.4 The significant spike in payments during January and February relate to garden waste invoices.

Customer Services: # payments by fund type
Contact: Maria Wright, Deputy Customer Services Manager



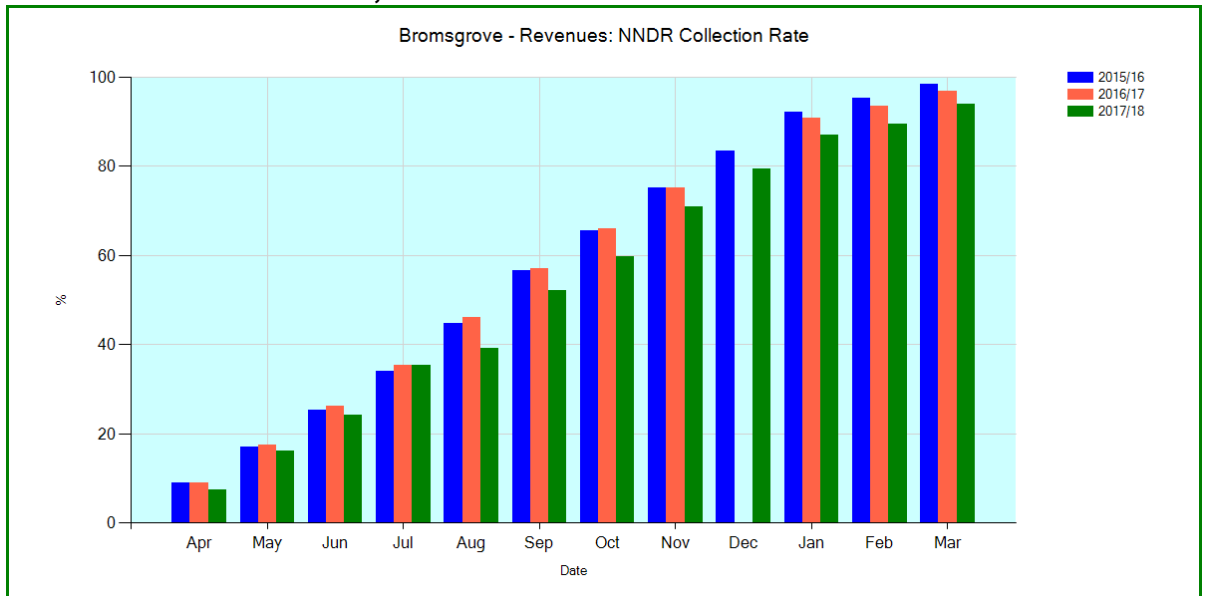
5.1.5 This chart shows the impact that garden waste has on the sundry debt payments. We see a reducing number of Council Tax payments during the last quarter which helps to balance out the work load.

Revenues: Council tax collection rate
Contact: Debbie Crouch, Senior Revenues Officer



5.1.6 Work since December to increase the collection rate has resulted in the Council tax collection in 2017/18 slightly exceeding that in the previous 2 years.

Revenues: NNDR collection rate
Contact: Debbie Crouch, Senior Revenues Officer



5.1.7 Recovery action was affected by the IT system conversion earlier in the year, but efforts to pull the position back have been largely successful. However, the addition of a number of large liabilities to the rating list, at the very end of the financial year, has impacted on the outturn.

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Bromsgrove Sport & Leisure Centre – Sports Hall Options Appraisal

Relevant Portfolio Holder	Cllr Peter Whittaker Cllr Brian Cooper
Portfolio Holders Consulted	Yes
Relevant Head of Service	Head of Leisure & Cultural Services
Wards Affected	All
Ward Councillor Consulted	No

1. SUMMARY OF PROPOSALS

The report overviews the feasibility study that has been undertaken on behalf of the Council to determine the potential to either refurbish or construct a new sports hall and ancillary facilities on School Drive, Bromsgrove as part of the Bromsgrove Sport & Leisure (BSLC) site.

The report also confirms the costs associated with the completion of the Phase 2 (demolition) and Phase 3 works (car parking) that are required to complete the works approved by the Council in its 1st June 2015 Dolphin Centre Replacement – Financial Update report.

2. RECOMMENDATIONS

2.1 The Cabinet is asked to RECOMMEND to the Council that:

2.1.1 That the preferred option of the Cabinet is approved.

2.1.2 That the Capital Programme for 2018/19 be increased by £180k in order to progress the preferred option up to Royal Institute of British Architects (RIBA) Stage 4 so a decision can be made with regard to the sports hall provision at the Full Council meeting on 21st November 2018.

Or;

2.1.3 The Capital Programme for 2018/19 be increased to meet the expected costs of the preferred option agreed at 2.1.1 and that work commences on the project.

Or;

2.1.4 That capital funding of £600k is released from balances in 2018/19 to complete the Phase 2 and 3 works associated with the project should none of the options be selected for progression.

3. Background

3.1 As Members will be aware in July 2014 the Council agreed to replace the ageing facilities at the Dolphin Centre with a new site to be built on School Drive. As part of the report the Council commissioned Sport England to undertake a number of modelling runs of its Facility Planning Model which alongside the Council's prudential borrowing predictions informed and underpinned the approved facility mix for the new site.

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- 3.2 In January 2016 following a successful funding application to Sport England Members approved an increase of £1.5m in the overall capital budget available to provide additional facilities for local residents.
- 3.3 In June 2016 following the procurement of the preferred contractors and the submission of final prices the Council agreed to enter into a contract for the replacement of the site with a total project cost of £13.7m.
- 3.4 As part of the agreement in July 2014 officers were asked to progress discussions with BAM FM, Worcestershire County Council and North Bromsgrove High School as follows:

“That officers investigate and implement an option to develop a Dual Use arrangement at North Bromsgrove High School provided that it does not impact on the capital costs incurred by the Council and therefore does not impact upon the MTFP”.

- 3.5 As reported to Members on a number of occasions initial discussions with the above parties were positive, an outline agreement was reached that met the operational and financial needs of all parties and this was confirmed in an agreed Heads of Terms Documents.
- 3.6 The key factor within the agreement was that the Council would be able to make the facilities available to residents through its leisure operator on a peak hours and weekend basis for 48 weeks of the year to ensure continuity of usage.

The heads of terms that were agreed in principle also ensured that this was at a cost that would not impact upon the viability of the business model proposed by the operators or the Council’s Medium Term Financial Plan.

- 3.7 Although progress with completing the contractual agreements was slower than the Council would have ideally liked, the contractual documents were progressed and were close to the point where they were due for signing. However in the later stages of the process and the construction programme for the new site the Council were notified by BAM FM that the approach to the exam periods had altered and the site could only be offered to BDC for 38 weeks per annum.
- 3.8 Clearly, this changed the position with regard to the access agreement considerably as we would no longer be able to offer consistent usage/bookings to residents and this in turn would impact upon the financial viability of the facilities.
- 3.9 Officers have met with BAM representatives to discuss this matter in considerable depth, the position as outlined above has been confirmed as the basis of the contractual offer.

Officers have continued to negotiate with BAM FM to ensure delivery of the access to the sports hall as it is considered this will be a beneficial facility despite the reduction in availability.

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At the time of writing this report the revised heads of terms have been submitted to BAM FM's legal team and we await final confirmation on a limited number of items including when the access arrangement can be confirmed and the site used.

3.10 Based upon the change of position Members requested that officers commission an options appraisal to look at the feasibility of developing a dedicated sports hall offer on site. The report was required to:

- Investigate the potential to develop a 4 Court Sports Hall and Ancillary Facilities and the construction methods that could be used on the School Drive site to deliver this.
- Ensure the design is Sport England compliant and meets their design guide requirements.
- Create a Unique Selling Point (USP) to support the Economic aspirations of the Council for the Town Centre.
- Create Added Value to ensure it is affordable under prudential borrowing requirements.
- Establish the high level expected financial position that the scheme could realise to fund the capital investment.
- Establish indicative timelines to deliver the project based on the options established.

3.11 The detailed report can be found at Appendix 1 and is based upon the following options:

Option	Description	Comment
1	Existing Sports Hall Refurbishment & New Changing Pavilion.	Refurb of current site but maintain steel frame and flooring.
1a	Existing Sports Hall, New Changing Pavilion & Soft Play.	Added value based on Soft Play/Tag Active offer. Indirect Access Created.
2	New Build Sports Hall & Changing Pavilion at front.	Building adjacent to new site. Direct Access created.
3	New Build Sports Hall & Changing Pavilion at Rear.	Building adjacent to new site. Indirect access created.
4	New Modular Build Sports Hall & Changing Pavilion.	Building adjacent to new site. Indirect access created.
4a	New Modular Build Sports Hall, Changing Pavilion and	Building adjacent to new site. Indirect access created.

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	Soft Play.	Added Value included based on soft play/Tag Active.
5	New Build Sports Hall, Changing Pavilion at front and Soft Play. <i>This is based upon Option 2.</i>	Building adjacent to new site. Direct Access created. Added Value included based on soft play/Tag Active.

NB – Option 3 was not progressed to include the enhanced offer as it was considered to be a less desirable design than Option 2 due to the added value aspects being located at the rear of the building.

3.12 Members will see that the report on Page 10 clearly demonstrates that the site at School Drive can accommodate the proposed options. This will be achieved by redesigning the current/approved car park layout and by using additional land that was identified for disposal in the July 2014 committee report. There is a potential that this will impact upon the value of the land that the Council expected, however the full impact will not be known until detailed designs are undertaken, views sought from planners and additional site surveys undertaken.

3.13 The initial report has been reviewed by Sport England and it has been confirmed that they are satisfied that the detail is sufficient to move to the next stage of the project and that options put forward will meet their requirements at this point. Clearly as the project is developed further, conversations will be required to ensure that the detailed design that is developed maintains this position.

Members should also note that following the notification to the council with regard to the loss of access officers have liaised with colleagues at Sport England and reviewed the position to ensure that the information used in any subsequent report remains up to date and valid.

It has been confirmed that no additional runs of the FPM are required as there have been no substantial changes within the local areas that would impact upon the data sets used in the original modelling and its outturn.

3.14 Within the appraisal and as shown in the table at 3.11 above the options at 1a, 4a and 5 contain the Soft Play elements designed to create the USP and to offer the greatest return to the Council to support/meet the prudential borrowing requirements.

Following a high level review of the options available and discussions with the current operator this was felt to be the most suitable offering to the local market based on levels of competition, cost of investment and available space.

This information is shown in more detail in Section 2 and Section 4 of the appraisal.

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3.15 Due to the different lead in times and construction methods put forward the duration of the works would vary across the options. Full details can be found at Section 5 but the headline completion dates are as follows:

- Option 1 & 1a – October 2019
- Option 2, 3 & 5 – August 2019
- Option 4 & 4a – July 2019

3.16 The above dates would be subject to final confirmation as part of any procurement process and could be subject to change due to a number of factors including the point when the formal decision is made, weather and ground conditions, supplier lead in times and the need to achieve planning consent for the new scheme.

