
Report to Clackmannanshire Council

Date of Meeting: 21st August 2025

Subject: Wellbeing Hub & Lochies School Project Update

Report by: Robbie Stewart, Senior Manager, Sport & Leisure

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub & Lochies School project and seek approval of the Full Business Case (FBC) to allow the project to proceed to Financial Close and Contract Finalisation for the main construction programme.

2.0 Recommendations

It is recommended that Council:

- 2.1. Approves the Hubco Stage 2 Submission and the Full Business Case (FBC) to allow the project to proceed to Financial Close and the Council to enter into a Design Build Development Agreement (DBDA) with Hub East Central Scotland Ltd (Hubco) (**see paragraphs 3.1 to 3.18**).
- 2.2. Notes the key programme updates (**see paragraphs 3.19 to 3.22**).

3.0 Considerations

Full Business Case

- 3.1. A Full Business Case (FBC) (**see appendix 1**) has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs and risks, provide justification for the preferred option and set out the arrangements for successful delivery.
- 3.2. The purpose of the FBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables them to make informed decisions regarding the continuing viability of the project. The FBC appendices will be published separately on [Clackmannanshire Council website](#) due to the size of the file.
- 3.3. The project has reached the detailed final stage at the end of RIBA Stage 4 (Technical Design) and the SFT Hub Framework Stage 2 gateway. This is a key decision point in the development lifecycle and is the final investment decision on whether to proceed to the next stage of the development process,

Financial Close and construction delivery (**see FBC section 7.4.3, table 8, page 45**). The FBC has been reviewed and endorsed by the Project Board in line with project governance arrangements.

- 3.4. The project has an ambitious vision and series of strategic objectives defined within the FBC Strategic Case (**see FBC section 3, page 9**) and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and the future need. The overarching vision for the project is:

“A hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities.”

“A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”

- 3.5. Through the development process, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. Option for continuing with the current arrangements (Business as Usual (BAU)) have been considered and deemed non-viable options as they meet neither the current nor future needs for Clackmannanshire.
- 3.6. The result of the options appraisal process determined that the preferred option is the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus Classic Certification. The preferred option was presented within the Outline Business Case (OBC) and approved at the meeting of Clackmannanshire Council on 27th June 2024.
- 3.7. The project’s desired benefits have been established and summarised in the Benefits Register as set out in section **3.12** within the FBC (**table 2, page 20**). Some of the key benefits include.
- 3.7.1. Provide enhanced education and local employment opportunities, increased social value and community wealth.
- 3.7.2. Remove the constraints and challenges associated with the existing Lochies School to allowing staff more time to focus on the pupils and teaching.
- 3.7.3. Increased footfall through Alloa town centre contributing to the local economy and improving connectivity to Alloa West.
- 3.7.4. Reduced carbon emissions and help to meet net-zero targets through biodiversity and the provision of enhanced natural spaces.

- 3.7.5. Provide access to services for those who are most vulnerable and in need and help break down health inequalities.
- 3.8. Identifying, mitigating and managing the key risks is crucial to successful delivery, and at this stage in the development, many of the perceived risks have been eliminated and reduced, however, residual risks remain, as with any investment. The main strategic risks associated with achieving the projects' strategic objective (outcomes) and the proposed mitigation measures are identified in the strategic risk table as set out in section **3.13** within the FBC (**table 3, page 23**). Some of the main strategic risks include:
- 3.8.1. Timescale on finalising legalis could lead to possible delay in construction
- To mitigate against this the Council has commenced the review of the legal agreements in advance of Council decision.
- 3.8.2. Operational resources (staff) are not in place to operate and maintain the facilities at handover - To mitigate this a recruitment and training plan is being produced by Council.
- 3.8.3. The public are not sufficiently aware of the project, are not engaged throughout the development process and do not understand the benefits, opportunities and available services on offer. To mitigate against this a communication and engagement strategy has been produced for the lifecycle of the construction into operations.
- 3.8.4. The project fails to identify and cater for specific demographic groups (e.g. low-income residents, minorities, individuals with disabilities) within the community - To mitigate this, there is engagement with multiple user and targeted groups which will contribute to the programme phase of the project.
- 3.8.5. Some members of the community are unable to travel to and access the facilities due to insufficient and inadequate transport infrastructure and challenges in providing affordable options particularly for those living farther from the facilities - To mitigate this and fulfil planning conditions, we will consult with the transport authority to agree and implement a scheme to deliver a bus service that would connect the site to Alloa Town Centre and implement a scheme to provide safe, convenient and accessible active travel routes to and from the site.
- 3.8.6. The Wellbeing Hub does not integrate into the Family Wellbeing Partnership approach and becomes isolated from the wider network of services. Financial drivers and outcomes take precedence, and the Hub must become more financially self-sufficient - The proposed operating model has been developed with a view to balance financial and wellbeing objectives. This will be reviewed on an ongoing basis.
- 3.9. The project is being procured via the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland Ltd (Hubco). The project has reached the end of Hub Stage 2 and is looking to proceed to Financial Close. Completion of the construction works is planned for the end of Q3 2027 with both the Wellbeing Hub and Lochies School becoming operational in 2027.

- 3.10. Clackmannanshire Council engaged Integratis Consulting and 4Global to undertake an analysis of the of the projected social value arising from the Wellbeing Hub and Lochies investment. The full Social Value Analysis Report **(included in Appendix E of the FBC)**, provides headline figures which are based on a projected annual visitor throughput of 275,000 this would generate an estimate total Social Value of £2.14m per annum which equates to an estimated £134 per person.
- 3.11. Hubco and the Tier 1 Contractor will commit to achieving a series of agreed Themes, Outcomes and Measures (TOMs). The total Social and Local Economic Value (SLEV) target **(included in Appendix F of the FBC)** is estimated at £27,627,372.88 which equates to 42.5% of the Total Hubco Development Cost. This means that for every £1 spent through the development agreement, £0.42 of SLEV will be delivered.
- 3.12. The Wellbeing Hub will generate an anticipated 36 permanent full-time positions with a further 70-100 casual positions, significantly impacting on employment opportunities for the people of Clackmannanshire. **(See FBC section 5.4 page 34)**
- 3.13. The Council have entered into an initial Enabling Works agreement (DBDA) with Hubco to undertake preparatory works in advance of the main works agreement (DBDA). The Enabling Works will be subsumed into the main works DBDA with the works being delivered under a single completion.
- 3.14. Extensive public and stakeholder consultation has taken place at various stages of the proposed development for the Wellbeing Hub and Lochies School with high levels of support and engagement. The consultation has highlighted the desire for the new facilities to provide a wide range of sport, leisure, recreational and cultural spaces that would be available 7-days a week, during the day, evenings and weekends. Community consultation identified that high numbers of adults want to take part in walking, exercise classes, cycling and swimming. Many are also keen to participate in lifestyle classes, gardening, running/jogging and gym activities.
- 3.15. The final facilities mix and project outline reflects the outcome of the consultations and Council direction, and meets the vision and objectives set out in 3.3 of this paper. The full accommodation schedule is available in **Appendix J** of the FBC.
- 3.16. Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is currently £71,306,251.55 with an overall estimated capital investment figure for the Council not exceeding the approved Capital Plan figure of £76,092,000 which was reduced by £1,408,000 from the original Capital Plan figure of £77,500,000 **(see FBC section 6, page 35)**.
- 3.17. Demand and financial modelling have also been undertaken for the Wellbeing Hub with a projected net surplus of £139,660 in year 1, £121,856 in year 2 and £107,332 in year 3. This is inclusive of lifecycle costs, proportional increases on staffing and revenue, LEIP funding and the Council core revenue allocation. It is intended to reduce the core revenue allocation to the Wellbeing Hub by £200,000 over the first 5 years of operation **(see FBC section 6.2, page 36)**.

The revenue model is subject to review and development annually with a view to increasing efficiency and financial viability in the future.

- 3.18. Detailed management and governance procedures have been established for successful project delivery. The decisions required at this gateway are whether the RIBA Stage 4 (Hub Stage 2) technical proposals are approved and whether the project can proceed to Financial Close. The FBC is the final investment decision (OGC Gateway 3) and provides the final recommendation for an affordable project which delivers value for money (**see FBC section 7, page 41**).

Key programme update

- 3.19. Planning Consent was granted at the Planning Committee meeting held on 23rd January 2025 and the prior to commencement planning conditions have been discharged. In addition, the initial Building Warrant has also been granted for the diversion of the Surface Water Drainage, both allowing the Enabling Works to commence.
- 3.20. The Enabling Works agreement (contract) has been finalised and executed along with the other associated technical and legal documents. The Enabling Works have commenced on-site involving the initial site establishment, earthworks and drainage diversion.
- 3.21. The Hubco Stage 2 Submission, including the complete package of design proposals and confirmed maximum price, has been submitted for review, comment, and approval. This submission has enabled the Full Business Case (FBC) to be finalised and issued for Council approval.
- 3.22. Financial Close for the whole project is planned for the end of August 2025 subject to Council approval of the FBC. This gateway will conclude the pre-construction phase of the project and finalise the agreement (contract) between Hubco and the Council for the entire construction works.

4.0 Sustainability Implications

- 4.1. Alignment with the Clackmannanshire Council Interim Climate Change Strategy.

5.0 Resource Implications

5.1. Financial Details

The projected costs for the Wellbeing Hub and Lochies School developments are outlined in the General Services Capital Programme 2023/24 to 2042/43 and within the Full Business Case (FBC) (**see appendix 1**).

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

5.4. *Staffing*

Not applicable

6.0 **Exempt Reports**

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 **Declarations**

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities**

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☒

Our families; children and young people will have the best possible start in life ☒

Women and girls will be confident and aspirational, and achieve their full potential ☒

Our communities will be resilient and empowered so that they can thrive and flourish ☒

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 **Equalities Impact**

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☒ No ☐

9.0 **Legality**

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 **Appendices**

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

10.2 Appendix 1 - Full Business Case (FBC) for the Wellbeing Hub and Lochies Project. *(Due to the file size of the Full Business Case Appendices, these are not included but are available on [Clackmannanshire Council website](#)).*

11.0 Background Papers


11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

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Clackmannanshire Council Wellbeing Hub and Lochies School Investment Proposal

Full Business Case (FBC)



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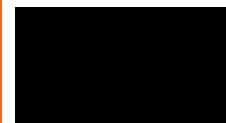
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Chlach Mhanann

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Project details Document verification

| | |
|------------------|----------------------------------|
| Project title | Wellbeing Hub and Lochies School |
| Project number | 2310 |
| Client name | Clackmannanshire Council |
| Project Sponsor | Lorraine Sanda |
| Project Director | Robbie Stewart |
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Appendices

- Appendix A Strategic & Policy Context Reference Documents
- Appendix B Visioning and Brief Development Report
- Appendix C Long Listed Options Scoring Workbook - Wellbeing Hub and Lochies School
- Appendix D Short Listed Options Scoring Workbook - Wellbeing Hub and Lochies School
- Appendix E Social Value Analysis Report
- Appendix F TOMs Calculator and SLEV Target
- Appendix G Procurement Strategy
- Appendix H Hubco New Project Request
- Appendix I Hubco Stage 2 Pricing Report
- Appendix J Accommodation Schedule
- Appendix K Client Project Team Risk and Opportunity Register
- Appendix L Hubco Stage 2 Risk Register
- Appendix M Stakeholder Engagement Plan



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- i. Clackmannanshire Council
- ii. Integratis Consulting
- iii. Hub East Central Scotland Ltd



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Glossary of Terms

- i. (ASN) Additional Support Needs
- ii. (BAU) Business as Usual
- iii. (COR) Change Order Request
- iv. (CSF) Critical Success Factors
- v. (CTSI) Clackmannanshire Third Sector Interface
- vi. (D&B) Design and Build
- vii. (DBDA) Design and Build Development Agreement
- viii. (FBC) Full Business Case
- ix. (FWP) Family Wellbeing Partnership
- x. (Hubco) Hub East Central Scotland Ltd
- xi. (LCC) Life-Cycle Costs
- xii. (LEIP) Learning Estate Investment Programme
- xiii. (LOIP) Local Outcomes Improvement Plan
- xiv. (OBC) Outline Business Case
- xv. (OGC) Office for Governance and Commerce
- xvi. (PEP) Project Execution Plan
- xvii. (PIR) Project Information Requirements
- xviii. (POE) Post Occupancy Evaluation
- xix. (POW) Plan of Work
- xx. (PPR) Post Project Review
- xxi. (RIBA) Royal Institute of British Architects
- xxii. (SALF) Sport and Active Living Framework

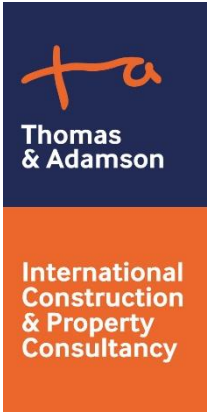


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- xxiii. (SECF) School Estates Core Facts
- xxiv. (SFT) Scottish Futures Trust
- xxv. (SIMP) Standard Information Management Plan
- xxvi. (SLEV) Social and Local Economic Value
- xxvii. (TOM) Target Operating Model
- xxviii. (TOMs) Themes, Outcomes and Measures
- xxix. (VFM) Value for Money



1. Executive Summary

- 1.1. This Full Business Case (FBC) has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs and risks, provide justification for the preferred option and set-out the arrangements for successful delivery. The purpose of the FBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables them to make informed decisions regarding the continuing viability of the project.
- 1.2. This business case follows the HM Treasury Green Book Guidance and adopts the Five Case Business Case Model and also aligns with the Office for Governance and Commerce (OGC) gateway process. The project has reached the OGC Gateway 3 (Detailed Final Stage) which broadly aligns with the end of RIBA Stage 4 (Technical Design) and the SFT Hub Framework Stage 2 gateway. This is a key decision point in the development lifecycle and is the final investment decision on whether to proceed to the next stage of the development process, Financial Close and construction delivery.
- 1.3. The project has an ambitious vision and series of strategic objectives (defined within the Strategic Case) and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and the future need. The overarching vision for the project is:

“A Hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities.”

