

# PROJECT INITIATION DOCUMENT

(November 2017)

**Leisure Management Contract Extension**

## Project Initiation Document (PID)

<b>Project Name:</b>	<b>Leisure Management Contract Extension</b>		
<b>Project Start Date:</b>	February 2018	<b>Project End Date:</b>	March 2019
<b>Relevant Heads of Terms:</b>			
<b>Responsible Directorate:</b>	Children's Services		
<b>Project Manager:</b>	Lisa Pottinger		
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<b>Ward:</b>	All wards		
<b>Delivery Organisation:</b>	Greenwich Leisure Limited (GLL)		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	Yes		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	Greenwich Leisure Limited (GLL)		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Yes		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>	Yes		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's</b>	No		

<b>Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	Yes
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£1.5 million
<b>S106 Planning Agreement Number(s):</b>	See Pages 10 -16 of this report
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	N/A
<b>Total CIL/S106 funding sought through this project</b>	£1.5 million
<b>Date of Approval:</b>	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Ann Sutcliffe	Acting Corporate Director
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader - Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer

Organisation	Name	Title
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH – Health, Adults and Community	Abigail Knight	Senior Public Health Strategist
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager - Energy & Sustainability
LBTH – Place	Christopher Horton	Principal Growth & Infrastructure Planner
LBTH-Children's	Lisa Pottinger	Head of Sports and Physical Activity
LBTH-Children's	Judith St John	Divisional Director Sports, Leisure and Culture
LBTH- Resources	Stephen Adam	Finance and Resources Manager

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
ISFS	Indoor Sports Facilities Strategy	The borough's strategic document outlining the evidence base and way forward for indoor leisure facilities (i.e.	

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
		leisure centres)	
PIDs	PID Supporting Document	Describes in more detail the works and targets outputs and outcomes achieved by the proposed capital investment	

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## 1.0 Purpose of the Project Initiation Document

- 1.1 The purpose of this document is to provide the appropriate information to implement the cabinet decision of 19th September 2017, which approved “the use of section 106 funds for investment in the leisure facilities” [Cabinet decision quoted below]
- “1. To agree and approve the fee waiver arrangements and three year contract extension to the current contract due to expire on 30<sup>th</sup> April 2019. This will be on the existing terms for the current leisure services contract for the period up to April 2022;
2. To authorise the appropriate officers to execute the necessary contract extension agreement and provide updates to the Mayor on the monitoring of the contract; and
3. To in principal approve the use of section 106 funds for investment in the leisure facilities”

This document will outline the capital investment to be made in the borough’s leisure centres, which is a condition of the extension of the leisure management contract with the Council’s leisure operator Greenwich Leisure Limited (GLL), also known as Better.

- 1.2 This Project Initiation Document (PID) will define the Leisure Management Contract Extension project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:

- Justify the expenditure of S106 contributions and / or CIL funding on the Leisure Management Contract Extension project which will provide the IDSG with a sound basis for their decision; and
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

- 1.3 The objectives of the project are as follows:-

- To deliver the medium term financial strategy savings associated with the leisure management contract as agreed by full Council
- Invest in the borough’s leisure centres to ensure the centres are of a high

standard and attract residents from key target groups

## 2.0 Section 106/CIL Context

### Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the Council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).
- 2.3 On the 5<sup>th</sup> January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

### S106

- 2.4 Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/09/01656	LEIS	16-24, 48-50 Bow Common Lane	TBC	not expended in full or committed within 15 years of practical completion of the whole development.	Local Leisure Facilities Contribution	£65,000.00	£65,000.00
PA/09/02657	LEIS	Land bounded by Cordelia st, carron close and chrisp st	27/06/2020	7 years from date of receipt	provision of leisure facilities within the borough	£68,988.00	£68,988.00
PA/14/00074	LEIS	Telehouse Far East, Sites 6 and 8	TBC	5 years from date of practical completion	leisure	£15,868.00	£15,868.00
PA/13/02580	LEIS	Limehouse Library (638 commercial Road)	TBC	not expended in full or committed within 10 years from the date of practical completion of the whole development	contribution towards Leisure Facilities	£30,069.00	£30,069.00
PA/13/01991		Former St. Andrews Hospital	16/07/2024	10 years from date of receipt.	additional leisure facilities in the borough	£18,259.00	£18,259.00

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/11/00739	LEIS	123 Fairfield Road	TBC	10 years from practical completion	additional leisure and community facilities	£16,983.51	£16,983.51
PA/13/02938	LEIS	Suttons Wharf, Palmers Road	no expiry date	no expiry date	towards leisure facilities in the borough	£29,115.00	£29,115.00
PA/13/00218	LEIS	Aldgate Place	TBC	10 years from date of practical completion	additional leisure and youth facilities in the borough	£466,200.00	£466,200.00
PA/13/01861	LEIS	1 Paul Julius Close (Reuters)		5 years from the date of practical completion of the whole development	Leisure Facilities in the Borough	£6,108.00	£6,108.00
PA/12/00051	LEIS	136-140 Wapping High Street	12/12/2019	spent or committed within 5 years of commencement date	additional Leisure facilities	£55,799.34	£55,799.34

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/13/00862	LEIS	213-217 Bow Common Road	TBC	expended or committed within 10 years from date of practical completion	additional leisure facilities	£28,547.35	£28,547.35
PA/12/02923	LEIS	1-3 Turnberry Quay	TBC	10 years from date of practical completion	leisure facilities in the Borough	£58,537.00	£58,537.00
PA/12/00925	LEIS	land at commercial basin approach	TBC	10 years from practical completion	leisure and/or community facilities in the Borough	£37,990	£37,990.00
PA/11/03693	LEIS	15-17 Leman Street	TBC	10 years from practical completion	towards leisure facilities within the borough	£8,998.00	£8,998.00
PA/09/02100	LEIS	Brownfield Estate	24/07/2023	10 years from date of receipt	provision of or improvements to lighting at Langdon Park School or the provision or improvements to other leisure facilities within the Council's administrative	£85,366.00	£85,366.00



					area		
PA/12/01977	LEIS	Challenger House, 42 Adler Street	TBC	10 years from practical completion	towards leisure facilities in the borough	£4,607.00	£4,607.00

