



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Special Meeting of Clackmannanshire Council

Monday 31 May 2021 at 10.00 am

Via Video Conference (MS Teams)



Clackmannanshire Council

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

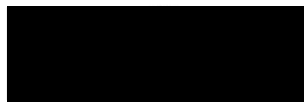
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21 May 2021

A SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL will be held via MS TEAMS, on MONDAY 31 MAY 2021 at 10:00 AM.



**NIKKI BRIDLE
Chief Executive**

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Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Dennis Coyne	5	Clackmannanshire East	CON

CLACKMANNANSHIRE COUNCIL

Report to Special Council

Date of Meeting: 31st May 2021

Subject: Leisure Provision in Clackmannanshire: Update

**Report by: Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Fiona Colligan, Strategic Director (Transformation)**

1.0 Purpose

Following Council's decision on 24 March 2021, the purpose of this paper is to provide:

- An update on the Stakeholder engagement on future leisure provision across Clackmannanshire;
- Progress on commissioning of feasibility work on a wellbeing complex
- Interim arrangements being put in place from May-September, and plans thereafter;
- Plans for decommissioning of Alloa Leisure Bowl;
- A timeline for next steps.

2.0 Recommendations

It is recommended that Council agrees:

1. To implement the interim arrangement for the period May to September 2021 as set out in paragraph 4.6;
2. To develop interim arrangements for leisure provision for the period October 2021 to financial year 2023/24 as set out in in paragraph 4.10;
3. That on the hand over of the Alloa Leisure Bowl building from Wasp Leisure Limited to the Council on 30 June 2021, the management agreement between Wasp Leisure Limited will be terminated and the lease of the building to Wasp Leisure Limited will be terminated;
4. To declare Alloa Leisure Bowl building surplus to requirements.

It is recommended that Council notes that:

5. Subject to approval of recommendation 4 above, officers will put in place arrangements to begin the process of demolition as soon as possible, noting that the funding for which is available within the approved 2021/22 Capital budget (para 7.1);
6. The owned land on which the Alloa Leisure Bowl building resides is retained following demolition;
7. £138K of the £506K annual management fee budget has been committed in line with the handover arrangements, leaving £368K available to fund the development and delivery of interim and longer term arrangements (see para 7.2);
8. Project Management costs are anticipated to be capitalised against the £16.855m approved Capital Budget (para 7.4);
9. Further update reports will be presented to Council.

3.0 Background

3.1 In February 2021, Council agreed that current leisure provision from Alloa Leisure Bowl should cease and that options for future leisure provision in Clackmannanshire should be developed.

3.2 The 2021/22 Budget approved in the Special Council meeting on 24 March 2021 makes provision for £16.855m investment for a Wellbeing Campus within Alloa as part of a wider strategic review of Clackmannanshire's Leisure and Community Facilities. This Review was identified in the Sport and Active Living Framework, approved at People Committee on 17 January 2019.

3.3 On 24 March 2021, an update on progress was provided by the Strategic Director, Partnership and Performance. This set out a timeline for activity. An updated timeline is provided at **Appendix 1**.

3.4 A Strategic Oversight Group, consisting of the Chief Executive, Strategic Directors – People, Place, Partnership and Performance and Transformation has been established on a fixed, short-term basis. This group has overseen stakeholder engagement, reviewed strategic partnerships, considered a short term interim arrangement for May – September 2021 and then developing a longer term interim arrangement for the period October 2021 until permanent provision is in place.

4.0 Considerations

Stakeholder Engagement

4.1 As set out in the paper of 24 March 2021 to Council, engagement with users and stakeholders has progressed during April and May see **Appendix 2**.

- 4.2 An online survey asking for views on both existing and future provision has been live since 9 April 2021 and closed on 14 May 2021. 1204 responses were received on the survey.
- 4.3 In addition to the online engagement, an extensive series of focus groups took place with almost 50 specific interest groups, sports clubs, disability groups and children and young people. The full engagement list is contained within the Preliminary Analysis Report at **Appendix 3**.
- 4.4 The key headlines from the survey and the Focus Groups are:
- clear evidence in the survey that a swimming pool is required
 - younger people want multi sports opportunities
 - fully accessible facilities are required
 - personal wellbeing, family time and mental wellbeing scored highly
 - after swimming, outdoor activities such as walking, cycling, open spaces were most frequently used currently
 - gym and fitness classes continue to be important

Strategic Partnerships

- 4.5 SportScotland continue to act in a “consultancy” capacity advising on all key aspects of the development. In particular they are providing support in the following areas:
- Mapping of existing provision
 - Advising on future provision and benchmarking with other local authorities industry and potential models
 - Interim arrangements
 - Feasibility options for Wellbeing Hub (see **Appendix 4**).
 - Expert insight and thought leadership is also being sought from Scottish Futures Trust and the University of Stirling.

Interim Model – May – September 2021

- 4.6 In response to the engagement activity and the mapping of existing activity, it is proposed that arrangements can be put in to place from May until September 2021: See **Appendix 5** for Proposal which signposts to available activities for Swimming, Fitness and Health and Opportunities for People with a Disability. A digital version is attached. A map with outdoor activities is also included. These will be shared as part of the Communications Plan.
- 4.7 Summer of Play/Sport – as part of the Scottish Government’s initiative of a Summer of Sport for children and young people, an enhanced programme of activity will be put in place in all three cluster areas, with a specific focus on

children and young people who have missed out most or experienced the greatest disadvantage during the pandemic.

- 4.8 The offer is currently being developed in consultation with community groups and children and young people, and their families. Columba 1400 and MCR Pathways are key partners in this delivery, as are SportScotland.

Plans being progressed are:

- A swimming offer for groups of children and young people
- Disability Sport
- Food, transport and a wide range of sport and active living opportunities for children and their families.

- 4.9 Arrangements for adults, as well as their families, to Swimming facilities are being pursued with a range of partners. Due to ongoing COVID restrictions, access to provision is a challenge. A verbal update will be provided to Council at this meeting.

Interim model – October 2021 – 2023/4

- 4.10 We are developing an end to end consultation process which will cover the full-life cycle of the project. The first stage of that was completed in May 2021 and the insights and evidence gathered have started to inform the interim model, which will be required until the delivery of new provision as a discreet workstream within the project. We will use this as an opportunity to develop new, innovative approaches that build on emerging models of provision being explored within the leisure sector more widely including the post-COVID trend for increased outdoor and online access.

- 4.11 The key findings of a recent review by The Sport and Leisure Consultancy (England) of impact on leisure provision post-COVID are in line with some of our own findings to date and are relevant as we move forward to the design process, in particular the following:

- Impact of COVID means that many local authorities are reviewing how they commission leisure provision, in particular how they interface with the private sector. More local authorities are looking at different management arrangements going forward.
- Since COVID there has been a growing emphasis on being active without using leisure facilities and that local authority strategies need to consider how this impacts on demand for leisure provision through indoor facilities
- Growth in online provision since COVID means that we should consider the role of digital platforms in delivery of provision and avoid rebuilding leisure provision the way it was before COVID.

- Technology could be the new contender or enabler for physical activity providers
 - COVID has demonstrated the role that leisure can play in social prescribing
 - There is a trend in local authorities to take the opportunity to reduce the leisure estate where the buildings are older and inefficient, as expectations of how leisure provision is made changes post-pandemic.
- 4.12 We will also look at provision through syndicated models with partners, including with the third sector. It is acknowledged that there will be costs associated with the longer term leisure provision beyond September 2021 until the permanent development is available. Costs will be assessed against existing revenue and capital budget provisions.
- 4.13 Further Consultation plans have been developed. **See Appendix 6.** These will focus on over 60s, Additional Support Needs, Community Groups, Minority Groups, and Health and Wellbeing. Health Promotion and NHS, as well as HSCP have already indicated their support for this next phase.
- 4.14 A Communications Plan will be developed to ensure that the public, stakeholders and members of staff are kept fully informed of progress. The plan will be phased with each phase including key milestones and messages for target audiences and what channel(s) will be used to communicate those messages. A map of current leisure provision will also be made available with information on support to access activity.
- 4.15 To support this work, the Strategic Oversight Group is seeking additional resource to support the work on the interim arrangements and the development of the consultation plan and communications plan. Further information on the budget is provided in section 9.3 and recommendation 7.