“A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”

- 1.4. Through the development process, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. An option for continuing with the current arrangements (Business as Usual (BAU)) has been considered and deemed non-viable as it meets neither the current nor future needs for Clackmannanshire. The results of options appraisal process determined that the preferred option is the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards. The preferred option was presented within the Outline Business Case (OBC) and approved at the meeting of Clackmannanshire Council on 27th June 2024.



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- 1.5. This joined aspect of the proposed development was tested further during the planning application process as part of the Town Centre First Assessment (TCFA) required under the National Planning Framework 4 (NPF4), whereby it was clearly demonstrated that the benefits and strategic outcomes would be severely diminished if the buildings were developed separately. This integrated and joined approach aligns with the Scottish Government Place Principle, specifically addressing the requirement of “a more integrated, collaborative and participative approach to decisions about services, land and buildings” and this investment has the potential to create an environment for sector leading inclusive and accessible shared services.
- 1.6. The project is being procured via the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland Ltd (Hubco). The project has reached the end of hub Stage 2 under the terms of the Territory Partnering Agreement (TPA) and is looking to proceed to Financial Close. Completion of the construction works is planned for the end of Q3 2027 with both the Wellbeing Hub and Lochies School becoming operational in 2027. The Council have entered into an initial Enabling Works agreement (DBDA) with Hubco to undertake preparatory works in advance of the main works agreement (DBDA). The Enabling Works will be subsumed into the main works DBDA with the works being delivered under a single handover/completion.
- 1.7. Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is £71,306,251.55, with an overall estimated capital investment figure for the Council of £76,092,000.00. This aligns with the approved Capital Plan figure which was reduced by £1,408,000 from the original Capital Plan figure of £77,500,000. Demand and financial modelling have also been undertaken for the Wellbeing Hub with a projected net surplus of £139,660 in year 1, £121,856 in year 2 and £107,332 in year 3. This is inclusive of lifecycle costs, proportional increases on staffing and revenue, LEIP funding and the Council core revenue allocation. It is intended to reduce the core revenue allocation to the Wellbeing Hub by £200,000 over the first 5 years of operation.
- 1.8. Detailed management and governance procedures have been established for successful project delivery. The decisions required at this gateway are whether the RIBA Stage 4 (hub Stage 2) technical proposals are approved and whether the project can proceed to Financial Close allowing the Council to enter into a Design Build Development Agreement (DBDA) with Hubco. The FBC is the final investment decision (OGC Gateway 3) and provides the final recommendation for an affordable project which delivers value for money.

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2. Introduction

2.1. Project Overview and Background

- 2.1.1. In February 2021 Clackmannanshire Council made the decision to cease operations of the Alloa Leisure Bowl permanently following a prolonged period of closure starting in 2019. The cost of repairing the Alloa Leisure Bowl to an acceptable and safe standard was significant and could not guarantee a useable facility for the long term. Consequently, the decision was taken to explore and develop options for future leisure provision within Clackmannanshire.
- 2.1.2. Following a review of future leisure provision for Clackmannanshire, and in line with the feedback from both key stakeholder and public engagement, an options appraisal was undertaken for the Wellbeing Hub. The proposals were considered on the principles of community wealth building, environmental sustainability, affordability, inclusivity and accessibility. The results were reported and presented to the Council in August 2022 where the council agreed the preferred way forward and that the project should proceed to the next stage in the development process.
- 2.1.3. During the 2021-22 academic year, and in parallel with the strategic work undertaken on the Wellbeing Hub, the Council undertook surveys of its entire learning estate by assessing them against the School Estates Core Facts (SECF) survey criteria, used by Scottish Government, to ensure consistent reporting across Scotland on the condition and suitability of school buildings. Lochies was the only school in the Authority to be graded as a category D “unsatisfactory” in the suitability category. The condition of the building was assessed as being category C “poor.”
- 2.1.4. Subsequently, an options appraisal was commissioned for Lochies Primary School with the details reported and presented to Council in October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process will take place to relocate a new build Lochies School. Finally, a further report was presented to Clackmannanshire Council in February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School.
- 2.1.5. The vision for this proposed joint development is to provide a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire and that both Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities. The proposal will aspire to improving health and wellbeing opportunities for every person in Clackmannanshire with inclusivity, equity and accessibility being central to the entire user journey, helping people to be connected, active and well throughout their lives.



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2.2. Wellbeing Hub Preparatory Work

- 2.2.1. Extensive public and stakeholder consultation has taken place at various stages of the proposed development for the Wellbeing Hub with high levels of support and engagement. The consultation has highlighted the desire for the new facilities to provide a wide range of sport, leisure and cultural spaces that would be available 7-days a week, during the day, evenings and weekends. Community consultation identified that high numbers of adults want to take part in walking, exercise classes, cycling and swimming. Many are also keen to participate in lifestyle classes, gardening, running/jogging and gym activities.
- 2.2.2. The Scottish Household Survey shows that physical and cultural activity levels amongst adults in Clackmannanshire are below the average across Scotland, highlighting the need to do more to encourage adults to be more active. The Scottish Household Survey also shows in 2019 activity participation in Clackmannanshire was below the Scottish average in areas such as swimming, gyms, keep fit and dancing. It also shows that participation levels by those from the most deprived areas was lower in Clackmannanshire when compared to the Scottish Average. This suggests more needs to be done to grow participation by individuals, families and communities from the most deprived areas in Clackmannanshire.
- 2.2.3. Almost 66% of respondents to the Clackmannanshire Alliance consultation felt that the overall quality of Council facilities was either poor or very poor with only 30% thinking they were high or very high quality. 52% of respondents felt that facilities did not meet their needs well, 45% felt that facilities did meet their needs. Almost 70% of respondents felt that the current level and variety of council facilities were poor or very poor. Only 27% felt that they were good or very good.
- 2.2.4. Local key health indicators show that there is action required to address the health inequalities that exist in the Alloa area. Higher than average death rates particularly amongst younger population, higher than average cancer rates and deaths from coronary heart disease demonstrate that there is a significant need to take action to support individuals, families and communities to become more active and improve health and wellbeing.
- 2.2.5. Although not identified explicitly from the stakeholder consultation, subsequent discussions have also emphasised the need for financial efficiency and viability to ensure the ongoing operating costs of the Wellbeing Hub can be minimised and opportunities identified to maximise income generation. Across the UK there is an emerging trend of replacing old traditional sports centres with new wellness hubs. This is part of a strategic shift towards a more integrated system of care.
- 2.2.6. Most of the hubs developed involve a range of partners investing in the new Hub but also co-locating different services under one roof. Many wellbeing hubs provide a core sports and leisure offer (swimming pool, fitness, sports hall) together with libraries, flexible community spaces, hydrotherapy pools, GP practices, pre-school nurseries, outpatient clinics of various types, adult day care services, mental health services and youth services, etc.



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2.3. Lochies School Preparatory Work

- 2.3.1. Stakeholder engagement has evidenced that parents and carers believe that a new school is needed to provide the space to facilitate improved support mechanisms that will allow their children to develop and become more independent learners. Increasing space and improving ease of access throughout will be life-changing for so many of these children. Doing so would provide far greater outdoor learning opportunities, further enhancing the health and wellbeing of the children.
- 2.3.2. As this project involves a relocation of Lochies School, a formal consultation was required under the Schools (Consultation) (Scotland) Act 2010. This was undertaken by Education staff over the winter/spring 2022/23. The consultation was overseen by Education Scotland who prepared a detailed report. In addition, considerable preparatory work has been carried out by working collaboratively with other Local Authorities, in the form of visits and shared learning.
- 2.3.3. As the new school is not be predicted to open until late 2027 and the funding from the LEIP programme is for 25 years, the new school needs to be large enough to accommodate the historically increasing number of children who will require complex needs support. Therefore, the Council are investigating building a school that can accommodate up to 54 pupils (9 classes of 6). This is based on both the fact that there is an increasing demand for places at Lochies and the experience of new builds in other local authorities is that they were full when opened, requiring expansion.
- 2.3.4. The new school has been designed to meet Scottish Futures Trust (SFT) area and cost metrics in addition to particular terms and conditions. Following positive discussions with SFT, Learning Estate Investment Programme (LEIP) funding has approved based on the required criteria and design details. This figure (funding allocation) is being refined through discussions on specific elements and features within the design, which are required above a standard (notional) school, and are deemed “abnormal costs.” However, the revenue figure presented in the operating model is the minimum award agreed at this time.

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3. Strategic Case

The Strategic Case explains the rationale for the project and defines the case for change. This case provides the background for the proposal and explains the objective(s) to be achieved. This case also identifies how the proposal aligns/compliments other strategic policies and plans within the Council and outlines the main benefits, risks, constraints and dependencies of the project.

3.1. Strategic Context

- 3.1.1. The conceptualisation and eventual realisation of the Wellbeing Hub and Lochies School in Clackmannanshire are intricately linked to the broader strategic and policy environment that governs regional development and community wellbeing. This expanded narrative integrates critical insights from the Council's Target Operating Model (TOM) and the Family Wellbeing Partnership (FWP), alongside a comprehensive suite of national, regional, and local directives.
- 3.1.2. These elements collectively underscore the investments potential to significantly impact local communities, especially in addressing prevailing challenges such as child poverty, enhancing overall community wellbeing, and innovating public service delivery to meet the evolving needs of Clackmannanshire's residents.
- 3.1.3. The Wellbeing Hub and Lochies School is envisioned as a transformative project, directly responding to Clackmannanshire's strategic objectives and policy directives aimed at fostering sustainable inclusive growth, empowering families and communities, and enhancing health and wellbeing across all segments of the population.
- 3.1.4. The Wellbeing Hub and Lochies school will contribute to all of Clackmannanshire Council's strategic plan priorities including:
 - i. Inclusive Growth.
 - ii. Jobs and Employability.
 - iii. Reducing Child Poverty.
 - iv. Raising Attainment.
 - v. Sustainable Health & Social Care.
 - vi. Empowering Families and Communities; and,
 - vii. Organisational Transformation.
- 3.1.5. In addition, the projects strategic outcomes will reflect and contribute towards the strategic objectives defined within the Wellbeing Local Outcome Improvement Plan (LOIP) 2024/2034 for Clackmannanshire, namely:



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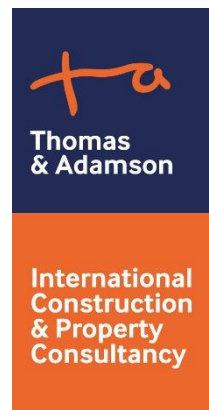
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- i. **Wellbeing:** Working in partnership we will: reduce inequality, tackle the causes and effects of poverty and health inequality and support people of all ages to enjoy healthy and thriving lives.
- ii. **Economy and Skills:** Working in partnership we will: help people to access fair work, learning and training; and will work together to build a strong local economy.
- iii. **Places:** Working in partnership and with communities we will: create sustainable and thriving places where people have a sense of connection and have control over decisions.

- 3.1.6. The Clackmannanshire Alliance, consisting of NHS Forth Valley, the Clackmannanshire Third Sector Interface (CTSI), Police Scotland, Scottish Fire & Rescue Service, Scottish Enterprise, sportscotland, Clackmannanshire businesses and Clackmannanshire Council monitor the LOIP and it is envisioned the facilities and services provided by the proposed Wellbeing Hub and Lochies School will make a considerable contribution to its successful outcome.
- 3.1.7. The Wellbeing Hub and Lochies School will be an effective mechanism to deliver on the Sport and Active Living Framework (SALF) which was created in 2018 and underwent a refresh in 2024 to run to 2028. This will make a positive contribution to the national Active Scotland outcomes and delivers on the Family Wellbeing Partnership approach of improving wellbeing and developing the capabilities of families and young people in Clackmannanshire. The Wellbeing Hub and Lochies will play a significant role in the achieving the four key priorities set-out in the refreshed SALF 2024 – 2028:
- i. More people with the right skills working in paid and voluntary roles.
 - ii. More accessible and higher quality public and community facilities.
 - iii. More suitable and targeted programming for people with specific needs.
 - iv. More accessible and connected travel options.

3.2. Organisational overview

- 3.2.1. Clackmannanshire Council is the smallest mainland Local Authority and one of 32 Local authorities in Scotland. The Clackmannanshire area caters for a population of approximately 51,540 and is situated in central Scotland bordering Falkirk, Perth and Kinross, Fife and Stirling Council areas.
- 3.2.2. Seven of Clackmannanshire's data zones within Alloa South & West, Alloa North, Tullibody South and Tullibody North & Glenochil fall in the 10% most deprived areas in Scotland. Alloa South and East remain the most deprived areas with 5 data zones found in the 5% most deprived areas in Scotland.



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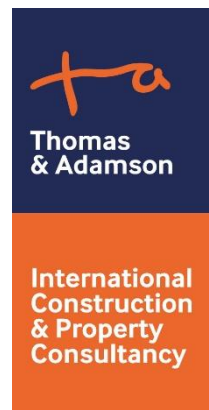
- 3.2.3. The Wellbeing Hub and Lochies School will be developed and operated by the Clackmannanshire Council People directorate which incorporates social work, criminal justice and education (including sport and leisure). The People directorate details Sustainable Inclusive growth, Empowering Families & Communities and Health and Wellbeing as the main “Be the Future” workstreams to deliver transformational change.