3.17 As Members may be aware the Royal Institute of British Architects (RIBA) have for a number of years produced a “Plan of Work” that is seen as industry best practice to ensure that the 3 key aspects of a construction project (Cost, Time & Quality) are understood and managed effectively. The full detail of this can be seen in the appendix of the Options Appraisal and this has been the basis of the next steps approach shown at Section 5.

3.18 In order to ensure that the Council is in a position to move forward with the proposal, officers would recommend that if required we reappoint MACE consultancy under the NHS Shared Business Services Construction Consultancy Services Framework Agreement to take the project from current options appraisal to RIBA Stage 4 Completion of Detailed and Technical Design including a detailed review of revenue implications and procurement exercise to establish definitive costs.

This is the basis of recommendation 2.1.1 and by doing so the Council would have certainty around the cost of the works proposed, timescale for completion, detailed understanding on the prudential borrowing position and clarity of the affordability of the proposed works.

It is anticipated that this work would be completed in order for a formal position to be agreed in November 2018 and that report could act as a gateway for the latter stages of the project.

3.19 Alternatively Members could, as outlined in recommendation 2.1.3, move to a position where the scheme moves forward on the basis of the preferred option and the costs contained within the feasibility study. In this circumstance no further reports would be brought back to Council unless the procurement exercise determines that the outlined budget projections were insufficient.

4. Financial Implications

4.1 In order to progress the scheme to RIBA Stage 4 and conclude the two stage NEC design and build tender process, the Council would need to commit to spending **£180k**. Members should note that these costs are within the overall

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costings put forward and would form part of the overall capital project costs should the scheme be approved. However should the scheme not be progressed these would be classed as abortive costs and they would need to be funded from revenue balances.

- 4.2 As covered in Section 4 of the Options Appraisal the full costings for the proposed options can be seen. The options have been based upon metre square construction rates, professional fees and contingency percentages and inflation costs based on the indicative programme. At present costs range from **£2.995 million** through to **£4.735 million** dependent upon the size, location and construction methodology.
- 4.3 Within the above fees Members will note that the cost of car parking has been omitted, this is due to the fact that the proposed car parking will be as per the original scheme which is felt to be sufficiently large enough to cope with the increased usage a sports hall provision would bring. The cost (see 4.7 below) for these elements is shown under committed client costs as this work will be required outside of the final decision made relating to the Sports Hall in order to complete the project.
- 4.4 Members should also note that in the original business case for the BSLC site we had expected to receive **£1.8 million** of income from the sale of land on School Drive. Dependent upon the preferred option selected and its impact on the existing car park layout there would be a reduction in the land available for sale. As per Section 3.12 this position cannot be confirmed until the final design is developed. Any reduction in expected funding will be considered within a future committee report, however it is anticipated that the growth in commercial land values in the past 4 years will offset some or all of this potential loss.
- 4.5 The options appraisal at Section 6 provides an overview of the income potential for the new facilities that are proposed. It should be noted that these have not yet been market tested and/or agreed with the Council's leisure operator. As such they should be considered as indicative at this stage and that they will require further review should the project progress.

However the information provided does give a guide to the level of prudential borrowing that could be achieved from the additional facilities. Based on the maximum revenue projection being achieved of **£70k** per annum the Council could borrow up to **£1.9 million** to fund the project.

- 4.6 This would leave a funding shortfall of between **£1.95 million** and **£2.835 million** that would need to be found from alternative means should Members wish to progress with the project.

The Council currently has £600k of capital receipts, £4m of balances and there may be an opportunity to secure prudential borrowing based on future income streams from the BSLC facility.

It is proposed that officers undertake a more detailed review of the associated funding opportunities once a decision is made on the preferred option and the Cabinet recommendation is known.

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- 4.7 Should the option be approved that no sports hall is provided the Council will return to its previously agreed scheme and continue to secure the reduced availability at NBHS Sports Hall.

The demolition of the current Dolphin Centre and implementation of additional car parking will be undertaken and an increase in the capital programme of **£600k** is recommended to complete the works.

5. Legal Implications

- 5.1 There are no direct legal implications contained within this report as it is assumed that the construction contracts that will be used within the proposal will follow the same route as the current BSLC project as per the Committee Reports of July 2014 and January 2016.

- 5.2 As part of the preferred operating model works highlighted below, officers will also review the contractual position that is in place between the Council and the leisure operator to determine what (if any) obligations exist from increasing the range of services on and if the current operator would have a legal right to run these services on the Councils behalf.

6. Service / Operational Implications

- 6.1 There are no direct service/operational implications contained within this report. However it should be noted that the cost associated with implementation of an alternative operator within a standalone site will be considerably higher than those associated with utilising the existing operator structure and as such this will impact upon the prudential borrowing position and the overall affordability of the scheme.

7. Customer / Equalities and Diversity Implications

- 7.1 There are no direct Customer, Equality or Diversity Implications contained within this report.

8. Risk Management

- 8.1 There are no direct risks associated with this report over and above the risk of abortive costs that have been covered in the finance section.
- 8.2 Dependent upon the recommendation that is made, should the project be progressed to design and procurement and/or a construction phase a risk register will be created to reflect the approach being taken.

9. Appendices

Appendix 1 – Bromsgrove Sports and Leisure Centre - Sports Hall Options Appraisal March 2018.

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10. Background Papers

Dolphin Centre Replacement Report – 2nd July 2014
Dolphin Centre Replacement Report – 6th January 2016
Dolphin Centre Replacement Report – 1st June 2016

Author of the Report

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Bromsgrove Sport & Leisure Centre Sports Hall Options Appraisal

April 2018

Programme Management



Cost Management



Architect



Civil & Structural Engineering



MEP Engineering



Leisure Consultancy



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3. Design Overview
4. Cost
5. Business Case
6. Programme
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Appendices

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- B Cost Plan
- C Programme
- D Elliott's Feasibility
- E Car Park Strategy Drawings
- F Sport England Affordable Sports Hall
- G RIBA Stages of Work

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1. Introduction

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1 Introduction and background

The Council requested that Mace complete an options appraisal for the addition of a 4 court Sports Hall to compliment the facilities within the recently completed Bromsgrove Sport & Leisure Centre (BSLC).

Currently the new BSLC comprised of a 25m pool, learner pool, spa, fitness suite & studio space. By adding a Sports Hall this facility will provide a publically accessible sports hall space to the local community which can be utilised by the local's sports clubs of Bromsgrove, further enhancing the facilities that the council & Everyone Active have to offer.

Whilst BSLC has recently opened it was initially planned to provide a Sports Hall space in the adjoining school grounds through the use of a security gate. This agreement would have led to a joint use approach between the school, BAMFM and Everyone Active, with the leisure centre being able to access the space at evening and weekends (there is no holiday agreement in place). However due to change in the access agreement and the availability of the activities spaces at the school site, the Council has requested that further construction based options are explored to provide consistent access to a sports hall on site.

The purpose of this report is to provide a RIBA 0 level options appraisal of the concepts available to the council for providing a sports hall facility and to review the design, cost and programme implications of each of these. Mace have coordinated with architects, Roberts Limbricks; who were also the Architects for the main BSLC building from feasibility. Modular specials, Elliot's; who Mace have engaged with to understand the options for modular and pre-fabrication of a new build sports hall. Civil & structural consultants, Curtins; also previously

engineers for the new BSLC. M&E consultants, DDA; also consultants of the main BSLC building. These consultants have been engaged with to provide a robust report that covers all key areas of consideration. This report outlines the following considerations:

- Sport England Requirements
- Options to Create USP and Added Value aspects
- Development of an affordable scheme
- Outline project Programmes
- Provide next steps

Do date Sport England have funded £1.5m towards the development of sporting facilities in Bromsgrove. The introduction of a new sports facility will include consultation with Sport England as a key stakeholder in the project.

The Seven options available to the council will look to utilise the rear area of the currently proposed car park & three of the options reviewed will provide a new build structure, which differ in layout & buildability. The final option is to renovate the existing sports hall by demolishing the remainder of the Dolphin Centre.

Further to the Seven options included, this report also covers the potential for an interim solution in the existing sports hall to provide Everyone Active with a space that is fit for purpose until a permanent solution is provided.

This report summaries the conversations and findings, concluding by outlining the key next steps moving forward, for discussion with Bromsgrove District Council.

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2. Design Overview

2 Design Overview

The existing site has been reviewed by the design team and they have provided seven options which can be located at one of two sites across the facility. These are to either utilise the existing sports hall or locate a new sports hall facility adjacent to the new BSLC.

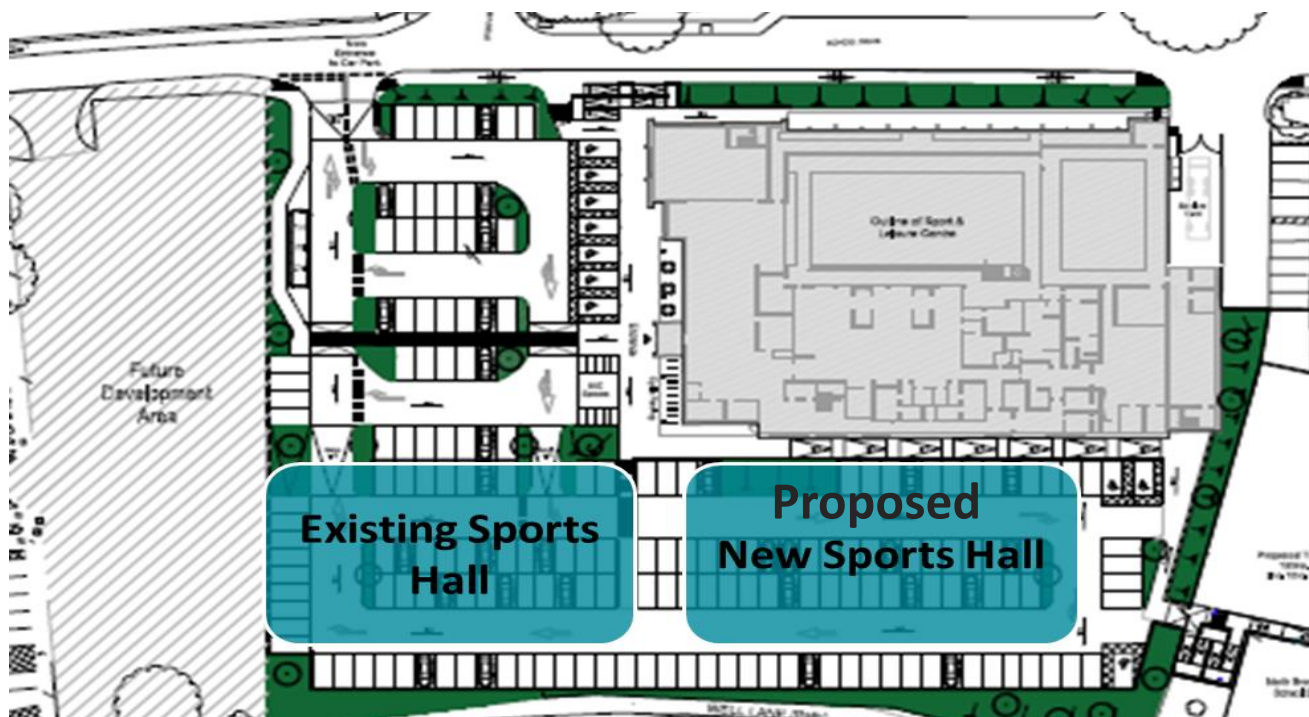
The proposed new location will provide an area that matches in with the New Leisure Centre and through sensitive architectural design, could provide a scheme that flows between the two buildings. There are a number of advantages and limitations to each of the schemes and these can be viewed in a comparison table at the end of section 2.