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/12/00771	LEIS	22-28 underwood road	TBC	expended or committed within 10 years from date of practical completion	towards additional leisure facilities	26,458.00	£26,458.00
PA/14/02618	LEIS	land between St Pauls way and masjid lane	TBC	10 years from practical completion	leisure and community facilities in the borough	46,587.00	£46,587.00
PA/13/02692	LEIS	sceptre court	TBC	10 years from practical completion	leisure facilities in the borough	£30,779.00	£30,779.00
PA/13/02722	LEIS	Peterley Business Centre	TBC	not expended in full or committed within 10 years from the date of practical completion of that phase the council shall repay the unspent balance of the said financial contribution to the owner together with interest.	Leisure Facilities in the Borough	£12,959.58	£12,959.58

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/14/00293	LEIS	7 Limeharbour	TBC	expended in full or committed within 10 years from date of practical completion	leisure and community facilities in the borough	£143,210	£143,210.00
PA/13/02529	LEIS	car park cygnet street	TBC	expended in full or committed within 10 years from date of practical completion of the whole development	leisure facilities in the borough	£38,029.02	£38,029.02
PA/12/02023	LEIS	Limehouse Basin Moorings	01/05/2023	10 years from date of receipt	Leisure facilities in the general area of the development and in the borough	£18,311.00	£18,311.00



Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/11/03785	LEIS	58-64 Three Colts Lane and 191-205 Cambridge Heath Road	TBC	Within 7 years from the date of practical completion of the whole development	For the leisure facilities within the local area of the development	£100,488.76	£100,488.76
PA/11/01945	LEIS	Dollar Bay	TBC	Expended in full or committed within 5 years from the date of practical completion	Provision of or improvement to the leisure facilities within the general locality of the development	£97,201.67	£86,742.44

- 2.6 The agreements outlined above obliged the developers to pay the Council £1.5 million for the purposes of making leisure facility improvements.
- 2.7 The map attached as appendix 2, shows the locations of the leisure centres, and identifies the following planning applications, PA/09/01656- 16-24, 48, 50 Common Lane, PA/11/01944- Thomas Road, PA/12/02023-Lime house Basin Moorings, PA//11/03785-58-64 Three Colts Lane and PA/11/01945- Dollar Bay where the funding requirements are earmarked for “leisure facilities within the vicinity of the development”. The map shows the proximity of the developments to the nearest leisure centre and demonstrates the accessibility to residents within these developments.
- 2.8 The contributions were received on the dates specified in the table above and the expiry date (if any) for when these contributions must be either committed or expended is also set out in the table above.

#### CIL

- 2.9 This PID does not seek approval for the expenditure of CIL funding.

### **3.0 Legal Comments**

- 3.1 Legal Services considers the Leisure Management Contract Extension Project to satisfy the terms of the S106 agreements set out at paragraph 2.4 above.
- 3.2 This PID reflects the various parties’ intentions at the time the agreements were entered that the financial contributions would be used by the Council towards the provision of or improvements to leisure facilities in the borough. It is clear from this PID that this shall be achieved as this funding shall be used towards improving and expanding on the facilities of six Council-owned leisure centres which are managed by GLL. It should be noted that some of the contributions require funding to be used towards providing “additional leisure facilities”. The project overview at section 4 is helpful in explaining that the funding shall be used towards expanding on the services offered by the leisure centres, for example, the addition of a spin studio. Legal Services is therefore satisfied that these contributions can be used as additional facilities will be provided as part of the expansion of the leisure centres.

- 3.3 PA/09/01656, PA/11/01944, PA/12/02023, PA/11/03785 and PA/11/01945 are contributions which require the money to be spent towards the provision of or improvements to leisure facilities in the general locality/area of the development. There is no legal definition of what something means to be considered within the “general locality” and so the factors to consider include: proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can reasonably be expected to be served by the project. The map at Appendix Two is helpful in showing the leisure centres which fall within the locality of these particular developments. Legal Services is satisfied that this supports the proposition that improvements to leisure facilities shall be made in the vicinity of these developments. However, officers will need to ensure that these contributions are ring fenced to improvements carried out at the appropriate leisure centres. Alternatively, officers may need to consider alternative funding sources if it should transpire that the amount of the contribution being used is no longer proportionate to the element of the project to which it relates.
- 3.4 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 3.5 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

#### **4.0 Overview of the Project**

- 4.1 The Leisure Management Contract was tendered in 2003 via a competitive procurement process and let in May 2004 for a period of fifteen years, operating on a full repairing lease, profit share basis. The contract was awarded to Greenwich Leisure Limited (GLL) for a period of 15 years, ending on 31<sup>st</sup> April 2019, which included the management of the following leisure centres:-
- John Orwell Leisure Centre
  - Langdon Park Leisure Centre (closed in July 2011)
  - Mile End Park Leisure Centre (completed in 2006) and Stadium
  - St. George’s Leisure Centre (Formerly St. George’s Pool)
  - Tiller Leisure Centre

- Whitechapel Sports Centre
- York Hall Leisure Centre

- 4.2 At the time of the tender the contract cost was £23,550,000. This contract value is subject to the provision of an annual inflationary uplift. The first five years of the contract was projected to be in deficit, which in fact was the case, however, this turned into a more sustainable surplus, once the benefits of the early capital improvements had been completed.
- 4.3 The Medium Term Financial Plan 2016-17 set out the savings proposals approved at the Cabinet and Full Council meetings in February 2016. The current contract with GLL provides for a management fee to be paid of up to £2.3m per annum on the leisure services contract. There is also a profit share arrangement for the allocation of the surplus at the end of the financial year. The value of the surplus share to the Council is currently £1.05m. The fee waiver proposed delivers a total savings over the Medium Term Financial Plan of £3.82m. The new contract arrangement proposes that both the management fee paid to GLL by the Council and the surplus share income received from the contract would cease for the remainder of the contract period to achieve on-going savings of £1.24m. As a prerequisite to GLL entering into negotiations, confirmation was requested that a capital sum of £2.3m be set aside for investment into the facilities along with a review of fees and charges.
- 4.4 In attempting to reach an 'in principle agreement with GLL, it was made clear by officers that any decision made would be subject to approval by the Executive. (Cabinet approval was obtained in September 2017). In lieu of no management fee and a cessation of the surplus share arrangement, it was proposed that a three year contract extension be awarded to GLL, this is based on the period modelled that enables recovery of the GLL base position i.e. the length of time necessary to recover an annual loss of £1.2m. The agreement does not propose any changes to the current fees and charges structure. Capital funding is to be provided from the shared development pot of £847k, held by GLL, and identified section 106 resources of up to £1.5m for investment into the facilities.
- 4.5 Better Leisure centres are community hubs in the heart of the borough; this investment project will encourage more local community members into these facilities and will retain current users for longer. The significant improvements in access and modernisation to the gyms, studios and through ways will create a better overall clean and more appealing environment, which research suggests is most likely to appeal to female and older adults in the community, all of the improvements are set to create the best fitness experience. The addition of functional equipment and space is up to date with the current fitness trends and will encourage individual, pair and small group training which will result in more people being more active more often.
- 4.6 GLL aim to increase participation levels across all parts of the community, and in