3.3. Business strategy and aims

- 3.3.1. The Council's TOM lays a foundational blueprint for operational efficiency, collaborative service delivery, and innovation in public services. It advocates for an integrated approach to service provision, where technology, user-centric design, and sustainability are central. The Wellbeing Hub and Lochies, within this framework, emerges as a critical infrastructure capable of embodying these principles, offering a multifunctional space that not only serves diverse community needs but also acts as a catalyst for broader socio-economic development and innovation in local governance.
- 3.3.2. The FWP's focus on reducing child poverty through wellbeing and capabilities approaches presents a unique opportunity for the Wellbeing Hub and Lochies School to directly contribute to improving outcomes for children and families in Clackmannanshire. By adopting a model that emphasises empowerment, leadership, and collaborative learning, the Wellbeing Hub and Lochies School can become a central point for community engagement and support, particularly for vulnerable and underserved populations. This aligns with broader efforts to ensure that all community members, especially children and care-experienced young people, have the opportunities and support necessary to lead flourishing lives.

3.4. Other relevant strategies

- 3.4.1. The development and operationalisation of the Wellbeing Hub and Lochies are guided by several key policy implications and strategic considerations drawn from an extensive review of relevant documents and best practices. See Appendix A for a list of reference documents.
- i. **Provision of High-Quality, Accessible Facilities:** There is a recognised need for modern, energy-efficient facilities that can adapt to the changing expectations of local residents and visitors. The Hub and School have been designed with accessibility at its core, ensuring that all community members, regardless of age or ability, can benefit from its offerings.
 - ii. **Comprehensive Service Delivery:** Reflecting on the TOM and FWP, the Wellbeing Hub's services will be diverse and integrated, spanning physical health, mental wellbeing, social engagement, and educational opportunities. This approach ensures a holistic response to community needs, fostering a supportive and inclusive environment.



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- iii. **Community Empowerment and Engagement:** Central to the Wellbeing Hub's success is its ability to engage with and empower the local community. This involves not only providing services but also creating opportunities for community members to actively participate in decision-making processes, program development, and ongoing operational improvements.
- iv. **Sustainability and Innovation:** In alignment with the Council's sustainability and climate change strategies, the Wellbeing Hub and Lochies School should incorporate sustainable practices and technologies, ensuring its long-term viability and minimising its environmental footprint. Furthermore, leveraging innovative service delivery models and digital solutions can enhance user experience and operational efficiency.
- v. **Partnership and Collaboration:** The Wellbeing Hub's development will be characterised by strong partnerships across the public, private, and third sectors, enhancing the scope and impact of its services. Collaborative models can facilitate resource sharing, expertise exchange, and the co-creation of services that more effectively meet community needs.

3.5. Wellbeing Hub existing arrangements

- 3.5.1. Following the closure of the Alloa Leisure Bowl there has been no accessible and available swimming facility in the Clackmannanshire Council area which is a significant gap in provision. Swim lessons for schools are maintained for primary school aged children by bussing the pupils to The Peak leisure centre or Dollar Academy at considerable cost.
- 3.5.2. Public swimming is not available in Alloa or surrounding areas at present without transport to Stirling or Falkirk resulting in a significant leisure and life skill gap in provision.
- 3.5.3. Sports facilities at Alloa and Alva Academy are accessed by community groups, however, demand outstrips supply and there are challenges with transport across the county, availability of pool time and the range of activity that can be catered for. The new Wellbeing Hub will compliment these exiting facilities with additional availability and a focus on leisure that will not be accommodated in the school facilities such as daytime and weekend extended usage.
- 3.5.4. The development of the Wellbeing Hub does not displace activity from existing locations across the county. Instead, programmes and activities will link and complement existing provision whilst increasing activity, health and wellbeing in Clackmannanshire.

3.6. Lochies School existing arrangements

- 3.6.1. In accordance with the Scottish Government School Estates Core Facts (SECF) survey criteria, the condition of the existing Lochies School has been assessed as being category C “poor” and the suitability graded as a category D “unsatisfactory.” In addition, the location, spaces, size, layout and access are significant issues across all areas of the existing school. Furthermore, the additional support needs of pupils are now more severe, and the number of pupils has also increased significantly.

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- 3.6.2. The existing Lochies School has a roll of 37 which is the maximum capacity based on the needs of the current pupils although, in previous years the school has had higher rolls (2018/19 = 41 pupils), when pupil's needs were not as severe and complex. The school has been operating at maximum capacity for the last decade which is influenced by the needs of the pupils and as the level of need has increased over the years this has restricted the capacity resulting in pupils needing to be accommodated elsewhere.
- 3.6.3. Consequently, the current school building is not suitable for supporting the needs of the users. Staff are continuing to meet the needs of pupils, but the existing building and arrangements are making this more and more challenging, and this has resulted in one pupil having to attend a school in another local authority area. This clearly demonstrates that continuing with Business as Usual (BAU) is no longer a viable option and strengthens the case for change and investment.

3.7. Wellbeing Hub Business needs – current and future

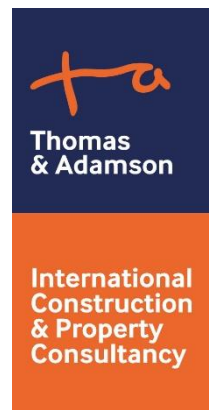
- 3.7.1. Access to leisure provision is recognised as a key factor in reducing stress and anxiety as well as generating social groups and preventing loneliness. The demographic make-up of Clackmannanshire highlights the requirements for leisure facilities that can increase wellbeing as well as tackle wider issues such as unemployment, economic growth, and education attainment.
- 3.7.2. The Wellbeing Hub will meet the objectives identified in the LOIP and Council Strategic Plan by being a central location utilised for leisure pursuits, education and provide a centre for drop-ins, and programmed consultations by partners in the NHS, Social Services, Police and Business Groups.
- 3.7.3. The Wellbeing Hub will operate on an income generation basis for core programming which will allow for targeted cost effective and subsidised services aimed at meeting the social objectives of the Clackmannanshire Alliance.

3.8. The Wellbeing Hub Case for Change

- 3.8.1. The strategic and policy context for the proposed Wellbeing Hub and Lochies School in Clackmannanshire, enriched by insights from the Council's TOM and the FWP, presents a compelling case for the project's potential to significantly impact community wellbeing. By aligning with strategic objectives, adhering to policy directives, and embracing principles of inclusivity, sustainability, and innovation, the proposed investment will help address critical community needs and contribute to the broader vision of a healthy, resilient, and empowered Clackmannanshire. The success of this project will depend on its ability to integrate and reflect the diverse voices and needs of the community it aims to serve, setting a precedent for future developments in the region.

3.9. The Lochies School Case for Change

- 3.9.1. As medical advancements have improved, life expectancy for children with complex needs has in turn increased and the numbers of pupils at Lochies has increased. The needs profile for the pupils has shifted from moderate to more complex. Consequently, it is



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challenging for the existing building to meet Lochies pupils' needs now and is likely to become even more challenging in the future. This is the justification behind the future increased capacity of 54 pupils for the new Lochies and in doing so provides equality for these children and families within our society.

- 3.9.2. A new build Lochies School will therefore enrich the educational experience of pupils by providing equality, ensuring that the needs of all Clackmannanshire pupils can be met. Retaining pupils within the Authority would reduce fees and other costs paid to other authorities associated with placing requests.

3.10. Spending objectives

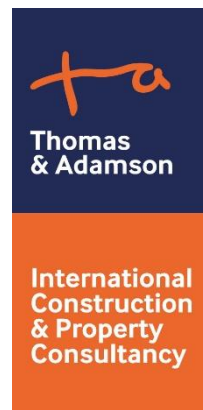
- 3.10.1. The spending objectives are vital for success and the project will be measured and validated against these at key gateways throughout the development process. These objectives are aligned to the underlying policies and strategies which underpin the case for change and are focussed on what needs to be achieved rather than the potential solution. In addition, the objectives need to be Specific, Measurable, Achievable, Relevant and Time-constrained (SMART).
- 3.10.2. The spending objectives have been developed and agreed through an iterative process of consultation and engagement with key stakeholders. These were shaped by a strategic aim and vision to “improve the quality of life for every person Clackmannanshire” and the themes of inclusive growth, empowering families and communities and health and wellbeing.
- 3.10.3. The initial spending objectives used for the long-listed options appraisal have been identified in Table 1.

Table 1: Initial Spending Objectives - Wellbeing Hub Long Listed Options Appraisal

| No. | Theme | Outcome | Objective |
|-----|-----------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Health | Help to reduce health inequalities in Clackmannanshire and encourage a wide range of people to connect, be active and be well. | The Wellbeing Hub will provide suitable spaces for people to connect and will accommodate relevant physical activity, wellbeing and sport programmes. |
| 2 | Inclusion | Attract and retain a wide range of users, particularly from across Clackmannanshire localities and from key target groups. | The Wellbeing Hub will be accessible to all types of users, provide flexible indoor and outdoor facilities and deliver an inclusive customer experience. |
| 3 | Place | Help to create a place where people want to live, work and visit. | A high-quality facility which is attractive to both local people and visitors and which is well connected to active travel routes. |

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| No. | Theme | Outcome | Objective |
|-----|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 | Inclusive economy | Have a positive impact on the key pillars of Community Wealth Building and also on the network of physical activity, wellbeing and sport providers. | The Wellbeing Hub will make appropriate use of land, will create opportunities for local skills, jobs and supply chains and will complement wider Clackmannanshire provision of physical activity, wellbeing and sport. |
| 5 | Sustainability | Be an environmentally and financially sustainable building. | The Wellbeing Hub will operate within the Council's annual revenue budgets and energy targets and contribute to Clackmannanshire Council net zero targets. |



- 3.10.4. Following the strategic decision by the Council to co-locate both the Wellbeing Hub and Lochies School on the Alloa West site and form a joint project, the Council's project team commissioned the Scottish Futures Trust (SFT), Ryder Architects and Hub East Central Scotland (Hubco) to support the creation of an updated Project Vision, Strategic Outcomes and Objectives using the SFT Briefing and Evaluation Framework which considers this co-location and joined approach.
- 3.10.5. This was a vital step to define success and the aspirations for this joint project as without clear spending objectives this would lead to an ineffective appraisal, planning, monitoring and evaluation process. In addition, this enabled all key stakeholders to collectively align and agree the overarching ambition for the project along with the core issues, goals and success criteria. This has provided a solid baseline (framework) to maintain clarity and consistency throughout the development. A copy of the Visioning and Brief Development Report is included in Appendix B.
- 3.10.6. Through consultation and engagement with the wider project partner organisations, the Council have established the following **Project Vision:**

"A Hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities."

"A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives."

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3.10.7. Supplementary to the Project Vision, the following series of **Strategic Objectives** have been developed for the project:

- i. The whole facility achieves excellence in inclusivity and accessibility for all.
- ii. The Wellbeing Hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.
- iii. The new Lochies School will provide an excellent educational environment for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the Wellbeing Hub.
- iv. Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey.
- v. Provides access to enhanced lifelong learning opportunities for families of those with additional support needs (ASN) and the wider community, to support wellbeing and active living.
- vi. Improving physical and mental health for Clackmannanshire and breaking down health inequalities.
- vii. Strong focus on sustainability and environmental credentials.
- viii. The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.

3.10.8. The Strategic Objectives have been distilled further to establish and define the Specific Measurable Achievable Relevant and Timebound (SMART) Objectives against which the project will be measured against and validated at key project gateways. These will continue to be refined to clearly identify specific figures and targets which can be measured and monitored.

3.10.9. The **SMART Objectives** for the project are aligned to the Strategic Objectives and are identified below:

3.10.10. The whole facility achieves excellence in inclusivity and accessibility for all.

- i. People feel welcome and safe in all areas of the facility, outside and inside.
- ii. Fully accessible and inclusive for all users across the full site (e.g. disabled parking, signage, dementia friendly design).
- iii. Robust but discrete secure lines between public and core educational spaces.
- iv. Provision to encourage and support multi-generational uses.

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- v. Type / number of entrances allow for privacy and dignity of those accessing services but avoid creating unnecessary divisions / silos.
- vi. A coherent user journey / language that flows from the protected (private) spaces to fully accessible public spaces.

3.10.11. The Wellbeing Hub prioritises the sport, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.

- i. High quality sport, leisure and wellbeing facilities for a range of users.
- ii. Quality swimming pools.
- iii. Spaces where everyone feels welcome to dwell or pass through to other services.
- iv. Services and facilities complement, rather than compete with, local provision.
- v. Accessible and inexpensive transport networks.
- vi. Services and facilities are affordable to use.

3.10.12. The new Lochies School will provide an excellent educational environment for learners with severe and complex additional support needs. Providing intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the Wellbeing Hub.

- i. The space and services available provide for the individual and their support network throughout their life.
- ii. Enhanced learning through play and outdoor spaces - the latter providing a range of sensory, play and natural spaces.
- iii. Spaces and services within the Wellbeing Hub can be accessed and used by pupils and staff as part of the curriculum.
- iv. A flexible learning environment meets the wholistic needs of learners, families and staff working together to meet the fluctuating challenges faced by those with severe and complex learning and health needs.
- v. Access to facilities in the Wellbeing Hub provides enhanced opportunities for health education, independent living and self-care skills.
- vi. Easy, secure access and drop off for taxis, accessible vehicles and mobility aids.

3.10.13. Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey.

- i. A fully connected site that encourages active use of indoor and outdoor spaces.