The new build options have been based on the guidance within Sport England's affordable sports hall model - option 1b (Appendix F) to ensure a cost effective & suitable design is proposed in line with the Sport England requirements and funding provided for the Leisure Centre. Should a design be progressed to RIBA Stage 1 for a full feasibility study, it would be from this point that Sport England would be formally engaged with the project and the design and considerations would be formally presented to them for comment.

The original scheme did not account for either the existing sports hall to be retained for a new sports hall and therefore, any of the chosen designs will lead to a change in the design of parking available for the centre. However, a new layout will be suggested depending on the scheme which is taken forward.

Should the scheme progress with a new build option, it will provide a more simplistic car park design whereas utilising the existing sports hall would lead to a split car park. It should be noted that either option will provide the required level of car parking, as designed within the original scheme.

A breakdown of the 7 design options that have been reviewed as part of the options appraisal, has been included overleaf, before the report then details each of the designs individually. For further cost information on each of the options please see section 3.



2 Design Overview

Option 1 - Refurbishment of the existing Dolphin Centre sports hall. This includes allowances for the reconfiguration of a new car park compromising 190 car parking spaces and 14 disabled spaces. There is a new ramp and stair access including landscaping, partial demolition and retaining wall.

Option 1a - Refurbishment of the existing Dolphin Centre sports hall & addition of a sport play/ multi-purpose space. This includes allowances for the reconfiguration of a new car park compromising 190 car parking spaces and 14 disabled spaces. There is a new ramp and stair access including landscaping, partial demolition and retaining wall.

Option 2 - New build, sports hall which would be circa 76 m² larger and would include a pavilion and equipment store. Externally and as per option 1 there would be an inclusion of 190 car parking spaces and 14 disabled spaces including the above external elements but would include a full demolition of the site.

Option 3 - This is similar to option 2 but has a different external layout located next to the new

leisure Centre. This option includes a new glass canopy which is more expensive and includes less car parking with 183 spaces and 17 disabled spaces.

Option 4 – This option is as per Elliot's quotation for a modular new build and includes OHP and prelims. A full breakdown of scope can be found in appendix D.

Option 4a – This option is based on Elliot's quote for option 4 for a modular new build and includes OHP and prelims. This option includes the addition of the multi-purpose/soft play space to the front of the building.

Option 5 – New build, sports hall which would include a pavilion and equipment store. Externally and as per option 1 there would be an inclusion of 190 car parking spaces and 14 disabled spaces including the above external elements but would include a full demolition of the site. This is a variation of option 2 and includes a multiuse space above the changing facilities and would be a traditional, new build solution.

Option	Construction	Construction	GIFA m ²
Option 1	Existing Sports Hall	Refurbishment	934
Option 1a	Existing Sports Hall, Changing Pavilion & Soft Play	Refurbishment	1203
Option 2	New Sports Hall and Changing Pavilion	New Build	997
Option 3	New Sports Hall and Changing Pavilion	New Build	915
Option 4	Modular New Sports Hall and Changing Pavilion	Prefabrication/ Modular	1000
Option 4a	Modular New Sports Hall, Changing Pavilion & Soft Play	Prefabrication/ Modular	1269
Option 5	New Sports Hall, Changing Pavilion & Soft Play	New Build	1274

2 Design Overview

DDA have provided initial comments on the work that may be required for each of the options. Once the project proceeds to RIBA Stage 1, DDA will then be able to undertake further surveys of the remaining capacity for M&E systems off the new leisure centre, as the extent of this currently unknown. Based on DDA's leisure experience it has been assumed that all of the seven options discussed may require new supplies. Whilst this can be designed in from the start for any of the new sports halls, careful consideration would be required when designing any scheme based on the existing sports hall.

Utility considerations:

At this stage it is assumed that new utility connections would be required for all of the sports hall options. The electrical supply would be a new connection from Western Power, derived from the substation serving the existing leisure Centre. This would likely be a joint on to the existing supply cable previously diverted to allow construction of the new leisure Centre.

The gas supply would be a modification of the gas supply to the existing leisure Centre. The gas meter is in an external housing located in the car park where the new changing facilities would be on the options below.

The existing water main terminates at a valve box to the rear of the existing leisure Centre. This would be modified by the contractor as it is a private main and routed to the new plant area.

BT / Data would need to be assessed. A duct connection could be installed to the new leisure Centre allowing the sports hall to operate as an extension of the leisure center's internal network. Alternatively a new BT ducted connection could be made from the BT network on School Drive if an independent telephone/data network is required.

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2 Option 1 – Existing Sports Hall (Refurbishment)

This option retains the existing sports hall and adds a changing facility extension to the side and would use the existing equipment store. It is envisaged that a second reception would be required to ensure that the sports hall is secure and to ensure that it is revenue protected due to the distance between the sports hall and the main reception.

The use of the existing sports hall provides the opportunity to design the area as a destination, clearly showing the differing facilities on offer and could provide an enticing spectacle for potential customers. However, this is offset by the design of the car park due to the natural split which is caused by the existing building. To further enhance the existing sports hall, it has been suggested that it would be re-clad which would provide further synergies between the two facilities creating the sense of a leisure destination.

Should this option be progressed, it will require careful consideration from the design team and specifically the structural engineers to detail how the remainder of the Dolphin Centre is demolished whilst safely retaining the Sports Hall. At this point no structural survey has been undertaken and it is anticipated that the structure would require underpinning on the north side of the hall. This hasn't been allowed for at the stage due to the unknowns. Should this option proceed to RIBA Stage 1 and beyond, the design team would undertake a full array of surveys required to design the existing sports hall in the required detail.

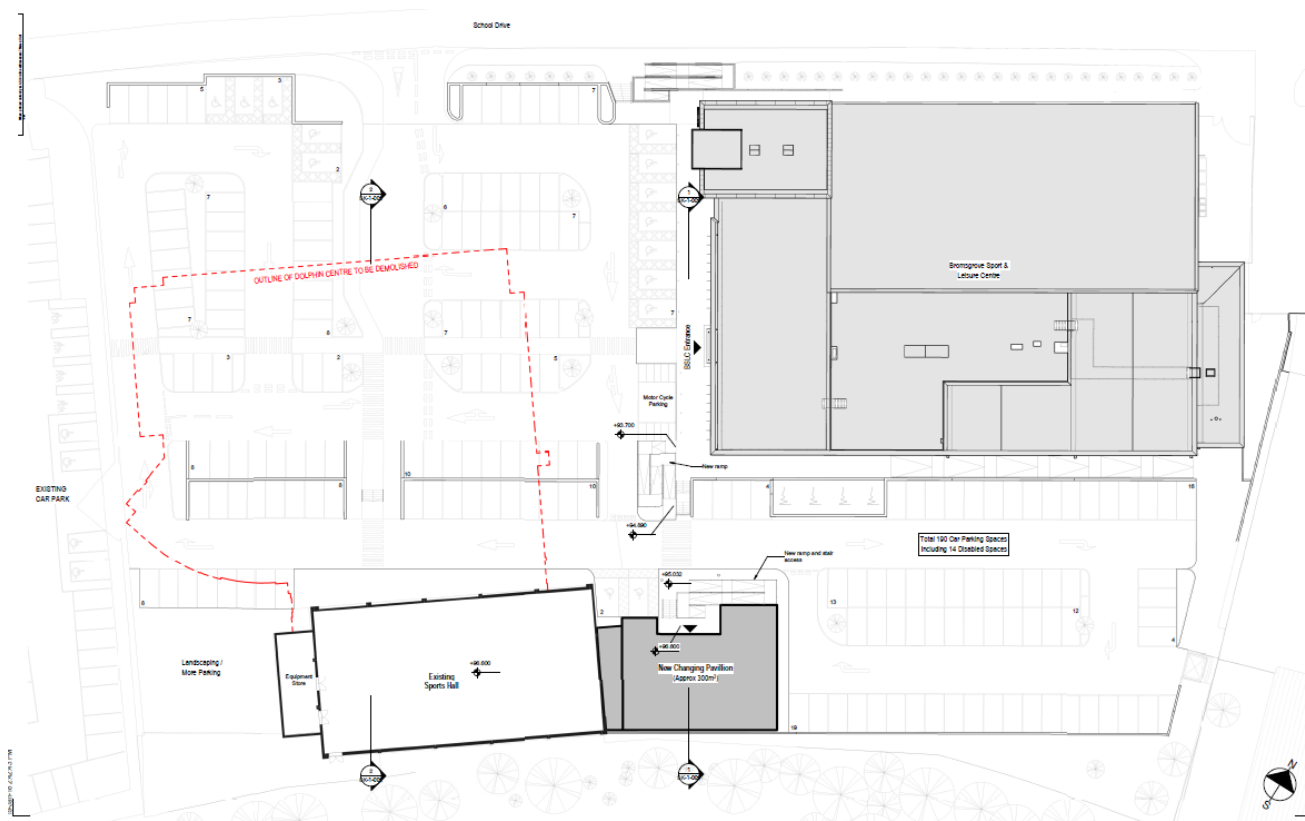
It is currently proposed to strip out and replace the existing services due to the age of the systems and therefore, reaching the end of their useful life and suitability against current Sport England recommendations and requirements. For example whilst the current SON lighting in the sports hall fit for purpose, compared to new technologies, it is inefficient and does not achieve the lighting levels and glare limits recommended for Badminton by Sport England's latest recommendations.

It would be recommend the installation of new high level natural ventilation turrets, gas-fired radiant heating and low energy LED lighting. A dedicated space for M&E plant and incoming utility meters would be required. The current meter room proposed on the architectural layout does not take into account the detailed requirements. Therefore it could be insufficient and require expansion. At this stage it would be estimated that an area in the order of 20m2 would be sufficient.

Advantages	Limitations
Utilisation of the existing hall , therefore all structure already in place, negates need for retaining wall extension along Well Lane	Equipment store: Due to the design utilizing the existing store, it would be a reduced size compared to a new build solution and is not in the optimal position for operations.
Opportunity to re-clad and create new Changing facility linked to hall	Access: The disjoint from the main leisure Centre means that users would face a convoluted journey through the car park to the sports hall and would require a new set of steps & ramp.
Ease of access to the Sub Station to the rear of the site	Café access: Users are less likely to use the existing facilities if they do not have to use the main reception to book in
Highly visible frontage perpendicular to new BSLC facility	



Option 1 – Massing model (extract from Appendix A)



Option 1 – Site Plan (extract from Appendix A)

2 Option 1a – Existing Sports Hall (Refurbishment), with Soft Play

This option retains the existing sports hall and adds a changing facility & soft play extension to the side and would use the existing equipment store. It is envisaged that a second reception would be required to ensure that the sports hall is secure and to ensure that it is revenue protected due to the distance between the sports hall and the main reception.