particular the following target groups: young people, people with disabilities, people on low incomes, 50+, women, disadvantaged groups, with an approach which is socially inclusive. GLL not only provides culturally sensitive leisure programmes, but uplifts communities by providing routes to employment and training within the local communities it serves.

The addition of soft play will give children the opportunities to prosper, learn and develop through play and active discovery and helping children and young people grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.

As a result of the improvements and additional activities, such as soft play structure at Mile End, there will be an increase in memberships and usage increase by 1% on top of annual uplift targets agreed with the Council's Sport and Physical Activity Sections. Membership profiles across all centres will reflect the demographics of the borough for all target groups.

Usage and memberships will be monitored through regular analysis of GLL's usage and membership systems and data, and participation in external research programmes - Sport England's National Benchmarking service.

***Please see supporting PID document for more detail on how the proposals will support the delivery of council objectives and needs of the local community.***

## **Business Case**

### Overview/General

- 4.7 As outlined in point 4.3, the business case for the project is the delivery of the medium term financial strategy saving of £3.82m agreed by Cabinet and full Council in February 2016.

### Project Drivers

The key driver for this project is financial, with the delivery of a £3.82m saving for the Council. Following discussions with GLL, the waiver of the £2.3 million management fee, which the Council currently pays to the leisure operator, was to be offset by the reallocation of the surplus share to GLL in addition to the £1.5 million capital investment via S106 in the borough's facilities to increase income generation and allow GLL to recover its base budget position.

Additional drivers for the project include maintaining improvements to the boroughs aging leisure stock to remain competitive in the market and attractive to end users. The development of a number of budget and high quality gymnasia in the borough or within the catchment area of existing Council facilities can have an adverse impact on the operator's income stream if the current offer is not deemed to be of as high a standard as that which can be found elsewhere.

The contract extension will also allow the continuation and development of an offer that meets the needs of local targeted communities, such as women and girls, disabled users and older people to name a few.

### Deliverables, Project Outcomes and Benefits

Key deliverables of the project will include the base budget reductions to deliver the medium term financial plan savings approved by cabinet and full council in 2016

**Mile End Park Leisure Centre** is the flagship Leisure centre in the borough with close to 1 million visits each year. The key projects are:

#### Fitness areas:

GLL are proposing a conversion of the existing under-used meeting room into a brand new, modern spinning studio. This will provide an additional service to the community as the borough does not currently have a dedicated spin studio for this popular set of fitness classes. The studio will cater for demand from local residents and enable increased usage through an additional service.

Refurbishment and modernisation of the current fitness class studio (including: sand and seal of floor, new ceiling, energy efficient lighting and decoration) to continue to improve the current fitness offering. In-conjunction with the new spinning studio this will provide new activities to be delivered that will be targeted at under represented groups within the community, in particular women only sessions. We will also link to the current junior gym and Young@Heart 50+ programmes.

#### Softplay structure:

GLL propose to install a large multi-tiered softplay structure in the vacant mall area of the centre, whilst ensuring adequate access to the spin studio, pool gallery and emergency access. There is currently only one small play structure in the borough located at Tiller Leisure Centre. The structure will create a softplay experience for children aged 0-7 years supporting their development and co-ordination through

play and active discovery.

This softplay experience will support various other existing activities within the centre, from lessons and courses, Toddlers World sessions and the Holiday Club. These types of activities provide a pathway to a healthy lifestyle into adulthood. The addition of softplay will give children the opportunities to prosper, create habits around leisure centre attendance and grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.

#### Small Pool dividing screen:

GLL propose to replace the existing dividing screen with a modern clear screen, allowing parents to view their children's swimming lessons from the current viewing gallery. This will create a better customer experience for parents and should increase usage onto swimming lessons through visual advertising and word of mouth. The screen will incorporate a blind system to allow for programming of target groups such as women and disability groups.

#### Stadium:

We will purchase a range of inflatable and team building items to market team building days into the corporate sector. This will include development of the stadium meeting space to accommodate for the loss of the centre meeting room and allow for internal training and development sessions. These packages will primarily be income generating, support open days promoting the leisure facilities to the community, and be available for use during Holiday Club and school sports days.

**York Hall Leisure Centre**, consisting of the boroughs only Spa Experience and a large events space and known as the "Home of Boxing".

#### Reception:

Develop the existing reception entrance which, due to poor design, does not provide a suitable front-line experience for users. The remodelled area would create a new reception, in keeping with the iconic venue including; a dedicated membership area, modern self-service kiosks and fast track entry system. This new reception area will be more inviting to the local community and provide faster self-service access which is wanted by the customers. The dedicated membership area will provide a warm welcoming area to discuss membership and access options to new and existing customers. It will also support increased usage of the centre and improve the existing first impressions of the centre.

#### Back up Reception:

Refurbishment of the back up reception which is used regularly when events are taking place. The current reception area is dated and unwelcoming with screens separating customers from staff. The refurbishment proposes to remove the screens and create a welcoming and friendly access point when events are taking place. The current reception is not disability friendly and this would be addressed as part of the project. A dedicated sales area would also assist in increasing usage and members.