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- ii. Enhanced learning through accessible and inclusive outdoor spaces across the wider site - the latter providing a range of sensory, play and natural spaces.
- iii. Interesting and inclusive spaces for the school that are secure within the landscape but are appropriately accessible to visitors.
- iv. Access to covered outdoor spaces to maximise the school's use in all weathers.
- v. Incorporating a sustainable active travel plan that connects the site to active travel routes across Clackmannanshire.
- vi. Accessible toilets within outside spaces.

3.10.14. Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.

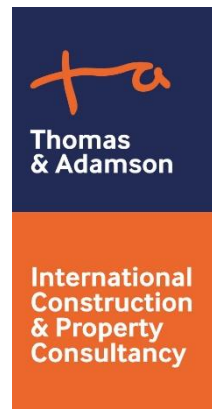
- i. All education provision in Clackmannanshire can link to services here.
- ii. A service that supports individual needs and transitions, rather than one size fits all.
- iii. Enhanced opportunities for partnership working with parents, carers and allied health professionals at Lochies School.

3.10.15. Improving physical and mental health for Clackmannanshire and breaking down health inequalities.

- i. Supporting allied health professionals and care opportunities for the school and community users.
- ii. The layout and spaces within the Hub support integrated and collaborative working practices.
- iii. Access to clubs, support groups and (potentially) supported employment for Lochies pupils and families.
- iv. The facility helps users to identify networks and support services elsewhere in Clackmannanshire, complementing the services on offer in the Hub.

3.10.16. Strong focus on sustainability and environmental credentials.

- i. Biodiversity and sustainability are an integral part of low maintenance landscaping, visible to users as a feature of the site.
- ii. Utilises digital technology that helps measure and manage environmental KPIs.
- iii. The project achieves Passivhaus Classic certification.
- iv. The school achieves construction embodied carbon target (A1-A5) of less than 600kg CO₂/m².
- v. The school facilities achieve an energy target of between 67 and 83kwh/m²/per annum.



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- vi. Embrace, reduce, reuse, repair, and recycle across the facility and services.
- vii. The project achieves Building with Nature Accreditation.

3.10.17. The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.

- i. Design, implementation and management take a place-based partnership approach.
- ii. Phasing to consider how the campus can provide enhanced facilities for the ASN school as it develops.
- iii. Flexible and adaptable spaces for future use.
- iv. The facilities operate within the agreed revenue budget of no more than £450,000 / annum from Year 2 excluding inflation and life-cycle maintenance costs.
- v. Creating approx. 25 local jobs and supporting local supply chains.
- vi. Vertical zoning of stores / services in shared spaces.

3.11. Scope and service requirements

3.11.1. The scope and key service requirements (facilities mix) to meet the current and future need have been influenced by several factors. The key drivers behind establishing the facilities mix include:

- i. The direction of local and national policy.
- ii. The feedback and outputs arising from extensive community consultation.
- iii. The feedback and outputs arising from key stakeholder consultation.
- iv. Investigating participation trends and other local or regional provision.
- v. Local health data.
- vi. Benchmarking against similar projects.
- vii. The need to accommodate a broad range of activities and services; and,
- viii. The ability to generate sufficient levels of income to be financially sustainable.

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3.12. Main benefits

- 3.12.1. The project's desired benefits have been established and summarised in the Benefits Register (table) below. These are linked to the strategic outcomes and focus on the beneficiaries specifically, how the investment will improve the Council's ability to deliver better outcomes and benefits to the communities across Clackmannanshire and beyond.

Table 2: Benefits Register (Table)

| Benefit Classification (Type) | Benefit Description | Beneficiary |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Non-Cash Releasing Benefit (non-CRB) | Return enhanced and accessible pool facilities to the area and the meet the demand for learn to swim programmes. | Children, families and communities across Clackmannanshire |
| Quantifiable Benefit (QB) | Provide additional facilities, flexible spaces and access to a wider range of services within the existing network. | Local clubs, groups, families and communities across Clackmannanshire. |
| Quantifiable Benefit (QB) | Provide enhanced education and local employment opportunities, increased social value and community wealth. | Young and unemployed people across Clackmannanshire. |
| Qualitative Benefit (Qual) | Enrich the educational experience of pupils and increased outdoor learning opportunities. | Children, staff and families of Lochies School. |
| Quantifiable Benefit (QB) | Remove the constraints and challenges associated with the existing school to allowing staff more time to focus on the pupils and teaching. | Children, staff and families of Lochies School. |
| Quantifiable Benefit (QB) | Increased school capacity providing the places for those children who need additional support. | Children and families across Clackmannanshire. |



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| Benefit Classification (Type) | Benefit Description | Beneficiary |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Quantifiable Benefit (QB) | Increasing the capacity within the existing Deer Park Primary School. | Children, staff and families of Deer Park Primary School. |
| Cash Releasing Benefit (CRB) | Reduce fees and other costs paid to other authorities associated with placing pupils in schools out with Clackmannanshire. | The Council and local communities |
| Quantifiable Benefit (QB) | Provide access to services for those who are most vulnerable and in need and help break down health inequalities. | Minorities and individuals with disabilities. |
| Quantifiable Benefit (QB) | Help to remove financial barriers to access leisure and recreational activities. | Families and low-income residents. |
| Quantifiable Benefit (QB) | Provide enhanced and accessible local facilities and services to help reduce deprivation. | Low-income residents and individuals with disabilities. |
| Quantifiable Benefit (QB) | Create more opportunities and places for young people to socialise and play | Young people and families |
| Non-Cash Releasing Benefit (non-CRB) | Enable greater opportunities for cooperation and collaboration with partner organisations. | The Council, health and social care partners and local communities. |
| Non-Cash Releasing Benefit (non-CRB) | Encourage community ownership, cohesion and belonging. | The Council and communities. |

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| Benefit Classification (Type) | Benefit Description | Beneficiary |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Qualitative Benefit (Qual) | Provide moments and spaces for increased social interactions to help reduce isolation. | Low-income residents, individuals with disabilities and elderly residents. |
| Quantifiable Benefit (QB) | Provide access to shared facilities which would be less available and maximise the use of spaces for other activities. | Children, staff and families of Lochies School as well as local clubs, groups, families and communities across Clackmannanshire. |
| Quantifiable Benefit (QB) | Deliver improved connectivity and increased uptake of active travel | People of Clackmannanshire and the wider region. |
| Quantifiable Benefit (QB) | Increased footfall through Alloa town centre contributing to the local economy and improving connectivity to Alloa West | Local businesses |
| Quantifiable Benefit (QB) | Encourage and deliver increased levels of physical activity. | The Council, health and social care partners and local communities. |
| Qualitative Benefit (Qual) | Improved mental health and wellbeing | The Council, health and social care partners and local communities. |
| Cash Releasing Benefit (CRB) | Generate increased income/revenue to support/supplement important services. | The Council and local communities |
| Quantifiable Benefit (QB) | Reduced carbon emissions and help to meet net-zero targets. | The Council, local communities and society. |
| Quantifiable Benefit (QB) | Enhanced biodiversity and provision of natural spaces. | People of Clackmannanshire and the wider region. |



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3.13. Main strategic risks

- 3.13.1. Identifying, mitigating and managing the key risks is crucial to successful delivery, and at this stage in the development, many of the perceived risks have been eliminated and reduced, however, residual risks remain, as with any investment. The main strategic risks associated with achieving the projects strategic objective (outcomes) and the proposed mitigation measures are identified the table below. Mitigation plans have been prepared and are included in the Risk Register. The risks will continue to be managed throughout the construction delivery phase of the project to mitigate the potential impact and likelihood of occurrence.

Table 3: Main Strategic Risks Table

| Risk Classification | Risk Description | Risk Impact / Consequence | Risk Mitigation |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal service risk (operational resources) | Operational resources (staff) are not in place to operate and maintain the facilities at handover due to poor planning and/or inability to recruit. | Potential delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives. | Agree the operating model and finalise the design to inform resources and staff requirements. Establish the business plan and set processes and operating procedures. Clarify areas to be staffed and operated by external organisations. Clarify which elements/facilities are being maintained by the Council and what aspects will be maintained by external organisations. All roles and resources required to operate the facility to be identified and recruitment undertaken during construction. |
| Internal service risk (operational resources) | Operational resources (staff) do not have the required skills and knowledge to operate the facilities as designed due to lack of training and familiarisation. | The facilities and systems are not operated correctly and/or areas are not able to be used. In-use energy targets are not met leading to increased operating costs. | Incorporate staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Provide ongoing staff training and familiarisation sessions after completion as part of the Soft Landings Plan to help ensure the facilities and systems are being operated as designed. Training programmes to be identified to fill knowledge gaps and ensure the operational staff have the necessary skills and knowledge to undertake their respective roles |



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| Risk Classification | Risk Description | Risk Impact / Consequence | Risk Mitigation |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal business risk (communications and engagement) | The public are not sufficiently aware of the project, are not engaged throughout the development process and do not understand the benefits, opportunities and available services on offer. | Missed opportunity to share positive messaging. Existing inequalities are exacerbated and the people/community are disengaged and do not use the new facilities leading to loss of revenue and participants. | Identify all relevant stakeholders, undertake mapping exercise and develop stakeholder engagement strategy. Prepare a comprehensive Communications Plan in alignment with the stakeholder engagement strategy. Determine method, frequency and channels of communications. Ensure designated resources are identified to prepare and issue communications. Identify opportunities and methods of improving communications output. Ensure the communications strategy is agile to allow for targeting of key demographic groups i.e. not just "press release" focused communications. Share engaging updates on the build with the public. |
| Internal service risk (communication and digital tools) | Digital communications and/or infrastructure required to build an audience and reach the public is not supported along with inconsistent and ineffective messaging. | The facility does not attract new audiences having a detrimental impact on revenue and reputation and the use of facilities not being maximised. | Allocate resources for communications and digital infrastructure. Procure communications tools and digital infrastructure. Define the IT infrastructure and fit-out requirements. Consider recruiting a business strategy and marketing manager. Target to have role in place for early 2026. |

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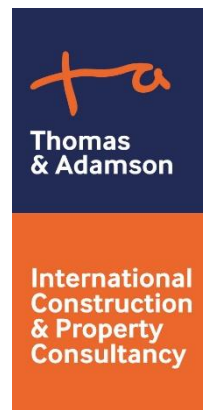
| Risk Classification | Risk Description | Risk Impact / Consequence | Risk Mitigation |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal business risk (subpopulation exclusion) | The project fails to identify and cater for specific demographic groups (e.g. low-income residents, minorities, individuals with disabilities) within the community due to ineffective engagement and consultation. | Exclusion and deepening disparities thereby exacerbating existing inequalities. | Conduct extensive community consultations to understand the unique needs, preferences, and barriers faced by different groups within the community. Develop tailored programs and pricing structures to ensure affordability and accessibility for all residents, including subsidies or discounted memberships for low-income individuals. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. Develop the services and programme in accordance with feedback. Engage with health and social care partners for referrals and 'signposting' to the services and benefits offered by the development. |
| Internal service risk (transport and travel) | Members of the community are unable to travel to and access the facilities due to insufficient and inadequate transport infrastructure and challenges in providing affordable options particularly for those living farther from the facilities | Challenges for people within the community accessing the new facilities and increase in the number of cars. Tangible barriers and access is hindered for residents who may benefit most from its services thereby exacerbating existing inequalities. | Conduct community consultations to understand the needs, preferences, and barriers faced by different groups within the community. Undertake a detailed transport assessment in collaboration with the transportation service. Collaborate with bus service operators and existing partners/transport providers to explore opportunities to improve/alter services. Agree and implement a scheme to deliver a bus service that would connect the site to Alloa Town Centre in agreement with the transportation service. Implement a scheme to provide safe, convenient and accessible active travel routes to and from the site. |

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| Risk Classification | Risk Description | Risk Impact / Consequence | Risk Mitigation |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal business risk (cultural insensitivity) | The project fails to accommodate and respond to the cultural diversity within the community. Due to insufficient consideration of the cultural preferences and sensitivities of the local population | Certain audiences and demographic groups are overlooked and alienated thereby discouraging their participation. | Undertake community consultations and engagement to understand the unique needs, preferences, and barriers faced by different groups and cultures within the community. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. Develop the services and programme in accordance with feedback and schedule out time for specific groups. |
| Internal service risk (digital divide). | People/residents within the community are unaware of the available facilities and services and are unable to view, book, and access, classes, spaces, etc. online. This is due to the website and digital infrastructure not being delivered, inconsistent messaging and booking systems and limited access to technology, the internet and online systems. | Digital comms are not reaching the target audiences and demographics. People within the community are excluded thereby exacerbating existing inequalities and discouraging their participation. Reputational damage. Loss of revenue. Use of facilities not being maximised. Missed opportunity for building awareness inside and outside of Clackmannanshire. | Offer in-person registration and services, provide public computer access, or partner with local libraries or community centres to bridge the digital divide. Prepare digital and communications strategy for the new facilities. Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined. |

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| Risk Classification | Risk Description | Risk Impact / Consequence | Risk Mitigation |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal services risk (financial) | The Wellbeing Hub does not integrate into the Family Wellbeing Partnership approach and becomes isolated from the wider network of services. Financial drivers and outcomes take precedence and the Hub must become more financially self-sufficient. | Benefits and outcomes established at the outset are diminished, sacrificed and disjointed from the Family Wellbeing Partnership (FWP) objectives etc. Target groups and demographics within across Clackmannanshire are disengaged and excluded. | Thorough and comprehensive costs/financials to be incorporated within the Full Business Case (FBC) to ensure the Council are fully informed of the ongoing operational/revenue costs. More detail of the proposed operating model to be incorporated into the FBC. Regular gateway reviews to be undertaken to assess whether the project is achieving the strategic outcomes and objectives. |



3.14. Constraints and dependencies

3.14.1. The project's constraints and dependencies have been established. The constraints are the external conditions and agreed parameters within which the project must be delivered. The main constraints are as follows:

- i. The agreed allocation of funding within the Council's Capital Plan (Capital Cost Limit).
- ii. The agreed allocation of revenue funding within the Council's Budget (Revenue Cost Limit).
- iii. The criteria and conditions required by the LEIP funding namely.
 - The successful outcome of any statutory consultation that is required.
 - Any land purchase/site negotiation that is required for the project being concluded.
 - An expectation that Lochies School will be open to pupils by December 2027; and,
 - Adherence to the guiding principles, programme metrics, terms & conditions, funding outcomes and project development processes of the LEIP programme.
- iv. Compliance with statutory legislation and Passivhaus standards.