The addition of a soft play space would provide the opportunity for a split level reception & entrance leading to a low level changing facility before going up to the sports Hall and Soft Play space. This would also include a reduced level access from the car park, which would help mitigate the limitation of access from option 1.

The concept of providing a low level changing facility provides a different perspective compared to option 1 and additional space has been created for the provision of a soft play space. Whilst this design increased the capital cost of option 1, there are additional revenue benefits for including such facilities. The detail to adding such facilities can be found in section 4, where the business case for the scheme is discussed.

As per option 1, should this option be progressed, it will require careful consideration from the design team and specifically the structural engineers to detail how the remainder of the Dolphin Centre is demolished whilst safely retaining the Sports Hall.

At this point no structural survey has been undertaken and it is anticipated that the structure would require under-pinning on the north side of the hall. This hasn't been allowed for at this stage due to the unknowns. Should this option proceed then Curtins would undertake initial surveys at RIBA Stage 1 before undertaking further intrusive surveys at RIBA Stage 2 & 3

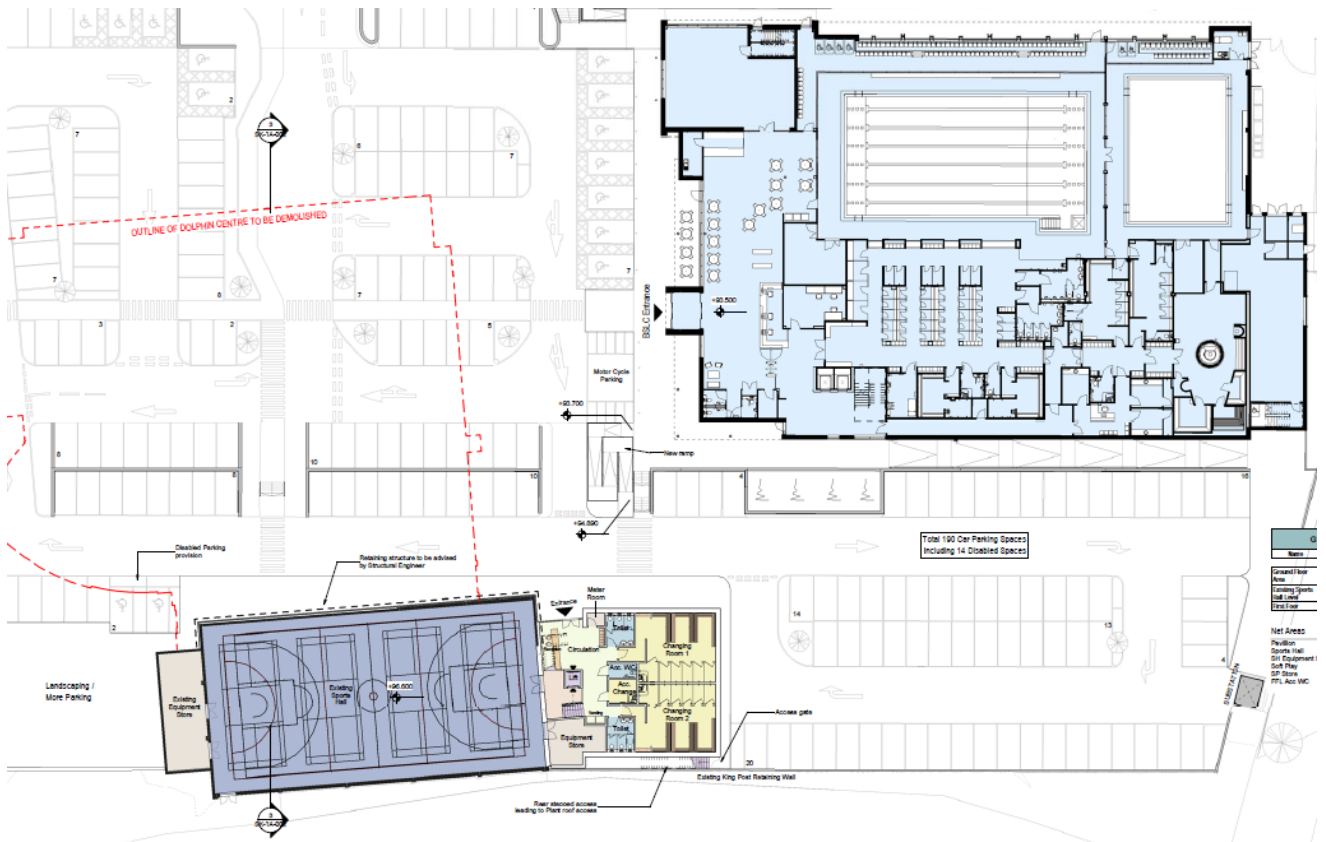
It is currently proposed to strip out and replace the existing services due to the age of the systems and therefore, reaching the end of their useful life and suitability against current Sport England recommendations and requirements. For example the current SON lighting in the sports hall is inefficient and does not achieve the lighting levels and glare limits recommended for Badminton by Sport England.

It would be recommend the installation of new high level natural ventilation turrets, gas-fired radiant heating and low energy LED lighting. A dedicated space for M&E plant and incoming utility meters would be required. The current meter room proposed on the architectural layout does not take into account the detailed requirements. Therefore it could be insufficient and require expansion. At this stage it would be estimated that an area in the order of 20m² would be sufficient.

Advantages	Limitations
Utilisation of the existing hall , therefore all structure already in place, negates need for retaining wall extension along Well Lane	Equipment store: Due to the design utilizing the existing store, it would be a reduced size compared to a new build solution and is not in the optimal position for operations.
Opportunity to reclad and create new Changing facility linked to hall	Café access: Users are less likely to use the existing facilities if they do not have to use the main reception to book in
Ease of access to the Sub Station to the rear of the site	Sports Hall size: Limited space available to meet sport England requirements for a Four Court Sports Hall.
Highly visible frontage perpendicular to new BSLC facility	
Reduced entry level provides a more inclusive feel to the two buildings	



Option 1a – Massing model (extract from Appendix A)



Option 1a – Site Plan (extract from Appendix A)

2 Option 2 – New Sports Hall and Changing Pavilion (New Build)

This option proposes a new sports hall and changing pavilion located on the 'rear' section of land adjacent to the existing leisure Centre. Whilst this area of land is at a higher level than the new BSLC, if the existing ground levels are used then the BSLC will lessen the impact of the height of the new sports hall.

This option provides a more joint approach to the facilities compared to option 1. The sports hall and new leisure Centre would be linked by a covered walkway and users would check-in via the existing leisure Centre before proceeding to the sports hall through via a set of steps or platform lift. In addition to the covered all way, a fence line would be required between the two buildings to ensure that the sports hall is revenue protected. This would omit the requirement for having an additional reception area. The remaining site area forms the car park, which is wholly visible when entering the site.

The entrance to the sports Centre is opposite the main circulation stair and full height glazing off the main leisure Centre reception so there would be some visual connectivity between the 2 buildings -

The massing of the new sports hall and changing is such that the lower single Storey changing pavilion is to the front but being of smaller scale adds emphasis to the main leisure Centre building and the main entrance.

New services would be installed to serve the new building and the installation of new high level natural ventilation turrets, gas-fired radiant heating and low energy LED lighting, would be recommended.

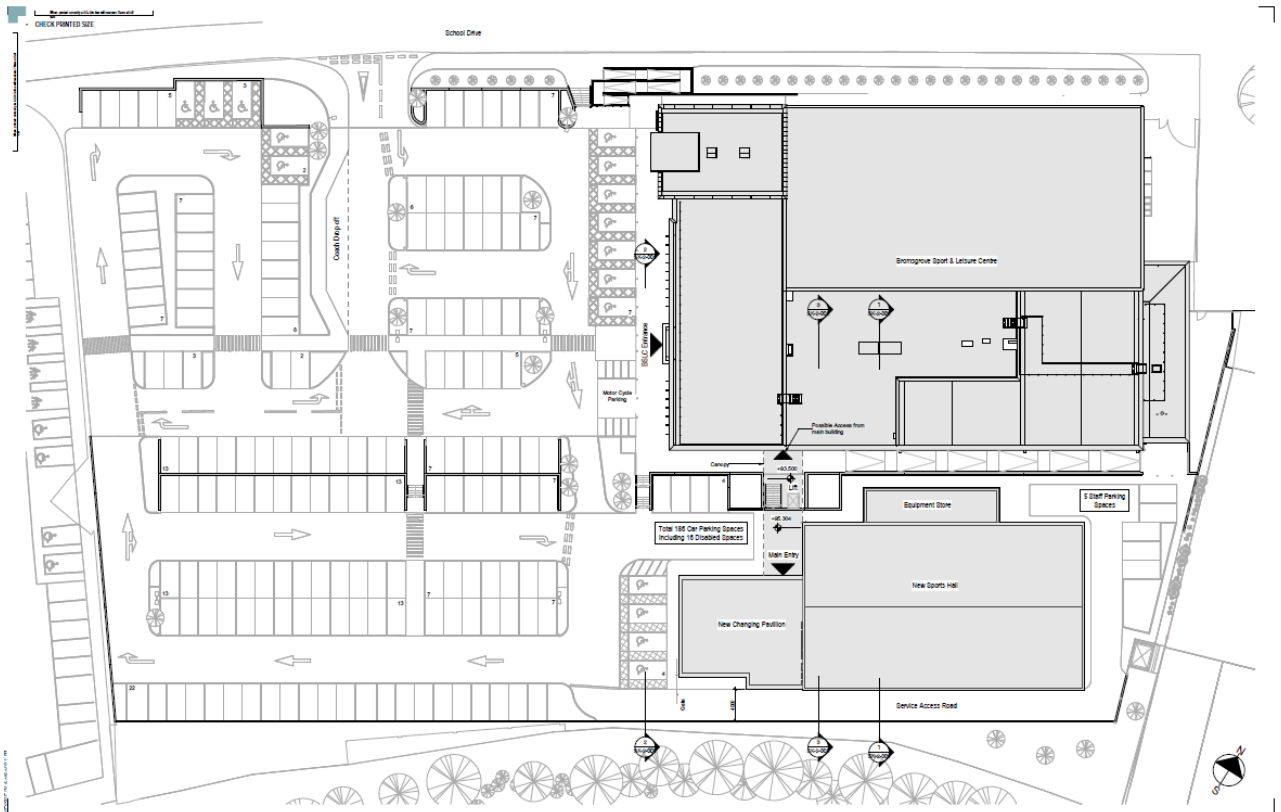
The current meter room proposed on the architectural layout does is based on the assumed capacity. Should this option be progress then DDA will undertake a number of surveys to detail the requirements. At this stage it would be estimated that an area in the order of 20m² would be sufficient.