Future Leisure Provision

- 4.16 The Strategic Oversight Group has adopted the best practice approach for capital build projects from the Royal Institute of British Architects (RIBA). They use a seven stage process (**Appendix 7**) that ensures that the optimal outcomes are achieved and if followed will reduce the iterations at the design stages which ensures that time and costs are well-managed. The seven stages are:
- Stage 0 – Strategic definition
 - Stage 1 – Preparation & briefing (including Feasibility)
 - Stage 2 – Concept & design

- Stage 3 – Spatial coordination
- Stage 4 – Technical design
- Stage 5 – Manufacturing & construction
- Stage 6 – Handover
- Stage 7 - Use

4.17 We are currently at Stage 0. The principle activities in this phase include identifying stakeholder and user needs, developing the statement of need, developing the preliminary business case and appointing the project team. This is the R&D phase.

4.18 During this phase, the Strategic Oversight Group is working with a range of stakeholders and experts, including the University of Stirling, Scottish Futures Trust and Sport Scotland. A workshop will be held with stakeholders to develop the initial statement of need which includes identifying all of the stages of consultation that will help answer these core questions:

- The problems/challenges/opportunities we want to solve
- The spaces we think we need
- The key principles or items that are important (Community Wealth Building, sustainability etc.,)
- Who the development is for and the options for the business model that underpins the development (residents, tourism, day-out etc.)

4.19 Throughout Stage 0 we will work on the long-list of options for appraisal at RIBA Stage 1. The business case continues to iterate during this time as the strategic definition is clarified. From the current R&D we have progressed to date, the range of options within the Business case now includes those outlined in Table 1 at **Appendix 4**. This list will be refined and other options added as our collective thinking matures throughout Stage 0. The long list will then be appraised to develop the short list and identify the preferred option.

4.20 At RIBA Stage 1, we move into the detailed appraisal of the preferred option for which the full feasibility study is conducted. The full business case is then produced which contains the masterplan, costings and full plan. Once this stage is completed we move into Stage 2 - The design stage.

4.21 The development we are progressing is a significant component of our Be the Future transformation programme and the RIBA stage 0 process will enable us collectively to step back and explore that opportunity to its full extent. The investment coming into Clackmannanshire from the City Region Deal for Scotland's International Environment Centre, Sustainable ageing (with new housing and health and social care models), the 5G Centre and Regional Digital Hubs presents a singular and unique alignment.

4.22 The opportunity for the Well-being Hub to be the epicentre for a regeneration project of scale is demonstrated through a similar development in North Ayrshire - [Ardrossan North Shore Development Framework](#)

4.23 The Ardrossan North Shore sets out a proposed development that includes a new campus for Ardrossan Academy and Winton Primary School, consolidate the schools as part of a Community Campus which will also include an Early Years facility, and re-provide Auchendarvie Leisure Pool and Ardrossan Public Library. It will include sports pitches for school and community use, 130-150 houses both private and social, a coastal path, an International Marine Science and Environment (IMSE) facility, commercial, public spaces and tourism uses.

South Ayrshire's new leisure complex, is another example of a leisure development that is framed to change outcomes for the residents and communities in the area. Sited in the centre of Ayr, the project will create a major public building for the people of South Ayrshire. The inclusive development will enable people to be more active more often, and will target improvements to the community's social, mental, and physical wellbeing. It is expected to revitalise the town centre by bringing more economic activity into the area.

4.24 The parallels between these developments in North and South Ayrshire and that presented to us in Clackmannanshire are strong. The Alloa Regeneration option in **Appendix 4** captures the essence of this and will be considered as the process progresses.

Decommissioning of Alloa Leisure Bowl

4.25 Following on from the report to Council in March 2021, negotiations continued with Wasp Leisure to reach agreement on the decommissioning of the Alloa Leisure Bowl. The nature, responsibility and dates of the de-commissioning activity has been agreed with Wasp Leisure (see below) and when the building is returned to the Council it will be secured by the Council's Property Department. The hand over will take place on 30 June 2021. As previously reported this process has been made more complex by a number of factors, including the impact of COVID restrictions and the technical requirements for the plant and equipment at the building.

4.26 The following table summarises the activity which will finalise the decommissioning process.

Works Item	To be decommissioned /retained	Description	Indicative Time Line to Completion
1	Heating system	Wasp Leisure (WL) have drained down the heating system and turned off the gas - action for council to shut off, purge and cap gas completely	17th May - 24th May
2	Water supply	WL have turned off the water supply to the building - no water supply at all in premises. Property department to engage Scottish Water to temporarily shut off incoming supply	Engagement with Scottish Water ongoing
3	Electrical supply	Still functioning and needed to maintain essential systems - fire alarm, security alarm, CCTV - council electrical team to assess electrics and maintain only those circuits required to supply essential alarm and lighting systems	17th - 31st May
4	Fire Alarm system	Further inspection needed to ascertain condition and arrangements for continuing maintenance.	17th - 24th May
5	Intruder Alarm System	Further inspection needed to ascertain condition. Repairs to be undertaken if required	17th - 24th May
6	CCTV	Partially working and further inspection needed to ensure fit for purpose, additional cameras to be installed if necessary	17th - 31st May
7	Swimming Pool	WL to undertake emptying of the swimming pool and removal of associated chemicals	Wasp leisure to undertaken before 30 June
8	Secure externals - access doors and perimeter	Sitex shuttering/anti tamper screwed plywood sheeting to doors, perimeter fencing as required, security access barrier at road entrance to grounds. Additional security provision to be put in place as deemed necessary.	Upon handover, 30 June

Renunciation of lease and termination of contract

- 4.27 Following the agreement on the decommissioning tasks and timescale the agreement terminating the management agreement and incorporating the renunciation of lease has been sent to Wasp Leisure. This agreement will bring the lease and management agreement to an end on 30 June 2021 and will satisfy in full all aspects of the management agreement handback provisions.

Demolition of Existing Building

- 4.28 Following the decommissioning and securing of the Alloa Leisure Bowl building the proposed forward plan is to demolish the building, subject to the Council agreeing that the building is now surplus to requirements (see recommendation 4. The council owned land on which the building resides shall be retained.
- 4.29 The Property department will progress demolition in as timely a manner as possible taking account of the necessity to follow all recognised processes, procurement and permissions required to enable works to take place.
- 4.30 The demolition will be progressed in an ethical manner with sustainable and best value principles in mind with the agreed specification for demolition ensuring as a low a carbon strategy as possible is employed.
- 4.31 Following take down of the building superstructure all services shall be capped and disconnected to make safe, foundations shall be left in-situ and the surface area of ground covering the footprint of the building made good. A secure barrier control mechanism shall be located at the site entrance to ensure that the vacated ground is not able to be accessed from the main road.

5.0 Next Steps

The purpose of this report is to deal with the immediate priorities related to the decommissioning of the Alloa Leisure Bowl. In parallel to this we are shaping the developments of future provision aligned to the agreements in the March 2021 budget. In shaping our forward approach we are exploring the transformation opportunity that the investment, coupled with the other Be the Future priorities, presents to us. Therefore future papers to Council on this development will come forward to Council as Be the Future updates.

6.0 Sustainability Implications

- 6.1 There are no direct sustainability implications arising from this report, although it will be an inherent component of the options appraisal.