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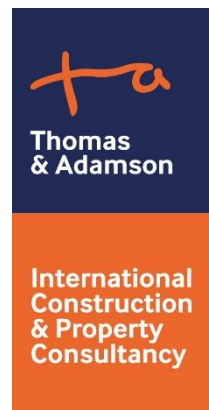
3.14.2. Dependencies are other factors, projects, agreements out with the immediate scope of the project and have an influence over the success of the project. These can be split into:

- i. **Inter-dependencies** which are those external to the project but are within the Council's overall responsibility and potentially linked to other projects and strategies; and,
- ii. **External dependencies** which extend beyond the boundaries of the project into other organisations and are out with the control the project team.

3.14.3. The key dependencies which need to be considered and managed are summarised in Table 4 below:

Table 4: Key Project Dependencies

| Inter-dependencies | External dependencies |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Securing and maximising the available Learning Estate Investment Programme (LEIP) funding from the Scottish Government and SFT. | Partnership with health, social care and education organisations such as NHS Forth Valley, Forth Valley College, etc. |
| Integration with the Family Wellbeing Partnership (FWP) approach. | Collaboration with community groups, volunteers and third sector organisations |
| Implementation of a bus service that would connect the site to Alloa Town Centre | Collaboration with professional agencies and groups (including sport's governing bodies and Sport Scotland). |
| Provide safe, convenient and accessible active travel routes to and from the site. | |
| Interconnectivity and signposting with the wider network of services across Clackmannanshire. | |



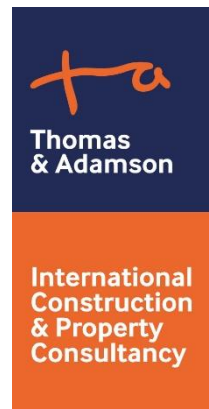
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4. Economic Case

The Economic Case assesses the economic costs and benefits of the Wellbeing Hub and Lochies School project across its lifecycle. This is different from the financial (capital or revenue) costs which are detailed under the Financial Case. This case appraises the various investment options to achieve the strategic outcomes and objectives and identifies the preferred way forward based on the Critical Success Factor's (CSFs) for the project. This case also looks at the wider benefits of the investment to determine Value for Money (VFM).

4.1. Preferred way forward

- 4.1.1. Having established the vision, strategic outcomes, spending objectives and the potential service requirements, a long list of development options were determined for the Wellbeing Hub. An option for Business as Usual (BAU) was also included to provide a benchmark against which the other options could be compared and demonstrate the result of continuing with the current status quo without implementing an option. Ultimately, BAU was discounted as a non-viable option due to need to provide swimming provision within Clackmannanshire. These options were considered against the critical success factors at a workshop with nominated stakeholders to agree the consensus scoring and establish the preferred option.
- 4.1.2. Following the appraisal of the long list of options, the results were reported and presented to the Council and at the Meeting of Clackmannanshire Council on 11th August 2022 the council agreed that Alloa West (Pavilions) site and optimal facilities mix (Option 3) was the preferred way forward and should proceed to the next stage and gateway in the development process. Refer to Appendix C for the Wellbeing Hub long list options appraisal scoring workbook.
- 4.1.3. In parallel, an options appraisal was undertaken for Lochies Primary School. The details of the Lochies School appraisal were reported and presented at the Meeting of Clackmannanshire Council on 06th October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process, will take place to relocate a new build Lochies School to the Alloa West (Pavilions) site.
- 4.1.4. Subsequently, a further report was presented at the Meeting of Clackmannanshire Council on 02nd February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School. This decision was then supplemented by a further report presented at the Meeting of Clackmannanshire Council on 23rd March 2023 which provided updated capital cost estimates associated with various energy and environmental performance options. The Council agreed the approval to proceed with the adoption of Passivhaus for the joint Wellbeing Hub and Lochies School development.



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4.2. Preferred option

- 4.2.1. Having ascertained the preferred way forward, two (2) short listed options were established to determine the preferred option. The results indicated that the preferred option was the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards. The preferred option was presented within the Outline Business Case (OBC) and approved at the meeting of Clackmannanshire Council on 27th June 2024 to proceed with the technical design and preparation of the Full Business Case (FBC). Refer to Appendix D for the Wellbeing Hub and Lochies School short list options appraisal scoring workbook.
- 4.2.2. This joined aspect of the proposed development was tested further during the planning application process as part of the Town Centre First Assessment (TCFA) required under policy 27 of the National Planning Framework 4 (NPF4), whereby it was clearly demonstrated that the benefits and strategic outcomes would be severely diminished if the buildings were developed separately. This integrated and joined approach aligns with the Scottish Government Place Principle, specifically addressing the requirement of “a more integrated, collaborative and participative approach to decisions about services, land and buildings” and this investment has the potential to create an environment for sector leading inclusive and accessible shared services.

4.3. Net Present Social Value (NPSV)

- 4.3.1. Clackmannanshire Council engaged Integratis Consulting and 4Global to undertake an analysis of the of the projected social value arising from the Wellbeing Hub and Lochies investment. The purpose is to demonstrate how this investment would contribute to social value and provide benefits the wider area.
- 4.3.2. The full Social Value Analysis Report is included in Appendix E, however, the headline figures are that based on a projected annual visitor throughput of 275,000 this would generate an estimate total Social Value of £2.14m per annum which equates to an estimated £134 per person. Subjective Wellbeing is identified as the principal driver behind this figure which evaluate improved life satisfaction for participants over 16.

4.4. Social and Local Economic Value (SLEV)

- 4.4.1. Maximising social value and community benefits through this proposed investment is another fundamental component to the success of this project, and throughout the delivery of this proposal Hubco and the Tier 1 Contractor will commit to achieving a series of agreed Themes, Outcomes and Measures (TOMs).
- 4.4.2. The total Social and Local Economic Value (SLEV) target for the preferred option, is estimated at £27,627,372.88 which equates to 42.5% of the Total Hubco Development Cost. This means that for every £1 spent through the development agreement, £0.42 of SLEV will be delivered. Within this total SLEV figure, some of the measures include:



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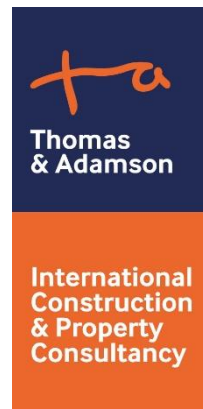
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| SFT Ref | Measure | Unit | Target |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------|
| SFT1a (NT1c) | No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain. | no. of people (FTE) | 30 |
| SFT20 (NT10) | No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation) | no. of weeks | 400 |
| SFT28 (NT18) | Total amount (£) spent in local supply chain through the contract | £ | 36,000,000 |

4.4.3. As part of this proposed investment Hubco and the Tier 1 Contractor have also committed to set-up and administer a 'Skills Academy' on-site which will enable local people to access a dedicated learning space during the works. This Skills Academy will provide opportunities for schools, colleges and employability partners to attend events, workshops, education programmes and experience different construction careers.

4.4.4. Refer to Appendix F for the TOMs Calculator and the detailed figures behind the SLEV target.



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5. Commercial Case

The Commercial Case explores and considers the commercial feasibility of the project. This case defines the procurement and contract strategies and explains the allocation of risk and associated mitigation measures. In addition, the commercial case identifies the key contractual milestones and delivery dates and clarifies and accounting requirements.

5.1. Procurement strategy and route

- 5.1.1. Following the strategic decision by Clackmannanshire Council to bring both the Wellbeing Hub and Lochies School together, a procurement strategy has been developed based on both facilities being procured as a single project.
- 5.1.2. This strategy identifies a series of procurement options for consideration, the key selection criteria and the recommended procurement approach considering how the options align with the established criteria.
- 5.1.3. In addition to the various options, consideration was also given to the capability and experience of the supply chain partners to deliver the project to ensures its successful delivery.
- 5.1.4. The recommended procurement route for the project is a Two-Stage Design and Build (D&B) strategy. The key drivers and determining factors which have informed this recommendation include the prevailing market conditions, Passivhaus design standards and the need for early contractor involvement and engagement with the supply chain to improve quality, programme improvements and desire for increased cost certainty.
- 5.1.5. The range of procurement options (mechanisms) considered include:
 - i. Crown Commercial Services (CCS)
 - ii. Hub Programme
 - iii. SCAPE Scotland Construction
 - iv. Scottish Procurement Alliance (SPA)
 - v. Procurement Hub
 - vi. Public Contracts Scotland (PCS)
- 5.1.6. Following the appraisal of the procurement options against the selection criteria, the top three (3) ranked options were all considered appropriate mechanisms for procuring the project, however, the recommendation and decision was taken to proceed and utilise the Hub Programme, namely Hub East Central Scotland (Hubco) as the procurement vehicle for the design, procurement and construction of the project. Refer to Appendix G for the Procurement Strategy.



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5.2. Contractual milestones and delivery dates

5.2.1. The planned key contractual milestones and delivery dates are included in Table 5.

Table 5: Contractual Milestones and Delivery Dates

| Contractual Milestones | Planned Delivery Date |
|--------------------------------------------------------------------------------------------|-----------------------|
| Gateway 1 – Hubco New Project Request (NPR) and approval to proceed to RIBA to hub Stage 1 | September 2023 |
| Gateway 2 – Hubco Stage 1 (OBC) approval to proceed to hub Stage 2 | June 2024 |
| Approval to proceed with Enabling Works agreement | January 2025 |
| Execute Enabling Works Agreement | July 2025 |
| Gateway 3 – Hubco Stage 2 (FBC) approval to proceed to Financial Close | August 2025 |
| Gateway 4 – Financial / Contract Close | August 2025 |
| Construction Works Complete / Handover | September 2027 |
| Wellbeing Hub Operational | *October 2027 |
| Lochies School Operational | *October 2027 |

**Operational dates are based on the current Hubco and Tier 1 construction programme and achieving the Gateway 4 planned date.*

5.3. Key contractual arrangements

- 5.3.1. Clackmannanshire Council and Hubco prepared and agreed the New Project Request (NPR) which is contractually binding in accordance with the terms of the Territory Partnering Agreement (TPA) and establishes the baseline against which project delivery performance is measured. Refer to Appendix H for the NPR.
- 5.3.2. Under the terms of the TPA, Hubco and its supply chain are developing the project as part of its Project Development Partnering Services (PDPS) to deliver a Stage 2 Submission for approval by the Council as the relevant participant in accordance with the project governance requirements. Subsequently, the project will proceed to Financial Close followed thereafter by construction delivery.



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- 5.3.3. The form of contract is the SFT Design and Build Development Agreement (DBDA) between Clackmannanshire Council and Hubco. Hubco will have a back-to-back DBDA sub-contract with the Tier 1 Contractor who in turn will formally appoint the Tier 2 supply chain.
- 5.3.4. The Council have entered into an Enabling Works agreement (DBDA) with Hubco to undertake preparatory works in advance of the main works agreement (DBDA). The Enabling Works will be subsumed into the main works DBDA with the works being delivered under a single handover/completion.

5.4. Personnel implications

- 5.4.1. All staffing located at the current Lochies School will transfer to new location on completion of the project and confirmation that the school is ready for use.
- 5.4.2. A core operating model has been created, showing the base staff requirement for operating the Wellbeing Hub and maintaining the Wellbeing Hub and Lochies School on a day-to-day basis.
- 5.4.3. Clackmannanshire Council will initially employ the 36 full time staff members required to operate the Wellbeing Hub at a base Level. 70-100 casual staff will be secured to cover annual leave, sickness, events and programmes to ensure the Wellbeing Hub is as commercially and financially sustainable as possible.
- 5.4.4. As part of this process a review of existing leisure services staffing will be completed with a view to complimenting the wellbeing requirements, reducing duplications and maximising efficiencies across all sport and leisure services.
- 5.4.5. The recruitment and selection of these staff will be finalised in Q1 2027 in partnership with local employment agencies, secondary, further and higher education institutions and through the Local Employability Forum.
- 5.4.6. Multiple training and development opportunities will be established 12-18 months from project completion to establish a base compliment of qualified and competent staff ready for day 1 operations.



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6. Financial Case

The Financial Case determines the affordability of the project and identifies the sources of funding which have been secured and any potential gaps. This case considers the whole lifecycle of the project including all attributable costs (both capital and revenue), any resource requirements and identifies the provision for financing any time or cost overruns (risk allowances and contingencies).

6.1. Capital cost requirements

- 6.1.1. The predicted total capital cost for the Wellbeing Hub and Lochies School is included in Table 6. The Hubco Stage 2 Pricing Report is included in Appendix I which provides further detail to the Total Hubco Development Cost Estimate.