It should be noted that this building location impacts on the position of the Electric Vehicle Charging Point (EVCPs) proposed for the new build leisure Centre and that these would need relocating elsewhere in the car park. It may be more economically viable to supply these from the electrical supply to the new build sports hall.

Advantages	Limitations
The Hall, Changing pavilion and stores as a new build are fully compliant with the guidelines space and facilities requirements	A service road is require to reach the substation at the rear of the site
The orientation of the new building links well to the new Bromsgrove Sports & Leisure facility and provides an opportunity for a covered link from the main reception with new stair and Platform lift and replacement of a window in the BSLC with an external door	The building may been to be supported by extensive piles/ foundations due to the known make up of the ground from the construction on the BSLC.
The site massing allows for the bulk of the hall to be concealed behind the new facility with a highly visible new entrance and link on approach	Due to the space limitation, the building will be close to the retaining wall and therefore require careful engineering to determine the exact location
The orientation of the store on the long side allows for access when the hall is subdivided	Link will be required between the two building, which adds to the scope of the project.
The Car Park is left as one regular shaped arrangement where all spaces are visible on approach	
The phasing of new build and demolition of the Dolphin Centre is simple	



Option 2 – Massing model (extract from Appendix A)



Option 1 – Site Plan (extract from Appendix A)

2 Option 3 – New Sports Hall and Changing Pavilion (New Build)

This option is similar to that of option two and also proposed a new sports hall and changing pavilion located on the 'rear' section of land adjacent to the existing leisure Centre, but by the nature of the site levels, at a higher level.

Access between the new leisure Centre and the new sports hall is via new steps and an existing external ramp. The changing pavilion and entrance is located to the rear of the new building and does not link to the new leisure Centre. The new sports hall appears correctly sized for a 4 court hall, however the equipment store is not in an ideal location on the short end of the hall. The remaining site area forms the car park, which is wholly visible when entering the site. The entrance to the sports hall is set well back and not visible from the site entrance.

The massing of the new sports hall and changing is such that the sports hall is to the front and could be a rather bland elevation with little opportunity for glazing etc. The height of the sports hall is slightly higher than the leisure Centre.

New services would be installed to serve the new building and the installation of new high level natural ventilation turrets, gas-fired radiant heating and low energy LED lighting, would be recommended.

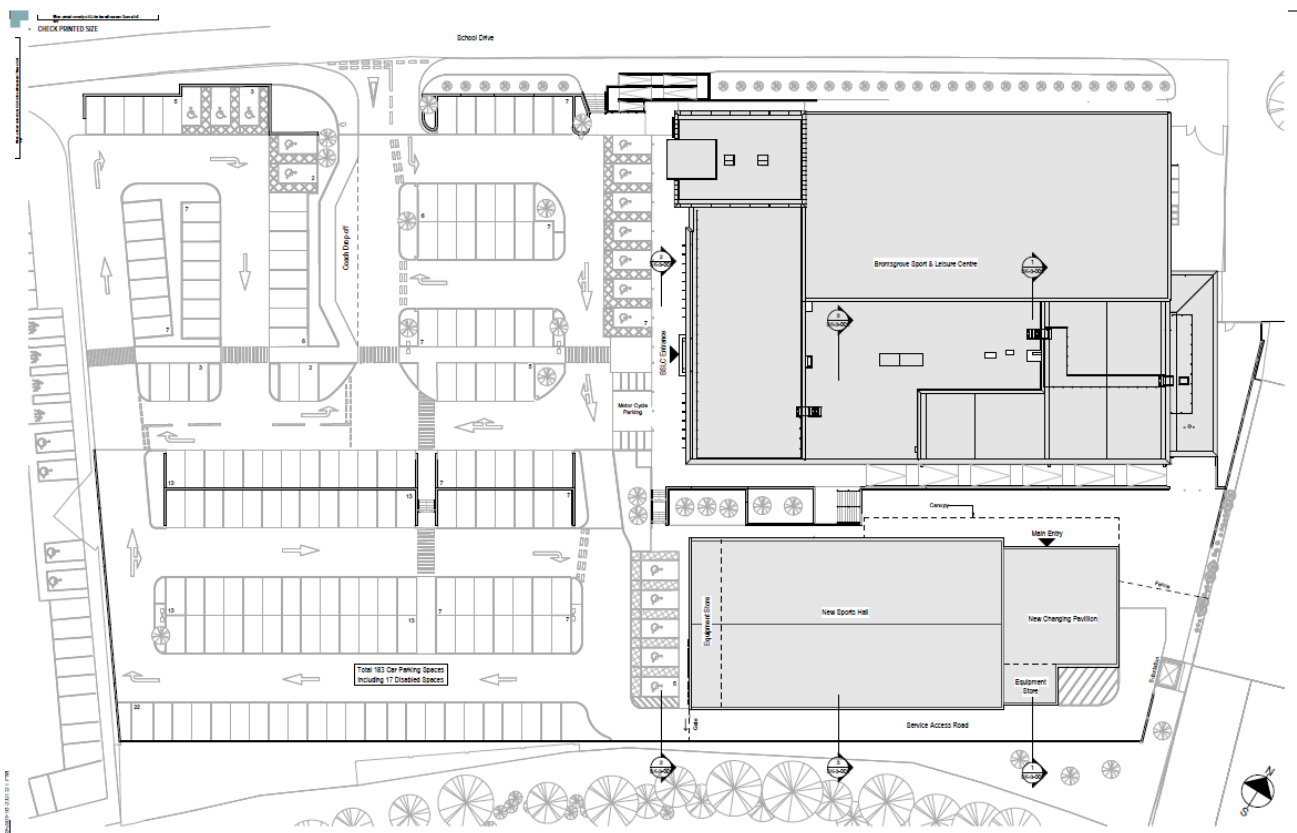
The current meter room proposed on the architectural layout does is based on the assumed capacity. Should this option be progress then DDA will undertake a number of surveys to detail the requirements. At this stage it would be estimated that an area in the order of 20m² would be sufficient.

It should be noted that this building location impacts on the position of the EVCPs proposed for the new build leisure centre and that these would need relocating elsewhere in the car park. It may be more economically viable to supply these from the electrical supply to the new build sports hall.

Advantages	Limitations
The Hall, Changing pavilion and stores as a new build are fully compliant with the guidelines space and facilities requirements	The scheme is effectively option 2 mirrored in an attempt to utilise the existing ramp and negate the need for a platform lift. This however severely weakens the link to the new main building and leaves a large area of unusable space around the new entrance.
The site massing allows for the bulk of the hall to be concealed behind the new facility with a new entrance accessible by the existing ramp and a new set of stairs	The principle elevation to the car park is now a storage unit and the basic mass of the sports hall which lacks to the visual interest of Option 2
The Car Park is left as one regular shaped arrangement where all spaces are visible on approach	The arrangement of storage is now separate and at either end
The phasing of new build and demolition of the Dolphin Centre is simple	A service access road is required to reach the Sub Station at the rear of the site
	The building may need to be supported on extensive foundations or piles due to the nature of the ground
	Due to the constraints of space the building will be close to the toe of the retaining wall that bounds the ramp along the Sports Centre which will determine careful structural consideration



Option 3 – Massing model (extract from Appendix A)



Option 3 – Site Plan (extract from Appendix A)

2 Option 4 – Pre-fabrication/ Modular New Sports Hall and Changing Pavilion (Modular)

This option is based on the design of the proposed traditional new build location and therefore provides the same advantages as previously described, with regarding to location, car parking and the option to integrate the design of the newly complete BSLC.

Furthermore, the additional benefit to this option is use of a hybrid modular system which would utilise off site manufacturing to provide an effective and efficient operational building. The building is constructed using a steel frame before being in filled with timber panels and clad as prescribed by the project architect.

Through utilising a hybrid modular system the scheme can still benefit from many aesthetical enhancements made by the project architects, whilst also providing a simplistic construction progress. For example, one approach that could be taken is to use a steel frame with masonry infill panels with a single story building being predominately timber frame construction.

The Hybrid solution utilises off-site manufacturing techniques to pre-assemble sections of the structure. The pre-assembled panels are delivered to site and are quickly erected to form watertight areas before internal fit-out works commence.

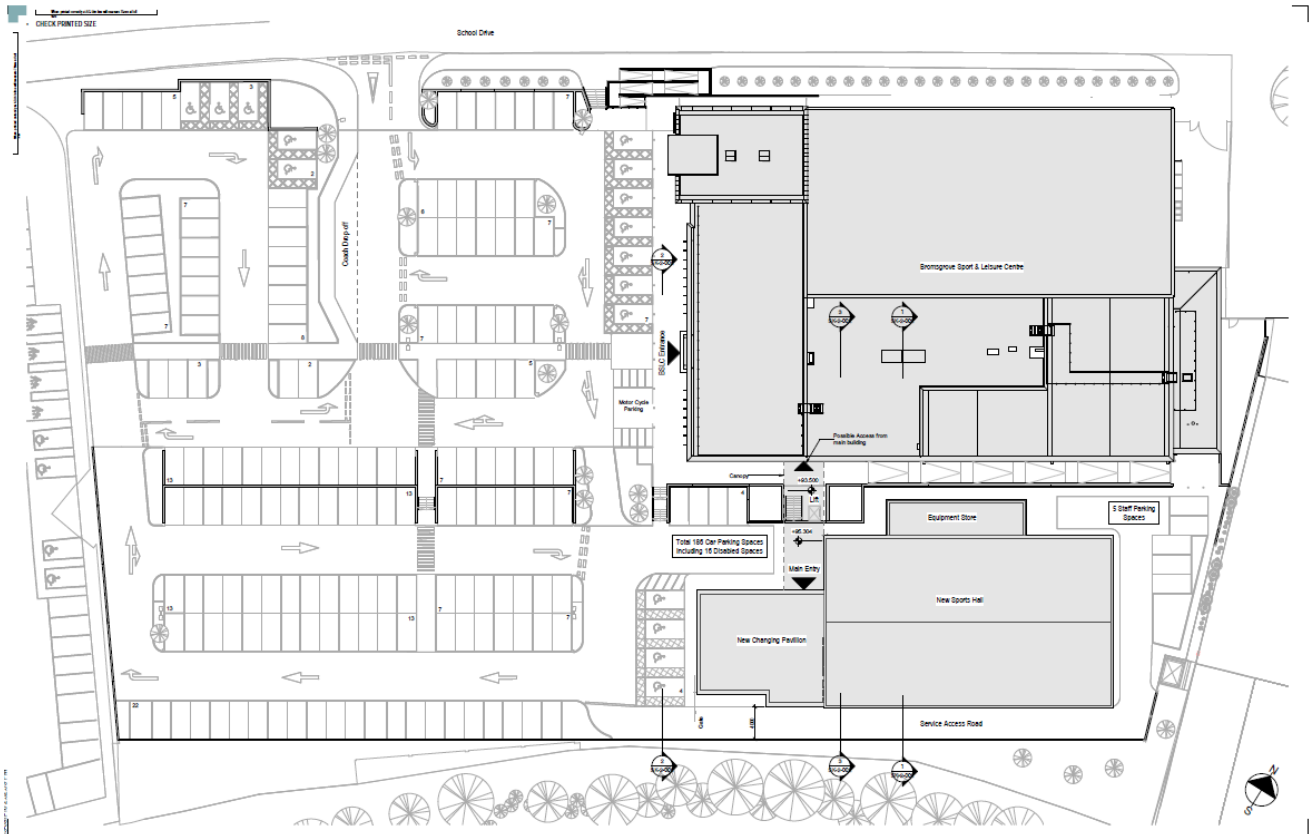
It would be anticipated that the M&E systems required for this option would be in line with option 2 & 3. However, further coordination would be required with the modular build contractor to ensure that the proposed systems are viable in the space available through the pre-fabricated super structure.