#### Fitness Area:

Refurbishment and modernisation of the entire fitness area is needed to remain competitive with a number of private gyms within a very short distance of the centre. The refurbishment would include new flooring, lighting, ceiling and decoration of the gym, with consideration given to the current layout and improving accessibility to the facility and equipment. The studio floor would be sanded and re-sealed, energy efficient lighting installed, and a new suspended ceiling included. We will also decorate the space with modern state of the art studio equipment and inspirational wall art.

#### Events Hall:

The refurbishment and development of the iconic events hall will enable growth in bookings and usage. The events hall is more than just a boxing venue, holding various sporting events as well as cultural and community based events. The investment will address the aging decoration including curtains and paintwork. It will also refurbish the dedicated changing rooms. GLL will also install new Wifi that will support an increase in income and create a new storage area for equipment that will support diverse bookings such as local college exams.

#### Spa Experience:

The successful Spa Experience (which was the first in GLL) was extended in 2016 due to demand, to create a 5<sup>th</sup> treatment room. This development proposal would expand the product further into the redundant area of the old laundry and create a new treatment room. This new space will be able to accommodate group bookings for example, for parties and hen parties. To support this high end product, we will refurbish the back up entrance to the facility which is particularly used during events so we create a welcoming area. This will support an increase in usage and subsequent income.

**John Orwell Sports Centre** has received recent investment into the external areas and internal changing rooms.

### Gym Refurbishment:

Following recent investment into the gym, in particular the free weight area at the far end of the gym, this refurbishment would turn the current CV area 180 degrees to separate the area from the free weights creating a softer environment encouraging a more balanced customer base. The proposal would also include new flooring, decoration, and TV screens.

### Studio:

The current studio has no ceiling and as such causes conflict between the gym and fitness class users due to noise. This conflict has led to classes being held on the mezzanine level area. The proposed refurbishment would modernise the existing studio with a sand and seal of the flooring, mirrors, decoration, equipment and installation of a ceiling. This would also assist in class programming, particularly women only sessions, and improve accessibility as more classes would be delivered at ground floor level therefore we would see more people with mobility limitations use the centre through targeted marketing and specific programmes aimed at people with disabilities.

### Spin Studio:

The creation of a spin studio in a large under-utilised storage area located off the gym floor to allow dedicated spin classes would create a fitness class area that is in demand and accessible to all. The new studio would include a storage area for the spin bikes enabling it to double up as a usable space for group activities or meetings. Both studio projects would create modern accessible areas that would increase usage and have the ability for new programming targeted at under represented groups within the community in particular women and juniors.

### Mezzanine floor:

The project would convert the under utilised area into a large, modern functional gym area away from the free weight zone to add value to the membership package and encourage increased use by creating an environment to promote a more balanced customer base.

**Tiller Leisure Centre**, located on the Isle of Dogs, is well utilised by the local community, but in need of modernisation. Investment into the swimming pool changing rooms took place in 2016.

### Fitness areas:

A gym refurbishment is needed to modernise the area and enable the centre to

compete with a number of local private gyms. The refurbishment would include the main gym flooring, and installation of a suspended ceiling and energy efficient lighting. We propose to improve the stretching area with appropriate matting and decoration throughout. GLL would also refurbish the separate functional zone and increase the amount of functional equipment to create a new improved fitness experience to help promote a more balanced customer base. The improvements would also include an upgrade to the existing gym changing room facilities.

Studio:

GLL propose to refurbish the studio to create a modern, state of the art facility that will include new specific flooring, decoration, lighting, wall art and a welcome area.

Pool hall:

The pool hall is currently looking tired and is in need of modernisation. The proposed refurbishment will improve the look and feel of this area. New tiling, decoration, energy efficient lighting will be used to create a warm welcome and help encourage swimming to the local community of all ages and compliment the recent investment into the changing rooms

Soft play:

The soft play at Tiller is an aging product and as such usage has started to decrease. This extension would create a larger space enabling an increased soft play structure providing a much needed learning and play experience for children aged between 0 – 6 years supporting their development and co-ordination. It also encourages children to become active. This development will enable children's birthday parties to be held. The soft play will give children the opportunities to prosper, create habits around leisure centre attendance and grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.

**St Georges Leisure Centre**, has received investment into the pool hall, however, the gym is need of investment and refurbishment to compete with local competition and provide a quality service for the local community.

Gym:

GLL propose a refurbishment of the gym, to include new flooring, ceiling, energy efficient lighting and decoration. The project will include expanding the gym into an unused area of the male changing room to create a larger space and development of much improved free weights and functional zone, as requested by customers.

Studio:

The project will refresh and modernise the studio area, with the purchase of additional soft play equipment to programme the space for different age groups and abilities e.g. Toddler World sessions.

**Whitechapel Sports Centre**, has spent years blighted by Crossrail works, however, with the opening of the new station entrance, just metres from the front entrance, there is scope to increase users local to the centre.

Gym:

The project proposes moving the existing free weight area, which is currently located within the reception area, to the under utilised crèche located at the back of the facility. This would give a dedicated free weights area, away from reception, creating a more welcoming entrance supporting and increasing use from all sections of the local community.

Modernise and reconfigure the existing gym provision, including the women only gym to provide fresh and welcoming areas in which to exercise and thus increase usage. Additional functional fitness equipment will provide a wider range of training techniques, with the ability to run small fitness based classes when demand requires giving users an additional service and methods of getting fit.

- 4.8 The works described above will enable a more inclusive, high quality leisure offer to the borough's residents. The existing membership scheme which provides concessionary memberships for those residents on benefits, as well as reduced pricing for students will ensure that access to the borough's leisure's centres remains affordable for the borough's most deprived residents.

The Pay and Play membership at a cost of £5.70 per annum enables access to the borough's free and subsidised swimming programmes such as Free Swim Friday, Free Swim Saturday for families, Kids for a Quid, £1 off peak swimming for the Over 60's and free swimming for under 16's. Other highly subsidised programmes such as women only swimming, for the Girls and I am Tower Hamlets also provide physical activities at subsidised rate as low as £2 per session.