7.0 Resource Implications

- 7.1 The sum of £400,000 for the cost of demolition of the Leisure Bowl was agreed as part of the Council's 2021/22 Capital Plan.

- 7.2 The annual budget for the management fee is £506k. £92k has been spent to date in 2021-22 for the management fee for April and May. A further payment for June 2021 in line with the handover date will increase this payment to £138k. This will leave £368k which will be used for the interim costs of leisure provision. The interim arrangements May – September 2021 are currently being costed and the provision from October 2021 – 2023/24 will come forward in future update papers to Council.
- 7.3 It is also proposed that this budget is used to bring in additional consultancy capacity. This will support the development of the interim and longer term provision, developing the end-to-end consultation plan and the supporting communications plan.
- 7.4 In addition, a project team will be appointed during the RIBA stage 0 process to take forward the longer term provision. It is anticipated that this and other costs will be capitalised against the £16.855m approved capital budget. Details of the costs for this will come forward in future update papers.

8.0 Exempt Reports

- 8.1 Is this report exempt? (please detail the reasons for exemption below)
 No

9.0 Declarations

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

(1) Our Priorities (Please double click on the check box)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all.
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish
- The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

10.0 Equalities Impact

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

Yes No

This will form part of the Options Appraisal but and ongoing engagement activity.

11.0 Legality

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

Yes No

12.0 Appendices

12.1 Please list any appendices attached to this report:

Appendix 1 – Engagement Plan
Appendix 2 – Timeline
Appendix 3 – Preliminary Analysis Report
Appendix 4 – Feasibility Options
Appendix 5 – Interim Model
Appendix 6 – Further Consultation Plan
Appendix 7 – RIBA Process

13.0 Background Papers

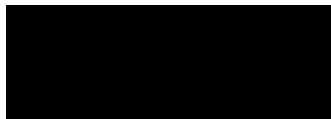
**Sport and Active Living Framework
2021/22 Budget Paper
24 March Leisure Provision Update**

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

Yes No

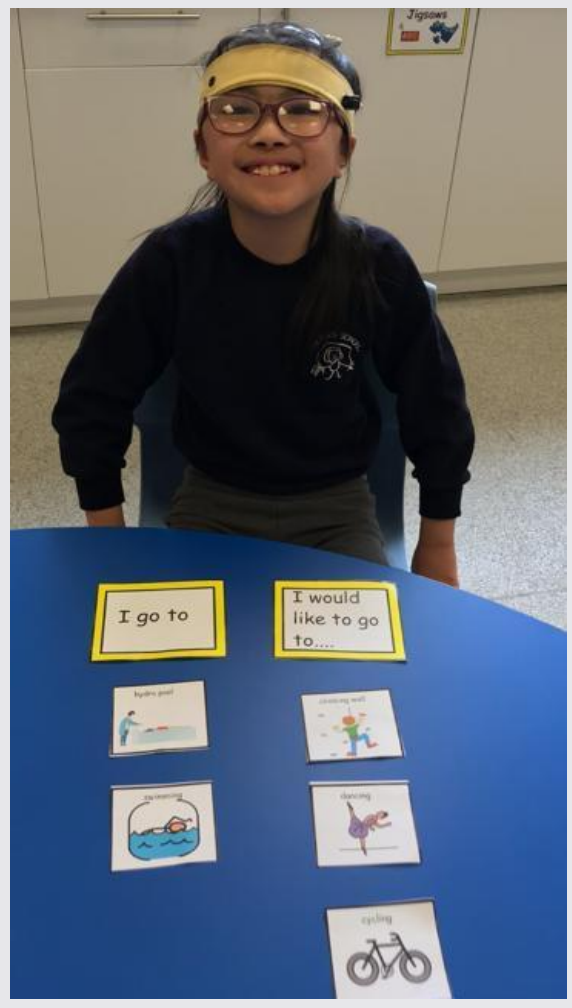
AUTHOR(S)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director (People)	
Pete Leonard	Strategic Director (Place)	
Fiona Colligan	Strategic Director (Transformation)	

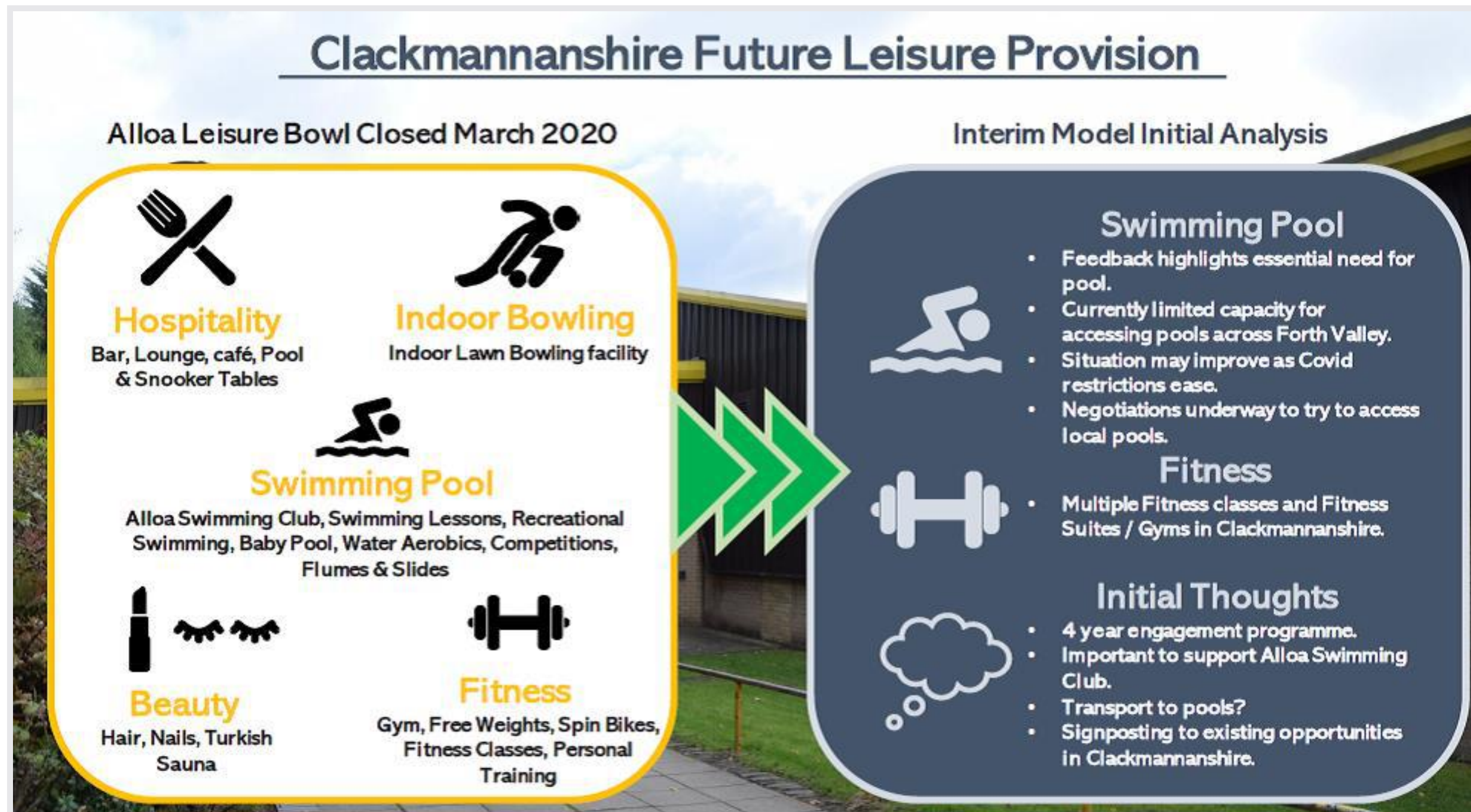
NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Clackmannanshire Future Leisure Provision (version 8)

Engagement Plan March to September 2021



Clackmannanshire Future Leisure Provision: Informing the Interim Model



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Clackmannanshire Future Leisure Provision:

Engagement - March to September 2021



Clackmannanshire Future Leisure Provision:

Introduction and Context

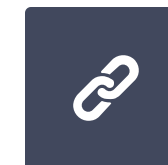
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As we progress along the COVID-19 route map access to fitness gyms, indoor sport, physical activity and other activities enjoyed prior to March 2020 are becoming attainable, the recovery for clubs and businesses will take some time.