It should be anticipated that the proposed location of a modular building will still affect the position of the EVCPs proposed for the new build leisure Centre and that these would need relocating elsewhere in the car park.

Advantages	Limitations
The Hall, Changing pavilion and stores as a new build are fully compliant with the guidelines space and facilities requirements	A service road is require to reach the substation at the rear of the site
The orientation of the new building links well to the new Bromsgrove Sports & Leisure facility and provides an opportunity for a covered link from the main reception with new stair and Platform lift and replacement of a window in the BSLC with an external door	The building may been to be supported by extensive piles/ foundations due to the known make up of the ground from the construction on the BSLC.
The site massing allows for the bulk of the hall to be concealed behind the new facility with a highly visible new entrance and link on approach	Due to the space limitation, the building will be close to the retaining wall and therefore require careful engineering to determine the exact location
The orientation of the store on the long side allows for access when the hall is subdivided	Link will be required between the two building, which adds to the scope of the project.
The Car Park is left as one regular shaped arrangement where all spaces are visible on approach	Limited design flexibility when using modular/ pre-fabricated components.
The modular build allows for a decreased on site programme duration, due to the off site manufacturing	



Option 4 – Modular Example (extract from Appendix D)



Option 4 – Site Plan (extract from Appendix A)

2 Option 4a – Modular New Sports Hall, Changing Pavilion and soft play (Modular)

This option is based on the design of option 2 and therefore provides the same advantages as previously described.

Furthermore, the additional benefit to this option is use of a hybrid modular system which would utilise off site manufacturing to provide an effective and efficient operational building. The building is constructed using a steel frame before being in filled with timber panels and clad as prescribed by the project architect.

Through utilising a hybrid modular system the scheme can still benefit from many aesthetical enhancements made by the project architects, whilst also providing a simplistic construction progress. For example, one approach that could be taken is to use a steel frame with masonry infill panels with a single story building being predominately timber frame construction.

The Hybrid solution utilises off-site manufacturing techniques to pre-assemble sections of the structure.

The pre-assembled panels are delivered to site and are quickly erected to form watertight areas before internal fit-out works commence.

Further variations from option 4 includes the addition of a soft plan facility. This would be included on the first floor of the changing facilities and could include a double height space to maximize the soft provision.

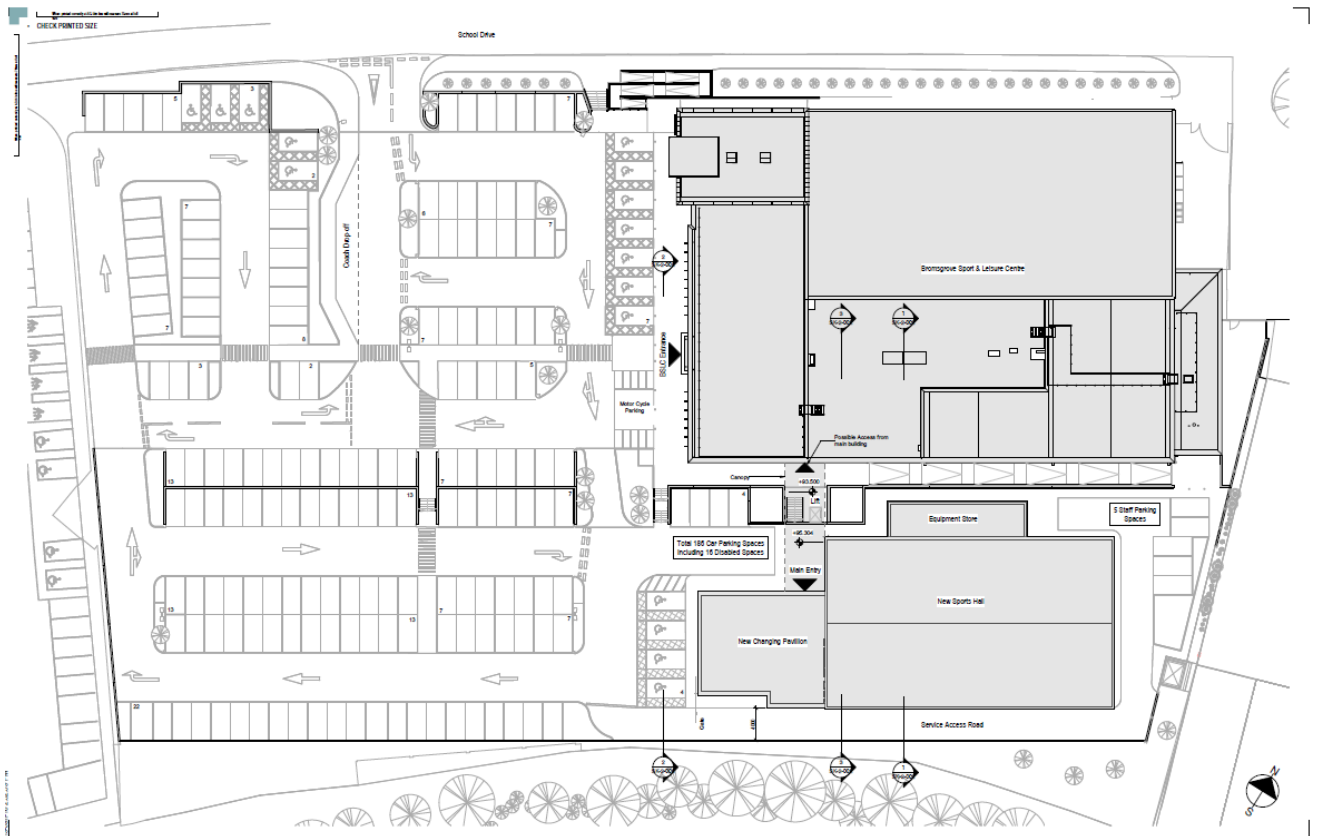
It would be anticipated that the M&E systems required for this option would be in line with option 2 & 3. However, further coordination would be required with the modular build contractor to ensure that the proposed systems are viable in the space available through the pre-fabricated super structure.

It should be anticipated that the proposed location of a modular building will still affect the position of the EVCPs proposed for the new build leisure Centre and that these would need relocating elsewhere in the car park.

Advantages	Limitations
The Hall, Changing pavilion and stores as a new build are fully compliant with the guidelines space and facilities requirements	A service road is require to reach the substation at the rear of the site
The orientation of the new building links well to the new Bromsgrove Sports & Leisure facility and provides an opportunity for a covered link from the main reception with new stair and Platform lift and replacement of a window in the BSLC with an external door	The building may been to be supported by extensive piles/ foundations due to the known make up of the ground from the construction on the BSLC.
The orientation of the store on the long side allows for access when the hall is subdivided	Due to the space limitation, the building will be close to the retaining wall and therefore require careful engineering to determine the exact location
The Car Park is left as one regular shaped arrangement where all spaces are visible on approach	Link will be required between the two building, which adds to the scope of the project.
The modular build allows for a decreased on site programme duration, due to the off site manufacturing	Limited design flexibility when using modular/ pre-fabricated components.
Additional height of building allows full sized soft play provision	The additional height of the building limits what is concealed behind the new facility with a highly visible new entrance and link on approach



Option 4a – Modular Example (extract from Appendix D)



Option 4a – Site Plan (extract from Appendix A)

2 Option 5 – New Sports Hall, Changing Pavilion & Soft Play (New Build)

This option is similar to that of option two and also proposed a new sports hall and changing pavilion located on the 'rear' section of land adjacent to the existing leisure Centre, but by the nature of the site levels, at a higher level.

Access between the new leisure Centre and the new sports hall is via new steps and a lengthy existing external ramp. The changing pavilion and entrance is located to the rear of the new building and does not link to the new leisure Centre. The new sports hall appears correctly sized for a 4 court hall, however the equipment store is not in an ideal location on the short end of the hall. The remaining site area forms the car park, which is wholly visible when entering the site. The entrance to the sports hall is set well back and not visible from the site entrance.

The addition of a multi-use space above the changing facilities would provide further benefits for Everyone Active & the council to provide a wider range of facilities, whilst also changing the front elevation, to match in with the new BSLC.

The massing of the new sports hall and changing is such that the sports hall is to the rear of the building and as such provides the opportunity to continue the design of the BSLC into the new sports hall through the use of glazing and fins.

New services would be installed to serve the new building and the installation of new high level natural ventilation turrets, gas-fired radiant heating and low energy LED lighting, would be recommended.

The current meter room proposed on the architectural layout does not take into account the detailed requirements. Therefore it could be insufficient and require expansion. At this stage it would be estimated that an area in the order of 20m² would be sufficient.