This investment will provide refurbished pool halls, gymnasias and studios that will encourage increased usage as well as an enhanced customer experience. New facilities, such as the additional treatment room at York Hall and spin studios at John Orwell Sports Centre and Mile End Park Leisure Centre will provide new opportunities for existing and new customers.

It is important to note that the creation of an additional spa treatment room and improvements to the receptions and iconic hall at York Hall are absolutely necessary for a number of reasons. Although these areas can be viewed as predominantly income generating for the service, this is imperative to ensure the financial viability of the service during the contract extension because the Council will not be paying GLL a management fee. This is an integral element of delivering the leisure savings as part of the MTFs, so the improvements to these areas are necessary to offset the loss of income elsewhere.

In addition, during events, the main reception area is closed to the public and customers are directed to the back up reception, which does not afford the best customer experience. Improvements to both the main and back up receptions will enable the creation of membership areas to assist the public with an improved membership enrolment service. It will provide “fast track” entry to allow customers to gain entry to the centre’s activity areas more quickly and efficiently by reducing the length of reception queues and waiting times, enhancing the customer experience in the process.

Finally, improving these areas will enhance the overall look and feel of the centre which research has indicated encourages greater use by the public that prefer to use facilities that are well decorated and welcoming.

- 4.9 The improvements to the leisure centres are anticipated to increase overall leisure centre attendances by 2%. Improvements to the soft play provision is estimated to increase attendances by 30,000 on the previous years figures, a 2% increase in all membership types is also projected, with a 5% increase in junior usage anticipated in year 1 after the works followed by a 2% increase year on year thereafter.

### **Outcomes of Investment**

Outlined below show how the capital development proposals will target the Council’s priority groups and how GLL will achieve consistent high quality performance standards (baselines will be set at end of year 2017/18).

#### ***Children and young people***

- Mile End LC new soft play aspires to reach 24,000 usages over the 3 years.
- Upgrading equipment at Tiller LC will lead to increase usage by 20% each year.
- Equipment purchase at St. George’s will aim to see 4 designated sessions per week by year 3. Currently there are no designated sessions.
- Improving the viewing area at MEPLC will support an improved swim school experience for parents wishing to watch their children. This also supports the

disability and women only swim programmes.

- Tiller LC would expect to increase to 80% in their AUS as a result off the refreshment.
- John Orwell will increase usage by children and young people by 20%.
- Overall we would expect to increase usage by 2% by year 3 end.

### ***Older People***

- Increase 60+ usages by 5% at Mile End LC.
- Increase 60+ usages by 5% at John Orwell LC.
- Young@Heart usages by 4% year on year.

### ***People with disabilities***

- Mile End LC will take over the running of Ability Swim Club.
- Increase number of Inclusive Members by 2% year on year.
- 1 survey completed per year for disabled participants. 80% would recommend the session/ service.
- Achieve very good/ excellent in Engaging with Disabled People at 3 x centres across the borough.
- GLL are committed to achieving IFI accreditation at MEPLC and JOSOC under the new Quest scheme.

### ***People from lower socio-economic groups***

- Each centre delivers 2 open days with free taster sessions per year.
- Increase usage by concessionary members by 2%.
- Increase concessionary membership by 2%.
- 10 subsidised I am Tower Hamlets sessions per year within the centres.

### ***Increasing participation (general)***

- Increase Fitness Class members by 2%.
- Addition of 300 classes at Mile End LC and John Orwell SC per year.
- Increase BETTER Swim School members by 5% at Mile End LC.
- Delivery of 10 events using inflatable equipment per year.
- 10% of school supplement their sports days with inflatable equipment.
- 2,000 additional treatment usages per year at the Spa Experience.
- Increase overall usage by 2%.
- Increase overall membership by 2%.
- Complete 1 non user survey per year.

### ***Performance standards***

- Reduce energy consumption in specified areas by 10%.
- Increase overall usage by 2%.
- Increase overall membership base by 2%.
- We would expect all centres to achieve 80% in their AUS Customer Satisfaction scores.
- Achieving 3 very good and 1 excellent in QUEST across the partnership.
- Investment into York Hall events hall will increase events and contribute to

- overall usage increase.
- Achieve an additional Compliant Plus award per year as part of CSE assessment.
  - Reduce customer complaints by 2%.
  - All centres to achieve satisfaction scores of above 75% on client quarterly monitoring inspection and remain consistent in their scoring.
  - Ambition to provide bespoke Customer Care training to 95% of front line staff, which can be plotted against customer satisfaction measures such as AUS and customer comments.

4.10 Additional information on the proposed impact of the investment and the participation and engagement targets associated with the works can be viewed in the PID supporting document at Appendix 1.

### Related Projects

There are no future projects, which specifically relate to the s106 capital investment to the leisure centres.

## **5.0 Approach to Delivery and On-going Maintenance/Operation**

- 5.1 The procurement of the capital works will be undertaken on the basis of the Council remaining VAT principal and GLL acting on behalf of the Council. GLL will use their supply chain and preferred contractors to carry out the works. However, the investment will be overseen and monitored by the Project Delivery Team, which includes Tower Hamlets representation from the Partnership & Participation Manager and Head of Sport & Physical Activity. The leisure centres are managed on a full repairing lease basis, with GLL assuming responsibility for planned, preventative and reactive maintenance for the duration of the leisure management contract extension period.
- 5.2 All projects will be completed in line with the established brand specification guidelines that include colours, finishing materials and furnishings. There is an extensive list of guidelines for each location which is managed by a dedicated design manager.
- 5.3 These specifications are referenced in all project scope documents so that all design and building works contractors understand our requirements precisely, and we have a means of guaranteeing like for like themes and standards across all of our buildings.
- 5.4 The project scope also sets out all building methods including references to associated British Standards. All 'sites' are managed by at least a full time site

supervisor, if not a dedicated full time project manager; scale dependent.