Many organisations have been creative about keeping in touch with their members; ie taking dance outside, using digital platforms for fitness sessions and engaging remotely. Part of the recovery has been the opportunity to review what residents of Scotland need in terms of their health and wellbeing.

One area for discussion is the Inclusion Agenda, Equality and Equity around participation in physical activity and sport for positive physical and mental wellbeing. A Strategic Forum for sport and physical activity was set up including; Sportscotland, Active Scotland, Stirling University etc , their final recommendations for a more inclusive approach can be viewed in the document entitled "Scenario Planning - Final Recommendations" February 2021.

Scenario Planning - Final Recommendations



In Clackmannanshire the plans for sport and physical activity are held in the following document | Clackmannanshire Sport and Active Living Framework 2018 to 2028

Clackmannanshire Sport & Active Living Framework



Clackmannanshire Future Leisure Provision:

Clackmannanshire Sport and Active Living Framework 2018-2028

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The Clackmannanshire Sport and Active Living Framework 2018 to 2028 was endorsed by the Council's People Committee in January 2019 with the following ambition and priorities;

Our Vision; Clackmannanshire: Inspiring people to get out - get going - get active

Our priorities are:

Active Communities - Active Travel - Infrastructure and Places - Schools and Education

These subgroups feed into the Leadership and Governance group

The vision for the Infrastructure and Place section is; Mission Statement: We will have high performing sport and leisure facilities in Clackmannanshire; develop the active use of open spaces and the local environment and develop active transport and transport networks.

Priority 1: Provide a network of high quality, accessible and affordable sport & leisure facilities.

We will

- Conduct a strategic review of leisure and community facilities in Clackmannanshire.
- Develop a long term facilities strategy for public funded facilities in Clackmannanshire.
- Undertake an audit and mapping exercise of sport and physical activity facilities and infrastructure in Clackmannanshire.
- Implement pricing and programming policies to ensure that they are fit for purpose and reflect the strategic outcomes for Clackmannanshire.
- Develop a new Clackmannanshire Council leisure booking and payment system for booking and making payment of sports and activities across Clackmannanshire making best use of available technology and online services.
- Implement a pitches and pavilions strategy to provide the right number in the right places to meet community needs.

Clackmannanshire Future Leisure Provision:

SALF Partnership Collaboration

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The Clackmannanshire Sport and Active Living Framework (SALF) has been developed with a range of partners committed to ensuring a sustainable long term sport and active living approach in Clackmannanshire. For our ambitions for Clackmannanshire to be met a wide range of local and national partners and stakeholders will work collaboratively to plan, resource and deliver the priorities and outcomes set out in this framework

The Clackmannanshire Community Planning Partnership will oversee the delivery of this framework in partnership with a range of key partners, including the following



The Leadership and Governance group chaired by Councillor Graham Lindsay meet several times per year and the facilitators of the sub groups feed into this group to ensure co-ordination and accountability to the priorities in the framework.

Clackmannanshire Future Leisure Provision:

Engagement Process and Methodology

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1. Engage support from national sports organisation – sportscotland – to access their expertise in; facility development, engaging with the community, other relevant national agencies, the hire of specialists and technical support.
2. Set up an engagement process with a variety of types of interaction to ask and capture information and opinions from local residents of Clackmannanshire and other partners what they want in a new facility to support their health and well being.
3. The engagement process will take place in two phases; Preliminary phase will be 9th April to 14th May 2021 and include a survey and focus groups, further consultation will take place May to September 2021 involving an increased range of groups and organisations especially around health and wellbeing for everyone including; people with a disability, over 60 years, under 19 years, young families and harder to reach groups.
4. Liaise with Communications team to set up a Leisure Survey on Citizen Space as an initial method of capturing community feedback for the future provision of leisure across Clackmannanshire. As part of this Preliminary consultation ensure the link to the Leisure Survey is widely promoted encouraging a variety of groups and individuals to share their views using Twitter, Facebook and Council website and other social media and local and national networks.
5. Feed the results of the Preliminary consultation into a Council Committee in May 2021
6. Create a briefing from the Preliminary consultation and take to the further consultation process ensuring any gaps are acknowledged ie ethnic minority etc
7. Offer schools and young people in Clackmannanshire the opportunity to use the briefing from Preliminary content as a starting point and create their impression of the new facility to be shared with Council staff, consultant developing the new facility, elected members and stakeholders later this year;;
 - A model of the new facility
 - Gather views from interviews into a video to be shared as part of final report
8. Gather views from the further engagement into a final report for year one and ensure the evidence is widely distributed

Clackmannanshire Future Leisure Provision:

Target Groups

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The Preliminary consultation process will include a Leisure Survey open to all and a series of facilitated focus groups capturing information from the following target groups ;

Preliminary Consultation

Alloa Swimming Club
School Pupils & Families

60 years and over
Ethnic minorities

Lawn Bowls Clubs
Young People

Children & Young People with a disability
Local Communities

Further Consultation

CTSI Various Networks
CLD Groups
Inclusion Groups
Early Learning Centre's
Community Councils

Ethnic Minority Groups
Uniform Agencies
Over 60's Groups
Parent Councils
National Organisations

Development Trusts
Refugee Community/ESOL
Older Adults Forum
Health Centre's
Governing Bodies

Resident & Tenants Associations
Local Sports Clubs
Parent and Toddler Groups
NHS / Health Groups

The further consultation will include a focused group approach to capture views and opinions.

A detailed report will then be created summarising the feedback received from Preliminary and a proposal for an Interim Model to bridge the gap between the Alloa Leisure Bowl closing and the new facility opening. The Interim Model will contain information for previous users of the Alloa Leisure Bowl to help them find alternative activities within Clackmannanshire and the wider network as follows;

- Support for Alloa Swimming Club
- Learn To Swim opportunities
- Recreational Swimming

The impact of COVID-19 and the Scottish Government guidance will play a significant role as the route map unfolds and the level Clackmannanshire sits in from March 2021 and access to indoor sports venues becomes possible, safe and COVID-19 compliant.

Clackmannanshire Future Leisure Provision:

Stakeholders

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Next steps and timeline for Interim and Future Leisure Provision

The full timeline is being developed by the Strategic Oversight Group and a further more detailed picture will come forward to the June Council meeting in a paper updating on progress. Further information on the steps involved in this is provided in Appendix 7.

Appoint temporary consultant to support RIBA Stage 0 activities on Future Leisure Provision and Interim Leisure Provision (May-September)	May 2021
Meetings with Scottish Futures Trust (SfT); University of Stirling and Sport Scotland to seek expert input to Interim and Future Leisure provision options	21 May 2021
Workshop led by Sport Scotland to develop initial 'Statement of need' for Future Leisure Provision (See appendix ? item 0.2)	8 June 2021
Develop end-to-end consultation plan for RIBA Stage 0 and Stage 1 to augment Statement of need and inform the options appraisal	June 2021
Appoint project team	June 2021
Develop communications plan for May-September Interim Leisure Provision	May 2021
Update to Full Council on Interim and Future Leisure provision	25 June 2021
Iterate business case for Future Leisure provision informed by consultation outcomes and refinement of long list of options	June/July 2021
Gateway review – checkpoint on RIBA stage 0 completion and readiness to progress to Stage 1.	Post-recess

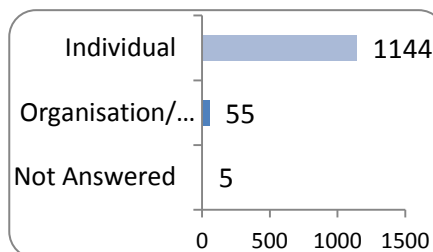
APPENDIX 3

Clackmannanshire Future Leisure Provision Preliminary Analysis of Data – Phase 1

During the period 9th April to 14th May 2021 two consultations took place to garner the views of the Clackmannanshire Community around the future of leisure and wellbeing within Clackmannanshire. This involved an online survey and a series of focus groups.