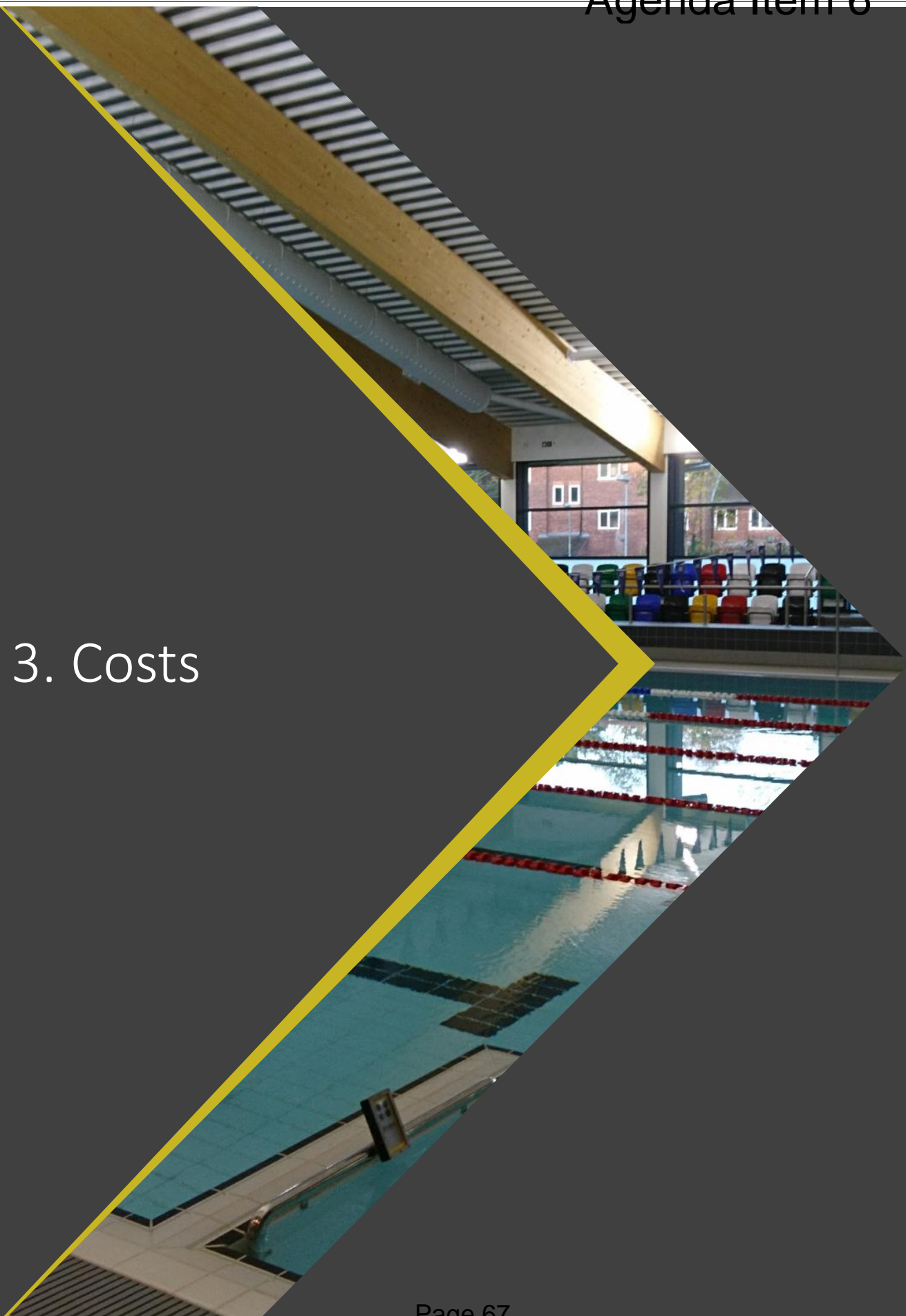
It should be noted that this building location impacts on the position of the EVCPs proposed for the new build leisure centre and that these would need relocating elsewhere in the car park. It may be more economically viable to supply these from the electrical supply to the new build sports hall.

Advantages	Limitations
The Hall, Changing pavilion and stores as a new build are fully compliant with the guidelines space and facilities requirements	A service road is require to reach the substation at the rear of the site
The orientation of the new building links well to the new Bromsgrove Sports & Leisure facility and provides an opportunity for a covered link from the main reception with new stair and Platform lift and replacement of a window in the BSLC with an external door.	The building may been to be supported by extensive piles/ foundations due to the known make up of the ground from the construction on the BSLC.
The site massing allows for the bulk of the hall to be concealed behind the new facility with a highly visible new entrance and link on approach	Due to the space limitation, the building will be close to the retaining wall and therefore require careful engineering to determine the exact location
A 200m ² Multi use studio above the changing rooms allows for potential additional revenue generation and a second floor that maintains a visual synergy with the Main Sports Centre	Link will be required between the two building, which adds to the scope of the project.
The orientation of the store on the long side allows for equal access when the hall is subdivided.	
The Car Park is left as one regular shaped arrangement & all spaces are visible on approach	
The phasing of new build and demolition of the Dolphin Centre is simple	

2 Design Assumptions

No.	Design Assumption	Potential impact of assumption
1.	LED Lighting to be installed throughout to Sport England Standards	Low
2.	Planning consultation is yet to be undertaken	Medium
3.	No major upgrade of the utility services is required	Medium
4.	Sports Hall would be operated as part of the Current BSLC by Everyone Active, this will be tested as part of the economic viability assessment during the later design stages.	Low
5.	Should a New sports hall be progressed then the existing sports hall will be completed demolished.	N/A
6.	Parking provision to be completed to the agreed quantities as per the original scheme	Low
7.	Storage space has been designed to meet Sport England requirements.	Low
8.	Level of changing provision has been designed to meet Sport England Requirements	Low
9.	Sport England Engagement would be required from Feasibility.	Low
10.	Ground conditions have been assumed as normal, until further surveys can be carried out.	Medium
11.	Soft Play equipment provider is tendered during the design stage	Medium
12.	Tender for a modular building contractor meets the programme & indicative costs of those provided by Elliot's.	Medium

3. Costs



3 Cost Overview

Mace have undertaken a cost review of all seven options available to the council and provided a high level summary of indicative costs. It should be noted that these prices have been estimated on limited design information, as would be expected at feasibility stage and take into account limited risks and no specific risks that may be realised from undertaking any of the options.

Whilst the designs have been designed in line with Sport England's affordable sports hall model, Mace have used the Sport England rated as a guide and then compared this to our own benchmarking data. For this project we have compiled benchmark data from both Sports Hall and Pavilion projects to provide the most accurate benchmark data possible.

As part of the progress towards RIBA Stage 4, Sport England will continue to be engaged and sit on the Project Management board.

Benchmarking Data:

The benchmark data can be viewed below and is summarised as a Sports Hall & Pavilion as follows:

Sports hall:

£1,535 /m2 based on BCIS rates and Mace internal benchmarking data as a guide

Pavilion:

£2,250 /m2 based on Mace internal benchmark data for Pavilions. There were a few bespoke items that impacted the £/m2 rates within the benchmarking data and so Mace took a view and adjusted to suit.

Contingency Levels

Within the comparison table overleaf, there are varying levels of contingency. This is because the percentage of contingency for refurbishment is higher due to the level of unknowns and higher risk profile associated under a refurbishment project.

Professional fees

Costs for professional fees across the options vary as they are taken as a percentage of the total construction amount. As we are at feasibility stage we have allowed for 10% for professional fees and surveys on all options until more details becomes available and costs become refined.

Inflation

This has been based on the current economic movement and forecast to construction in third Q3/2018. This is currently forecast to be 5% inflation.

Pavillion benchmark Data

Project	Cost per Square Metre
Project 1	£3,267
Project 2	£3,797
Project 3	£3,300
Project 4	£3,557
Project 5	£2,816

Sports Hall benchmark Data

Project	Cost per Square Metre
Project 1	£2,137
Project 2	£2,171
Project 3	£1,747
Project 4	£1,563
Project 5	£2,042

Cost Overview

	Option 1 Refurbishment 934m ²	Option 1a Refurbishment 1,203m ²	Option 2 New Build 997m ²	Option 3 New Build 915m ²	Option 4 Modular 1000m ²	Option 4a Modular 1,269m ²	Option 5 New Build 1,274m ²
Construction	1,240,000	1,930,000	1,660,000	1,675,000	1,650,000	2,170,000	2,370,000
Site specific costs	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Car Park Works	0	0	0	0	0	0	0
Externals	240,000	240,000	300,000	270,000	270,000	270,000	300,000
Sub-total construction	1,530,000	2,220,000	2,010,000	1,995,000	1,970,000	2,490,000	2,720,000
Preliminaries (12%)	180,000	270,000	240,000	240,000	0	0	330,000
OH&P (5%)	90,000	120,000	110,000	110,000	0	0	150,000
Inflation (0.5% to Q3 2018)	90,000	130,000	120,000	120,000	100,000	120,000	160,000
Contractor Risk (5%)	80,000	120,000	110,000	110,000	100,000	130,000	140,000
Pre-construction fee	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total construction	1,995,000	2,885,000	2,615,000	2,600,000	2,195,000	2,765,000	3,525,000
Prof. fees and surveys (10%)	200,000	290,000	250,000	260,000	220,000	280,000	350,000
Contingency (15% refurb 10% new build)	330,000	480,000	290,000	290,000	240,000	300,000	390,000
Client committed Costs	470,000	470,000	470,000	470,000	470,000	470,000	470,000
Total cost	2,995,000	4,125,000	3,635,000	3,620,000	3,125,000	3,815,000	4,735,000



4. Business Case

4 Business Case

The high level revenue projections are based on The Sports Consultancy's benchmark database. This contains over 1,000 years' worth of income and expenditure data from more than 450 wet and dry leisure centers across the UK. This is updated continually and the latest data could provide variations from any detailed work previously carried out.

The following high level comments on the likely revenue implications of adding a 4 court sports hall to the operation of the existing BSLC are based on the assumption that the new or refurbished 4 court hall would be available for school, club and community use throughout the day, as with the rest of the Centre. It has also been assumed that management, bookings and staffing etc. would be delivered under the management contract with SLM and not a separate operator. We have considered the key issues relating to the income and expenditure associated with adding a sports hall and the net revenue implications. These are summarised below:

For the purpose of these high-level projections we have assumed £20,000 per court per annum is achievable at the new Bromsgrove Leisure Centre, subject to programming and pricing assumptions etc.

The estimated costs will vary by option, with staffing, premises, repairs and maintenance, management costs, overheads and profit being considered. There is more scope in variation on costs between the options than income' and a full impact assessment must be undertaken as part of the design process at RIBA Stage 1 & 2 to further understand the opportunities for this site.

Based on the current market conditions and specifically the recent closing of the imagination Centre, there are further opportunities regarding the potential revenue a sports hall with additional soft play may generate.

The current leisure market is buoyant and this has been reflected in recent operator tender returns across the west midlands, where the income model that the operators have been returning has been stronger than those estimated by the councils pre-tender.

Added Value

There are a few dry-side activities that can be added to Bromsgrove Sport & Leisure Centre which will generate an operational revenue benefit.

Given that clip n climb and health and fitness facilities are already provided in the new Centre, only indoor soft play remains as a potential addition. There are many variations of the traditional soft play facilities, including providers such as tag active. Further work would be required to determine the revenue implications of such additions but it is possible the a net benefit of circa £50k per annum could be achieved.



5. Programme

5 Programme

Mace have undertaken a high level review of the master programmes to provide Bromsgrove District Council with a range of indicative timescales, to aid the decision between each of the four options.

Whilst there are 7 design options to choose from, these correlate to 3 potential programmes. These are as follows:

- Programme A: Option 1 & 1a
- Programme B: Options 2, 3 & 5
- Programme C: Option 4 & 4a

Designs 2, 3 & 5 have been based on the same programme due to the similarities in their design and construction methodology.

It should be noted that in order to provide a comparable scheme it has been assumed that all procurement of any contractors is completed through the OJEU process. However, once a decision has been made as to which design to proceed with, Mace would then be able to undertake a procurement strategy report during RIBA Stage 2.