- 5.5 Once the project scope is agreed the build works inclusion will be sent out by way of invitation to tender to all of GLL's main construction contractors. A strict returns policy and set of timescales will be established and adhered to. Tender evaluations will be completed by a minimum of 2 persons from the project team.
- 5.6 If any project requires significant design and / or construction then an Architect will be appointed (GLL already have a procured list of Architects with outlined rates). They will subsequently be appointed Principle Designer and therefore responsible for all CDM / Planning / Building Control items. On less complex projects this role is fulfilled directly by the Principle Contractor. All Principle Designer / Principle Contractor appointments are then managed by a member of GLL's Corporate Technical Services Department.
- 5.7 Ongoing maintenance of products and equipment is managed locally by the leisure centre team, and annual budget building process. Management teams will build centre budgets to include regular equipment replacement as necessary and maintenance is completed as required through the Repairs and Maintenance budget to ensure that the facility is kept in a good condition and provides excellent customer service.
- 5.8 Major Gym equipment is serviced on a biannual schedule through a GLL corporate contract with the supplier. As part of this contract, a call out service is in place to ensure that should a piece of equipment break down for any reason it is repaired within 48 hours. The life span of the equipment is managed through a central support team and is replaced through an equipment replacement schedule based on age and usage to ensure that up-to-date equipment is always available.
- 5.9 In terms of play structures and inflatable equipment, these will be service through specialist contractors as per the manufacturer's specifications and relevant Health and Safety guidance such as ROSPA.

## **6.0 Infrastructure Planning Evidence Base Context**

- 6.1 The Infrastructure Delivery Framework states that "planning policy seeks to deliver healthy and liveable neighbourhoods that promote active and healthy lifestyles and enhances people's wider health and well-being. This will be achieved through the delivery of high quality, useable and accessible leisure facilities, which will include updating the existing facilities"
- 6.2 The report goes on to mention that significant levels of development and subsequent population growth will result in the need to deliver more leisure facilities in the borough over the next 10 years. "Whilst there should be some effort to extend existing and deliver new facilities, the improvement of the quality and utilisation of the existing facilities is an important consideration to the Council"

- 6.3 As such the IDF, contains a number of projects which are consistent with the aims of this PID including the re-development and refurbishment of a number of leisure centres, specifically Whitechapel, John Orwell and York Hall, in addition the IDF report contains the provision of a rolling programme of improvements works to the existing leisure centre.

## **7.0 Opportunity Cost of Delivering the Project**

- 7.1 This project is fulfilling a medium term financial plan saving obligation and due to the inter-dependency of the leisure management contract extension and the capital investment in the borough's leisure facilities, an alternative method of provision is not possible in this case.
- 7.2 The S106 funding will be passported to GLL, in phases, to enable the works to be procured and conducted. The benefits to the Council include: the ability to take advantage of an existing specialist supply chain from GLL at a reduced cost, with knowledge and expertise of leisure centre capital delivery in the borough.
- 7.3 CIL is not included in this project.

## **8.0 Local Employment and Enterprise Opportunities**

- 8.1 The Projects will be tendered and managed through GLL's Corporate Technical Services Department and as such are not subject to the Council's procurement process.
- 8.2 Due to the nature of these projects, specialist contractors will be employed to complete the works through GLL's tender process. Where possible, they will endeavour to utilise local supply chains and engage with local subcontractors.
- 8.3 GLL endeavour to recruit from the local community and therefore, once the projects are completed, it is likely that additional staff will be required in various front line staff roles, for example reception staff, to more specialist roles, for instance Fitness Class Instructors and Soft Play staff.

## 9.0 Financial Programming and Timeline

Project Budget – see tables on next page

<b>Table 1 Financial Resources</b>			
<b>Description</b>	<b>Amount (£)</b>	<b>Funding Source</b>	<b>Funding (Capital/Revenue)</b>
<b>MEPLC</b>			
Refurbishment and modernisation of the studio Inc. sand and seal of flooring, decoration and lighting	35,000	Section 106	Capital
Spinning Studio Inc. equipment	50,000	Section 106	Capital
Replace existing screen from small pool and replace with glass screen to allow viewing from the gallery	15,000	Section 106	Capital
Build a large multi-tiered Soft play structure in the far end of the vacant mall area with approx. size of 160sqm x 7m height.	105,000	Section 106	Capital
Purchase of inflatable team building equipment to hire for corporate days and an add on to school sports days.	40,000	Section 106	Capital
Development of stadium community / meeting space	15,000	Section 106	Capital
<b>Sub-total</b>	<b>260,000</b>		
<b>JOSC</b>			
Refurbishment to the gym, to include turning the CV area 180 degrees so that it is not over looking the free weights area to create a new improved fitness experience and attract a more balanced membership base	60,000	Section 106	Capital
Adding a ceiling to the existing studio, and refurbishment, Inc. purchase of spin bikes.	40,000	Section 106	Capital
Creation of a large functional zone and partition from reception area	65,000	Section 106	Capital
create a dedicated spin studio within the large gym store	60,000	Section 106	Capital
<b>Sub-total</b>	<b>225,000</b>		

**Table 1 Financial Resources**

Description	Amount (£)	Funding Source	Funding (Capital/Revenue)
<b>Tiller LC</b>			
Gym refurbishment including Functional zone to create a new improved fitness experience.	75,000	Section 106	Capital
Refurbishment to create a modern, state of the art studio.	40,000	Section 106	Capital
Modernisation and refurbishment (general areas)	45,000	Section 106	Capital
Refurbishment of existing changing rooms	40,000	Section 106	Capital
Extension and replacement of existing soft play area	60,000	Section 106	Capital
<b>Sub-total</b>	<b>260,000</b>		
<b>St Georges LC</b>			
Refurbishment and extension of the gym in male changing rooms	60,000	Section 106	Capital
Refresh and modernisation of the studio	10,000	Section 106	Capital
Install soft play equipment into studio	10,000	Section 106	Capital
<b>Sub-total</b>	<b>80,000</b>		
<b>York hall LC</b>			
Development of reception area to include a separate sales area and fast track kiosks and speed lanes	100,000	Section 106	Capital
Refurbishment and development of the events Hall Inc. new Wi-Fi system, creation of storage area and purchase of hireable equipment	75,000	Section 106	Capital
Refurbishment of reception and creation of a sales area for use during events	30,000	Section 106	Capital
Refurbishment of the Spa back up entrance and creation of a new large treatment room located in the footprint of the old laundry area.	80,000	Section 106	Capital

**Table 1 Financial Resources**

Description	Amount (£)	Funding Source	Funding (Capital/Revenue)
Refurbishment and modernisation of the studio Inc. sand and seal of flooring, decoration and lighting	35,000	Section 106	Capital
Refurbishment and modernisation of the Gym	30,000	Section 106	Capital
<b>Sub-total</b>	<b>350,000</b>		
<b>Whitechapel SC</b>			
Move the free weights from reception area into the crèche	45,000	Section 106	Capital
Modernise and reconfigure the gym areas including functional equipment	55,000	Section 106	Capital
<b>Sub-total</b>	<b>100,000</b>		
<b>Other</b>			
Health and Fitness Equipment across the borough. Replacement Fitness Equipment will be accessible to all, in line with IFI requirements.	£225,000	Section 106	Capital
<b>Sub-total</b>	<b>225,000</b>		
<b>GRAND TOTAL (EXC VAT)</b>	<b>£1,500,000</b>		

## Project Management

The capital investment in the borough's leisure centres will be managed by GLL using their procurement procedures and supply chain. However, there will be a project delivery team, consisting of both Council and GLL officers, that will oversee the day to day operations and decision making for the project. Approval will be required by both the Council and GLL for project decisions to be enacted.

The mechanism for procuring the capital works is currently under discussion with GLL and the Council's Legal Department as it is to be determined whether the VAT incurred for the works can be claimed back fully, due to irrecoverable VAT, which often applies when GLL procures works on behalf of a local authority without an agency agreement. This issue may potentially impact on the project budget.

## Financial Profiling

<b>Table 2</b>					
<b>Financial Profiling</b>					
<b>Description</b>	<b>Year</b>				<b>Total</b>
	<b>Q1 2018</b>	<b>Q2 2018</b>	<b>Q3 2018</b>	<b>Q4 2019</b>	
MEPLC	200,000	60,000			260,000
JOSC	100,000	125,000			225,000
TLC	100,000	160,000			260,000
StGS		80,000			80,000
YHLC			200,000	150,000	350,000
WSC	100,000				100,000
Equipment		225,000			225,000
<b>Total</b>	<b>500,000</b>	<b>650,000</b>	<b>200,000</b>	<b>150,000</b>	<b>1,500,000</b>

## Outputs/Milestone and Spend Profile

<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
1	Cabinet Signoff		January 2018
2	IDB Signoff		January 2018
3	Detailed Proposal for Landlords consent of projects		February 2018
4	Procurement Process		March 2018
5	Customer Communication		March 2018
6	Project Start Date		April 2018
7	End build date	£1,500,000	December 2018
8	Snagging		Throughout project
9	Project Communication and Promotion		November / December
<b>Total</b>		<b>£1,500,000</b>	

There will be a phased delivery of these projects, which will be determined following the completion of the detailed proposal and procurement process. It is intended that all projects will be started as early as possible with projects running simultaneously.

York Hall projects will have a delayed start due to the grade 2 listing and requirement of all projects to gain planning consent.

### **10.0 Project Team**

10.1 The Project Team will consist of Council and GLL officers that will manage the ongoing, day to day operation of the project. The team will have the authority to make decisions regarding the implementation of the capital works and project finances within the budget envelope. The Project Team meetings will take place weekly, monthly or as required by the project works. All project decisions will need to have mutual organisational agreement for implementation. In the event of a disagreement or dispute this can be escalated to the Project Board and / or Project Sponsor for decision. :

10.2 The Project Board will consist of higher level management from both the Council

and GLL and will oversee the work of the Project Team. The board will meet quarterly and submit reports to IDB as required.

## 11.0 Project Reporting Arrangements

11.1 Minutes will be taken of all Project Team meetings and quarterly reports compiled to update the Project Board on progress of the works. These Reports can then be submitted to IDB for review as and when required.

Table 4			
Group	Attendees	Reports/Log	Frequency
S106 Capital Works Project Team	Numerous – defined in ToR.	Monitoring Report	Quarterly
Project Board	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly

## 12.0 Quality Statement

12.1 GLL are to ensure procurement law is met, and will comply with all legislation including the EU treaty principles which are based on non-discrimination, equal treatment, transparency, mutual recognition and proportionality.

12.2 Attaining best value is of primary concern when procuring projects; one way this is achieved is through 'economies of scale'. The key objective of the procurement process is to obtain value for money whilst balancing this against high quality and performance.

12.3 As part of going out to tender for a project, GLL draw up a list of contractors using a set of agreed vetting procedures and/or performance records from previous contracts.

### GLL's vetting criteria:

- Satisfactory application and references.
- Satisfactory H&S arrangements.
- Satisfactory performance from previous monitoring (where applicable).
- Financial check

12.4 On larger projects e.g. over £200,000, GLL also use Construction online or similar (as appropriate), to provide "long lists" of contractors or as an individual checking

procedure. Works of this size will require invitations of 4 tenders as a minimum.

- 12.5 Following contract award and mobilisation, project delivery progress will be monitored and maintained by way of weekly / fortnightly project review meetings. They will be chaired by GLL's Project Delivery Manager and will include representation by LBTH and the contractors. The meetings will consist of a review of necessary design amendments, notification of any CDM / H&S issues and a site progress report. This will also give the appointed contractor opportunity to make interim applications for payment based on completed works. A full site walk will commence the review meeting. Minutes will be circulated.
- 12.6 Upon practical completion of the project a defects inspection visit will be completed. Only on completion of any identified defects and the supply of all relevant O&M manuals will the penultimate application for payment be honoured. The final monies consist of a 3% retention of the total project value. This will only be paid upon satisfactory conclusion of a further twelve month defects period where by the Principle Contractor sets right any defects due to material or workmanship deficiencies.

### **13.0 Key Risks**

- 13.1 The key risks to this project are set out in the Table 6 below:

**Table 6**

<b>Risk No.</b>	<b>Risk</b>	<b>Triggers</b>	<b>Consequences</b>	<b>Controls</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>
1	Financial – Project overrun on costs	Hidden costs arising from unforeseen additional works	Budget overspend or reduction in quality to reduce costs or ceasing the project altogether	Clear specifications and contingency budget.  Budget reviewed at each project meeting and corrective measures taken as appropriate	2	3	5
2	Schedule of works / timetable not being followed	Tolerance level not being met	Project not being delivered on time	Active monitoring	1	2	3
3	Appointing contractor	Difficulty or inability to find an appropriate contractor	Delay in delivering the project	Active monitoring and reviewing of supply chain to ensure availability of appropriately skilled contractors	0	5	5
4	Dispute / Inability of the Council and GLL to agree on the proposed works	Inadequate detailed project plan submitted by GLL	Council unable to grant landlord's consent for the capital works	Active monitoring and communication between the Council and GLL at project	0	5	5
5	S106 funds availability	Not being able to secure sufficient funds to complete the work, especially with regards to geographical restrictions on allocation of s106 funding	Potential challenge	Review geographical restrictions ensuring appropriate allocation of s106 funds and the reallocation of unrestricted s106 for the project	0	5	5
6							

## 14.0 Key Project Stakeholders

14.1 The principal stakeholders are shown in Table 6 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

<b>Table 5</b>			
<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Debbie Jones	Corporate Director	Email, Quarterly Reports (Operational & Financial)	Quarterly
Judith St. John	Divisional Director Sports, Leisure and Culture	Email, Quarterly Reports (Operational & Financial)	Quarterly
Lisa Pottinger	Head of Sport & Physical Activity	Email, Quarterly Reports (Operational & Financial)	Quarterly
Tim Clee	Partnership & Participation Manager	Email, Quarterly Reports (Operational & Financial)	Quarterly
Madonis Thomas	Contract & Participation Officer	Email, Quarterly Reports (Operational & Financial)	Quarterly
Ajmal Miah	Leisure Officer	Email, Quarterly Reports (Operational & Financial)	Quarterly
Justin Jardine	Associate Director	Email, Quarterly Reports (Operational & Financial)	Quarterly
Blair Cottam	Head of Corporate Technical Services	Email, Quarterly Reports (Operational & Financial)	Quarterly
Paul Whiteman	Partnership Manager	Email, Quarterly Reports (Operational & Financial)	Quarterly
Daniel Howling	Project Manager, Corporate Technical Services	Email, Quarterly Reports (Operational & Financial)	Quarterly
James McCann	Tower Hamlets Facility Manager	Email, Quarterly Reports (Operational & Financial)	Quarterly
Lee Franklin	Regional Facilities Manager	Email, Quarterly Reports (Operational	

**Table 5**

Key Stakeholders	Role	Communication Method & Financial)	Frequency

## 15.0 Stakeholder Communications

15.1 Stakeholder communication is key to successful delivery of these projects. A dedicated communication plan would be designed to advise customers of the various projects.

15.2 A programme of works will be developed to ensure minimal disruption to customers at each centre generally providing a continuous service throughout the project, by utilising other areas within the centre to enable the programme to continue. If an area is not available within a centre, then customers would be sign posted to other centres to ensure that activities are not cancelled.

15.3 Clear communication would take place at all stages of the projects to ensure that customers are fully aware of the projects before they start and throughout any works to keep them informed of the scope of works, indicative timescales, any disruption to the programme and facilities as well as, alternative offers both within the same facility and other centres within the borough.

15.4 This communication will also be used to advise customers and key stakeholders of the improved facilities and programme to materialise from the projects. Partnership working will be advertised throughout and include reference to the S106 funding in all promotional /branding material.

15.5 Various communication channels and marketing material will be used to notify key parties of the projects. These would usually consist of advance warning through email and text communication to members, alerts located on web pages and internal notice through centre marketing, notices, TV screens and verbal communication.

Internal notifications, through a stand, and potentially eco rollers would advise customers of timelines and images of how the end product will look.

15.6 Depending on the scale of the project “meet the Manager” sessions can be used to discuss the project with customers and stakeholders giving them the opportunity to ask questions and input into the end product.

15.7 GLL will continue to link in with the Council press office as well as local media to promote and publish good news stories about our centres based in London Borough of Tower Hamlets, and their activities.

15.8 Following the project completion, dependent on the size and scale of the project, GLL would encourage participation through hosting community events that promote

healthy lifestyles which bring out the best in people and provide a platform for early adopters to get engaged in an active leisure lifestyle. Events and first time **taster sessions** can be targeted at specific sections of the community, either by age, race, gender or residential locality.

16.9 In addition to GLL’s engagement with its customers, there will be ongoing communication with key Project & Council Stakeholders including the Lead Cabinet Member for Culture and the Mayor.

## 16.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director, Sport, Leisure and Culture	Judith St. John		

## Project Closure

*[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]*

## Appendices

- Appendix 1: PID Supporting Document by GLL
- Appendix 2: Map Leisure Centres and Planning Applications
- Appendix 3: Equality Analysis Quality Assurance Checklist

## Project Closure Document

<b>Project Closure Document</b>							
<b>1.</b>	<b>Project Name:</b>						
<b>2a.</b>	<b>Outcomes/Outputs/Deliverables</b> I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>2b.</b>	<ul style="list-style-type: none"> <li>Key Outputs <i>[as specified in the PID]</i></li> <li>Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li> <li>Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>						
<b>3a.</b>	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>3b.</b>	<ul style="list-style-type: none"> <li>Milestones in PID <i>[as specified in the PID]</i></li> <li>Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li> <li>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>						
<b>4a.</b>	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>4b.</b>	<ul style="list-style-type: none"> <li>Project Code</li> <li>Project Budget <i>[as specified in the PID]</i></li> <li>Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i></li> <li>Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i></li> </ul>						

5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> <li>• Staff employment terminated</li> <li>• Contracts /invoices have been terminated/processed</li> </ul>	Please Tick ✓			
		Yes		No	
		Yes		No	
		Yes		No	
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes		No	
7.	<b>Project Documentation</b> I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes		No	
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	Lessons learnt				
	<ul style="list-style-type: none"> <li>• Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul>				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i></li> </ul>				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul>				
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i></li> </ul>					
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul>					
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>					

<b>9.</b>	<p><b>Comments by the Project Sponsor including any further action required</b>  <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <hr style="border-top: 1px dashed black;"/> <hr style="border-top: 1px dashed black;"/>		
<b>10.</b>	The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.		
	Sponsor (Name)		Date
	Project Manager (Name)		Date