Table 6: Capital Cost Estimate

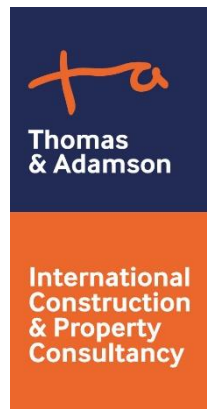
| Item | Constituent Part | Capital Estimate |
|-------------|-------------------------------------------------------------------|------------------------|
| 1 | Council Capitalised Resources | £ 1,355,027.82 |
| 2 | Council Direct Development Costs | £ 2,571,486.18 |
| 3 | Construction Costs (3.12 + 3.13) | £ 72,165,486.00 |
| 3.1 | Facilitating (Enabling) Works Estimate (Incl. in Line 3.2) | £ Incl. |
| 3.2 | Building Works (Prime Cost) Estimate | £ 57,782,073.59 |
| 3.3 | Contractor Preliminaries Estimate | £ 4,622,565.89 |
| 3.4 | Sub-Total Prime and Prelims (3.1 + 3.2 + 3.3) | £ 62,404,639.48 |
| 3.5 | Post Contract Professional Fees Estimate | £ 985,521.73 |
| 3.6 | Contractor Overheads and Profit Estimate | £ 2,091,875.32 |
| 3.7 | Contractor Risk Allowance Estimate | £ 624,046.39 |
| 3.8 | Works (Construction) Cost Estimate (3.4 + 3.5 + 3.6 + 3.7) | £ 66,106,082.92 |
| 3.9 | Total Hubco Development Fees Estimate | £ 5,200,168.63 |
| 3.10 | Sub-Total (3.8 + 3.9) | £ 71,306,251.55 |
| 3.11 | Construction Inflation Estimate (Incl. in Line 3.8) | £ 0.00 |
| 3.12 | Total Hubco Development Cost Estimate (3.10 + 3.11) | £ 71,306,251.55 |
| 3.13 | Council Construction Contingency (Risk) Allowance | £ 859,234.45 |
| 4 | Capital Cost Limit (Including Inflation) (1 + 2 + 3) | £ 76,092,000.00 |

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- 6.1.2. The total works (construction) cost of £66,106,082.92 is the predicted contract sum between Hubco and the Tier 1 Contractor including inflation. The total Hubco development cost of £71,306,251.55 is the current development amount (contract sum) between the Council and Hubco including inflation. This figure includes the pre-contract fees expended during hub Stages 1 and 2 for the design consultants, surveys, statutory fees and Hubco framework fees, etc.
- 6.1.3. The forecast capital cost limit of £76,092,000.00 is the predicted total capital investment figure for the Council and includes other direct capital costs to be expended such as other professional consultancy fees, costs for loose furniture and equipment (not being provided by Hubco), information technology fit-out costs, decant costs, capitalised resources, council contingency figures, etc. This aligns with the approved Capital Plan figure which was reduced by £1,408,000 from the original Capital Plan figure of £77,500,000.

6.2. Revenue cost requirements

- 6.2.1. Through Hubco, Clackmannanshire Council have appointed Integratis Consulting Ltd (Integratis) to support with the preparation of the business case and generate the estimated demand and financial (revenue) cost model for the Wellbeing Hub and Lochies School based on the agreed facilities mix and accommodation schedule. Refer to Appendix J for the current accommodation schedule.
- 6.2.2. The Wellbeing Hub and Lochies School operating model considers several factors including operating income, cost of sales, property costs and supplies and services. The revenue model is based on the Council's current scale of charges and salary scale with a notional allowance of 3.5% per annum for inflation. The model also reflects the projected reduction in operational energy use arising from designing to Passivhaus Classic Certification and associated reduction in energy costs.
- 6.2.3. The following table summarises the estimated total income and expenditure for the Wellbeing Hub and Lochies School over a 5-year period with Year 1 commencing from financial year 2027/28. The figures shown in Table 7 include lifecycle costs, supplies and services (including energy), staffing and an indicative rates figure. Income figures shown are reflective of the Integratis analytics on anticipated usage.
- 6.2.4. Income projections are based on an annual increase of 5.5% either through price increases that do not impact on usage, increased usage or a combination of both. The 5.5% figure allows for ambitious but achievable growth to year 5, to offset an anticipated increase in property and staff costs over this period. This figure also reflects a decrease in council core allocation over the first 5 years of operation.



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Table 7: Annual Net Expenditure Projection Excl. LCC - Wellbeing Hub and Lochies School

| | Annual Income and Expenditure Projections | | | | | | |
|-----------------------------|-------------------------------------------|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Pre-Year 1 2025-26 | Pre-Year 2 2026-27 | Year 1 2027-28 | Year 2 2028-29 | Year 3 2029-30 | Year 4 2030-31 | Year 5 2031-32 |
| Operating Income Total | £1,707,253 | £1,801,152 | £1,900,215 | £2,004,727 | £2,114,987 | £2,231,311 | £2,354,034 |
| LEIP Revenue Funding | £0 | £0 | £353,991 | £353,991 | £353,991 | £353,991 | £353,991 |
| Council Core Budget | £0 | £0 | £450,000 | £400,000 | £350,000 | £300,000 | £250,000 |
| | | | | | | | |
| Staff Costs Total | £1,583,919 | £1,655,196 | £1,713,127 | £1,773,087 | £1,835,145 | £1,899,375 | £1,965,853 |
| Supplies and Services Total | £189,553 | £189,553 | £189,553 | £189,553 | £189,553 | £189,553 | £189,553 |
| Property Costs Total | £388,223 | £399,870 | £411,866 | £424,222 | £436,948 | £450,057 | £463,559 |
| Non-Domestic Rates Estimate | £250,000 | £250,000 | £250,000 | £250,000 | £250,000 | £250,000 | £250,000 |
| Net Expenditure | £704,442 | £693,466 | -£139,660 | -£121,856 | -£107,332 | -£96,317 | -£89,060 |

*Figures based on full year operations. Figures to be pro-rated based on operational start date – currently projected for October 2027.

The annual income and expenditure projections should be read in conjunction with the following notes, assumptions and clarifications:

- Projections are based on the baseline figures established in 2025/26. The Year 1 income is thereby based on current projections on usage with 5.5% increase in baseline charges.
- Price increases (while required) will be assessed against economic impact each financial year to ensure affordability for the public, balanced against operational expenditure.
- A 1% variance to income either way, equates to approximately £25,000 in year 5, which could occur through pricing increases or increased or decreased usage.
- The maximum income for a facility of this size and type is anticipated around £2,250,000 (based on existing price points and economic status).
- Staff projections are inclusive of 3.5% cost of living increase each year. Whilst this figure may be higher or lower, it is anticipated this would be the approximate average over the 5-year period.

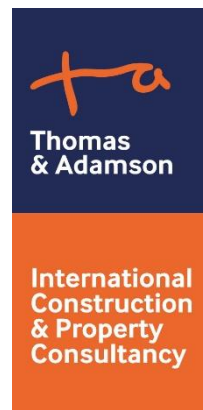
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- vi. Property costs are projected to increase by 3% each financial year. LEIP funding will offset the increase in property costs in the future. It is therefore essential that this is carried forward to ensure cost neutrality in future.
- vii. The table shows a projected £50,000 year-on-year reduction of council core allocation, reducing overall expenditure by £200,000 by Year 5.
- viii. LEIP revenue funding is calculated per year as £353,991 which is the baseline figure over the 25-year lifespan of the funding. Year 1-3 LEIP revenue award is higher, however; this has been identified as a required ring-fenced reserve to ensure Lochies School will pass all future SFT annual inspections.
- ix. The estimated non-domestic rates figure is to be confirmed. The financial projections will be adjusted to accommodate the final figure once it is calculated by Scottish Assessors Association.

- 6.2.1 From the data the net expenditure (surplus) in Year 1 is projected at £139,660. This reflects the assumption of usage during a full standard year of operations, however, there will be a need for memberships, classes, etc. to be built-up and will likely be pro-rated depending on when the facility will be operational within the financial year.
- 6.2.2 At this stage in the development lifecycle, **the financial model assumes a fully self-sufficient operating model** without spaces such as the café and consultation areas being leased to external providers and suppliers to operate.
- 6.2.3 Finally, continued engagement is required with community groups and organisations to identify elements of the proposal which can be jointly operated in partnership with the Council to optimise the financial sustainability and enhance partnership working. The revenue model is subject to review and development annually with a view to increasing efficiency and financial viability in the future.

6.3 Impact on income and expenditure

- 6.3.1 The Wellbeing Hub revenue and expenditure potential can be impacted by potentially numerous social and economic circumstances. In real terms a 1% overall variance to income and expenditure (beyond the anticipated percentages built into the model) equates to approximately £25,000. Therefore, a substantial event or closure that impacts usage, property or operational costs by 4% would result in a swing of £100,000 to the net output.
- 6.3.2 Based on the sensitivity analysis for the proposed Wellbeing Hub facility, several conclusions can be drawn regarding the facility's financial vulnerability to changes in income and expenditure:
 - i. **Expenditure Sensitivity:** An increase in expenditure, without any change in income, would significantly impact the financial outturn. For instance, a 20% increase in expenditure, beyond the 3.5% increase accounted for, without



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any change in income would result in a shift from a surplus of £139,660 to a deficit of -£360,340. This emphasizes the necessity of stringent cost management strategies to maintain financial stability.

- ii. **Income Sensitivity:** A decrease in income similarly worsens the financial outturn, potentially resulting in a deficit. Therefore, the importance of stable or growing revenue streams over the facility's lifespan is essential to sustain the Wellbeing Hub's financial health.
- iii. **Improvement through Income Growth:** Increasing income can considerably alleviate the future financial commitment required from the Council, showing the effectiveness of revenue enhancement initiatives. The core allocation applied to the Wellbeing Hub for operations has been forecast to be reduced from £450,000 to £250,000 by Year 5. Growth in programmes, pay to play revenue and partnership delivery are targeted to ensure this is a sustainable operating model in the future.
- iv. **Cost Reduction Impact:** Reducing expenses has a substantial positive effect on the potential outturn. A 20% cut in expenditure, while maintaining the current income, would potentially save £573,792 in operational costs, underlining the potential of cost-saving measures. However, a decrease of expenditure at this level would significantly impact the financial and operational viability of the facility. Operational efficiencies will be regularly assessed when the Wellbeing Hub and Lochies School is operational and the core usage has been established.

6.3.3 In summary, the sensitivity analysis illustrates that the financial stability of the new Wellbeing Hub facility is highly influenced by income and expenditure changes. It is imperative for the Wellbeing Hub and Lochies management team to focus on enhancing income and optimising financial efficiency to protect against financial risks. Strategies should encompass diversifying income sources, careful expenditure tracking, and targeted cost reductions.

6.4 Overall affordability and funding

- 6.4.1 The Wellbeing Hub is entirely funded by the Council Capital Plan; however, opportunities continue to be explored for supplementary funding where possible. Any requirements associated with other funding sources which may impact on the design, construction and operation of the asset will be shared and instructed accordingly.
- 6.4.2 The Lochies School is funded by the Council Capital Plan, however, the Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government. The funding model for the LEIP programme is based on the principle that Scottish Government and Local Authority funding is provided 50:50 for a like-for-like school. Government funding is in the form of revenue funding over a 25-year period, subject to satisfactory achievement of the programme's outcomes.



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- 6.4.3 Scottish Government LEIP funding is essential to maintain the fabric and energy efficiency standards of Lochies School at the level achieved at sign-off and handover, over the 25-year lifespan. This will be assessed by SFT annually, with any failures to maintain the standard resulting in a reduction or withdrawal of the LEIP revenue. This outcome would substantially impact the overall operating model and future viability of Lochies and the Wellbeing Hub.
- 6.4.4 The Council (Authority), with support from Hubco and Tier 1 Contractor must therefore ensure that the design, construction and operation of the asset fulfils and satisfies the criteria and conditions required by the LEIP funding namely.
- i. The successful outcome of any statutory consultation that is required.
 - ii. Any land purchase/site negotiation that is required for the project being concluded.
 - iii. An expectation that the project will be open to pupils by December 2027; and,
 - iv. Adherence to the guiding principles, programme metrics, terms & conditions, funding outcomes and project development processes of the LEIP.

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7 Management Case

Within the Management Case, the management responsibilities, governance arrangements and reporting requirements for successful project delivery have been defined. This case identifies the Senior Responsible Owner (SRO) for the project and sets-out the gateway review and approval arrangements along with the key programme milestones. In addition, the plans and procedures for change management, risk management, stakeholder management, communications and information management are outlined.

7.2 Project organisation structure

- 7.2.1 It is important to have clear definition and a collective understanding of the roles, responsibilities and interfaces to help deliver a successful project.
- 7.2.2 The project organisational structure defines the relationship between the various departments and organisations responsible for the project. These are grouped under the following 2 main categories, namely:
 - i. 'Client' (Authority) the groups (teams) and governance structures within Clackmannanshire Council that will have responsibility for the delivery of the project; and,
 - ii. 'External Project Team' the organisations, specialist consultants and personnel selected to lead the delivery of the design, construction and handover of the project.
- 7.2.3 The project organisation structure includes:
 - i. A clear organisation chart of the Council (Authority).
 - ii. A clear organisation chart of the External Project Team (Hubco).
 - iii. A description of their roles and responsibilities.
 - iv. Relationship between Council (Authority).and the External Project Team (Hubco).
 - v. Interfaces within the External Project Team (Hubco).
- 7.2.4 As the project progresses, the project organisation structure will be updated, as necessary.
- 7.2.5 Refer to Figure 1 below which illustrates the Council (Authority) Organisation Structure.