Respondents

Online survey	1199 responses
Focus groups	1336 responses



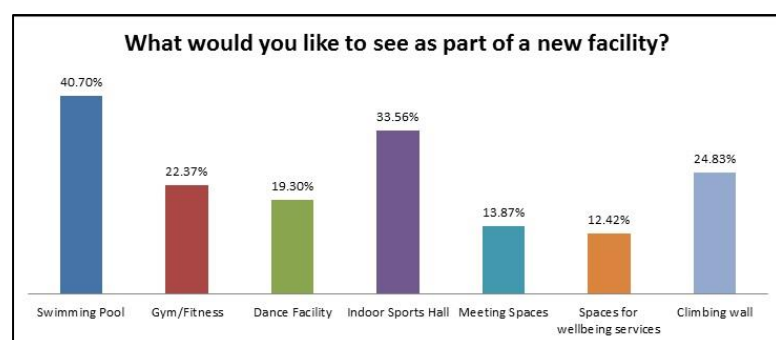
Key Headlines

On initial analysis of the two consultation process, results key headlines have been identified.

1. Clear evidence of the need for a swimming pool



This graph shows the rank of importance given by individuals and organisations as to what should be in a future leisure and wellbeing facility.



This graph shows the highest response – 40.7% - from the focus groups on a need for a swimming pool

The responses gathered from the over 50's communities and children and young people with a disability supported the need for a swimming pool.

2. Young people want multi sport opportunities

A wide range of responses came from primary, secondary and ASN children around what spaces and activities they would like to be able to do in Clackmannanshire. The core them being an indoor hall/space where a wide range of sports and activities could take place. The above graph shows this ranked second overall at 33.56%

APPENDIX 3

3. Full accessible facilities are required

Detailed feedback was given by Forth Valley Disability Sport, Scottish Disability Sport and additional comments from local ASN establishments made it very clear the need in this area

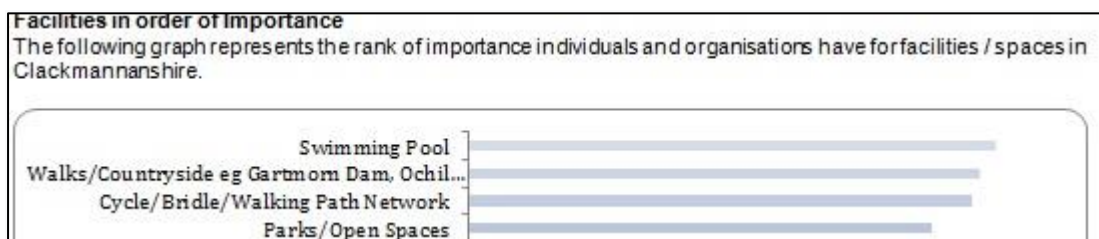
'Clackmannanshire has a great opportunity to create the best fully accessible sports facilities in the country.' Focus group feedback received

4. Personal wellbeing, family time and mental wellbeing scored highly

Respondents were asked what the main reasons they as an individual or as a group used current facilities / spaces in Clackmannanshire. The messaging around the importance of personal wellbeing placed as the top reason out of 23 options.

- | | |
|---|----------------|
| 1. Personal wellbeing – exercise, keeping fit | 1143 responses |
| 2. Family or personal leisure time | 882 responses |
| 3. Personal mental wellbeing | 876 responses |

5. After swimming, outdoor activities such as walking, cycling, open spaces were most frequently used



6. Gym and fitness classes continue to be important

Across both consultations; survey and focus groups, the need for fitness facilities and classes were highlighted.

"I also think general fitness classes or activities, in line with your lower limb class that I benefited from, are an essential partner to health and welfare"

"Fully accessible gym for wheelchair users and a performance gym for para athletes"

22% of young people responded that they wanted high quality gym / fitness facilities

Breakdown of Groups Involved in Phase 1 Focus Groups

- 18 primary schools & Primary Schools Support Service
- 2 Secondary Schools
- Lochies & all 3 ASN/ASD secondary schools/hubs
- Over 50s / Over 60s Groups
- Forth Valley Disability Sport & Scottish Disability Sport
- Bowls Scotland and local Lawn Bowls & Indoor Bowling Clubs
- Alloa Swimming Club

Future Leisure Provision : Options***Table 1** (*All options require a continuation of interim provision)

Do nothing	Included as standard in long list of options
Minify	Design a new facility where the physical size of the facility is reduced compared to the existing facilities and the current leisure mix is reviewed.
Like-for-like	Capital build project to replace the existing building which replicates the current provision and facilities, the current operating model and is located on the existing site
Augmented	Capital build project that augments the leisure mix and facilities and looks at a range of options related to the operating model, including not for profit/Trust model and a range of site locations, including the current location.
Well-being Hub	Civic space providing co-located and integrated services and spaces in support of citizens and communities as a flagship development underpinning our transformational priorities of Community Wealth Building and the Well-Being economy.
Well-being Campus	A well-being hub co-located with educational facilities to provide a better environment for learning and increased integration of services to empower families and communities.
Hub-and-spoke	Well-being hub(s) located on a site(s) providing full leisure facilities with 'spoke' sites providing 'locality based model', using existing facilities but also going out into the community and working on a local basis.
Hybrid	An offer which blends components of the Well-being Hub, Well-being campus and Hub-and-spoke model.
Alloa regeneration	A significant transformation and regeneration project with the well-being campus integrated into a wider regeneration masterplan that delivers on employment and economic benefits, construction and housing, green spaces and open spaces, active travel and other travel infrastructure that has community ownership and design at its centre and will enhance community pride in the county town and region. Phase 1 of the masterplan would focus on developing the Leisure provision.

Clackmannanshire Future Leisure Provision

Proposal for Interim Model - May to September 2021

The engagement process will continue beyond the preliminary consultation and the configuration of the new facility will evolve. A number of the activities previously provided by the Alloa Leisure Bowl are available within Clackmannanshire in particular Fitness Gyms; see attached map.

The evidence from the Leisure Survey and the focus groups as part of the preliminary consultation evidences that people have had to seek alternative physical activities during COVID-19 and while sports facilities were closed. Use of the paths network for walking and cycling, alternative travel and outdoor activity has increased. See attached map of the outdoor opportunities within Clackmannanshire. The map does not include local parks, Football and Rugby venues but can be added if required.