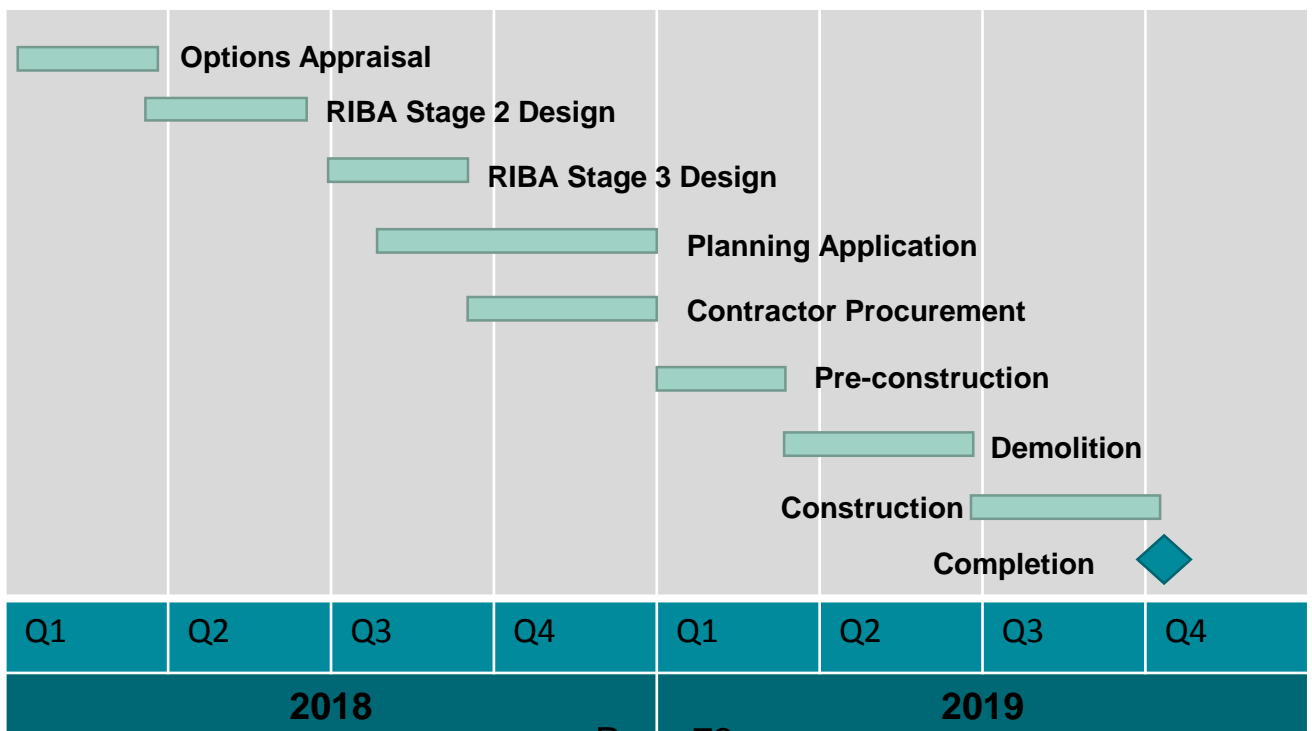
As well as outlining the key project milestones below and a snapshot of the timescales, below, a full master programme of each programme can be found in appendix C.



Programme Option A:

The programme for the utilisation of the existing sports hall is longer in duration due to the added complexities in the design phases to account for the interface between the demolition of the dolphin centre & the additional structural interfaces in the groundworks, including a revised foundation plan.

Furthermore, the construction durations are longer than other options due to the lost opportunity to demolish the Dolphin Centre, whilst constructing the new sports hall.

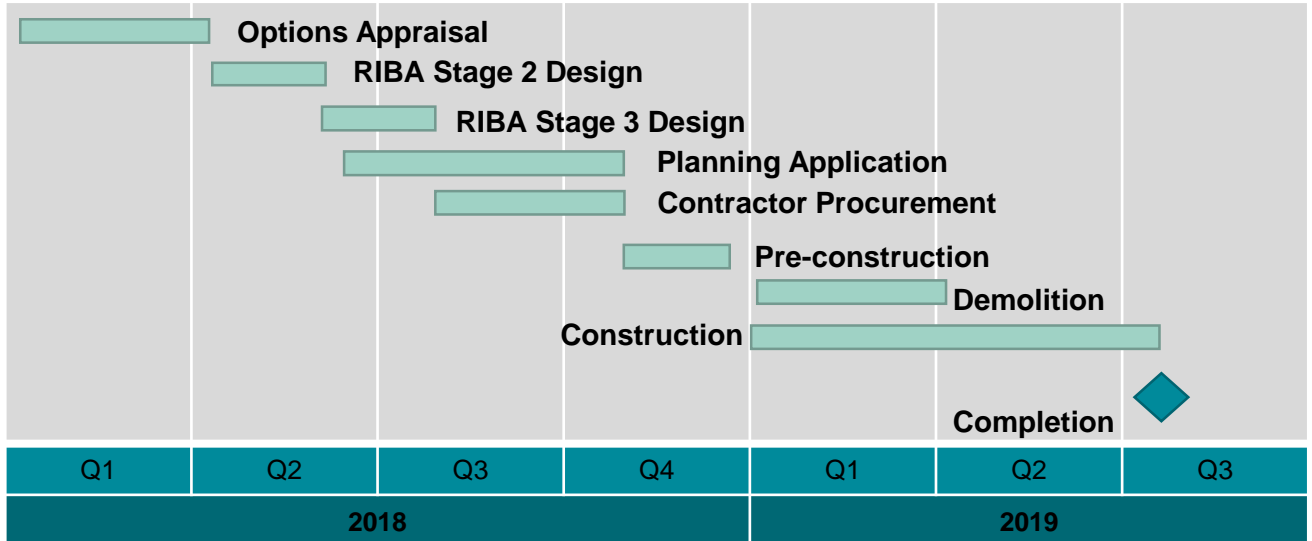


5 Programme

Programme Option B:

The programme for design options 2 & 3 follows the principles of a design & build contract where the construction works are tendered on RIBA Stage 3 design information. This approach a successful method for undergoing a leisure project, as was experienced by the recent completion of the Bromsgrove Sport & Leisure Centre.

The programme follows the same flows as programme A. However, the durations are able to be reduced due to the reduction in design complexities due to the scheme being new build opposed to a refurbishment. Furthermore, due to the layout of the site it is possible to start construction of the new leisure centre whilst demolishing the existing Dolphin Centre.

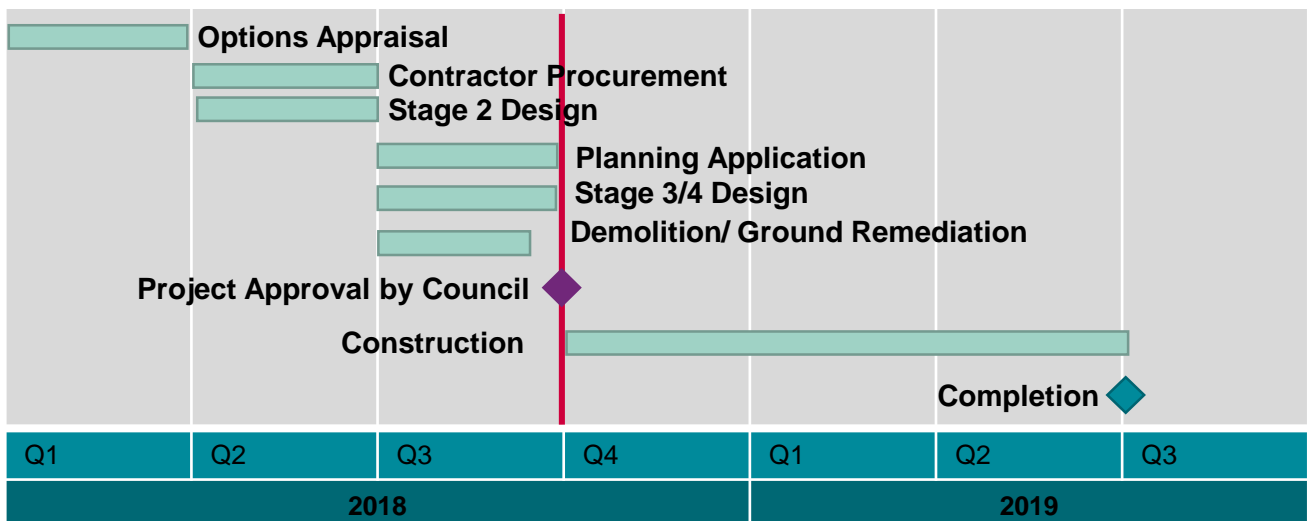


Programme Option C:

The programme for design option 4 is the shortest available to the council due to the early engagement with a specialist modular contractor, early demolition & off-site manufacturing. By using all of these methods together the council could achieve practical completion by Q1 2019.

Whilst this option will involve additional coordination by procuring an enabling works contractor (demolition), followed by a modular building contractor, the benefits to the council could be an earlier practical completion date of up to 6 months compared to the more traditional methods of construction and programming.

This is shown on the programme overview below:



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6. Conclusion & Next Steps

5 Conclusion & Next steps

This report has provided an overview of the Seven Sports Hall options available to Bromsgrove District Council. Having completed our review of the options there are clear design & programme advantages of constructing a new building compared to renovating the existing Sports Hall. However, the initial financial assessment suggests that this could be the more expensive approach to take. In order for more detailed and informative decision as to which design to proceed with, it is recommended that two options are taken forward to feasibility. This would allow for the design team to undertake more and initial surveys of a new build & existing option, which in turn would provide the required comparison.

Following a review of this report it is recommended that the council discuss the options available with Mace to provide further clarification, if required, prior to deciding whether to proceed with any of the options. Should an option be selected that it would be anticipated that a full design team is procured, as well as any early engagement with Everyone Active as the operator & potentially a modular building contractor.

Upon completion of the feasibility study, the project would then follow the 2013 RIBA Stages through to project completion. This includes Stages 1-4 which is the process of developing a detailed design and procurement of a contractor before moving onto Stage 5, Construction and then Stage 6, handover & 7 which is when the building is operational. At the end of each stage the team will provide the council with a Gateway report, this will include the

updated designs, cost estimates, programme & risk management, for sign off.

It should be noted that from the BSLC project, the council is committed to demolishing the existing leisure centre, including the removal of asbestos and construction of the new leisure centre car park. Whilst the construction of a new sports hall will impact on this, the council should remain committed to the completion of the already committed works.

Further to progressing the design, in order to continue to provide a sports hall during the design and construction phase. If option 1 was proceeded, it could be arranged for a temporary boiler and generator plant to be installed and keep isolated services in operation. This would be via containerised plant located in the car park with flexible cables and hoses routed around to pick up the existing services – it is currently believed that the main electrical distribution boards and underfloor heating manifold for the sports hall are located in the small store on the internal long wall of the sports hall.

To conclude, the next step is for Bromsgrove District Council to review and receive sign off for their preferred option of sports hall before further engaging the team to undertake a full feasibility report, consisting of the preferred two options. This would provide more detail on all areas of the project and specifically would be the first opportunity to identify and key risks to the project.