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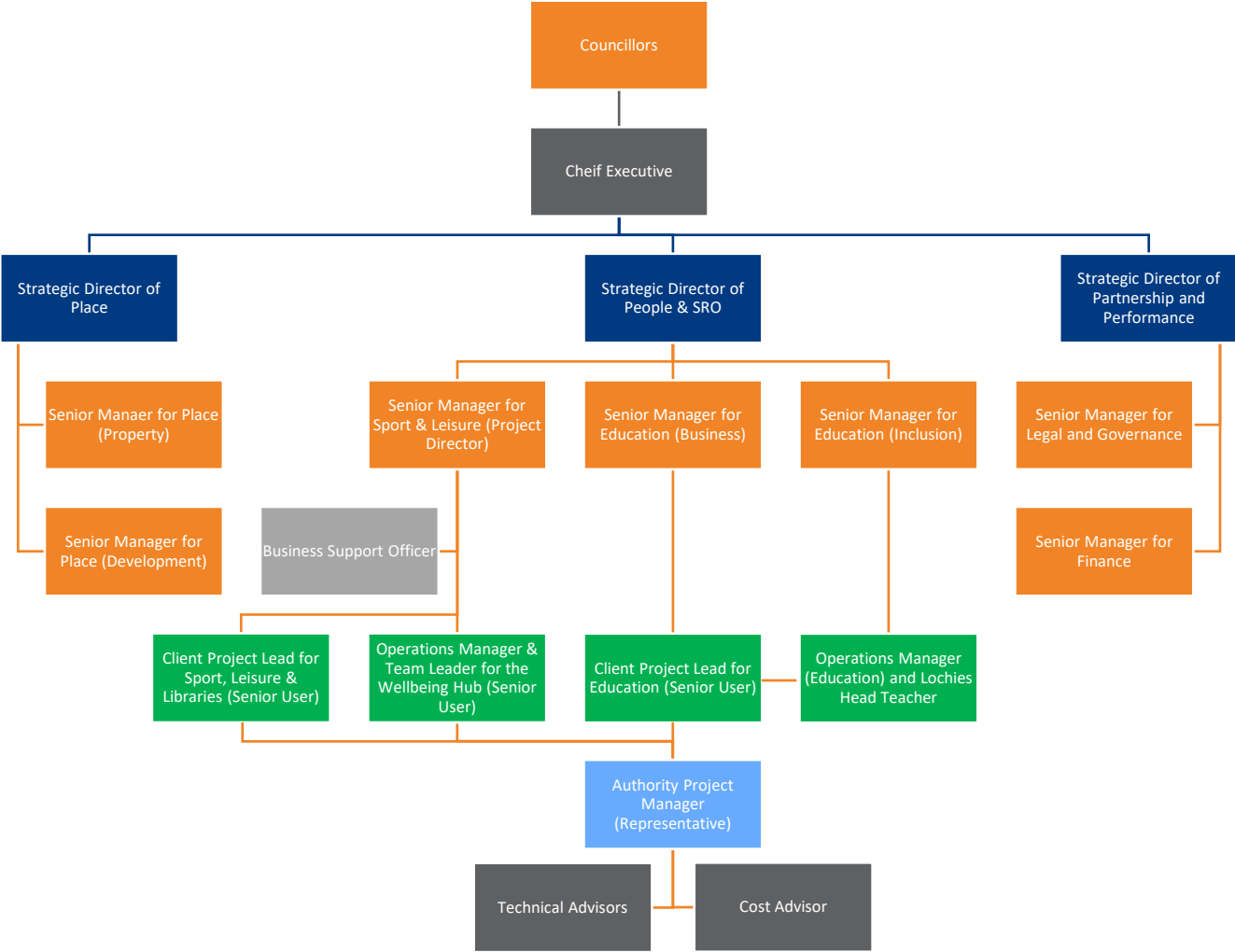
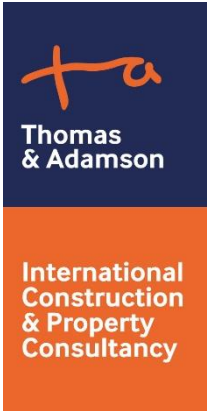


Figure 1: Council (Authority) Organisation Structure



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- 7.2.6 The External Project Team Organisation Structure is based on the project being procured via the Hub East Central Scotland Framework (Hubco). In addition, the structure is based on a two stage Design and Build procurement route with the Design Team being appointed by the Tier 1 Contractor. Refer to Figure 2 below which identifies the current External Project Team Organisational Structure.

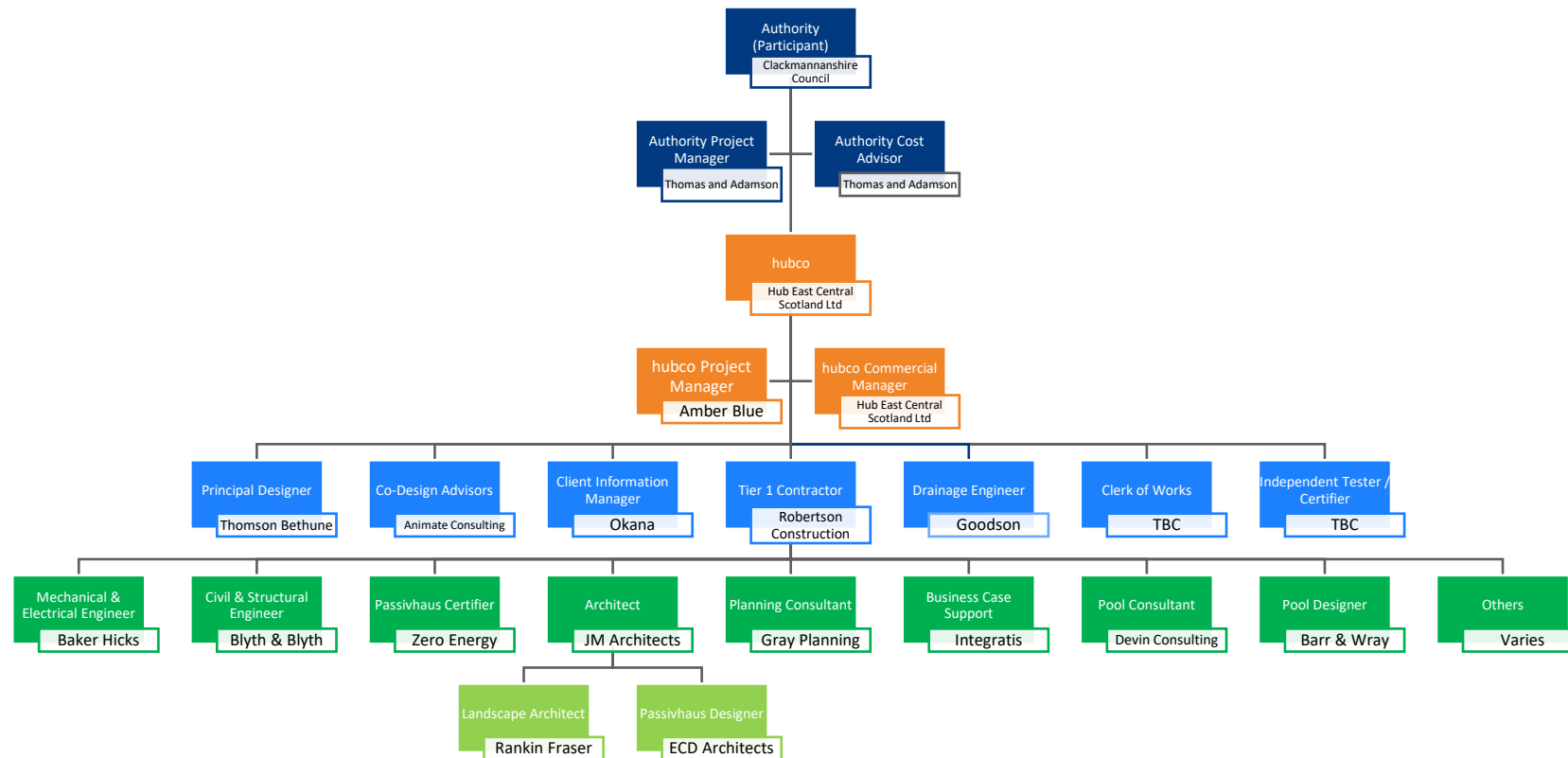


Figure 2: External Project Team Organisation Structure

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7.3 Project management governance arrangements

- 7.3.1 Throughout the project, changes can occur, and decisions will be required, and it is therefore essential that a governance structure is in place to support this.
- 7.3.2 The project governance structure is linked with the project organisation structure and describes the decisions' structure, the levels of authority and their responsibilities.

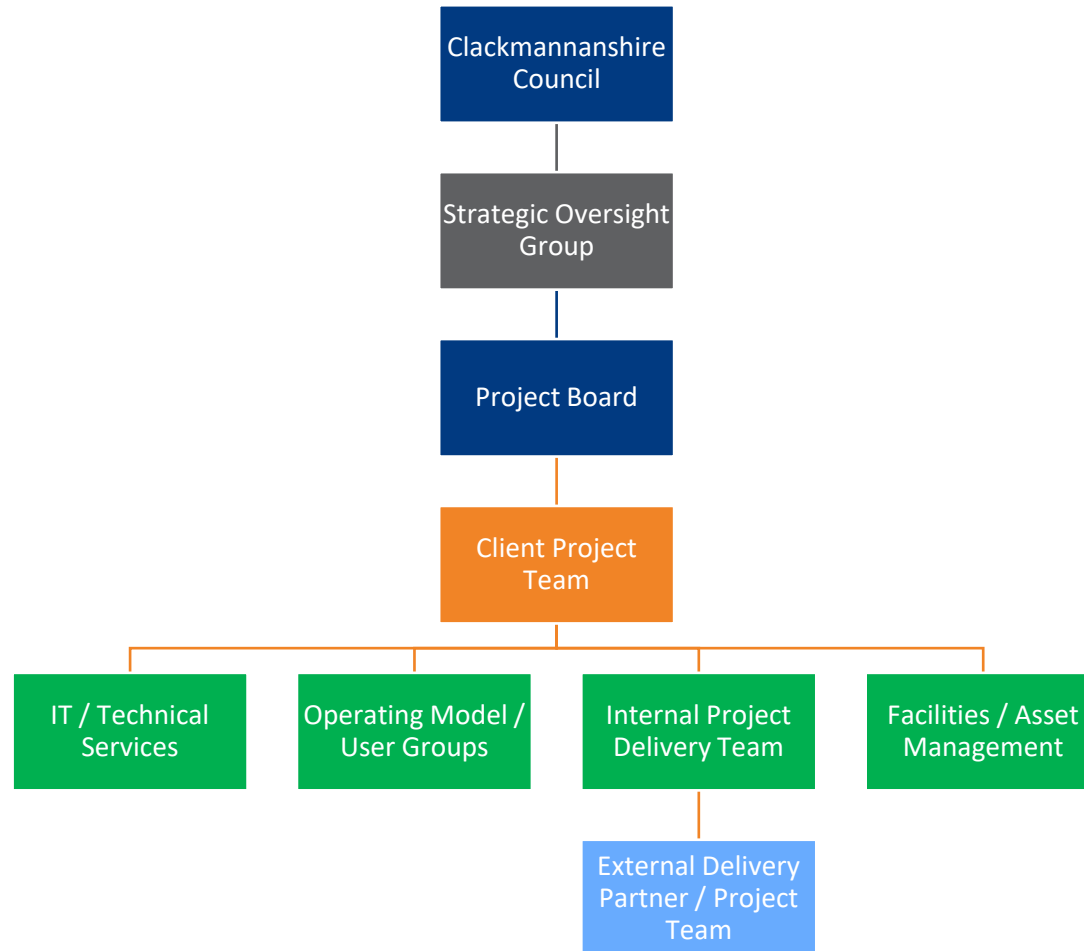


Figure 3: Project Governance Structure



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7.3.3 The project governance structure has been prepared and is illustrated in Figure 3. Clackmannanshire Council (the Council) will hold ultimate responsibility and level of authority for the project and will be responsible for approving the recommendations presented by the Strategic Oversight Group (SOG) and/or Senior Leadership Group including:

- i. Business Case.
- ii. Capital Expenditure.
- iii. Contract Finalisation.

7.4 Programme and project assurance

7.4.1 Gateway reviews and approvals have been incorporated in the programme at key project milestones such as the end of RIBA and Hubco design stages, to review the information which has been developed and ensure it satisfies the Council requirements.

7.4.2 The information submitted at each gateway, will be reviewed by members of the Client's Project Team with any comments being captured. The information will then be approved by the relevant group or board in accordance with the governance procedure and level of authority.

7.4.3 Approval must be obtained at each gateway before proceeding to the next stage and will establish the baseline of information from which change can be measured. Refer to Table 8 which summarises the project timeline and gateways.