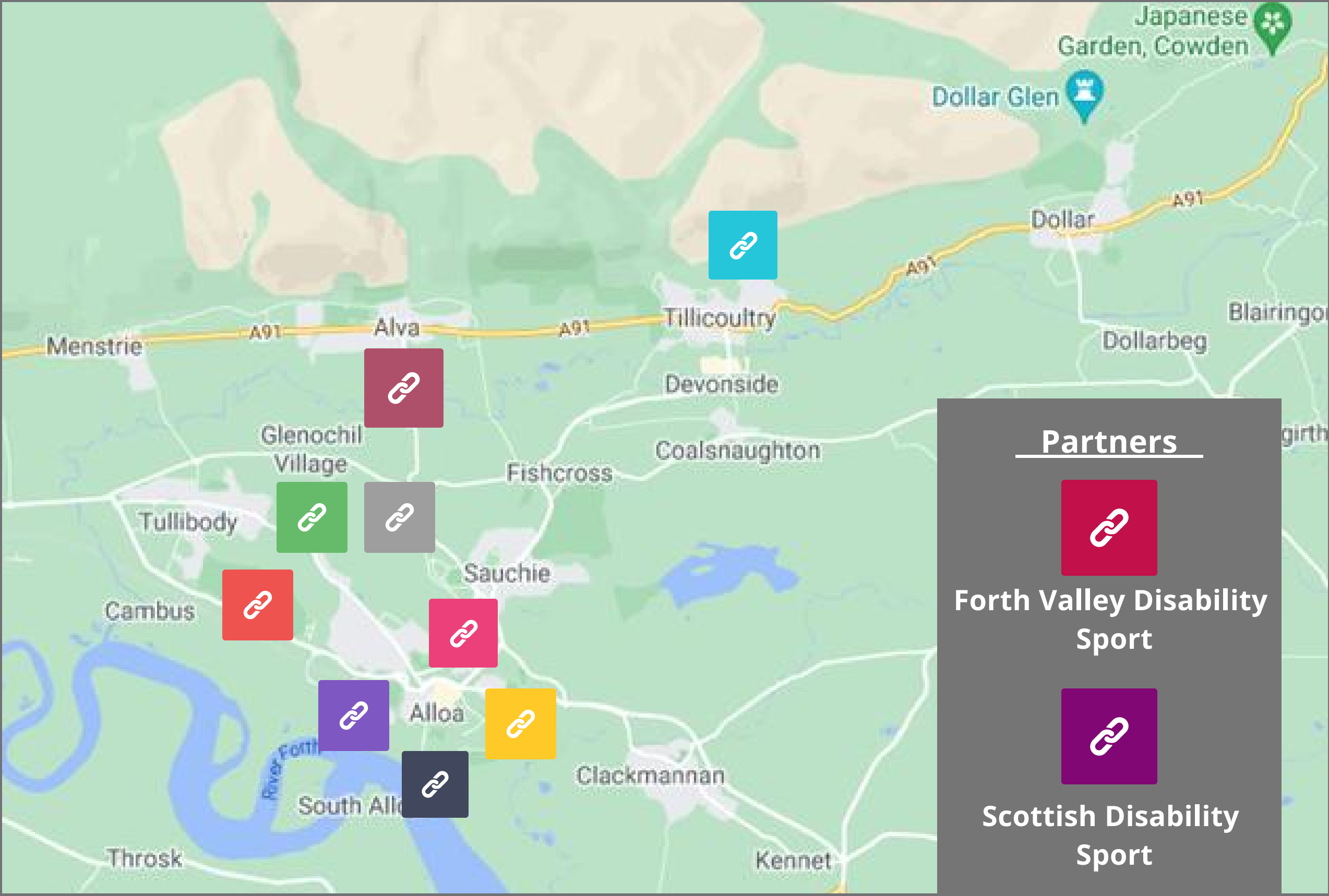
Opportunities for people with additional support needs to be physically active within Clackmannanshire is included in the attached map.

Negotiation for access to two swimming pools; Dollar Academy and Tulliallan Police College has started. See attached map of swimming pools within the Forth Valley area with details of ; Learn To Swim and recreational swimming , negotiations to support the Alloa Swimming Club are being dealt with separately..

ASN Opportunities

Clackmannanshire Future Leisure Provision

-  HappyDays Performing Arts
-  Right On Target Boccia
-  Play Alloa
-  N-Courage Martial Arts
-  Adaptive Skiing
-  Braveheart Walking Group
-  Wee County Harriers
-  Central Athletics
-  Wee County Harriers




Partners

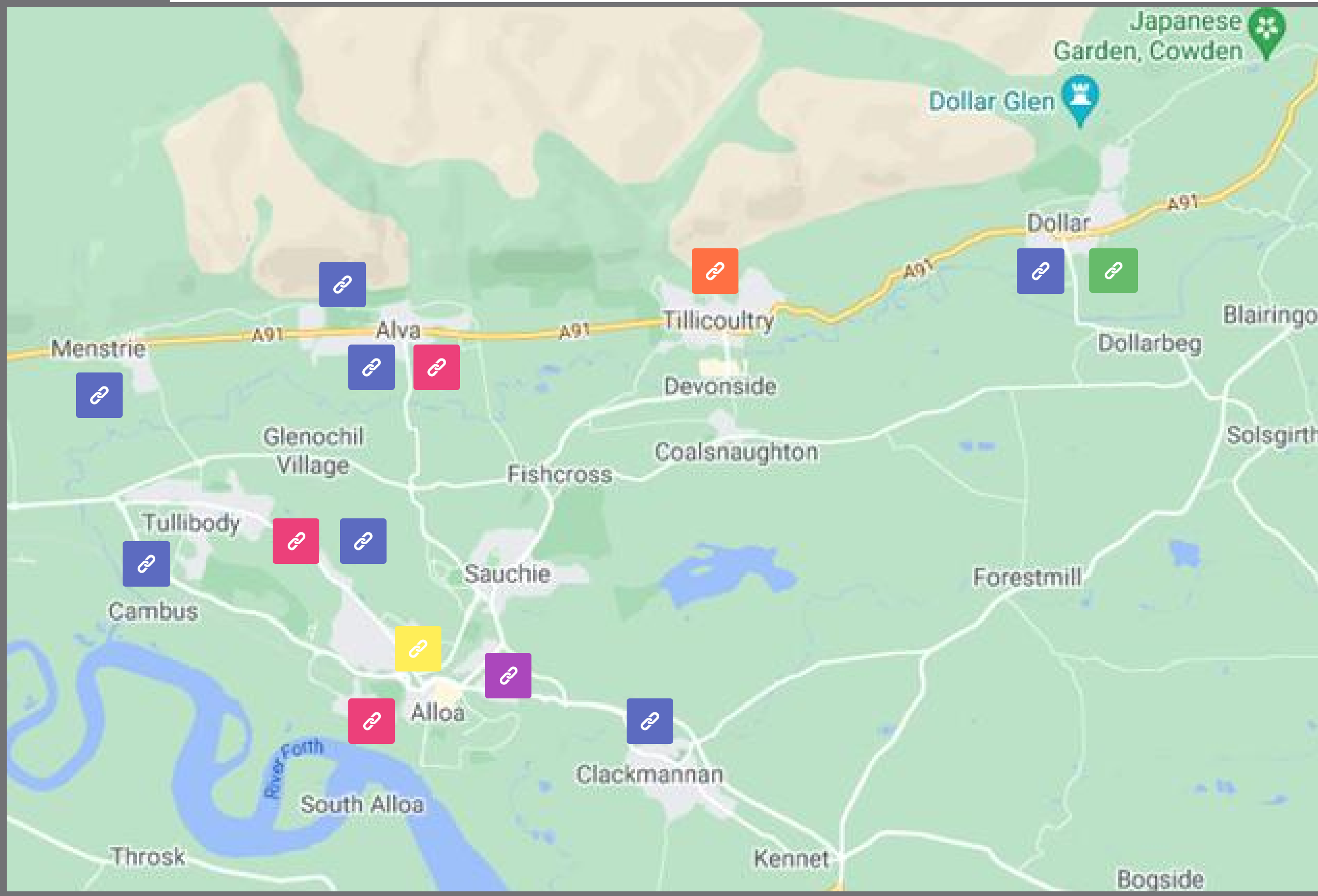
-  Forth Valley Disability Sport
-  Scottish Disability Sport

For Sports Development & ASN Opportunities, contact Jackie Perez: jperez@clacks.gov.uk

