

International Construction & Property Consultancy

# Clackmannanshire Council Wellbeing Hub and Lochies School Investment Proposal

Full Business Case (FBC) - Appendices







#### **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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# Appendix A Strategic & Policy Context Reference Documents



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#### Appendix A - Strategic & Policy Context Reference Documents

Documents Reviewed		
National	National Performance Framework	
	Active Scotland Outcomes Framework	
	Scotland's Diet and Healthy Weight Strategy	
	COVID Recovery Strategy	
	Sport For Life	
	Public Health Priorities for Scotland	
Regional	Stirling and Clackmannanshire City Region Growth Deal	
	Health and Social Care Partnership Strategic Improvement Plan	
	Health and Social Care Partnership Strategic Commissioning Plan 2019-2022	
Local	Be The Future, Council Corporate Plan 2018/22	
	Families and Wellbeing Partnership	
	Clackmannanshire Council Target Operating model	
	Be the Future Council Transformation Programme	
	Sustainability & Climate Change Strategy	
	Local Development Plan	
	Open Space Strategy	
	Local Outcome Improvement Plan 2017/27	
	Sport and Active Living Framework 2018/28	
Other	The Positive Contribution of Physical Activity and Sport to Scotland	
	Eight Investments that Work for Physical Activity (2020)	
	Empowering communities: An assessment of capital investment into community wellness hubs	

# Appendix B Visioning and Brief Development Report



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Alloa Wellbeing Hub and Lochies School **Vision and Brief Development Final Report** 

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## **Contents**

Introduction	4
Methodology	5
Final Outputs	10
Workshop 1 – Place	11
Workshop 2 – Vision	17
Workshop 3 – Strategic Outcomes	26
Workshop 4 – SMART Objectives	34

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Revision

Date

Author Soo Darcy Checked by

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### Introduction

The development of Alloa Wellbeing Hub and Lochies School is a significant project for Clackmannanshire Council, both in terms of investment and in the opportunities it represents for the local community.

Having initially started out as two separate projects with independent goals, it became clear that a new vision and objectives would be required to articulate the collective benefits of a combined approach on one site.

Clackmannanshire Council appointed Ryder Architecture, hub East Central and Scottish Futures Trust (SFT) to run a series of workshops with the client team and other key project stakeholders.

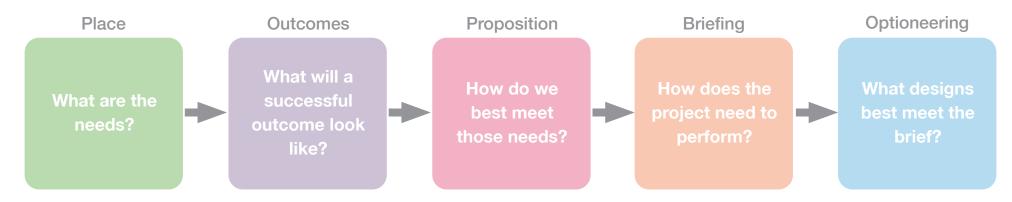
Stakeholders in attendance represented a range of organisations with an interest in the project including the Council, Lochies School, sportscotland and NHS Forth Valley.

The workshops took stakeholders through the early stages of the SFT Briefing and Evaluation Framework, building on work already carried out for the individual projects where appropriate.

The purpose of the Framework is to set projects up for success by encouraging stakeholders to collectively agree a vision and strategic outcomes for the project, underpinned by SMART objectives that provide a basis for design validation as the project progresses.

They subsequently form the basis of a Post Occupancy Evaluation (POE) once the project is in use, ensuring we measure the success metrics that were intended at the outset of the project.

In addition to the typical Framework exercises, the project team posed nine questions to the client team, which we believed needed to be addressed as part of the process. Some have been answered, while others continue to be developed in the light of the ideas and decisions emerging out of this process.



# **Methodology SFT Briefing and Evaluation Framework**

#### If you don't know where you are going, how will you know when you get there?

Every project is a journey. From the moment a need is identified to the end of the life of a building, the journey is joined along the way by thousands of people. It will touch the life of every one in some way, for better or for worse.

Every project is also part of a much bigger journey for Scotland, for public health and wellbeing, for education and employment, for the environment, for the future. Are we all travelling in the same direction? And are we charting the same map?

We will guide and engage with you to help identify and articulate your vision and the strategic objectives for the project. These are then broken down into more specific, measurable objectives that the design can respond to, and against which we can validate success as the project progresses.



Anywhere is a destination if you don't know where you're going.

We can point to any finished building and say we arrived at a destination. For many projects, that is where validation and evaluation ends.

But we really need to know, was it the right destination for the context, the community and the needs of the users?

How can we measure success if we didn't define what 'success' would look like before we started?

And crucially, how can we share our knowledge with others, for the benefit of the next project, if we don't know what our success criteria were?



If you are trying to define success criteria after completion and handover, it's already too late.

We therefore need to:

 Seek early input from a broad range of people and sources

- ✓ Define success at the start our destination
- Regularly check we are still on course to get there
- ✓ Evaluate whether we did it successfully
- ✓ Reflect on whether we chose the right success criteria
- ✓ Share our learnings with others, to help them develop their own roadmaps

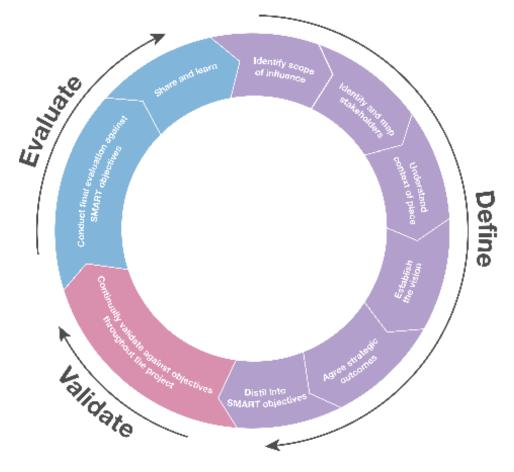
## Methodology Developing Strategic Outcomes

Strategic outcomes are the roadmap that guides the project to fruition and beyond. They are the core issues, goals, and criteria that are most important to the project, the ones it cannot function without, the ones that describe in a few short sentences what you want to achieve.

There is significant detail that sits below these strategic outcomes, and they are broken down into specific and measurable SMART objectives against which we can begin to focus on more detailed design and delivery.

Think of it like the classic business elevator pitch: if you had to describe the success of the project to a stranger in one minute, what would you tell them? The strategic outcomes act as an umbrella that spans everything else and are a constant reminder of what the project is trying to achieve. They sit below a short vision that summarises the goals of the project.

Strategic outcomes should be relatively short and focus on a particular aspect of the project's context. For example, your environmental or sustainability aspirations, how you want users to feel when they use the building, the image, brand or values you want to embody, or the commercial returns you hope to gain.



The Framework follows nine steps
– our workshops were designed to
cover visioning, strategic outcomes

and SMART objectives thereby setting the project up for success through validation and evaluation.

## Methodology **Break Down Into SMART Objectives**

The established strategic objectives are based on robust research and consultation, which has been developed and agreed with the project team. The next step is to develop a series of SMART objectives that sit under each strategic objective. These will describe the success factors which will guide the development team.

umbrella that permanently sit above the project, spanning every aspect of the work. Each one should trigger a string of more detailed (SMART) goals that will help achieve the strategic objectives.

towards objectives that are:

- The strategic objectives are an
- We are using SMART to help work

- Specific
- Measurable
- Achievable (or Accountable)
- Relevant
- Timely

The key is establishing objectives that are more detailed than your strategic outcomes and which are, crucially, Specific and Measurable.

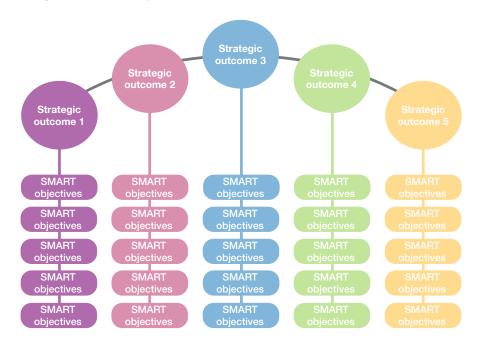
Achievable, Relevant and Timely act as checks to ensure the objectives can be met, while Specific and Measurable help you write the objectives in the context of the project.

#### Why do my objectives need to be SMART?

We wouldn't dream of setting technical objectives that weren't measurable. Clients journey through construction projects expecting a certain level of delivery and performance from their teams.

We create hugely detailed specifications but often do not stop to consider if we are still heading towards creating spaces that make pupils feel safe, are comfortable to be in, are provide flexible learning spaces for children. Even if we express these desires at the outset, are they clearly articulated? Are they defended? Is anyone held to account if they fall by the wayside or are value engineered out?

The difference often lies in the qualitative and quantitative nature of project requirements. If they are easy to quantify, we do so. If they are easy to ignore, it takes a strong willed and consistent client team to see such objectives through to fruition. By ensuring that all objectives, whether soft or hard, are measurable we can ensure a clear thread of defence and accountability throughout the project.



## Methodology Questions For Consideration

The following nine questions were posed to the client team at the outset of the process, and helped shape discussions as the workshops progressed:

- What is the service model for the Wellbeing Hub? Is the Hub to offer services not currently (or at least until the closure of the Bowl) provided in Clacks / Alloa? Are services to be centralised at the Wellbeing Hub or is the Hub to be the centre in a hub and spoke model of service provision? Is an entirely different model of service provision envisaged?
- How is the Wellbeing Hub to differ from a more traditional sports and leisure centre and therefore to attract users who feel that a sports / leisure centre is not for them? Is it just a different name or is there real substance to the different name?
- Is there a high level of confidence that the Wellbeing Hub will be financially sustainable in the medium term with the current proposed mix of facilities and services? Is there a need to incorporate facilities and services which will improve medium term financial sustainability?
- What relationship does the development of the Wellbeing Hub have for other proposed physical developments in Alloa, eg Forthbank, Town Centre, Gartmorn Dam?
- How does the service model for the new Lochies differ from the model for the current Lochies? In particular, how will the way the new Lochies relates to ASN provision elsewhere in Clackmannanshire or further afield differ from the current arrangement?
- What could be the advantages for the Lochies pupils and parents of being part of a single building with the Wellbeing Hub? Are these advantages still achievable if Lochies and the Wellbeing Hub were to be developed as two separate buildings but very close to each other?
- Thinking of the services to be delivered from the Wellbeing Hub and Lochies, sharing of which spaces would result in benefit to service delivery and service users? Can the benefits be described?
- What are the potential disbenefits from sharing spaces? Issues such as compromises impacting on service delivery and access / security considerations may be relevant.
- What implications for construction timescales, methods and costs are there from developing a single building as compared to two separate buildings though very close to each other (eg LEIP 3 conditions may be relevant)?

## Methodology Workshops – Structure and Content

WORKSHOP 1 –
PLACE, CONTEXT AND
COLLECTIVE PLANNING

Existing objectives, shared goals and challenges

Services required, and service model

Developments / provision elsewhere – how does this fit? WORKSHOP 2 – VISION

What are we trying to achieve, and why?

What is the collective vision for a combined project?

USP?

How would shared or separate buildings benefit / hinder the vision?

WORKSHOP 3 –
STRATEGIC OUTCOMES

Key success criteria for the combined project ('key themes')

Services / education requirements that will benefit from shared facilities

Challenges / how might we...?

WORKSHOP 4 – SMART Objectives

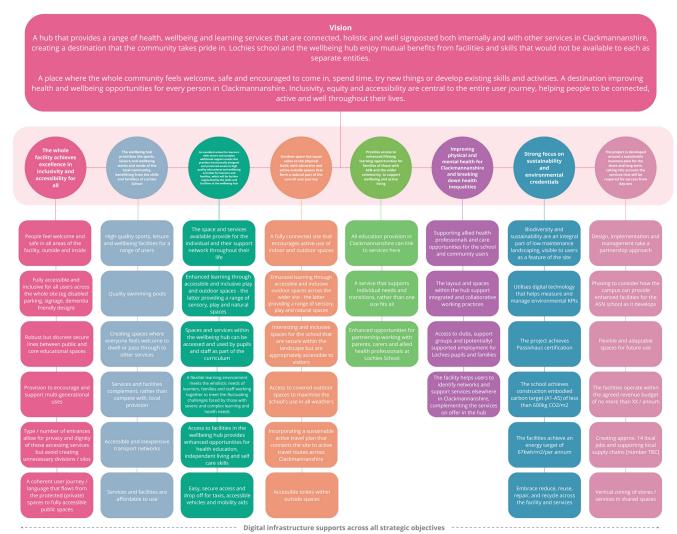
Measurable metrics to support delivery of the strategic outcomes

Based on (eg) ambitions for change, LEIP metrics, education brief, making the most of place based assets

# Final Outputs Vision, Strategic Outcomes and SMART Objectives

The image to the right is the final output of the workshops, comprising a vision, strategic outcomes and SMART objectives which were collectively developed and agreed by the client team and core stakeholders.

The content of this image can be seen in a detailed breakdown across several pages at the end of this report in the chapter 'Workshop 4'.



# Workshop 1 Place

# Workshop 1 What We Did

Workshop 1 was held at Alloa Town Hall on 16 March. It provided an initial opportunity for the entire project team to come together in person and discuss their aspirations for the project.

WORKSHOP 1 –
PLACE, CONTEXT AND
COLLECTIVE PLANNING

Existing objectives, shared goals and challenges

Services required, and service model

Developments / provision elsewhere – how does this fit?

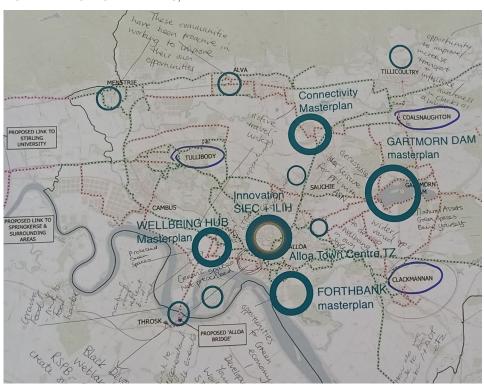
Agenda	Activity
Introductions and overview of engagement process	
Placebased approach – setting the context	Group discussion of the key strengths, weaknesses and characteristics of Clackmannanshire and Alloa
Identifying priorities and key issues	Table exercise, marking priorities and ideas on a map
Exploring wellbeing and inclusion	What does wellbeing and inclusion mean to you?
Exploring sustainability	What does sustainability mean to you?
Scenarios	Two groups were challenged to imagine the hub if it were:  Entirely about making money, as ruthlessly as needed  Entirely about sustainability, inclusivity and wellbeing – money no object
Articulating success	Beginning to think about our vision for success

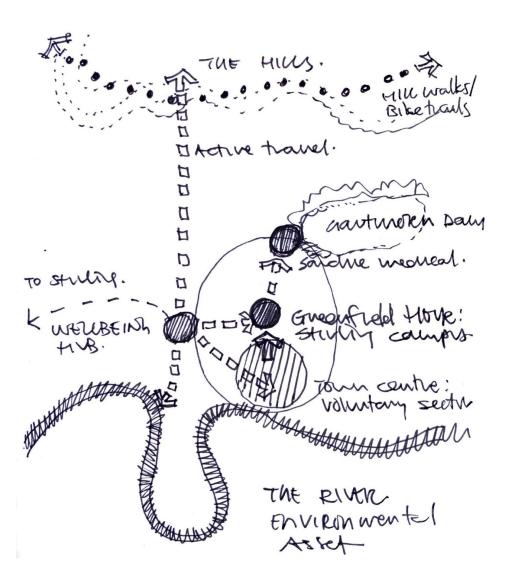
# Workshop 1 Context and Place

Attendees worked in groups to mark key features, developments and points of interest on maps, building up a picture of place. Discussion particularly focused on access to local outdoor destinations such as Gartmorn Dam and the hills, for the

school and locals, as well as visitors.

A sense of being hemmed in by the hills and river, and a desire for connectivity to active travel routes and support networks elsewhere in the town, were key considerations.





# Workshop 1 What Does Wellbeing Mean?

Discussion then turned to how we can support wellbeing. It was noted that often the quiet discussions, out of the glare of public spaces, are the ones that can have most impact on people's lives.

We then considered how a proactive approach to wellbeing means doing things differently – and considering the impacts on people's lives.

The Hub needs to be a purposeful place that supports people to make the most of themselves and the opportunities around them.

This requires a school and Wellbeing Hub that thinks beyond its walls, connects widely, and offers a holistic approach to wellbeing.

Life builds in small spaces...

#### **EQUITY**

Community
Self actualisation
Parity of opportunity

#### **INDIVIDUALITY**

Safe spaces

Able to be yourself

No judgement

#### **EXPECTATION**

Break cycles
Supportive influence
Empathy and understanding

## HOW PEOPLE FEEL

Affection
Connection
Grief (Loss of familiar places)

**ABOUT PLACE AND** 

**CHANGE** 

## BUILDING ON STRENGTHS

Doing amazing things for people...

Complement communities

# COLLABORATING TO MAKE IT WORK

Income
Integration
Partner links

# DOING THINGS FOR THE RIGHT REASONS?

Avoid a 'bridge to

nowhere'
More circles on the map
(connections between key
places)

## WHAT DO PLACES GIVE US?

Sanctuary
Destination
Sequence

## SUPPORTING ASPIRATIONS

Visible potential

New opportunities

Established networks like

Park Run

Unique beyond the town centre... Amplify the good stuff, don't duplicate what's already there

# Workshop 1 What Does Sustainable Mean?

Participants were asked to discuss what 'sustainable' means to them, in the context of the Wellbeing Hub and Lochies School.

A clear theme was that sustainable is far more than environmental impact, although of course longevity and green credentials are important. Sustainability of the culture, feel, its place in the community, contribution to the local economy, adaptability and being sector leading are all key features of making sure the place works for its users.

'Look aboot ye' is the motto of Clackmannanshire. This gave rise to considerable discussion about the need to look upwards and outwards, both physically and metaphorically, from both Clackmannanshire and the Hub. The idea of a monorail was floated as a way to connect and move, a theme that stuck for the duration of the workshop!

The place works... Provoke curiosity

#### TIME AND FUNCTION

Future proofed
50 years
Long lasting
Useable

#### **HOW IT FEELS**

Hope

Welcoming Generational

#### **HOW IT WORKS**

It's embraced

Complement not compete

Clear overview of support

"Look aboot ye..." The Clacks monorail

# COST – NOW AND IN THE FUTURE

Affordable
Circular
Buildable upon

#### FIT FOR PURPOSE

Flexible
Adaptable
Responsive

#### **BEST PRACTICE**

Three pillars
Gimmick free
Sector leading

Collective systems that support Clacks

# Workshop 1 Two Scenarios

Attendees were split into two groups, each tasked with thinking about how a Wellbeing Hub could be sustainable in two scenarios:

- A destination that has to attract visitors and make money, regardless of any sustainability credentials
- 2. A sustainable wellbeing hub that serves the community, finance being of little concern

The activity was tackled in the intended spirit, with each group coming up with some extreme suggestions.

When brought together the room settled on a range of middle ground values, which could promote sound ethical and community values whilst delivering a financially robust project. Embracing a circular economy, flexibility of the spaces and social enterprise were key themes.

Make relationships... Make money

#### **TOURISM DESTINATION**

A range of paid and free activities

FACILITATES AND
REQUIRES A CIRCULAR
ECONOMY

Pre-loved shops
Pay what you can

# SOCIAL ENTERPRISE, NOT FRANCHISE

Locally run café
Lettable spaces

# COST – NOW AND IN THE FUTURE

Affordable

Buildable upon

Circular

#### FIT FOR PURPOSE

Flexible

Adaptable

Responsive

#### **BEST PRACTICE**

Three pillars
Gimmick free
Sector leading

Make it so it dosn't cost a lot to run...

# Workshop 2 Vision

# Workshop 2 What We Did

Workshop 2 was held at the sportscotland National Training Centre in Inverclyde on 27 March.

# WORKSHOP 2 –

What are we trying to achieve, and why?

What is the collective vision for a combined project?
USP?

How would shared or separate buildings benefit / hinder the vision?

Agenda	Activity
Welcome and review of Workshop 1	
Articulating your vision – what would success look like to you?	Each attendee was invited to express their vision for the wellbeing hub and Lochies school
Identifying areas of convergence and divergence in our success criteria	Each table was given a Venn diagram depicting school, wellbeing and destination. They were asked to place the key strengths or success criteria on the relevant areas to denote overlap or distinct aspects of each function
Exploring key questions – testing the concept	[Note, this was partially addressed but largely left to a later workshop to allow further discussion on vision and outcomes.]
Opportunities and challenges – what do we need to get right, to make this work?	Tables were challenged to start thinking about their Strategic Outcomes – what are the key success themes for the project?

## Workshop 2 **Visioning**

Attendees were asked to express and discuss their vision for the Wellbeing Hub and Lochies School. thinking about what success would look like. Key themes are shown here, grouped into themes that touch the school, wellbeing and destination. These themes were continued into the second activity.

Please note, the tem 'kidness' shown to the right was originally a misspelling of 'kindness', however the group felt this was an excellent way to express the sense of a welcoming, playful, non threatening space that would appeal to both children and the 'kid' side of adults. so the phrase remained in use throughout the workshops.

#### **SCHOOL**

**Needs driven** Adapts and evolves A 'kidness' place

#### **WELLBEING**

Spaces and programmes to improve health and wellbeing Inspires people to reach their potential Broad definition of wellbeing

#### **DESTINATION**

Gateway to Clacks services and beyond Where your day in Clacks can start and finish Where stories are made

School and hub work in tandem to meet community needs

A place communities call home

Inclusive and

welcoming

Valued by the community

Can get there cheaply / easily / sustainably

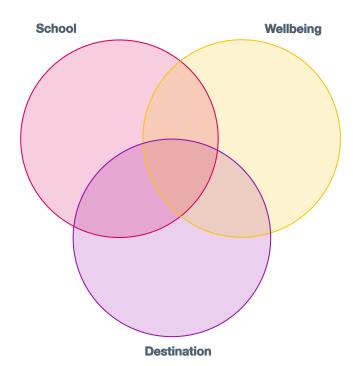
Holistic and removes barriers

Makes a positive contribution to environment and people

# Workshop 2 Convergence and Divergence

Each table was given a Venn diagram covering Lochies school (School), the Wellbeing Hub (Wellbeing) and the site as a destination that would attract locals and tourists (Destination).

For ease of analysis, the high number of notes that were included at the centre of each diagram were removed from the photographed sheets and are shown on the right.









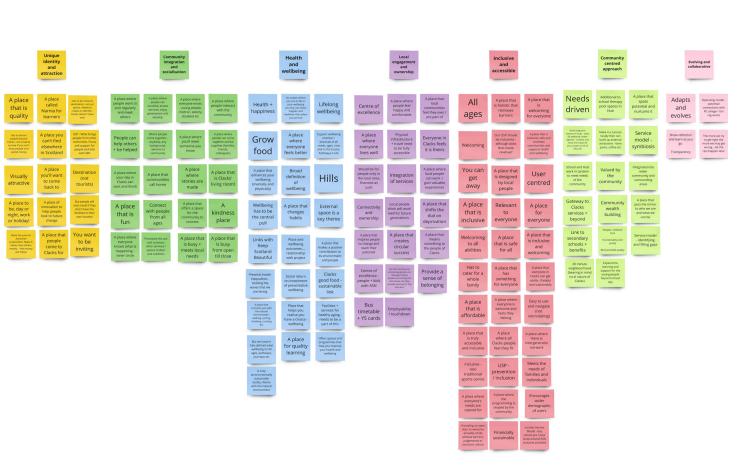


## Workshop 2 Emerging Themes

The success criteria for Lochies school and the Wellbeing Hub were taken from the Venn diagram and grouped at this early stage into common themes after the workshop.

The image on the right shows the comments and themes, which formed the early thinking for our strategic outcomes as the workshops progressed. The themes at this stage comprised:

- Unique identity and attraction
- Community integration and socialisation
- Health and wellbeing
- Local engagement and ownership
- Inclusive and accessible
- Community centred approach
- Evolving and collaborative

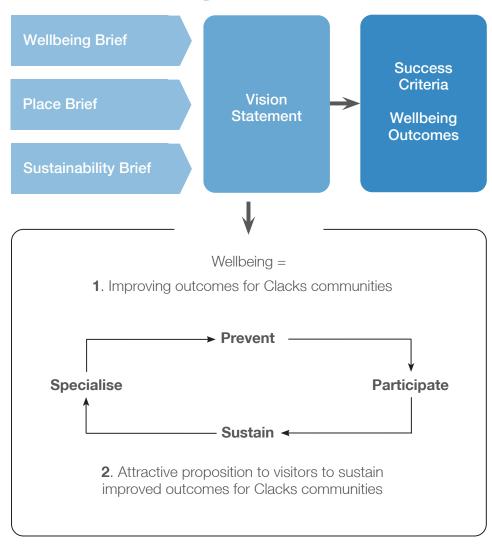


Success criteria, grouped by theme

# Workshop 2 Opportunities and Challenges

During conversations about place, opportunities and challenges, a picture began to emerge about the types of services the Wellbeing Hub and school could provide, and how these might be expressed in terms of wellbeing for the community.

The images on the following pages represent ideas about the user journey, how spaces might make them feel, and the points through life that users might come into contact with the school and Hub.



# Improve Outcomes and Attract Engagement

**Prevent:** More physical activity and more enhanced wrap around support to prevent poor health

**Participate:** Accessible and affordable opportunities

**Sustain:** Planned support and structured programmes to sustain activity and engagement

**Specialise:** Pathways to futures and excellence

# Workshop 2 Opportunities and Challenges

Wellbeing for Whom?

Primary target = Clacks communities

**Primary focus** = prevent and sustain



Lochies leavers - school age



Lochies leavers - into adulthood



Lochies parents - independent



Lochies parents - in need



Poor family - unfit



Poor family - active



Working age person - locally



Working age - commuter



HE / FE student studying - locally



HE / FE student - visiting



Students from school cluster



Teachers / lectures and family



Family - affluent



Regular visitor



Special interest eg biking



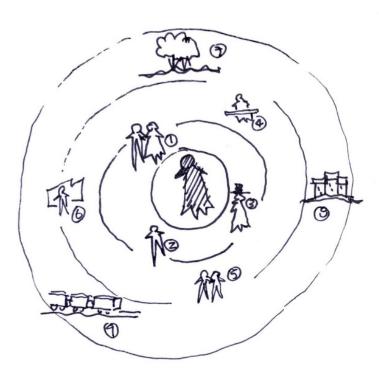
Elite sports

# Workshop 2 Opportunities and Challenges

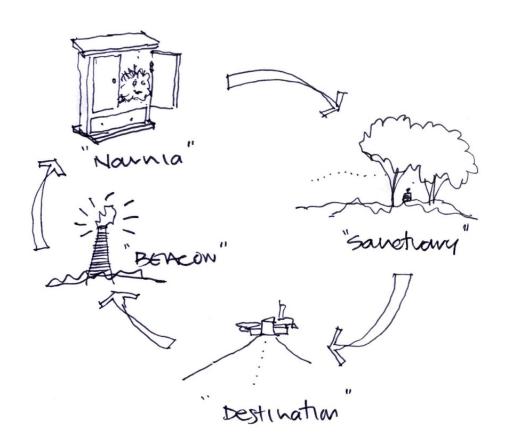
#### **Wellbeing Relationships**

One person, different needs in different relationships

- 1 Parents / family / kids / carers
- 2 Close friends
- 3 Care support / care services
- 4 Teacher / learning support
- 5 Support groups / voluntary sector / clubs
- 6 Employer / volunteering
- 7 Parks / other favourite place
- 8 Shop / trusted local services
- 9 Travel / trips beyond home



## A place to look about ye....



# Workshop 2 Emerging Strategic Outcomes

By the end of Workshop 2, the group had collectively begun to express a vision and strategic outcomes to be taken forward into Workshop 3 for further discussion. The emerging outcomes are as follows:

Fully accessible / inclusive throughout the whole site, suitable for all users (including intergenerational and school pupils)

Enhanced lifelong learning for all

Breaking health inequality cycles – improving wellbeing for Clacks

Outdoor space has equal value to the physical buildings

People, spaces and functions are connected throughout

A civic space - creating a 'town square' where everyone feels welcome

A high quality ASN school

Environmental and sustainability targets – for both the building and links with outside spaces

It complements, rather than competes with, services and facilities nearby

A destination pool

A partnership approach

Based on a sustainable business plan with outcomes for long term operation

# Workshop 3 Strategic Outcomes

## Workshop 3 What We Did

Workshop 3 was held at Alloa Business Centre on 17 April.

# WORKSHOP 3 – STRATEGIC OUTCOMES

Key success criteria for the combined project ('key themes')

Services / education requirements that will benefit from shared facilities

Challenges / how might we...?

Agenda	Activity
Welcome and review of Workshop 2	
Scenarios and user journeys – scenarios one and two  Scenarios and user journeys –	Considering the pros and cons of two possible options for the site – an 'Efficient icon' or 'Separate ways'  Considering the pros and cons of two
scenarios three and four	further possible options for the site – a 'Regional attraction' or 'All outdoors'
Establishing strategic outcomes	Building on the success criteria identified in the previous workshop to articulate and agree a set of core outcomes

## **Wellbeing Dimensions**

Building on work done in workshops 1 and 2, the client team had been considering various models for the Wellbeing Hub and school – thinking particularly about connectivity within the spaces, and how they might connect outwardly to other facilities and services in Clackmannanshire.

The images on the right summarise the key areas for consideration, based on the mix of functions and services for school, wellbeing and destination.

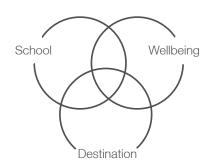
Throughout the workshop, the group referred to the pros and cons of different hierarchies, including:

 The Hub being an enabler of more streamlined services by connecting directly with a single source in the town centre, directing users between the two for specific services

- 2. A hub and spoke model, where the Hub acts as a central point to direct people out to a variety of other services
- 3. Centralising everything in the Hub, which would remove services from the town centre and elsewhere
- 4. A centre of excellence which operates in a similar way to the hub and spoke model, but which has more nuanced connections and networks to a variety of services, third sector organisations and activities

Regardless of the hierarchy, each model will require hardware – the right spaces and adjacencies – software, which comprises the level of support and services required to meet people's needs, and the right operations and governance to make it work.

#### A) Mix



#### C) Components

#### 1 Hardware

- Outside space
- Inside space
- Campus connectivity

#### 2 Software

- Enabling support
- Core services
- Specialist services

#### 3 Operations and Governance

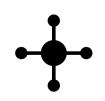
- Core public
- Enhanced partnerships
- Pay as you go

#### B) Hierarchy

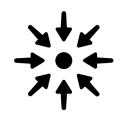
1 Streamline central services



2 Hub and spoke



3 Centralise everything



4 Centre of excellence



## **Scenarios**

Four scenarios were then described to attendees, and a group discussion was held to identify the pros and cons of each. The scenarios were designed to be deliberately provocative, and indeed a consensus was reached that the ideal solution would be to incorporate elements of all four.

Due to the open nature of the conversation, most of the discussion focussed on the 'efficient icon' scenario and touched fairly lightly on the others. The efficient icon model was used as a springboard to discuss pros and cons of various features which could potentially be addressed by other models.

Therefore, the analysis presented on the following pages focusses largely on this model but is supplemented by comments on the others where indicated.

# "Pool, pitches, programmes and professionals"

#### Efficient Icon

- Cost driven
- Under one roof
- Separate wings
- Social spaces
- Basic sports

#### Separate Ways

- Two buildings
- Outside spaces as links
- Limited shoved spaces
- Most in sports buildings

#### **Regional Attraction**

- Masterplan for growth
- Public and private facilities
- Destination

#### All Outdoors

- Hexham model (The Sill
- Minimal build
- Environmental / eco focus
- Maximise outside experiences for all ages and abilities



What hardware, software, operations model and governance is needed for each: shape initial assumptions

### **Scenarios**

#### Efficient Icon

- Cost driver
- Under one roof
- Separate wings
- Social spaces
- Basic sports

#### **Strengths**

One roof can mean better services / experience / value for users

But it's the building that must be made accessible and it's the people who make it work

Everything should look in to a central / visible area

It will have very specific spaces which we know will be income generating for particular activities

#### Weaknesses

One building is not necessarily cheaper than two

A busy, vibrant pool may not be suitable for all users (Lochies children). Shouldn't need a risk assessment every time we go!

But how flexible and useful are these spaces for eg Lochies kids? Busy schedule of events and activities – some tension with different schedules and services trying to provide very different services

Concern that these specific schedules will be value engineered out

#### **Opportunities**

Three services - school, hub, pool

Think about all users – older people, those with disabilities, school pupils and families

Supporting relationships in one place

Make the whole building equally as accessible as the school

#### Threats

Entrance needs to be welcoming with visible activities – don't close off / silo activities for people using just one facility. There's a danger of 'funnelling' people or putting them off engaging with the wider space

We have to speak the language of the local community in how we describe / present this

### **Scenarios**

#### Separate Ways

- Two buildings
- Outside spaces as links
- Limited shared spaces
- Most in sports buildings

#### Regional Attraction

- Masterplan for growth
- Public and private facilities
- Destination

#### **All Outdoors**

- Hexham model (The Sill)
- Minimal build
- Environmental / eco focus
- Maximise outside experiences for all ages and abilities

An opportunity is to make the whole campus inclusive – not just the school provision

A cafe and shared spaces on entry make it work, avoiding it feeling like siloed spaces

A potential weakness in having multiple entrances, which risk siloing people – do we create a sense of being 'other' or introduce stigma by signposting people along certain channels within the building? However, some people will prefer a quieter entrance, for easy access to certain services

The primary strength of this scenario is income generation

Attracting people should be a natural outcome of a welcoming and well run facility. Connections between facilities becomes the 'best practice' element that attracts people to the Hub

It provides an opportunity to respond to the wellbeing economy and external drivers – 'masterplan for growth' – helping to connect us to other things going on around the Hub

Poor weather is the main weakness of a model based primarily on outdoor space

An opportunity is to incorporate the journey into the overall experience, for example through well connected walking and cycling routes. 'Look about ye...' – many places in Clackmannanshire are well connected to the outdoors, but there is a feeling that Alloa is currently less well connected in this sense

This option provides potential for different funding models to generate income

## **Getting It Right**

In order to stimulate thinking around the strategic outcomes for the project, the group discussed the key things that the project **has** to get right, in order to succeed.

These points are listed on the right, and the subsequent strategic outcomes are shown on the following page. Underneath the strategic outcomes are some SMART objectives that began to emerge as part of the discussion.

The baseline is a fully accessible design in all spaces, taking cues from the school. The spaces need to work for multigenerational users

Enhanced lifelong learning for all

A high quality ASN school

A destination pool

Breaking health inequality cycles - improve wellbeing for Clacks

Connected

Outdoor space has equal value to the physical building

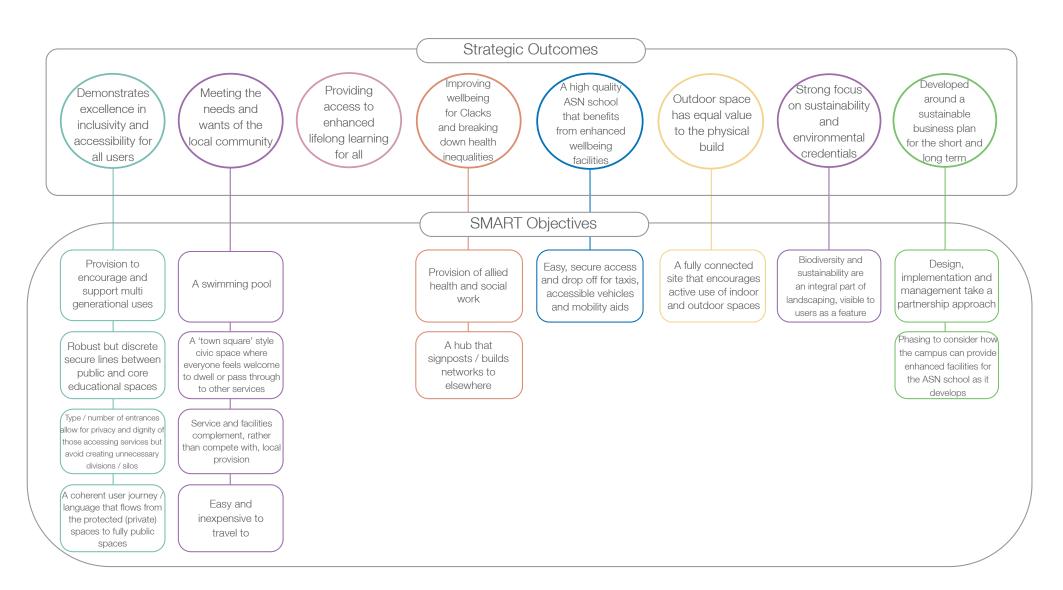
A civic space – a 'town square' for everyone

A sustainable business plan = outcomes for operation longer term. The project needs to provide a platform for ongoing outcomes

Complement, don't compete with, external provision

Take a partnership approach

## **Emerging Strategic Outcomes**



# Workshop 4 SMART Objectives

## Workshop 4 What We Did

Workshop 4 was held at Alloa Business Centre on 15 May.

## WORKSHOP 4 – SMART Objectives

Measurable metrics to support delivery of the strategic outcomes

Based on (eg) ambitions for change, LEIP metrics, education brief, making the most of place based assets

Agenda	Activity
Welcome and review of Workshop 3	
Reflecting on what we've heard so far – confirming the scope and vision	Review, refinement and agreement of the vision and outcomes
Answering key questions	Looking at the questions initially posed at the outset of this process, to understand which ones are now answered and which require further development as the project progresses
Key spaces – adjacencies and precedents	Group activity to consider which spaces should be core to the school, which might have invited / controlled users, and which would be fully open to the public
Populating the SMART objectives	Building on the strategic outcomes to add detailed metrics for future validation and measurement as the project is designed, constructed and in use

## Methodology Workshops

The final workshop focused on developing the emerging vision, strategic outcomes and SMART objectives to gain consensus on a full set of objectives.

We also discussed the nine questions posed at the outset of the process to ascertain which ones had been answered and which necessitated further consideration by the client team.

To help attendees think about spaces within the Wellbeing Hub and Lochies School, we included an exercise to consider whether certain spaces should be fully open to the public, 'invited' spaces (eg meeting rooms that could be booked by the general public), or core educational spaces only.

Some of the activity outputs are shown on this page. Key points that emerged from discussions were:

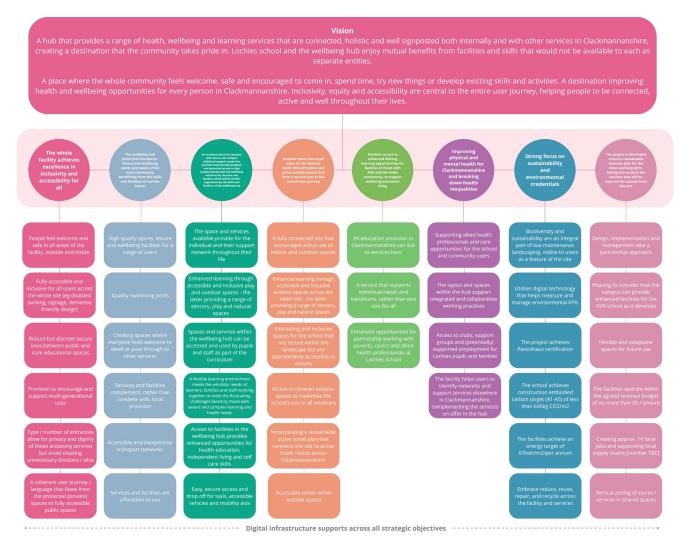
- The school will need dedicated spaces throughout the day, but these should be available to the public outwith school hours

   a combined public and core educational function
- Flexible secure lines will be needed to allow for this change of function throughout the day and / or term
- The need for some facilities to be in easy reach of the school, such as the swiming pool, so pupils can access them with minimal travel



## Final Outputs Vision, Strategic Outcomes and SMART Objectives

The summary diagram on the right is broken down into detailed views on the following pages, for ease of reading.