Table 8: Project Delivery Timeline and Gateways - Wellbeing Hub and Lochies School

| Task Name | Start | Finish |
|----------------------------------------------------------------------|-----------------------|----------------|
| RIBA Stage 1 – Preparation & Briefing | January 2023 | April 2023 |
| Procurement and Supply Chain Selection | May 2023 | September 2023 |
| Gateway 1 - Approval to proceed to RIBA Stage 2 (hub stage 1) | September 2023 | |
| RIBA Stage 2 (hub Stage 1) – Concept Design | October 2023 | April 2024 |
| <i>Initial Design Engagement Programme Concluded</i> | <i>December 2023</i> | |
| <i>Submit Planning Pre-Application</i> | <i>January 2024</i> | |
| <i>Submit Planning Proposal of Application Notice (PoAN)</i> | <i>March 2024</i> | |

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| Task Name | Start | Finish |
|-------------------------------------------------------------------------|-----------------------|----------------|
| RIBA Stage 2 (hub stage 1) – Review & Approvals Period | May 2024 | June 2024 |
| <i>Submit Outline Business Case (OBC) to Council for Approval</i> | May 2024 | |
| Gateway 2 - Approval to proceed to RIBA Stages 3/4 (hub Stage 2) | June 2024 | |
| RIBA Stage 3 - Spatial Coordination (hub Stage 2) | April 2024 | June 2024 |
| <i>RIBA Stage 3 - Complete - Design Freeze</i> | June 2024 | |
| <i>Submit Full Planning Application</i> | July 2024 | |
| RIBA Stage 4 - Technical Design (hub Stage 2) | July 2024 | June 2025 |
| <i>Full Planning Consent Granted</i> | January 2025 | |
| RIBA Stage 4 (hub Stage 2) – Review & Approvals Period | July 2025 | August 2025 |
| <i>Submit Full Business Case (FBC) to Council for Approval</i> | July 2025 | |
| Gateway 3 - Approval to proceed to Financial Close | August 2025 | |
| Contract Finalisation | July 2025 | August 2025 |
| Gateway 4 - Financial / Contract Close | August 2025 | |
| RIBA Stage 5 – Construction Works (Excl. Enabling Works) | September 2025 | September 2027 |
| RIBA Stage 5 – Construction Works - Complete | September 2027 | |

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- 7.4.4 Throughout the project development process, there have been and will continue to be design validation and project review workshops undertaken at key gateways as part of the project assurance process. These project assurance workshops are outlined within Table 9.

Table 9: Project Assurance Workshops - Wellbeing Hub and Lochies School

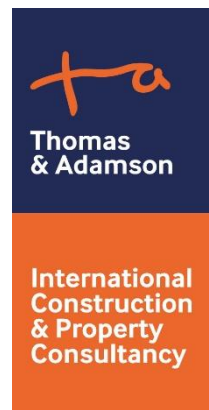
| Workshop | Description | When |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Pre-Planning Design Validation Workshop | Measure and evaluate the design proposals against the project success criteria at the RIBA Stage 2 (hub Stage 1) gateway. | June 2024 |
| Pre-Construction Project Review Workshop | Measure and evaluate the achievement of project success criteria at the point of contract close and focus on the process to reach that key milestone. | August 2025 |
| Pre-Handover Workshop | Measure and evaluate the achievement of project success criteria prior to handover and focus on the process to reach that key milestone. | August 2027 |
| Post Project Review (PPR) | Measure and evaluate the achievement of project success criteria at the point of handover and focus on the process to reach that key milestone. | November 2027 |
| Post Occupancy Evaluation (POE) | Measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset. | November 2028 |

- 7.4.5 Further information on the PPR and POE is defined under the post implementation and evaluation arrangements section.

7.5 Use of specialist advisors

- 7.5.1 Specialist advisors and consultants have been appointed to supplement the Authority's internal personnel and resources and support the management and successful delivery of the project. This is particularly pertinent given the scale and complexity and ambition of the proposed investment. The specialist advisors being/to be appointed on behalf of the Authority are outlined below:

- i. **Client (Authority) Project Manager:** Thomas and Adamson International Ltd
- ii. **Client (Authority) Cost Advisor:** Thomas and Adamson International Ltd



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- iii. **Strategic Partner:** Sport Scotland
- iv. **Client Information Manager:** Okana
- v. **Demand and Financial Modelling Consultant:** Integratis Consulting
- vi. **Client (Authority) Civil Engineer (Drainage Diversion):** Goodson Associates
- vii. **Clerk of Works:** To be appointed
- viii. **Independent Tester / Certifier:** To be appointed.

7.6 Change and contract management arrangements.

- 7.6.1 Changes can be initiated by any member of the project team, and it is important that the relevant group, which approves all the changes, represents the main project stakeholders and that clear change procedures and workflows are defined.
- 7.6.2 A consistent and standardised change management procedure will be adopted to allow all changes to be managed in a consistent way.
- 7.6.3 Levels of authority for decisions on all changes will be defined to ensure that it is being dealt with efficiently by an appropriate level within the project governance structure.
- 7.6.4 A “Change,” for the purpose of the change control procedure, will constitute any amendment:
 - i. Pre-contract (pre-construction) to any briefing documentation, technical requirements or design information which are approved or fixed at project stages (gateways); or,
 - ii. Post-contract (construction) to the terms or content of the contract (including drawings, specification etc.) except for instructions required urgently in response to unexpected issues arising on site (e.g. health & safety matters).
- 7.6.5 Change can arise from various sources including:
 - i. Client request (A request raised by the Client that expands or deviates from the agreed scope).
 - ii. Design Development (Changes to details or scope requested by the design team due to design development).
 - iii. Stakeholder/3rd Party change (Change required due to the requirements or objections of a 3rd party).
 - iv. Technical Queries (The response to a technical query may result in a change); or,
 - v. Site change (Changes required due to information gathering or changed circumstances on site).



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- 7.6.6 The party (stakeholder) instigating the change should raise a Change Order Request (COR) to initiate the process and enable a change assessment to be undertaken.
- 7.6.7 The initiated COR should be submitted to the Client Project Manager who will allocate a reference number and will record it within the Change Control Register.
- 7.6.8 The considerations and impact to be evaluated as part of the change assessment include:
- i. Scope.
 - ii. Specification.
 - iii. Health and Safety.
 - iv. Environment.
 - v. Resources.
 - vi. Programme considerations; and,
 - vii. Cost implications.
- 7.6.9 Where the change is initiated pre-contract, the delivery partner (Hubco), in consultation with the Tier 1 Contractor and their Tier 2 design team, will advise on any cost and programme implications resulting from the change and the latest date for confirmation of the change.
- 7.6.10 Where the change is initiated post-contract, Hubco and the Tier 1 Contractor will:
- i. Provide a quotation for carrying out the works including a full cost breakdown.
 - ii. Advise of any implications to the construction programme caused by instruction of the change into the contract.
 - iii. Advise the latest date by which an instruction is required for incorporation of the change into the works; and,
 - iv. Sign off the cost and programme implications of the change and issue to the contract administrator / employer's agent (as appropriate).
- 7.6.11 The Project Manager will review the change assessment and complete COR with the Client.
- 7.6.12 The completed COR will then be "accepted" (approved) or "rejected" by the relevant group/board dependent on the classification of change and level-of-authority.

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- 7.6.13 If accepted, the Project Manager will document/record the decision within the Change Control Register and issue a formal instruction confirming inclusion of an approved COR into the works.
- 7.6.14 If rejected, the Project Manager will document/record the decision within the Change Control Register and notify the relevant parties of the decision.
- 7.6.15 Refer to Figure 4 illustrating the Change Order Request (COR) procedure.



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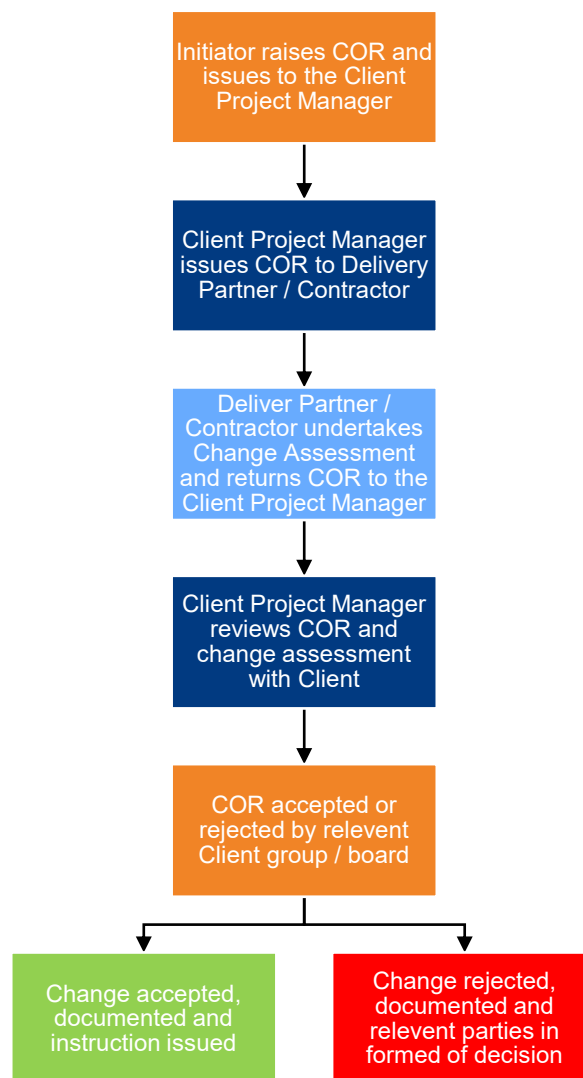


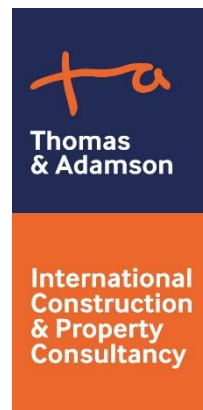
Figure 4: Change Order Request (COR) Procedure



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7.7 Risk management arrangements (including plans and register)

- 7.7.1 An effective risk management strategy has been prepared and detailed within the Project Execution Plan (PEP) as this is crucial for the successful delivery of the project. It is the joint responsibility of all members of the project team to play an active role in the identification, analysis and mitigation of risks, and this has been undertaken through multiple risk workshops and engagement with stakeholders both internally within the Council and those in the external project team.
- 7.7.2 Following the procurement of Hubco as the development partner for the project, the risk management arrangements have been structured to differentiate between the strategic and Council owned risks, and the risks related to the design development and construction of the new assets.
- 7.7.3 The Council (Authority) Project Manager led on Risk Management throughout the initial stages of the development process (RIBA POW Stages 0 to 2) and following the appointment of Hubco the design development and construction related risks have been transferred to be managed by the Hubco Project Manager. The Council (Authority) Project Manager has continued to manage the strategic and Council owned risks and opportunities (RIBA Stages 2 to 4) and will continue to do so throughout construction (RIBA Stage 5). Refer to the Client Project Team Risk and Opportunities Register in included in Appendix K.
- 7.7.4 The Hubco Project Manager maintains the design development and construction Risk Register with input from the Client and project team and will co-ordinate and facilitate the risk management process and will include this on the agenda of regular meetings, in addition to arranging specific workshops at various stages of the project. This will be the platform to identify various commercial, financial, planning, procurement and construction risks. The Hubco Risk Register is included in Appendix L.
- 7.7.5 The risk management process will continue throughout the project lifecycle. Both Risk Registers will be reviewed and updated at regular intervals, in accordance with the PEP, and all members of the project team will provide input and carry out agreed actions promptly as required in order to minimise the effect of risks.

7.8 Stakeholder management and communications

- 7.8.1 The Council have prepared a Stakeholder Engagement Plan and is included Appendix M. The document identifies and maps all relevant stakeholders who have an interest or influence over the project along with the proposed method and frequency of engagement.
- 7.8.2 In addition, the Council have prepared a communications framework for the project. Further work is being undertaken to develop a communications protocol and action plan.

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7.9 Information management

- 7.9.1 The Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government for the Lochies School element of the proposed development, therefore the associated terms and conditions pertaining to information management are being adhered to. This has been applied across the entire project as the effective management of information throughout the project lifecycle will improve efficiencies and create the conditions for the successful management of the new asset.
- 7.9.2 In accordance with the LEIP Phase 3 funding requirements, the project has adopted the use of the SFT Standard Information Management Plan (SIMP) resources to define the information requirements for the Council and inform the detailed information deliverables to be provided by the lead appointed party (Hubco) at each project information delivery milestone. Through Hubco, the Council has appointed a Client Information Manager to work with the Council to prepare the Project Information Protocol and the Project Information Requirements (PIR).
- 7.9.3 The Project Information Protocol defines the rights, roles and responsibilities for the management of information under the contract, whilst the PIR defines the Council's information standards, production methods and procedures, information management task responsibilities and information exchange requirements for the project. Both documents are continuing to be development and will be incorporated in the Design Build Development Agreement (DBDA) at Financial Close.

7.10 Post implementation and evaluation arrangements

- 7.10.1 In accordance with the project assurance and LEIP funding requirements, both a Post Project Review (PPR) and Post Occupancy Evaluation (POE) will be undertaken.
- 7.10.2 The PPR will be undertaken within 3-months of construction completion and will seek to measure and evaluate the achievement of project success criteria at the point of handover and will focus on the process to reach that key milestone.
- 7.10.3 The POE will be undertaken within 12-18 months after construction completion and will seek to measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset. The POE will focus on in-use outcomes and build on the lessons learned through the PPR.
- 7.10.4 In addition, and to ensure the building is performing as designed, it is encouraged that ongoing POE is recorded every 5 years, reporting the outcome evidence for energy and condition requirements.



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8 Next steps

- 8.1 The Full Business Case will be presented at the meeting of Clackmannanshire Council on the 21st August 2025. This is the final gateway and investment decision which will:
- i. Provide final recommendation for an affordable and Value for Money (VFM) project.
 - ii. Finalise the Commercial Case with reference to the final contract arrangements.
 - iii. Finalise the Financial Case including affordability and funding.
 - iv. Finalise the Management Case including detailed arrangements for the successful delivery of the project.
- 8.2 The decision will determine whether the RIBA Stage 4 (hub Stage 2) technical proposals have been approved and whether the project can proceed to Financial Close and enable the Council to enter into a Design Build Development Agreement (DBDA) with Hubco.



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