Gyms & Fitness Classes

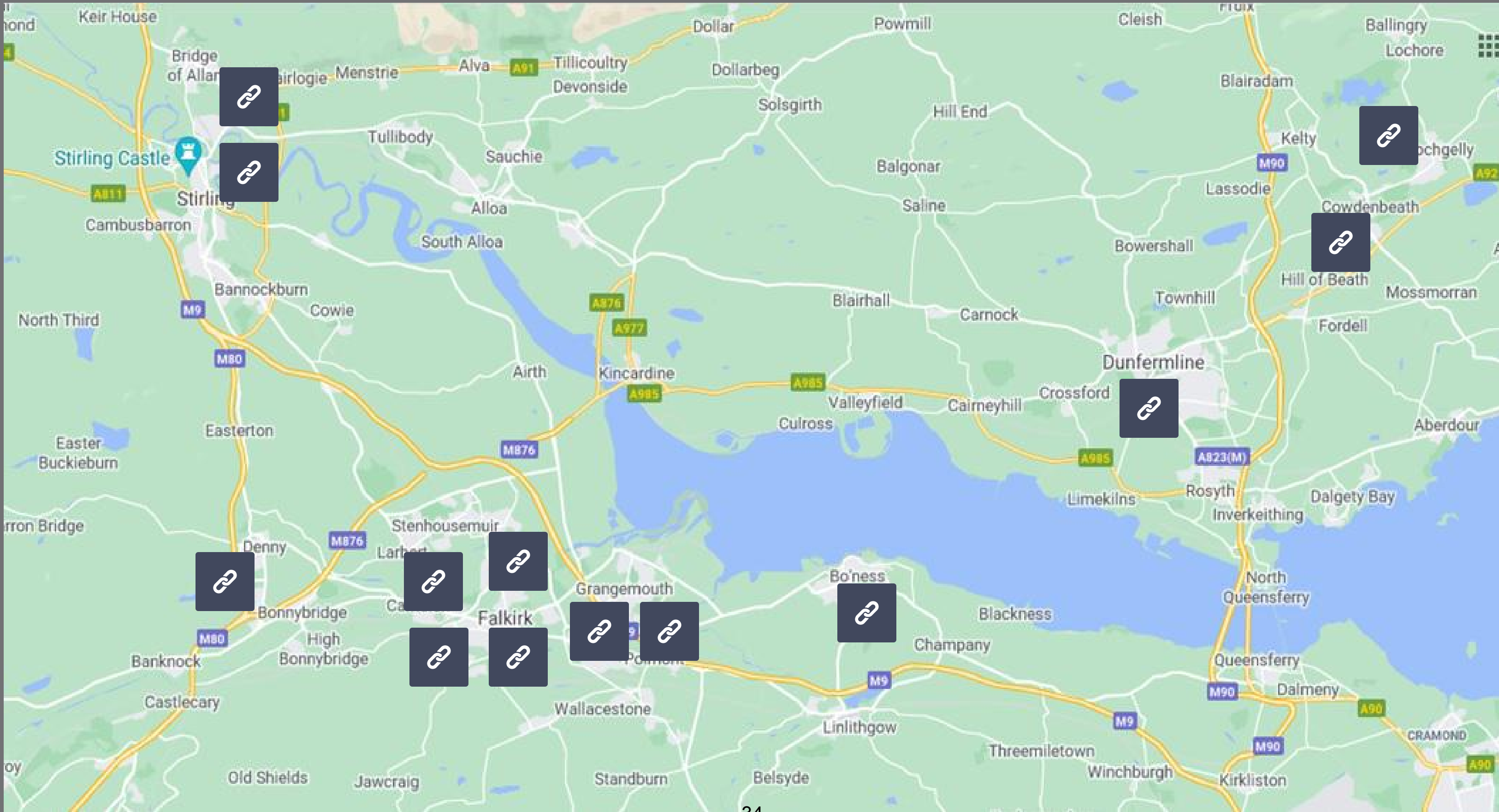
Clackmannanshire Future Leisure Provision

-  Sports Development Classes
-  Secondary School Fitness Suites
-  GM Fitness
-  Wee County Wellness
-  UGym
-  Dollar Hive
















Map of Swimming Pools

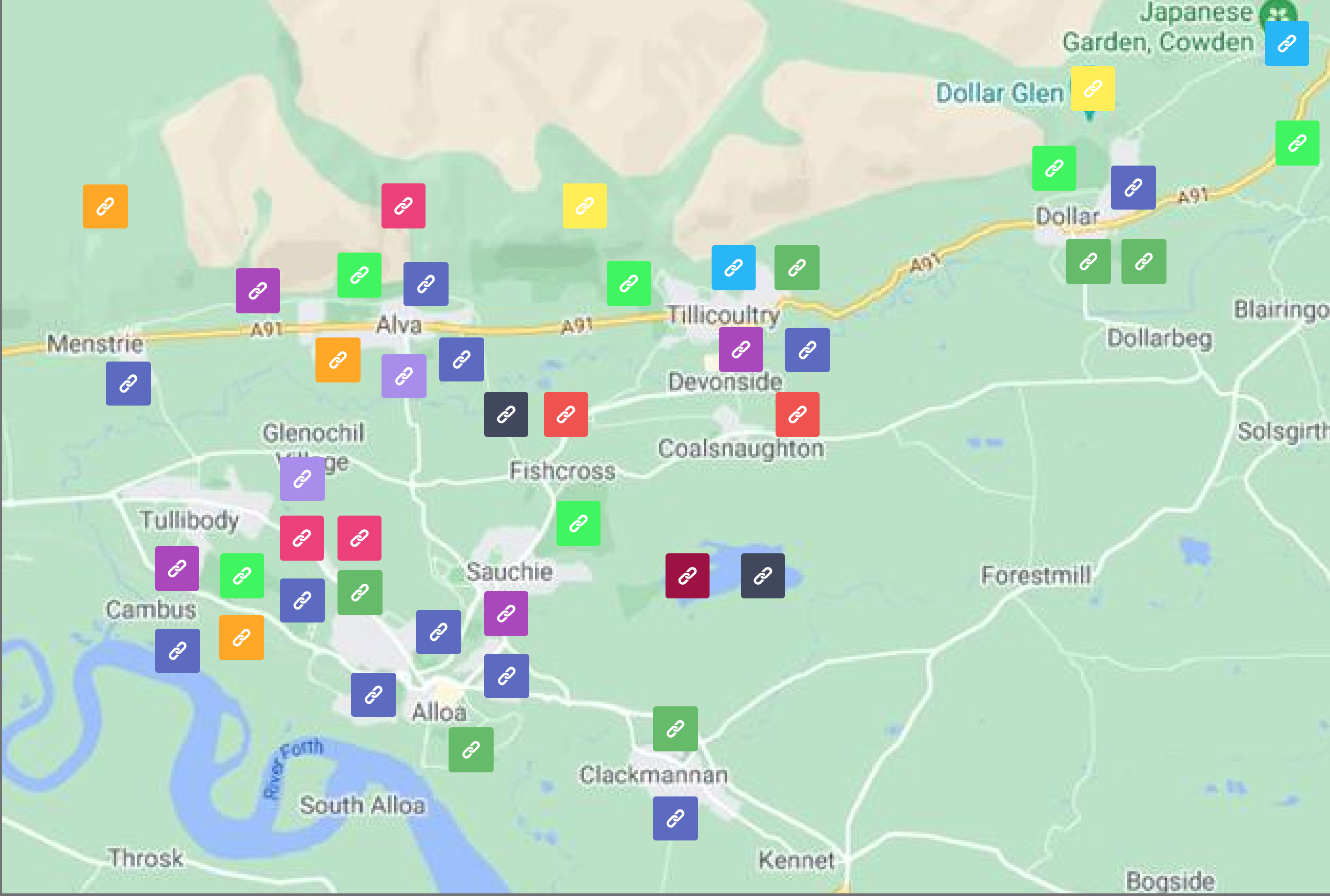
Clackmannanshire Future Leisure Provision