## **Final Outputs**

## A Closer Look - Vision and Strategic Outcomes

## 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.

## **Strategic Outcomes**

The whole facility achieves excellence in inclusivity and accessibility for all

An excellent school 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

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

Strong focus on sustainability and environmental credentials

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

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

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

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

Digital infrastructure supports across all strategic outcomes

## Final Outputs A Closer Look – SMART Objectives

People feel welcome and safe in all areas of the facility, outside and inside Fully accessible and inclusive for all users across the whole site (eg disabled parking, signage, dementia friendly design)

High quality sports, leisure and wellbeing facilities for a range of users

Quality swimming pools

Creating spaces where everyone feels welcome to dwell or pass through to other services

A coherent user journey
/ language that flows
from the protected
(private) spaces to
fully accessible public
spaces

The whole facility achieves excellence in inclusivity and accessibility for all

Provision to encourage and support multigenerational uses

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

Services and facilities complement, rather than compete with, local provision

Type / number of entrances allow for privacy and dignity of

but avoid creating unnecessary divisions / silos

those accessing services

Robust but discreet secure lines between public and core educational spaces

Accessible and inexpensive transport networks

Services and facilities are affordable to use

## **Final Outputs**

## A Closer Look - SMART Objectives

The space and services available provide for the individual and their support network throughout their life

Spaces and services within the wellbeing hub can be accessed and used by pupils and staff as part of the curriculum

Enhanced learning through accessible and inclusive outdoor spaces across the wider site - the latter providing a range of sensory, play and natural spaces Access to covered outdoor spaces to maximise the school's use in all weathers

Enhanced learning through accessible and inclusive play and outdoor spaces – the latter providing a range of sensory, play and natural spaces

An excellent school 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

Easy, secure access and drop off for taxis, accessible vehicles and mobility aids 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

Incorporating a sustainable active travel plan that connects the site to active travel routes across Clackmannanshire

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

Access to facilities in the wellbeing hub provides enhanced opportunities for health education, independent living and self care skills A fully connected site that encourages active use of indoor and outdoor spaces Accessible toilets within outside spaces

Interesting and inclusive spaces for the school that are secure within the landscape but are appropriately accessible to visitors

## Final Outputs A Closer Look – SMART Objectives

All education provision in Clackmannanshire can link to services here

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

Enhanced opportunities for partnership working with parents, carers and allied health professionals at Lochies School A service that supports individual needs and transitions, rather than one size fits all Access to clubs, support groups and (potentially) supported employment for Lochies pupils and families

The layout and spaces within the hub support integrated and collaborative working practices

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

The facility helps users to identify networks and support services elsewhere in Clackmannanshire, complementing the services on offer in the hub

Supporting allied health professionals and care opportunities for the school and community users

## **Final Outputs**

## A Closer Look - SMART Objectives

Utilises digital technology that helps measure and manage environmental KPIs

Biodiversity and sustainability are an integral part of low maintenance landscaping, visible to users as a feature of the site The school achieves construction embodied carbon target (A1-A5) of less than 600kg CO2/ m2

The project achieves Passivhaus certification

Design, implementation and management take a partnership approach

Phasing to consider how the campus can provide enhanced facilities for the ASN school as it develops

Strong focus on sustainability and environmental credentials

Embrace reduce, reuse,

repair, and recycle

across the facility and

services

Flexible and adaptable spaces for future use

The facilities achieve an energy target of 67kwh/ m2/per annum

Vertical zoning of stores
/ services in shared
spaces

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

Creating approx.
14 local jobs and
supporting local supply
chains [number TBC]

The facilities operate within the agreed revenue budget of no more than XX / annum [TBC]



## Appendix C Long Listed Options Scoring Workbook Wellbeing Hub and Lochies School



International Construction & Property Consultancy





Assessor: Consensus Scoring recorded 1.30pm 25 July 2022

Table 1 Weighted Scores Summary

	Troighton occion outlinary		Opt	ion 1	Opti	on 2	Opt	ion 3	Opti	ion 4	Opt	ion 5	Opt	on 6
Critical S	Success Factors (CSF)	Weighting	Alloa West (Pavilion) Site Essential			Pavilion) Site rable		Pavilion) Site imal		owl Site ential		owl Site rable		owl Site imal
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Inclusion</b> and <b>Provision</b>	29.0%	2	0.58	3	0.87	4	1.16	2	0.58	3	0.87	4	1.16
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Place</b> and <b>Accessibility</b>	26.0%	2	0.52	2	0.52	2	0.52	3	0.78	4	1.04	4	1.04
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Environment</b> and <b>Sustainability</b> .	17.0%	2	0.34	3	0.51	3	0.51	2	0.34	3	0.51	3	0.51
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Community Wealth.</b>	14.0%	1	0.14	2	0.28	3	0.42	2	0.28	3	0.42	4	0.56
5	Potential achievability	14.0%	2	0.28	2	0.28	2	0.28	3	0.42	3	0.42	3	0.42
Total	otal			1.86		2.46		2.89		2.40		3.26		3.69
Rank	Rank			6		4		3		5		2		1

Table 2 Equal Weighting Scores Summary

	Equal Froighting Cooled Cultimary		Opt	ion 1	Opti	ion 2	Opt	ion 3	Opti	ion 4	Opt	ion 5	Opt	ion 6
Critical S	Success Factors (CSF)	Weighting	Alloa West (Pavilion) Site Essential			Pavilion) Site rable		Pavilion) Site imal		owl Site ential		owl Site rable		owl Site imal
CSF No	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Inclusion</b> and <b>Provision</b>	20.0%	2	0.40	3	0.60	4	0.80	2	0.40	3	0.60	4	0.80
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Place</b> and <b>Accessibility</b>	20.0%	2	0.40	2	0.40	2	0.40	3	0.60	4	0.80	4	0.80
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Environment</b> and <b>Sustainability</b> .	20.0%	2	0.40	3	0.60	3	0.60	2	0.40	3	0.60	3	0.60
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Community Wealth</b> .	20.0%	1	0.20	2	0.40	3	0.60	2	0.40	3	0.60	4	0.80
5	Potential achievability	20.0%	2	0.40	2	0.40	2	0.40	3	0.60	3	0.60	3	0.60
Total	1			1.80		2.40		2.80		2.40		3.20		3.60
Rank	Rank			6		4		3		4		2		1

### Table 3 Cost / Quantitative Assessment

Tubic o	OOST / Quantitative Assessment													
o:::	itical Success Factors (CSF)		Opt	Option 1		tion 2	Option 3		Opti	on 4	Opt	ion 5	Opt	ion 6
Critical St	occess Factors (USF)	Weighting		Pavilion) Site ential		Pavilion) Site irable		Pavilion) Site imal	Alloa B		Alloa Bowl Site Desirable			owl Site timal
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
	Potential affordability (Capital Costs)	50.0%	3	1.50	2	1.00	1	0.50	4	2.00	2	1.00	1	0.50
7	Potential affordability (Operational and Revenue Costs)	50.0%	1	0.50	1	0.50	3	1.50	1	0.50	1	0.50	3	1.50
Total		100%		2.00		1.50		2.00		2.50		1.50		2.00
Rank				2		5		2		1		5		2





## Table 4 Combined Qualitative and Quantitative Assessment

0	Qualitative and Quantitative Assessment		Optio	on 1	Opti	on 2	Optio	on 3	Optio	on 4	Optio	on 5	Option 6	
Qu	anialive and Quantilative Assessment	Weighting	Alloa West (Pavilion) Site Essential		Alloa West (Pavilion) Site Desirable		Alloa West (Pavilion) Site Optimal		Alloa Bowl Site Essential		Alloa Bowl Site Desirable		Alloa Bowl Site Optimal	
CSF	F Nos.	(%)	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score
1	- 5 Qualitative Assessment Scores	70.0%	1.86	1.30	2.46	1.72	2.89	2.02	2.40	1.68	3.26	2.28	3.69	2.58
6	-7 Quantitative Assessment Scores	30.0%	2.00	0.60	1.50	0.45	2.00	0.60	2.50	0.75	1.50	0.45	2.00	0.60
Tota	Total			1.90		2.17		2.62		2.43		2.73		3.18
Ran	Rank			6		5		3		4		2		1

Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

## Consensus Scorers:

Name	Organisation
Mark Cowa	Sport Scotland
Ann Douga	Clackmannanshire Council
Ryan McB	Kennedy Fitzgerald
Mark Finla	Kennedy Fitzgerald
Pete Leona	Clackmannanshire Council
Janette Fra	NHS Forth Valley
Donna Tie	Clackmannanshire Council
Alison Mad	Clackmannanshire Council







## Assessor: Consensus Scoring recorded 1.30pm 25 July 2022

				Option 1			Option 2			Option 3			Option 4			Option 5			Option 6
uccess Factors (CSF)	Weighting		А	Iloa West (Pavilion) Site Essential		Al	loa West (Pavillon) Site Desirable			loa West (Pavilion) Site Optimal			Alloa Bowl Site Essential			Alloa Bowl Site Desirable			Alloa Bowl Site Optimal
CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments
Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>inclusion</b> and <b>Provision</b>	29.0%	2	0.58	Agreed that CSF wording should be updated following farther comminents from MC, which parties agreed. The CSF captures what the facility provides and it was agreed with both side and there options must be scored the same (with score increasing for each facility mix option).	3		Agreed that CSF wording should be updated following further commercia from MC, which parties agreed. The CSF captures what the facility provides and it was agreed with tools take and there options must be scored the same (with score increasing for each facility mix option).	4	1.16	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both sizes and these options must be scored the same (with score increasing for each facility mix option).	2	0.58	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and the use agreed that both alks and these options must be accessed the same (with score increasing for each facility mix option).	3	0.87	Agreed that CSF wording should be updated following farther comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both aleas and there options must be scored the same (with score increasing for each facility risk option).	4	1.16	Agreed that CSF wording should be updated folion further commerts from MC, which parties agreed. CSF captures what the facility provides and it was that both sites and there options must be scored to (with score increasing for each facility mix option).
Ability to meet the Wellbeing Economy priorities and project outcomes associated with Place and Accessibility	26.0%	2	0.52	Weed Size is accord lower due to the its greenfield status and unknown wider development opportunities at this stage. Inclusion options / opportunities are less both in terms of location (access for public), and current lack or with statuscure. West Size would likely be more dependent ensurement of the world likely be more dependent requesting ease and safe accessibility (distance) for younger users to visit.	2	0.52	West Site is scored lower due to the its greenfield status and unknown wider development opportunities at this status. Inclusion profess / opportunities are less both in terms of location (access for public), and current lack of prints/arbutus. West Site would likely be more non-vision use for visions. Concerne were expressed regarding-ases and safe accessibility (distance) for younger users to large.	2	0.52	West Site is scored lower due to the its greenfield status and unknown wider development opportunities at this stage. Inclusion options I opportunities are less both in terms of location (access for public), and current lack of infrastruture. West Site would likely be more on which use for wishins. Concerns were expressed regarding asses and safe accessibility (distance) for younger users to Maria.	3	0.78	Agreed that interdependency for other projects is greater due to it's location.	4	1.04	Greater opportunity for civic presence. Interdependency for other projects is greater due to its location.	4	1.04	Greater opportunity for civic presence. Interdependency for other projects is greater due location.
Ability to meet the Wellbeing Economy priorities and project outcomes associated with Environment and Sustainability.	17.0%	2	0.34	Lower opportunity to use the benefits of heat recovery from swimming pool due to its smaller size.	3		Greater opportunity for heat recovery and additional low carbon technologies due to larger building and roof area.	3		Greater opportunity for heat recovery and additional low carbon technologies due to larger building and roof area.	2	0.34	Lower opportunity to use the benefits of heat recovery from swimming pool due to its smaller size.	3	0.51	Greater opportunity for heat recovery and additional low carbon technologies due to larger building and roof area.	3	0.51	Greater opportunity for heat recovery and additional carbon technologies due to larger building and root
Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Community Wealth</b> .	14.0%	1	0.14	Potentially not as accessible for staff compared to town centre site. Smaller building offers less opportunities.	2	0.28	Larger building offers more opportunities.	3	0.42	Larger building offers more opportunities.	2	0.28	Bigger demographic for employment opportunities for the town certire site. Considered a higher score due to the redevelopment of brown field site.	3	0.42	Larger building offers greater opportunities.	4	0.56	Larger building offers greater opportunities.
Potential achievability	14.0%	2	0.28	More uncertainty due to location - including availability of utilities and infrastructure to support the greenfield site. Potential limitations with Planning. Potential flooding risk.	2	0.28	More uncertainty due to location - including availability of utilities and inflastructure to support the greenfield site. Potential limitations with Planning. Potential flooding risk.	2	0.28	More uncertainty due to location - including availability of utilities and infrastructure to support the greenfield site. Potential limitations with Planning. Potential flooding risk.	3	0.42	Greater certainty around utilities and ground conditions due to location and provious use. Potential inhalations with Nelsons Rial however does and early consultation should nitigate issues.	3	0.42	Greater certainty around utilities and ground conditions due to bootion and previous use. Protertial imilitations with behavious Bill however choice and early consultation should mitigate issues.	3	0.42	Greater certainty around utilities and ground corduct to location and previous use. Potential limits Network Rail however close and early consultating at the superior of the

Scores Description Con

Does not satisfy the Ordical Success Factor

Low

Moderate

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## Appendix D Short Listed Options Scoring Workbook Wellbeing Hub and Lochies School



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Table 1 Weighted Scores Summary

Table 1	Weighted Scores Summary		Opt	ion 1	Opt	ion 2
Critical Success Fac	ctors (CSF)	Weighting	Alloa West ( Wellbeing Hu School Jo	Pavilion) Site lb and Lochies bint Project Buildings	Alloa West ( Wellbeing Hu School Jo	Pavilion) Site b and Lochies int Project Buildings
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%	4	0.40	3	0.30
2	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.	17.5%	4	0.70	3	0.53
3	An excellent school 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.	17.5%	4	0.70	3	0.53
4	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	17.5%	4	0.70	4	0.70
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%	4	0.30	2	0.15
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%	4	0.40	3	0.30
7	Strong focus on sustainability and environmental credentials.	10.0%	4	0.40	4	0.40
8	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.	10.0%	3	0.30	3	0.30
Total		100%		3.90		3.20
Rank				1		2





Table 2 Equal Weighting Scores Summary

Table 2	Equal Weighting Scores Summary		O	in a	O	ion O
Critical Success Factor	s (CSF)	Weighting	Alloa West ( Wellbeing Hu School Jo	ion 1 Pavilion) Site b and Lochies iint Project Buildings	Alloa West ( Wellbeing Hu School Jo	ion 2 Pavilion) Site b and Lochies int Project Buildings
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50	3	0.38
2	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.	12.5%	4	0.50	3	0.38
3	An excellent school 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.	12.5%	4	0.50	3	0.38
4	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	12.5%	4	0.50	4	0.50
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	4	0.50	2	0.25
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50	3	0.38
7	Strong focus on sustainability and environmental credentials.	12.5%	4	0.50	4	0.50
8	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.	12.5%	3	0.38	3	0.38
Total		100%		3.88		3.13
Rank				1		2





Table 3 Cost / Quantitative Assessment

Critical Success Factors	(CSF)	Weighting	Wellbeing Hu School Jo	on 1 Pavilion) Site b and Lochies int Project Buildings	Alloa West (l Wellbeing Hu School Jo	ion 2 Pavilion) Site b and Lochies int Project Buildings
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score
9	Potential affordability (Capital Costs)	50.0%	4	2.00	3	1.50
10	Potential affordability (Operational and Revenue Costs)	50.0%	4	2.00	3	1.50
Total		100%		4.00		3.00
Rank				1		2

Table 4 Combined Qualitative and Quantitative Assessment

			Opti	on 1	Opti	on 2
Qualitative and Quantita	ative Assessment	Weighting	Alloa West (F Wellbeing Hul School Jo Joined E	b and Lochies int Project	Alloa West (F Wellbeing Hul School Joi Separate	and Lochies int Project
CSF Nos.		(%)	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score
1 - 8	Qualitative Assessment Scores	70.0%	3.90	2.73	3.20	2.24
9 - 10	Quantitative Assessment Scores	30.0%	4.00	1.20	3.00	0.90
Total		100%		3.93		3.14
Rank			1		2	



Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

## **Consensus Scorers:**

Name	Organisation
Robbie Stewart	Clackmannanshire Council
Alison Mackie	Clackmannanshire Council
Ben McGinlay	Clackmannanshire Council
Fraser Reynolds	Clackmannanshire Council
Andrew Ayres	Thomas and Adamson





Assessor: Consensus Scoring

					Option 1			Option 2
Critical S	uccess Factors (CSF)	Weighting	Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%	4	0.40	Joined buildings promotes a universal standard of inclusivity making the full facility accessible for all	3	0.30	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.  Both buildings can be designed for excellence in inclusivity & accessibility but there would be no link or reason to move from one to the other therefore excluding some due to distance between buildings.  Reduced inclusivity and accessibility with separate buildings.  Could lead to reduced inclusivity in the wellbeing hub.
2	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.	17.5%	4	0.70		3	0.53	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.  Separation of buildings means more difficult to programme use of Lochies spaces.  Potentially reduced benefit and opportunities to using the Lochies facilities if the buildings were separate.  Reduction in easy of access and management of spaces such as hydrotherapy pool.
3	An excellent school 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.	17.5%	4	0.70		3	0.53	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.  Lochies excellent but potential for no movement 'across' to WBH or access to skills offered from WBH staff/facilities/services.  I have scored this lower on the basis that Lochies will benefit from being joined with the Wellbeing Hub.  Learners access to wellbeing hub facility would be made more difficult.
4	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	17.5%	4	0.70		4	0.70	





5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%	4	0.30	Allows for integration with wellbeing hub from early age and accessible through out life.	2	0.15	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.  Potential for Lochies community to see the separate WBH as 'not for them if not one building  Could be seen that Lochies is just a school for primary children
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%	4	0.40	Improved standards of accessibility will support those most at risk of health inequalities using both the WBH and Lochies Community Facilities.	3	0.30	Access to more spaces within Lochies out of school hours will increase the health supports and programming for our communities.
7	Strong focus on sustainability and environmental credentials.	10.0%	4	0.40		4	0.40	Risk that school on its own might have slightly lower standard
8	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.	10.0%	3	0.30		3	0.30	Direct access to additional spaces within Lochies out of school hours will enhance the offer to communities and increase income generation potential for the Hub. Access, staffing and general programming is made much more effective and efficient in a physically joined campus. If Lochies is separate then harder to manage as one site and therefore has a negative impact on business model Increased staffing cost to operated separate buildings would impact business plan.
Total		100%		3.90			3.20	

Ran

Scores	Description	
0	Does not satisfy the Critical Success Factor	
1	Low	
2	Moderate	
3	Good	
4	High	

Consensus Scorers:

Name	Organisation
Robbie Stewart	Clackmannanshire Council
Alison Mackie	Clackmannanshire Council
Ben McGinlay	Clackmannanshire Council
Fraser Reynolds	Clackmannanshire Council
Andrew Ayres	Thomas and Adamson





Assessor: Robbie Stewart

					Option 1			Option 2	
Critical Su	occess Factors (CSF)	Weighting	Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings				Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments	
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50		2	0.25	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.	
2	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.	12.5%	4	0.50		2	0.25	As above	
3	An excellent school 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.	12.5%	4	0.50		3	0.38	As above	
4	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	12.5%	4	0.50		4	0.50		
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	4	0.50		2	0.25	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.	
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50		3	0.38	Access to more spaces within Lochies out of school hours will increase the health supports and programming for our communities.	





7	ww.clacksweb.org.uk  Strong focus on sustainability and environmental credentials.	12.5%	4	0.50	4	0.50	& Adamson Consultancy
8	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.	12.5%	4	0.50	3	0.38	Direct access to additional spaces within Lochies out of school hours will enhance the offer to communities and increase income generation potential for the Hub. Access, staffing and general programming is made much more effective and efficient in a physically joined campus.
Total		100%		4.00		2.88	

Rank

Scores	Description	Consensus Scorers:
0	Does not satisfy the Critical Success Factor	
1	Low	
2	Moderate	
3	Good	
4	High	

Name Organisation

Robbie Stewart Clackmannanshire Council

Alison Mackie Clackmannanshire Council

Ben McGinlay Clackmannanshire Council

Fraser Reynolds Clackmannanshire Council

Andrew Ayres Thomas and Adamson





Assessor: Alison Mackie

					Option 1			Option 2	
Critical Su	uccess Factors (CSF)	Weighting	Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings				Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments	
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50		3	0.38	Both buildings can be designed for excellence in inclusivity & accessibility but there would be no link or reason to move from one to the other therefore excluding some due to distance between buildings	
2	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.	12.5%	4	0.50		2	0.25	Separation of buildings means more difficult to programme use of Lochies spaces.	
3	An excellent school 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.	12.5%	4	0.50		2	0.25	Lochies excellent but potential for no movement 'across' to WBH or access to skills offered from WBH staff/facilities/services	
4	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	12.5%	4	0.50		4	0.50		
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	4	0.50		3	0.38	Potential for Lochies community to see the separate WBH as 'not for them if not one building	
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50		4	0.50		





	ww.clacksweb.org.uk						& Adamson Consultancy
7	Strong focus on sustainability and environmental credentials.	12.5%	4	0.50	4	0.50	
8	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.	12.5%	3	0.38	2		If Lochies is separate then harder to manage as one site and therefore has a negative impact on business model
Total		100%		3.88		3.00	

Rank

Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

Consensus Scorers:

Name	Organisation
Robbie Stewart	Clackmannanshire Council
Alison Mackie	Clackmannanshire Council
Ben McGinlay	Clackmannanshire Council
Fraser Reynolds	Clackmannanshire Council
Andrew Ayres	Thomas and Adamson





Assessor: Andrew Ayres

					Option 1	Option 2			
Critical Su	iccess Factors (CSF)	Weighting		Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments	
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%	4	0.40		3	0.30	Reduced inclusivity and accessibility with separate buildings	
2	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.	17.5%	4	0.70		3	0.53	Potentially reduced benefit and opportunities to using the Lochies facilities if the buildings were separate.	
3	An excellent school 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.	17.5%	4	0.70		3	0.53	I have scored this lower on the basis that Lochies will benefit from being joined with the Wellbeing Hub.	
4	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	17.5%	4	0.70		4	0.70		
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%	3	0.23		2	0.15		
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%	3	0.30		3	0.30		





7	ww.clacksweb.org.uk  Strong focus on sustainability and environmental credentials.	10.0%	4	0.40	4	0.40	& Adamson Consultancy
8	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.	10.0%	3	0.30	3	0.30	
Total		100%		3.73		3.20	

Rank

Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

Consensus Scorers:

Name	Organisation
Robbie Stewart	Clackmannanshire Council
Alison Mackie	Clackmannanshire Council
Ben McGinlay	Clackmannanshire Council
Fraser Reynolds	Clackmannanshire Council
Andrew Ayres	Thomas and Adamson





Assessor: Fraser Reynolds

					Option 1			Option 2	
Critical Su	Critical Success Factors (CSF)		Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings				Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments	
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50	Joined buildings promotes a universal standard of inclusivity making the full facility accessible for all	3	0.38	Could lead to reduced inclusivity in the wellbeing hub.	
2	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.	12.5%	4	0.50		3	0.38	reduction in easy of access and management of spaces such as hydrotherapy pool.	
3	An excellent school 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.	12.5%	4	0.50		3	0.38	Learners access to wellbeing hub facility would be made more difficult.	
4	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	12.5%	4	0.50		4	0.50		
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	3	0.38	Allows for integration with wellbeing hub from early age and accessible through out life.	2	0.25	Could be seen that Lochies is just a school for primary children	
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50	Improved standards of accessibility will support those most at risk of health inequalities using both the WBH and Lochies Community Facilities.	3	0.38		





7	ww.clacksweb.org.uk Strong focus on sustainability and environmental credentials.	12.5%	4	0.50	3		& Adamson Consultancy  & Adamson  Risk that school on its own might have slightly lower standard
8	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.	12.5%	4	0.50	3		Increased staffing cost to operated separate budlings would impact business plan.
Total		100%		3.88		3.00	

Rank

Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

Consensus Scorers:

Name	Organisation					
Robbie Stewart	Clackmannanshire Council					
Alison Mackie	Clackmannanshire Council					
Ben McGinlay	Clackmannanshire Council					
Fraser Reynolds	Clackmannanshire Council					
Andrew Ayres	Thomas and Adamson					





Assessor: Ben McGinlay

					Option 1			Option 2
Critical Su	access Factors (CSF)	Weighting	Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	0	0.00		0	0.00	
2	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.	12.5%	0	0.00		0	0.00	
3	An excellent school 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.	12.5%	0	0.00		0	0.00	
4	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	12.5%	0	0.00		0	0.00	
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	0	0.00		0	0.00	
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	0	0.00		0	0.00	





7	ww.clacksweb.org.uk  Strong focus on sustainability and environmental credentials.	12.5%	0	0.00	0	0.00	& Adamson Consultant
8	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.	12.5%	0	0.00	0	0.00	
Total		100%		0.00		0.00	

Rank

Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

Consensus Scorers:

Robbie St

Name	Organisation
Robbie Stewart	Clackmannanshire Council
Alison Mackie	Clackmannanshire Council
Ben McGinlay	Clackmannanshire Council
Fraser Reynolds	Clackmannanshire Council
Andrew Ayres	Thomas and Adamson

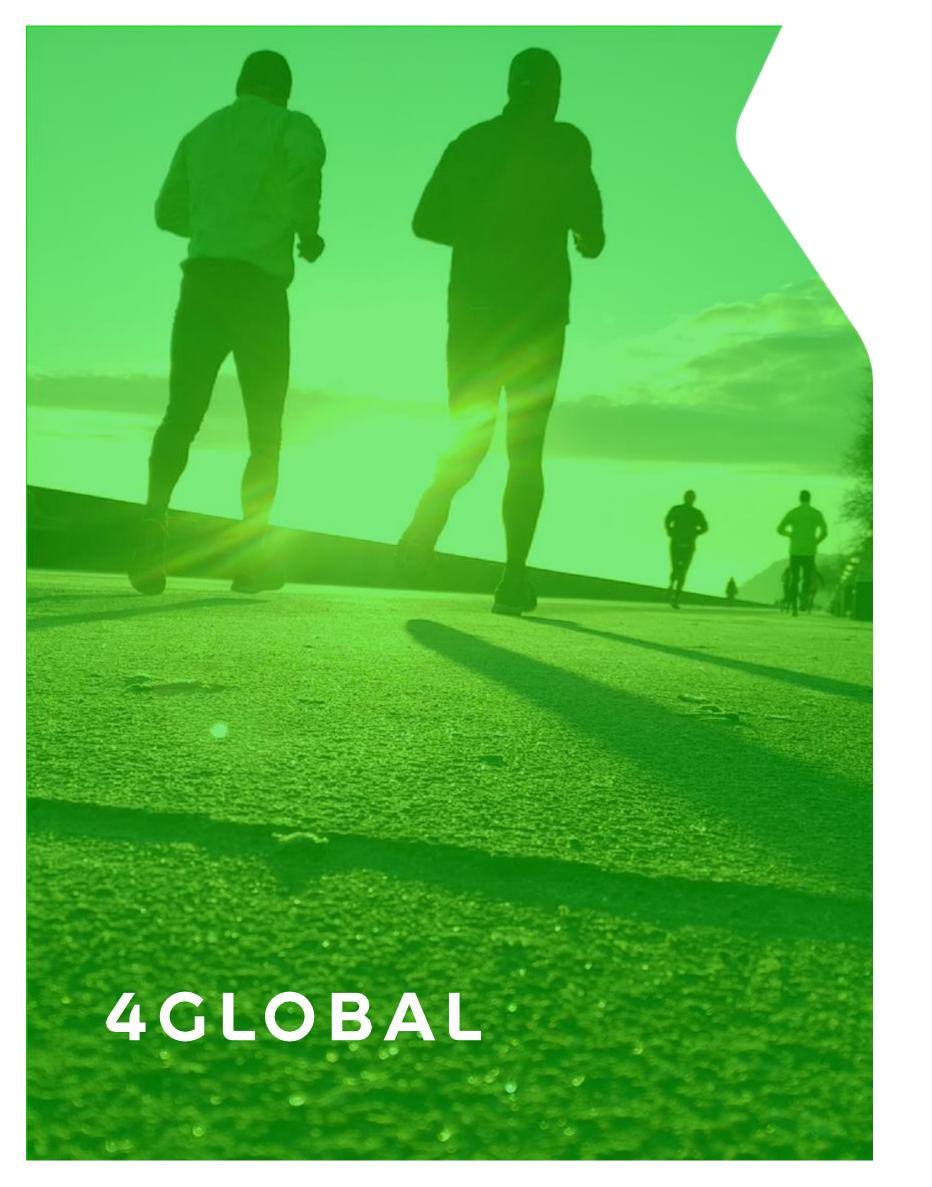
## Appendix E Social Value Analysis Report



International Construction & Property Consultancy





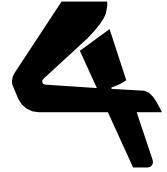


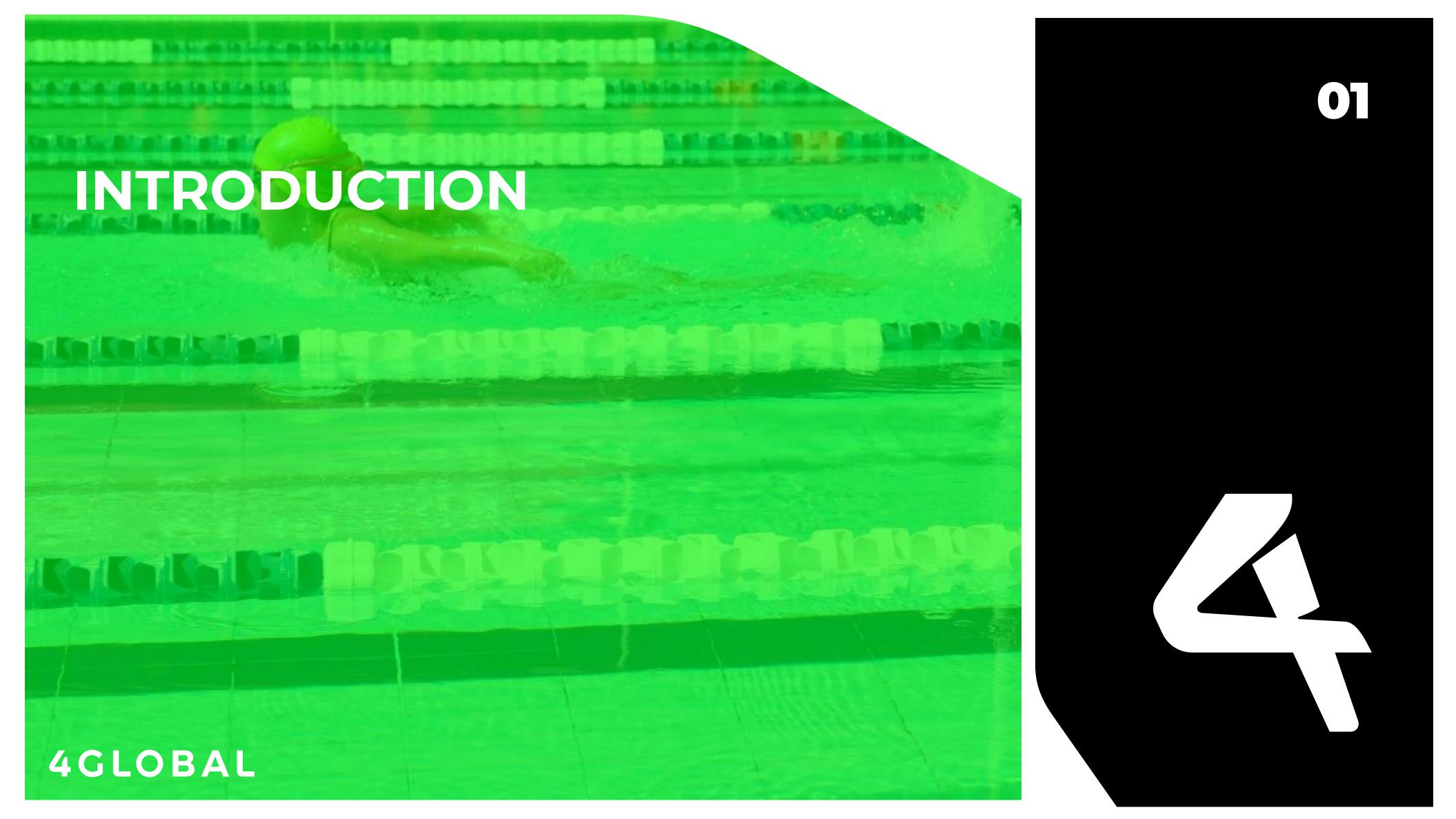
## **CONTENTS**

INTRODUCTION	03
APPROACH AND METHODOLOGY	05
SOCIAL VALUE ANALYSIS	1
REFERENCES	15

## **DISTRIBUTION AND CONFIDENTIALITY**

This report has been prepared by 4GLOBAL for the use of Integratis Consulting and should not be shared, due to commercial confidentiality.







The research aims to explore the projected Social Value (SV) generated by physical activity in Alloa Wellbeing Hub, FK10 1TB. This incorporates a combination of participation data gathered from 4GLOBAL's DataHub, wider data supplied by Integratis Consulting and estimates based on industry trends. Full details of methodology is available upon request.

#### **Objective**

To demonstrate how the focused work taking place in leisure facilities contributes towards the Social Value generated.

#### **Key Features**

- To undertake Social Value projections using live data information gathered from DataHub.
- To provide total social value split into sub-categories: physical and mental health, subjective wellbeing, individual development, and social and community development.
- To breakdown figures to a per person level.

#### **Leisure Facilities**

Outputs are provided for Alloa Wellbeing Hub using an estimated annual throughput of 275,378 split across the following activity types:

- Main Pool 102,142
- Teaching Pool 29,808
- Fitness (Gym) Activities 45,900
- Sports Hall 24,702
- Group Workouts 54,776
- Clip & Climb 18,050





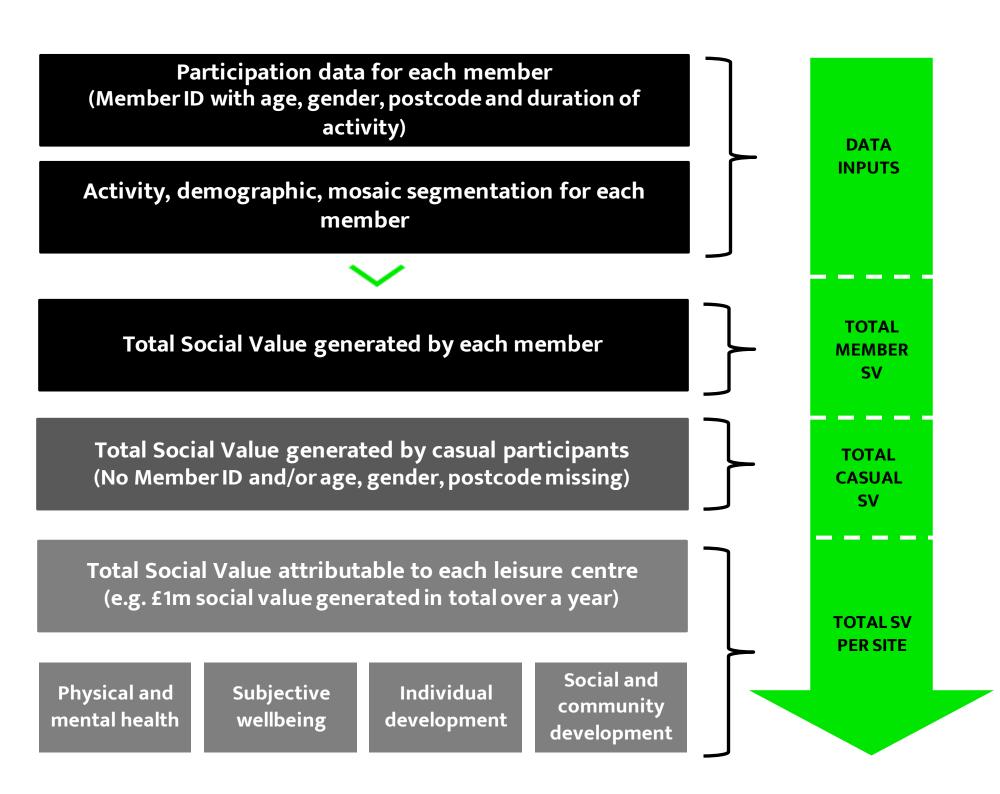


# Our approach for measuring social value includes applying the latest Social Value Calculator (SVC) model with data gathered from facility operators.

The figure (right) summarises the approach for the application of the Social Value model developed by Sheffield Hallam University (SHU) to generate leisure trust contribution. The approach uses live participation data collected from the leisure facilities in 4GLOBAL's DataHub to calculate an individual's activity profile.

A user generates Social Value when they participate in an activity. The amount of value depends on demographic factors (age, gender, postcode) and how long they are active for. There are two types of user, either a member (known person with a unique reference ID) or a casual participant (unknown member).

The value generated is broken down to the per-person level and divided into four key indicators: physical and mental health; subjective wellbeing; individual development; and social and community development.



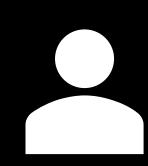


In the case where live participation data is unavailable for a given site, a projection methodology is adopted combining site-specific assumptions with sector wide information.



**Usage Projections** 

Headline demand projections for the site's annual throughput/visits, split at the sport/facility type level for a given scenario.



Unique People Estimation

Using DataHub's live participation data, an estimate for the number of unique people and the frequency in which they visit the facility is calculated.



Demographic Profile

Given the site's location and it's surrounding catchment, the demographic makeup of the projected unique individuals is determined.



Social Value Generation

The frequency and demographic profile of unique individuals is used to determine how much social value each person generates annually.



Site Level Social Value

Social Value is then summarised at the site level and further broken down into the main categories and subcategories.



## The Social Value calculator has been updated in 2021 to incorporate the latest research from SHU and Sport England.

"Social Return on Investment in Sport: A participation wide model for England" was published in 2016 by Sheffield Hallam University (SHU) and was the previous basis for social value calculations. In 2019 Sport England commissioned an update to the national model for England and the updated guidance has been incorporated into the social value calculations in this report. This new version is aligned with the UK Government strategy for sport, Sporting Future – A New Strategy for an Active Nation.<sup>2</sup>

The table below shows the factors incorporated into each outcome category of Social Value.

Outcome	Description
Physical and mental health	
CHD/ stroke	Reduced risk (participants 16+)
Breast cancer	Reduced risk (female participants 16+)
Colon cancer	Reduced risk (participants 16+)
Type 2 diabetes	Reduced risk (participants 16+)
Hip fractures	Reduced risk (participants 65+)
Back pain	Reduced risk (participants 16+)
Dementia	Reduced risk (participants 16+)
Depression	Reduced risk (participants 16+)
Injuries	Increased risk (participants 16+) – this is a negative value in the model

Outcome	Description
Subjective wellbeing	
Subjective wellbeing	Improved life satisfaction (participants 16+)
Individual development	
Educational attainment	Improved educational attainment (participants 11 - 18)
Human capital	Enhanced human capital (average additional salary for graduates)
Social and community developme	ent
Crime	Reduced criminal incidences (male participants 10-24)
Social capital	Improved social networks, trust and reciprocity

Outcomes in the analysis are expressed on a 'per participant per month' basis.



# Key terms and analysis groups have been identified below, based on SHU research.

Social outcome	Description
Improved physical and mental health	<ul> <li>Eight health outcomes (reduced risk of various health conditions) were valued by estimating the number of reduced cases resulting from sports participation multiplied by the average annual cost per person diagnosed with the condition.</li> <li>Reduced GP visits and psychotherapy usage was calculated by estimating the reduced likelihood of visiting the GP 6+ times per year/ using psychotherapy services, multiplied by the average annual cost savings per person.</li> <li>Injuries were valued by multiplying the number of A&amp;E attendances recorded as sport injuries by the average annual cost of an injury. Different than the other indicator, this has a negative impact on the total social value.</li> <li>The SVC3 modifies health values for age, gender and NS-SEC category, using weights which are derived using the prevalence of disease reported in the Health Survey for England.</li> </ul>
Improved subjective well- being	<ul> <li>Subjective wellbeing was calculated by multiplying the value of increased wellbeing derived from a participant's engagement in sport (using the wellbeing valuation approach) by the number of unique people taking part.</li> <li>The wellbeing valuation approach uses large scale survey data to estimate the impact of sport on people's self-reported wellbeing and uses these estimates to calculate the amount of money that would produce the equivalent impact on wellbeing. The wellbeing value represents the hypothetical income required to compensate for not benefitting from wellbeing enhancement through participation in sport and physical activity.</li> </ul>
Improved individual development	<ul> <li>Educational attainment was valued by estimating the number of additional sports participants with formal qualifications (level 2 and level 3) by the average lifetime productivity returns.</li> <li>The human capital outcome represents the value of an individual's enhanced skills, gained through participating in sport at university. It was valued by estimating the number of final year students in Higher Education Institutions doing sport, multiplied by the average additional starting salary for sports participants.</li> </ul>
Improved social and community development	<ul> <li>The crime outcome was valued by estimating the number of criminal incidents prevented amongst males in the 10-24 cohort taking part in sport (based on improved networks, trust and reciprocity), multiplied by the average cost per incident of crime.</li> <li>Social capital was valued in a similar way subjective wellbeing, using the wellbeing valuation approach: the higher value of social capital derived from a participant's engagement in sport was multiplied by the number of unique people taking part in sport. The social capital value represents the hypothetical income required to compensate for not benefiting from social capital enhancement through participation in sport and physical activity.</li> </ul>





**TOTAL SOCIAL VALUE** 

£ 2,139,236

**PHYSICAL & MENTAL HEALTH** 

£ 358,818

**INDIVIDUAL DEVELOPMENT** 

£ 21,440

**SUBJECTIVE WELLBEING** 

£ 1,207,240

SOCIAL & COMMUNITY DEVELOPMENT

£ 551,738

**TOTAL SV PARTICIPANTS** 

15,921

**SV PER PERSON** 

£134

Out of the £2.14m of Social Value expected to be generated, subjective wellbeing was the principal driver with £1.21m accounting for 56.4% of overall value. Social and community development, physical and mental health, and individual development is expected to account for 25.8%, 16.8% and 1% of the overall Social Value respectively.

The next slide provides a detailed breakdown of the physical and mental health value expected to be generated by physical activity during 2024 across the site.



The Social Value in for physical and mental health variables can be broken down into subcategories relating to specific health outcomes, illnesses or diseases.

As outlined in the methodology, the Social Value generated per each condition varies depending on different demographic groups, prevalence rates of the disease within these groups and the cost of medical treatment. These measures include the increased risk of injury as a result of taking part in physical activity.

The Social Value generated by reduced GP visits relates to limiting the required GP appointments/referrals for various treatments and the costs associated. Unlike the other health categories, it does not focus on the prevalence rate and the reduced risk of specific diseases.

CHD STROKE	£34,638
BREAST CANCER	£11,236
COLON CANCER	£5,345
TYPE 2 DIABETES	£120,726
DEMENTIA	£118,920
DEPRESSION	£3,914
HIP FRACTURES	£64,275
BACK PAIN	£14,018
REDUCED GP VISITS	£15,499
REDUCED PSYCHOTHERAPY	£22,749
INJURIES	-£52,502

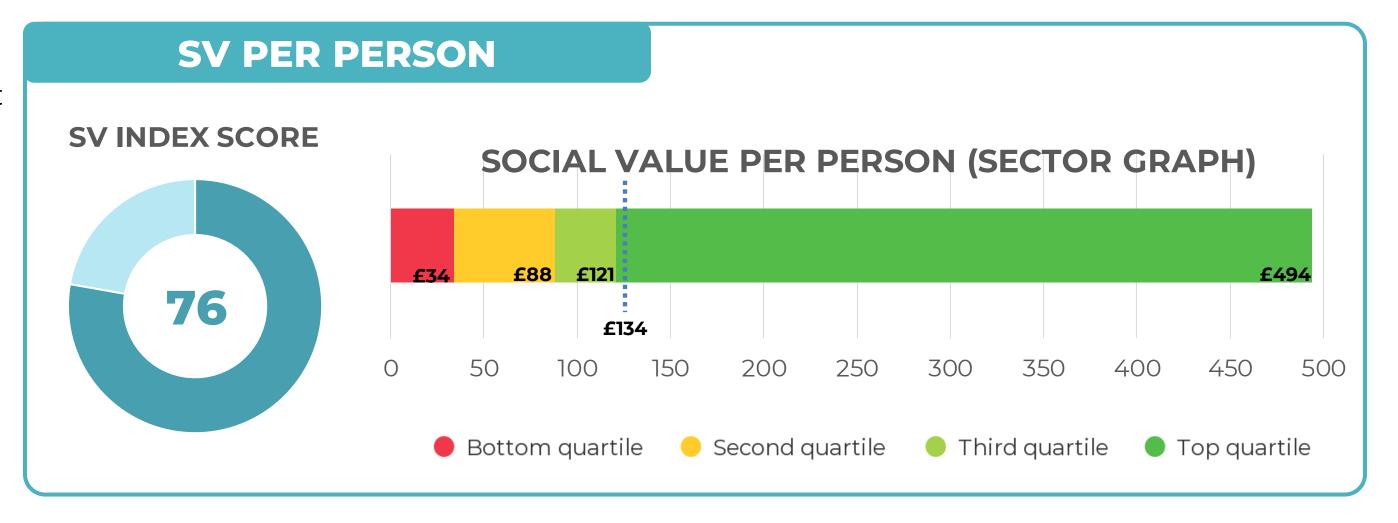


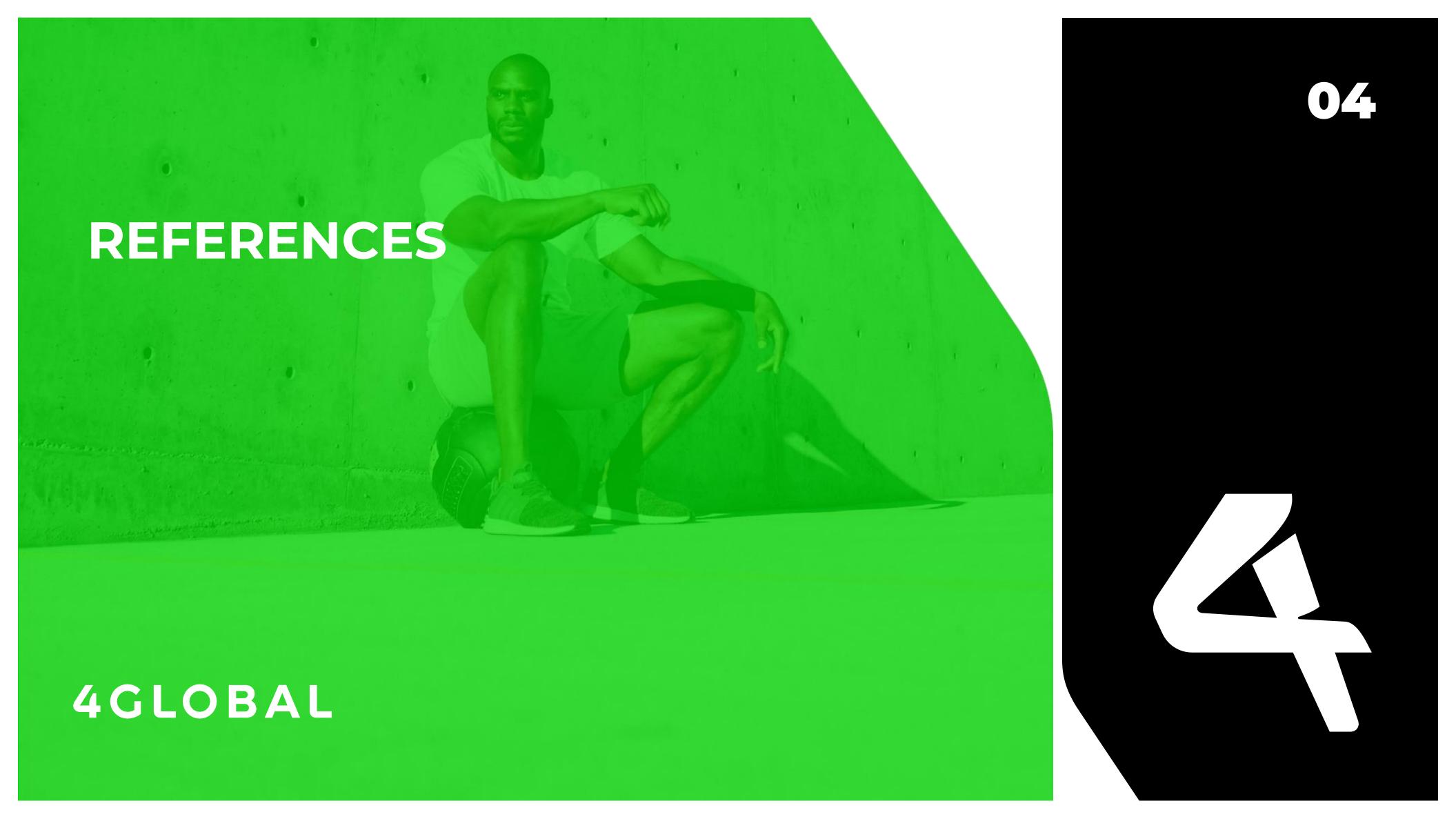
# Alloa Wellbeing Hub total Social Value per person index score is 76, which sits in the top quartile when benchmarked against other DataHub sites from the wider sector.

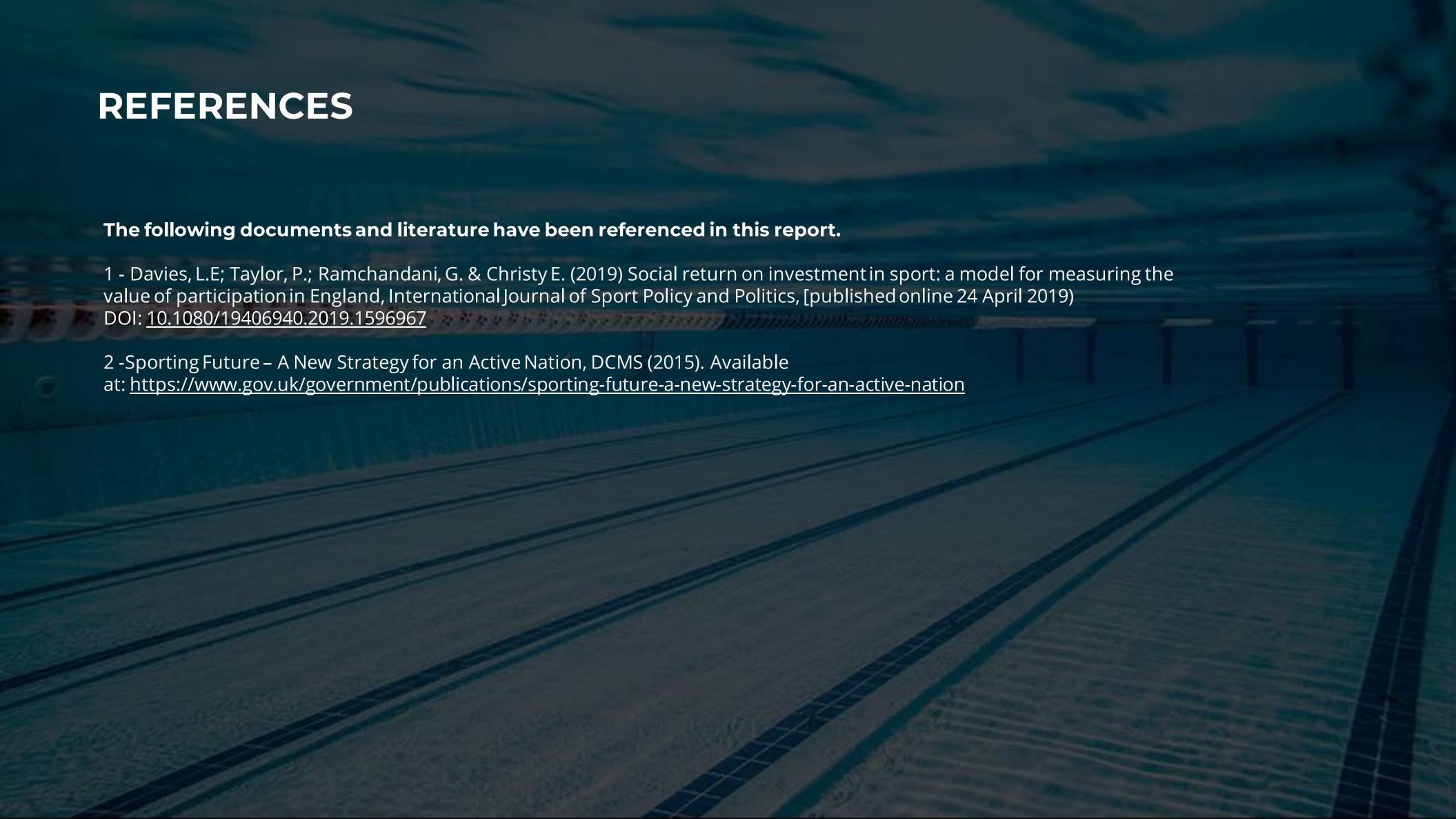
This average Social Value generated by each person was calculated by dividing the total Social Value by the number of participants that generate social value in 2024-25.

The **Social Value index score** monitors the overall leisure trust average performance against the rest of the sector, with 1 being the lowest performing facility and 100 being the highest.

The **sector graph** compares all sites in the sector grouped into four quartiles based on their performance – i.e. Top Quartile (green) includes the best performing 25% of the sites in the sector and Bottom Quartile (red) included the worst performing 25% of the sites in the sector.







## **CONTACT DETAILS**

Cedra Al Nahhas, Project Analyst <a href="mailto:cedra.alnahhas@4global.com">cedra.alnahhas@4global.com</a>

Neil Tandy, Account Manager neil.tandy@4global.com



## Appendix F TOMs Calculator and SLEV Target



#### SFT TOMs - Procurement Calculator 2023

Key

Insert data

Formula - DO NOT enter data

Local Economic Values: proxy values to be filled out by procuring

Social and Local Economic Value

Total SLEV as a % of your total contract value. Example: If that number is 20%, it means for every £1 spent, you have delivered

Please refer to the SFT TOMs guidance downloadable from the portal for any guidance, definitions, evidence requirements. This spreadsheet uses the 2020 proxy values: the portal will always display the correct up to date values.

Highlights

Contract Value	£65,000,000.00
Total SLEV	£27,627,372.88
SLEV Add (%)	42.50%

Clackmannanshire Wellbeing Hub & Lochies School

Baseline targets are shown below.

Themes	SFT Ref	Measures	Unit	Proxy	Hub KPI (for info -not taken into account in social value formula)	Supplier Target	Target Description	SLEV
Fair Work	SFT1 (NT1)	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	no. of people (FTE)	£28,366.00		20	RRCE will work with the Local Employability partners (LEP) across Clackmannanshire to promote all opportunities linked to the project. Work in partnership with CETERS to recruit local people.  Site related (construction trades) or wider within Robertsons HQ.  Opportunities can be a combination of; employment only (non-apprenticeship), Modern Apprenticeships or Graduate Apprenticeships.  All work placements, jobs and apprenticeships from RCCE and the supply chain will be promoted directly via Local Employability Partners such as CETERIS as the primary contact point for further dissemination to the regional networks. This is to avoid single providers having sole access to opportunities and maximizes the reach to target groups across the region.  RCCE will lialse with named representatives in Clacks responsible for local Employer Recruitment Incentives available and promote through the supply chain. We will engage hell Ramsay and the wider Clackmannashire Works and support ongoing initiatives and programmes.	
	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)	£28,366.00		30	RCCE to host an information session in partnership with the local LEPs to promote job opportunities ahead of time and will liaise with local partners to agree to any required pre-employability support for related opportunities.	850980
	SFT50	Number of local jobs created on the project (no)	No. of jobs	£0.00		25	RCCE will work closely with our local employability partners to promote opportunities. We will also keep track of all jobs advertised, applicants from the area and outcomes to measure success.	0
	SFT4 (RE3)	Employer's fairs held to encourage local employment in the area	£ invested including staff time	£1.00		4000	RCCE commit to holding employment fayres / information sessions in partnership with Clackmannanshire Council and local employability partners to promote job opportunities ahead of time and will liaise with local partners to agree to any required pre-employability support for related opportunities.	4000
	SFT5 (NT3)	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. of people (FTE)	£20,429.00		5	RCCE will use our existing relationships with the local employability partners such as Clacks Works to promote our opportunities, specifically targeting	102145
	SFT51 (NT4a)	No. of full time equivalent 16-25 year old care leavers (FTE) hired on the contract	no. of people (FTE)	£15,382.90		3	Ancte will be cell establish personal properties the interest of the providing personal properties of the providing one of the providing one personal properties of the providing one personal properties of the providing one personal properties of the providing one personal providing on those that are long-term unemployed. We have a national partnership with MCR Pathways, who support care experienced young people through mentoring in solon our site.  A part of our efforts to rehabilitate e-orffenders, we have been working with MHP Polemont Undertify candidates who could fill skilled role on our site.	46148.7
	SFT7 (NT5)	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	no. of people (FTE)	£24,269.00			We have established relationships with Happy Days Employment Academy and Enable and will work with them on a candidate-centred strategy to prepare their candidates for work. We will continue to mentor pupils and support them into employment opportunities that arise. Through engagement with high schools, colleges and employability groups we will work with local candidates to support them in applying for any absolute order.	0
	SFT8 (NT6)	No. of full time equivalent disabled employees (FTE) hired on the contract	no. of people (FTE)	£16,605.00		3		49815
	SFT10	No. of graduate employment opportunities on contract	no. of weeks	£0.00		104	RCCE will continue to work with the University of Stirling to promote opportunities on their jobs portal, TARGET connect. We previously worked with the university to present at the Young Person Green Champions event as part of the SIGE Programme, Innovation and Enterprise. RCCE and subcontractors are committed to hiring graduates to fill roles such as Trainee Quantity Surveyors and Trainee Site Managers.	0
	SFT11 (NT11)	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	£105.58		600	RCCE will work with Local Employability Partners, such as Clacks Works and Job Centre Plus to agree a programme of activity that meets the needs of community learners. We will support community learners through programmes such as mentoring circles, attendance at job clubs and our Introduction to The Construction Sector Talks. We will hold a series of sessions for those interested in completing work experience or employment to get them ready for this opportunity. These sessions will be focused on building their confidence and explaining the requirements of working on site.	63348

SFT12 (RE14)	Employment taster days for those interested in working in the primary project industry or sector, such as real estate, construction, or facilities management	£ invested including staff time	£1.00	1000	RCCE will support Developing Young Worldore (DVW) Build Your Future Skills Demonstrations to allow local high school pupils an opportunity to try different construction careers such as groundworks, plumbing and digital construction. We will use our Skills Academy on site to have scheduled Taxy day events with trades, which schools, colleges and employability partners will be invited to attend. We will run a specific Taster Day folical women who are interested in construction trades to ensure this group is targeted, as RCCE are committed to encouraging females into the sector.	1000
SFT13 (NT12)	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. of weeks	£194.50	2000	RCCE and our subcontractors will offer work experience to allow local people to experience different trades or non trades roles. These placements will take place across site and office roles, and will be tailored to the interests of individuals to suit their interests and needs.	
SFT14 (NT13)	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. of weeks	£194.50	30	RCCE and our subcontractors will provide longer term, paid work experience placements. These include summer internships for college and University students.	5834.94 2917.47
SFT16 (NT8)	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours (including preparation time)	£16.93	400	RCCE have an established relationship with the local schools through our partnership with DVW. We will offer our Ideal Candidate Programme to all the local high schools, as well as attending annual careers events. The Ideal Candidate programme involves RCCE delivery of a suite of employpability Jessons and allows pupils to gain an SCQF Level 4. The programme will ensure pupils are ready to achieve a positive destination when they leave school.  We will engage with Lochies School pupils to support their transition to their new school building and provide activities suitable for ASN children. We will also deliver our Robertson Reporter initiative to three local primary schools to ensure local children improve their literacy and presentation skills, while promoting construction careers to both boys and girls.  We will carry out Safety on Site talks to ensure that those local to the site know the dangers on a construction site and do not attempt to trespass on the site.	
SFT17 (RE10)	No. site visits for school children or local residents	no. of visits	£67.71	30	Site visits will be offered and delivered for those who would like to follow the project progression and share an interest in the project. Including but not limited to stakeholders, end users, local authority staff and elected members, parents/carers, and primary/nursery children who are interested in the build. We can tailor site visits to suit the visitors - vastly ranging from high level informative visits to digger demonstrations for children.	2031.27
SFT18 (NT9)	No. of weeks of training opportunities (BTEC, City & Guilds, NVO, HNC- Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years:	no. of weeks	£317.82	450	RCCE are committed to upskilling our workforce through training and supporting them through achieving qualifications.	143019
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. weeks	£251.79	400	RCCE are committed to supporting the development of our future workforce on our sites.	100716
SFT52	New apprenticeships created (FTEs) (no)	no. people	£0.00	10	We will ensure the project supports a minimum of 10 new apprenticeships. All apprentice vacancies will be circulated to the LEP, work experience participants, and local school and college leavers.	0
SFT53	No. existing apprenticeships sustained (no)	no. people	£0.00	15	We will ensure the project supports a minimum of 15 existing apprenticeships.	0
SFT24 (NT15)	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. of staff expert hours	£101.00	250	RCCE staff will deliver sessions in line with local SME/TSO priorities. We commit to a minimum of six supplier development events throughout the duration of the project, including topics such as Health and Safety processes and Work Winning. We will also support Hub East Central's Build Forth Valley business support programme through the delivery of sessions to local businesses.	25250
SFT27 (RE21)	Meet the buyer events held to highlight local supply chain opportunities	£ invested including staff time	£1.00	4000	RCCE will work with Clackmannanshire Council Economic Development Team to focus on community wealth building in an aim to enhance the local economy and create further opportunities. We will deliver a minimum of three Meet the Buyer events during PCSA period.  Attendees will be added to a mailing list and notified when opportunities to tender with RCCE or our subcontractors arise.	4000
SFT28 (NT18)	Total amount (£) spent in local supply chain through the contract	£	£0.68	36000000	RCCE will endeavour to use local businesses within Hub East Central territory wherever possible to deliver packages of work. We will provide regular updates on our local supply chain spend to Hub East Central and Clackmannanshire Council.	24480000
SFT29	Total amount (£) spent through contract to Scottish Micro, Small and Medium enterprises (MSMEs) - including Territory and local MSMEs	£	£0.00	36000000		24400000
SFT30 (NT19)	Total amount (£) spent through contract to Territory located Micro, Small and Medium enterprises (MSMEs) - excluding local MSMEs	£	£0.68	1625000	RCCE are committed to using working with a local, diverse, and SME orientated supply chain. Our Supplier Development events will ensure local SMEs are receiving tailored support to increase their ability to tender and win work with RCCE.	1105000
SFT30a (NT19)	Total amount (£) spent through contract to Local Micro, Small and Medium enterprises (MSMEs)	£	£0.68			

	SFT31	% of contracts awarded to MSMEs (Scottish and Territory)	%	£0.00			0
	SFT33.a (NT21)	Equality and diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)* no. of attendees	£101.00	100	RCCE commit to working with partners such as Enable to deliver training on topics such as Neurodiversity Awareness in the workplace. This training will be offered to RCCE staff and subcontractors. RCCE staff will carry out online training modules such as Anti-Racism in the Workplace, Menopause in the Workplace and Disability in the Workplace.	10100
	SFT37 (NT28)	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00	45000	RCCE will work with Hub East Central to deliver a "Helping Hands' community project. This will be promoted through Clackmannanshire Third Sector Interface (CTSI). Local third sector or ganisations will have the opportunity to put floward a proposal for works to be carried out on their premises, with one proposal being selected by a panel of judges to receive our assistance. The assistance given to transform their premises will include the donation of expert hours and materials amounting to E25,000. RCCE commit to providing a £10,000 flund which will be spent supporting and developing local accuses. We will administer these funds through working with CTSI to ensure donations need tocal needs and priorities. RCCE will prothase a mini bus, which will be used throughout the duration of the project to allow local people access to the site, to attend the Skills Academy and site visits. This bus will be donated to the Wellbeing Hub once the project is complete, ensuring we provide a lasting legacy to local people.	1 45000
	SFT38 (NT29)	No. hours volunteering time provided to support local community projects (E.g. community benefit days)	no. of staff volunteering hours	£16.93	3000	RCCE will work with CTSI to identify opportunities for our staff and subcontractors to carry out volunteering for third sector organisations in the local area. These will bespoke to the needs of the local community.	
nhancing the Env	SFT54 (NT86)	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	no. staff volunteering hours	£16.93	50	RCCE look to enhance biodiversity and improving green spaces in local areas. We will achieve this through activities such as litter picking with our partners Keep Scotland Beautiful as part of their Upstream Battle campaign.	846.5
Protecting and E	SFT55 (NT90)	Activities to influence staff, suppliers, customers and communities to support environmental protection and improvement.	no. staff expert hours	£101.00	50	RCCE and subcontractors will support campaigns such as World Recycling Day and encourage Vape Recycling on site.	5050
	SFT45 (NT50)	Innovation measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00	250	RCCE will set up and administer a 'Skills Academy' on site which will allow local people to access a learning space.	250
novation	SFT46 (NT51)	Innovative measures to promote and support responsible business to be delivered on the contract - these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00	250	RCCE are Gold members and partners of the Supply Chain Sustainability School. Our membership allows our suppliers to calculate their owr emissions for free, annually, to recognise their carbon footprint. We then work with these suppliers for free to reduce this and look at their high impact termissions areas.  We will offer supply chain access to iLearn modules covering topics such as decarbonisation and waste duty of care.	
Social in	SFT47 (NT52)	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract: these could be codesigned with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00	250	RCCE have a partnership with Neighbourhood Watch and will work with local communities to set events to promote this, with costs to include catering from local supplier.	250
	SFT48 (NT53)	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be codesigned with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives		£1.00	250	RCCE have a partnership with Stirling Reuse Hub to ensure waste materials on site are donated to the Hub. This supports the circular economy and reduces waste on site, while benefitting local people who make use of these materials for projects at the Hub.	250

# Appendix G Procurement Strategy



### Wellbeing Hub and Lochies School

**Procurement Strategy** 





#### **Project details**

Project title	Wellbeing Hub and Lochies School
Project number	E2310PM
Client name	Clackmannanshire Council
Period covered	N/A

Author	Andrew Ayres
Position	Senior Project Manager

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Signature	
Approved by	Zander Muego
Signature	Told

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#### Contents

1. Introduction	1
2. Options	
3. Scoring Criteria	
4. Assessment	
5. Recommendation	10
Tables	
Table 1: Scoring Criteria	6
Table 2: Scoring Range and Descriptions	7
Table 3: Scoring Assessment	8
Table 4: Scoring Rationale / Commentary	8

#### Introduction

The purpose of this document is to outline the procurement options for the design, procurement and construction of the Wellbeing Hub and Lochies ASN School ("the project") located in Alloa. Following the decision by Clackmannanshire Council to bring both the Wellbeing Hub and Lochies ASN School together, this procurement strategy assumes that both facilities will be procured as a single project.

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.

This document identifies a series of procurement options for consideration, the key selection criteria that it is suggested to be used when determining the preferred mechanism, and the recommended procurement approach considering how the options align with the established criteria.

It should be noted that whilst this document focusses on the procurement options, consideration should also be given to the capability and experience of the supply chain partners to deliver the project as this will be integral to the successful delivery of the project.



#### 2. Options

In response to current market conditions and to ensure the optimal procurement strategy for the project is selected, this document considers a range of procurement mechanisms available to Clackmannanshire Council.

A range of available procurement options have been summarised below for the selection of supply chain partners for the design, procurement and construction of the project.

#### Option 1. Crown Commercial Services (CCS)

Lot 4.2: Construction Works & Associated Services (CWAS) – Scotland Direct Award or Mini-Competition

Available Contractors (Supply Chain Partners)

- Balfour Beatty Construction
- BAM Building & Infrastructure
- Bowmer and Kirkland
- Galliford Try Construction (trading as Morrison Construction in Scotland)
- Graham
- Kier Construction
- Mclaughlin & Harvey
- Morgan Sindall, Lovell and Overbury
- Robertson Construction Group
- Sir Robert McAlpine
- TFG JV (Tarmac / Farrans / Griffiths)
- Tilbury Douglas Construction

The CWAS framework delivers a wide range of major and minor building, and civil engineering projects for central government and the wider public sector and provides a guided route to access a comprehensive pre-approved selection of suppliers either through direct award or a competitive process. The framework is compliant with Scottish, UK and EU Procurement Regulations and all suppliers on the framework are selected using both qualitative and commercial measures and it includes pre-agreed capped contract rates for overheads, profit and labour. Whilst this option enables the procurement of the Tier 1 Contractor, a separate procurement exercise would also be required to procure and appoint a multi-disciplinary design/consultant team in addition to the contractor. The CWAS framework complements other CCS construction frameworks, and it may be that this can be undertaken as a single exercise, however, this would remove the competitive element of any main contractor selection process.



#### Option 2. Hub Programme

Hub East Central Scotland Territory
Direct Award or Mini Competition

Available Contractors (Supply Chain Partners)

- BAM Construction
- Robertson Construction
- Kier Construction
- Marshall Construction
- Ogilvie Construction
- Maxi Construction
- Hadden Construction

The Scotland-wide hub programme is based on a partnership between the public and private sectors to deliver new community facilities and provides the public sector with a mechanism to deliver and manage buildings more effectively, with continuous improvement leading to better value. The hub programme is compliant with Scottish, UK and EU Procurement Regulations and all suppliers on the framework are selected using both qualitative and commercial criteria and with pre-agreed capped rates for overheads and profit. The benefit of the hub programme is that it seeks to provide a complete development management service as part of the framework fees and the selection of the design team and Tier 1 contractor are undertaken together as part of the same procurement exercise.

#### Option 3. SCAPE Scotland Construction

Project Value Band £7.5m+
Direct Award only

Available Contractors (Supply Chain Partners)

- Morgan Sindall
- McLaughlin Harvey

The SCAPE Scotland Construction framework provides a direct award procurement option which is compliant with Scottish, UK and EU Procurement Regulations, however, removes competition from the selection process. The framework requires the Local Authority to sign-up to the framework Access Agreement to engage with the chosen supply chain partner following which a Project Request form is issued to proceed. Both suppliers on the framework have been selected using both qualitative and commercial criteria and with pre-agreed capped rates for overheads and profit. Whilst this option enables the procurement of the Tier 1 Contractor, a separate procurement exercise would also be required to procure and appoint a multi-disciplinary design/consultant team in addition to the



contractor. This could also be undertaken through Scape through the Built Environment Scotland framework which again is a direct award framework.

#### Option 4. Scottish Procurement Alliance (SPA)

Public Buildings Construction & Infrastructure (PB3)
Workstream 4 – New Build Refurbishment and Infrastructure
Project Value Band – Over £25m
Direct Award or Mini Competition

Available Contractors (Supply Chain Partners)

- Balfour Beatty Construction
- BAM Construction
- Kier Construction
- Morgan Sindall

The SPA PB3 framework is an OJEU compliant framework for the procurement of any works, products or services for consultancy, construction, refurbishment and maintenance projects. The framework has over 100 Partners in Scotland consisting of Local Authorities, social landlords and other public sector bodies and is compliant with the Scottish public sector procurement rules for use by public sector organisations in Scotland. The term of the framework runs from 1<sup>st</sup> October 2021 to 30<sup>th</sup> September 2025; however, individual call-off projects can be completed beyond the four-year duration of the framework as long as a contract is in place prior to the framework expiry date. The framework allows for either direct award or mini competition of the supply chain partner, however, a separate procurement exercise would be required to procure the external consultants (design team) in addition to the contractor.

#### Option 5. Procurement Hub

Major Projects Framework 2 (MPF2) – Lot 1 – Scotland Direct Award only

Available Contractors (Supply Chain Partners)

Robertson Construction

The Procurement Hub MPF2 framework provides a direct award procurement option to a single supplier in the Scotland region with preagreed capped rates for overheads and profit. The term of the framework runs from 04<sup>th</sup> April to 03<sup>rd</sup> April 2026; however, individual call-off projects can be completed beyond the four-year duration of the framework as long as a contract is in place prior to the framework expiry date. Whilst this option enables the procurement of the Tier 1 Contractor, a separate procurement exercise would also be required to procure and appoint a multi-disciplinary design/consultant team in addition to the contractor.



#### Option 6. Public Contracts Scotland (PCS) - Tender

Open or Closed Competitive Tender Process

Contractors (Supply Chain Partners)

• Any/all pre-qualifying contractors

The PCS-Tender is a centrally funded system by the Scottish Government. The system is a secure means for buyers and suppliers to manage tender exercises online using the standard Scottish Procurement Document (SPD) (Scotland) and Invitation to Tender (ITT) templates. The system enables an open or closed competitive tender process, however, places significantly more responsibility and requirements on the buyer to create the relevant documentation and manage the procurement process and can take considerably more time to procure services and works.



#### 3. Scoring Criteria

The following key criteria has been established in respect of determining the most appropriate procurement strategy for this project. In response to feedback and to reflect the views of different stakeholders within the Senior Project Team, the proposed weightings against each criterion have been agreed<sup>1</sup>.

Table 1: Scoring Criteria

Scoring Criteria W					
No.	Category	Description	(%)		
1	Time	Due to there currently being no public swimming facilities in Clackmannanshire following closure of the Alloa Leisure Bowl, the project should be progressed as quickly as possible. This criterion appraises the ability of each option to proceed to the next stages of design and construction.	25.0%		
2	Cost	The project needs to be delivered within the allocated funding and must represent excellent value for money, however delivering a 'low cost' solution at the expense of time or quality is not considered the primary driver. This criterion considers the ability of each option to deliver value for money and introduce competition into the tender process.	18.0%		
3	Quality	The procurement route should provide access to a pool of appropriate contractors who have experience in delivering facilities of this nature to a high-level of quality. Assessment under this category is focussed on whether the framework provides access to an appropriate pool of contractors who may be able to demonstrate quality across a range of contractor options.	22.0%		
4	Resource	Clackmannanshire Council have limited internal management resources and capacity to deliver this major project, thus the ability to transfer management obligations should be maximised. This criterion assesses the provision under option to help alleviate the internal resource challenges.	20.0%		
5	Risk	The transfer of development risk from Clackmannanshire Council to an external party for the purpose of the project delivery process is desirable, therefore this category is assessing the level of risk transfer between each option and the related risk management support contained within each (if at all).	15.0%		



<sup>&</sup>lt;sup>1</sup> The weighting of each category has been discussed and agreed by members of the WBH/Lochies School Senior Project Team. The discussion took into account feedback from meetings with Strategic Directors, Procurement, Legal and members of the Administration.

The scoring of each framework has been developed by allocating a score of 1-10 based on these criteria with 1 being 'Unacceptable' and 10 being 'Outstanding'. Refer to Table 2 for the defined list of scores and their associated descriptions.

Table 2: Scoring Range and Descriptions

Scores	Description
1	Unacceptable
2	Very Poor
3	Poor
4	Unsatisfactory
5	Moderate
6	Satisfactory
7	Good
8	Very Good
9	Excellent
10	Outstanding



#### 4. Assessment

By considering each procurement option against the identified criteria, the following assessment has been developed based on Thomas & Adamson's knowledge and experience of each procurement option. The scoring has been undertaken by two (2) individuals through discussion around each criterion to agree a consensus score.

Table 3: Scoring Assessment

Scor	ing Critoria	Weighting	Option 1		Option 2		Option 3		Option 4		Option 5		Option 6	
3001	Scoring Criteria Weighting		ccs		HUB		SCAPE		SPA PB3		MPF2		PCS	
No.	Category	(%)	Score	Weighted Score										
1	Time	25.0%	6	1.50	9	2.25	7	1.75	6	1.50	7	1.75	3	0.75
2	Cost	18.0%	7	1.26	7	1.26	5	0.90	7	1.26	5	0.90	9	1.62
3	Quality	22.0%	9	1.98	7	1.54	3	0.66	7	1.54	3	0.66	5	1.10
4	Resource	20.0%	5	1.00	9	1.80	6	1.20	5	1.00	5	1.00	2	0.40
5	Risk	15.0%	6	0.90	7	1.05	6	0.90	6	0.90	6	0.90	3	0.45
Tota	ıl	100%		6.64		7.90		5.41		6.20		5.21		4.32
Rank				2		1		4		3		5		6

The following table summarises the rationale behind the scoring and assessment of each option against the defined criteria.

Table 4: Scoring Rationale / Commentary

Scor	ring Criteria	Scoring Rationale / Commentary
No.	Category	
1	Time	HUB have scored highest against the time criterion. This is due to their previous involvement and familiarisation with the project and are therefore best placed to commence the next stages quicker. In addition, this is a framework the Authority are familiar with, and therefore this will also reduce procurement time as there will be a learning curve to engage with and understand other framework options.
		CCS, SCAPE, SPA PB3 and MPF2 have all scored similarly under this criterion as they all offer a comparable and relatively quick process to engage with the market, with SCAPE and MPF2 scoring slightly higher as they



		are direct award. PCS has scored lowest as it is recognised that this is a far more involved and lengthy process for the Authority to undertake a comprehensive procurement exercise.
2	Cost	For the cost criterion, PCS have scored highest as this mechanism provides a more competitive procurement exercise to be undertaken as the tender process is open to all pre-qualifying suppliers. All other framework options have pre-agreed fee limits (caps), however, CCS, HUB and SPA PB3 all include a mini-competition process which drives further competition from the suppliers whilst SCAPE and MPF2 are direct award and therefore eliminates any competition.
3	Quality	Regarding quality, CCS have scored highest as this option provides access to a wider range of potential suppliers which in turn will promote competition in the quality of their qualitative tender submissions and increases confidence in appointing appropriate and capable suppliers. Both HUB and SPA PB3 also score highly in this category as again they have multiple suppliers on their supply chains and offer a mini-competition selection process to help evaluate the quality and capability of the prospective suppliers. PCS also offers a qualitative assessment, whilst SCAPE and MPF2 again are direct award and may negate the ability to assess the competency to deliver the project.
4	Resource	Against the resource criterion, HUB have again scored highest as the scope contained within the Territory Partnering Agreement (TPA) effectively delegates a 'development management' role to HUB which provides an additional level of support to the Authority compared to the other options. HUB also enables other appointments to be made to support and supplement the Authority's existing resources which will be vital to the success of the project. CCS, SCAPE, SPA PB3 and MPF2 all score comparably under this category, however, do not provide the same level of support as HUB.
5	Risk	As with the resource criterion, HUB have again scored highest for the transfer and management of risk. This again is attributed the 'development management' role offered by HUB which provides an additional level of support to the Authority compared to the other options by taking an active role in managing the supply chain and delivery process.



#### 5. Conclusion and Recommendation

Scoring the identified procurement options, based on the established criteria, provides the following ranking for the most appropriate procurement route for this project:

- 1. Hub Programme Hub East Central Scotland Territory
- 2. Crown Commercial Services (CCS) Lot 4.2: Construction Works & Associated Services (CWAS) Scotland
- 3. Scottish Procurement Alliance (SPA) Public Buildings Construction & Infrastructure (PB3)
- 4. SCAPE Scotland Construction
- 5. Procurement Hub Major Projects Framework 2 (MPF2) Lot 1 Scotland
- 6. Public Contracts Scotland (PCS)

Based on the output of this assessment, we conclude that any of the top three ranked options could be considered as an appropriate mechanism for procuring the project. However, it is our recommendation that Hub East Central Scotland Ltd be used as the procurement vehicle for the design, procurement and construction of the Wellbeing Hub and Lochies School project.

In addition to this appraisal, and in response to the longstanding relationship between Clackmannanshire Council and Hub East Central Scotland Ltd for procuring capital projects, the Council have also undertaken due diligence on the hub framework to ensure lessons are being learned and to improve the performance and successful delivery of projects.

Furthermore, the Project Team have also engaged with Perth and Kinross Council (PKC) to acquire lessons learned and feedback on the performance of the hub framework for a current Passivhaus project they are delivering and validate the outcome of the appraisal.

The feedback received from PKC advised that hub have been good throughout the project and fully engaged in the design and Passivhaus process. In addition, the selected contractor also performed very well and understood that communication was key to the successful delivery of the project which was delivered within the Project Budget (Affordability Cap).

In addition, and as identified in the introduction of this document, the capability and experience of the supply chain partners to deliver the project is integral to its successful delivery and the hub framework includes three (3) Tier 1 Contractors capable of delivering a project of this scale and with Passivhaus experience.

The hub model is differentiated from the other framework options as it provides a comprehensive 'development management' solution, while retaining the ability to undertake a competitive tendering process for the main contractor (and design team). It therefore provides competition to demonstrate value from the supply chain selection process, while supporting the project with additional resources.

While there is limited availability of resource within Clackmannanshire Council and there are therefore benefits from the hub model in this regard, careful consideration should be given to the strategic, management and technical support required to monitor the hub activities. This would include monitoring of technical outputs and commercial processes.





## Appendix H Hubco New Project Request











#### **hub Programme**

**New Project Request** 

Design and Build new Wellbeing Hub and Lochies School
Clackmannanshire Council

26<sup>th</sup> September 2023









#### Introduction

The New Project Request (NPR) stage within the hub Programme, is of critical importance, to the success of the project. The NPR will develop between Clackmannanshire Council (Participant) and Hub East Central Scotland Ltd (hubCo) to detail the requirements of the development and delivery of the project. Agreement of the NPR between the Participant and the hubCo is contractually binding under the terms of the Territory Partnering Agreement and it represents the baseline against which project delivery performance will be measured.

The NPR is the starting point in the project's development; and is intended to outline the project definition including the service(s) which will be delivered from the facility, the functionality required of the building to support those services, which in turn will enable excellence in delivery, it's physical and environmental performance, the contribution which it will make to its locality and surrounding community. The capital budget, it's future cost in use and the timeframe within which it is required to be delivered will also be defined, within the NPR.

This New Project Request reflects the changes in the project procurement environment since the inception of the hub Programme. In particular, it emphasises the focus by Scottish Government upon the priorities of Net Zero, Place and Inclusive Economic Growth. It also incorporates the knowledge gained across the hub Programme in briefing and defining projects at an early stage.









#### **New Project Request**

This New Project Request is issued under the terms of the Territory Partnering Agreement. hubCo is asked as part of its Project Development Partnering Services to develop a new project in accordance with the following information.

New Project Request	Design and Build new Wellbeing Hub and Lochies School		
New Project Request issue date	26 <sup>th</sup> September 2023		
New Project Request issued by	Lorraine Sanda – Strategic Director (People) and Senior Responsible Officer (SRO)		
Signature	Loren Sels		

Project Title	Wellbeing Hub and Lochies School (Alloa West)
Relevant Participant(s)	Clackmannanshire Council
Single Point of Contact for Project	Andrew Ayres will be the single point of contact acting on behalf of Clackmannanshire Council (the Participant) and undertaking the role of the Authority Project Manager.  M. +44 (0) 7842 306 273









E: Andrew.Av	res@thomasandadamson.c	om
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Other primary points of contact for the project will be:

Robbie Stewart who is the Senior Manager for Sport & Leisure and will be fulfilling the role of Project Director on behalf of the Participant.

M: 07890 988 350

E: rstewart@clacks.gov.uk

Alison Mackie who is undertaking the role of the Senior User and Client Project Lead for Sport & Leisure.

T: 01259 452 338 M: 07860 908 511

E: amackie@clacks.gov.uk

Ben McGinlay who is undertaking the role of the Senior User and Client Project Lead for Education.

E: <a href="mailto:clbmcginlay@glow.sch.uk">clbmcginlay@glow.sch.uk</a>

The Project Directory for the Authority (Participant) is included in Volume 1 - Project Brief Supporting Documentation.

#### **Project Brief**

The Project Brief is attached to this this New Project Request (NPR) and includes the following content and information:

- 1. Project Title and Description
- 2. Project Vision and Objectives
- 3. Location and Background Information
- 4. Site Information
- 5. Project Directory
- 6. Project Organisation Structure



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	7. Project Governance Structure 8. Project Budget (Affordability Cap) 9. Project Delivery Programme 10. Funding Sources and associated requirements 11. Schedule of Accommodation 12. Previous Feasibility Study / Options Appraisal Reports 13. Communications Strategy 14. Co-Design Requirements 15. Place Based Approach 16. Community Wealth Building and Wellbeing Economy Principles 17. List of Services Required 18. Information Management
	The Project Brief will continue to be monitored and will be updated as required during hub Stage 1 and Stage 2.
	In addition to the Project Brief content referred to above, the following volumes of supporting and supplementary information are included:
	Volume 1 – Project Brief Supporting Documentation
	Volume 2 – Authority's Construction Requirements (ACRs)
	Volume 3 – Site Information
	Clackmannanshire Council (Participant) would like to consider that adoption of the Project Bank Account (PBA) for inclusion within the Standard Form Design & Build Development Agreement (DBDA) through agreement with hubCo and the Tier 1 Contractor.
Specific Requirements	The Lochies School element of the project is funded by the Authority's Capital Plan, however, the Participant has applied for Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government. The design, construction and operation of the asset must therefore fulfil the criteria required by the LEIP funding.









	The Participant will be preparing an Outline Business Case and a Full Business Case in parallel with both hub Stage 1 and Stage 2 respectively and the Participant will require technical and commercial input into the relevant sections of the Business Case where requested.				
Scope of Project Development Partnering Services	Previous preparatory work has been undertaken through Strategic Support Partnering Services (SSPS) and the associated outputs are included within Volume 1 Project Brief Supporting Documentation. However, these elements of work will not reduce the scope of work for the Project Development Partnering Services.				
	The services which are understood to be in addition to the standard Project Development Partnering Services are listed under section 17 of the Project Brief and are included within the Affordability Cap. These include, but are not limited to the following:				
	<ul> <li>(i) Passivhaus Certifier</li> <li>(ii) Principal Designer</li> <li>(iii) Co-Design Advisors</li> <li>(iv) BIM Information Manager</li> <li>(v) Business Case Support – Economics and financial modelling</li> <li>(vi) Planning Consultant</li> <li>(vii) Specialist Pool Designer</li> <li>(viii) Specialist Gym Designer</li> <li>(ix) Clerk of Works</li> <li>(x) Independent Tester / Certifier – Review, check and validate completion documents.</li> </ul>				
	The scope of these additional services must be agreed with the Participant prior to their appointment.				







#### SCOTTISH FUTURES TRUST

Affordability Cap	The total Project Budget (Affordability Cap) is £65,000,000.00 for all three (3) core components namely the Wellbeing Hub, Lochies School and the external landscaping and supporting infrastructure.
	The Affordability Cap includes the following costs for which hubco are responsible for delivering:  (i) The cost of construction.  (ii) Associated development fees.  (iii) Fees associated with services which are in addition to the standard Project Development Partnering Services.  (iv) Inflation.  (v) Risk.  (vi) Utilities and diversion of utilities.  (vii) Fixtures, Fittings and Equipment.  (viii) Demolition and site clearance (as required).  (ix) Associated infrastructure (access roads, drainage etc).
	The Affordability Cap takes cognisance of the LEIP funding metrics for the Lochies School element(s) of the development and the Affordability Cap should be reconciled to these cost metrics.
	The Affordability Cap includes the additional services listed under section 17 of the Project Brief.
Comparator Agreement Programme	Proposed dates for the Participant and hubco to agree which elements and components of the Pricing Data as contained within the Territory Partnering Agreement (TPA) Proformas are appropriate comparators for the new project.  (i) Wednesday 04 <sup>th</sup> October 2023 (ii) Wednesday 11 <sup>th</sup> October 2023 (iii) Wednesday 18 <sup>th</sup> October 2023







#### SCOTTISH FUTURES TRUST

Project Additionality	hubco shall perform against the project specific Key Performance Indicator's (KPIs) contained within and/or appended to the Territory Partnering Agreement (TPA) in agreement with the Participant.
	hubco and its supply chain shall deliver the Social Value and Community Benefits outcomes/targets defined and proposed during the supply chain selection process as part of their bids/submissions for both the Pre-Qualification Questionnaire (PQQ) and interview.
	Requirements regarding Community Wealth Building are defined within the Project Brief.
Stage 1 Requirements	hubCo will produce a Stage 1 Submission in accordance with paragraph 4 of Schedule Part 5 to the TPA. The Authority (Participant) would like to undertake a 'mini' options appraisal around the pool facilities to explore the benefits of incorporating 'leisure type' elements and the potential impacts on the technical design, capital cost and revenue costs.
	Refer to the supporting and supplementary documentation included in Volume 1 for previous feasibility studies and options appraisals.
Other Information	Draft Authority Construction Requirements have been prepared and submitted along with this New Project Request (NPR). These will continue to be developed in parallel with hub Stage 1. In addition, the Participant will be developing their equipment requirements to inform the Stage 1 and Stage 2 design process.
Circulation	This New Project Request is formally issued by the Participant to:
	Gary Bushnell – Chief Executive – hub East Central Scotland Ltd.
	Paul Whitson – Commercial Manager – hub East Central Scotland Ltd.
	Emma Silvey – Project Director – hub East Central Scotland Ltd.
	Gordon Sheriff – Territory Programme Director – Scottish Futures Trust.

### Appendix I Hubco Stage 2 Pricing Report



International Construction & Property Consultancy

Project Description:	Alloa West Leisure Hub and
	Lochies ASN School
	Stage 2

Combined Adjusted Following VE

 Building GIFA
 Area

 Hub
 6,618 m²

 ASN
 2,576 m²

 GIFA
 9,194 m²

					GIFA	9,194 m²		
		Affordability Cap		Unit		ACTUAL COST TENDER RETURNS		
cing Re	port Cost Estimate Summary Table		Quantity					
Ref	Element				Unit Rate	Elemental Cost	Cost/m2 GIFA	
		(£)	а		d	e= a x d (£)	(£)	
	CONSTRUCTION COST							
	PRIME COST							
а	1 Substructure			m²		£ 14,726,858	£1,601.79	
b	2 Superstructure							
	2A Frame			Tonne		£ 2,924,846	£318.13	
	2B Upper Floors			m²		£ 77,332	£8.41	
	2C Roof 2D Stairs			m² Nr		£ 4,616,337 £ 307,837	£502.10 £33.48	
	2E External Walls			m²		£ 2,535,218	£275.75	
	2F Windows and External Doors			Nr		£ 1,641,131	£178.50	
	2G Internal Walls and Partitions			m		£ 3,105,563	£337.78	
	2H Internal Doors			Nr		£ 707,073	£76.91	
С	Element Total Superstructure					£ 15,915,336	£1,731.0	
	3 Internal Finishes					4 000 000	0440.05	
	3A Wall Finishes 3B Floor Finishes			m² m²		£ 1,020,039 £ 926,958	£110.95 £100.82	
	3C Ceiling Finishes			m²		£ 926,958 £ 754,774	£82.09	
	3D Decoration			m2		£ 518,858	£56.43	
d	Element Total Finishes					£ 3,220,629	£350.30	
е	4 Fittings & Furnishings			m²		£ 1,990,092	£216.46	
	5 Services							
	5A Sanitary Appliances			m²			£0.00	
	5B Services Equipment			m²			£0.00	
	5C Disposal Installations			m²			£0.00	
	5D Water Installations			m²			£0.00	
	5E Heat Source			m²			£0.00	
	5F Space Heating and Air Conditioning			m²		£ 15,599,637	£1,696.7	
	5G Ventilating System			m²			£0.00	
	5H Electrical Installations			m²			£0.00	
	5I Gas Installations			Nr			£0.00	
	5J Lift and Conveyor Installations			Nr		£ 138,772	£15.09	
	5K Fire and Lighting Protection			m²			£0.00	
	5L Communications and Security Installations			m²			£0.00	
	5M Special Installations			m²		£ 3,189,763	£346.94	
	5N Builder's Work in Connection			m²		£ 568,988	£61.89	
	50 M&E Prelims and attendances			m²			£0.00	
f	Element Total Services					£ 19,497,160	£2,120.6	
	6 External Works							
	6A Site Work			m²		£ 2,179,580	£237.07	
	6B Drainage			m²			£0.00	
	6C BWIC External Services			m² m²			£0.00 £0.00	
	6D Minor Building Works 6E Site Abnormals			m²		£ 168,419	£0.00 £18.32	
g	Element Total External Works					£ 2,347,999	£255.38	
h	7 Demolition and Works Outside the Site			Nr		£ -	£0.00	
	Next Steps for inclusion in FC Price					£ 150,000		
	First Year Maintenance on MEP systems by FES			item		£ 70,000		
	First Year Maintenance on Pool by B&W			item		£ 10,000		
	First Year Soft Landscape Maintenance			incl		Included		
	Time Lapse Camera On Site during the Works			item		£ 14,000		
				1		1		

2	а	PRELIMINARIES Preliminaries %		%	8.00%			
	b	Preliminaries Total (2a x 1i)				£	4,622,565.89	£502.78
3		Sub-Total Prime Cost + Preliminaries (1i+ 2b)				£	62,404,639.48	£6,787.54
4		POST FINANCIAL CLOSE PROFESSIONAL SERVICES FEES						
	a b	Post FC Fee % Post FC Fees Total (3 x 4a)		%	1.58%	£	985,521.73	
							, ,	
5	а	OVERHEADS & PROFITS Overheads & Profits %		%	3.30%			
	b	Overheads & Profits Total ((3+4b) x 5a)				£	2,091,875.32	
6	а	RISK Allowance for hubco element of Risk Register		%	1.00%	£	624,046.39	
7		CONSTRUCTION COSTS TOTAL (3+4b+5b+6a)				£	66,106,082.92	£7,190.13
8		STATUTORY FEES						
	a b	Outline Planning Consent Fee Detailed Planning Consent Fee		Item Item		£	- 49,200	
	c d	Building Warrant Fee Statutory Fees Total Sum(8a-c)		Item		£	136,802 186,002	
9	-	TOTAL SURVEY FEES COST		Item		£	180,000	
		NEW PROJECT DEVELOPMENT FEE STAGE 1						
10	а	STAGE 1 PROFESSIONAL SERVICES FEES Stage 1 Professional Fees %		%	1.260%			
		Chara 4 Drafassianal Face Tatal (2 v40a)				C	700 270	
11	b	Stage 1 Professional Fees Total (3 x10a)  DESKTOP STUDY FEE		Item		£	786,378	
12		STATUTORY FEES MARK UP		iteiii		L		
'-	a b	Statutory Fees % Mark-up Statutory Fees Total % Mark-up(8a x 12a)		%	3.30%	£	_	
13	_	ADDITIONAL STAGE 1 ITEMS		%	0.10%			
	a b	Additional Stage 1 Items % (Proforma 7) Additional Stage 1 Items Total (3 x 13a)				£	62,405	
14		SURVEY FEES MARK UP						
	a b	Survey Fee % Mark-up (Proforma 2) Survey Fee Total Mark-up (9 x 14a)		%	3.30%	£	5,940	
15		Sub-Total Stage 1 Development Fee Costs (10b+11+12b+13b+14b)				£	854,723	
		NEW PROJECT DEVELOPMENT FEE STAGE 2						
16	a	STAGE 2 PROFESSIONAL SERVICES FEES Stage 2 Professional Fees %		%	2.80%			
	а	Joury 2 1 Totessional Fees /0		/0	2.00%			
		Obere O Profession 15 To 172 12 1					,	
	b	Stage 2 Professional Fees Total (3 x 16a)				£	1,745,460	

17	a b	STATUTORY FEES MARK UP Statutory Fees % Mark-up (Proforma 2) Statutory Fees Total % Mark-up ((8b+8c) x 17a)		%	3.30%	£	6,138	
18	a b c d	ADDITIONAL STAGE 2 ITEMS hubco Portion % (Proforma 2) Additional Items % (Proforma 12) Additional Items % (Proforma 8) Additional Stage 2 Items Total ((18a+18b+18c) x 3 )		% % %	2.00% 1.07%	£	1,248,093 667,730 1,915,822	
19	a b c	hubco FM Market Test Costs (DBFM only) Indicative Annual FM Cost Cost to Market Test % (Proforma 2) Market Test Total (19a x 19b)		Item %		£	-	
20		Sub-Total Stage 2 Development Fee Costs (16b+17b+18d+19c)				£	3,667,421	
21		NEW PROJECT DEVELOPMENT FEE COST TOTAL (15+20)				£	4,522,143	£491.86
22	a b	ADDITIONAL FEES % of sub-total (3) Proforma 11 Total Additional Proforma 11 Fees (3 x 22a)		%	0.50%	£	312,023	
23		TOTAL NEW PROJECT COST (7+8d+9+21+22)				£	71,306,251.55	£7,755.74
24		PROGRAMME START Inflation to site start 2Q 2025						
		CONTINUOUS IMPROVEMENT TARGET TOTAL NEW PROJECT COST (23 - 24b)				£	71,306,251.55	£7,755.74

## Appendix J <a href="AccommodationSchedule">Accommodation Schedule</a>



International Construction & Property Consultancy

7406 411							
	oa Wellbeing Hub and Lo COMMODATION - Rev PO3, 02.04.2025 Adjusted						
				Revit Model Actual A	ea		
REF	ROOM NAME	JMA ID	AVERAGE ROOM AREA	NO. OF SPACES	TOTAL AREA	COMMENTS	ROOM NUMBERS
G.061	WBH WET ACCOMMODATION Main Swimming Pool	12-003	562.50	1	562.5 m²		G.061
G.072 G.059	Main Pool Store Teaching Pool	12-002 12-011	56.60 204.20	1 1	56.6 m <sup>2</sup> 204.2 m <sup>2</sup>		G.072 G.059
G.084 G.057	Water Area Teaching Pool Store	12-013 12-012	143.40 26.80	1	143.4 m <sup>2</sup> 26.8 m <sup>2</sup>	Room renamed to Solash Pool	G.084 G.057
G.075 G.074	Sauna Steam Room	12-007 12-009 12-006	7.30 6.70	1	7.3 m <sup>2</sup> 6.7 m <sup>2</sup>	Room is now part of Pool Plant 13-003	G.075 G.074
G.073 syaries>	Pool Water Test Room Wet First Aid Room Accessible Changing Places & AWC	12-006 12-015 12-001	17.70 14.80	1 2	17.7 m <sup>2</sup> 29.6 m <sup>3</sup>	Room is now part of Pool Plant 13-003	G.073 G.064, G.062
G.065 G.055	Pool Spectator Seating Wet Changing	12-005 12-014	99.80 315.40	1 1	99.8 m <sup>2</sup> 315.4 m <sup>2</sup>		G.055 G.055
G.063 G.056	Pool Side Shower School Changing	12-004 12-008	18.50 61.80	1	18.5 m <sup>3</sup> 61.8 m <sup>3</sup>	Room added to Design during Stage 1 Room added to Design during Stage 1	G.053 G.056
C04.G	Circulation Cold Plunge	12-010 12-016	21.90	1	21.9 m <sup>2</sup>	Room added during VE phase Room removed during VE phase	C04.G
G.070	Pool Maintenance Chemical Store	12-017	11.30	1	11.3 m <sup>3</sup>	Room added to Design during Stage 1, area taken from pool store Room assigned to WBH Infrastructure	G.070
G.055A G.066	Buggy Parking Life Guard	12-019 12-020	4.30 6.40	1 1	4.3 m <sup>2</sup> 6.4 m <sup>2</sup>	Toolin addition to work annual octore	G 055A G 066
					1594.2		
G.034 syaries>	WBH DRY ACCOMMODATION Sports Hall	10-011	653.00 38.45	1	653 m <sup>3</sup> 76.9 m <sup>3</sup>		G.034
<pre><varies> 1.051</varies></pre>	Sports Hall Store Sports Hall Bleacher Community Multi-Purpose Room 1	10-013	38.45 29.10 224.00	2	76.9 m² 58.2 m² 224 m²		G.0358. G.035A G.036, 1.060 1.051
1.057	Community Multi-Purpose Room 2 Community Multi-Purpose Room 3	10-006 10-007	100.40	1	100.4 m <sup>2</sup>	Room removed during VE phase	1.057
1.052 1.053	CMP Room Store 1 CMP Room Store 2	10-002 10-003	25.00 25.30	1	25 m <sup>2</sup> 25.3 m <sup>2</sup>		1052 1053
1.058	CMP Room Store 3 Fitness Suite	10-004	234.80	1	234.8 m <sup>2</sup>	Room removed during VE phase  Ross - reduce / combine areas and move to level 01	1.058
G.015	Fitness Suite Store Childrens Play Area	10-010 10-014	230.40	1	230.4 m <sup>2</sup>	Room removed during VE phase	G.015
<varies></varies>	Clip N Climb Dry Changing Village	10-001 10-008	80.75	2	161.5 m²	Room removed during VE phase	G.020. 1.038
G.006 1.067	Drv First Aid Room Flexible Fitness Space	10-015	7.50 252.30	1	7.5 m <sup>2</sup> 252.3 m <sup>2</sup>	Ross - add room Ross - remove area from Fitness Suite and create	G.006 1.067
1.056 C.05F	Flexible Fitness Store Circulation	10-017 10-018	12.60 38.10	1	12.6 m <sup>2</sup> 38.1 m <sup>2</sup>	separate flexbile fitness space on level 00  Ross - maintain storage area  Circulation part of Dry Changing Village at GF	1.056 C.05F
1.059	Fitness Instructors Room	10-019	38.10 4.50	1	4.5 m² 2104.5	Circulation part of Dry Changing Village at GF  Ross - add room	C.05F 1.059
	WBH ANCILLIARY AREAS						
G.003 G.001	Reception Foyer/Entrance Lobby	08-013 08-007	19.70 152.00	1	19.7 m <sup>2</sup> 152 m <sup>2</sup>		G.003 G.001
cvaries> G.050 G.007	Community Social Space Cafe	08-003 08-002 08-008	40.95 142.70 7.70	1	81.9 m <sup>2</sup> 142.7 m <sup>2</sup> 7.7 m <sup>2</sup>		G.002.1.001 G.050
G.007 G.005	Klosk Storage Duty Manager Staff Room	08-006 08-014	7.70 17.80 40.20	1	17.8 m <sup>2</sup> 40.2 m <sup>3</sup>		G.007 G.005
<varies> G.009</varies>	Staff WC / Change Office Storage	08-016 08-011	3.95 5.60	2	7.9 m <sup>2</sup> 5.6 m <sup>2</sup>	Room required for staff, adjacent to Staff Room.	1.009, 1.008 G.009
<varies> 1.004</varies>	Consultation Room Quiet Room	08-004 08-012	14.15 23.90	1	28.3 m <sup>2</sup> 23.9 m <sup>2</sup>		1.006, 1.005 1.004
G.008 <varies> 1.007</varies>	Sport and Leisure Team Office Meeting Room	08-015 08-009 08-010	40.80 19.87 7.50	3	40.8 m <sup>2</sup> 59.6 m <sup>2</sup> 7.5 m <sup>2</sup>		G.008 1.003.1.002.1.065 1.007
G.004 G.001A	Meeting Room Store Quiet Space Lobby Seating	08-003-1 08-001	7.50 18.50 8.50	1 1	7.5 m² 18.5 m² 8.5 m²		1.007 G.004 G.001A
	LOSSY Schools	11			662.6		Jacobs
	LOCHIES CORE LEARNING AND TEACHING						
<varies></varies>	TEACHING Class Base	02-002	61.12	9	550.1 m <sup>2</sup>		G.118, G.209, G.205, G.116, G.104, G.111, G.107, G.100, G.215
evaries>	Stimulation/Quiet Room	02-007	9.65	6	57.9 m <sup>2</sup>		G.130, G.105, G.202, G.112, G.119, G.211
<varies></varies>	ANCILLARY SPACES Hyziene Class Store	02-005	13.17 3.70	9	118.5 m <sup>2</sup> 11.1 m <sup>2</sup>		G.101. G.109. G.124. G.206. G.207. G.102. G.108. G.212. G.125 G.126, G.103, G.208
<varies></varies>	Chair Store	02-001	7.77	9	69.9 m²		G.116A, G.205A, G.104A, G.118A, G.215A, G.100A, G.107A, G111A, G209A
<varies></varies>	Cloak Store  GP Base	02-004	4.70	9	42.3 m <sup>3</sup>	Ben - room added to Design during Stage 1. Rooms	G.199, G.141, G.177, G.172, G.106, G.111, G.182, G.135, G.120
G.227	Pupil WC	02-008	3.00	1	3 m <sup>2</sup> 852.8	moved to Class Base during VE phase.  Ben - room added to Design during Stage 1.	G.227
	LOCHIES SHARED LEARNING AND				032.0		
	TEACHING TEACHING						
G.230	Multi Sensory Room Therapy Room	04-007	35.80	1	35.8 m <sup>3</sup>	Rooms removed before Stage 1 Ben - 1 pupil & 1 specialist, potential to reduce size	G.230
<pre><varies></varies></pre>	Practical/Craft ANCILLIARY SPACES	04-011	21.65	2	43.3 m <sup>2</sup>	from brief size.	G.117. G.216
G.229	Therapy Assessment Store	04-009	9.30	1	9.3 m <sup>2</sup> 88.4	Ben - potential to be reduced from brief size.	G.229
	LOCHIES SUPPORT / ADMIN / WHOLE						
	SCHOOL  Gym Hall and Communal Dining	05-002	157.70	1	157.7 m²	Ben - reduce area based on Beatly room size. Room	6.139
G.139 G.128	Medical Room NHS	05-007 05-014	25.30 57.40	1	25.3 m <sup>2</sup> 57.4 m <sup>2</sup>	combined with Gym Hall during VE phase.	G.128
G.137 G.143	Staff Room Admin/Reception	05-001	24.00	1	24 m²	Combined with Resource Room.  Ben - remove and combine with reprographics room area.	G.137 G.143
G.201 G.140	Management Office Meeting Room	05-006 05-010	21.00 12.90	1 1	21 m² 12.9 m²	Previously named Parents Room.	G.201 G.140
	Entry / Waiting	05-004				Ben - include multiple entrances for pupil / staff, visitors via WBH entrance. Room removed during VE	
G.151 G.141	Equipment Room	05-005 05-012	53.40 6.30	1	53.4 m² 6.3 m²	phase	G.151 G.141
G.141 G.129	School / Admin Store Medical Store	05-008	5.30	1	5.3 m² 363.3	Room added to Design during Stage 1.	G.141 G.129
	LOCHIES PHYSICAL EDUCATION /						
	MOVEMENT LEARNING AND TEACHING						
G.146	Gvm Hall Rebound Therapy	04-002 04-005	19.90	1	19.9 m <sup>3</sup>	Room combined with Communal Dining during VE  Ben - can be reduced, Beatly 20m.  Reduced to 20m people to Room pring from 125m to	G.146
G.225	Hydrotherapy Pool ANCILLARY SPACES	06-001	72.60	1	72.6 m <sup>2</sup>	Reduced to 20m pool by Ben going from 135m to 65m space.	G.225
<varies> G.147</varies>	Hydrotherapy Pool Store Gym Store	04-004 04-003	9.55 22.90	2	19.1 m <sup>2</sup> 22.9 m <sup>2</sup>	Ben - likely can be reduced Wallyford Sm.	G 224, G 158 G.147
<varies></varies>	Changing and Showers	06-002	8.17	7	57.2 m² 191.7	Ben - for 6 users, potential to reduce	G.226A. G.226B. G.226C. G.226E. G.226D. G.226F. G.08D
	INFRASTRUCTURE						
G.052 <pre>svaries&gt;</pre>		11-005 11-006	57.30 2.89	1 15	57.3 m <sup>2</sup> 43.4 m <sup>2</sup>		G 052 1.032, 1.012, 1.013, G.030A, G.031B, 1.014, 1.015, 1.016, 1.033, G.030B.
<pre><varies> <varies></varies></varies></pre>	INFRASTRUCTURE WELLBEING HUB Kitchen WC AWC Baby Chanse / Feeding	11-006 11-007 11-001	2.89 6.90 7.00	1 15 5 2	43.4 m <sup>2</sup> 34.5 m <sup>2</sup> 14 m <sup>2</sup>		
<pre><varies> <varies> <varies> G.121 <varies></varies></varies></varies></varies></pre>	INFRASTRUCTURE WELBEING HUB KILThen WC AWC Babv Chanee / Feedine Central Cleaners Store Cleaner Store	11-006 11-007 11-001 11-002 11-003	2.89 6.90 7.00 5.80 5.10	1 15 5 2 1 3	43.4 m² 34.5 m² 14 m² 5.8 m² 15.3 m²		1.032, 1.012, 1.013, G.030A, G.031B, 1.014, 1.015, 1.016, 1.033, G.030B, 1.031, 1.030, G.01B, 1.055, G.031D
<pre><varies> <varies> <varies> G.121</varies></varies></varies></pre>	INFRASTRUCTURE WELLBEING HUB Kitchen WC AWC Baby Chanse / Feedine Central Cleaner Store Cleaner Store WBH Switch Room WBH Server/T:	11-006 11-007 11-001 11-002 11-003 11-004 11-008	2.89 6.90 7.00 5.80	1 15 5 2 1 3 1 2	43.4 m <sup>3</sup> 34.5 m <sup>3</sup> 14 m <sup>3</sup> 5.8 m <sup>3</sup>	Miscellaneous sponane area presented in the	1.032_1.012_1.013_G.030A_G.031B_1.014_1.015_1.016_1.033_G.030B_ 1.031_1.030_G.01B_1.055_G.031D 6_053_G.054 G.121
varies> varies> varies> G.121 varies> G.039 varies>	INVERASTRUCTURE WELLERING HUB KITCHEN WC. AMC. Channer / Freeding Central Cleaners Store Cleaner Store Cleaner Store WBB Switch Room WBB Switch Room Store Channer Freeding Channer Freeding	11-005 11-007 11-001 11-002 11-003 11-004 11-008 11-011	2.89 6.90 7.00 5.80 5.10 44.50 16.30	1 15 5 2 1 3 1 2	43.4 m <sup>2</sup> 34.5 m <sup>2</sup> 14 m <sup>2</sup> 5.8 m <sup>2</sup> 15.3 m <sup>2</sup> 44.5 m <sup>2</sup> 32.6 m <sup>2</sup>	Miscelluneous storage area, potential to be resourced for M&F rises. Soon added to fail under State 1	1092 1092 1031 6 0000.6 00101 1094 1094 1094 1095 1096 1098 6 0000  6.003 6.004  6.004 6.004  6.005 6.005  6.009 6.005  6.009 6.009  6.009  6.009  6.009
<varies> <varies> <varies> G.121 <varies> G.039 <varies> G.019 G.040</varies></varies></varies></varies></varies>	INFRASTRUCTURE WILLIAMS HIB SINDER SINDER WC ANY ANY ANY ANY Baby Chanse / Feeding Control Channes Store WIS Service Any WIS Service Any Sinder Sinder Channing Flages Channing Flages Channing Flages Type Channing Flages	11-006 11-007 11-001 11-002 11-003 11-004 11-008 11-011 11-009 11-010	2.89 6.90 7.00 5.80 5.10 44.50 16.30	1 15 5 2 2 1 3 1 1 2	43.4 m² 34.5 m² 14 m² 5.8 m² 15.3 m² 44.5 m² 32.6 m² 27.1 m² 27.1 m²	repurposed for M&E risers.	1992 1092 1093 6 0900.6 09188 1094 1095 1096 1098 6 0908 6095 1094 1095 1095 1095 1095 1095 1095 1095 1095
varies> varies> varies> G.121 varies> G.039 varies>	INFRASTRUCTURE WILLIAMS (1988) Striken W. W. Striken S	11-005 11-007 11-001 11-002 11-003 11-004 11-008 11-011	2.89 6.90 7.00 5.80 5.10 44.50 16.30	1 15 5 2 1 1 3 3 1 2	43.4 m <sup>2</sup> 34.5 m <sup>2</sup> 14 m <sup>2</sup> 5.8 m <sup>2</sup> 15.3 m <sup>2</sup> 44.5 m <sup>2</sup> 32.6 m <sup>2</sup>	repurposed for M&E risers.  Room added to Design during Stage 1	1992 1012 1013 G000A G081A 1014 1015 1016 1018 G000B  1081 1081 G080 G081 105 G0810  G081 G084 105 G081  G082 105 G084  G082 105 G084  G083 G081  G084 G085 G080  G085 G086 G080  G086 G086 G086  G086 G086 G086  G086 G086 G086
varies>   varies>   varies>   varies>   varies>   G.121   varies>   G.039   varies>   G.019   G.040   G.150   G.154   G.154   G.154   G.154   G.154   G.154   G.154   G.155   G.134   G.155   G.135	INFRASTRUCTURE WILLEAM ISSUE SITURD W. W. W. SING STATES S	11-006 11-007 11-007 11-001 11-002 11-003 11-004 11-008 11-011 11-009 11-010 03-006 03-005 03-007 03-007 03-004	2.89 6.90 7.00 5.80 5.10 5.10 5.10 5.10 5.10 5.10 6.30 16.30 16.30 16.30 17.80 18.10 8.10 8.10 8.10 8.10 8.10 8.10	1 15 5 5 2 1 1 1 2 1 1 1 1 1 1 1 1 1 1 1	43.4m² 345.m² 14.0m² 14.0m² 5.8.m² 15.3.m² 15.3.m² 23.6.m² 22.6.m² 22.6.m² 25.6.m² 27.1.m² 27.1.m² 6.1.m² 6.1.m² 6.1.m² 6.1.m² 6.1.m² 6.1.m² 11.8.m² 11.8.m²	repurposed for M&E risers.  Room added to Design during Stage 1	1992 1091 2013 GBOA GBBA 1984 1984 1985 1086 1088 GBBA 1988 GBBA 1
cvaries>	INFRASTRUCTURE WILLIAM ISSUE STUDEN W. W. W. STUDEN MAY CONTROLLIAM ISSUE OF STUDENTS MAY CAMPAGE Freedom Control Claraness Store Will Starten I I I I I I I I I I I I I I I I I I I	11-006 11-007 11-001 11-001 11-002 11-003 11-004 11-008 11-011 11-009 11-010 03-006 03-005 03-005 03-005 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001	2.89 6.90 7.00 8.80 8.80 18.80 18.80 18.80 18.80 18.80 18.80 27.80 8.10 4.70 4.70 4.70 4.70 4.70 4.70 4.70 4.7	1 15 5 2 1 1 1 2 2 1 1 1 1 1 1 1 1 1 1 1	43.6 m² 34.5 m² 14.6 m² 14.6 m² 15.6 m² 14.6 m² 12.6 m² 12.6 m² 12.1 m² 12.1 m² 11.6 m² 11.6 m² 11.7 m² 11.6 m²	recursosed for MEE risers.  Room added to Design during Stage 1  Room added to Design during Stage 1	1892 1091 1093 GBBA GBBB 1094 1095 1096 1098 1098 1098 1098 1098 1098 1098 1098
variety   vari	INFRASTRUCTURE WELLERGH ISBN Stilchen WC. WC. Stilchen WC.	11-006 11-007 11-001 11-001 11-002 11-003 11-008 11-011 11-009 11-010 03-005 03-005 03-005 03-007 03-012 03-004 03-001 03-001 03-003 03-001	2.89 6.90 7.00 5.80 5.80 1.80 1.80 1.80 1.80 1.80 1.80 1.80 1	1 15 5 2 2 1 1 3 3 1 2 2 1 1 1 1 1 1 1 1 1 1 1	41.4 m²  34.5 m²  14 m²  15 m²  15 m²  15 m²  12.6 m²  12.6 m²  12.1 m²  11.8 m²  11.1 m²  4.7 m²  4.7 m²  11.8 m²  12.2 m²  11.8 m²  12.2 m²  11.8 m²  12.2 m²  11.8 m²	recursosed for MEE risers.  Room added to Design during Stage 1  Room sadded to Design during Stage 1  Room sadded to Design during Stage 1  Bon - and the sadded to Design during Stage 1	1992 1091 2013 C0900. G0981 2084 1094 1095 1096 1098 G. 6008  1003 1009 1009 1009 1009 1009 1009 1009
cvaries>	INFRASTRUCTURE WYLLERING INR Studen  ANC ANC ANC ANC ANC ANC ANC ANC ANC AN	11-006 11-007 11-001 11-002 11-003 11-004 11-004 11-009 11-010 03-006 03-005 03-007 03-007 03-001 03-001 03-001 03-001 03-001	2.89 6.90 7.00 8.00 8.00 8.00 8.00 8.00 8.00 8.0	1 155 5 2 2 3 3 1 1 2 2 1 1 1 1 1 1 1 1 1 1 1 1	41.4 m²  34.5 m²  14.8 m²  15.3 m²  44.5 m²  22.6 m²  23.1 m²  44.5 m²  27.1 m²  41.1 m²  41.1 m²  42.2 m²	recursosed for M&F rizer.  Room added to Design during Stage 1  Room added to Design during Stage 1  Room added to Design during Stage 1  Bon - can this be reduced, Bestly With	1992 1092 1093 6 0900 6 0918 1094 1095 1096 1098 6 0908  6001 604  6001 604  6002 1095 6 090  6099  6099  6090  60
varies> varies> varies> varies> 6.121 varies> 6.039 varies> 6.040  6.150 6.154 6.220 6.010 6.222 varies> varies> 6.138 6.136 6.136 6.221 varies> varies> varies> varies>	INFRASTRUCTURE WITLERENG FLOR STUDEN STUDEN STUDEN AND AND AND AND AND AND AND AND AND AN	11-006 11-007 11-001 11-002 11-003 11-004 11-008 11-011 11-009 11-010 03-006 03-005 03-007 03-001	2.89 6.90 7.00 7.00 8.10 8.10 8.10 8.10 8.10 15.80 15.	1 1 1 5 5 5 7 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	414m² 135m² 14m² 14m² 14m² 15m² 15m² 15m² 15m² 15m² 15m² 15m² 17m² 15m² 17m² 15m² 17m² 15m² 15m² 15m² 15m² 15m² 15m² 15m² 15	resurroused for MME rears.  Soon added to form unusue State 1  from added to Design during State 1  from added to Design during State 1  Ben - can this be reduced, Benth XVIII  Boan added to Design during state 1	1992 1092 1093 6 0900x 6 0910 1094 1094 1094 1095 1096 6 09000 6095 6,064 6095 6,064 6096 6,065 6099 6,0690 6099 6,0690 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6090 6,090 6
varies> varies> varies> varies> 6.121 varies> 6.039 varies> 6.040  6.150 6.154 6.220 6.010 6.222 varies> varies> 6.138 6.136 6.136 6.221 varies> varies> varies> varies>	INFRASTRUCTURE WILLIAMS (1988) Stricking W. W. W. Stricking W. Stricking Str	11-006 11-007 11-001 11-002 11-003 11-004 11-008 11-011 11-009 11-010 03-006 03-005 03-007 03-001	2.89 6.90 7.00 7.00 8.10 8.10 8.10 8.10 8.10 15.80 15.	1 1 1 5 5 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1	4144"  3150"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  516"  517"	resurroused for MME rears.  Soon added to form unusue State 1  from added to Design during State 1  from added to Design during State 1  Ben - can this be reduced, Benth XVIII  Boan added to Design during state 1	1992 1092 1093 6 0900x 6 0910 1094 1094 1094 1095 1096 6 09000 6095 6,064 6095 6,064 6096 6,065 6099 6,0690 6099 6,0690 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6090 6,090 6
varies> varies> varies> varies> 6.121 varies> 6.039 varies> 6.040  6.150 6.134 6.220 6.010 6.222 varies> varies> 6.138 6.136 6.136 6.221 varies> varies> varies>	INFRASTRUCTURE WELLERGH FURB SITURD IN W. W. SINDER SINCH CONTROL OF THE	11-006 11-007 11-001 11-002 11-003 11-003 11-004 11-011 11-010 11-010 03-005 03-005 03-007 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001 03-001	2.89 6.90 7.00 9.70 9.70 9.70 9.70 9.70 9.70 9	1 1 1 5 5 5 7 1 1 1 1 1 1 1 1 1 1 1 1 1	4144"  3150"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5160"  5170"  51	responsed for MMR risers.  Soon ablief to be seen after the EVE 1  Boon ablief to Beerg or being been 1  Boon ablief to Design during base 1	1992 1092 1093 6 0900x 6 0910 1094 1094 1094 1095 1096 6 09000 6095 6,064 6095 6,064 6096 6,065 6099 6,0690 6099 6,0690 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6099 6,090 6090 6,090 6
variesy varies	INFRASTRUCTURE WILLIAMS (1888) Shirkon W. W. Shirkon W. Shirkon W. Shirkon W. Shirkon Shirkon Shirkon General Steen Shirkon General Steen General Steen General Steen General Steen General Steen General Steen Mills Steenshirk Steens House Ho	11:006 11:007 11:007 11:003 11:002 11:003 11:001 11:005 11:011 11:000 03:006 03:005 03	2.89 6.00 1.00 1.00 1.10 1.10 1.10 1.10 1.10	1 1 1 1 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1	4140"  150"	resurroused for MME rears.  Soon added to form unusue State 1  from added to Design during State 1  from added to Design during State 1  Ben - can this be reduced, Benth XVIII  Boan added to Design during state 1	1892 1891 1895 68966 68988 1894 1895 1895 1895 1895 1895 1895 1895 1895
varies   v	INFRASTRUCTURE WELLERGH ISBN SIMbin WC WC WC SIMbin WC	11:006 11:007 11:007 11:003 11:002 11:003 11:003 11:001 11:000 11:010 03:006 03:005 03	2.89 6.90 1.50 5.10 5.10 5.10 6.50 1.5.00 1.	1 1 1 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	4140" 4150"	responsed for MMR risers.  Soon ablief to be seen after the EVE 1  Boon ablief to Beerg or being been 1  Boon ablief to Design during base 1	1921 1031 1031 1031 1031 1031 1031 1031 10
variety   vari	INSPRASTRUCTURE WYTLERENG IND STORM STORM STORM STORM AND	11-006 11-007 11-007 11-002 11-003 11-004 11-008 11-011 11-008 11-011 03-006 03-005 03-005 03-007 03-007 03-001 03	2.89 6.90 7.00 1.70 1.70 1.70 1.70 1.70 1.70 1.7	1 1 15 2 2 2 3 3 3 3 3 3 4 4 4 3 5 5	414 or ' 415 or ' 100' 110' 110' 110' 110' 110' 110' 11	responsed for MME risers.  Soon added to be used and see 1  Been added to Design thering blase 1  Been and this been reduced, then the William of the Been added to Design thering blase 1  Been and this be reduced, then the William Been and this been added to Design thering blase 1  Boom added to Design thering blase 1	1922 1021 2031 G 1906 G 6918 1 2084 1 1081 1 1 1081 1 1 1
varies   v	INVERASTRUCTURE WITCHERIGHUM STICHER WITCHERIGHUM STICHER STORM ST	11:000 11:001 11	2.89 6.50 7.00 1.00 1.00 1.00 1.00 1.00 1.00 1.0	\$ 1 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	414 m² 144 m² 145 m² 14	responsed for MML risers.  Soon added to be used and see 1  Beam added to Design thering stage 1  Beam added to Design thering stage 1  Beam as and this he indused, Bearly XVIII  Beam as and this he indused, Bearly XVIII  Beam added to Design thering Stage 1  Boom removed during VII phase.  Boom removed during VII phase.  Boom removed during VII phase.	1892 1091 1091 0090 0090 1091 1094 1093 1094 1093 1090 1090 1090 1090 1090 1090 1090
varies   v	INFRASTRUCTURE WILLIAM GIRB SITURD W.  W.  W.  SINDER SIND	11:000 11:001 11:001 11:001 11:001 11:001 11:001 11:001 11:001 11:001 11:001 11:001 11:001 10	2.89 6.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00	1 1 15 15 15 15 15 15 15 15 15 15 15 15	41440' 3150'	responsed for MMR risers.  Soon addies to seem afree State 1  Boon addies to Resign of the State 1  Boon state of the State 1  Boon removed during VE phase.	1822 1091 1095 0096 00988 1094 1094 1095 1096 1098 0099  1835 0094  1835 0094  1835 0095 0095 0095 0095 0095 0095 0095 00

# Appendix K Client Project Team Risk and Opportunity Register



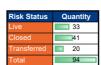
International Construction & Property Consultancy

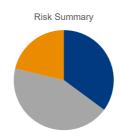


Risk Register

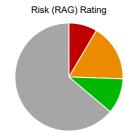


File Name	20250617 - WHLS - Risk and Opportunity Register
Description	Risk and Opportunity Register
Date	17/06/2025
Revision	P09
Status	S2 / For Information
Revision Comment	Updated following Risk Workshop on 28/05/2025.











Category	Definition / Description	Qı	ıantity
Internal	Indirect project risk(s) associated with factors internal to the Client organisation		39
External	Direct project risk(s) associated with factors external to the Client organisation		55
Commercial	Risk(s) associated with legal, procurement, financials and contractual matters.		22
Management	Risk(s) associated with governance, processes, resources, programme and communications.		39
Technical	Risk(s) associated with design, specification, statutory compliance and site conditions.		33
Client	Risk(s) associated with factors arising from the Client.		48
Contractor	Risk(s) associated with factors arising from the Contractor.		8
Design Team	Risk(s) associated with factors arising from the Design Team.		13
3rd Party	Risk(s) associated with factors arising from the 3rd Parties.		12
Site	Risk(s) associated with factors arising from the site / ground conditions.		7
Environment	Risk(s) associated with factors arising from other environmental influences.	1	6

										ive = Closed =					■ Red ■ Amber ■ Green ■ Closed / Transferr	red		Site	Risk(s) associated with factors arising from the site / ground conditions.
				Risk Description			Risk Classification				Risk	k Assessment			1		l	Environment	Risk(s) associated with factors arising from other environmental influences.
Risk No.	Date Raised	Status	Description of Project Risk	Potential Failure / Cause	Direct Consequence	Category 1		Category 3	Severity	Probability	Risk Factor	Trigger	Max Risk (£)	Assessed Risk	Mitigation Response	Risk Owner	Risk Owner	Target Closure	Current Status and/or closure Comments Actual Date Closed
RI_001	26/10/2022	Closed	(There is a risk that) The project does not achieve- Planning Approval.	As a result of The proposed-development-docence sign-with the use-close under-the-tocal Development Plan and it decreated to take away valuable land documed to take away valuable land documed to take away valuable and documed to take away valuable and documed to take away valuable and proposed to the proposed to t	(That wil potentially lead to) Estended planning-processes, public objections and/or, public objection and/or, co-haldenges, potential planning- d appeal process and/or-requirement to identify and develop an alternate to-identify and develop an alternate to-Alt contributing to negative publicity, delay to programme and- increased-coals.	External	Technical	Client	(1 - 5) 0	(1 - 5) 0	9	GREEN	9	(£) 0	Undertake early pre-app-engagement with the Plasming Authority (both- informat and formas). Commission a further businessimplyment land- mener to demonstrate that the lose of this sand for husiness use would- not be detrimented to the local common. Clearly demonstrate why other can be detrimented to the local common. Clearly demonstrate why other she were decounted under considered unviable. Commission the- preparation of a development best frameter planning areases between the determine the visibility of the development and provisionally agree on- alternative use loss prain to submitting a format Planning Application— Demonstrate why town centre-sites were not celected for the development. Unfortaktive expunsition analysis and justify the retionale- behind the site selection.	hubco	Support  Planning- Gensultant	Date 04/10/2023	Alote. Greenfield alto. 12.33 scree (5 hectares).  Alote Discretified alto. 12.33 screen (5 hectares).  Alote Discretified application discussions have commenced with the Planning Authority.  Alote Discretified application discussions have commenced with the Planning Authority.  Alote Discretified application discussions have commenced with the Planning Authority.  Alote Discretified application discussions for all January. 2024.  Alote Discretified and any planning-application demonstrate that the es suctainable and viable location for the intended use.  Alote Transferred to hubbon Rick Register on 30/01/2024.
RI_002	<del>26/10/2022</del>	Closed	The project dose not achieve- Planning Approval.	Proposale are deemed to have a- negative impact on the Firth of- Forth Special Protection Area- (SPA):	Extended planning processes- public objections and/or- challenges—stutiety-consultes- objections-leading-to-programme- delay and-increased-costs-	External	<del>Technical</del>	Environment	ė	Đ	e	GREEN	Э	Đ	Commission and undertake Preliminary Ecological Appraisal (PEA) and any subsequent renormended sociogy assessments. Submit-request for Environmental impact decosments (EA) coreoming to determine whether EIA is required. Intelestive engagement with Parning Authory and Natura Socio, are equived to grape the information required to demonstrate that the proposate do not affect the interprity of the STA. Consider impact on except year to indivinarily with the design proposate and apportunities to protect and improve-biodiversity. Undertake Habital Regulations Assessment / Appraisal-(HRA).	<del>hubco</del>	Planning- Consultant		Note. Site in close proximity to the Fifth of Forth Special Protection Area (SPA).  Aloit. Proposed development will be subject to a Habitate Regulatione Appraisal.  Aloit. Associated egislations is the Consensation Natural Habitate of J. Regulatione 1994.  Aloit. Potential egislation is the Consensation Natural Habitate of J. Regulatione 1994.  Aloit. HIRA Report previously undertaken on the proposed Alios West Businese Park development (larger-development notwing the site) stating that Tors all qualifying species and in line with the conclusions reached in the previous overanting HIRA undertaken for the Contemporation Plan One of the SPA's conservation objectives will be expropried by the proposed development of Alos West Business Park. <sup>-1</sup> Aloit. Writer Bull Melang survey undertaken December 2003.  Aloit. Transferred to hubbo Risk Register on 3001/2024.
RI_003	<del>26/10/2022</del>	Closed	The project does not achieve- Planning Approval:	The development / design- proposals do not consider the- impact on adjacent land i.e access, security, environmental- etc.	Public objections and/or- challenges leading to a delay in the planning process and associated- programme delay and cost- increases.	External	Technical	Environment	0	θ	θ	GREEN	e	θ	Commission development helf if master planning exercise and consider the impact of the proposed development on adjacent and if sproephy- thinds taken statistically an apparent with adjacent land if sproephy- terior and in the state of the state of the state of the state of the anners to review and discuss proposals and understand any resusse. Undertake thorough pre-app public consultation process to engage with the bood community and businesses etc.	hubco	JMA	04/10/2024	Note. Adjacent and to the Vest identified for development within the LDP.  23/01/2025  Note. Public Noteway-and cycle way around set be boundary.  Note. Consideration to be given potential access to the adjacent land to ensure this is not sterilized for future-development and life is with a similarity intrastructure.  Alote. Transferred to huboo Risk Register on 30/01/2024.
RI_004	26/10/2022 26/10/2022	Closed	There are third party access rights	- The tense of the current lease- agreement between Clacks and the tenant.  - The presence of public utilities and	Delay to commencement on site delivery of the completed facility and associated cost increases due to inflation.	Internal  External	Commercial  Commercial	3rd Party	9	Đ Đ	0	GREEN	0	9	Clacke legal services to engage with soliciture and commence magnitures with the terrant to end the lease agreement early. Finalize and agree heads of terms with the terrant.  Clacke legal services to undertake legal due diligence on the site title.	L Robertson	R Stewart	19/01/2024 30/06/2024	Note. MoRRoberts engaged to provide agai advice.  18/01/2024 Note. Train understood to be Forth Farming Limited. Note. Train threate of terms excued and comments received. Note. Final details being agreed to conclude the Reade of terms. Note. Terms of the renumbation offer agreed. Final documents to be signed. Note. Assignation and renumbation agreement signed-concluded 18/01/2024. Conditions to be extracted.  Note. Tales Report undertaken and included in the Site Information included within the Project Brief.  02/05/2025
N_COS	atti-to-citac	- Consider	render due to many party student regions are accident desired, and the control of	respiration of process and a consideration of the c	proposals and costs associated with relocating any infrastructure as required.		Everance Con-	<del>ser ay</del>	·	·	·	Section 1	·	· ·	deaded and adultion of any third party access or registral and or conditional Design proposals to take cognitions of any tagget requirements and constituting large proposals to take cognitions of any tagget requirements and constituting large proposal. Negotiations to be undertaken with third parties are required. Constituting him to be prepared and shared with the design team (Calcasts to determine legis concentry) (mylecters - central origins) of the curricular variation design pipe beneath the cities. Robotiscon's conflict, the Chip is consequently conflict. Matter on the basic that we are planning to remove/divert the existing surface water drainage as part of our development proposals.				Note. Update 2601/2021—Ownerchip of surface water draw to be established. SW secel team have no record of owning. Clock- legal team elections updates agreement be established. SW secel team have no record of owning. Clock- legal team elections updates agreement of the second of the
RI_006	26/10/2022 26/10/2022	Live Closed	requirements do not align with the Project Budget.  There is insufficient allowance- within the Project Budget for	sustainability and environmental	Use of contingency allowances increase to project budget, reduced project scope and/or.	External  External	Commercial  Commercial	Client  Client	9	9	9	GREEN	9	0	Undertake appraisal of energy, sustainability and environmental performance requirements including costs associated with each option. Agree decision on the preferred options at the Project Steering Group and capture associated with performance requirements as included by the control of the performance requirements as environmental performance requirements as environmental (ACRS). Hutboo to prepare Stage 1 Pricing Report (Cost Plany) confirming affordability. Undertake Stage 2 Market Testing to confirm lump sum maximum price.  Undertake detailed except of the project soon and account project confirming affordability. Undertake Stage 2 Market Testing to confirm lump sum maximum price.	Clacks  Hulico	T&A  Robertson	10/07/2025 31/03/2024	Note. Options appraisal on energy, sustainability and environmental performance requirements included with scope for EC Nub SSPS.  Note. Decision confirmed to proceed with Passi-haus Classis and LEIP funding environmental design requirements such as the control of the Project Budget (Affordability Cap).  Note. Pick to be closed following hubbo acceptance of the NPPR.  Note. Update 300/00024 - hubbo and RCCE preparing initial Stage 1 (RIBA Stage 2) Cost Plan which will identify any affordability issues.  Note. Project affordable at the Stage 1 and OBG pateway.  Note. Project affordable at the Stage 1 and OBG pateway.  Note. Risk to be closed following Stage 2 market testing and confirmation of the lumps sum maximum price.  Hote. Allowances included with the hubbo Development Amount / Affordability. Cap.  Note. Update 300/10024 - Constantian from appointed for intalbaseline works (other works will be required).  Allowances appear to be ob.  House. Transferred to hubbo Risk. Register on 30/01/2004.
RI_008	26/10/2022	Live	tasks/responsibilities owned by	Insufficient resources and capacity within the council staff and roles and responsibilities are not clearly defined.		Internal	Management	Client	3	2	6		0	0	Clacks key workstreams to be identified. Clacks tasks and responsibilities to be clearly defined. RACI Matrix to be prepared identifying who is Responsible, Accountable, Consulted and Informed on each task. Clacks tasks and workstreams to be included within the master programme. Resourceknowledge gas to be identified and filled as required. Matters to be escalated to the Project Board and Council (as required) to ensures sufficient resources and time allocation are being provided etc. Appointment of additional consultants is. Project Management and Technical Advisor services to be undertaken. Spill out into subgroups to maximise peoples time and resources. Legal tasks and requirements to be programmed and planned ahead. Resource gaps-locapacity to be identified. Additional resources to be outsourced to increase capacity. Consider Authority PM to manage engagement between Clacks solicitor and hubbo solicitor. Consider using standard form contracts for enabling works. Schedule out Stage 2 review and approval tasks, indrifting all Clacks.	Clacks	T&A	21/08/2025	Note. To be split out in to separate services i.e. legal, finance, IT, procurement etc.  Note, Timescales and resources for technical approvals for roads and building standards.  Note. New Welbeing Hub Team Leader appointed to supplement resources.  Note. Contact made to Morton Fraser MacRoberts to lead the preparation of the construction contract(s).  Note. Enabling Works agreement (IBBA) being finalised.  Note. Tanget for Financial Close in August 2025.
RI_009	26/10/2022	Live	Decisions and approvals required by Clacks are not made in accordance with the programme.	A clear project governance and organisation structure is not in place with defined responsibilities and levels of authority.	Decisions and approvals not being made and/or being made late causing delays to programme.	Internal	Management	Client	4	1	4		0	0	Prepare clear and detailed project governance and organisation structure, with clearly defined roles, responsibilities and levels of authority, Details regarding change management and gateway approvals to be included. Project governance and organisation to align with the councils organisation structure. Project governance to be signed of by the Project Board. Governance to continue to be reviewed and defined are required in response to project changes i.e. procurement etc. Include gateway and decision points in the programme with sufficient time allowance. Record of Decisions and Approvals prepared for Project Board meetings including planned (Future) decisions. Align approvals at key gateways with Council Meeting governance timescales. Schedule out the tasks for the August 20% Council meeting for Stane a. Effic and E. anconcals	Clacks	T&A	21/08/2025	Note. Draft project governance and organisation structure being prepared.  Note. Impact of the introduction of the Lochies ASN school development to be built into the project governance (as required).  Note. Approved governance structure included within the Project Biref.  Note. Record of Decisions and Approvals prepared for Project Board including planned (Future) decisions.  Note. Targeting Stage 2, Full Business Case and Financial Close approval on 21st August 2025.
RI_010	<del>26/10/2022</del>	Closed	Unable to engage with Clacks- Council Transport Officer / Roads- Dept. and confirm scope of works- required to support planning- application.	Unavailability of Clacke Council- Transport Officer / Roads Dept.	Programme delay. Insufficient and incomplete information to support-planning application.	External	<del>Technical</del>	<del>3rd Party</del>	9	9	<del>0</del>	CRESH	θ	9	Commission Transport Assessment as part of a Development Brief / Master Planning exercise. Undertake early engagement with Clooks- Council to agree scope of transport subdyscessment. Schedule- negular workshops/meetings and agree process for recording decisions- to-cut down on emails.	hubco	Blyth and Blyth	<del>17/05/2024</del>	Note: Transport Assessment for the site recommended under the 2015 LDP.  Aloie: Travel Plan may be required subject to the proposed use of the site.  Note: LCS appointed as Transport Consultant.  Note: Lpdates 26/01/2024: Transport Consultant Appointed: Draft Transport Assessment (TA) scope submitted to-Clacks Council team Jan 24:  Note: Transport on Judge Resister on 30/01/2024.

Edinburgh, Glasgow, London, Abu Dhabi, Dubai,



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Risk No.	Date Raised	Status	Description of Project Risk	Potential Failure / Cause	Direct Consequence	Catagony 1	Catagony 2	Catagony 2	Severity	Probability	Risk Factor	Telegas	Max Risk (f)	Assessed Risk	Mitigation Response	Risk Owner	Risk Owner	Target Closure	Current Status and/or closure Comments	Actual Date
RISK NO.	26/10/2022	Glosed	(There is a risk that)	(As a result of)  Proceeding without agreeing-	(That will potentially lead to)  Abortive work and programme-	Category 1  External	Category 2 Technical	Category 3  Design Team	(1 - 5) 0 0	(1 - 5) °	RISK Factor	Trigger CREEN	max Risk (£)	(£) ⊕	Commission Transport Assessment as part of a Development Brief /-	hubco	Support Blyth and Blyth	Date 47/05/2024	Note: Transport Assessment for the site recommended under the 2015 LDP:	Closed 23/01/2025
			Transport Assessment /- information to support the planning application.	scope with the Clacks Council- g Transport Officer / Roads- Department.	<del>dolay.</del>										Master-Planning exercise. Undertake early-engagement with Clacke. Council to agree coope of transport study/scesses/ment. Identify other- stakeholders-and-consultees to be engaged as part of the transport- assessment. Undertake engagement with the Co-Design-group.				Note: Travel-Plan may be required subject to the proposed use of the cite. Note: ECS appointed as Transport Consultant. Note: Update: 260:1/2024: Transport Consultant Appointed-Draft Transport Assessment (TA) scope submitted to-Clarks Council team Jan 24. Note: Transferred to Aubon Rick Register on 30/01/2024.	
RI_012	26/10/2022	Live	Budget.	Assessment the need to improve		External	Management	3rd Party	3	3	9		0		Undertake early engagement with Clacks Transport Officer / Roads Deet Incorporate connectivity and Active Travel proposals within the Development BrieffMesterplan. Commission and undertake Road Safety and Accessability Audit pre-planning application. Set-up sub-group to aid communication and coordination between the project team and the Clacks Roads / Active Travel / Transport larest travel travel and the Clacks Roads / Active Travel / Transport larest respect to the project associated to the Clacks Roads / Turnsport and page association fropt. Undertake review for both bus server the site with active travel routes. Prepare and provide a review of rutilic anapport insic to and from the site. Vehicle parties of rutile anapport lares to and from the site. Vehicle parties of clude. Provide safe cases to Lochies School. Provide cartification round service vehicle access. Provide full reviews of flood risk and surface water drainage design. Provide comprehensive response to comments raised by Roads & Transport on the Planning Application identifying how their concerns will be addressed. Commission and undertake active travel and site accessibility suclit to determine proposed interventions for agreement with the Clacks Roads officers. Prepare order of cost estimate for the outline interventions. Sentity Other funding sources.	Clacks	ECS Transport	21/08/2025	Note, Information received from Clacks Roads / Environment Team regarding planned (future) active travel projects. Note, Update 2601/2004. Pre-Nop submitted to Clacks Council Jan 34.  Note, Update 2601/2004. Pre-Nop submitted to Clacks Council Jan 34.  Note, Update 2601/2004. Planning response received to the Pre-App on 0801/2004. No objection received from Transportation in his manual received provided to the provided of the Pre-App on 0801/2004. No objection received from the pre-Nope of the Pre-Nope on 0801/2004. No objection received from the provided to advance agreement over its scope. Transportation also advise that, a review is needed of how to best severe to advance agreement over its scope. Transportation also advise that, a review is needed of how to best severe to disable transport links to and from the site should be provided, vehicle parking maxima rates will apply based on the Notional Roads Development Clause; and excess to Lochies Scholmust be provided; clarification is considered to the Notional Roads Development Clause; and excess to Lochies Scholmust be provided; clarification in Clause of the Notional Roads Development Clause; and excess to Lochies Scholmust be provided; clarification in Clause of the Notional Roads Development Clause; and excess to Lochies Scholmust be provided; clarification in Clause of the Notional Roads Development Clause; and excess to Lochies Scholmust be provided; clarification in Clause of the Notional Roads Development Clause; and excess to Lochies Scholmust the Planning Application. Health of the Notional Roads Scholmust Roads Planning Application and the Notional Roads Scholmust Roads	
	<del>26/10/2022</del>	Closed	Existing-SPEN-11KV-overhead- powerlines require to be- diverted/relocated-	scuthern part of the site.	discussions with SPEN and- potential delay to programme.	External	Commercial	Client	0	÷	÷	<del>UNEEN</del>	•	0	Remove requirement for any building construction at this area of the site. Add existing SPEN 11W. overhead lines to the constrainte plan- consult Socialish Power for works within the required 10m distance of the HV cables	nubco	Baker Hicks	10/01/2024	Note. Agreed position of the building necescitate the requirement to relocate diver the overhead power lines. Note: Updated 2601/2024 — Budget request for diversion works has been submitted to SPEN Dec 23 and dialogue- organity.  Note: Transferred to hubbo Risk Register on 30/01/2024.	
RI_014	<del>26/10/2022</del>	Closed	The project requires the designand installation of a gas- membrane.	Petential radon contamination on the site.	Increase to construction cost	External	Technical	Site	0	0	0	GREEN	0	0	Commission and undertake intrusive ground investigation including gas- monitoring. Include provision for a gas membrane within the design (as- required).	hubce	Blyth and Blyth	31/05/2024	Note. Lipdate 2601/2024 - Ste Investigations starting wis 20th Jan 24. Note. Transferred to hubbo Risk Register on 30/01/2024. Note. Gas membrane confirmed required.	<del>31/03/2025</del>
RI_015	26/10/2022	Closed	Unable to undertake site surveys- and investigations in accordance- with the programme.		Delay to programme and gape in- design information.	External  External	Management	3rd Party	0	9	0	GREEN	9	0	Clasics legisl envices to engage with solidates and commence- appositations with the tenant to entit the leaves agreement early. Undertake early engagement with the tenant and agree access for non- structive curveys.  Early engagement with Scotlish Water and Clacks-Officers to	Clacks	MacRoberts	19/01/2024	Note. Site currently being used for agricultural purposes with crops currently-growing. Intrusive cite investigations wilkely to be undertaken until crops have been harvested and the base agreement had been ended. Ario	18/01/2024
	<del>26/10/2022</del>	Closed	determination	Technical consultee responses— FRA / DIA / SWMP / SUDS- requirements.	delivery cost.	<del>External</del>	Technical	3rd Party	0	9	9	<del>OHEEN</del>	<del>0</del>	9	and surface water management.	hubco	Blyth and Blyth	04/10/2024	Note: Neurect sewers are approximately 50m away from the site boundary.  Early engagement with Scottish Valver, SEPA and Claske Officers to determine information and design requirements for flooting-drainage and surface water management.  Note: Transferred to hubor Risk Register on 2017/2024.  Note: Water Impact Assessment (WA) and Drainage Impact Assessment (DIA) undertaken and concluded with no-adverse impact.	<del>23/01/2025</del>
RI_017	26/10/2022	Closed	The project does not achieve- Planning Approval.	Insufficient/non-compliant Surface Water Management Plan/Strategy- and obtaining necessary approvals	Additional costs / delayed- programme	External	Technical	Design Team	0	9	0	GREEN	0	9	Early engagement with Scotlish Water, SEPA and Clacke Officere to- determine information and design requirements for flooding, drainage- and surface water management.	hubco	Blyth and Blyth	04/10/2024	Note: Lipidate 26:01:2024 - Concultant appointed to look at Flood Rick Assessment/engage with SEPA following- feedback from PR-App submission. Note: Transferred to Audoo Rick Register on 30/01/2024.	23/01/2025
RI_018	26/10/2022	Live	The proposed site plan does not maximise opportunities for access and connectivity.	consideration not being given to connectivity, linkages and interfaces with adjacent plots both existing and planned.	ŕ	External	Technical	Design Team	3	1	3		0		Early dialogue with stakeholders from adjacent sites, and Clacks Transport Officers to understand accessibility. Agree scope of full Transportation Assessment with Clacks Roads 1 Transport and prepare associated report. Undertake review of how to best serve the site with active travel routes. Provide safe access to Lochies School. Provide comprehensive response to comments raised by Roads & Transport on the Planning Application identifying how their concerns will be addressed. Undertake active travel and site accessibility audit. Consider incorporating the Core Path into the scheme subject to resolution of land matters and securing additional funding.	hubco	JMA	21/08/2025	Note. Update 26/01/2024 - Pre-App submitted to Clacks Council Jan 24.  Note Update 26/01/2024 - Pre-App submitted to Clacks Council Jan 24.  Note Update 26/03/2024 - Planning response received to the Pre-App on 08/03/2024. No objection received from Transportation who made the following comments: *Frequest full Transportation Assessment report be developed subject to advance agreement over its scope. Transportation also advise that, a review is needed of how to best serve the site with active travel routes; active travel infrastructure will be required within the site to deliver these trips; a review of public transport links to and from the site should be provided, vehicle parking maxima rates will apply based on the National Roads Development Guie; safe access to Loches School must be provided; climitication is required about service vehicle access; full reviews of flood risk and surface water drainage design required.* Note. Comments received from Roads & Transport on the Transport Assessment submitted with the Planning Application. Meeting held with Roads. Transport and Planning to provisionally agree what further information and/or proposals are required to suitably address the comments. Response being compiled by Rankin Fraser for formal submission with the Planning Application.  Note. Active travel and site accessibility audit being undertaken by ECS transport.  Note. Scope and order of cost estimate being prepared for the Core Path.	
RI_019	26/10/2022	Closed	The project does not achieve- Planning Approval.	The requirements of the local- planning policies are not met.	Programme delay and additional cost.	External	Technical	Design Team	0	9	9	GREEN	0	9	Undertake a cellaborative and coordinated design process and- informative pre-app discussions with the council.	hubco	Planning Consultant	04/10/2024	Note-Update-2601/0202-Meeting-helt with Clocks Council to understand issues likely to be raised as a result of application being submitted. Pre-App submitted Jan 24: Note: Transferred to huboo-Risk Register on 3001/02024.	<del>23/01/2025</del>
<del>RI_020</del>	<del>26/10/2022</del>	<del>Closed</del>	The Sustainable Urban Drainage System (SUDS) strategy required to be a pumped design solution.	The landscaping design, site- levels and location of existing- drainage infrastructure.	Impact on costs and visual impact	<del>External</del>	<del>Technical</del>	<del>Design Team</del>	Đ	Đ	Đ	GREEN	е	θ	Submit a Pre-Development Enquiry (FDE) to Scotlish Wester (EW) to slarify capacity within the exiting drainage infracturator. Undertake brainage impact Assessment (DIA) as required by SW. Establish the potential for provision of SUDS on the site. Include allowance in costs for pumping of surface water. Agree SUDs strategy with Scotlish Water.	<del>hubco</del>	Blyth and Blyth	31/05/2024	Note: Lipidate 260 i 17024 - TDE submitted to Scottish Water. Pre-App submitted to Clacke Council Jan 24. Note: Ricks to be added to the huboo Rick Register for potential that the four waste needs to be pumped. Note: Transferred to huboo Rick Register on 2011/2024. Note: SUDe system is not a pumped drainage solution. Note: The four water system is pumped.	<del>31/03/2025</del>
RI_021	26/10/2022	Closed	Design programme is delayed.	Redesign arising from Client- Changes-	Impact on design and layouts and subsequent delays to programme.	internal	Technical	Client	0	Đ	÷	GREEN	9	Đ	Establish clear briefing and technical requirements (ACRs). Undertake- regular design reviews and engagement with the Client Troject Team- and the external design team to aid communication.	Clacks	T&A	31/05/2024	Alote. Provisional 'decign freeze' achieved on 12/12/0023. Note. Telego 1 'design freeze' schieved on 13/12/0024. Note. Risk closed and combined with RL_036.	
RI_022	<del>26/10/2022</del>	Closed	Upgrade / reinforcement is- required to the existing electrical- network out with the site boundary	ecombined with insufficient- electrical capacity available within- the local network.	Increased project costs and- potential programme delays- associated with utility upgrades.		Technical	·	0	9	0	GREEN	0	9	Submit provisional application to SPEN based on initial- information/accumptions to undertake initial assessment and determine- ie-upgrades are required to the existing network and associated costs. Reduce-EV-Charing requirements (as required).	hubco	Baker Hicks		Note: Update 2601/2024 - Capacity-request has been submitted to SPEN based on current load calculations - 2MVA- connection-requested. Load being driven up-by provisional EU changing requirements. Note: Transferred to hubo	<del>20/12/2024</del>
RI_023	<del>26/10/2022</del>	Closed	existing water network out with the adjacency of the site.	insufficient water capacity- available within the local network-	Increased costs and potential- programme delays associated with utility upgrades.	External	Technical	3rd Party	0	9	9	GREEN	9	0	Submit a Pre-Development Enquiry (PDE) to Scottlish Water (SW) to- review the cisting water-network capacity. Undertake Water Impact- Assessment (WIA) if required by SW.	hubco	Baker Hicks	31/05/2024	Note-Update-2601/2024 - PDE-submitted to Scottish Water-Pre-App-submitted to Clacke-Council Jan 24. Note: Transfered to Indoor Risk Projector on 301/2024. Note: Water-Impact Assessment (WIA) commissioned and concluded with no adverse impact.	
RI_024	<del>26/10/2022</del>	Clesed	The site cannot be developed as it is considered a flood risk.	Accessment indicates that the site	Increase in Finished Floor Levels (FFL) to provide freeboard, use of watertight construction methods, or restrictions in ground floor- usage. Alternate site may need to be considered.	External	Technical	Environment	0	Đ	9	GREEN	e	Đ	Understake a Flood Risk Assessment (FRA) to determine area at risk- form-coastal flooding-including issued of east level (i.e. and incorporate any mitigation levels within the design proposals. Engage with Local- Authority and SEPA to clarify drawings requirements for the project. Develop design and building levels to deal with over land flows and enable drawing-design to work.	hubso	Blyth and Blyth	31/05/2024	Note: Liptains 2661/2024 - Consultant appointed to book at Flood Rick Assessmentlengage with SEPA following- Aeditock from Pre-App exhibitions:  Note: Transferred to hubon Rick Register on 30/01/2024.	<del>23/01/2025</del>
RI_025	27/10/2022	Live	services and the construction project is delayed.	procurrement colleagues and lack of clarity around roles and responsibilities and insufficient resources.	external consultants and overall delay to the programme	Internal	Management	Client	3	1	3		0		Undertake early engagement with Clacks legal, governance and procurement colleagues to clarify requirements and issues associated with procurement and timescales. Incorporate sufficient timescales within the programme for procurement, Provide visibility of forthcoming procurement activities to enable floward planning. Clearly define roles and responsibilities associated with procurement, Include legal and governance within project meetings. HubCo used to procure the majority of specialist consultant appointments.	Clacks	T&A		Note. Independent Cost Arbisor procured via the CEC Professional Services Framework.  Note. Independent 3rd Party Civil Engineer to check and inspect the drainage procured via Hubco.	
RI_026	27/10/2022	Closed	Development Brief/ Masterplan		Delay to the planning process and- failure to achieve the project vision- and objectives:		Commercial	3rd Party	0	9	0	GREEN	9	9	Commission and undertake development brief - master planning- exercise. Undertake early-engagement with the Planning Authority to- establish what use classes/developments would be permitted on the- cide. Establish what potential 3rd Party (Private) elevelopments could be- included on the site. Ensure any 3rd Party developments are aligned- with the cite wide strategies and vision for the overall development.	Clacks			Note-Risk-closed. No plan for the inclusion of any 3rd party (private) developments on the cite-	16/01/2024
RI_027	<del>01/11/2022</del>	Closed	Specification requirements for the Wellbeing Hub facilities may require to be enhanced.	Joint / chared facilities with the proposed Lochies ASN school and the associated specification requirements for an ASN School- being applied.	Increase in costs	External	Technical	Design Team	0	9	0	GREEN	<b>0</b>	9	Understake review of which (if any) facilities are proposed to be shared- between the Welkinery Lub and Lochies-Idently the specification- requirements for those shared spaces and undertake an assessment of the implications-between a leisure and ASN school facility.	hubco		19/04/2024	Note-Risk-accepted-Specification to be developed accordingly.	30/01/2024



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Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that)	(As a result of)	Direct Consequence (That will potentially lead to)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
RI_028	02/11/2022	Live	The required levels of funding cannot be achieved and/or funding is withdrawn by the council.	Insufficient capital resources and gunsuccessful funding applications / campaign coincided with ongoing inflationary pressures, public spending cuts and the need to divert resources to other areas.	Delay to programme, reduction in project scope or the project cannot be delivered.	Internal	Commercial	Client	5	1	5		0	0	Establish project budget from the out set and ensure any project funding within the councils capital paln is committed. Prepare a strong Business Case. Identify multiple funding sources / opportunities. Provide necessary resources to prepare comprehensive funding applications. Confirm the level of capital funding the council can provide. Regular monitoring and engagement with Finance. Prepare list of items for 5-post-cooland to potentially fund. Target to secure Sport Sociated funding commitment prior to the Council meeting in August 2025.	Clacks	T&A	21/08/2025	Note: Capital funding currently secured within the Councils Capital Plan.  Note: Additional supplementary funding sources to be identified.  Note: Risk to be closed following FBC approval.	
RI_029	<del>02/11/2022</del>	Closed	Funding is limited and/or- withdrawn by the council-	Ongoing inflationary pressures, public spending cuts and the need to divert resources to other areas.	Delay to programme, reduction in- project scope or the project cannot be delivered.	internal	Commercial	Client	9	9	9	GREEN	e e	9	Regular monitoring and engagement with Finance. Establish project- budget from the out-set and ensure any project funding within the- councils capital plan is committed.	Clacks		<del>31/01/2025</del>	Note: Capital funding cumently secured within the Councile Capital Plan: Note: Additional supplementary-funding sources to be identified. Note: Rick-combined with RL 028.	<del>18/10/2024</del>
RI_030	02/11/2022	Live	The ongoing operational and revenue costs are unsustainable for the council.	assumptions within the Business	Changes to the facilities mix, increase in capital costs, delay to programme the project cannot be delivered.	Internal	Commercial	Client	5	2	10		0	0	Regular review and update of the operational and revenue cost model and the Business Case as the priject develops and in response to any changes to the facilities mix. Review assumptions for both the Demand and Financial models for the Wellbeing Hub at OBC and FBC stages. Prepare revised financial and demand modelling for the revised design proposals.	Clacks	Integratis	21/08/2025	Note. Update 26/03/2024 - workshop has been arranged for 20/04/2024 to discuss and agree the provisional/underlying assumptions for the Welbeiney Hub demand and financial models (based on the new facility mix) for inclusion in the Outline Business Case. Items for discussion include: Facilities Mix, Operations, Programming, Pricing, Income, Experiture and Staffing, Note. Costs for financial contribution for bus subsidy may be required. Note. Updated Financial and Demand model prepared by Integrals.	
RI_031	02/11/2022	Live	matters are not in place and/or	Delay to securing an operating mode (internal or external), and the set-up of any operating entities (as required).	performance issues post	Internal	Management	Client	4	3	12		0	0	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set-up and any legal agreements to be occustuded. Recruitment of a Welbeing Hub Team Leader to lead on this work and provide a focused resource. Lease agreements to be agreed with external organisations i.e. catering, climbing etc.				Note. Risk to be separated into smaller risks. Refer to risks RI_078, 079 & 080 in relation to Staff Recruitment, Staff Training and Programming.  Note. New Wellbeing Hub Team Leader appointed to supplement resources.  Note. Current operating model based on the council fully operated. Opportunities for specific spaces to be leased.	
<del>RI_032</del>	02/11/2022	Closed	The design does not meet the functional and operational requirements of the end users.	The operator and end users are not in-place during the design-process and are therefore unable to be consulted Jergaged with on-the design-proposale;	Inefficiencies in the operation of the new facility-Dotnitis change- during-construction-leading-to- delays-and-cost-increases-	Internal	Management	Client	3	2	€	AMMA	<del>0</del>	9	Commence the development of the operational strategy immediately- frapage and consult during the design prosses with stakeholders who are familiar with the function and operation of this type of facility white- the end users are being recruited. Appoint design consultants whe whe- familiar with designing this type of facility. Lisioe with Duty Managers and Operational Staff from other facilities to obtain comments and feedback. Ensure appropriate Client representation is at Design Review Meetings. Appointment of Client Technical Advances to review and comment on the design proposale. Undertake visit is operational- facilities to obtain feedback on lesson learned - Develop hirting and equipment requirements for the pool, gym and fitness facilities.	WBH Team- Leader		<del>21/09/2025</del>	Note. New Wellbeing Hub Team Leader appointed to supplement resources	28/05/2025
RI_033	<del>02/11/2022</del>	Transferred	exceed allowances included within the project budget.	Increases in material and labour- prices and shortage of availability- coincided with ongoing inflationary pressures.		External	Commercial	Centracter	0	9	9	GREEN	0	9	Include allowancer For design, construction and client contingency within the project budget. Include allowancer for inflation within the project budget. Include allowancer for inflation within the project budget. Understate regular monitoring and reporting of motorial and labour prices and inflation. Included size regular Value Bangament I-Value Engineering review of the design. Specify the most cost effective materials and construction methodologies.	hubco	Robertson		Note-Update-2601/2024—Cost plan-checks currently-being-undertaken-by-RCCE/Hulb-and-due-for-completion-end- Jan-24. Note-Transferred-to-hubbo-Rick-Register-on-30/01/2024.	
RI_034	02/11/2022	Closed	The project does not achieve- Planning Approval.	Public objections and challenges- to the Planning Proposals	Extended planning processes, leading to programme delay and increased costs.	External	Technical	Design Team	0	9	0	GREEN	<del>0</del>	9	Undertake a thorough and public consultation processe during the planning pre-application stage and clearly demonstrate how any- feedback has been incorporated within the planning proposale.	hubco	JAAA.	04/10/2024	Note: Update 26:01:2024 - Pre-App submitted to Clacke Council Jan 24. Feedback awaited. Strategy being developed in relation to Rubic Concultations as part of PaAN. Note: Transferred to hubbo Risk Register on 30:01:2024.	23/01/2025
RI_035	02/11/2022	Live	The design programme is delayed and the design does not meet the councils requirements.		leading to delay to programme and operational and functional issues	External	Technical	Client	2	1	2		0	0	Undertake a detailed preparation and briefing process to develop the project brief and ACRs prior to commencing the concept and developed design stages. Continue to review and update the Project Brief and ACRs in parallel with the design process (as required) to ensure alignment with the design process (as required) to ensure alignment with the design proposals. Undertake regular design reviews and engagement with the Client Project Team and the external design team to aid communication.	Clacks	T&A	21/08/2025	Note. Provisional 'design freeze' achieved on 12/12/2023. Note. Update 26/01/2024 - Latest version of ACR's being reviewed by Design Team and feedback will be issued Mar 24. Note. Stage 1 'design freeze' achieved on 23/02/2024.	
RI_036	02/11/2022	Live	The council is exposed to additional and unnecessary time and cost risks through the project	The appropriate procurement and contract strategy is not defined and agreed during the early stages of the project.	Delay to programme, increase in costs and impact on the quality of project delivery.	External	Commercial	Client	2	1	2		0	0	Prepare a procurement strategy and implementation plan at the outset of the project. Appraise the different procurement routes to determine the most suitable route for the project and present to the Project Board for agreement. Consideration to be given to the use of an enabling works contract to maintain programme.	Clacks	T&A	21/08/2025	Note. Decision made regarding procurement. Project being procured via the Hub Framework.  Note. Decision required on whether to proceed with an enabling works contract in advance of the main works.  Note. Strategic Oversight Group have agreed to proceed with an Enabling Works contract subject to Planning  Approval and confirmation of overall project affordability.  Note. 20250522 - Enabling Works agreement being finalised to commence works on-site.  Note. 20250522 - Financial Close planned for end August 2025.	
	06/09/2023		The Contractor prelims costs- exceed the capped allowances- under the hub framework	Extensive requirements for scaffold and other temporary- works such as hardstanding's, haul roads, site hearding/fencing, de watering etc.	Increased construction costs	External	Commercial	Contractor	0	θ	0	GREEN	0	0	Prepare a detailed construction programme and associated phasing- and topictics plane early during the design stage to identify- requirements for prelimination. Postaled cost breadown to be provided- for prelime to ensure value or money is being provided.	hubco	Robertson		Note: Update 2601/2024 - Initial Construction Programme being developed following completion of Stakeholder Engagement/Stage 1 design: Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_038	06/00/2023	Transferred	Passivhous-certification is not- achieved.	Technical challenges associated- with incorporating 3 (three)- separate pools at different- temperaturee	Passivhaus certification not being- obtained and potentially higher- operating-costs-than planned.	External	Technical	Design Team	⊕   	0	Đ	GREEN	Đ	e	Use early contractor involvement. Incorporate learnings from comparable projects. Engage with specialist suppliers and sub-contractors. Undertake early engagement with the Pascikhaus institute to clarify the technical requirements early during the design ensure appropriate singlifence and esparation between the different encure optimal crientation and arrangement of the pools. Ensure appropriate gizing is openful or minimise solar gain and aid comfort levels. Obtain-provisional Pascikhaus approval of the technical design prior to commencing construction.	hubco	Robertson	31/01/2025	Note: Risk-cause updated on the hubbo-Risk-Register to reflect the bespoke criteria required for both the Wellbeing- Hub and Lockies Cohool.  Note: Transferred to hubbo-Risk Register on 30/01/2024.	
			is present in the ground including ACMs	n Historic railway parts/debris and- associated underground cables/ services	<del>programme</del>	External	Technical	Site	0	0	0	GREEN	9	0	Undertake a comprehensive ground investigation including trial pits- siong the clid railway line and associated samples and testing.  Undertake a comprehensive GPR and utility curvey(e).	Clacks	hubco		Note: Update -26/01/2024 Site Investigations starting w/c -29th Jan -24.  Note: Transferred to hubbo Risk Register on 30/01/2024.	
RI_040	<del>06/09/2023</del>	Transferred	The Lochies School facility and/or spaces do not meet the needs an requirements of the end users	F- The design does not sufficiently consider the inclusivity and accessibility requirements of the Lochies School users	Operational issues and challenges	External		Design Team	0	9	9	GREEN	9	0	Introduce early epocialist designers/astrons for ASM facilities to input- into the coordinated and oo design process to ensure the specific needs of the stakeholders and community are incorporated. Engage with specialist groups and/or consultants to advise on the design- regarding inclusivity and accessibility.	hubco	JMA		Note. Transferred to hubco Risk Register on 30/01/2024:	
RI_041	<del>06/09/2023</del>		Delay to the construction activities associated with the pool(s)	programme sequencing issues- arsing during the construction- phase.	Delay to the overall programme.	External	Technical	Contractor	0	Đ	<del>0</del>	GREEN	θ	0	Ensure that the pool design aligns with the Passivhaus design- requirement to seave efficient delivery on site. Engage with a specialist pool designs during the concept design stage to advice on the pool programme, waterproof detailing and pool plant space. Paises the pools above ground to reduce the sick posed by graund condition. Plant / programme adjacent activities during the works to align with the pool construction zone.	<del>hubco</del>	Robertson		Note: Transferred to hubco Rick Register on 30/01/2024.	
	06/09/2023		The project requires extensive substructure and ground works		Potential increase to programme- and costs	External	Technical	Sito	Ө	Đ	0	GREEN	9	Đ	Procure comprehensive and targeted desktop and intractive site avectigation including interpretive report. Undertake options appraisal-secretic to determine the optional substructure design solution. Share-initial site (ground) investigation results with specialist piling contractors to obtain preliminary advice on substructure solution and costs.		Slyth and Blyth		Note: Update-260-12024—Ste Investigations starting w/o 20th Jan 24. Note: Transferred to huboo Rick Register on 30/01/2024. Note: Feedback from milital borehole loge suggeste a pilled foundation solution is required.	
RL_043	96/96/2023	Francferred	Pascielnase certification is not achieved:	The artightness and cold-bridging requirements are not achieved accordance with the PHPP Model.	obtained and notentially higher	External	Technical	Cantractor	9	Q	9	GREEN	e	9	Identify Artight Construction Champion (or similar) during construction. Notice Income income work-loops and incorporate findings, from child- Passisharus projects. Ensuring works are planned and constructed in- conditions with approved details. Early agreement of proposed beating zones. Undertake specific workshops and industries for spensive engaged in stitlar PH activities. Undertake early detailed design and interface reviews. Undertake regular ail-toots ensure works are constructed to- specification. Encourage cultural change in quality control.	hubso	Robertsen		Note: Transferred to hubor Risk Register on 3001/2024.  Note: Lipstin Proport from Resculhaus designer on 3001/2024 advised:  -Building crimination  -Redistring reinstation  -Redistring reinstation  -Redistring reinstation  -Rescultant to change the building position/brientation.  -Rescultant to change the building position/brientation.  -Rescultant Stock Sector issues due to the spread out nature of the building  -Island Stock Sector issues due to the spread out nature of the building  -Island Stock Sector issues due to the spread out nature of the building  -Island Stock Sector issues due to the spread out nature of the building  -Island on a desertant situative.  -Based on a desertant situative.  -Based on a desertant situative.  -Island Stock Sector S	



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			Description of Project Risk	Potential Failure / Cause	Direct Consequence				Cauaritu	Probability				Assessed Rick	.1		Risk Owner	Toront Clasure		Actual Date
Risk No.	Date Raised	Status	(There is a risk that)	(As a result of)	(That will potentially lead to)		Category 2		Severity (1 - 5)	(1 - 5)	Risk Factor	Trigger	Max Risk (£)	(£)	Mitigation Response	Risk Owner			Current Status and/or closure Comments	Actual Date Closed
RI_044	06/09/2023	Transferred	Local schools, businesses and residents are disrupted noutling the interface with the adjacent public cycle and foot paths	with delivering the works and construction activities	Negative publicity and complaints- if and potential third party claims.	External	Management	Contractor	θ	9	Đ	GREEN	0	9	Undertake regular publis "Meet ihn Contractor" precentatione to inform- the local community of the project and upcoming eithe activities. Undertake weekly lisison with Caledonia Campue, Redwell Primary and Stram Schools to discuss upcoming construction works. Develop. Traffic Management Plant (TILP) to manage construction and staffic- interface, high quality and visible signage. Install high quality hoarding- segregating site from eurroundings. Ensure environmental. management plan is: in place.	hubce	Robortson		Note: Transferred to huboo Rick Register on 30/01/2024.	
RI_045	06/09/2023	Transferred	Contamination to the Firth of Forth Special Protection Area (SPA) and surrounding areas.	Contaminated surface water run- off during the works	Negative publicity and complaints and potential third party claims.	External	Management	Environment	Ф	Đ	θ	GREEN	е	θ	Prepare a detailed environmental plan to manage and control surface- water run off, concrete washout areas and vehicle wheel washing- during the works.	hubco	Robertson	<del>11/12/2026</del>	Note: Transferred to hubco Risk Register on 30/01/2024:	
RI_046	06/09/2023	Transferred	The LEIP funding energy target of between 67 and 83kWh/sq./p.a. is not achieved	The project does not meet the mandatory funding criteria	Loss of ongoing revenue funding- for Lochies-School	External	Technical	Design Team	0	0	0	GREEN	0	θ	Clearly identify the funding requirements to be delivered on the project.	hubco	Robertson	31/01/2025	Note: Transferred to hubbo Risk Register on 30/01/2024.	
RI_047	06/09/2023	Transferred	The installation of incoming utilities is delayed	s Green field site with out existing- utilities available and/or capacity- within the existing network	Delay to programme and increased costs	External	Management	3rd Party	0	Đ	0	GREEN	9	Đ	Undertake early engagement with utility providers from the outset to- enable this to a built into the project programme and initial cost plan- identify any exiting network capacity issues and required urgarden- identify any seembude and/or wayleave requirements. Make advance- payments to utility providers to secure programme certainty.	hubco	Baker Hicks	11/12/2026	Note: Update 2601/2021 - Dialogue with Utility providers ongoing in relation to asset ownership, capacity requests and quotations.  Note: Transferred to hubbo Rick Register on 30/01/2024.	
RI_048	<del>96/09/2023</del>	Transferred	Delay to design / pre-construction programme.	Design changes and delays to approvide processes.	Delay-to programme and potential- oset-increases.	External	Management	<del>Design Team</del>	е	Đ	Đ	GREEN	G	Э	Encure time and activities are built into the programme for Client- governance and approvide processes. Perview and agree detartions with one design beam and incorporate fails project programme. Agree realistic timescribe for design review and approved periods with a finity detailed contributed design programme account. Despire digital tools to add contributed design programme account. Despire digital tools to add a supplementation of the contributed of the contributed account account account and account and account acco	hubco	T&A	<del>31/01/2025</del>	Note. Transferred to huboo Rick Register on 39/01/2024.	
RI_049	06/09/2023	Transferred	Delay to groundworks / earthworks	Undertaking groundworks /- earthworks during winter months-	Time loss and potential re-work required.	External	Management	Contractor	θ	Đ	θ	GREEN	θ	θ	Explore opportunities to undertake early enabling works prior to a ful- eille start therefore carrying out out and fill operations out with the winter- monthe. Encure that appropriate levels of time risk allowances are- included in the programme.	hubco	Robertson	31/01/2025	Note: Transferred to hubbo Risk Register on 30/01/2024:	
RI_050	06/09/2023	Transferred	Sub-contractor and supplier- insolvency	Current economic climate and market conditions	Delay to programme	External	Commercial	Client	0	0	0	GREEN	0	0	Undertake thorough vetting of supply chain financial strength, cash- flow, workload and resource levels prior to tender and appointment— Target design colutions to suit local market.	hubco	Robertson	11/12/2026	Note: Transferred to hubco Rick Register on 30/01/2024.	
RI_051	06/09/2023	Transferred	Delay to testing, commissioning- and validation activities	Inadequate time allowed within the commiscioning programme and-lack of clear communication and planning.	- Delay to completion and handover-	External	Management	Contractor	0	9	0	GREEN	θ	0	Adopt Soft Landings approach from the outset and prepare associated delivery plan. Undertake early engagement with Client FM team and associated stakeholders. Develop a detailed testing, commissioning and handower programme. Appoint a 3rd party to check and validate the commissioning process.	hubce	Robertson	11/12/2026	Note: Transferred to huboo Rick Register on 30/01/2024.	
RI_052	06/09/2023	Live	Operation and Maintenance (O&M) information is not provided in accordance with the requirements of the Authority, SIMP and LEIP funding criteria.	The Authorities Information Requirements are not clearly defined.	Reduced LEIP funding and operating and maintenance issues	External	Technical	Client	3	1	3		0	0	Engage with the SFT to clarify both the SIMP and LEIP requirements. Appoint a Client Information Manager to help develop the Authority's information requirements and the SIMP. Incorporate the SIMP and information requirements within the ACRs. Engage with the Client Information Manager (Charai) of agree the format and structure for the handover of information at Completion. Include John Allain from Clacks IT. Clacks currently considering a new CAFM system.	Clacks	T&A	31/08/2025	Note: Update 26/03/2024 - BIM Academy appointed as Client Information Manager. Draft SIMP Dashboard, PIR Workbook and Project Information Protocol received. File naming convention also received. SIMP V2 currently being used. Note: Update 22/05/2025 - Update received from Okana on the information requirements. Okana will undertake a further audit prior to the Hub Stage 2 Submission and included the latest SIMP information in the Stage 2. All SIMP documentation will be included in the DBDA ACRs.	
RI_053	06/09/2023	Transferred	Non native species such as- Japanese or Giant Hogweed are- present on site		Increase in costs and programme delays	External	Management	Environment	0	0	0	GREEN	0	0	Procure and commission Preliminary Ecological Appraisal (PEA) to determine extent and scope of non-native and invasive species and any recommended follow-up surveys or works as required.	hubco	Robertson	31/05/2024	Note-Update-2601-2022-Pre-App submitted to Clacks Council Jan 34. Feedback awaited. Site Investigations- starting wir 2014 am 34. Note: Transferred to huboo Rick Register on 30/01/2024.	
RI_054	06/09/2023	Transferred	Undocumented Clay Pits are found	Historic use of the site	Increase in costs and programme- delays	External	Technical	Site	0	0	0	GREEN	0	0	Procure comprehensive and targeted desktop and intrusive site- investigation including interpretive report.	Clacks	Blyth and Blyth	31/05/2024	Note. Update 26/01/2024 - Site Investigations starting w/c 20th Jan 24. Note. Transferred to hubco Rick Register on 30/01/2024.	
RI_055	06/09/2023	Transferred	Fault line to found to the North of the site	Geophysical site conditions	Increase in costs and programme- delays	External	Technical	Site	0	0	0	GREEN	0	0	Undertake desktop study of geophysical ground conditions. Undertake- Geophysical Tomography survey	Clacks	Blyth and Blyth	31/05/2024	Note. Update 26/01/2024 - Site Investigations starting w/c 20th Jan 24. Note. Transferred to hubco Risk Register on 30/01/2024.	
<del>RI_056</del>	<del>06/09/2023</del>	Closed	The submission of and/or the Planning Application process is delayed.	The time constraints for habitat- and/or protected species surveys- does not align with the programme.	Delay to programme	External	Management	Environment	<del>0</del>	9	0	GREEN	9	9	Procure and commission Preliminary Ecological Appraical (PEA) to- determine extent and scope of ecological and protected species- surveys to be undestaken. Include curveys within the matter- programme identifying the windows when they must be undertaken.	hubco	Robertson	<del>31/05/2024</del>	Note: Update 2601/2021 - Following-early-discussions, wintering-birds-surveys-commissioned and underway. Note: Transferred to hubboo Risk Register on 30/01/2024.	<del>23/01/2025</del>
RI_057	06/09/2023	Transferred	Redundant Mineworks are present on site	Historic use of the site	Increase in costs and programme delays	External	Technical	Site	θ	9	0	GREEN	е	9	Undertake deaktop survey of historic mineworking's. Undertake- Geophysical Tomography survey	Clacks	Blyth and Blyth	31/05/2024	Note: Update 26/01/2024 - Site Investigations starting w/c 29th Jan 24. Note: Transferred to hubco Rick Register on 30/01/2024.	
RI_058	<del>06/00/2023</del>	Closed	Exicting eterms/eurface-water- drainage-haz- detrimental impact on the position and form of the building-or-requires to be diverted-	Existing-site feature	Compromised design, form, position and crientation of the building and detriments impact on the PHPP model. Added time to enabling works programme and cost.	External	<del>Technical</del>	<del>Sito</del>	Ф	Đ	Đ	GREEN	e	9	Accusately-secord-the-position of the existing-flood distances on a sele- constraints-plan-Explore a sense of options to achieve the optimal form- factor whilst maintaining the operational functionality of the facilities- identify alternative means of officiating a suit-optimal form factor in the PHPP model. Consideration to be given to relocating -i diverting the existing below ground distances. Robertonic and Byths. 8 Bight to- engage with Scottlish Varies on the basis that we are planning to- remove/funct the existing suchbes water distance are part of our development proposale. Prepare ecope, cost programme and contract- for-early-enabling-works-potential ahead of planning.	hubco	Slyth and Blyth	30/06/2024	Note: Lipidate 260.130324.—Canculant appointed to lock at Flood Ripk. Accessment/engage with SERA following-feedback from The Jap submission. Note: Lipidate received from Citicins legal team on 0703/20024 advising that they "are unable to provide any further information are use imply do not have any waykeness or further delate, in our procession." It addition, They recommended that "Robertson's approach. Scottish Water again to request this information and advise that the pipe-will be removed as part of the development of coursethy is not confirmed." Note: An TEAN responded on 2003/20024 noting that "on the basis that Scottish Water have advised that they have record of onership/responsibly and Clacks have ne record of onlyshaves, at this print we will assume that this is a Clacks asset along with the pumping dation. We will therefore continue to engage with Scottish Water as you have set out below on the basis that we are planning to remove (divert this as part of our development proposals."	-
RI_059	06/09/2023	Live	The diverse needs of the local community will not be met	Ineffective engagement and consultation with the local community.	Existing inequalities are exacerbated and the local community to not use the new facilities.	Internal	Management	Client	4	2	8		0	0	Develop a comprehensive Stateholder Engagement Plan and Communications Plan. Identify all relevant stakeholder and undertake mapping exercise. Determine method and frequency of consultation and engagement to suit stakeholders. Engagement with PLE through the Co-Design process and a range of Stakeholders through the Place and Wellbeing Assessment.	Clacks			Note. Separate risk added for communications. Refer to RI_081.	
	<del>06/09/2023</del>		owned by Clacke associated with the construction contract are not undertaken in accordance with the programme.	-		<del>Internal</del>	<del>Commercial</del>	Client	Ф	Đ	Đ	GREEN	9	Đ	Legal tasks and requirements to be programmed and planned ahead. Resource appelicipacibly to be identified. Additional resources to be- outcourced to increase capacity. Consider Authority PM to manage- engagement between Citickies assistions and halos acicition. Consider- using standard form contracts for enabling works.	<del>L Robertson</del>			Note: Spill: cut into contract risk and operational legal requirements. Refer to RL-92.  Note: Contact make to Martine Fines-MacRoberts to lead the preparation of the construction contract(e).  Note: Risk closed and combined with RL-008.	<del>18/10/202</del> 4
RI_061	<del>06/09/2023</del>	Closed	The new Wellberg Hub Societies are not operated as designed.	Operational staff-are not trained or familiar with the design or building systems.	- The building systems not being- operated correctly in use energy- targets not being met and- increased operation costs.	Internal	Management	Client	Đ	Đ	9	CALLA	<b>.</b>	9	Undertake early recontiment of operational staff during the construction-tage. Incorporate multiple settly training. Familiardise and demonstration seecions throughout the beding and commiscioning stages. Incorporate organing staff training and familiarisation seecions after completion on-part of the Soft Landings Plan to help-ensure the familiarisation development of the staff of the operational practicalities of the staff undertaking their jobs.	WBH Team- Leader	<del>S Graham</del>	11/12/2026	Note: Spit-out into the WBH and Lockies staff. Refer to RI_083 for Lockies.  Note: Rick-closed and combined with RI_082.	18/10/2024





Risk No.	Date Raised	Status	(There is a risk that)	Potential Failure / Cause (As a result of)	Direct Consequence (That will potentially lead to)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Ris	Mitigation Response	Risk Owner	Risk Owner Support		Current Status and/or closure Comments	Actual Date Closed
RI_062	06/09/2023	Live	The required operational resources (self) are not in place to operate and maintain the Wellbeing Hub facilities at completion and they do not have the required skills and knowledge to operate the facilities as designed.	design or building systems to	Potential delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives. The new facilities not being operated correctly and/or areas or facilities are not able to be used. In addition, the building systems not being operated correctly, in-use energy targets not being met and increased operation costs.	Internal	Management	Client	4	3	12		0	0	Commence the development of the operational model/strategy to provide as much time as possible to establish the operational entity and allow time for business planiprocesses to be set-up. Finalisation of the design required to inform resources and staff requirements. Clarify areas to be staffed and operated by external organisations i.e. catering, climbing, soft-play, etc. Clarification around which departments within the council are maintaining different areas. All roles and resources required to operate the facility be be identified and recruitment and training to be undertaken during the construction stage. Incorporate multiple staff training, ramiliarisation and demonstration sessions throughout the testing and commissioning stages. Incorporate 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. Make reasonable allowances/assumptions in the design (PHPP) model which aligns with how the staff will actually use the facilities. Prepare programmen of Clacks fit-out, set-up and mobilisation for opening. Training programmes to be identified to fill knowledge gas and ensure the operational staff have the necessary skills and knowledge to undertake their respective roles in this new environment. Engagement with Clacks HR to agree planistrategy.	WBH Team Leader		31/08/2027		
RI_063	06/09/2023	Live	People / public are not sufficiently aware of the project, are not engaged throughout the design or construction of the new development and do not understand the benefits, opportunities and available facilities/services on offer.	communications and/or infrastructure required to build an	not use the new facilities leading to loss of revenue and participants	Internal	Management	Client	4	3	12		0	0	Engage with IT and comms and commission external consultants as required. Develop a comprehensive Communications Plan in alignment with the stakeholder engagement strategy, identify all relevant stakeholders and undertake mapping exercise. Determine method and frequency of communications. Ensure designated resources are identified to prepare and issue communications. 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. Consider recruiting a business strategy and marketing manager to be covered out of the capital plan. Target to have role in place for early 2026.	Clacks Comms	Clacks IT		Note: Split-out into communications and digital infrastructure. Refer to RI, 084. Note: Future issues with ongoing maintenance of new digital and IT systems.	
RI_064	<del>06/09/2023</del>	Closed	Heopie / public are not engaged- throughout the design- development of the new facilities	+ne necessary digital- communications required to build- an audience are not able to be- supported by the council.	He facility and are disengaged. The facility does not attract new- audiences having a detrimental- impact on revenue and reputation.	<del>Internal</del>	Management	CHENT	ū	•	Đ	<del>unbh</del>	÷	# 	Overcop a commission s-circlegyplan is arginness win the stakeholder engagement Estadoy. Ensure designated recourses are- identified to prepare and issue-communications.	Team	Leader	<del>11/12/2026</del>	Note. Risk-closed and combined with RL_063-	<del>18/10/2024</del>
RI_065	06/09/2023	Live			disparities thereby exacerbating	Internal	Management	Client	3	3	9		0	0	Conduct extensive community consultations and surveys to understand the unique needs, preferences, and barriers faced by different groups within the community. Develoy failored 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. For the programmel strategy team to schedule regular check ins to hear about and develop the services in accordance to feedback. Engagement with NHS FV or referrals and 'sign-possing' for the services and benefits offered by the	Clacks		31/08/2027	Note. Add to the impact of multiple risks. This is a consistent thread throughout.	
RI_066	06/09/2023	Live	There are tangible barriers preventing some members of the community from travelling to and accessing the facilities.		who may benefit most from its	Internal	Management	Client	4	3	12		0	0	Conduct extensive community consultations and surveys to understand the unique needs, preferences, and barriers faced by different groups within the community. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. Collaborate with local transportation providers to establish good serviced collaboration or other transportation solutions to facilitate access for residents living farther away. Incorporate funding within the operating costs for subsidising a bus service to and from the town centre. Consider operating a shuttle bus service.	Clacks		31/08/2027	Note. Off-set the cost of operation bus services etc. by using the reduced operational costs from the new facility by it being built to Passivhaus standard and reducing the energy costs.  Note. Consider combining with RL	
RI_067	06/09/2023	Live	The project fails to accommodate and respond to the cultural diversity within the community. (Cultural insensitivity).	Insufficient consideration of the cultural preferences and sensitivities of the local population.	Certain groups being alienated and discourage their participation.	Internal	Management	Client	3	3	9		0	0	Conductors and the control of the co	Clacks		31/08/2027		
RI_068	06/09/2023	Live	People / residents within the community are unaware of the facilities and services available and are unable to twey, book, and access programmes, classes, spaces etc. online (Digital Divide)	demographics. Website and digital strategy / infrastructure not delivered. Inconsistent messaging and booking systems. Limited access to technology, the internet	community are excluded thereby exacerbating existing inequalities and discouraging their participation. Reputational damage. Loss of revenue. Use of	Internal	Management	Client	4	3	12		0	0	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 common and commission external consultants as required. Identify apportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure requirements need to be defined and IT filt-out requirements to be defined.	Clacks Comms	Clacks IT	31/08/2027		
RI_069	06/09/2023	Live	Disparities in health and wellbeing infrastructure.	Inadequate local healthcare and/or wellbeing facilities, limited access to healthcare services, or disparities in healthcare quality		Internal	Management	Client	3	3	9		0	0	Collaborate with local healthcare providers to offer health screenings, educational workshops, and referral programs within the hub and school to address these disparities and refresh action plant meaningful community engagement on a regular basis / lead with local community. Undertake design review workshop with NHS partners to identify opportunities for some of the spaces which could be used.	Clacks Comms	Clacks IT	31/08/2027		
RI_070	06/09/2023	Live	There is a lack of knowledge about the importance of physical activity, nutrition, and mental health	t There are gaps in education and awareness programmes and campaigns being provided.	Hinder residents from utilizing the resources and facilities	Internal	Management	Client	3	3	9		0	0	Develop educational campaigns and workshops on the benefits of wellbeing, engage local schools in wellness programs, and provide informational materials at the hub/ design regular meaningful community encacement.	Clacks Comms	Clacks IT	31/08/2027		
RI_071	06/09/2023	Transferred	People / residents do not feel safe when accessing the facilities.	Safety concerns or environmental- issues in the area, such as crime, pollution, or inadequate lighting,		External	Management	Client	0	0	0	GREEN	9	0	Invest in security measures, improve outdoor lighting, and advocate for community safety initiatives to create a safer environment around the buildings. Engage with Police Scotland and undertake Secure by	Clacks Comms	Clacks IT	11/12/2026	Note: Transferred to hubbo Risk Register on 30/01/2024.	
RI_072	01/11/2023	Closed	Wellbeing Hub will not achieve completion/handover by the end of Q4 2026	Delays and increased  f duration to the pre construction programme.	Delay to the opening and operation of the new facility and negative-publicity.	External	Management	Contractor	0	0	0	GREEN	0	9	Opportunities to reduce pre-construction programme to be explored. Consideration to also be given for an advanced/enablingworks contract and a phased completion/handover of the works.	Clacks Comms	Clacks IT	01/12/2023	Note: Transferred to hubco Rick Register on 30/01/2024. Note: Target completion date of Q4 2026 no longer achievable.	
RI_073	01/11/2023	Live	There will be inadequate public transport links to the new development	Insufficient funding and public transport services being operated	Challenges for people within the community accessing the new facilities and increase in the number of cars.	Internal	Commercial	Client	4	3	12		0	0	Discussion to be held with bus service operators and existing partners to explore opportunities to improve/alter services in preparation for the opening of the new development in 2027-Agree scope of full Transportation Assessment with Clacks Roads / Transport and prepare associated report. Undertake review of how to best serve the site with active travel routes. Prepare and provide a review of public transport links to and from the site. Consideration to be given to using (offsetting) the reduced energit/revenue costs to help fundipartially fund a dedicated bus service. Consideration to also be given to agreeing a financial contribution/subsidy for a dedicated 'shuttle' bus to and from the town centre.				Note. Response submitted to Roads and Transport comments setting out how we will help support and improve the transport provision to and from the site.  Note. Planning Condition 2: Unless otherwise agreed in writing by the Council as planning authority, before the Well-Being Hub hereby approved is opened to the public, in details of a scheme to deliver a bus service that would connect the site to Alioa Town Centre shall have been submitted to and approved in writing by the Council, as planning authority in consultation with the Transportation Service, and, in the service approved has been brought into service.  The scheme referred to in i) above shall include details of, the hours and frequency of operation of the service which shall be designed to serve the opening hours of the Wels-Being Hub and include, as far as reasonably practicable, the precitode periods of peak demand for travet, the proposed arrangements for delivery and operation, an assessment of how the service would integrate with existing public transport services serving Alica Town Centre, and the arrangements for monitoring and reviewing the delivery of the service in the future. The approved scheme shall expend the proposition of a minimum period of 5 years from inception, unless otherwise agreed in writing	
<del>RI_074</del>	01/11/2023	Closed	Fransport and have interventions will be required out with the red- ine boundary	The construction of a new development and the requirements imposed by the local Planning and Roads-Departments.	Additional Capital Costs and- gotential delay to programme	External	Technical	<del>3rd Party</del>	<b>G</b>	Đ	ē	GHEEN	9	9	Early engagement required with the Roads Transportation learn to describly what these interventions with be prior to Planning Application. Set up eath-group to aid communication and coordination between the project from and the Clastes Roads i-Active Transportation. Here seemed the Roads is the Roads in	Clacks-Comms	Clacke IT-	31/05/2024	Note. Risk closed and combined with RL-012.	



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Risk No. Da	ate Raised	Status	Description of Project Risk (There is a risk that)	Potential Failure / Cause (As a result of)	Direct Consequence (That will potentially lead to)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
<b>RI_075</b> 0	11/11/2023	Live	The pool facilities provided within	Not meeting the needs of the community/target user groups and	Pool facilities being under utilised	Internal	Commercial	Client	3	1	3		0	0	Undertake detailed pool options appraisal exercise to check and validate the pool facilities against the project objectives. Identify the user groups-lobbs and define the user requirements. Define the programming need and the activities/classes to be delivered. Define the user needs and requirements for the hydrotherapy pool. Define the objectives and Critical Success Factors for the pool facilities. Regular review and update of the operational and revenue cost model and the Business Case as the project develops and in response to any changes to the pool facilities mix. Review assumptions for both the Demand and Financial models for the Wellbieng Hub at OBC and FBC	Clacks		21/08/2025		
<b>RI_076</b> 0	11/11/2023	Live	Financial Close is delayed	Satisfying the LEIP Phase 3 funding requirements.	Delay to completion and handover	External	Commercial	Client	3	1	3		0	0	states. Review the LEIP Phase 3 funding requirements and identify the input required from hubCo and Robertson and incorporate this in the BrieflACRs. Undertake regular engagement with SFT throughout the design development process. Finalise funding allocation with SFT. Undertake remaining stages of the LEIP development process.	Clacks		21/08/2025		
RI_077 0	11/11/2023	Live		Failure to satisfy and evidence that the outcomes have been achieved.	Loss of ongoing revenue funding for Lochies School	External	Commercial	Client	3	3	9		0	0	Review the LEIP Phase 3 funding requirements and identify the input required from hubCo / Robertson to develop the Briefl/ACRs in synergy with budget.	Clacks		31/08/2029		
<del>R1_078</del> 2	12/11/2023	Cloced	Operational resources: (staff) are not in place and/der prepared for the completion of the new facility.	Delay and/or inability to recruit the required the staff etc. to operate the new facility.	<ul> <li>Operational and business- performance issues-post- completion. Delay to opening of- the new facility, negative publicity- and-mability to deliver-the-outputs- of-the-project-vision and objectives.</li> </ul>	Internal	Management	Glient	9	Đ	θ	GREEN	Đ	θ	Commence the development of the operational strategy immediately to- provide as much time as possible to establish the operational entity an- alignment of the strategy of the strategy of the operational entity and silver time for business processes to be set up and recontinent and claiming to be undertaken. Recommend of a Wellbeing Hub Team- Leader to lead on this work and provides a focused resource. Define/propose a streetable of staff training. Prepare programme of Clacks fill out, set up and mobilisation for opening.	Clacke Comms	Clacks IT	<del>11/12/2026</del>	Note: Risk closed and combined with RI_062	
	12/11/2023	Closed	Operational resources (staff) do- not have the required skillic- knowledge and are not prepared for the completion of the new- facility.	Delay to anclior incomplete training for the operational staff etc. to-operate the new facility.	Operational and business- performance issues post- completion. Delay to opening of the new facility, negative publishy and inability follows: the outputs- of the project vision and objectives.	Internal	Management	Client	9	9	9	GREEN	9	9	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set up and recruitment and training to be undertaken. Training programmes to be identified to fill knowledge ago and senure the operational staff have the neosceary skills and knowledge to undertake their respective roles in this new- environment. Recruitment of a villebing this. Team Leader to lead on- this work and provide a focused resource:		Clacks IT		Note. Rick closed and combined with RI_063	
	2/11/2023	Live	Programme of activities is not prepared and coordinated for the completion of the new facility.	In-sufficient forward planning and resources to prepare the programme of activities.	Operationa and business performance issues post completion. Delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives.	Internal	Management	Client	3	2	6		0	0	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set-up and recruitment and training to be undertaken. Commence preparation of the programme of activities based on the agreed facilities mix and commence discussions and engagement with partner organisations to plan ahead for operation. Recruitment of a Wellbeing Hub Team Leader to lead on this work and provide a focused resource.			31/08/2025		
	12/11/2023	Closed	The local community will not be aware of the opportunities for engagement and offer from the new facilities.	Ineffective communications with- the local community.	Existing mequalities are- exacerbated and the local- community are disengaged and do not use the new facilities.	Internal	Management	Client	ā	9	9	GREEN	9	Đ	Develop -a competeneneve Communications-Plan-Identify all relevant- statishehiders-and-undertake mapping-exercise. Determine method and- frequency of communications.	Clacke Comms	Clacke IT		Note-Risk-closed and combined with RI_063-	
RI_082 2	2/11/2023	Live	Legal tasks and responsibilities owned by Clacks associated with the operating model and any associated legal agreements are not undertaken in accordance with the programme.		Delay to programme	Internal	Commercial	Client	4	2	8		0	0	Legal tasks and requirements to be programmed and planned ahead. Resource agas/capacity to be identified. Additional resources to be outsourced to increase capacity.	Clacks		31/08/2025	Note. Discussions and engagement have commenced.	
RI_083 2	2/11/2023	Live	The new Lochies School facilities are not operated as designed.	Operational staff are not trained or familiar with the design or building systems.	The building systems not being operated correctly, in-use energy targets not being met and increased operation costs.	Internal	Management	Client	3	3	9		0	0	Undertake early recruitment of operational staff during the construction stage. Incorporate multiple staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Incorporate 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. Make reasonable allowances/assumptions in the design (PHPP) model which adigns with how the staff will actually use the facilities. Undertake fulles Undertake fulles understand the operational practicalities of the staff undertaking their jobs.	Clacks			Note. Spill-out into the WBH and Lochies staff.  Note. Linked to the LEIP funding for Lochies.	
RL_084 2	12/11/2023	Gleeed	Respire / public are unaware of the facilities available and are unable-to-book the facilities and services	Digital communications are not reaching the larget audiences and demographics. We be like and digital strategy - Infestituative not. delivered. Inconsistent messaging and booking systems.	Reputational damage Loss of revenue. Use of facilities not being maintied. Microed apportunity for building anxennees inside and outside of Clackmannanehire.	Internal	Management	Glient	ė	9	9	GREEN	Đ	Đ	Exepare digital and communications stately for the new facilities. Engage with 17 and comms and commission settlems consolitates as- required. Literatly, apportunities and methods of improving- communications cuptur. Allocate budget for communications and digital- infrastructure. Procurse communications and digital infrastructure. The infrastructure requirements need to be defined and IT-fit out- requirements to be defined.	Clacke Comms	Clacks IT	<del>11/12/2026</del>	Note. Rick closed and combined with RL_068.	
R1_085 2	2/11/2023	Live	The facilities and assets are not maintained correctly.	inefficiencies in the design. (CDM Regulations) and insufficient	Facilities deteriorate quicker than planned and do not operate effectively. Reduced operational performance and inability to utilise some or all of the facilities some or all of the facilities of the services, programming and the outputs of the project vision and objectives.	Internal	Commercial	Design Team	3	3	9		0	0	Design team to prepare access and maintenance strategy for agreement with the Council. Design team to design out access and maintenance risks as fir as practicable. Design team to prepare designer risk assessments for any residual design risks. Procure and appoint consultant to prepare lifecycle cost assessment including renewal, operation, maintenance and end-of-file costs (as required). Prepare Soft Landings plan to ensure operational requirements are clearly defined and that there is engagement with the Contractor and any sub-contractors during that period. Incorporate Soft Landings period within the contractual requirements i.e. 2 or 3-years following Completion. Ensure engagement, training and demonstrations are undertaken with operational staff during the construction works. Ensure all required operation and maintenance information is available to maintain the facilities correctly Includelinegositate an increased Defects Period of 18-24 months to account for the fact Lochies will not be used fully from Completion. Purchase Lyvaers maintenance following Completion for the pools, MEP services and external landscaping.	Clacks			Note. Lifecycle cost assessment to be commissioned for both the Welbeing Hub and Lochies School.  Note. Lifecycle costs to feel in the Business Case.  Note. Soft Landings Plan to be developed and included in the contract.  Note Requirements for maintenance liked to LEIP funding.  Note. Lochies School will be unoccupied / not used for months until the new academic year commences in August 2027. Consideration to therefore se given to maintenance regimes within the Lochies school and the need to factor these into the Soft Landings Plan.  Note. Costs requested from Hubco for 1-year post PC pools maintenance and 1-year post PC MSE maintenance.  Note. Provisionally allow 25k budget figure for 1-year post PC pools maintenance and £40k budget figure for 1-year post PC MSE maintenance.  Note. Provisionally allow 25k budget figure for 1-year post PC pools maintenance.  Note. Costs requiremence.	
RI_086 2	<del>2/11/2023</del>	Closed	The facilities and assets are nat- mantained correctly:	Design and access issues and inefficiencies in the design. (GDM Regulations).	Gaillion detectorate quicker than- lement and chowle spential pro- fif eclosely. Reviewed operational - performance and inability to utilize - some or all of the facilities. Negative publicly and inability to deliver the cervices, programming- and the autypical of the project- vision and objectives.	External	Technical	<del>Design Team</del>	e	Đ	0	GREEN	9	Đ	Design Jeans to prepare access and maintenance circlegy for agreement with the Council-Design issue to design out access and- maintenance raise as for deptholicative-Design stom to prepare designer-rick accessments for any residual design ricks.	Clacke Comms	Clacks IT.	<del>30/10/2024</del>	Note. Risk closed and combined with RL 985.	
RI_087 2	2/11/2023	Closed	Regist justic are not enficiently aware of the project. They are not engaged and are unable to book the unablable services:	Website and digital strategy/ infrastructure not delivered- trounisitent measaging and- booking systems.	Reputational damage - Lose of revenue. Libe of facilities not being maximized. Misseed appearingly for building awareness incide and outside of Clashmannanshire.	internal	Management	Client	e	Đ	Đ	GREEN	9	9	Engage with IT and comme and commercion external consultants as- required. Horsely apportunities and methods of improving- communications extract. Allocate budget for comme and digital- sist astructure. Procure commerciates and digital enfoat souther. IT- infrastructure requirements need to be defined and IT-fit exit- requirements to be defined.	Clacke Comms	Clacks IT	<del>11/12/2026</del>	Note. Risk closed and combined with RI_084.	





Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that)	Potential Failure / Cause (As a result of)	Direct Consequence (That will potentially lead to)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
RI_088	22/41/2023	Clesed	Specific audiences and demographic groups are not engaged in the project.	Agile communications estrategy not able to be supported by: Clackmannanheire council to-allow for targeting of key-demographic-groups	Lose of opportunity to receive and understand a positive message about the development. Lose of revenue. Lose of participante. Damage to reputation of council.	Internal	Management	Client	0	0	0	GREEN	e	e	Engage with 1T and comme and commission external consultants as- required. Identify apportunities and methods of improving- communications unjust. Allocate budget for comme and digital- infrastructure. Procure comme tools and digital-infrastructure. For infrastructure requirements not be defined and If if not- requirements to be defined. Create a communications plan for the constructure phase which shares engaging updates on the build with the public.	Clacke-Comme	Clacke-IT	<del>11/12/2026</del>	Note-Risk-closed and combined with RI_COO.	
RI_089	<del>22/11/2023</del>	Closed	Users are not engaged in the project.	Press-release focused- communications—pursued-as- strategy without attention to- development of attention to-	Loss of revenue Loss of- participants. Damage to reputation of council.	internal	Management	Client	θ	9	9	GREEN	9	Đ	Engage with IT and commiss and commission external consultants as- required. Hereify apportunities and methods of improving- communications output. Allocate budget for comme and digital- infrastructure. Procure comme to	Clacks Comms	Clacke IT-	<del>11/12/2026</del>	Note-Rick-closed and combined with RI_000.	
RI_090	22/11/2023	Live	the benefits and available services. Specific audiences and	communication plan and communication channels. Press release focused communications		Internal	Management	Client	3	4	12		0	0	Engage with IT and comms and commission external consultants as required. Identify operatinities and methods of improving communications output. Allocate bodget for comms and digital infrastructure. Procure comms took and update infrastructure. Procure comms took and update infrastructure. Procure comms took and update infrastructure. The requirements to be defined. Create a communications plan for the construction phase which shares engaging updates on the build with the public.	Clacks Comms	Clacks IT	31/08/2027		
RI_091	<del>22/11/2023</del>	Closed	Deople i public are not sufficiently ware of the project. They are not engaged and do not understand the benefits and available services	Uniter-developed WIEH and: Lookies-communication-channels- at-opening-	Lose of revenue. Lose of- participants. Damage to reputation- of council.	internal	Management	Glient	Đ	9	9	GREEN	9	9	Engage with TT and comme and commission administrative as- required. Identify apportunities are methods of improving- communications output. Allocate budget for comme and digital- infrastructure. Procure comme solds and digital infrastructure. IT infrastructure requirements need to be defined and IT file-out- requirements to be defined.	Clacks Comms	Clacke IT	<del>11/12/2026</del>	Note. Risk closed and combined with RL 000.	
RI_092	06/03/2024	Live	The site car park, access roads and Smithfield Loan become congested during large events being hosted at the Wellbeing Hub.	No provision for designated bus / coach drop-off either within or out with the site.	Negative publicity, complaints from the neighbours and community, risk to people safety, operational and management issues to control traffic and parking.		Technical	Client	3	2	6		0	0	Identify opportunities within and out with the sile boundary for designated coach ripp of IT pasking (preferably of Fsib.) Quantify the approximate quantity of buses / coaches required during peak use i.e. when events are staking place. Ensure sufficient parking provision is allowed for within the site boundary. Request sketch option from RFLRICCE for 2No. coaches. Undertake tracking within the site boundary for coaches/buses.	Clacks	Rankin Fraser		Note: Various swept path plans received for a 49 seater coach and parking options for the wheel chair adapted vehicles on 1800/2012-Decision required on how to proceed.  Note: Coach/bus drop off incorporated into the site plan.  Note: Lochies school car park to be used for public-use and larger events out with school hours.	
RI_093	28/05/2025	Live	integrate into the Family Wellbeing	Wellbeing hub must become more	established at the outset are	Internal	Commercial	Client	3	3	9		0	0	Thorough and comprehensive costs/financials to be incorporated within the Full Business Case (FBC) to ensure the Council are fully informed of the originity operationalitivenum costs. More detail of the proposed operating model to be incorporated into the FBC. Regular galency reviews to be undertaken to assess whether the project is achieving the strategic outcomes and objectives.			31/08/2027		
RI_094	28/05/2025	Live	The SPEN land matters i.e. wayleaves and servitudes are not concluded in line with the programme to Financial Close.	Prolonged duration to acquire servitude rights from 3rd party land owners.	Delay to Financial Close and Construction Completion. Potential cost increases associated with inflation.	External	Commercial	3rd Party	4	3	12		0	0	Consider alternate routes for the overhead power diversions to within the council's land (red-line boundary) to minimise interfaces and mogdations with 76 Party landowners. Undertake early engagement with 3rd Party landowners i.e. the McLarens to discuss the proposals, schedule meeting/discussions with SPEN to clarify susue prompty. Respond to correspondence with SPEN as quickly as possible.	Clacks Legal		28/08/2025		

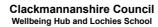




Thomas & Adamson

Live Opportunities: 23
Closed Opportunities: 0
Total Opportunities: 23

Date Printed:		17/06/2025	J									_					
			Description of Opportunity	Opportunity Description  Potential Success / Cause	Direct Result / Benefit	Impact	Probability		tunity Assess								
Opportunity No.	Date Raised	Status	Description of Opportunity (There is an opportunity to)	(As a result of)	(That will potentially lead to)	(1-5)	(1-5)	Success Factor	Trigger	Max Reward (£)	Assessed Reward (£	Action and Opportunity Response	Opportunity Owner	Opportunity Support	Target Closure Date A	Actual Date Closed	Current Status and/or closure Comments
OP_001	06/09/2023	Live	Help provide access to fresh and healthy food options and promote nutrition, overall wellbeing and health conditions.	Incorporating a community garden or partnering with local farmers' markets	Increase accessed to fresh produce everyday and promote healthy eating as a main feature of the services provided.	3	3	9		0	0	Consider incorporating a community garden or partnering with local farmers' markets. Identify collaborative approaches for sustainable play and recreation opportunities including biodiversity engagement and food growing related activity working towards highlighting the benefits to recovery, child and adult personal development and long term environmental impact. Engagement with Community Wealth Team. Co-produce a joint maintenance plan for growing spaces with the local community and groups.		Rankin Fraser	31/05/2024		Note. Place and Wellbeing Assessment recommendation.
OP_002	06/09/2023	Live	Enhance the outside and natural spaces and connectivity with the wider landscape.	Incorporating existing mature planting and trees surrounding the site into the landscape design.		3	4	12		0	0	Confirm land ownership and undertake surveys of the surrounding planting. Engage with the local planning Authority to discuss opportunities. Consider the contribution of the Council's Pollinator Strategy to maximise wildflower growing and biodiversity. Work with Nature Soot, The Royal Society for the Protection of Birds, and Clackmannanshire Council Countries Rengies as key contacts for learning about how to incorporate heritage into the outdoor design.		Rankin Fraser	31/05/2024		Note. Decision taken to pursue and achieve the Building with Nature Accreditation.  Note. Requirements included into the Landscaping Project Brief.  Note. Incorporate "bedding-in" requirements within the ACRs
OP_003	06/09/2023	Live		Strategic purchase and utilising the existing carparking and hardstanding areas adjacent to the site.	Enhanced external landscaping, greater segregation of cars and pedestrians, improved safety and potential cost savings.	4	2	8		0	0	Confirm landownership undertake surveys of the surrounding area. Engage with the Local Roads, Transportation and Planning Authority. Engage with Clacks Legal Team regarding utilising adjacent land for additional parking and bus drop- off. Consideration to be given to the multiple uses of the site not just the facilities within the Wellbeing Hub.		JMA	31/05/2024		Note. The site is situated in a quiet road network. There is potential that the hub will draw traffic to the area and encourage car use as it is easy to access by car. Most of these will be short car journeys, which are amongst the biggest generators of greenhouse gases and air pollution. Note. The hub has potential to encourage more development and therefore more traffic into the area. It is less accessible by public transport so will encourage cars. Note. Adjacent RMD land is on hold. Consideration being given to land adjacent to the Little Stars Nursery.
OP_004	01/11/2023	Live	Improve Active Travel routes to the site.	Link in and coordinate with other Active travel projects in the area and deliver these earlier than planned.	Improved Active Travel routes are in place prior to the opening of the new development	3	4	12		0	0	Speak with the Senior Leadership Group (SLG) to undertake initial discussions around Active Travel projects. Early discussions also required with external travel operators to determine viability of improved links to site. Set-up separate sub-group with Roads and Transport.	Clacks		11/12/2026		
OP_005	01/11/2023	Live	Enhance the pool facilities to accommodate additional activities and/o events	The recommendations and outputs of r the pool facilities options appraisal exercise.	Increased usage, user satisfaction income generation and ability to meet the required outcomes and objectives for the project.	4	3	12		0	0	Sub-quick with reades and training to Undertake detailed pool options appraisal exercise to check and validate the pool facilities against the project objectives. Identify the user groups/clubs and define the user requirements. Define the programming need and the activities/classes to be delivered. Define the user needs and requirements for the hydrotherapy pool. Define the objectives and Critical Success Factors for the pool facilities. Meet with specialist pool sub-contractor to discuss the briefing and requirements for the pool facilities.		Integratis	14/05/2024		
OP_006	15/11/2023	Live	Create more attractive and safe access arrival space for all visitors and users in relation to traffic parking and active travet:	Segregating the road and introducing traffic calming measures.	Increased uptake of active travel and increased levels of physical activity and social interactions. Reduced levels of air and noise pollution.	4	3	12		0	0	The hub and school will need to be designed to be fully accessible and inclusive. Include reference to and understanding of the prioritisation of car parking for those who don't have other options in both planning and publications and promotion. Create space for bus/coach parking off-site. Engage with Roads and Transport.		Rankin Fraser	31/05/2024		Note. Smithfield is business land zoning. Previous sites were unsuccessful so planning authority could rethink zoning of this greenfield site.  Note. There are people with a wide range of disabilities and support needs that will use the hub and they will need to be driven to the site. However, this only affects the population groups who have access to a car, with on average one third of households do not have access to a car. As well as the half of households with no access to a car in SIMD areas such as Alloa South and East.  Note. People in deprived areas can be exposed to higher levels of air and noise pollution and certain groups of the population can be more adversely affected by poorer air quality.
OP_007	15/11/2023	Live	Increase the uptake of Active Travel options to access the site.	Introduce sufficient seating and have clear sign posting to make is easy to navigate the site	Increased uptake of active travel and increased levels of physical activity and social interactions. Reduced levels of air and noise pollution.	4	3	12		0	0	Speak with the Senior Leadership Group (SLG) to undertake initial discussions around Active Travel projects. Consideration and mapping of the journey certain demographics take to the site to be undertaken. (For example, young women are less likely to use active travel if the roads are not segregated). Consideration to be given to how people will get there (other than by car) and what that journey will be like at different times of day. Consideration to be given to the cost of accessing the site for those on lower income. Deficate funding in active travel and the steps that need to be taken to promote active travel particularly in partnership with the third sector e.g., Resonate Together, Clackmannarshire Regeneration Trust. Show clarity and understanding on perceptions of safety and prevention of and crime around the site. Commit to connecting with local community groups and active travel projects to identify and address perceived unsafe routes or areas around the Ste. Establish connections between the Wellbeing Economy initiatives and the Community Wealth Building Action Plan during service design processes. Engagement with roads on funding opportunities to introduce signage along the proposed active travel routes.			11/12/2026		Note. Children use this route to cycle and the cycle networks are also mostly lit.  Note. Residents from the hillfoot fowns can get to this alle easier. (However, there is a potential barrier of being further to walk from the town centre. It is also remote from other parts of Clackmannanshire other than Menstrie which is better connected.)  Note. This site has more relinence on the use of cars to access and thus likely to have more of an emphasis on generating motorised traffic.  Note. This site will have an added expense for those living in the most deprived areas unless they walk.
OP_008	15/11/2023	Live	Increase the uptake of public transport to access the site.	Provide subsidised public transport routes to Smithfield Loan.	Reduced dependence on cars and improved access to services and facilities and connect communities.	5	3	15		0	0	There would be a need to create new public transport services to the site which is traditionally challenging. Improve the active travel offer so that people won't rely on public transport. Engage with the Bus Company operators to discuss the proposals. Consideration to be given to a community run "shuttle bus" to and from the site. Consideration to be given to ensuring the bus is accessible. To be factored into the operating model discussions.			11/12/2026		Note. Acknowledged that setting up subsidised public transport routes tends to be expensive and to be unsustainable when the subsidy is withdrawn.  Note Overall, bus services in Alloa have been reduced which has led to a lack of confidence and inclination to adopt that as a method of transport.  Note. The cost of transport has been mitigated for young people and older people with the introduction of subsidised bus passes however affordability is an issue for other age groups.  Note. The site is not well serviced by public transport and only one bus service accesses it.  Note. For those getting the bus into town there would be a longer walk to the site, which could make people more reliant on car use.
OP_009	15/11/2023	Live	play and interact with others.	Creating a public realm that prioritises the pedestrians and creating spaces which are well-connected, well-designed and maintained.	physical activity and social interactions.	4	2	8		0	0	Need to think about people's journey to the 'front door' Play and Recreation. Consideration to be given as to whether better access could be made to the school play facilities. Create new links to connect into further opportunities for play and recreation. Consideration to be given to the design of park spaces and play equipment for older children and teenagers ensuring these are not just designed for the 'default male.' Design for girls is more than an ideal, it's a legal requirement under the Equality Act 2010. Engage with charities TCV and Cycling Without Age on programming of outdoor recreational activities. invite local groups and residents to contribute to the landscaping efforts and outdoor furnishing and decoration of the site through collaborative art, craft, wood-working or planting projects.		Rankin Fraser	31/05/2024		Note. The site is only connected to one active travel route.  Note. There aren't many services nearby apart from a school.  Note. There is a rural path from site to where 'Levelling up' bridge proposal is, but it is not very well connected.  Note. The site has good views but currently limited opportunity to link into other functions and amenities as adjacent land is mostly agricultural.  Note. Curren provision is almost entirely in terms of skate parks, BMX tracks, football pitches and MUGAs, which are used almost entirely by boys. This absence has important implications for how active girls are, for their health in later life, and for how they see themselves as belonging in public spaces.
OP_010	15/11/2023	Live	Create and enhance employment, education and development opportunities within the local area.	Committing to address the barriers to employment and education and promoting an equitable approach to accessing employment and professional development opportunities within the new development.	Increased Community Wealth Building, ownership and engagement.	4	2	8		0	0	Link with innovative initiatives across Clackmannanshire related to strong connections to the Community Wealth Building Action Plan and demonstrate a commitment to learn from local third sector work related to this area of work. By emphassing this commitment, the considered route to employment can underscore the potential for all groups in the (local and wider) population to have access to "good" work, training and volunteering.			11/12/2026		Note. If a place is lively and vibrant it can provide work opportunities and will encourage people to visit the area.  Note. Unemployment can be harmful to health and the longer someone is unemployed, the worse the health outcomes.  Note. Transport is a key barrier to employment for many residents living in low-income neighbourhoods.
OP_011	21/08/2024	Live	Produce information and marketing material that promotes the Wellbeing Hub as part of a network of leisure and recreation destinations in the area.	Engage with partners like Discover Clackmannanshire, the Alloa Hub, etc.	Increase awareness of the project, facilities, services and associated benefits.	2	3	6		0	0		Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_012	21/08/2024	Live	Create an active travel engagement plan, prioritising engagement with communities and third sector organisations that support people who are less likely to own bikes or feel confident cycling, wheeling or walking.	Engagement with Clackmannanshire Third Sector Interface (CTSI) and Clackmannanshire Council's Community Learning and Development (CLD) Team.	increased levels of physical activity and social interactions. Reduced levels of air	3	2	6		0	0	Commence engagement in advance of the Wellbeing Hub opening to the public. Seek support from Clackmannanshire Third Sector Interface (CTSI) and Clackmannanshire Council's Community Learning and Development (CLD) Team in identifying priority groups to engage with.	Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_013	21/08/2024	Live		Direct recruitment of volunteer leaders, g or partnership with organisations like Recycle-a-bike.	Increased uptake of active travel and increased levels of physical activity and social interactions. Reduced levels of air and noise pollution. Increased use of the facilities.		2	6		0	0	Commence direct recruitment of volunteer leaders and/or engagement with organisations like Recycle-a-bike in advance of the Wellbeing Hub opening to the public. Engage with charties TCV and Cycling Without Age on programming of outdoor recreational activities.	Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_014	21/08/2024	Live	Increase awareness of active travel and public transport options to access the Wellbeing Hub.	Producing journey information materials in a range of digital and non-digital formats detailing public transport options from settlements across the county, and connections between active travel and public transport routes.	increased levels of physical activity and social interactions. Reduced levels of air and noise pollution. Increased use of the		3	9		0	0	Identify those responsible for preparing Travel Plans and producing journey information materials in a range of digital and non-digital formats. These should be circulated in advance of the Wellbeing Hub opening to the public.	Clacks				Note. Place and Wellbeing Assessment recommendation.





Opportunities Register



			Description of Opportunity	Potential Success / Cause	Direct Result / Benefit	Impact	Probability										
Opportunity No.	Date Raised	Status	(There is an opportunity to)	(As a result of)	(That will potentially lead to)	(1-5)	(1-5)	Success Factor	Trigger	Max Reward (£)	Assessed Reward (£)	Action and Opportunity Response	Opportunity Owner	Opportunity Support	Target Closure Date	Actual Date Closed	Current Status and/or closure Comments
OP_015	21/08/2024	Live	Provide transport for those who are unable to use active travel or public transport due to health, mobility or disability but who do not have access t a private vehicle.	the Tier 1 Contractor and engagement with third sector partners to explore	Help to break down health inequalities and provide access to services for those who are most vulnerable and in need in the community.		2	6		0	0	Engage with third sector partners and private operators to explore feasible options to operate the *legacy mini-bus* and other forms of transport.	Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_016	21/08/2024	Live	Encourage use of the Wellbeing Hub facilities by various groups/clubs.			2	3	6		0	0	Identify and incorporate informal meeting places/gathering points within the site and building design.	Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_017	21/08/2024	Live	Increase awareness of the project, facilities, services and associated benefits.	Prepare communications/information with clear explanation and illustration of the delineation between publicly accessible Wellbeing Hub facilities and those primarily for use by Lochies school.	facilities, services and associated benefits.	4	2	8		0	0	In any public communications, include clear explanation and illustration of the defineation between publicly accessible Wellbeing Hub facilities and those primarily for use by Lochies school. Where appropriate, replicate features across both areas of the site.	Clacks		01/05/2027		Note. Place and Wellbeing Assessment recommendation.
OP_018	21/08/2024	Live	Increase the use of the external spaces by teenagers and young people.	s Undertaking direct consultation and engagement with teenagers and young people on the design proposals.	Increase the use of the external spaces by teenagers and young people and increase awareness of the project, facilities and services.	3	2	6		0	0	Undertake further consultation, engagement and involvement activities with teenagers and young people to understand what they want from the outdoor spaces.	Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_019	21/08/2024	Live	Increase employment opportunities for people and suppliers within the local area (Clackmannanshire).		Increased social value and community wealth arising from the capital investment.	4	4	16		0	0	Undertake regular engagement with the huboo and the Tier 1 Contractor (Robertson Construction) throughout the pre-contract stage to develop and agree the social impact plan. Engage with the Council's Economic Development Team to draw on their expertise and connections. Agree and organise a series of Meet the Buyer Events, etc., with local suppliers to increase awareness of the project. Engage with the Supplier Development Programme (SDP). Produce a comprehensive community engagement plan, which includes scoping and targeted engagement with populations who are most at risk of being impacted by inequality, e.g. those identified through the Shaping Places for Wellbeing work. Delivery on this engagement plan should start as soon as possible, through the duration of the construction phase to opening and beyond. Seek opportunities to engage with the public in their own communities through existing events over the nest couple of years and include in community engagement plan.	f	Economic Development	01/05/2027		Note. Place and Wellbeing Assessment recommendation.
OP_020	21/08/2024	Live	Increase employment opportunities for people and suppliers within the local area (Clackmannanshire).	Targeted advertising and promotion of job vacancies within Clackmannanshire.	Increased social value and community wealth arising from the ongoing revenue investment.	4	3	12		0	0	Prioritise recruitment of local people to any jobs created by the Wellbeing Hub Project. This may be through eligibility oriteria or targeted promotion of vacancies. Seek further guidance on how to approach this, e.g. from Employability Services. Engage with Forth Valley College on potential for the Wellbeing Hub to support the delivery of courses, e.g. horticulture and catering.	Clacks	Economic Development	01/05/2027		Note. Place and Wellbeing Assessment recommendation.
OP_021	21/08/2024	Live	Reduce operation and maintenance requirements/costs for the Council	Increased numbers of volunteers helping to maintain aspects of the development	Reduced OPEX costs and increased community wealth/ownership.	2	2	4		0	0	Produce a volunteer recruitment and coordination plan in collaboration with existing volunteer organisations. This should be developed and launched well in advance of the Wellbeing Hub opening.	Clacks				Note. Place and Wellbeing Assessment recommendation.
OP_022	21/08/2024	Live		Collaborate with partners to ensure relevant training for staff on site, and provide supporting information.	Help to identify and prevent homelessness.	2	2	4		0	0	Ancharactic revealment that international training for staff on site, and provide supporting information.	Clacks				Note. Place and Wellbeing Assessment recommendation.  Note. Health and social care services, children's services, police and other public bodies will have a legal duty to  'ask and act' to prevent homelessness under Scottish Government proposals.
OP_023	21/08/2024	Live	Enhance and broaden the reach of the community benefits and public engagement during construction.	Expanding outreach and invitations to access the observation deck dury construction to include local care homes and sheltered housing complexes.	facilities, services and associated	2	3	6		0	0	Propose this to Hubco and the Tier 1 Contractor for inclusion in the Social Impact/Community Benefits Plan. Produce a comprehensive community engagement plan, which includes scoping and targeted engagement with populations who are most at risk of being impacted by inequality, e.g. those identified through the Shaping Places for Wellbeing work. Delivery on this engagement plan should start as soon as possible, through the duration of the construction phase to opening and beyond.	Clacks	Economic Development	01/05/2027		Note. Place and Wellbeing Assessment recommendation.
Total																	

## Appendix L Hubco Stage 2 Risk Register



International Construction & Property Consultancy

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024
Participant:	CLACKMANNANSHIRE COUNCIL	Date Updated:	11/06/2025
Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	E

Hub Project Manager:	CRAIG FRASER
Participant Representative:	ROBBIE STEWART
Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

		Pi	rior to Mitigatio	on		F	ost Mitigatio	on	1		
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	Comments
	Planning Consent  Project does not achieve planning for any Technical Reason (e.g. Out with LDP)	3	5	<b>15</b>	Engage a Planning Consultant to advise on application process and strategy.  Undertake early pre-app engagement with the Planning-Authority (both informal and formal)  Commission a further business/employment land review to demonstrate that the loss of this land for business use would not be detrimental to the local economy.  Clearly identify the advantage to Lochies School being on the same site as the WBH.  Clearly demonstrate why other sites were discounted and/orconsidered unviable.	2	5	10	Hubco	¥es	
	The project does not achieve Planning Approval.  Proposals are deemed to have a negative impact on the Firth of Forth Special Protection Area (SPA).  Extended planning processes, public objections and/or challenges, statutory consultee objections leading to programme delay and increased costs.	3	4	12	Commission and undertake Preliminary Ecological Appraisal (PEA) and any subsequent recommended ecology assessments. Submit request for Environmental Impact-Assessment (EIA) screening to determine whether EIA isrequired. Undertake engagement with Planning Authority and NatureScot (as required) to agree the information required to demonstrate that the proposals do not affect the integrity of the SPA. Consider impact on ecology and biodiversity with the design-proposals and opportunities to protect and improvebiodiversity. Undertake Habitat Regulations Assessment / Appraisal (HRA).	2	3	6	Hubco	¥es	Note. Site in close-proximity to the Firth of Forth Special-Protection Area (SPA). Note. Proposed development will be subject to a Habitats-Regulations Appraisal. Note. Associated legislation is the Conservation (Natural-Habitats etc.) Regulations 1994. Note. Determine timescales for HRA etc. Note. HRA Report previously undertaken on the proposed-Alloa West Business Park development (larger-development including the site) stating that "for all-qualifying species and in line with the conclusions-reached in the previous overarching HRA undertaken for the Clackmannanshire LDP, none of the SPA's-conservation objectives will be compromised by the-proposed development of Alloa West Business Park." Note. Winter Bird Nesting survey undertaken December-2023.
	Delay to Planning Submission beyond October committee date. Public objections and/or challenges leading to a delay in the planning process and associated delay in Financial Close Date and increase to project costs.	4	4	16	Commission development brief / master planning exercise and consider the impact of the proposed development on adjocent land / property.  Undertake stakeholder engagement with adjacent land / property owners to review and discuss proposals and understand any issues.  Undertake thorough pre-app-public consultation process to engage with the local community and businesses etc.	3	3	9	Hubco	¥es	
	The project does not achieve Planning Approval.  Public objections and challenges to the Planning Proposals  Extended planning processes, leading to programme delay and increased costs.	3	4	12	Undertake a thorough and public consultation process during- the planning pre-application stage and clearly demonstrate- how any feedback has been incorporated within the planning- proposals. Get Processing Agreement in place and agreed- with PO-early in process.	2	3	6	<del>Hubco</del>	<del>Yes</del>	Note: Pre-App submitted to Clacks Council Jan 24. Feedback awaited. Strategy being developed in relation to Public Consultations as part of PoAN.

Printed on 23/07/2025 @ 09:23 page 1 of 10

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Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	E

Hub Project Manager:	CRAIG FRASER
Participant Representative:	ROBBIE STEWART
Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

		Р	rior to Mitigat	ion			Post Mitigati	on			
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	Comments
5	Timescale for Planner to address Planning Application.	3	4	12	Early and ongoing engagement with planning officer and appropriate consultees to planning process. Additional Planning documentation to be submitted withing requested timescales.	2	3	6	<del>Hubco</del>	<del>Yes</del>	
6	Delay to the timeline for planning determination  Technical consultee responses—FRA / DIA / SWMP / SUDS- requirements.  Delay to overall timeline and delivery cost.	2	2	2 4	Early engagement with Scottish Water and Clacks Officers to- determine information and design requirements for flooding, drainage and surface water management.	2	1	2	<del>Hubco</del>	<del>Yes</del>	Note. Nearest sewers are approximately 50m away from- the site boundary. Early engagement with Scottish Water, SEPA and Clacks- Officers to determine information and design- requirements for flooding, drainage and surface water- management.
7	The project does not achieve Planning Approval.  Insufficient/non-compliant Surface Water Management- Plan/Strategy and obtaining necessary approvals  Additional costs / delayed programme	5	2	2 10	Early engagement with Scottish Water, SEPA and Clacks- Officers to determine information and design requirements for flooding, drainage and surface water management.	5	1	5	<del>Hubco</del>	<del>Yes</del>	Note: Consultant appointed to look at Flood Risk- Assessment/engage with SEPA following feedback from PR-App submission:
8	Unable to engage with Clacks Council Transport Officer / Roads- Dept. and confirm scope of works required to support planning application.  Unavailability of Clacks Council Transport Officer / Roads Dept  Programme delay. Insufficient and incomplete information to- support planning application.	3	5	9	Commission Transport Assessment as part of a Development- Brief / Master Planning exercise. Undertake early engagement with Clacks Council to agree scope of transport- study/assessment. Schedule regular workshops/meetings and- agree process for recording decisions to cut down on emails. Draft TA has been submitted to Clacks Council Transport for- early comments.		2	4	<del>Hubco</del>	¥es	Note: Transport Assessment for the site recommended- under the 2015 LDP. Note: Travel Plan may be required subject to the- proposed use of the site. Note: ECS appointed as Transport Consultant. Note: Transport Consultant Appointed. Draft Transport Assessment (TA) submitted to Clacks Council team Jan 24.
9	There are third party access rights and/or deeds of servitude/wayleaves in place with the site boundary.  The presence of public utilities and associated infrastructure and/or public rights of way etc. in and around the site.  Constraints on the development proposals and costs associated with relocating any infrastructure as required.	3	\$	3 9	Clacks-legal-services to undertake legal-due-diligence on the- site title deeds and advise of any third party access or rights- and or conditions. Design proposals to take cognisance of any- legal requirements and constraints plan prepared.— Negotiations to be undertaken with third parties as required.— Constraints plan to be prepared and shared with the design- team.	2	2	4	<del>Clacks Council</del>	<del>Yes</del>	Note. Title Report undertaken and included in the Site Information included within the Project Brief.  Note: Ownership of surface water drain to be established. SW asset team have no record of owning. Clacks legal team checking wayleave agreements etc.
10	There is insufficient allowance within the Project Budget for specialist consultants and surveys.  All likely consultants and surveys required to deliver the project are not identified at the outset and associated fee allowances are not included.  Use of contingency allowances, increase to project budget, reduced project scope and/or required surveys/services are unable to be commissioned.	2		2 4	Undertake detailed review of the project scope, site constraints, site conditions, resources gaps etc. Identify benchmark costs for each survey and/or consultant required and include allowances within the Project Budget. Ensure cost contingency is available. Obtain minimum 3 quotes for each specialist designer / survey to achieve best value and deliver the services within the cost allowances. Final check at Stage 2 that no other consultants or surveys are required.	1	2	2	Hubco	No	Note. Allowances included with the hubCo Development Amount / Affordability Cap.  Note: Consultants now appointed for initial/baseline works (other works will be required). Allowances appear to be ok.

Printed on 23/07/2025 @ 09:23 page 2 of 10

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		Pi	rior to Mitigat	ion	1	Post Mitigation					
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	The state of the s
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	Comments
11	Pre-contract / pre-construction tasks and responsibilities owned by Clacks are not undertaken in accordance with the programme.  Insufficient resources and capacity within the council staff and roles, responsibilities and levels of authority are not clearly defined.  Delay to programme	2	•	6	Clacks key workstreams to be identified. Clacks tasks and responsibilities to be clearly defined. RACI Matrix to be prepared identifying who is Responsible, Accountable, Consulted and Informed on each task. Clacks tasks and workstreams to be included within the master programme. Prepare clear and detailed project governance and organisation structure, with clearly defined roles, responsibilities and levels of authority. Resource/knowledge gaps to be identified and filled as required. Project Board and Council escalation to ensure deadlines are met and resource allocated as necessary.	2	2	4	Clacks Council	No	Note. To be split out in to separate services i.e. legal, finance, IT, procurement etc.  Note, Timescales and resources for technical approvals for roads and building standards
12	Transport improvements are required off-site as part of the planning conditions.  Planning have conditioned the introduction of a Bus Service from Alloa TC to site. Condition 2.  It has been noted that any off-site works are excluded from the cost plan however there could be significant impact on the Council's budget and the project's ability to discharge the Condition.	5	·	3 15	Undertake early engagement with Clacks Transport Officer / Roads Dept. Clacks to engage at appropriate time to discuss bus route options that best provide for Clacks community. Risk of Transport not being in agreement with our assessment.	4	2	8	Clacks Council	No	Note. Information received from Clacks Roads / Environment Team regarding planned (future) active travel projects.  Note: Pre-App submitted to Clacks Council Jan 24. Feedback awaited
13	Existing SPEN 11KV overhead powerlines require to be diverted/relocated.  May have impact on project programme.	5	3	3 15	Budget allocated in Cost Plan for this and this has been paid to secure price and capacity.  SPEN have provided standard dates for activities however RCCE are engaging with SPEN re improvement on	3	2	6	Hubco	No	Note. Agreed position of the building necessitates the requirement to relocate/divert the overhead power lines.  Note: Budget request for diversion works has been submitted to SPEN Dec 23 and dialogue ongoing
14	Upgrade / reinforcement is required to the existing electrical network out with the site boundary.  Increased electrical load required by the proposed new-development combined with insufficient electrical capacity-available-within the local network.  Increased project costs and potential programme-delays-associated with utility upgrades.	3	e e	9	dates/durations.  Submit provisional application to SPEN based on initial- information/assumptions to undertake initial assessment and- determine is upgrades are required to the existing network- and associated costs.	2	2	4	<del>Hubco</del>	<del>Yes</del>	Note: Capacity request has been-submitted to SPEN- based on current load calculations.
<del>15</del>	Reinforcement is required to the existing water network out with the adjacency of the site.  The scale/demand of the new development combined with insufficient water capacity available within the local network.  Increased costs and potential programme delays associated with utility upgrades.	2		2 4	Pre-Development-Enquiry (PDE) was submitted to Scottish- Water (SW) and response was sufficient-capacity however- further to this SW-require a Water-Impact Assessment (WIA)- and a DIA.	1	1	1	Hubco	<del>Ves</del>	Note: PDE submitted to Scottish Water. Pre-App- submitted to Clacks Council Jan 24.
<del>16</del>	The project requires the design and installation of a gas- membrane.  Potential radon-contamination on the site.  Increase to construction cost	2	2	2 4	Commission and undertake intrusive ground investigation including gas monitoring. Include provision for a gas membrane within the design (as required).	2	1	2	<del>Hubco</del>	<del>Yes</del>	Note: Site Investigations starting w/c 29th Jan 24

Printed on 23/07/2025 @ 09:23 page 3 of 10

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			Prior to Mitigati				ost Mitigatio				
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	I and the second se
	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	
<del>17</del>	Design programme is delayed.  Redesign arising from Client Changes: Design changes and delays to approvals processes.  Impact on design and layouts and subsequent delays to- programme.  Main-remaining Client Change risk is around the possible inclusion of Leisure Water.	4	4	16	Establish clear briefing and technical requirements (ACRs). Undertake regular design reviews and engagement with the Client Project Team and the external design team to aid communication.  Ensure time and activities are built-into the programme for Client governance and approvals processes. Review and agreedurations with co-design team and incorporate into project programme. Agree realistic timescoles for design review and approval periods with a fully detailed coordinated design-programme-issued. Deploy digital tools to aid visualisation for non-technical stakeholders and members of the extended design team. Undertake early CDP design with specialist input, for example, with the pool designer and on-specialist FF&E for Lochies School. Provide early stakeholder access to design-information using models rather than 2D information. Early dialogue with planners to discuss and agree project planning strategy and appointment of planning consultant (asrequired). Early discussions with building-control officer to-agree Passivhous principles.	2	2	4	Hubco	¥es	NoteStage 1 'design freeze' required by 23/2/24.
<del>18</del>	The site cannot be developed as it is considered a flood risk.  Outputs from the Flood Risk Assessment indicates that the site cannot be developed.  Increase in Finished Floor Levels (FFL) to provide freeboard, use of watertight construction methods, or restrictions in ground floor usage. Alternate site may need to be considered.	2	2 2	4	Undertake a Flood Risk Assessment (FRA) to determine area at- risk from coastal flooding including issue of sea level rise and incorporate any mitigation levels within the design proposals Engage with Local Authority and SEPA to clarify drainage- requirements for the project.	1	1	1	Hubco	¥es	Note: Consultant appointed to look at Flood Risk- Assessment/engage with SEPA following feedback from- Pre-App submission.
19	Funding is limited and/or withdrawn by the council.  Ongoing inflationary pressures, public spending cuts and the need to divert resources to other areas.  Delay to programme, reduction in project scope or the project cannot be delivered.	3	3 4	12	Regular monitoring and engagement with Finance. Establish project budget from the out set and ensure any project funding within the councils capital plan is committed.	2	3	6	Clacks Council	No	Note. Capital funding currently secured within the Councils Capital Plan. Note. Additional/supplementary funding sources to be identified.
20	The design does not meet the functional and operational requirements of the end users.  The operator and end-users are not in place during the design process and are therefore unable to be consulted / engaged with on the design proposals.  Inefficiencies in the operation of the new facility. Potential changes during construction leading to delays and cost increases.	2	2	4	Commence the development of the operational strategy immediately. Engage and consult during the design process with stakeholders who are familiar with the function and operation of this type of facility whilst the end users are being recruited. Appoint design consultants who are familiar with designing this type of facility. Liaise with Duty Managers and Operational Staff from other facilities to obtain comments and feedback. Ensure appropriate Client representation is at Design Review Meetings. Appointment of Client Technical Advisors to review and comment on the design proposals. Undertake visits to operational facilities to obtain feedback on lessons learned.	1	2	2	Clacks Council	No	

Printed on 23/07/2025 @ 09:23 page 4 of 10

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024
Participant:	CLACKMANNANSHIRE COUNCIL	Date Updated:	11/06/2025
Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	E

Hub Project Manager:	CRAIG FRASER
Participant Representative:	ROBBIE STEWART
Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

		Pi	rior to Mitigati	on		F	ost Mitigatio	on			
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	
21	Construction costs escalate and exceed allowances included within the project budget.  Increases in material and labour prices and shortage of availability coincided with ongoing inflationary pressures.  Increase in costs, reduction in scope, reduction material quality / specification.	3	3	9	Include allowances for design, construction and client contingency within the project budget. Include allowances for inflation within the project budget. Regular cost meetings held with all parties and undertake regular monitoring and reporting of material and labour prices and inflation. Continued dialogue with supply chain and market testing as early as feasible. Undertake regular Value Management / Value Engineering review of the design. Specify the most cost effective materials and construction methodologies.	2	3	6	Hubco	No	Note: Cost plan checks currently being undertaken by RCCE/Hub and due for completion end Jan 24.
22	Passivhaus certification is not achieved.  Technical challenges associated with bespoke nature of certification.  Passivhaus certification not being obtained.	3	2	6	Use early contractor involvement. Incorporate learnings from comparable projects. Engage with specialist suppliers and subcontractors. Undertake early engagement with the Passivhaus institute to clarify the technical requirements early during the design. Ensure appropriate airtightness and separation between the different pool areas to achieve the different environmental conditions. Ensure optimal orientation and arrangement of the pools. Ensure appropriate glazing is specified to minimise solar gain and aid comfort levels. Obtain provisional Passivhaus approval of the technical design prior to commencing construction.	1	2	2	Hubco	No	
23	Obstructions and/or contamination is present in the ground excluding ACMs.  Historic railway parts/debris and associated underground cables/ services  Increase in costs and delay to programme	2	3	6	Undertake a comprehensive ground investigation including trial pits along the old railway line and associated samples and testing. Undertake a comprehensive GPR and utility survey(s).	2	1	2	Hubco	No	Surveys done to date do not indicate ground contamination.
24	The Project does not meet the Council's ACR's which leads to a delay in signing off the Stage 01 & 02 Reports. This would lead to programme delay and/or Costs Pressures.	3	2	6	introduce early specialist designers/advisors for all facilities to input into the coordinated and co-design process to ensure the specific needs of the stakeholders and community are incorporated. Engage with specialist groups and/or consultants to advise on the design regarding inclusivity and accessibility.		2	4	Hubco	No	
25	Delay to the construction activities associated with the pool(s)  Technical design issues and programme sequencing issues arising during the construction phase.  Delay to the overall programme.	2	3	6	Ensure that the pool design aligns with the Passivhaus design requirements to ensure efficient delivery on-site. Engage with a specialist pool designer during the concept design stage to advise on the pool programme, waterproof detailing and pool plant space. Raise the pools above ground to reduce the risk posed by ground conditions. Plan / programme adjacent activities during the works to align with the pool construction zone.	2	2	4	Hubco	No	
<del>26</del>	The project requires extensive substructure and ground works- Poor-ground conditions. Potential increase to programme and costs.	3	2	6	Procure comprehensive and targeted desktop and intrusive- site investigation including interpretive report. Undertake- options appraisal exercise to determine the optional- substructure design solution.	2	2	4	<del>Hubco</del>	<del>Yes</del>	Note: Site Investigations starting w/c 29th Jan 24

Printed on 23/07/2025 @ 09:23 page 5 of 10

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024
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Hub Project Manager:	CRAIG FRASER
Participant Representative:	ROBBIE STEWART
Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

	Prior to Mitigation		1	Post Mitigation		<u> </u>					
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	Comments
27	Local schools, businesses and residents are disrupted including the interface with the adjacent public cycle and foot paths  Noise, dust, traffic movements, and access constraints associated with delivering the works and construction activities  Negative publicity and complaints and potential third party claims.	2	2	4	Undertake regular public "Meet the Contractor" presentations to inform the local community of the project and upcoming site activities. Undertake weekly liaison with Caledonia Campus, Redwell Primary and Struan Schools to discuss upcoming construction works. Develop Traffic Management Plan (TMP) to manage construction and traffic interface, high quality and visible signage. Install high-quality hoarding segregating site from surroundings. Ensure environmental management plan is in place.	1	2	2	Hubco	No	
28	Contamination to the Firth of Forth Special Protection Area (SPA) and surrounding areas.  Contaminated surface water run-off during the works  Negative publicity and complaints and potential third party claims.	3	2	6	Prepare a detailed environmental plan to manage and control surface water run-off, concrete washout areas and vehicle wheel washing during the works. Contractor to obtain Controlled Activities Regs (CAR) License.	2	1	2	Hubco	No	
29	The LEIP funding energy target of 67kWh/sq./p.a. is not achieved		2	2	Clearly identify the funding requirements to be delivered on	4	- 1	1	Hubco	No	
23	The project does not meet the mandatory funding criteria Loss of ongoing revenue funding for Lochies School	*	۷	2	the project.	1	1	1	Trubeo	No	
30	The installation of incoming utilities is delayed  Green field site with out existing utilities available and/or capacity within the existing network  Delay to programme and increased costs	3	3	9	Undertake early engagement with utility providers from the outset to enable this to e built into the project programme and initial cost plan. Identify any exiting network capacity issues and required upgrades. Identify any servitude and/or wayleave requirements. Make advance payments to utility providers to secure programme certainty.	2	2	4	Hubco	No	Note: Dialogue with Utility providers ongoing in relation to asset ownership, capacity requests and quotations.
31	Sub-contractor and supplier insolvency  Current economic climate and market conditions  Delay to programme	3	2	6	Undertake thorough vetting of supply chain financial strength, cash flow, workload and resource levels prior to tender and appointment. Target design solutions to suit local market.	2	1	2	Hubco	No	
32	Delay to testing, commissioning and validation activities  Inadequate time allowed within the commissioning programme and lack of clear communication and planning.  Delay to completion and handover	2	3	1	Adopt Soft Landings approach from the outset and prepare associated delivery plan. Undertake early engagement with Client FM team and associated stakeholders. Develop a detailed testing, commissioning and handover programme. Appoint a 3rd party to check and validate the commissioning process.	2	2	4	Hubco	No	
33	Operation and Maintenance (O&M) information is not provided in accordance with the requirements of the Authority, SIMP and LEIP funding criteria.  Reduced LEIP funding and operating and maintenance issues	2	2	4	Engage with the SFT to clarify both the SIMP and LEIP requirements. Appoint a BIM Information Manager to help develop the Authority's information requirements and the SIMP. Incorporate the SIMP and information requirements within the ACRs.	1	2	2	Hubco	No	

Printed on 23/07/2025 @ 09:23 page 6 of 10

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Hub Project Manager:	CRAIG FRASER
Participant Representative:	ROBBIE STEWART
Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

		Pi	rior to Mitigati	on		P	ost Mitigatio	on			
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	Comments
34	Non-native species such as Japanese Knotweed and/or Giant Hogweed are present on-site Invasive species spreading and not being removed	2	3	6	Procure and commission Preliminary Ecological Appraisal (PEA) to determine extent and scope of non-native and invasive species and any recommended follow-up surveys or works as required. This has been identified and an eradication/control	1	2	2	Hubco	No	Note: Pre-App submitted to Clacks Council Jan 24. Feedback awaited.
	Increase in costs and programme delays				quotation received. Risk remains until species is under control/eradicated.						
<del>35</del>	Undocumented Clay Pits are found  Historic use of the site	2	2	4	Procure comprehensive and targeted desktop and intrusive site investigation including interpretive report.	1	2	2	Clacks Council	<del>Yes</del>	Note: Site Investigations starting w/c 29th Jan 24
	Increase in costs and programme delays										
<del>36</del>	Geophysical site conditions  Increase in costs and programme delays	3	2	<del>6</del>	Undertake desktop study of geophysical ground conditions. Undertake Geophysical Tomography survey	1	<del>3</del>	3	<del>Clacks Council</del>	<del>Yes</del>	Note: Site Investigations starting w/c 29th Jan 24
37	Redundant Mineworks are present on site  Historic use of the site	2	2	4	Undertake desktop survey of historic mineworking's. Undertake Geophysical Tomography survey	1	2	2	Hubco	No	None indicated by SI Works.
	Increase in costs and programme delays										
	Evidence of archaeological interest or significance is uncovered.	2	2	4	Undertake desktop study to determine if any part of the site is virgin ground. Undertake desktop study. Risk remains until site excavations begin however area determined not to be of archaeological interest.	1	2	2	Clacks Council	No	
39	Legal tasks and responsibilities owned by Clacks associated with the construction contract are not undertaken in accordance with the programme.  Insufficient legal resources and capacity within the council staff.  Delay to programme	3	3	9	Legal tasks and requirements to be programmed and planned ahead. Resource gaps/capacity to be identified. Additional resources to be outsourced to increase capacity.	2	2	4	Clacks Council	No	Note. Split-out into contract risk and operational legal requirements. Refer to RI_082.
<del>40</del>	Council to ensure their ACR's provide enough specifity in their- wording to allow the design to create the desired feeling of security and inclusivity to prevent any member of the public from- feeling-unsafe or excluded whilst interacting with the new- building.	3	2	6	Invest in security measures, improve outdoor lighting, and advocate for community safety initiatives to create a safer-environment around the buildings.  Council to engage with Police Scotland.	2	1	2	Hubco	<del>Yes</del>	
41	Wellbeing Hub and Lochies will not achieve completion/handover by the end of Q3 2027  Delays and increased duration to the pre-construction programme.  Delay to the opening and operation of the new facility and negative publicity.	4	4	16	Opportunities to reduce pre-construction programme to be explored. Consideration to also be given for an advanced/enabling works contract and a phased completion/handover of the works.	3	2	6	Hubco	No	
42	The full amount of LEIP Phase 3 funding is not secured Failure to satisfy and evidence that the outcomes have been achieved. Loss of ongoing revenue funding for Lochies School	3	3	9	Review the LEIP Phase 3 funding requirements and identify the input required from hubco / Robertson to develop the Brief/ACRs in synergy with budget. Stage 2 report should demonstrate compliance with LEIP criteria.	1	3	3	Clacks Council	No	

Printed on 23/07/2025 @ 09:23 page 7 of 10

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Participant Representative:	ROBBIE STEWART
Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

		P	rior to Mitigati	on		F	ost Mitigatio	n					
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out			
	Risk Description The new facilities are not operated as designed.  Operational staff are not trained or familiar with the design or building systems.  The building systems not being operated correctly, in-use energy targets not being met and increased operation costs.	3	(1-5)	9	Undertake early recruitment of operational staff during the construction stage. Incorporate multiple staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Incorporate 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. Make reasonable allowances/assumptions in the design (PHPP) model which aligns with how the staff will actually use the facilities. Undertake future day-in-the life workshops to ensure the design team fully understand the operational practicalities of the staff undertaking their jobs.	2	2	4	Risk Owner  Clacks Council	No No	Comments  Note. Split-out into the WBH and Lochies staff.  Note. Linked to the LEIP funding for Lochies.		
44	The facilities and assets are not maintained correctly.  Insufficient maintenance planning and budget.  Facilities deteriorate quicker than planned and do not operate effectively. Reduced operational performance and inability to utilise some or all of the facilities. Negative publicity and inability to deliver the services, programming and the outputs of the project vision and objectives.	3	3	9	Procure and appoint consultant to prepare lifecycle cost assessment including renewal, operation, maintenance and end-of-life costs (as required). Prepare Soft Landings plan to ensure operational requirements are clearly defined and that there is engagement with the Contractor and any subcontractors during that period. Incorporate Soft Landings period within the contractual requirements i.e. 2 or 3-years following Completion. Ensure engagement, training and demonstrations are undertaken with operational staff during the construction works. Ensure all required operation and maintenance information is available to maintain the facilities correctly.	2	3	6	Clacks Council	No	Note. Lifecycle cost assessment to be commissioned for both the Wellbeing Hub and Lochies School. Note. Lifecycle costs to feed into the Business Case. Note. Soft Landings Plan to be developed and included in the contract. Note. Requirements for maintenance linked to LEIP funding.		
45	Project Budget Management of scope creep, the Council have been very vocal about the need to stick to budget	3	3	9	Discussions to be held through workshops to rationalise design and identify areas that could provide budgetary economies between both buildings	2	2	4	Clacks Council	No	The Council have already mentioned the idea of 'leisure water' which was specifically excluded at the options appraisal stage		
<del>46</del>	Project-Programme The project may require an early works package to be established in order for completion and delivery in line with the Council's Expectations.	3	2	6	Development Programme indicates that the drainage and power diversion works should be carried out ASAP under and Early Works Agreement.	2	2	4	<del>Hubco</del>	<del>Yes</del>	Note: It has been agreed that an EW contract can be put- in place for the service diversions in the form of a stripped- back DBDA.		
47	Landscaping / External Areas The Council must define what they require in relation to each external area with regards to landscaping and equipment.	3	1	2	There is a need to develop an early design brief with the- Council at the earliest opportunity for the external areas. Are there opportunities to move elements of the service- offering outside, thus reducing internal GIFA? Landscape comments received to date are detailed in Stage 1- and now Stage 2 'Next Steps'	2	1	2	Clacks Council	<del>Yes</del>	Note: Rankin Fraser have now been appointed as- Landscape Architects and are developing a landscaping- brief alongside the Council's Project Team.		
<del>48</del>	Co-design  How this will be managed through the design process could-impact the development programme	2	3	2	Ensure Co-Design team is onboard and involved at key stages- of the design process to ensure their input has been- adequately considered. This engagement has completed and- a final document of comments is expected.	2	1	2	Clacks Council	<del>Yes</del>			

Printed on 23/07/2025 @ 09:23 page 8 of 10

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		P	rior to Mitigation	on	1	F	Post Mitigation	on	1		
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	
<del>49</del>	Agree the Common Data Environment that will be used for the project  This will be developed through SIMP process.	2	1	<del>2</del>	Early appointment of a Client Information Manager will allow- for-discussions to be held and a way forward for the CDE will- be agreed. This is expected to be ACC for RCCE and Design- Team day to day and Hub's Asite for data drops:	1	1	1	<del>Hubco</del>	<del>Yes</del>	Note: Robertson have put forward Autodesk Construction- Cloud for the BIM-common Data Environment, and HUB- have agreed to continue using ASITE for key data drops- for-now.
											Note: BIM Academy have now been appointed as Client- Information Manager
50	Client changes to Brief or design after the project has started	2	3	6	Key pre-construction changes to be managed via change control log. Construction changes to be managed in accordance with the contract terms.	2	2	4	Clacks Council	No	
	Statutory Consents. May fail to acquire or delay in obtaining building warrant.	2	3	6	Early engagement with BSD around staged application process.	2	2	4	Hubco	No	
	FF&E. May not conduct equipment planning effectively	2	2	4	Equipment list will be developed for budget purposes once the room layouts are completed. To be further developed/refined during construction.	2	2	4	Hubco	No	
<del>53</del>	Robustness of design for market testing (gaps).	2	3	6	HUBCO to manage design team and set quality and output expectations. Billing information to be completed to RIBA Stage 4 LOD/CIBSE equivalent.	2	2	4	<del>Hubco</del>	<del>Yes</del>	
54	Hub to deliver formal staged submissions in line with key programme dates.	3	3	9	Regular reporting/meetings and cost plan updates	2	2	4	Hubco	No	
55	Delayed information from Design Team leading to extended procurement timescale and impacting on overall timescales	2	2	4	Continual monitoring of design release information	1	1	1	Hubco	No	
<del>56</del>	Project requires an Environmental Impact Assessment to be- undertaken, delaying submission of planning permission	2	4	8	Engagement with Planning Dept and EIA Screening to be completed during Pre-App period	1	3	3	<del>Hubco</del>	<del>Yes</del>	
57	Programme issues due to PHI not engaging in timescales to suit the pre-construction programme	4	3	12	Appointment of PH certifier as quickly as possible to allow engagement with PHI. Project dates have changed in terms of PHI engagement so need PHI agreement on revised programme.	3	3	9	Hubco	No	
58	Community benefits and Social Value targets are not achieved.	2	2	4	Establish plan and communicate targets with wider project team along with strategy to deliver. Monitor progress at key stages throughout design and construction.	1	2	2	Hubco	No	
<del>59</del>	The Sustainable Urban Drainage System (SUDS) strategy requires- to-be a pumped design solution.	4	1	4		2	2	4	Hubco	Yes	
<del>60</del>	Foul water requires to be a pumped solution	4	1	4	This is the case and has been designed in by Consultant.	2	2	4	<del>Hubco</del>	<del>Yes</del>	
<del>61</del>	Existing flood / surface water drainage has a detrimental impact on the position and form of the building or requires to be diverted.			0				θ	Hubco	<del>Yes</del>	
62	The Lochies School facility and/or spaces do not meet the needs and requirements of the end-users	2	2	4	Ongoing engagement with Lochies throughout design stage.	1	2	2	Hubco	No	
	Wayleaves required for SPEN diversion route and potentially for access to neighbouring field. Delay to agreement results in delay to programme as Wayleaves to be agreed before SPEN commence on site. Programme delay.	5	4	20	RCCE engagement with SPEN is critical as SPEN have proven to be slow to respond. Copying in all relevant parties to ensure no roadblocks and visibility in progress.	3	2	6	Hubco	No	
64	Resubmission of revised design to Planning for approval. We consider this to be either non-material or within Planning Officer powers, however this has still to be confirmed.	3	3	9	Engagement with Planner that there are alterations to the scheme and these will be submitted for approval. Good preparation of submission to demonstrate changes are not material and are improvement to scheme.	2	2	4	Hubco	No	

Printed on 23/07/2025 @ 09:23 page 9 of 10

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		Pri	or to Mitigat	ion		P	ost Mitigatio	on			
Ref		Probability	Impact	Risk Rating		Probability	Impact	Risk Rating		Closed Out	
No:	Risk Description	(1-5)	(1-5)	(1-25)	Mitigation Measures	(1-5)	(1-5)	(1-25)	Risk Owner	(Yes/No)	Comments
65	Planning Approval has conditioned that an Active Travel & Accessibility Audit be carried out to determine safe routes for active travel to the site with particular attention to the route from the town centre. Until the survey has ben carried out, the upgrades identified and agreed with Planning and Transport this poses a risk to the project budget.	5	4	20	Early engagement of ECS for surveying he routes and producing a report. Project Team review of report and risk assessing the various routes and practicality of upgrades. Budget costing of the various route upgrade options and identifying those to be put forward for approval by Planning & Transport.	3	3	9	Hubco	No	
	Dark Ground — Only the bush/scrub area to the north end of the site has not been investigated. RCCE to determine if this area is acontamination risk.	3	3	9	RCCE discussion with Mason Evans re existing SI results as nearest borehole is immediately adjacent to this area. Visit site to visually inspect area. If deemed a risk then carry out trial pits in the area.	2	2	4	<del>Hubco</del>	<del>Yes</del>	

Printed on 23/07/2025 @ 09:23 page 10 of 10

## Appendix M Stakeholder Engagement Plan



International Construction & Property Consultancy

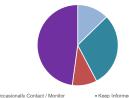
#### Stakeholder Engagement Plan



File Name	20250716 - WHLS - Stakeholder Engagement Plan
Description	Stakeholder Engagement Plan
Date	16/07/2025
Revision	P03
Status	S2 / For Information
Revision Comment	Updated for Full Business Case (FBC)

Classification	Quantity	Engagement Approach	Quantity
Internal (Demand)	9	Occasionally Contact / Monitor	9
Internal (Supply)	18	Keep Informed	21
External (Public)	33	Keep Satisfied	7
External (Private)	11	Actively Engage / Manage	34
Total	71	Total	71





Engagement Approach

<ul> <li>Internal (Demand)</li> </ul>	<ul> <li>Internal (Supply)</li> </ul>	<ul> <li>External (Public)</li> </ul>	<ul> <li>External (Private)</li> </ul>

Occasionally Contact / Monitor	Keep Illioillieu
<ul> <li>Keep Satisfied</li> </ul>	· Actively Engage / Ma

	Stakeholder Descripti	ion	8	Stakeholder Mapping	]		Engagement Plan			
ID	Name	Classification	Level of	Level of Interest	Approach	How (Method of Engagement)	When (Frequency of Engagement)	Strategy Owner / Lead	Individual / Organisation	Comments
1	Councillors	External (Public)	High	High	Actively Engage / Manage	Report (Paper) issued and presented at all Council Meetings.     Summary report issued and presented to the Strategic Oversight Group (SOG).     Verbal update provided at the Council Administration Group meetings.	Every Council Meeting (6-weeks).     Every SOG Meeting (6-weeks).     Every Council Admin Group Meeting.     Every Spokesperson Meeting (Monthly).	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
2	Sport Scotland	External (Public)	High	High		1. Invited to and attend the Project Board meetings. 2. Invited to and attend the Client Project Team Meetings. 3. Invited to and attend Design Workshops as required. 4. Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops. 5. Attendance and contribution into the BEF Design Validation Workshops at key gateways. 6. Design/project information shared for review and comments as required. 7. Included in discussions and engagement with other national governing bodies and wider partners.	Every Project Board (Bi-Monthly).     Every Client Project Team meeting (Bi-Weekly).     Severy Client Project Team meeting (Bi-Weekly).     Sesign Workshops (at Pequired).     Initial BEF Workshops (4No. During RIBA Stage 1).     SEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2).     Information sharing (as required).     Wider engagement (as required).	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
3	NHS Forth Valley	External (Public)	Low	High	Keep Informed	Invited to and attend the Project Board meetings.     Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops.     Attendance and contribution into the BEF Design Validation Workshops at key gateways.     Design engagement and consultation (as required).	Every Project Board (Bi-Monthly).     Initial BEF Workshops (4No. During RIBA Stage 1).     BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2)     Design workshops and information sharing (as required).	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
4	Scottish Futures Trust (SFT)	External (Public)	Low	High	Keep Informed	1. LEIP Project Reporting for Lochies. 2. LEIP Funding meetings for Lochies. 3. Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops. 4. Attendance and contribution into the BEF Design Validation Workshops at key gateways. 5. Pre-Construction Project Review. 6. Post Completion Project Review. 7. Post Occupancy Evaluation.	LEIP Project Reporting (Quarterly)     LEIP Funding meetings (as required).     Initial BEF Workshops (4No. During RIBA Stage 1).     BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2)     Fre-Construction Project Review (1No. at Financial Close).     Post Completion Project Review (1No. within 2-months of Completion.     Post Occupancy Evaluation (1No. within 3-years of Completion).	Authority / Participant	Team Leader for Education / Lochies (Senior User)	
5	Planning Authority	External (Public)	High	High	Actively Engage / Manage	1. Informal Pre-Application Consultation. 2. Formal Pre-Application Consultation. 3. Proposal of Application Notice (PAN). 4. Formal Planning Application submission and consultation. 5. Sharing of information to discharge prior to commencement conditions. 6. Notification of Start-on-Site. 7. Sharing of information to discharge prior to occupation conditions. 8. Consultation regarding any proposed changes to the approved planning consent. 9. Submission of any Non-Material Variations (as required).	(2 / 3 No. meetings during RIBA Stages 1 and 2).     2. Submit during RIBA Stage 2 (as required).     3. Submit during RIBA Stage 2.     4. Submission and consultation during RIBA Stages 3 and 4.     5. Submit during RIBA Stage 4 when available and as required.     6. Submit prior to Start-on-Site.     7. Submit during construction as available and as required prior to occupation.     8. As required.	HubCo	' ' '	Note. Planning Consultant remit concluded. Note. Pre-Contract engagement concluded.
6	Building Standards	External (Public)	High	High	/ Manage	1. Pre-application discussions. 2. Submission of Building Warrant information. 3. Respond to queries/comments on the warrant application received from the Building Control Officer. 4. Submission of any amendment to warrant information. 5. Inspections from the BCO during construction. 6. Agreement with the BCO on the certification requirements required for completion. 7. Submit information for the Completion Certificate (Form 5) to BCO for approval. 8. Arrange inspection and demonstration with the BCO for completion.	1. During RIBA Stage 3 as required. 2. During RIBA Stages 3, 4, and 5 as required. 3. During RIBA Stages 3, 4 and 5 as required. 4. As required. 5. As required during construction for inspection. 6. Min. 8-weeks prior to completion. 7. Min. 2-weeks prior to completion. 8. Min. 2-weeks prior to completion.	HubCo	JM Architects (Lead Designer)	
	SEPA	External (Public)	High	Low	Keep Satisfied	Formal Pre-Application Consultation.     Full (Detailed) Planning Application Consultation.	During RIBA Stage 2 (Hub Stage 1).     During RIBA Stage 4 (Hub Stage 2).	HubCo	Flood Risk Assessment Consultant	Note. Planned engagement concluded.
8	Nature Scot	External (Public)	High	Low	Keep Satisfied	Formal Pre-Application Consultation.     Full (Detailed) Planning Application Consultation.	During RIBA Stage 2 (Hub Stage 1).     During RIBA Stage 4 (Hub Stage 2).	HubCo	Ecologist	Note. Planned engagement concluded.

#### Stakeholder Engagement Plan



9	Scottish Water	External	High	Low	Keep Satisfied	Submit Pre-Development Enquiry.	1. During RIBA Stage 2 (Hub Stage 1).	HubCo	Blyth & Blyth	
		(Public)				Prepare and submit application for new connection.     Accept offer and make payments as required.	During RIBA Stage 4 (Hub Stage 2).     During RIBA Stage 5 (Construction)		(Civil Engineer)	
10	SPEN	External (Public)	High	Low	Keep Satisfied	Submit Pre-Development Enquiry.     Prepare and submit application for new connection.     Accept offer and make payments as required.	During RiBA Stage 2 (Hub Stage 1).     During RiBA Stage 4 (Hub Stage 2).     During RiBA Stage 5 (Construction)	HubCo	Baker Hicks (Electrical Engineer)	
11	Co-Design Group	External (Public)	High	High	Actively Engage / Manage	Initial introductory sessions.     Monthly design review workshops.	RIBA Stage 2 (Hub Stage 1) - 2No. Introductory sessions during November and December 2023.     RIBA Stage 2 (Hub Stage 1) Monthly design review between December 2023 and March 2024.	Authority / Participant	Animate (Co-Design Consultant)	Note. Planned engagement concluded.  Note. Consideration being given to post-contract engagement.
12	Scottish Fire and Rescue Service (SFRS)	External (Public)	High	Low	Keep Satisfied	Meeting(s) / design review.     Sharing information.	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.	HubCo	JM Architects (Lead Designer)	Note. Planned engagement concluded.
13	Police Scotland	External (Public)	Low	Low	Occasionally Contact / Monitor	Meeting(s) / design review.     Sharing information.	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.	HubCo	JM Architects (Lead Designer)	Note. Planned engagement concluded.
14	Skills Development Scotland	External (Public)	Low	Low	Occasionally Contact / Monitor	Meeting(s) / design review.     Sharing information.	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
15	Scottish Enterprise	External (Public)	Low	Low	Occasionally Contact / Monitor	Meeting(s) / design review.     Sharing information.	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
16	Sustrans	External (Public)	Low	Low	Occasionally Contact / Monitor	Meeting(s) / design review.     Sharing information.	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	Note. Support required from Active Travel Manager.
17	Transport Scotland	External (Public)	Low	Low	Occasionally Contact / Monitor	Meeting(s) / design review.     Sharing information.	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	HubCo	Transport Consultant	
18	Shaping Places for Wellbeing	External (Public)	Low	High	Keep Informed	I. Invited to and attend the Client Project Team Meetings.     Invited to and attend Design Workshops as required.     Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops.     Attendance and contribution into the BEF Design Validation Workshops at key gateways.     Froject Information shared for review and comments as required.     Invite to and attend Client Risk and Opportunity Workshops.     Participate in Place and Wellbeing Assessment(s)	Every Client Project Team meeting (Bi-Weekly).     Design Workshops (as required).     Initial BEF Workshops (4No. During RIBA Stage 1).     BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2).     Information sharing (as required).     Bi-monthly throughout RIBA Stages 2 to 4.     T. 1No. undertaken during RIBA Stage 0 and 1No. to be undertaken at the end of RIBA Stage 2.	Authority / Participant	Client Project Manager (Authority Representative)	Note. Planned engagement concluded.
19	Insurance Provider(s)	External (Private)	High	Low	Keep Satisfied	Review and comment on insurers technical requirements and share queries/responses/information via email correspondence.	Commence engagement during RIBA Stage 2 and continue iterative engagement until Financial Close.	Authority / Participant	Client Project Manager (Authority Representative)	Note. Target for all insurers requirements to be resolved agreed prior to Financial Close.  Note. All communications and/or correspondence to be shared via the Councils Insurance Broker (Arthur J Galladher).
20	Scottish Swimming	External (Public)	High	High	Actively Engage / Manage	Meetings and/or workshops on the pool requirements, pool deck and programming of the pool.	As required throughout the lifecycle of the project.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	,
21	Lochies School Staff	Internal (Demand)	High	High	Actively Engage / Manage	Invited to and attend Design Review Workshops.     Day-in-the-life workshops.     Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops.     Attendance and contribution into the BEF Design Validation Workshops at key gateways.	During RIBA Stage 2 as required.     During RIBA Stage 2 as required.     Initial BEF Workshops (4No. During RIBA Stage 1).     BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2)	Authority / Participant	Team Leader for Education / Lochies (Senior User)	
22	Lochies School Pupils and Parents	External (Public)	Low	High	Keep Informed	Consultation during the Lochies School Options Appraisal.     Day-in the life workshops.     Besign/project updates.	RIBA Stage 0.(as required).     RIBA Stage 2 (as required).     Throughout the project lifecycle as deemed required	Authority / Participant	Operations Manager (Education) and Lochies Head Teacher	
	Local Residents	External (Private)	Low	High	Keep Informed	Co-Design process and engagement with People with Lived Experience (PLE).     Website     Social Media Channels     Fress Releases     Newsletters     Newsletters     Public Consultation     Planning Consultation	1. RIBA Stage 0 (as required). 2. RIBA Stage 2 3. Throughout the project lifecycle. 4. Throughout the project lifecycle. 5. Throughout the project lifecycle. 6. Throughout the project lifecycle. 6. Throughout the project lifecycle. 7. RIBA Stages 2 to 4 (March to October 2024). 8. RIBA Stages 2 to 4 (March to October 2024).	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
24	Local Landowners	External (Private)	Low	High	Keep Informed	Focussed update meetings.     Public Consultations     Planning Consultation and Virtual Town Hall.	As required, throughout the project lifecycle. Contractor to provide updates during the construction period.     RIBA Stages 2 to 4 (March to October 2024).     RIBA Stages 2 to 4 (March to October 2024).	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	1





05	Level Authority Deeds	Fortament.	I E als	10.46	A - Alice In Common	4 Informat Day Application Consultation	4 (O (O No months and design DIDA Observe 4 and O)	H-hO-	District O Distri	Note the Ote he are alreaded
25	Local Authority - Roads	(Public)	High	High	Actively Engage / Manage	I. Informal Pre-Application Consultation.     Formal Pre-Application Consultation.     Formal Planning Application Consultation.     Sharing of information to discharge planning conditions.     Agreement of any requirements for Road Construction Consent (RCC).     Separate internal Client (Council) sub-group meetings to coordinate active travel projects.	(1, (2 / 3 No. meetings during RIBA Stages 1 and 2).     2. Submit during RIBA Stage 2 (as required).     3. Submission and consultation during RIBA Stages 3 and 4.     4. Submit prior to Start-on-Site.     5. Email correspondence and meetings as required throughout RIBA stages 3 to 5.     6. Separate sub-group meetings to be scheduled and held throughout RIBA Stages 3 to	HubCo	Blyth & Blyth (Civil Engineer)	Note. Item 6 to be owned and led by the Authority / Participant.
						out with the site boundary.	5.			
26	Local Authority - Transportation	External (Public)	High	High	Actively Engage / Manage	Informal Pre-Application Consultation.     Formal Pre-Application Consultation.     Formal Pre-Application Consultation.     Formal Pranning Application Consultation.     Sharing of information to discharge planning conditions.     Sharing of information to Road Construction Consent (RCC).     Separate internal Client (Council) sub-group meetings to coordinate active travel projects out with the site.	(2 / 3 No. meetings during RIBA Stages 1 and 2).     Submit during RIBA Stage 2 (as required).     Submission and consultation during RIBA Stages 3 and 4.     Submit prior to Start-on-Site.     Email correspondence and meetings as required throughout RIBA stages 3 to 5.     Separate sub-group meetings to be scheduled and held throughout RIBA Stages 3 to 5.	HubCo	Blyth & Blyth (Civil Engineer)	Note. Item 6 to be owned and led by the Authority / Participant.
27	Local Authority - Land Services	Internal (Demand)	High	High	Actively Engage / Manage	Focused Design Workshops     Brief and ACR Development	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Client Project Manager (Authority Representative)	
28	Clackmannanshire and Stirling Health and Social Care Partnership (CSHSCP)	External (Public)	Low	High	Keep Informed	Attend CSHSCP meetings to provide updates     Public Consultation in parallel with planning consultation     Discussions on operating model through separate sub-group.	Monthly/Bi-Monthly meetings.     RIBA Stages 2 to 4 as required.     Sub-group meetings every 6 to 8 weeks from RIBA Stage 3 onwards.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
29	Sport and Active Living Framework (SALF)	External (Public)	Low	High	Keep Informed	Attendance at SALF meetings to provide update on progress.     Consultation on Wellbeing Hub activity programming.	Quarterly meetings.     Quarterly meetings.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
30	Local Authority - Economic Development	Internal (Demand)	Low	High	Keep Informed	Attendance at Client Project Team meetings as required.     Roussed meetings to agree Community Benefits and Social Value targets.     Reporting and sharing of information on the realising of the benefits and targets.	Optional attendance as required at bi-weekly Client Project Team meetings.     Monthly/Bi-Monthly meetings throughout RIBA Stages 2 to 4 (Hub Stage 2).     Monthly updates.	Authority / Participant	Client Project Manager (Authority Representative)	
31	Local Authority - Hard FM	Internal (Demand)	High	High	Actively Engage / Manage	Focused Design Workshops     Brief and ACR Development	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Client Project Manager (Authority Representative)	
32	Local Authority - Soft FM	Internal (Demand)	High	High		Focused Design Workshops     Brief and ACR Development	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Client Project Manager (Authority Representative)	
33	Local Authority - Energy and Environmental Sustainability	Internal (Demand)	High	High	Actively Engage / Manage	Focused Design Workshops     Brief and ACR Development	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Client Project Manager (Authority Representative)	
34	Local Authority - IT	Internal (Demand)	High	High	Actively Engage / Manage	Focused Design Workshops     Brief and ACR Development	RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stages 3 & 4 (Hub Stage 2) as required.     RIBA Stage 5 (Construction) as required.	Authority / Participant	Client Project Manager (Authority Representative)	
35	Stirling University	External (Private)	Low	Low	Occasionally Contact / Monitor	Ad-hoc meetings.	1. As and when required.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
36	Dollar Academy	External (Private)	Low	Low	Occasionally Contact / Monitor	Ad-hoc meetings     FIDA Design Competition	As and when required.     RIBA Stages 2 to 4.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
37	Travel and Transport Group incl. Forth Environment Link	External (Private)	Low	Low	Occasionally Contact / Monitor	Regular verbal updates.	1. Bi-monthly.	Authority / Participant	Team Leader for Sport, Leisure and Libraries (Senior User)	
38	Architecture & Design Scotland (A+DS)	External (Private)	Low	Low	Occasionally Contact / Monitor					Note. No engagement required.
39	Clackmannanshire Third Sector Interface (CTSI)	External (Private)	Low	High	Keep Informed	Attend CTSI meetings and forums to provide updates     Public consultation process     Engagement regarding employment opportunities, community benefits and social value.	Monthly/Bi-Monthly     RIBA Stages 0 to 4 as required.     RIBA Stages 2 to 5 as required.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
40	Alloa First	External (Private)	Low	High	Keep Informed	Provide verbal updates     Public consultation process     Engagement regarding employment opportunities, community benefits and social value.	As required.     RIBA Stages 0 to 4 as required.     RIBA Stages 2 to 5 as required.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
41	Project Board	Internal (Supply)	High	High	Actively Engage / Manage	Project Board Meetings     Project Board Reports and Papers     Written communications for matters which require escalation.		Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
42	Client Project Team	Internal (Supply)	High	High	Actively Engage / Manage	Client Project Team Meetings.     Sharing information for review and comment.     Client Design Review and Validation Meetings		Authority / Participant	Client Project Manager (Authority Representative)	





43	Development Partner (hubco)	Internal (Supply)	High	High	Actively Engage / Manage	Touchpoint Meetings     Progress Meetings     Design Review Meetings / Workshops     Risk Workshops     Commercial Meetings	Weekly.     Monthly.     Monthly and as required.     Monthly.     Monthly.	Authority / Participant	Client Project Manager (Authority Representative)	
44	Main Contractor	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Progress Meetings     Design Review Meetings / Workshops     Risk Workshops     Commercial Meetings / Workshops	Bi-weekly.     Monthly.     Monthly and as required.     Monthly.     Monthly.	HubCo	HubCo Project Manager Amber Blue	
45	Architect	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Risk Workshops	Bi-weekty.     Monthly and as required.     Monthly.	HubCo	Tier 1 Contractor (Robertson Construction)	
46	Landscape Architect	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Risk Workshops	Bi-weekly.     Monthly and as required.     Monthly.	HubCo	Tier 1 Contractor (Robertson Construction)	
47	Civil and Structural Engineer	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Risk Workshops	Bi-weekly.     Monthly and as required.     Monthly.	HubCo	Tier 1 Contractor (Robertson Construction)	
48	Mechanical and Electrical Engineer	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Risk Workshops	Bi-weekly.     Monthly and as required.     Monthly.	HubCo	Tier 1 Contractor (Robertson Construction)	
49	Principal Designer	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Risk Workshops	Bi-weekly.     Monthly and as required.     Monthly.	HubCo	HubCo Project Manager Amber Blue	
50	Passivhaus Designer	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Risk Workshops	Bi-weekly.     Monthly and as required.     Monthly.	HubCo	JM Architects (Lead Designer)	
51	Passivhaus Certifier	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Sharing of design information and PHPP Model(s)	1. As required. 2. As required.	HubCo	ECD Architects (Passivhaus Designer)	
52	Planning Consultant	Internal (Supply)	High	High	Actively Engage / Manage	Planning Meetings     Sharing of information.	As required.     As required.	HubCo	Tier 1 Contractor (Robertson Construction)	
53	Specialist Pool Designer	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Sharing of information	Bi-weekly.     Monthly and as required.     As required.	HubCo	Tier 1 Contractor (Robertson Construction)	
54	Specialist Gym Designer	Internal (Supply)	High	High	Actively Engage / Manage	Design Team Meetings     Design Review Meetings / Workshops     Sharing of information	Bi-weekly.     Monthly and as required.     As required.	HubCo	Tier 1 Contractor (Robertson Construction)	
55	Client Information Manager	Internal (Supply)	High	High	Actively Engage / Manage	Meetings to define information requirements.     Sharing of information as required.	1. As required. 2. As required.	HubCo	HubCo Project Manager Amber Blue	
56	Clerk of Works	Internal (Supply)	High	High	Actively Engage / Manage	Site inspections.     Sharing construction design information.     Notifying test and inspections.	1. 2 / 3 days per week throughout construction.     2. As required.     3. As required particularly during witnessing, testing and commissioning activities.	HubCo	HubCo Project Manager Amber Blue	
57	Independent Certifier / Tester	Internal (Supply)	High	High	Actively Engage / Manage	Site inspections.     Sharing commissioning and test certification and completion information.     Notifying test and inspections.	1. 2 / 3 days per week throughout construction.     2. As required particularly during witnessing, testing and commissioning activities.     3. As required particularly during witnessing, testing and commissioning activities.	HubCo	HubCo Project Manager Amber Blue	
58	Business Case Support - Economic and Financial Modelling	Internal (Supply)	High	High	Actively Engage / Manage	Options Appraisal Meetings.     Design Workshops     Sharing project information.	1. RIBA Stages 0 and 1. 2. RIBA Stages 2 to 4 as required. 3. At key gateways / milestones	HubCo	Tier 1 Contractor (Robertson Construction)	
59	Passivhaus Institute (PHI)	External (Private)	High	Low	Keep Satisfied	Digital communications - TQs, RFIs, etc.     Sharing of design information and PHPP Model(s) etc.	Throughout the project lifecycle as required. RIBA Stages 2 to 7.     Throughout the project lifecycle as required. RIBA Stages 2 to 7.	HubCo	Passivhaus Certifier	
60	Clackmannanshire Sports Council	External (Public)	Low	High	Keep Informed	Standing agenda item and verbal update at meetings.     Consultation on accommodation schedule / uses	Quarterly meetings.     As required during RIBA Stages 2 to 5.	Authority / Participant	Team Leader for Sport, Leisure and Libraries (Senior User)	Note. Support required from Team Leader Wellbeing Hub
61	Local Employability Partnership (LEP)	External (Public)	Low	High	Keep Informed	Updates through monthly LEP bulletins.     In person updates at meetings	1. Monthly 2. Quarterly	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
62	Clackmannanshire Family Support Consortium	External (Private)	Low	High	Keep Informed	Verbal update and discussion at meetings.	1. As required.	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	

#### Stakeholder Engagement Plan



62	CLD Partnership Group	Internal	Low	High	Keep Informed	Update at meetings.	1. As required.	Authority / Participant	Team Leader for Wellbeing	
03	CLD Faithership Group	(Demand)	Low	nigii	Keep informed	1. Upuale at meetings. 2. Engage as stakeholders	2. As required.	Authority / Participant	Hub (Senior User)	
64	Adult Social Care	External (Public)	Low	High	Keep Informed	Update at meetings.     Formal discussions regarding programme and use of spaces.	As required.     As required during RIBA Stages 2 to 7.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
65	Education / Heads of Establishment.	External (Public)	Low	High	Keep Informed	Updates at meetings     Public consultation and engagement.     Programming and use of spaces	As required.     As required during RIBA Stages 2 to 4.     As required during RIBA Stages 2 to 7.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
66	Clackmannanshire Family Wellbeing Partnership	External (Public)	Low	High	Keep Informed	Updates as required     Public consultation and engagement.     Programming and use of spaces	As required.     As required during RIBA Stages 2 to 4.     As required during RIBA Stages 2 to 7.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
67	Youth Parliament	External (Public)	Low	High	Keep Informed	Presentations and updates on programme.     Engagement on use of spaces and programming	As required.     As required during RIBA Stages 2 to 7.	Authority / Participant	Team Leader for Sport, Leisure and Libraries (Senior User)	
68	Youth Voice	External (Public)	Low	High	Keep Informed	Presentations and updates on programme.     Engagement on use of spaces and programming	As required.     As required during RIBA Stages 2 to 7.	Authority / Participant	Team Leader for Sport, Leisure and Libraries (Senior User)	
69	Forth Valley College	External (Public)	Low	High	Keep Informed	Presentations and updates on programme.     Engagement on use of spaces and programming     Engagement on employability and training opportunities etc.	As required.     As required during RIBA Stages 2 to 7.     RIBA Stages 2 to 5 as required.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
70	Clacks Sport and Leisure Team	Internal (Demand)	High	High		Invited to and attend the Client Project Team Meetings.     Invited to and attend Design Workshops as required.     Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops.     4. Attendance and contribution into the BEF Design Validation Workshops at key gateways.     5. Design/project information shared for review and comments as required.     6. Included in discussions and engagement with other national governing bodies and wider partners.     7. Engagement on programming.	Every Client Project Team meeting (Bi-Weekly).     Design Workshops (as required).     Initial BEF Workshops (4No. During RIBA Stage 1).     BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2).     Information sharing (as required).     Wider engagement (as required).     Throughout RIBA Stages 2 to 7 (as required.	Authority / Participant	Team Leader for Sport, Leisure and Libraries (Senior User)	Note. Support required from Team Leader Wellbeing Hub
71	Community Councils	External (Public)	High	High	Actively Engage / Manage	Formal Pre-Application Consultation.     Formal Planning Application Consultation.     Sharing of information.     Other Client Project Team led meetings.	Consultation during RIBA Stage 2 (as required).     Consultation during RIBA Stages 3 and 4.     Email correspondence and meetings as required throughout RIBA stages 3 to 5.     Separate meetings to be scheduled and held throughout RIBA Stages 3 to 5.	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	Note. Planning formally consult the Community Councils on the planning application, however, it is advisable to meet/engage with them separately.
Total	1									



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