Clackmannanshire Future Leisure Provision

Outdoor Activities

-  Canoe Clubs
-  Equestrian Centre's
-  Running Clubs
-  Mountaineering
-  Skiing
-  Cycle Groups
-  Walking Groups
-  Outdoor Gardening
-  Path Network
-  Gartmorn Dam Country Park
-  Golf Clubs
-  Bowling Clubs
-  Archery



Clackmannanshire Leisure Survey Phase 2 Consultation: Focus Group & Face to Face Engagement

School/Group	Who	When
Over 60's		
Bowls Scotland	Bowls Scotland Partnership Manager	May-Sep 2021
Older Adults Forum	Chair of Forum	May-Sep 2021
Royal Voluntary Service	Activities Coordinator	May-Sep 2021

Additional Support Needs

Right on Target Boccia	President of Club	May-Sep 2021
Play Alloa	CEO Play Alloa	May-Sep 2021
Forth Valley Disability Sport	Sport Manager	May-Sep 2021
Scottish Disability Sport	SDS Manager	May-Sep 2021
Professional Officer Group	Regional Manager	May-Sep 2021

Community Groups

Sauchie active8	CLD	May-Sep 2021
Sauchie Community Group	Sauchie Community Group	May-Sep 2021
Resident and Tenants Associations	Chairperson	May-Sep 2021
Development Trusts	Chairperson	May-Sep 2021
Community Councils	Chairperson	May-Sep 2021
Hawkhill Community Centre	Manager	May-Sep 2021
Wimpy Park	CLD	May-Sep 2021
Coalfield Regeneration	Game On Programme	May-Sep 2021
Alloa Rotary	Chairperson	May-Sep 2021
Alloa Roundtable	Chairperson	May-Sep 2021
Uniform groups (scouts/guides etc.)	Leaders	May-Sep 2021
Braveheart	Forth Valley Coordinator	May-Sep 2021
Active Travel working group.	Council's Roads & Transport	May-Sep 2021

Clackmannanshire Leisure Survey Phase 2 Consultation: Focus Group & Face to Face Engagement

School/Group	Who	When
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Community Groups Cont.

Hillfoots Community Sport Hub	Chairperson	May-Sep 2021
LGBT Youth Group	CLD	May-Sep 2021
Youth Voices Citizen Panel	CLD	May-Sep 2021
CTSI –General	CEO CTSI	May-Sep 2021
OYCI	Service Leader	May-Sep 2021
Club Connect Forum	Sport Clubs	May-Sep 2021
CR Cats Canoe Club	Chairperson	May-Sep 2021
Clackmannan Canoe Club	Chairperson	May-Sep 2021
Football Clubs	SFA partnership manager	May-Sep 2021
Golf Clubs	Scottish Golf partnership manager	May-Sep 2021
Martial Arts Clubs	All Clubs	May-Sep 2021
Racquet Sports	All Clubs	May-Sep 2021
Dance Groups	All Groups	May-Sep 2021
Gymnastics Clubs	Alloa Gymnastics & Hillfoots Gymnastics	May-Sep 2021
Other Sports	All Clubs	May-Sep 2021
Fitness Gyms	All Gyms	May-Sep 2021
National Governing Bodies	Sportscotland lead manager	May-Sep 2021
Exercise Providers/business	All Providers	May-Sep 2021
Adam Brown Tennis Academy	Adam Brown - Tennis Academy	26/05/2021

Health and Wellbeing

NHS Forth Valley	Health Promotion Lead	May-Sep 2021
GP Practices & Health Centres	GP's / Health Promotion Officer	May-Sep 2021
Wellbeing Scotland	CEO Wellbeing Scotland	May-Sep 2021

Appendix 7	Deliverable	Key activity
STAGE 0: STRATEGIC DEFINITION	0.0	Establish Strategic Oversight Group
	0.1	Identify stakeholder & user needs Consultation & engagement with stakeholders, citizens, communities, organisations, businesses, providers and to seek input from experts
	0.2	Prepare a statement of need Existing situation; Where need to be; How get there
	0.3	Business case scope & approach agreed Iterative process; how the case will be developed; information to be assembled; how obtained & who will complete
	0.4	Prepare outline project brief Define & prioritise objectives to provide baseline reference. Appoint project manager. Identify options for appraisal
	0.5	Appoint project team Project owner; sponsor; development manager; project manager (expands at each stage). RACI; Resource plan; Project review meetings
	0.6	Develop preliminary business case Evaluation of viability; costs & benefits; risks; resources required; viability; options available; checklist of key approvals, consultations & clearances required. Risk management & mitigation.
	0.7	GATEWAY 1: Approval to proceed with Feasibility stage Confirm robustness of business case All assumptions verified User needs understood Scope of change to current service provision & business processes understood CSF understood Is project affordable; estimates robust; VFM assessed Risk evaluated Readiness for next phase – funds to reach Gateway 2 in place; External stakeholder issues addressed (statutory; communications; environmental; people)
STAGE 1: FEASIBILITY STAGE	1.0	Site constraints & opportunities Identify, select & acquire a site to meet project brief and consider all aspects of physical characteristics; contamination; value; legal etc. Undertake site investigations
	1.1	Select & appoint consultants These consultants will undertake the feasibility study
	1.2	Develop project brief Iterate the project brief from Stage 0
	1.3	Preliminary project masterplan Provides overview of all stages in the project lifecycle
	1.4	Options, appraisal & selection Instruct designers to develop initial concepts. Consider whole life costs at this stage
	1.5	Funding investment & appraisal Iterate business case
	1.6	Project organisation & control Looks to next stage on how the project will be organised
	1.7	Procurement strategy
	1.8	Cost planning & cost management
	1.9	Prepare full business case Product at end of Feasibility stage
	1.10	GATEWAY 2: Approval to proceed with detailed design Assess project controls; Potential for success; cost management; risk management; Readiness for next phase



RIBA Plan of Work 2020

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the **Project Programme** for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note:

Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See **Overview** guidance.

Procurement:

The RIBA Plan of Work is procurement neutral – See **Overview** guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy**.

Information Exchanges

ER Employer's Requirements
CP Contractor's Proposals

	0	1	2	3	4	5	6	7
	Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
	← Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →							
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed <small>If the outcome determines that a building is the best means of achieving the Client Requirements, the client proceeds to Stage 1</small>	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief <small>The brief remains "live" during Stage 2 and is derogated in response to the Architectural Concept</small>	Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed <small>Stage 4 will overlap with Stage 5 on most projects</small>	Manufacturing, construction and Commissioning completed <small>There is no design work in Stage 5 other than responding to Site Queries</small>	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently <small>Stage 7 starts concurrently with Stage 6 and lasts for the life of the building</small>
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals <small>Project Strategies might include: - Conservation (if applicable) - Cost - Fire Safety - Health and Safety - Inclusive Design - Planning - Plan for Use - Procurement - Sustainability</small> <small>See RIBA Plan of Work 2020 Overview for detailed guidance on Project Strategies</small>	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan <small>No design team required for Stages 0 and 1. Client advisers may be appointed to the client team to provide strategic advice and design thinking before Stage 2 commences.</small>	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme	Undertake Design Studies , Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan , Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme <small>Specialist subcontractor designs are prepared and reviewed during Stage 4</small>	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual <small>Building handover tasks bridge Stages 5 and 6 as set out in the Plan for Use Strategy</small>	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes <small>Adaptation of a building (at the end of its useful life) triggers a new Stage 0</small>
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations Planning Building Regulations Health and Safety (CDM)	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application	Review design against Building Regulations Prepare and submit Planning Application <small>See Planning Note for guidance on submitting a Planning Application earlier than at end of Stage 3</small>	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Procurement Route	Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	ER CP	ER CP	ER CP	ER CP	ER CP	ER CP	ER CP
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information <small>If Verified Construction Information is required, verification tasks must be defined</small>	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary