



Thomas
& Adamson

International
Construction
& Property
Consultancy

Clackmannanshire Council Wellbeing Hub and Lochies School Investment Proposal

Outline Business Case (OBC)



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

INTEGRATIS
CONSULTING





hub
East Central Scotland



Project details Document verification

Project title	Wellbeing Hub and Lochies School
Project number	2310
Client name	Clackmannanshire Council
Project Sponsor	Lorraine Sanda
Project Director	Robbie Stewart
Author	Andrew Ayres
Position	Senior Project Manager
Organisation	Thomas and Adamson

Document title	Outline Business Case
Document reference number	WHLS-TAA-XX-XX-T-R-000001
Version	P01
Reason for issue	S4 / For Approval
Date of issue	24/05/2024
Project description	New Build Wellbeing Hub and Lochies School
Prepared by	Andrew Ayres
Signature	
Approved by	Ross Young
Signature	

Date	Version	Distribution
24/05/2024	P01	Clackmannanshire Council



International
Construction
& Property
Consultancy

Contents

List of Tables.....	0
List of Figures.....	0
Acknowledgements	1
Glossary of Terms	2
1. Executive Summary	4
2. Introduction	6
2.1. Project Overview and Background.....	6
2.2. Wellbeing Hub Preparatory Work.....	7
2.3. Lochies School Preparatory Work.....	8
3. Strategic Case	9
3.1. Strategic Context	9
3.2. Organisational overview.....	10
3.3. Business strategy and aims	11
3.4. Other relevant strategies.....	11
3.5. Wellbeing Hub existing arrangements.....	12
3.6. Lochies School existing arrangements.....	12
3.7. Wellbeing Hub Business needs – current and future.....	13
3.8. The Wellbeing Hub Case for Change.....	13
3.9. The Lochies School Case for Change.....	13

thomasandadamson.com

Edinburgh. Glasgow. London. Abu Dhabi. Dubai.



Thomas
& Adamson

International
Construction
& Property
Consultancy

3.10.	Spending objectives.....	14
3.11.	Scope and service requirements.....	19
4.	Economic Case.....	20
4.1.	Critical Success factors	20
4.2.	Long listed options.....	22
4.3.	Preferred way forward	23
4.4.	Short listed options	23
4.5.	Short listed options sensitivity analysis	24
4.6.	Net Present Social Value (NPSV)	25
4.7.	Social and Local Economic Value (SLEV)	25
4.8.	Preferred option.....	25
5.	Commercial Case	26
5.1.	Procurement strategy and route.....	26
5.2.	Contractual milestones and delivery dates.....	27
5.3.	Key contractual arrangements	27
6.	Financial Case	28
6.1.	Capital cost requirements	28
6.2.	Lifecycle costs requirements.....	29
6.3.	Revenue cost requirements	31
6.4.	Impact on income and expenditure	32
6.5.	Overall affordability and funding.....	34

7. Management Case.....	35
7.1. Project organisation structure	35
7.2. Project management governance arrangements	40
7.3. Programme and project assurance	43
7.4. Change and contract management arrangements	45
7.5. Risk management arrangements (including plans and register).....	49
7.6. Stakeholder management and communications	49
7.7. Information management.....	50
7.8. Post implementation and evaluation arrangements.....	50
8. Next steps.....	51



Thomas
& Adamson

International
Construction
& Property
Consultancy

Appendix A Strategic & Policy Context Reference Documents

Appendix B Visioning and Brief Development Report

Appendix C Long Listed Options Scoring Workbook - Wellbeing Hub.....

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

Appendix E Social Value Analysis Report.....

Appendix F TOMs Calculator and SLEV Target.....

Appendix G Procurement Strategy

Appendix H Hubco New Project Request

Appendix I Hubco Stage 1 Pricing Report.....

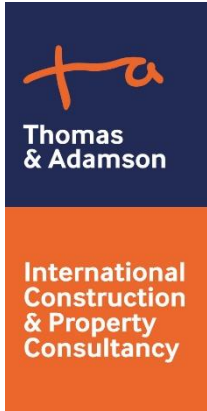
Appendix J Accommodation Schedule.....

Appendix K Demand & Financial Model - Report Tables

Appendix L Client Project Team Risk and Opportunity Register

Appendix M Hubco Stage 1 Risk Register

Appendix N Stakeholder Engagement Plan.....



List of Tables

Table 1: Initial Spending Objectives - Wellbeing Hub Long Listed Options Appraisal	14
Table 2: Initial CSFs - Wellbeing Hub Long Listed Options Appraisal.....	20
Table 3: Long Listed Options - Wellbeing Hub.....	22
Table 4: Short Listed Options - Wellbeing Hub and Lochies School	23
Table 5: Revised CSFs - Wellbeing Hub and Lochies School Short Listed Options Appraisal	24
Table 6: Contractual Milestones and Delivery Dates	27
Table 7: Capital Cost Estimate	28
Table 8: Life Cycle Costs - Wellbeing Hub	29
Table 9: Life Cycle Costs - Lochies School	30
Table 10: Annual Net Expenditure Projection Excl. LCC - Wellbeing Hub	31
Table 11: Year 1 Net Expenditure Sensitivity Analysis Excl. LCC - Wellbeing Hub.....	32
Table 12: Project Delivery Timeline and Gateways - Wellbeing Hub and Lochies School.....	43
Table 13: Project Assurance Workshops - Wellbeing Hub and Lochies School.....	45

List of Figures

Figure 1: Council (Authority) Organisation Structure.....	36
Figure 2: External Project Team Organisation Structure.....	39
Figure 3: Project Governance Structure	40
Figure 4: Change Order Request (COR) Procedure.....	48

Acknowledgements

Thomas and Adamson would like to thank and acknowledge the following organisations who have contributed to the preparation of this Outline Business Case (OBC).

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

Glossary of Terms

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

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



Thomas
& Adamson

International
Construction
& Property
Consultancy



Thomas
& Adamson

International
Construction
& Property
Consultancy

1. Executive Summary

- 1.1. This Outline Business Case (OBC) has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs and risks, provide justification for the preferred option and set-out the arrangements for successful delivery. The purpose of the OBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables them to make informed decisions regarding the continuing viability of the project.
- 1.2. This business case follows the HM Treasury Green Book Guidance and adopts the Five Case Business Case Model and also aligns with the Office for Governance and Commerce (OGC) gateway process. The project has reached the OGC Gateway 2 (Detailed Planning Stage) which broadly aligns with the end of RIBA Stage 2 (Concept Design) and the SFT Hub Framework Stage 1 gateway. This is a key decision point in the development lifecycle to determine whether to proceed to the next stage of the development process, the Full Business Case (FBC).
- 1.3. The project has an ambitious vision and series of strategic objectives (defined within the Strategic Case) and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and the future need. The overarching vision for the project is:

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

“A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”
- 1.4. Through the work undertaken to date, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. Options for continuing with the current arrangements Business as Usual (BAU) have also been considered but have been deemed non-viable options as they meet neither the current nor future needs for Clackmannanshire. The results arising from the detailed options appraisal exercise identifies the preferred option as the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards.
- 1.5. The project is being procured via the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland Ltd

(Hubco). The project has reached the end of Hub Stage 1 under the terms of the Territory Partnering Agreement (TPA) and is looking to proceed to Hub Stage 2. Financial Close is programmed for Q1 2025 and completion of the construction works planned for the end of Q4 2026 with both the Wellbeing Hub and Lochies School becoming operational in 2027.

- 1.6. Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is £64,893,388, with an overall estimated capital investment figure for the Council of £77,500,000. The estimated lifecycle cost for the entire asset is £8,447,207 which equates to £32.54/m²/annum over a 25-year period. Demand and financial modelling have also been undertaken for the Wellbeing Hub with a projected net expenditure (operational deficit) of £387,084 in Year 1 and £254,028 from Year 2 excluding lifecycle costs and any financing costs or loan repayment costs attributed to capital funding.
- 1.7. Detailed management and governance procedures have been established for successful project delivery and in accordance with governance procedures, the decision required at this gateway is whether to proceed to the preparation of the Full Business Case (FBC). The FBC will be the final investment decision (OGC Gateway 3) at the end of RIBA Stage 4 (Technical Design) and Hub Stage 2 and will provide the final recommendation for an affordable project which delivers value for money.



Thomas
& Adamson

International
Construction
& Property
Consultancy

2. Introduction

2.1. Project Overview and Background

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

2.2. Wellbeing Hub Preparatory Work

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

2.3. Lochies School Preparatory Work

- 2.3.1. Stakeholder engagement has evidenced that parents and carers believe that a new school is needed to provide the space to facilitate improved support mechanisms that will allow their children to develop and become more independent learners. Increasing space and improving ease of access throughout will be life-changing for so many of these children. Doing so would provide far greater outdoor learning opportunities, further enhancing the health and wellbeing of the children.
- 2.3.2. As this project involves a relocation of Lochies School, a formal consultation was required under the Schools (Consultation) (Scotland) Act 2010. This was undertaken by Education staff over the winter/spring 2022/23. The consultation was overseen by Education Scotland who prepared a report on the consultation. In addition, considerable preparatory work has been carried out by working collaboratively with other Local Authorities, in the form of visits and shared learning.
- 2.3.3. As the new school would not be predicted to open until late 2027 and the funding from the LEIP programme is for 25 years, the new school needs to be large enough to accommodate the historically increasing number of children who will require complex needs support. Therefore, the Council are investigating building a school that can accommodate up to 54 pupils (9 classes of 6). This is based on both the fact that there is an increasing demand for places at Lochies and the experience of new builds in other local authorities is that they were full when opened, requiring expansion.
- 2.3.4. The new school would be designed to specific area and cost metrics in addition to particular terms and conditions. All rates will be multiplied by the “like for like” pupil on a capacity basis. Consequently, further discussion with SFT would be required to explain the impact of complex needs on determining existing capacity and future proofing for increasing numbers in scale and complexity. Subsequently, the agreed capacity will impact on the funding available from LEIP funding.



Thomas
& Adamson

International
Construction
& Property
Consultancy

3. Strategic Case

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

3.1. Strategic Context

- 3.1.1. The conceptualisation and eventual realisation of the Wellbeing Hub and Lochies School in Clackmannanshire are intricately linked to the broader strategic and policy environment that governs regional development and community wellbeing. This expanded narrative integrates critical insights from the Council's Target Operating Model (TOM) and the Family Wellbeing Partnership (FWP), alongside a comprehensive suite of national, regional, and local directives.
- 3.1.2. These elements collectively underscore the investments potential to significantly impact local communities, especially in addressing prevailing challenges such as child poverty, enhancing overall community wellbeing, and innovating public service delivery to meet the evolving needs of Clackmannanshire's residents.
- 3.1.3. The Wellbeing Hub and Lochies School is envisioned as a transformative project, directly responding to Clackmannanshire's strategic objectives and policy directives aimed at fostering sustainable inclusive growth, empowering families and communities, and enhancing health and wellbeing across all segments of the population.
- 3.1.4. The Wellbeing Hub and Lochies school will contribute to all of Clackmannanshire Council's strategic plan priorities including:
 - i. Inclusive Growth.
 - ii. Jobs and Employability.
 - iii. Reducing Child Poverty.
 - iv. Raising Attainment.
 - v. Sustainable Health & Social Care.
 - vi. Empowering Families and Communities; and,
 - vii. Organisational Transformation.
- 3.1.5. In addition, the projects strategic outcomes will reflect and contribute to the strategic objectives defined within the Local Outcome Improvement Plan 2017/2027 (LOIP), namely:
 - i. Clackmannanshire will be attractive to businesses and ensuring fair opportunities for all.

- ii. Our families, children and young people will have the best possible start in life.
- iii. Women and girls will be confident and aspirational to achieve their full potential; and,
- iv. Our communities will be resilient and empowered so they can thrive and flourish.

3.1.6. The Clackmannanshire Alliance, consisting of NHS Forth Valley, the Clackmannanshire Third Sector Interface (CTSI), Police Scotland, Scottish Fire & Rescue Service, Scottish Enterprise, Clackmannanshire businesses and Clackmannanshire Council monitor the LOIP and it is envisioned the facilities and services provided by the proposed Wellbeing Hub and Lochies School will make a considerable contribution to its successful outcome.

3.1.7. The Wellbeing Hub and Lochies School will be an effective mechanism to deliver on the Sport and Active Living Framework (SALF) which was created in 2018 and underwent a refresh in 2024 to run to 2028. This will make a positive contribution to the national Active Scotland outcomes and delivers on the Family Wellbeing approach of improving wellbeing and developing the capabilities of families and young people in Clackmannanshire. The Wellbeing Hub will play a significant role in the achieving the four key priorities set-out in the refreshed SALF 2024 – 2028:

- i. More people with the right skills working in paid and voluntary roles.
- ii. More accessible and higher quality public and community facilities.
- iii. More suitable and targeted programming for people with specific needs.
- iv. More accessible and connected travel options.

3.2. Organisational overview

3.2.1. Clackmannanshire Council is the smallest mainland Local Authority and one of 32 Local authorities in Scotland. The Clackmannanshire area caters for a population of approximately 51,540 and is situated in central Scotland bordering Falkirk, Perth and Kinross, Fife and Stirling Council areas.

3.2.2. Seven of Clackmannanshire's data zones within Alloa South & West, Alloa North, Tullibody South and Tullibody North & Glenochil fall in the 10% most deprived areas in Scotland. Alloa South and East remain the most deprived areas with 5 data zones found in the 5% most deprived areas in Scotland.

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

Thomas
& AdamsonInternational
Construction
& Property
Consultancy

3.3. Business strategy and aims

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

3.4. Other relevant strategies

- 3.4.1. The development and operationalisation of the Wellbeing Hub are guided by several key policy implications and strategic considerations drawn from an extensive review of relevant documents and best practices. See Appendix A for a list of reference documents.
- i. **Provision of High-Quality, Accessible Facilities:** There is a recognised need for modern, energy-efficient facilities that can adapt to the changing expectations of local residents and visitors. The Hub must be designed with accessibility at its core, ensuring that all community members, regardless of age or ability, can benefit from its offerings.
 - ii. **Comprehensive Service Delivery:** Reflecting on the TOM and FWP, the Wellbeing Hub's services should be diverse and integrated, spanning physical health, mental wellbeing, social engagement, and educational opportunities. This approach ensures a holistic response to community needs, fostering a supportive and inclusive environment.
 - iii. **Community Empowerment and Engagement:** Central to the Wellbeing Hub's success is its ability to engage with and empower the local community. This involves not only providing services but also creating opportunities for community members to actively participate in decision-making processes, program development, and ongoing operational improvements.
 - iv. **Sustainability and Innovation:** In alignment with the Council's sustainability and climate change strategies, the Wellbeing Hub should incorporate sustainable practices and technologies, ensuring its long-term viability and minimising its

environmental footprint. Furthermore, leveraging innovative service delivery models and digital solutions can enhance user experience and operational efficiency.

- v. **Partnership and Collaboration:** The Wellbeing Hub's development should be characterised by strong partnerships across the public, private, and third sectors, enhancing the scope and impact of its services. Collaborative models can facilitate resource sharing, expertise exchange, and the co-creation of services that more effectively meet community needs.

3.5. Wellbeing Hub existing arrangements

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

3.6. Lochies School existing arrangements

- 3.6.1. In accordance with the Scottish Government School Estates Core Facts (SECF) survey criteria, the condition of the existing Lochies School has been assessed as being category C “poor” and the suitability graded as a category D “unsatisfactory.” In addition, the location, spaces, size, layout and access are significant issues across all areas of the existing school. Furthermore, the additional support needs of pupils are now more severe, and the number of pupils has also increased significantly.
- 3.6.2. The existing Lochies School has a roll of 37 which is the maximum capacity based on the needs of the current pupils although, in previous years the school has had higher rolls (2018/19 = 41 pupils), when pupil’s needs were not as severe and complex. The school has been operating at maximum capacity for the last decade which is influenced by the needs of the pupils and as the level of need has increased over the years this has restricted the capacity resulting in pupils needing to be accommodated elsewhere.

3.6.3. Consequently, the school building is not suitable for supporting the needs of the users. Staff are continuing to meet the needs of pupils, but the existing building and arrangements are making this more and more challenging, and this has resulted in one pupil having to attend a school in another local authority area. This clearly demonstrates that continuing with Business as Usual (BAU) is no longer a viable option and strengthens the case for change and investment.

3.7. Wellbeing Hub Business needs – current and future

3.7.1. Access to leisure provision is recognised as a key factor in reducing stress and anxiety as well as generating social groups and preventing loneliness. The demographic make-up of Clackmannanshire highlights the requirements for leisure facilities that can increase wellbeing as well as tackle wider issues such as unemployment, economic growth, and education attainment.

3.7.2. The Wellbeing Hub will meet the objectives identified in the LOIP and Council Strategic Plan by being a central location utilised for leisure pursuits, education and provide a centre for drop-ins, and programmed consultations by partners in the NHS, Social Services, Police and Business Groups.

3.7.3. The Wellbeing Hub will operate on an income generation basis for core programming which will allow for targeted cost effective and subsidised services aimed at meeting the social objectives of the Clackmannanshire Alliance.

3.8. The Wellbeing Hub Case for Change

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

3.9. The Lochies School Case for Change

3.9.1. As medical advancements have improved, life expectancy for children with complex needs has in turn increased and the numbers of pupils at Lochies has increased. The needs profile for the pupils has shifted from moderate to more complex. Consequently, it is challenging for the existing building to meet Lochies pupils' needs now and is likely to become even more challenging in the future. This is the justification behind the future increased capacity of 54 pupils for the new Lochies and in doing so provides equality for these children and families within our society.



Thomas
& Adamson

International
Construction
& Property
Consultancy

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

3.10. Spending objectives

3.10.1. The spending objectives are vital for success and the project will be measured and validated against these at key gateways throughout the development process. These objectives are aligned to the underlying policies and strategies which underpin the case for change and are focussed on what needs to be achieved rather than the potential solution. In addition, the objectives need to be Specific, Measurable, Achievable, Relevant and Time-constrained (SMART).

3.10.2. Through the long-listed options appraisal process for the Wellbeing Hub, the spending objectives have been developed and agreed through an iterative process of consultation and engagement with key stakeholders. These were shaped by the by a strategic aim and vision to “improve the quality of life for every person Clackmannanshire” and the themes of inclusive growth, empowering families and communities and health and wellbeing.

3.10.3. The initial spending objectives and used for the long-listed options appraisal have been identified in Table 1.

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

No.	Theme	Outcome	Objective
1	Health	Help to reduce health inequalities in Clackmannanshire and encourage a wide range of people to connect, be active and be well.	The Wellbeing Hub will provide suitable spaces for people to connect and will accommodate relevant physical activity, wellbeing and sport programmes.
2	Inclusion	Attract and retain a wide range of users, particularly from across Clackmannanshire localities and from key target groups.	The Wellbeing Hub will be accessible to all types of users, provide flexible indoor and outdoor facilities and deliver an inclusive customer experience.
3	Place	Help to create a place where people want to live, work and visit.	A high-quality facility which is attractive to both local people and visitors and which is well connected to active travel routes.
4	Inclusive economy	Have a positive impact on the key pillars of Community Wealth Building and also on the	The Wellbeing Hub will make appropriate use of land, will create opportunities for local skills, jobs and supply chains and will complement wider

No.	Theme	Outcome	Objective
		network of physical activity, wellbeing and sport providers.	Clacks provision of physical activity, wellbeing and sport.
5	Sustainability	Be an environmentally and financially sustainable building.	The Wellbeing Hub will operate within the Council's annual revenue budgets and energy targets and contribute to Clacks net zero targets.

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

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

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

- 3.10.7. Supplementary to the Project Vision, the following series of **Strategic Objectives** have been developed for the project:
- i. The whole facility achieves excellence in inclusivity and accessibility for all.

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

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

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

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

- i. People feel welcome and safe in all areas of the facility, outside and inside.
- ii. Fully accessible and inclusive for all users across the full site (e.g. disabled parking, signage, dementia friendly design).
- iii. Robust but discrete secure lines between public and core educational spaces.
- iv. Provision to encourage and support multi-generational uses.
- v. Type / number of entrances allow for privacy and dignity of those accessing services but avoid creating unnecessary divisions / silos.
- vi. A coherent user journey / language that flows from the protected (private) spaces to fully accessible public spaces.

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

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

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

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

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

- i. A fully connected site that encourages active use of indoor and outdoor spaces.
- ii. Enhanced learning through accessible and inclusive outdoor spaces across the wider site - the latter providing a range of sensory, play and natural spaces.



Thomas
& Adamson

International
Construction
& Property
Consultancy

- iii. Interesting and inclusive spaces for the school that are secure within the landscape but are appropriately accessible to visitors.
- iv. Access to covered outdoor spaces to maximise the school's use in all weathers.
- v. Incorporating a sustainable active travel plan that connects the site to active travel routes across Clackmannanshire.
- vi. Accessible toilets within outside spaces.

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

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

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

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

3.10.16. Strong focus on sustainability and environmental credentials.

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

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

- i. Design, implementation and management take a place-based partnership approach.
- ii. Phasing to consider how the campus can provide enhanced facilities for the ASN school as it develops.
- iii. Flexible and adaptable spaces for future use.
- iv. The facilities operate within the agreed revenue budget of no more than £425,000 / annum from Year 2 excluding inflation and life-cycle maintenance costs. Figure to be defined through further economic and financial modelling.
- v. Creating approx. 25 local jobs and supporting local supply chains. Social Value and Community Benefit targets to be developed and agreed with Hubco.
- vi. Vertical zoning of stores / services in shared spaces.

3.11. Scope and service requirements

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

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

3.11.2. The range of services (facilities) have then been classified (grouped) into those which are deemed essential (Do minimum), desirable (Intermediate) and optimal (Do Maximum). These have then been used to establish the long-listed options identified as part of the Economic Case.

4. Economic Case

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

4.1. Critical Success factors

- 4.1.1. The Critical Success Factors (CSFs) are the attributes essential for successful delivery of the project, against which the initial assessment of the options for the delivery of the project will be appraised, alongside the spending objectives.
- 4.1.2. Through the long-listed options appraisal process for the Wellbeing Hub, the CSFs have been developed and agreed through an iterative process of engagement with key stakeholders. These have subsequently been weighted in advance of the appraisal to enable the factors which are considered of greater importance to have more influence over the outcome.
- 4.1.3. The initial CSFs and their associated weightings used for the long-listed options appraisal have been identified in Table 2.

Table 2: Initial CSFs - Wellbeing Hub Long Listed Options Appraisal

Critical Success Factors (CSF)		Weighting
CSF No.	CSF Description	(%)
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Inclusion and Provision	29.0%
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Place and Accessibility	26.0%
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Environment and Sustainability.	17.0%
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Community Wealth.	14.0%
5	Potential achievability	14.0%
Total		100%

- 4.1.4. To help understand each of the CSFs in the context of the Wellbeing Hub, a further definition of each has been included below:
- i. **CSF No.1:** This factor reflects on how well each option provides inclusive facilities which support people in being able to connect, be active and be well. The key considerations include:
 - There are plenty of indoor and outdoor spaces where people can connect.
 - The facilities allow for a wide range of uses for physical activity, wellbeing and sport.
 - People can access individual and group activities.
 - Community based providers can use the Hub to meet clients or deliver services.
 - People feel welcome to the Hub and face no barriers in using the facilities; and,
 - People can afford to use the facilities.
 - ii. **CSF No.2:** This factor looks at how well each option helps to create a sustainable place where people want to live, work and visit and can be accessed by the greatest number of users and employees. Key considerations include:
 - Increasing visitor numbers into Clackmannanshire.
 - Other leisure and wellbeing providers being attracted to locate in Clackmannanshire.
 - Alloa and Clackmannanshire is a vibrant destination for local people and visitors.
 - People are increasingly proud of living in Alloa and Clackmannanshire.
 - People can reach the Wellbeing Hub primarily using active travel and public transport.
 - People feel safe travelling to the Wellbeing Hub; and,
 - Interdependency with other developments in the area.
 - iii. **CSF No.3:** This factor assesses how well each option can help the Council meet operational sustainability and environmental target. Key considerations include:
 - Can achieve reduced operational energy targets.
 - Can achieve Net Zero Carbon targets; and,
 - Provides opportunities for Low and Zero Carbon technologies.
 - iv. **CSF No.4:** This factor evaluates how well each option supports community wealth community wealth building by considering how the project:
 - Makes appropriate use of available land.
 - Creates skills and work opportunities for the most deprived communities.
 - Creates supply opportunities for local organisations; and,
 - Complements the wider physical activity, wellbeing and sport provision.

- v. **CSF No.5:** This final factor considers how well each option matches the organisations level of available skills required for successful delivery. In addition, this CSF considers an appropriate and manageable level of construction risk and the availability and capability of the supply chain to deliver the project. An analysis of the strengths, weaknesses, opportunities and threats (SWOT) was undertaken for each option to inform this.

4.2. Long listed options

- 4.2.1. Having established the vision, strategic outcomes, spending objectives and the potential service requirements, a range of possible development options for the Wellbeing Hub have been determined considering both the facilities mix and site locations. Regarding the sites under consideration, these were agreed at the meeting of Clackmannanshire Council on the 16th December 2021 as the Alloa West (Pavilions) site and the former Alloa Leisure Bowl site.
- 4.2.2. It is worth noting that following the termination of the management agreement and lease for the former Alloa Leisure Bowl and the review of future leisure provision it was agreed at the meeting of Clackmannanshire Council on 31st May 2021 that the Alloa Leisure Bowl was declared surplus to requirements and that arrangements should be made that the existing building is demolished. Consequently, any options for refurbishment of existing facilities have not been considered.
- 4.2.3. In addition, an option for Business as Usual (BAU) was also included to provide a benchmark against which the other options can be compared and demonstrate the result of continuing with the current status quo without implementing an option. Ultimately, BAU was immediately discounted as a non-viable option due to need to provide swimming provision within Clackmannanshire. Table 3 below identifies the long list of options for the Wellbeing Hub which have been devised.

Table 3: Long Listed Options - Wellbeing Hub

Option	Description
Option 1	Alloa West (Pavilion) Site Essential (Do minimum) Facilities Mix
Option 2	Alloa West (Pavilion) Site Desirable (Intermediate) Facilities Mix
Option 3	Alloa West (Pavilion) Site Optimal Facilities Mix
Option 4	Alloa Leisure Bowl Site Essential (Do minimum) Facilities Mix
Option 5	Alloa Leisure Bowl Site Desirable (Intermediate) Facilities Mix
Option 6	Alloa Leisure Bowl Site Optimal (Do Maximum) Facilities Mix.

4.2.4. These options have been considered against the critical success factors at a workshop with nominated stakeholders to agree the consensus scoring and establish the preferred option. A subsequent sensitivity analysis has also been undertaken to assess the outcome of the appraisal exercise on the long list of options.

4.3. Preferred way forward

4.3.1. Following the appraisal of the long list of options, the results were reported and presented to the Council and at the Meeting of Clackmannanshire Council on 11th August 2022 the council agreed that Alloa West (Pavilions) site and optimal facilities mix (Option 3) was the preferred way forward and should proceed to the next stage and gateway in the development process. Refer to Appendix C for the Wellbeing Hub long list options appraisal scoring workbook.

4.3.2. In parallel with the Wellbeing Hub long list options appraisal, an options appraisal was also being undertaken for Lochies Primary School. The details of the Lochies School appraisal were reported and presented at the Meeting of Clackmannanshire Council on 06th October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process, will take place to relocate a new build Lochies School to the Alloa West (Pavilions) site.

4.3.3. Subsequently, a further report was presented at the Meeting of Clackmannanshire Council on 02nd February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School. This decision was then supplemented by a further report presented at the Meeting of Clackmannanshire Council on 23rd March 2023 which provided updated capital cost estimates associated with various energy and environmental performance options. The Council agreed the approval to proceed with the adoption of Passivhaus for the joint Wellbeing Hub and Lochies School development.

4.4. Short listed options

4.4.1. Having ascertained the preferred way forward, two (2) short list options were established to determine the preferred option. The short list option is defined in Table 4.

Table 4: Short Listed Options - Wellbeing Hub and Lochies School

Option	Description
Option 1	Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings.
Option 2	Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with separate buildings.

- 4.4.2. To appraise the short-listed options, a revised set of Critical Success Factors (CSFs) has been prepared in response to the updated Project Vision, Strategic Outcomes and Objectives for the joint Wellbeing Hub and Lochies School project. The CSFs and their associated weightings used for the short-listed options appraisal are identified in Table 5.

Table 5: Revised CSFs - Wellbeing Hub and Lochies School Short Listed Options Appraisal

Critical Success Factors (CSF)		Weighting
CSF No.	CSF Description	(%)
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	17.5%
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	17.5%
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	17.5%
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%
7	Strong focus on sustainability and environmental credentials.	10.0%
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	10.0%
Total		100%

- 4.4.3. Following a further workshop with key project stakeholders, the consensus scoring for each of the short list options against the weighted CSFs was determined. Refer to Appendix D for the Wellbeing Hub short list options appraisal scoring workbook.

4.5. Short listed options sensitivity analysis

- 4.5.1. A further sensitivity analysis has been undertaken to assess the impact on the outcome if all CSFs were allocated an equal weighting. In addition, a cost (quantitative) assessment of each short-list option has been undertaken considering both capital costs and the ongoing operational and revenue costs along with a final combined qualitative and quantitative assessment.

4.6. Net Present Social Value (NPSV)

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

4.7. Social and Local Economic Value (SLEV)

- 4.7.1. Maximising social value and community benefits through this proposed investment is another fundamental component to the success of this project, and throughout the delivery of this proposal Hubco and the Tier 1 Contractor will commit to achieving a series of agreed Themes, Outcomes and Measures (TOMs).
- 4.7.2. The total Social and Local Economic Value (SLEV) target for the preferred option below, is currently estimated at £27,621,872.88 which equates to 42.5% of the Total Hubco Development Cost. This means that for every £1 spent through the development agreement, £0.42 of SLEV will be delivered. Within this total SLEV figure, some of the measures include:

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

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

4.8. Preferred option

- 4.8.1. Following the short list options appraisal, the results suggest that the preferred option is the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards.

5. Commercial Case

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

5.1. Procurement strategy and route

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

5.2. Contractual milestones and delivery dates

5.2.1. The planned key contractual milestones and delivery dates are included in Table 6.

Table 6: Contractual Milestones and Delivery Dates

Contractual Milestones	Planned Delivery Date
Gateway 1 – Hubco New Project Request (NPR) and approval to proceed to RIBA to hub Stage 1	Q3 2023
Gateway 2 – Hubco Stage 1 (OBC) approval to proceed to hub Stage 2	Q2 2024
Gateway 3 – Hubco Stage 2 (FBC) approval to proceed to Financial Close	Q1 2025
Gateway 4 – Financial / Contract Close	Q1 2025
Construction Works Complete / Handover	Q4 2026
Wellbeing Hub Operational	Q2 2027
Lochies School Operational	Q3 2027

5.3. Key contractual arrangements

- 5.3.1. Clackmannanshire Council and Hubco prepared and agreed the New Project Request (NPR) which is contractually binding in accordance with the terms of the Territory Partnering Agreement (TPA) and establishes the baseline against which project delivery performance is measured. Refer to Appendix H for the NPR.
- 5.3.2. Under the terms of the TPA, Hubco and its supply chain are developing the project as part of its Project Development Partnering Services (PDPS) to deliver a Stage 1 Submission for approval by the Council as the relevant participant in accordance with the project governance requirements. Subsequently, Hubco will deliver a Stage 2 Submission for approval followed thereafter by Financial Close.
- 5.3.3. The form of contract will be the SFT Design and Build Development Agreement (DBDA) between Clackmannanshire Council and Hubco. Hubco will then have a back-to-back DBDA sub-contract with the Tier 1 Contractor who in turn will formally appoint the Tier 2 supply chain.
- 5.3.4. The construction delivery and phasing strategy is still being developed; however, an initial enabling works contract (DBDA) will be executed in advance of the main works contract (DBDA).

6. Financial Case

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

6.1. Capital cost requirements

- 6.1.1. The estimated total capital cost for the Wellbeing Hub and Lochies School is included in Table 7. The Hubco Stage 1 Pricing Report is included in Appendix I which provides further detail to the Total Hubco Development Cost Estimate.

Table 7: Capital Cost Estimate

Item	Constituent Part	Capital Estimate
1	Facilitating (Enabling) Works Estimate (Incl. in Line 2)	£ Incl.
2	Building Works (Prime Cost) Estimate	£ 48,671,391.00
3	Contractor Preliminaries Estimate	£ 3,893,711.00
4	Sub-Total Prime and Prelims (1 + 2 + 3)	£ 52,565,102.00
5	Post Contract Professional Fees Estimate	£ 1,045,520.00
6	Contractor Overheads and Profit Estimate	£ 1,769,151.00
7	Contractor Risk Allowance Estimate	£ 2,628,255.00
8	Works (Construction) Cost Estimate (4 + 5 + 6 + 7)	£ 58,008,028.00
9	Total Hubco Development Fees Estimate	£ 4,636,424.00
10	Sub-Total (8 + 9)	£ 62,644,452.00
11	Construction Inflation Estimate	£ 2,248,936.00
12	Total Hubco Development Cost Estimate (10 + 11)	£ 64,893,388.00
13	Council Direct Professional Fees Estimate	£ 907,500.00
14	Council Direct Development Costs Estimate	£ 4,653,657.00
15	Council Contingency (Risk) Estimate	£ 7,045,455.00
16	Capital Cost Limit (Including Inflation) (12 + 13 + 14 + 15)	£ 77,500,000.00



Thomas
& Adamson

International
Construction
& Property
Consultancy

- 6.1.2. The estimated total works (construction) cost of £58,008,028 is the predicted contract sum between Hubco and the Tier 1 Contractor excluding inflation.
- 6.1.3. The estimated total Hubco development cost of £64,893,388 is the predicted development amount (contract sum) between the Council and Hubco including inflation. This figure includes the pre-contract fees expended during Hub Stages 1 and 2 for the design consultants, surveys, statutory fees and hubco framework fees, etc.
- 6.1.4. The estimated capital cost limit of £77,500,000 is the predicted total capital investment figure for the Council and includes other direct capital costs to be expended, including other professional consultancy fees, costs for loose furniture and equipment (not being provided by Hubco), information technology fit-out costs, decant costs, internal capitalised staff costs, etc. This also includes a council contingency figure.

6.2. Lifecycle costs requirements

- 6.2.1. The estimated Life Cycle Cost (LCC) for the Wellbeing Hub are included in Table 8. The projected total life cycle cost for the Wellbeing Hub over a 25-year period is estimated at £5,865,804.22.

Table 8: Life Cycle Costs - Wellbeing Hub

Element		25-Year Cost	Cost / m2	Ann. Cost / m2	LCC %
New Build Construction	Roof	119,676.90	£15.11	£0.60	
	Building Fabric	411,480.30	£51.96	£2.08	
	External Doors & Windows	294,553.44	£37.20	£1.49	
	External Works	783,301.75	£98.91	£3.96	
	Fittings / Furniture / Equipment	1,721,847.75	£217.43	£8.70	15.67%
Building Services Installation	Mechanical Installation	458,549.65	£57.90	£2.32	
	Electrical Installation	1,174,125.93	£148.27	£5.93	
	Lift Installation	14,708.75	£1.86	£0.07	
	IT Installation	5,047.00	£0.64	£0.03	
	Specialist Installation	882,512.75	£111.44	£4.46	15.38%
Total Life Cycle Cost		£5,865,804.22	£740.73	£29.63	14.40%



Thomas
& Adamson

International
Construction
& Property
Consultancy

6.2.2. The estimated Life Cycle Cost (LCC) for Lochies School are included in Table 9. The projected total life cycle cost for Lochies School over a 25-year period is estimated at £2,581,403.00.

Table 9: Life Cycle Costs - Lochies School

Element		25-Year Cost	Cost / m2	Ann. Cost / m2	LCC %
New Build Construction	Roof	£81,207.00	£24.86	£0.99	
	Building Fabric	£337,124.00	£103.22	£4.13	
	External Doors & Windows	£293,946.00	£90.00	£3.60	
	External Works	£480,678.00	£147.18	£5.89	
	Fittings / Furniture / Equipment	£983,483.00	£301.13	£12.05	16.16%
Building Services Installation	Mechanical Installation	£215,926.00	£66.11	£2.64	
	Electrical Installation	£174,274.00	£53.36	£2.13	
	Lift Installation	£8,454.00	£2.59	£0.10	
	IT Installation	£6,311.00	£1.93	£0.08	
	Specialist Installation	£0.00	£0.00	£0.00	7.63%
Total Life Cycle Cost		£2,581,403.00	£790.39	£31.62	13.75%

6.2.3. The estimated combined LCC for the entire asset is £8,447,207 which equates to £32.54/m²/annum over a 25-year period. Refer to the hubco Stage 1 Pricing Report included in Appendix I for further detail on the projected life cycle costs.

6.3. Revenue cost requirements

- 6.3.1. Through Hubco, Clackmannanshire Council have appointed Integratis Consulting Ltd to support with the preparation of the business case and generate the estimated demand and financial (revenue) cost model for the Wellbeing Hub based on the current facilities mix and accommodation schedule. Refer to Appendix J for the current accommodation schedule.
- 6.3.2. The Wellbeing Hub revenue model considers several factors including operating income, cost of sales, property costs and supplies and services. The revenue model is based on the Council's current scale of charges and salary scale with a notional allowance of 3% per annum for inflation. The model also reflects the projected reduction in operational energy use arising from designing to Passivhaus standards and associated reduction in energy costs.
- 6.3.3. The following table summarises the estimated total income and expenditure for the Wellbeing Hub over a 10-year period with Year 1 commencing from financial year 2027/28. The figures in Table 10 are based on an option with soft play and a small clip 'n' climb offer and it should be noted that the net expenditure excludes lifecycle costs (LCC) which are detailed above.

Table 10: Annual Net Expenditure Projection Excl. LCC - Wellbeing Hub

	Annual Income and Expenditure Projections									
	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
Operating Income Total	£1,609,523	£1,798,198	£1,834,162	£1,870,846	£1,908,263	£1,946,427	£1,985,357	£2,025,063	£2,065,565	£2,106,875
Cost of Sales Total	£128,909	£131,487	£134,117	£136,800	£139,536	£142,326	£145,173	£148,076	£151,038	£154,059
Staff Costs Total	£1,568,579	£1,615,637	£1,664,106	£1,714,028	£1,765,451	£1,818,413	£1,872,966	£1,929,154	£1,987,030	£2,046,642
Property Costs Total	£271,993	£277,433	£282,983	£288,641	£294,416	£300,304	£306,308	£312,434	£318,685	£325,059
Supplies and Services Total	£27,126	£27,669	£28,222	£28,785	£29,363	£29,950	£30,548	£31,158	£31,783	£32,418
Net Expenditure	£387,084	£254,028	£275,266	£297,408	£320,503	£344,566	£369,638	£395,759	£422,971	£451,303

- 6.3.4. From the data the net expenditure (operational deficit) in Year 1 is projected at £387,084 excluding LCC. This reflects the assumption of lower usage during Year 1 (2027/28) and the need for memberships, classes, etc. to be built-up. Consequently, the net expenditure estimate for Year 2 is a more normalised figure of what can be expected. These costs do not include any financing costs or loan repayment costs attributed to capital funding.

- 6.3.5. At this early stage in the development lifecycle, it should be noted that this initial revenue cost forecast is subject to further refinement of the design proposals, use of spaces and staffing models to optimise the net expenditure to ensure financial sustainability. In addition, **this model assumes a fully self-sufficient operating model** without spaces such as the café and climbing areas being leased to external providers and suppliers to operate.
- 6.3.6. Furthermore, a thorough review and consideration has still to be given to the wider network of services across the area to ensure the new facilities complement and enhance the services offer across Clackmannanshire without duplication to improve efficiency. Finally, continued engagement is required with community groups and organisations to identify elements of the proposal which can be jointly operated in partnership with the council to optimise the financial sustainability.

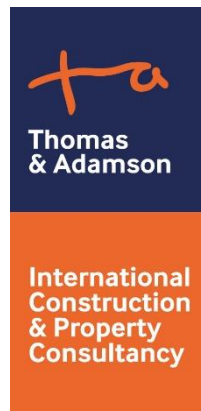
6.4. Impact on income and expenditure

- 6.4.1. A sensitivity analysis (aggregate testing) has been undertaken on the revenue cost figures, which tests the sensitivity of the net revenue cost for Year 1 (2027/28) by varying both income and expenditure. Refer to Table 11 for the Year 1 net expenditure sensitivity analysis. Again, it should be noted that these figures exclude LCC and are based on a fully self-sufficient and stand-alone operating model as explained in section 6.3.5 and 6.3.6 above.

Table 11: Year 1 Net Expenditure Sensitivity Analysis Excl. LCC - Wellbeing Hub

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	-£309,667	-£409,498	-£509,328	-£609,158	-£708,989	-£808,819	-£908,649	-£1,008,480	-£1,108,310
	-15%	-£229,191	-£329,021	-£428,852	-£528,682	-£628,512	-£728,343	-£828,173	-£928,004	-£1,027,834
	-10%	-£148,715	-£248,545	-£348,376	-£448,206	-£548,036	-£647,867	-£747,697	-£847,527	-£947,358
	-5%	-£68,239	-£168,069	-£267,899	-£367,730	-£467,560	-£567,391	-£667,221	-£767,051	-£866,882
	0%	£12,237	-£87,593	-£187,423	-£287,254	-£387,084	-£486,914	-£586,745	-£686,575	-£786,405
	5%	£92,714	-£7,117	-£106,947	-£206,778	-£306,608	-£406,438	-£506,269	-£606,099	-£705,929
	10%	£173,190	£73,359	-£26,471	-£126,301	-£226,132	-£325,962	-£425,792	-£525,623	-£625,453
	15%	£253,666	£153,836	£54,005	-£45,825	-£145,656	-£245,486	-£345,316	-£445,147	-£544,977
	20%	£334,142	£234,312	£134,481	£34,651	-£65,179	-£165,010	-£264,840	-£364,670	-£464,501

- 6.4.2. Based on the sensitivity analysis for the proposed Wellbeing Hub facility and its Year 1 (2027/28) forecasted deficit of -£387,084, several conclusions can be drawn regarding the facility's financial vulnerability to changes in income and expenditure:



- i. **Expenditure Sensitivity:** An increase in expenditure significantly impacts the deficit. For instance, a 20% increase in expenditure without any change in income inflates the deficit to -£786,405, emphasizing the necessity of stringent cost management strategies to maintain financial stability.
 - ii. **Income Sensitivity:** A decrease in income similarly worsens the deficit. A reduction of 20% in income, without adjusting expenditure, would deepen the deficit to -£708,989, highlighting the importance of stable or growing revenue streams to sustain the Wellbeing Hub's financial health.
 - iii. **Improvement through Income Growth:** Increasing income can considerably alleviate the deficit. For example, with a 20% growth in income and static expenditure, the deficit decreases to -£65,179, showing the effectiveness of revenue enhancement initiatives.
 - iv. **Cost Reduction Impact:** Reducing expenses has a substantial positive effect on the deficit. A 20% cut in expenditure, while maintaining the current income, would deliver a small surplus of £12,237, underlining the potential of cost-saving measures.
 - v. **Combined Adjustments:** When both income and expenditure are varied in the same direction, the deficit can be managed more effectively. For instance, simultaneously increasing income and decreasing expenditure by 10% results in a much lower deficit of -£26,471.
 - vi. **The Optimal Scenario:** The ideal scenario for financial health is the one where income increases, and expenditure decreases substantially. Should the Wellbeing Hub successfully implement strategies that boost income and reduce expenses by 20%, the deficit would decrease significantly to a surplus of £334,142.
- 6.4.3. In summary, the sensitivity analysis illustrates that the financial stability of the new wellbeing hub facility is highly influenced by income and expenditure changes. It is imperative for the Wellbeing Hubs management to focus on enhancing income and optimising costs to protect against financial risks. Strategies should encompass diversifying income sources, careful expenditure tracking, and targeted cost reduction.
- 6.4.4. With a proactive approach to financial management, the Wellbeing Hub may not only bridge the current deficit but could also potentially generate a surplus, provided substantial and positive changes in financial performance are achieved. Refer to Appendix K for detailed demand and financial model tables.

6.5. Overall affordability and funding

- 6.5.1. The Wellbeing Hub is entirely funded by the Council Capital Plan; however, opportunities are being sought for supplementary funding where possible. Any requirements associated with other funding sources which may impact on the design, construction and operation of the asset will be shared and instructed accordingly.
- 6.5.2. The Lochies School is funded by the Council Capital Plan, however, the Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government. The funding model for the LEIP programme is based on the principle that Scottish Government and Local Authority funding is provided 50:50 for a like-for-like school. Government funding is in the form of revenue funding over a 25-year period, subject to satisfactory achievement of the programme's outcomes.
- 6.5.3. The Council (Authority), with support from Hubco and Tier 1 Contractor must therefore ensure that the design, construction and operation of the asset fulfils and satisfies the criteria and conditions required by the LEIP funding namely.
- i. The successful outcome of any statutory consultation that is required.
 - ii. Any land purchase/site negotiation that is required for the project being concluded.
 - iii. An expectation that the project will be open to pupils by December 2027; and,
 - iv. Adherence to the guiding principles, programme metrics, terms & conditions, funding outcomes and project development processes of the LEIP.



Thomas
& Adamson

International
Construction
& Property
Consultancy

7. Management Case

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

7.1. Project organisation structure

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

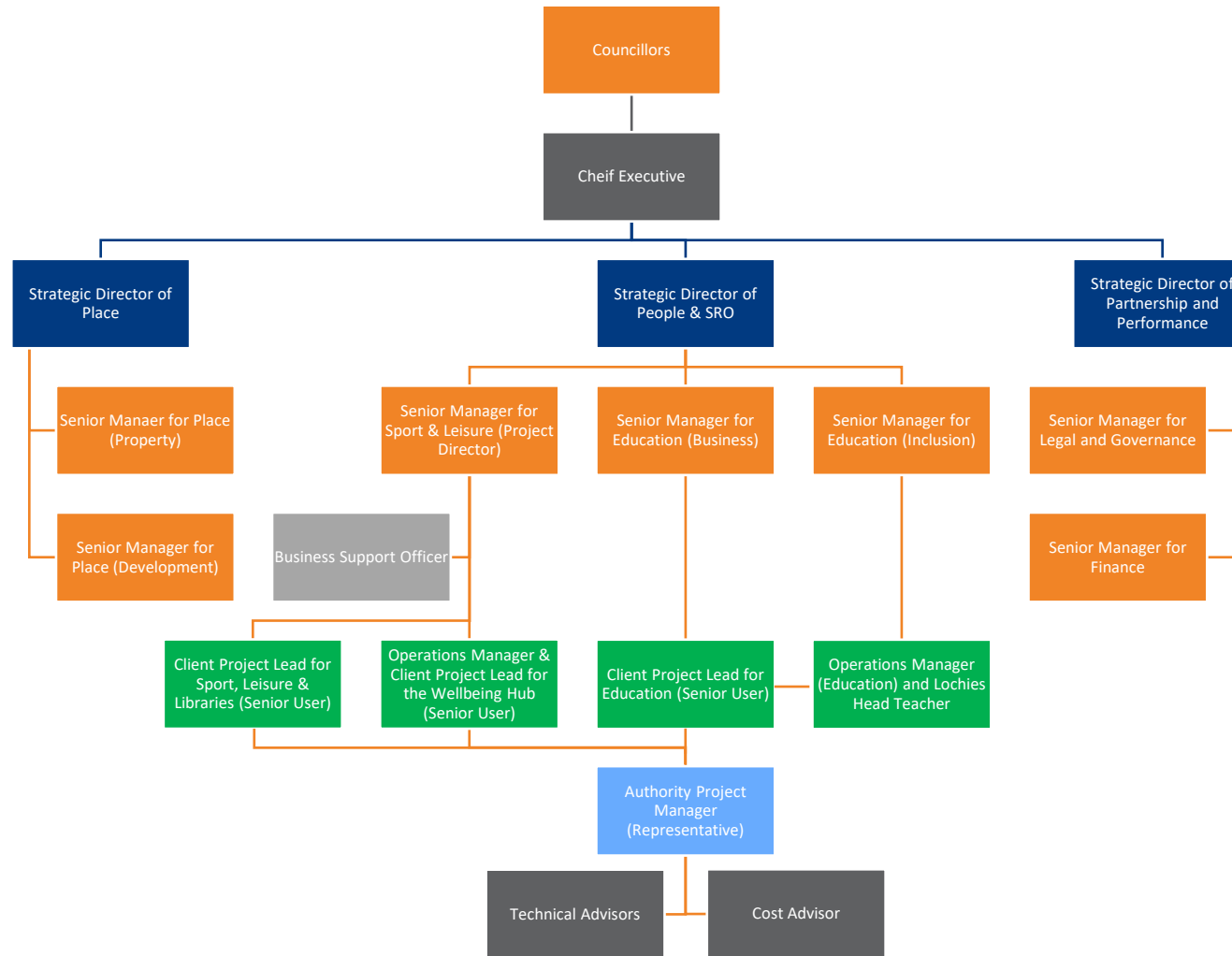
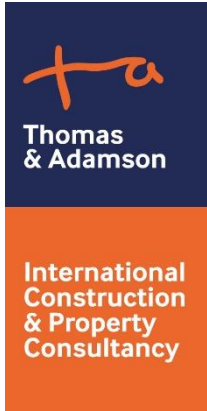


Figure 1: Council (Authority) Organisation Structure

- 7.1.6. The Senior Responsible Officer (SRO) for the project is the recognised senior owner within the Council (Authority) organisation and is responsible for the successful delivery of the project. The SROs responsibilities include:
- i. Chair of the Project Board and responsible for ensuring that the project meets its objectives and delivers the projected benefits.
 - ii. Appoint Project Director in conjunction with the Project Board and agree remit and extend delegated authority.
 - iii. Should remain in place throughout the project and maintain visible and sustained commitment to the project.
 - iv. Responsible for ensuring that a project's objectives are clearly defined and achievable.
 - v. Ensures that a brief is developed that clearly reflects the project objectives and sign off project requirements ensuring project affordability.
 - vi. Ensure that risks are identified, actively managed and controlled.
 - vii. Oversee project performance and resolve any issues that fall outside of the Project Director's delegated authority.
- 7.1.7. The Project Director is responsible to the SRO and the Project Board for the effective delivery and management of the project. The Project Director's role is to:
- i. Provide leadership, support and direction to the Client Project Team
 - ii. Develops and manages the implementation of measures to meet the project objectives including the development of the Outline Business Case (OBC) and Full Business Case (FBC).
 - iii. Ensures compliance with all relevant procurement legislation and good practice requirements.
 - iv. Ensures effective monitoring of progress and takes corrective action where required, exerting stringent formal control of decisions involving costs, risks content and material variations and changes in the approved project scope.
 - v. Lead role in the procurement and management of contractors and external advisers including providing clear remit and direction to external advisers.
 - vi. Supported by the Client Project Team and other stakeholders as required, to make recommendations to the Project Board at key stages, as agreed with the Project Board.
- 7.1.8. The Senior User is the senior representative of the user group that will be ultimately impacted by the project output. The role of the Senior User(s) is to:

- i. Ensure that the user needs are clearly specified at the outset.
- ii. Ensure that adequate input is provided from the user perspective from the outset of the project.
- iii. Responsible for timely decision making and sign offs on User Acceptance Criteria (and Authority Construction Requirements).
- iv. Advise on stakeholder identification and engagement.
- v. Supports project gateway reviews at various stages and that ensured that the user specific recommendations are implemented.

7.1.9. The role of the Authority Representative (Project Manager) is to articulate the Authority's requirements, aspirations and vision for the new facilities including construction requirements and services specification in a timely manner. The responsibilities of the Authority Representative include:

- i. Acts as a conduit between the Authority (Council) stakeholders and the External Project Team (Hubco).
- ii. Works with the Project Director and Senior User(s) to co-ordinate and rationalise the requirements of all the key Authority (Council) stakeholders in developing the design brief.
- iii. Review and evaluating proposals including design review, and value for money (VfM).
- iv. Fulfil the duties of the Authority Representative under the DBDA.
- v. Helps to develop and monitors the project programme for the Stage 1 and Stage 2 approval process through to Contract Finalisation/Financial Close
- vi. Supports the Project Director and Senior User(s) in developing the Outline Business Case (OBC) and Full Business Case (FBC) with the support of the Client Project Team.
- vii. Develop and manage the project risk register with hubco and the Tier 1/Tier 2 supply chain.
- viii. Ensures all site issues are addressed including acquisition, title conditions and site investigations.
- ix. Ensure that the Project Agreement is developed, including the Schedules.

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

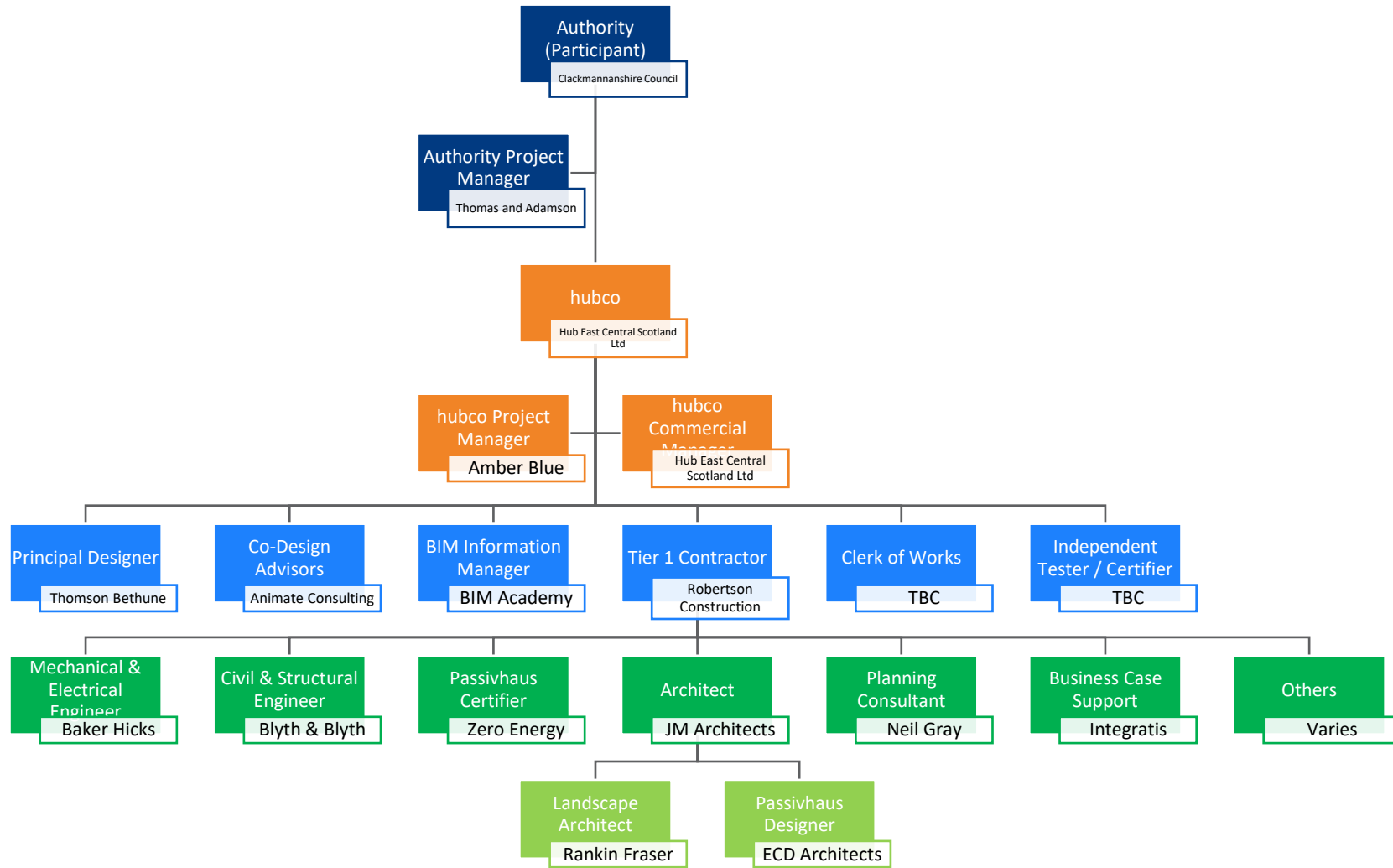
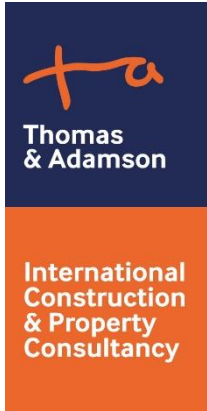


Figure 2: External Project Team Organisation Structure

7.2. Project management governance arrangements

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

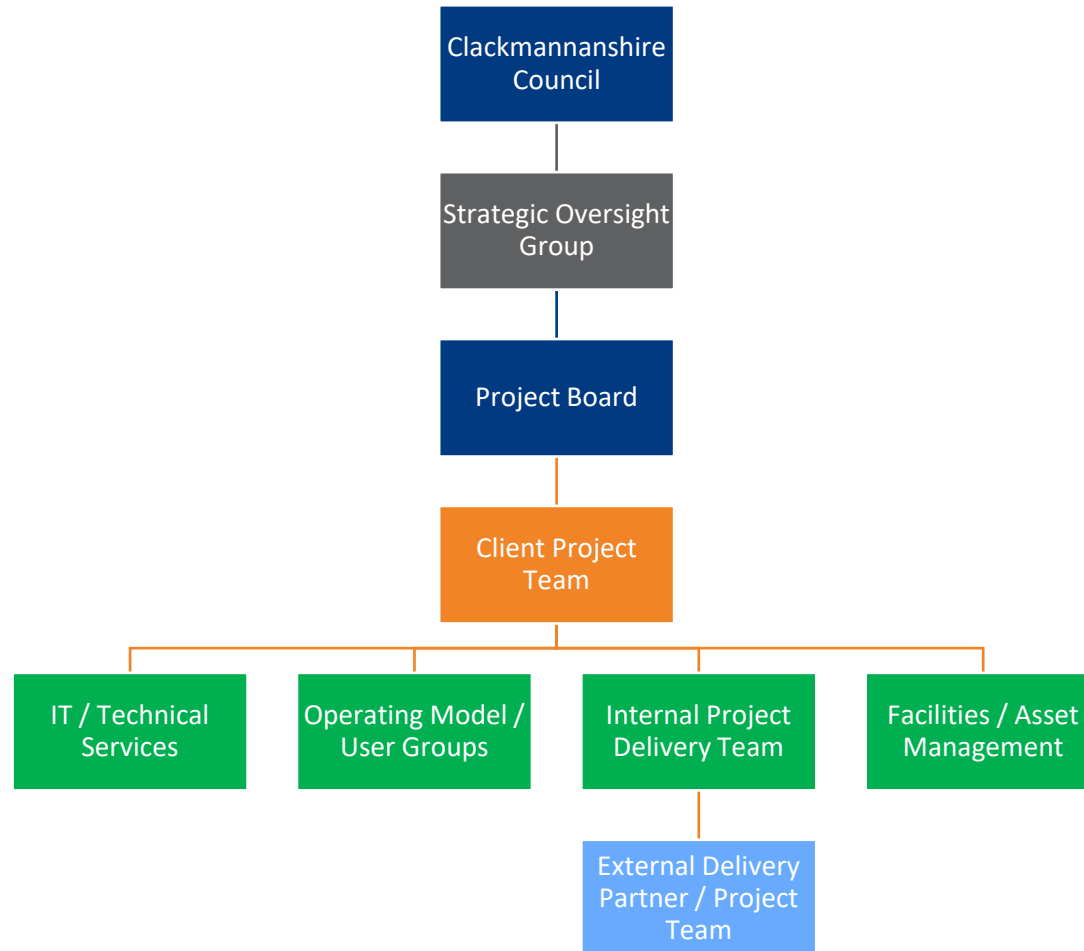


Figure 3: Project Governance Structure

- 7.2.3. The project governance structure has been prepared and is illustrated in Figure 3. In addition, the details on the responsibilities, levels of authority and representatives of each group within the governance structure are set out below.
- 7.2.4. Clackmannanshire Council (the Council) will hold ultimate responsibility and level of authority for the project and will be responsible for approving the recommendations presented by the Strategic Oversight Group (SOG) and/or Senior Leadership Group including:
- i. Business Case.
 - ii. Capital Expenditure.
 - iii. Contract Finalisation.
- 7.2.5. The remit of the Strategic Oversight Group and/or Senior Leadership Group will be to assess the key requirements and/or decisions of the project against the context of its:
- i. progress against the transformation business plan
 - ii. progress against the Be the Future implementation plan.
 - iii. updates on financial benefits from investment of Transformation Fund
 - iv. alignment to budget strategy
 - v. fundraising and strategic alignment and impact on the capital programme
 - vi. emerging opportunities – discovery fund; partnerships; challenge funds
- 7.2.6. The Project Board is accountable for the success of the project and has responsibility and authority for the implementation of the project from inception through to completion. In addition, the Project Board is responsible for direction and timely decision making to ensure that the project remains on course to deliver the desired benefits and required quality. Key responsibilities of the Project Board include:
- i. Oversees the effectiveness of the Project Director and the Client Project Team.
 - ii. Responsible for ensuring that adequate resources are made available for the delivery of the project within programme timescales and to meet design and construction quality expectations and commitments.
 - iii. Ensure that project scope is developed and clearly defined and has been agreed by the key stakeholders.
 - iv. Ensure appropriate stakeholder identification, analysis and engagement.

- v. Establish a progress and reporting procedure, ensuring that any changes in circumstances affecting the project are evaluated and appropriate corrective action taken.
- vi. Ensure that project gateway reviews are carried out at appropriate stages and that recommendations are implemented.
- vii. Ensure that post project review takes place objectives are met.
- viii. Ensure communications activity is engaging key stakeholders with the agreed narrative.
- ix. Ensure financial commitments follow the Council financial procedures.
- x. Resolve escalated issues and risks from the Client Project Team.
- xi. Ensuring that the project is delivered holistically in terms of Capital Expenditure (CAPEX) and Operational Expenditure (OPEX)/Revenue cost.

7.2.7. The Client Project Team are responsible for developing and managing the design, procurement and delivery of the project on behalf of the Project Board, communicating with the External Design Team, key supporting workstreams and ensuring that all the project objectives are delivered.

7.2.8. The Client Project Team is also responsible for reviewing the design as it develops and providing comment on its compliance with the brief, project budget and any issues from an operational perspective. In addition, the Client Project Team is responsible for supporting the Project Board on any matters or processes associated with the operating model, funding strategy, network development, communications, stakeholder engagement and reporting to Council.

7.2.9. The operator and end user groups will be responsible for reviewing and providing input into the design proposals regarding their respective service areas. Any changes which arise from engagement with the operators and end users will require approval and sign-off by the relevant group/board in accordance with the project governance structure and agreed levels of authority.

7.2.10. The facilities and asset management team will be responsible for reviewing and providing input into the design proposals regarding their respective service areas. Any changes which arise from engagement with the facilities and asset management team will require approval and sign-off by the relevant group/board in accordance with the project governance structure and agreed levels of authority.

7.2.11. The Technical Services Team will provide guidance and support to both the Client Project Team on the technical and performance standards required for the project. The Technical Services Team will provide due diligence support to the

Client Project Team on the development of both the delivery of design and construction quality compliance delivery of the project. The Technical Services team will undertake due diligence reviews at project gateways / stage submission reports, financial close whilst also assess compliance during and on completion and handover of the works.

- 7.2.12. The ICT / Technology workstream will provide guidance, and support both the Client Project Team on the ICT infrastructure and performance requirements for the project. The workstream will also work closely with the Operator and User Groups to develop the ICT platforms necessary for the day-to-day operations of the new facility.

7.3. Programme and project assurance

- 7.3.1. Gateway reviews and approvals have been incorporated in the programme at key project milestones such as the end of RIBA and Hubco design stages, to review the information which has been developed and ensure it satisfies the Council requirements.
- 7.3.2. The information submitted at each gateway, will be reviewed by members of the Client's Project Team with any comments being captured. The information will then be approved by the relevant group or board in accordance with the governance procedure and level of authority.
- 7.3.3. Approval must be obtained at each gateway before proceeding to the next stage and will establish the baseline of information from which change can be measured. Refer to Table 12 which summarises the project timeline and gateways.

Table 12: Project Delivery Timeline and Gateways - Wellbeing Hub and Lochies School

Task Name	Start	Finish
RIBA Stage 1 – Preparation & Briefing	Q1 2023	Q3 2023
Procurement and Supply Chain Selection	Q2 2023	Q3 2023
Gateway 1 - Approval to proceed to RIBA Stage 2 (hub stage 1)	Q3 2023	
RIBA Stage 2 (hub Stage 1) – Concept Design	Q4 2023	Q1 2024
<i>Initial Design Engagement Programme Concluded</i>	<i>Q4 2023</i>	
<i>Submit Planning Pre-Application</i>	<i>Q1 2024</i>	
<i>Submit Planning Proposal of Application Notice (PoAN)</i>	<i>Q1 2024</i>	

RIBA Stage 2 (hub stage 1) – Review & Approvals Period	Q2 2024	Q2 2024
<i>Submit Outline Business Case (OBC) to Council for Approval</i>	Q2 2024	
Gateway 2 - Approval to proceed to RIBA Stages 3/4 (hub Stage 2)	Q2 2024	
RIBA Stage 3 - Spatial Coordination (hub Stage 2)	Q2 2024	Q2 2024
<i>RIBA Stage 3 - Complete - Design Freeze</i>	Q2 2024	
<i>Submit Full Planning Application</i>	Q2 2024	
RIBA Stage 4 - Technical Design (hub Stage 2)	Q2 2024	Q4 2024
<i>Full Planning Consent Granted</i>	Q4 2024	
RIBA Stage 4 (hub Stage 2) – Review & Approvals Period	Q4 2024	Q4 2024
<i>Submit Full Business Case (FBC) to Council for Approval</i>	Q4 2024	
Gateway 3 - Approval to proceed to Contract Finalisation	Q4 2024	
Contract Finalisation	Q4 2024	Q1 2025
Gateway 4 - Financial / Contract Close	Q1 2025	
RIBA Stage 5 – Construction Works (Excl. Enabling Works)	Q1 2025	Q4 2026
<i>Section 1 - Wellbeing Hub - Completion Date</i>	Q4 2026	
<i>Section 2 - Lochies School - Completion Date</i>	Q4 2026	
<i>Section 3 - External Landscaping - Completion Date</i>	Q4 2026	
RIBA Stage 5 – Construction Works - Complete	Q4 2026	

7.3.4. Throughout the project development process, there will be a design validation and project review workshops undertaken at key gateways as part of the project assurance process. These project assurance workshops are outlined within Table 13.

Table 13: Project Assurance Workshops - Wellbeing Hub and Lochies School

Workshop	Description	When
Pre-Planning Design Validation Workshop	Measure and evaluate the design proposals against the project success criteria at the RIBA Stage 2 (Hub Stage 1) gateway.	Q2 2024
Pre-Construction Project Review Workshop	Measure and evaluate the achievement of project success criteria at the point of contract close and focus on the process to reach that key milestone.	Q1 2025
Pre-Handover Workshop	Measure and evaluate the achievement of project success criteria prior to handover and focus on the process to reach that key milestone.	Q4 2026
Post Project Review (PPR)	Measure and evaluate the achievement of project success criteria at the point of handover and focus on the process to reach that key milestone.	Q1 2027
Post Occupancy Evaluation (POE)	Measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset.	Q1 2028

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

7.4. Change and contract management arrangements

7.4.1. Changes can be initiated by any member of the project team, and it is important that the relevant group, which approves all the changes, represents the main project stakeholders and that clear change procedures and workflows are defined.

7.4.2. A consistent and standardised change management procedure will be adopted to allow all changes to be managed in a consistent way.

7.4.3. Levels of authority for decisions on all changes will be defined to ensure that it is being dealt with efficiently by an appropriate level within the project governance structure.

7.4.4. A “Change,” for the purpose of the change control procedure, will constitute any amendment:

- i. Pre-contract (pre-construction) to any briefing documentation, technical requirements or design information which are approved or fixed at project stages (gateways); or,

- ii. Post-contract (construction) to the terms or content of the contract (including drawings, specification etc.) except for instructions required urgently in response to unexpected issues arising on site (e.g. health & safety matters).

7.4.5. Change can arise from various sources including:

- i. Client request (A request raised by the Client that expands or deviates from the agreed scope).
- ii. Design Development (Changes to details or scope requested by the design team due to design development).
- iii. Stakeholder/3rd Party change (Change required due to the requirements or objections of a 3rd party).
- iv. Technical Queries (The response to a technical query may result in a change); or,
- v. Site change (Changes required due to information gathering or changed circumstances on site).

7.4.6. The party (stakeholder) instigating the change should raise a Change Order Request (COR) to initiate the process and enable a change assessment to be undertaken.

7.4.7. The initiated COR should be submitted to the Client Project Manager who will allocate a reference number and will record it within the Change Control Register.

7.4.8. The considerations and impact to be evaluated as part of the change assessment include:

- i. Scope.
- ii. Specification.
- iii. Health and Safety.
- iv. Environment.
- v. Resources.
- vi. Programme considerations; and,
- vii. Cost implications.

7.4.9. Where the change is initiated pre-contract, the delivery partner (Hubco), in consultation with the Tier 1 Contractor and their Tier 2 design team, will advise on any cost and programme implications resulting from the change and the latest date for confirmation of the change.

7.4.10. Where the change is initiated post-contract, Hubco and the Tier 1 Contractor will:

- i. Provide a quotation for carrying out the works including a full cost breakdown.
- ii. Advise of any implications to the construction programme caused by instruction of the change into the contract.
- iii. Advise the latest date by which an instruction is required for incorporation of the change into the works; and,
- iv. Sign off the cost and programme implications of the change and issue to the contract administrator / employer's agent (as appropriate).

7.4.11. The Project Manager will review the change assessment and complete COR with the Client.

7.4.12. The completed COR will then be "accepted" (approved) or "rejected" by the relevant group/board dependent on the classification of change and level-of-authority.

7.4.13. If accepted, the Project Manager will document/record the decision within the Change Control Register and issue a formal instruction confirming inclusion of an approved COR into the works.

7.4.14. If rejected, the Project Manager will document/record the decision within the Change Control Register and notify the relevant parties of the decision.

7.4.15. Refer to Figure 4 illustrating the Change Order Request (COR) procedure.



Thomas
& Adamson

International
Construction
& Property
Consultancy

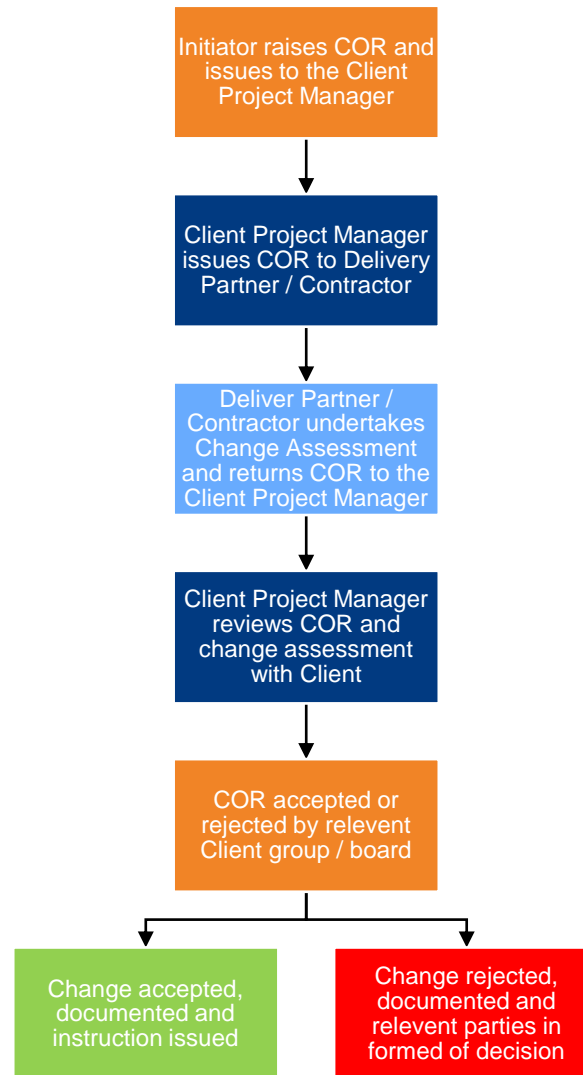
Thomas
& AdamsonInternational
Construction
& Property
Consultancy

Figure 4: Change Order Request (COR) Procedure



Thomas
& Adamson

International
Construction
& Property
Consultancy

7.5. Risk management arrangements (including plans and register)

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

7.6. Stakeholder management and communications

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

7.7. Information management

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

7.8. Post implementation and evaluation arrangements

- 7.8.1. In accordance with the project assurance and LEIP funding requirements, both a Post Project Review (PPR) and Post Occupancy Evaluation (POE) will be undertaken.
- 7.8.2. The PPR will be undertaken within 3-months of construction completion and will seek to measure and evaluate the achievement of project success criteria at the point of handover and will focus on the process to reach that key milestone.
- 7.8.3. The POE will be undertaken within 12-18 months after construction completion and will seek to measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset. The POE will focus on in-use outcomes and build on the lessons learned through the PPR.

8. Next steps

8.1. The OBC will be presented at the meeting of Clackmannanshire Council on the 27th June to decide whether to proceed to the preparation of the Full Business Case (FBC) which will:

- i. Provide final recommendation for an affordable and Value for Money (VFM) project.
- ii. Finalise the Commercial Case with reference to the final contract arrangements.
- iii. Finalise the Financial Case including affordability and funding.
- iv. Finalise the Management Case including detailed arrangements for the successful delivery of the project.



Thomas
& Adamson

International
Construction
& Property
Consultancy

Appendix A

Strategic & Policy Context Reference Documents



Thomas
& Adamson

International
Construction
& Property
Consultancy

Appendix A - Strategic & Policy Context Reference Documents

Documents Reviewed	
National	<ul style="list-style-type: none"> • National Performance Framework • Active Scotland Outcomes Framework • Scotland's Diet and Healthy Weight Strategy • COVID Recovery Strategy • Sport For Life • Public Health Priorities for Scotland
Regional	<ul style="list-style-type: none"> • Stirling and Clackmannanshire City Region Growth Deal • Health and Social Care Partnership Strategic Improvement Plan • Health and Social Care Partnership Strategic Commissioning Plan 2019-2022
Local	<ul style="list-style-type: none"> • Be The Future, Council Corporate Plan 2018/22 • Families and Wellbeing Partnership • Clackmannanshire Council Target Operating model • Be the Future Council Transformation Programme • Sustainability & Climate Change Strategy • Local Development Plan • Open Space Strategy • Local Outcome Improvement Plan 2017/27 • Sport and Active Living Framework 2018/28
Other	<ul style="list-style-type: none"> • The Positive Contribution of Physical Activity and Sport to Scotland • Eight Investments that Work for Physical Activity (2020) • Empowering communities: An assessment of capital investment into community wellness hubs

Appendix B

Visioning and Brief Development Report



Thomas
& Adamson

International
Construction
& Property
Consultancy



Clackmannanshire
Council



SCOTTISH
FUTURES
TRUST

Ryder



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

Ryder Architecture Limited

Newcastle

London

Glasgow

Liverpool

Manchester

Hong Kong

Vancouver

Amsterdam

www.ryderarchitecture.com



Contents

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

Project number
11160

Document reference
11160-RYD-00-XX-RP-A-0000-S2

Revision
P01

Date
13 July 2023

Author
Soo Darcy

Checked by
Chris Malcolm

This document has been designed to be
viewed / printed A4 double sided.

Introduction

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

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

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

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

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

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

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

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



Methodology

SFT Briefing and Evaluation Framework

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

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

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

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



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

We can point to any finished building and say we arrived at a destination.

For many projects, that is where validation and evaluation ends.

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

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

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



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

We therefore need to:

- ✓ Seek early input from a broad range of people and sources

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

Methodology

Developing Strategic Outcomes

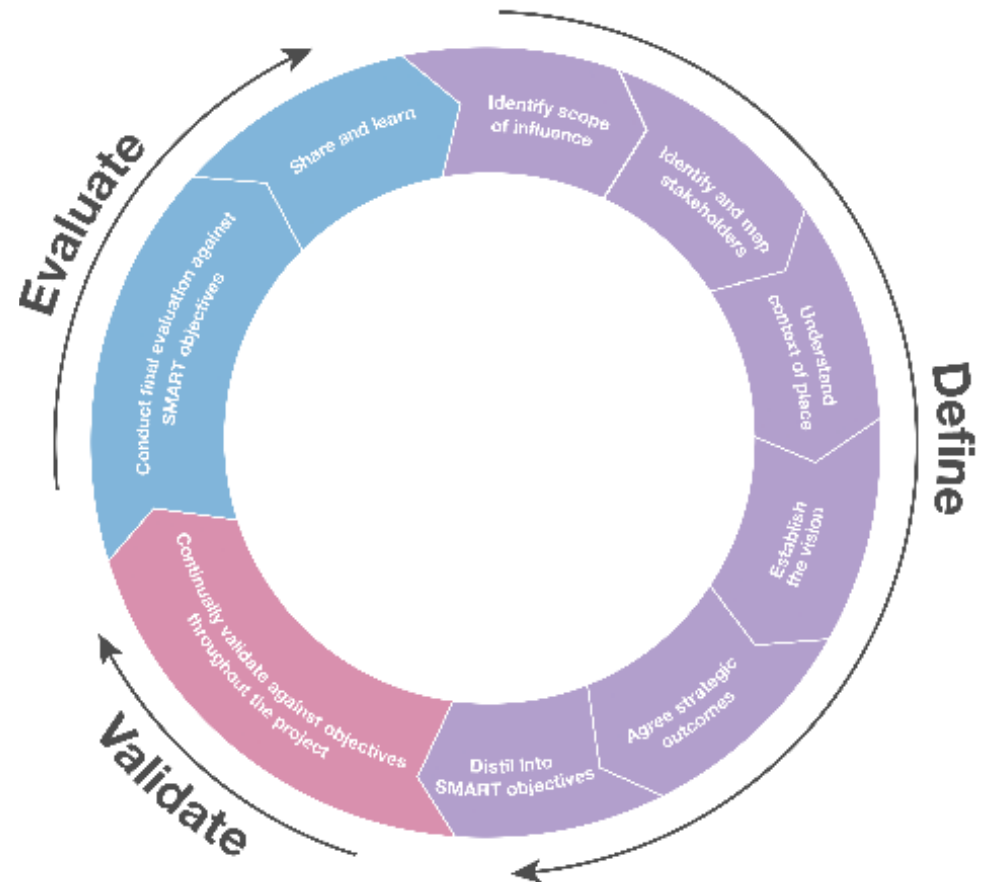
Strategic outcomes are the roadmap that guides the project to fruition and beyond. They are the core issues, goals, and criteria that are most important to the project, the ones it cannot function without, the ones that describe in a few short sentences what you want to achieve.

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

Think of it like the classic business elevator pitch: if you had to describe the success of the project to a stranger in one minute, what would you tell them?

The strategic outcomes act as an umbrella that spans everything else and are a constant reminder of what the project is trying to achieve. They sit below a short vision that summarises the goals of the project.

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



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

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

Methodology

Break Down Into SMART Objectives

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

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

We are using SMART to help work towards objectives that are:

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

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

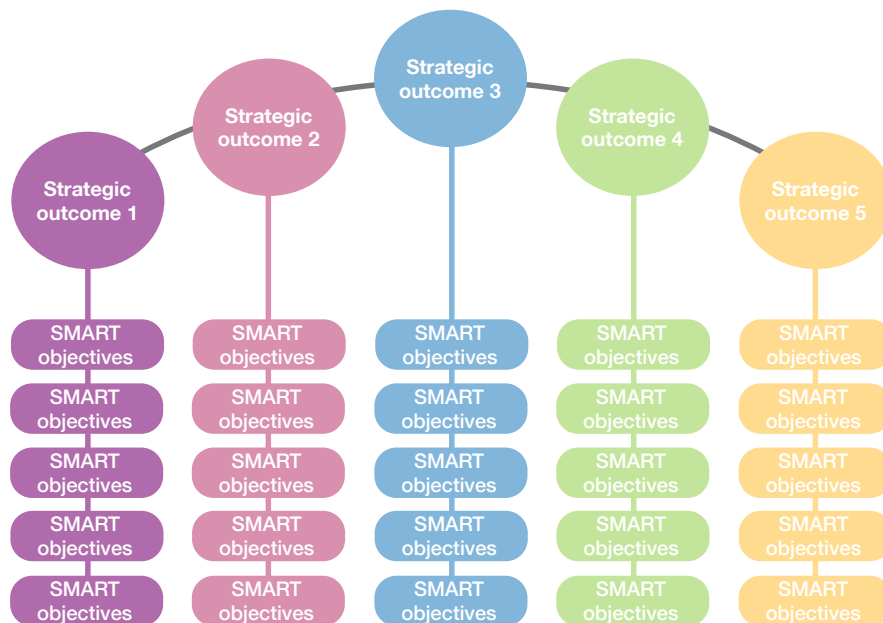
Achievable, Relevant and Timely act as checks to ensure the objectives can be met, while Specific and Measurable help you write the objectives in the context of the project.

Why do my objectives need to be SMART?

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

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

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



Methodology

Questions For Consideration

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

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

Methodology

Workshops – Structure and Content

WORKSHOP 1 – PLACE, CONTEXT AND COLLECTIVE PLANNING

Existing objectives, shared
goals and challenges

Services required, and
service model

Developments / provision
elsewhere – how does this
fit?

WORKSHOP 2 – VISION

What are we trying to
achieve, and why?

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

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

WORKSHOP 3 – STRATEGIC OUTCOMES

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

Services / education
requirements that will
benefit from shared
facilities

Challenges / how might
we...?

WORKSHOP 4 – SMART Objectives

Measurable metrics to
support delivery of the
strategic outcomes

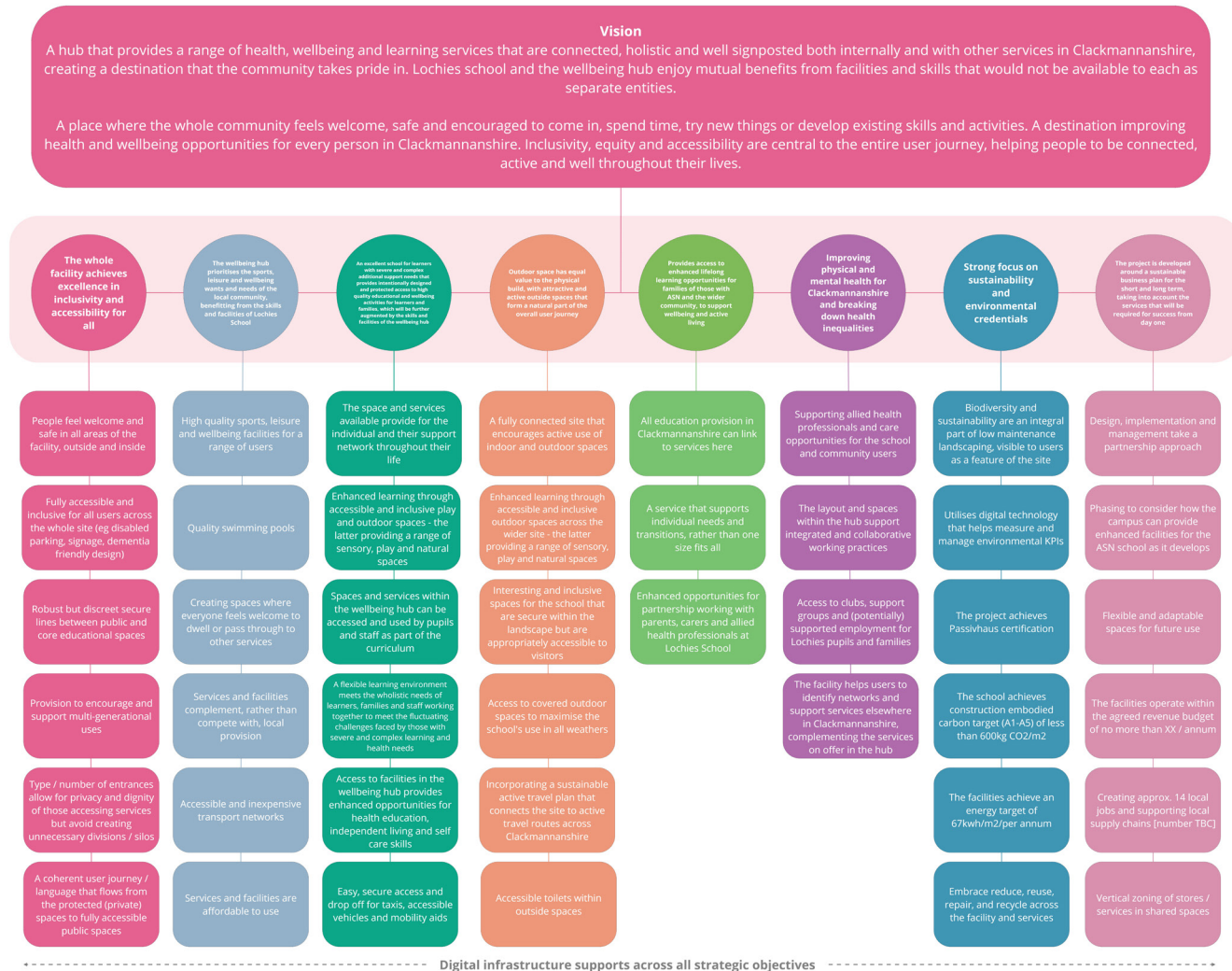
Based on (eg) ambitions
for change, LEIP metrics,
education brief, making the
most of place based assets

Final Outputs

Vision, Strategic Outcomes and SMART Objectives

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

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



Workshop 1

Place

Workshop 1

What We Did

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

**WORKSHOP 1 –
PLACE, CONTEXT AND
COLLECTIVE PLANNING**

Existing objectives, shared goals and challenges

Services required, and service model

Developments / provision elsewhere – how does this fit?

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

Workshop 1

What Does Wellbeing Mean?

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

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

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

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

Life builds in small spaces...

EQUITY
Community
Self actualisation
Parity of opportunity

INDIVIDUALITY
Safe spaces
Able to be yourself
No judgement

EXPECTATION
Break cycles
Supportive influence
Empathy and understanding

Doing amazing things for people...

HOW PEOPLE FEEL ABOUT PLACE AND CHANGE
Affection
Connection
Grief (Loss of familiar places)

BUILDING ON STRENGTHS
Complement communities

COLLABORATING TO MAKE IT WORK
Income
Integration
Partner links

DOING THINGS FOR THE RIGHT REASONS?
Avoid a 'bridge to nowhere'
More circles on the map (connections between key places)

WHAT DO PLACES GIVE US?
Sanctuary
Destination
Sequence

SUPPORTING ASPIRATIONS
Visible potential
New opportunities
Established networks like Park Run

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

Workshop 1

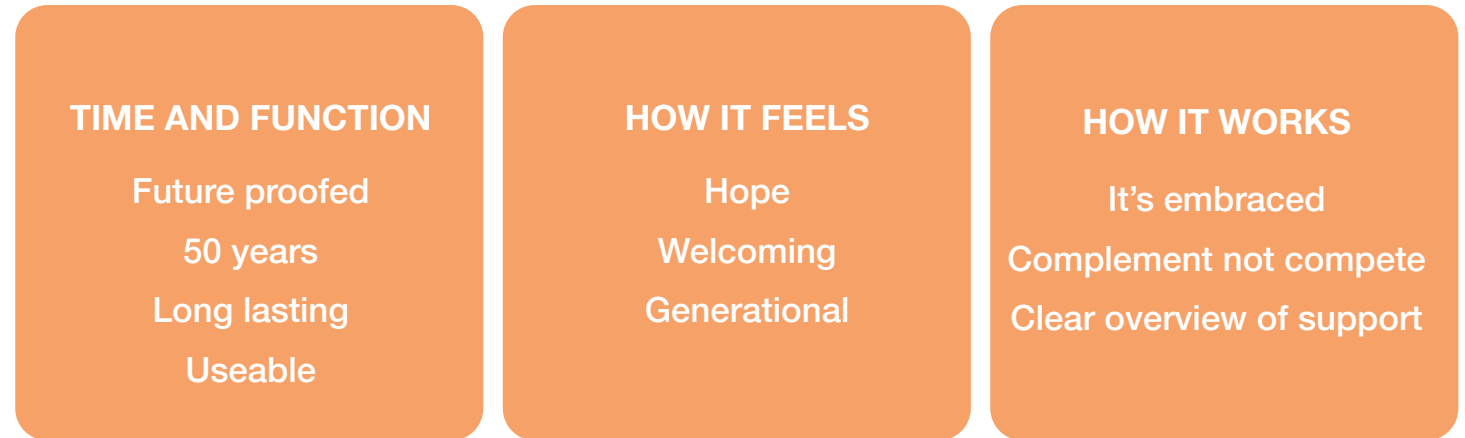
What Does Sustainable Mean?

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

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

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

The place works... Provoke curiosity



"Look about ye..." The Clacks monorail



Collective systems that support Clacks

Workshop 1

Two Scenarios

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

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

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

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

Make relationships... Make money



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

Workshop 2

Vision

Workshop 2

What We Did

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

WORKSHOP 2 – VISION

What are we trying to
achieve, and why?

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

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

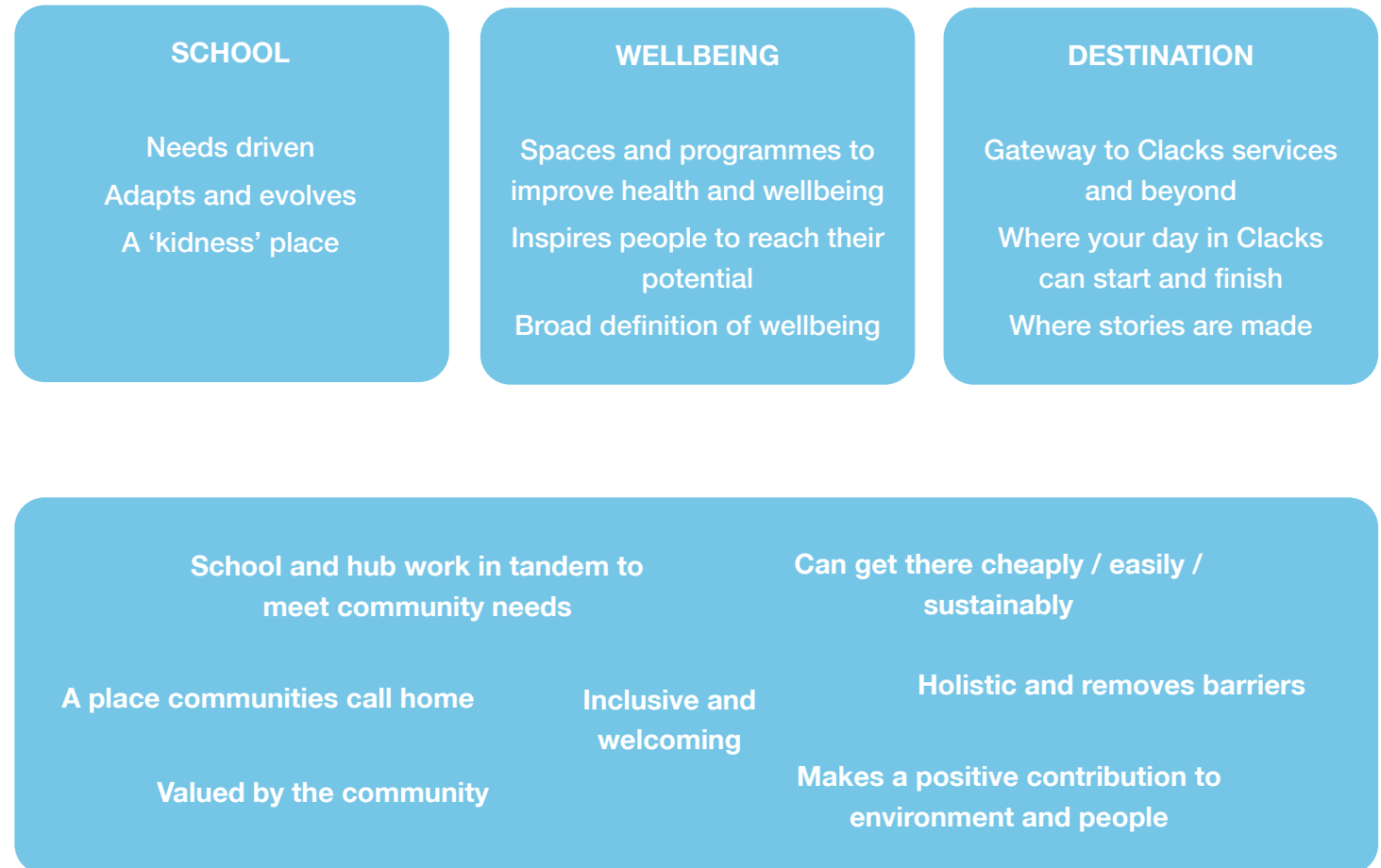
Agenda	Activity
Welcome and review of Workshop 1	
Articulating your vision – what would success look like to you?	Each attendee was invited to express their vision for the wellbeing hub and Lochies school
Identifying areas of convergence and divergence in our success criteria	Each table was given a Venn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

Workshop 2

Visioning

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

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

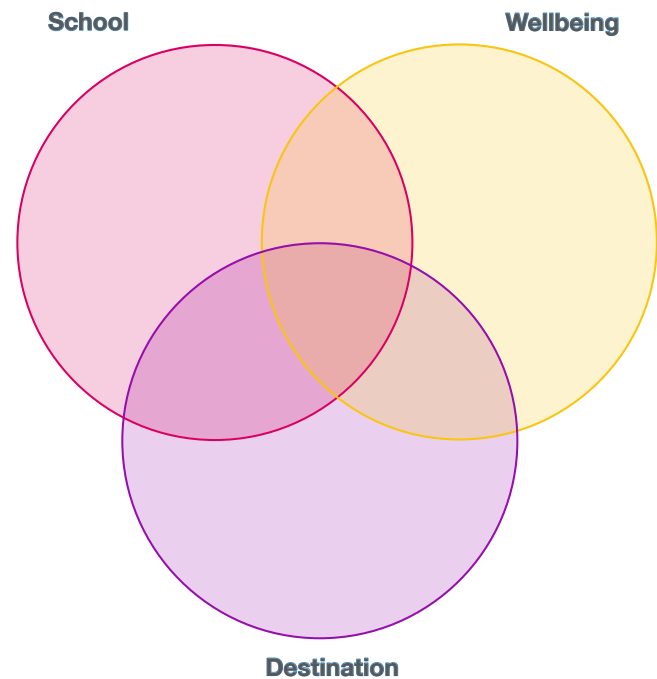


Workshop 2

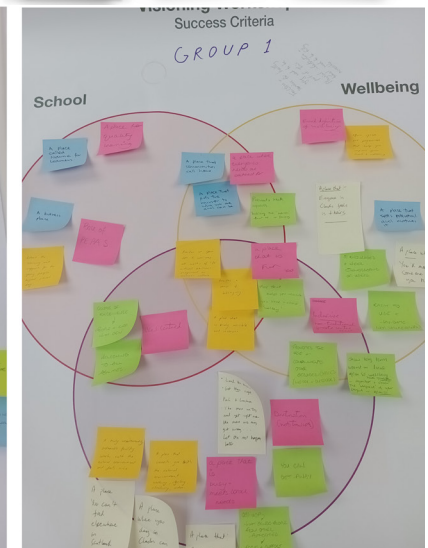
Convergence and Divergence

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

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



- Where people come together... anybody, any background, relevant to community
- A place where local people can work + gain valuable experiences
- Providing an open door to welcome all walks of life without barriers, judgements or exclusive culture
- Place that helps you realise you have a choice - wellbeing
- Provide a sense of belonging
- Integration - 300/400 through Q400 VBL already
- A place where people can come together and be together (families, friends, colleagues)
- A place where all Clacks people feel they fit
- A place that is fun
- Facilities + services for healthy aging - needs to be a part of this
- A place where people feel happy and comfortable
- A place that is truly accessible and inclusive
- A place that is welcoming for everyone
- Local people think will work well for future generations
- A place that makes a positive contribution to its environment and people
- Bus timetable + YS cards
- USP - prevention / inclusion
- Operating Model - potential connections with FV college / Uni reg works
- A place that is designed by local people
- No matter where you are in life or your wellbeing journey, you leave happier and healthier than when you arrived
- Lifelong wellbeing
- A place that is for everyone
- A place that is holistic that removes barriers
- External space is a key theme
- A place that local communities feel they own / are part of
- A place where people interact with the community
- A place that means something to the people of Clacks
- Link to secondary schools - 'APP' + benefits
- Young people + staff with values based leadership support
- Review of SoA's - further feasibility study / options appraisal req'd based on the new objectives



Workshop 2 Emerging Themes

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

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

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



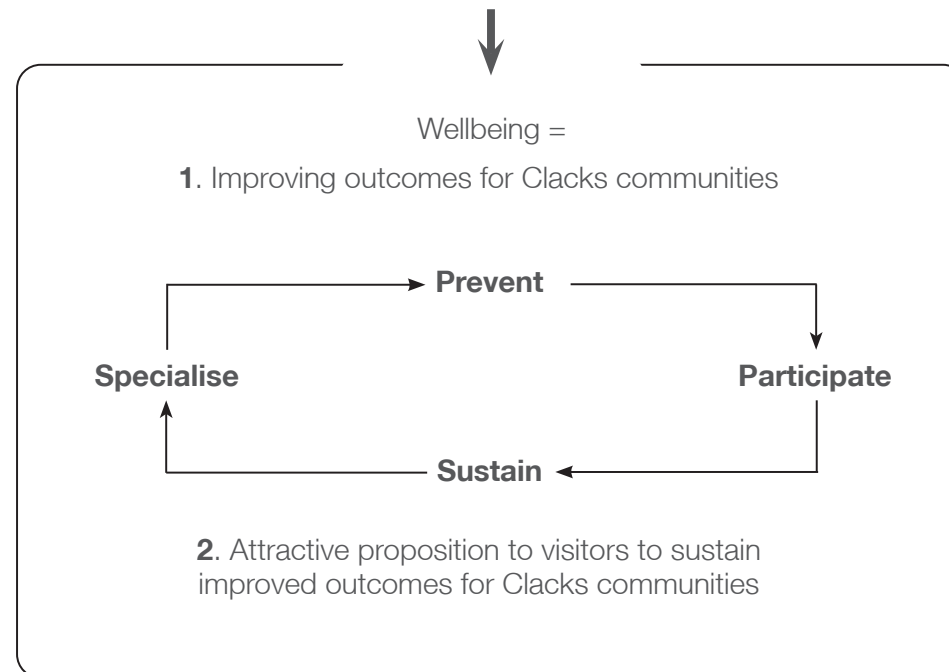
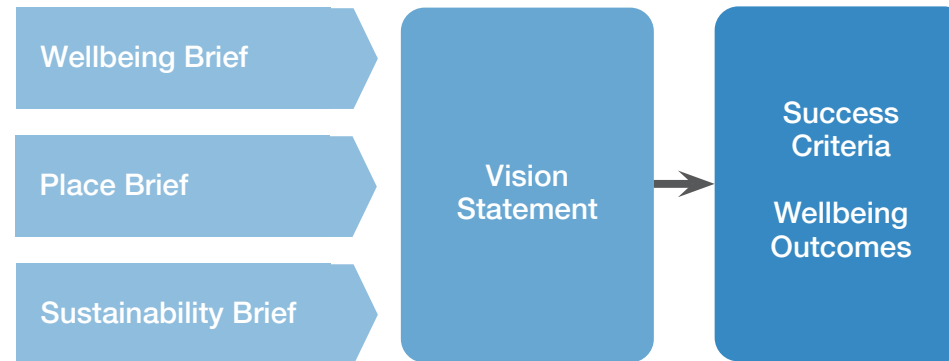
Success criteria, grouped by theme

Workshop 2

Opportunities and Challenges

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

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



Improve Outcomes and Attract Engagement

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

Participate: Accessible and affordable opportunities

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

Specialise: Pathways to futures and excellence

Workshop 2

Opportunities and Challenges

Wellbeing for Whom?

Primary target =
Clacks communities

Primary focus =
prevent and sustain



Lochies leavers - school age



Lochies leavers - into adulthood



Lochies parents - independent



Lochies parents - in need



Poor family - unfit



Poor family - active



Working age person - locally



Working age - commuter



HE / FE student studying - locally



HE / FE student - visiting



Students from school cluster



Teachers / lectures and family



Family - affluent



Regular visitor



Special interest eg biking



Elite sports

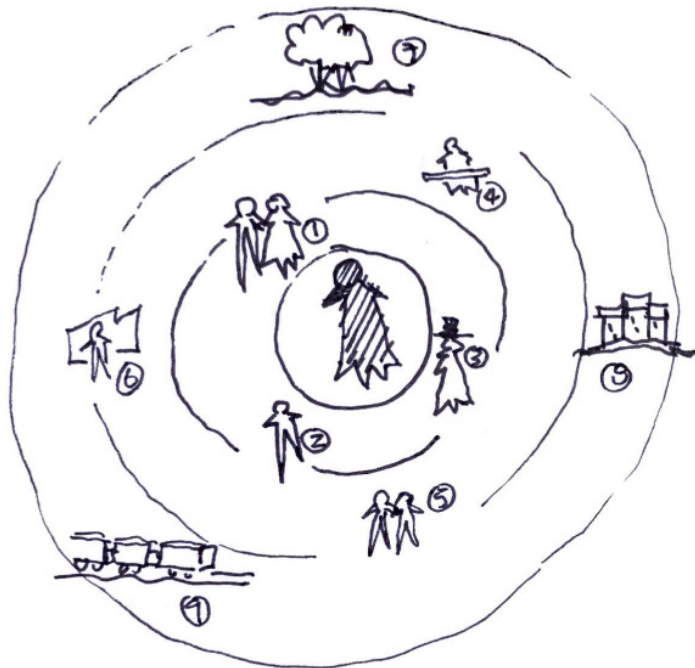
Workshop 2

Opportunities and Challenges

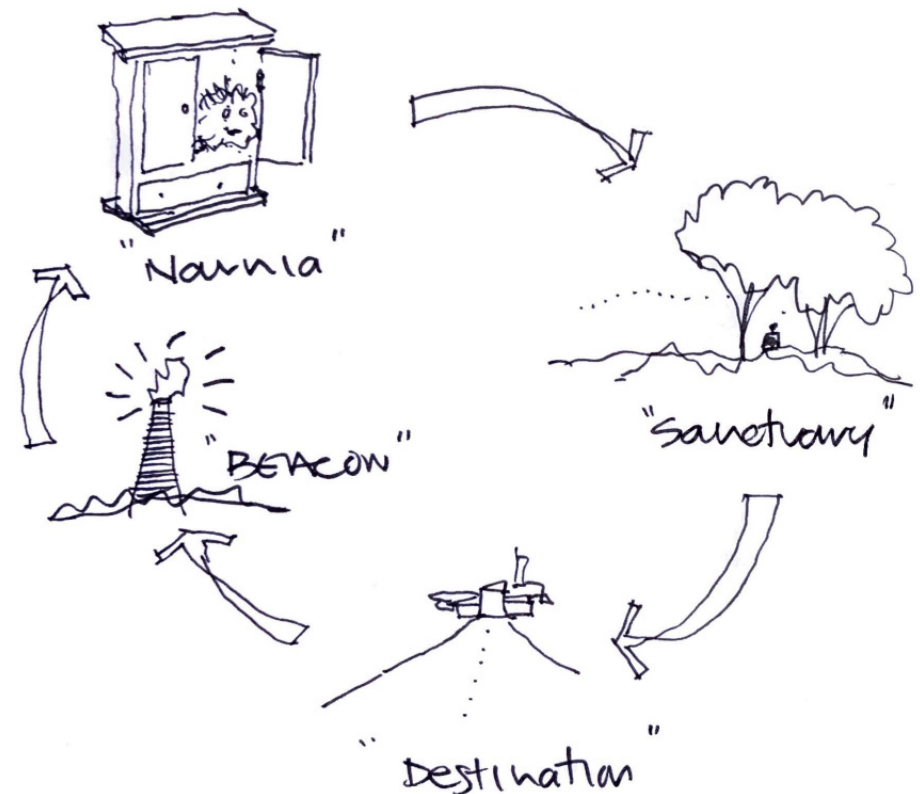
Wellbeing Relationships

One person, different needs in different relationships

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



A place to look about ye....



Workshop 2

Emerging Strategic Outcomes

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

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

Enhanced lifelong learning for all

Breaking health inequality cycles – improving wellbeing for Clacks

Outdoor space has equal value to the physical buildings

People, spaces and functions are connected throughout

A civic space – creating a ‘town square’ where everyone feels welcome

A high quality ASN school

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

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

A destination pool

A partnership approach

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

Workshop 3

Strategic Outcomes

Workshop 3

What We Did

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

WORKSHOP 3 – STRATEGIC OUTCOMES

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

Services / education requirements that will benefit from shared facilities

Challenges / how might we...?

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

Wellbeing Dimensions

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

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

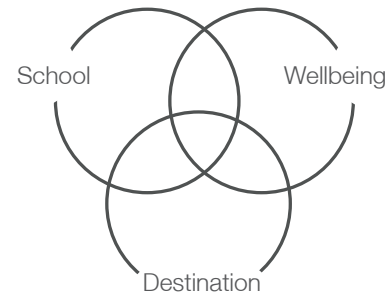
Throughout the workshop, the group referred to the pros and cons of different hierarchies, including:

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

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

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

A) Mix



C) Components

1 Hardware

- Outside space
- Inside space
- Campus connectivity

2 Software

- Enabling support
- Core services
- Specialist services

3 Operations and Governance

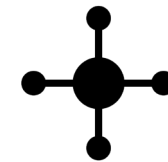
- Core public
- Enhanced partnerships
- Pay as you go

B) Hierarchy

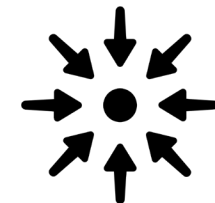
1 Streamline central services



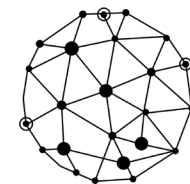
2 Hub and spoke



3 Centralise everything



4 Centre of excellence



Scenarios

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

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

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

“Pool, pitches, programmes and professionals”



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

Scenarios

Efficient Icon

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

Strengths

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

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

Everything should look in to a central / visible area

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

Weaknesses

One building is not necessarily cheaper than two

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

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

Concern that these specific schedules will be value engineered out

Opportunities

Three services – school, hub, pool

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

Supporting relationships in one place

Make the whole building equally as accessible as the school

Threats

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

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

Scenarios

Separate Ways

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

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

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

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

Regional Attraction

- Masterplan for growth
- Public and private facilities
- Destination

The primary strength of this scenario is income generation

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

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

All Outdoors

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

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

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

This option provides potential for different funding models to generate income

Getting It Right

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

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

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

Enhanced lifelong learning for all

A high quality ASN school

A destination pool

Breaking health inequality cycles – improve wellbeing for Clacks

Connected

Outdoor space has equal value to the physical building

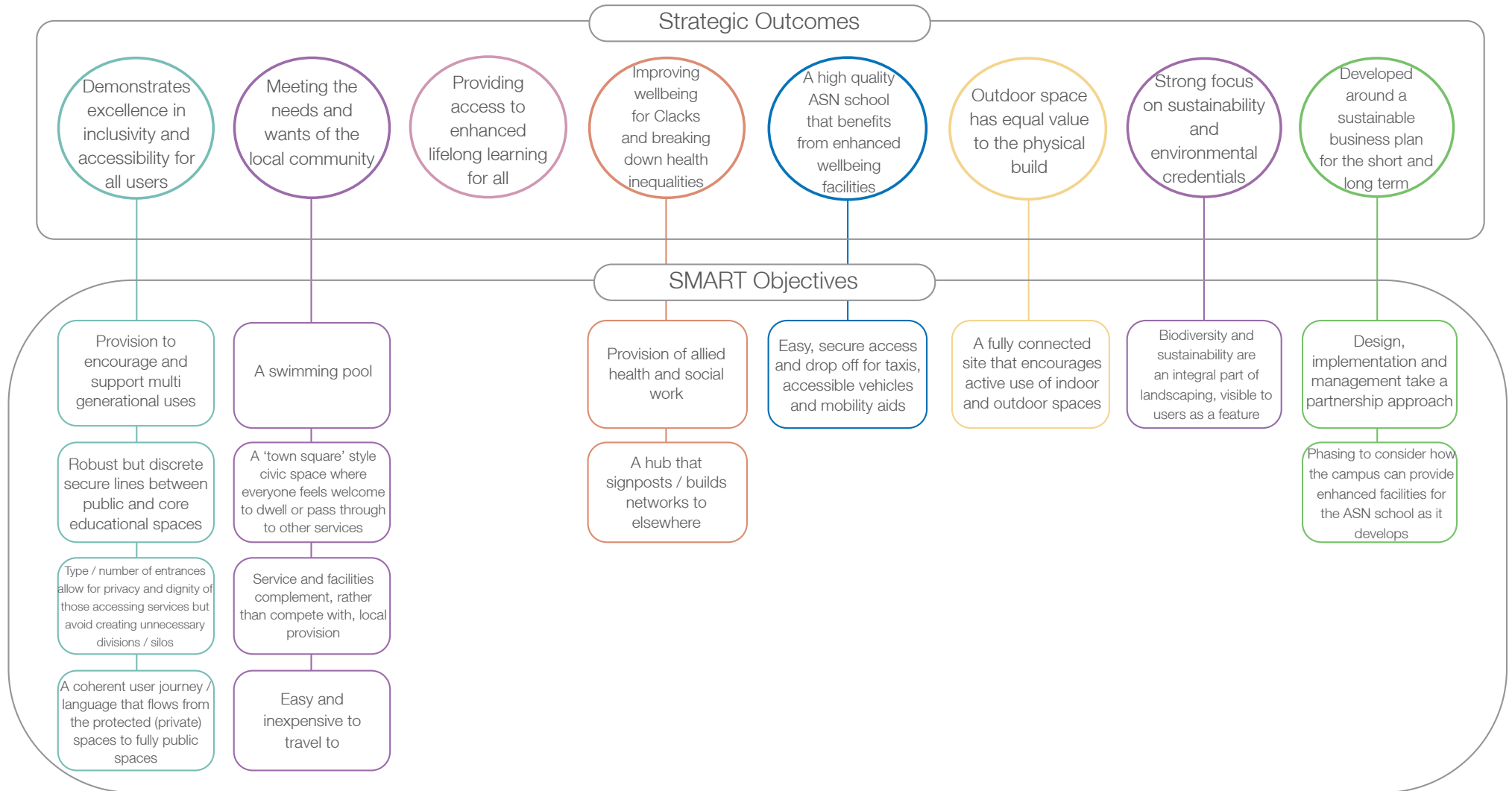
A civic space – a ‘town square’ for everyone

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

Complement, don't compete with, external provision

Take a partnership approach

Emerging Strategic Outcomes



Workshop 4

SMART Objectives

Workshop 4

What We Did

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

WORKSHOP 4 – SMART Objectives

Measurable metrics to support delivery of the strategic outcomes

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

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

Methodology Workshops

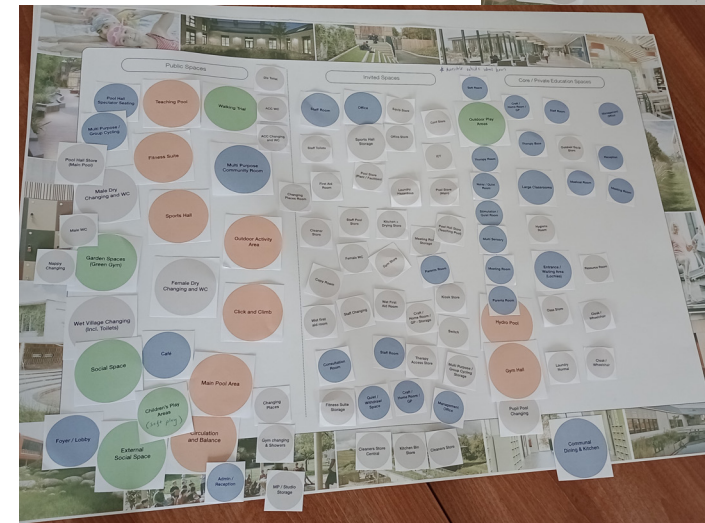
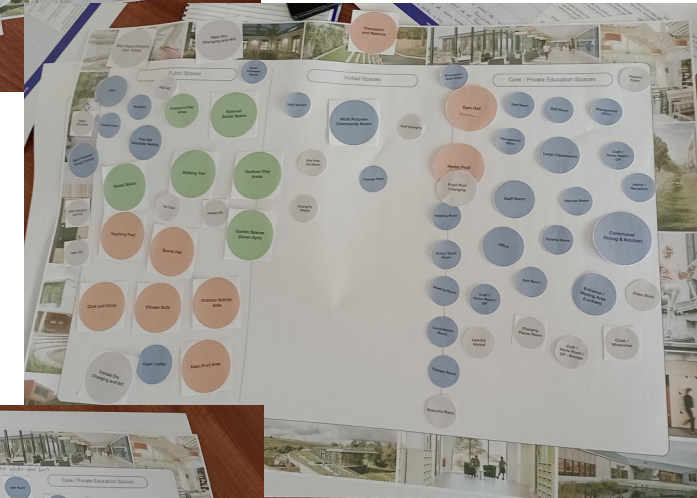
The final workshop focused on developing the emerging vision, strategic outcomes and SMART objectives to gain consensus on a full set of objectives.

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

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

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

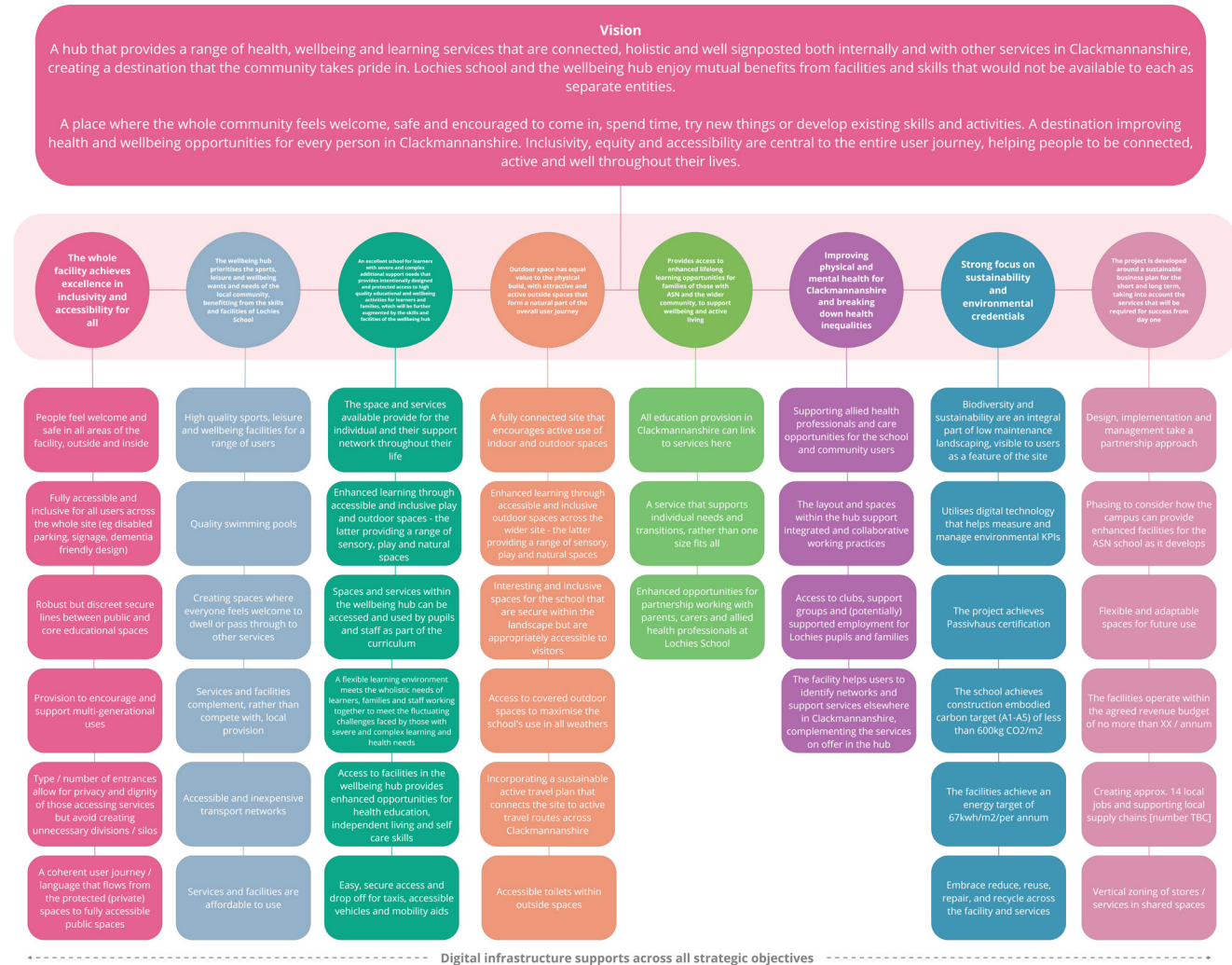
- The school will need dedicated spaces throughout the day, but these should be available to the public outwith school hours – a combined public and core educational function
- Flexible secure lines will be needed to allow for this change of function throughout the day and / or term
- The need for some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



Final Outputs

Vision, Strategic Outcomes and SMART Objectives

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



Final Outputs

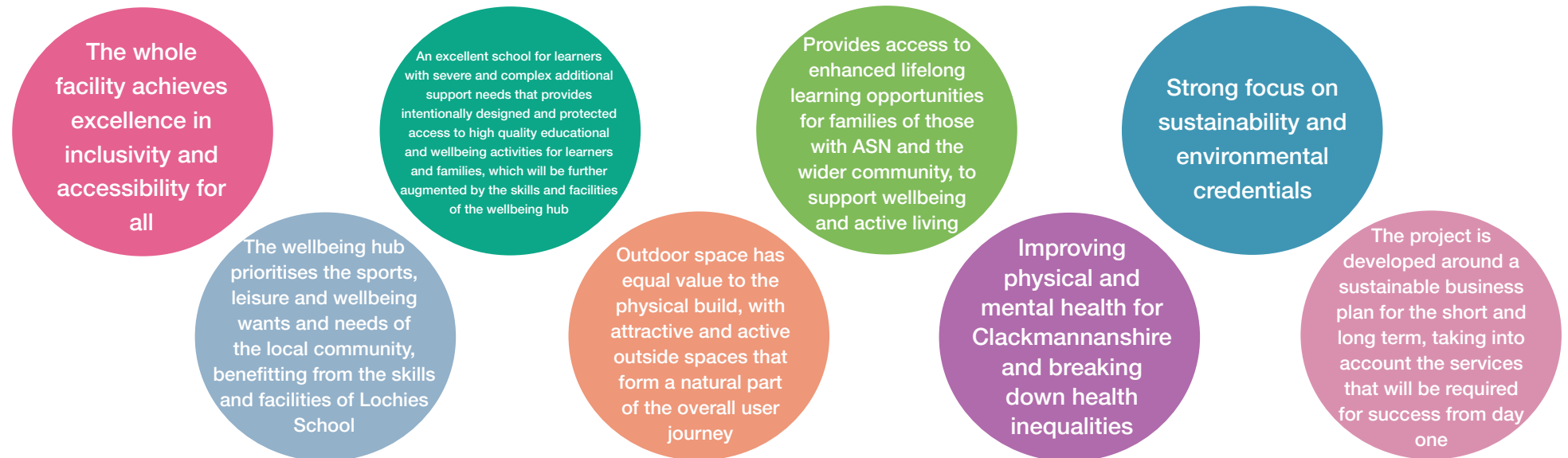
A Closer Look – Vision and Strategic Outcomes

Vision

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

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

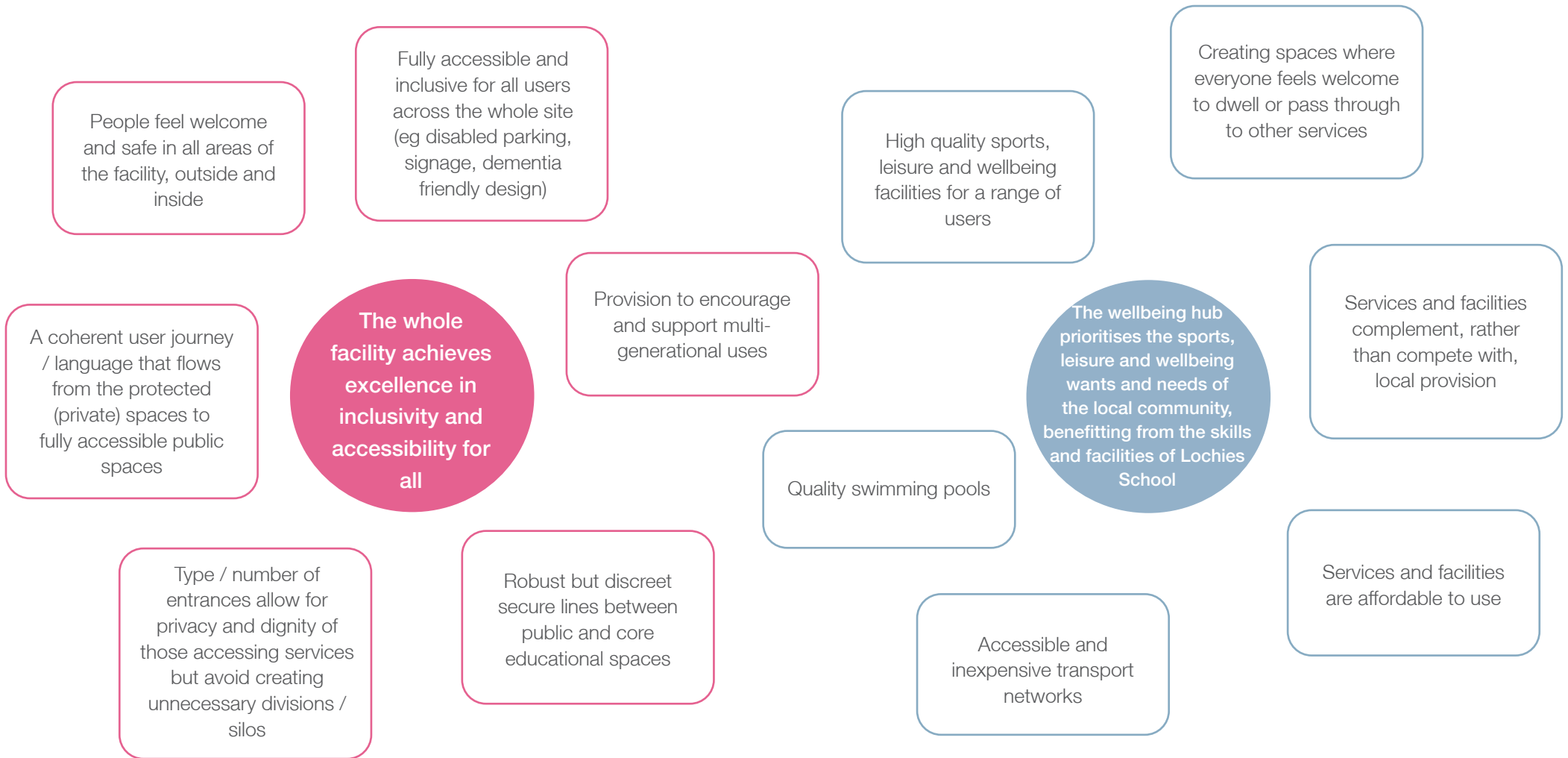
Strategic Outcomes



Digital infrastructure supports across all strategic outcomes

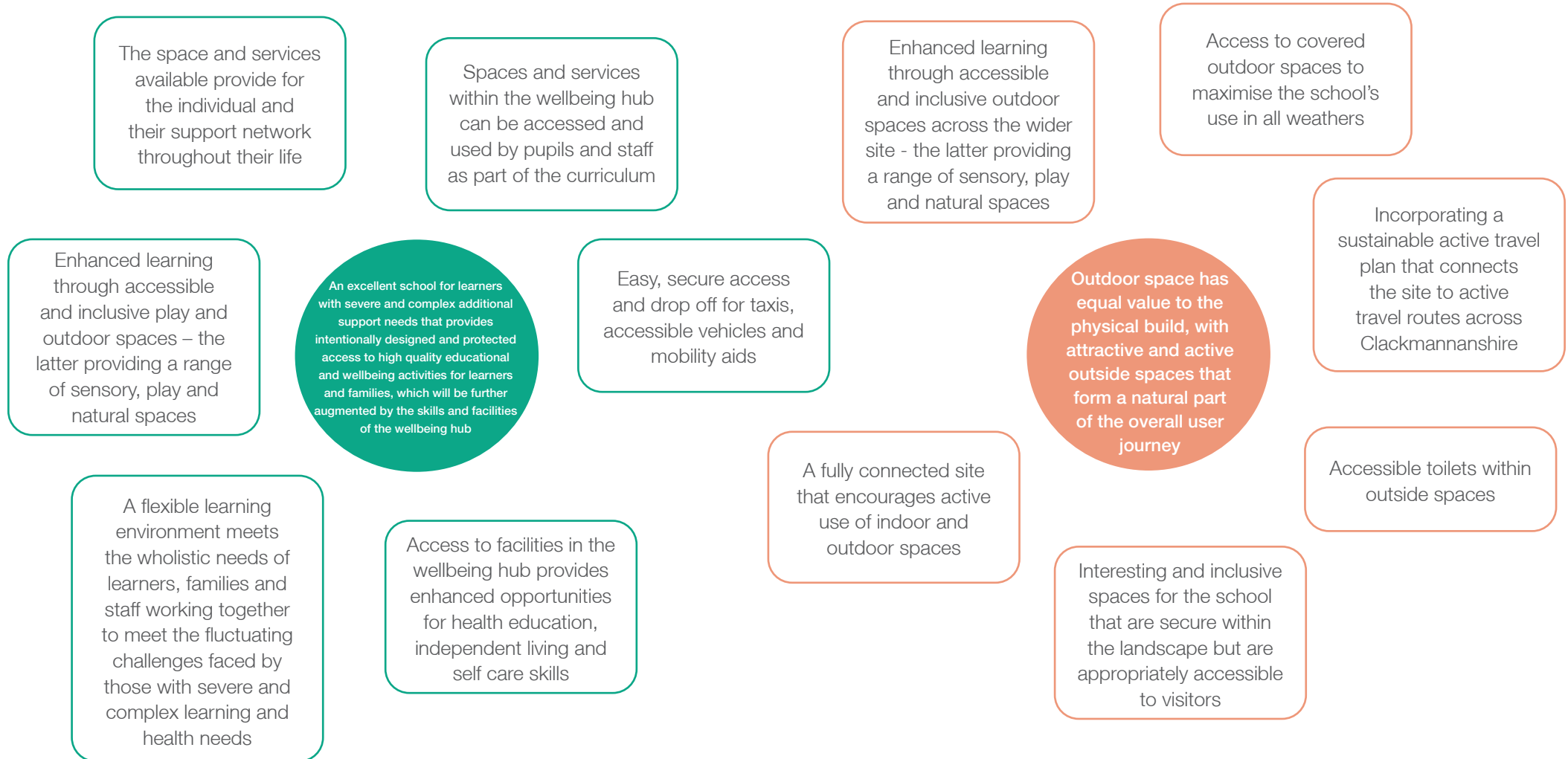
Final Outputs

A Closer Look – SMART Objectives



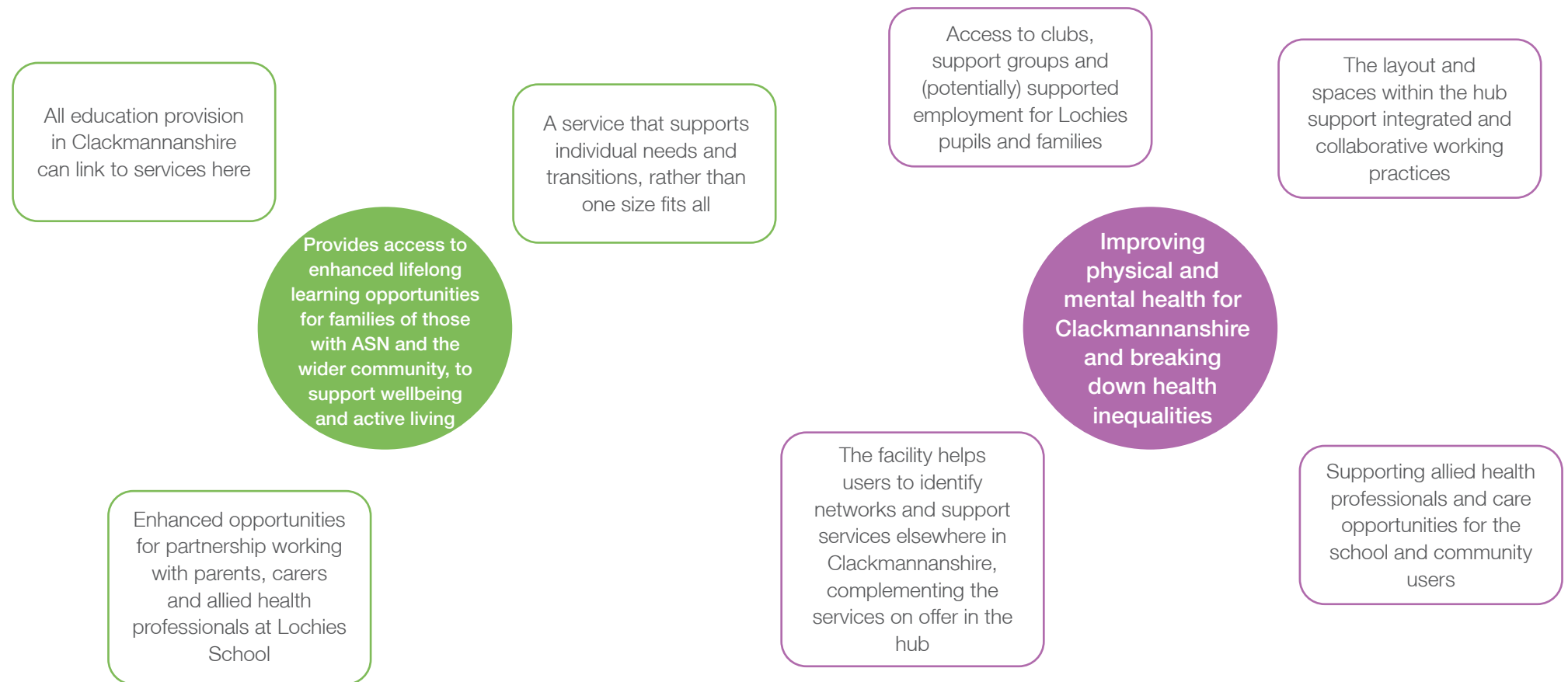
Final Outputs

A Closer Look – SMART Objectives



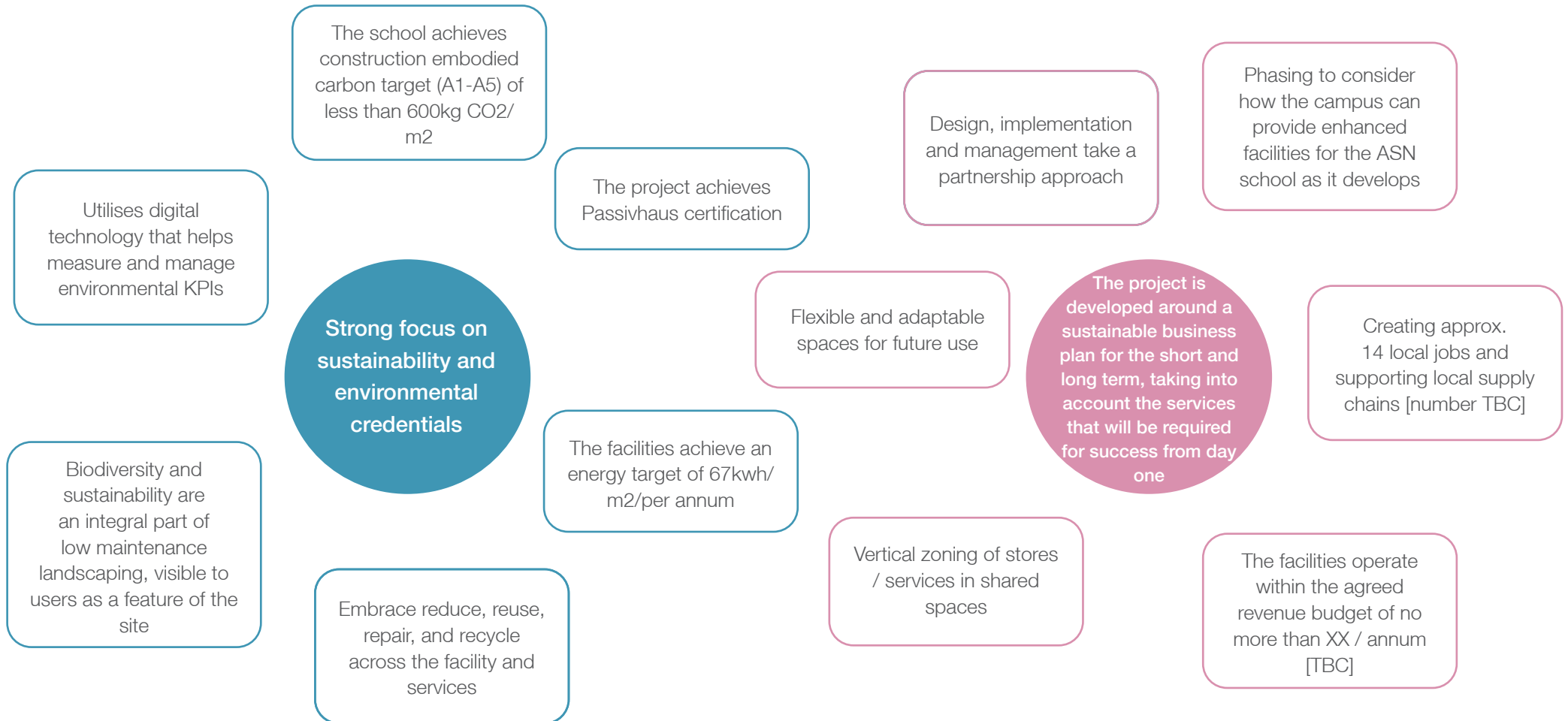
Final Outputs

A Closer Look – SMART Objectives



Final Outputs

A Closer Look – SMART Objectives



Appendix C

Long Listed Options Scoring Workbook - Wellbeing Hub



Thomas
& Adamson

International
Construction
& Property
Consultancy

Assessor: Consensus Scoring recorded 1.30pm 25 July 2022

Table 1 Weighted Scores Summary

Critical Success Factors (CSF)		Weighting (%)	Option 1 Alloa West (Pavilion) Site Essential		Option 2 Alloa West (Pavilion) Site Desirable		Option 3 Alloa West (Pavilion) Site Optimal		Option 4 Alloa Bowl Site Essential		Option 5 Alloa Bowl Site Desirable		Option 6 Alloa Bowl Site Optimal	
CSF No.	CSF Description		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Inclusion and Provision	29.0%	2	0.58	3	0.87	4	1.16	2	0.58	3	0.87	4	1.16
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Place and Accessibility	26.0%	2	0.52	2	0.52	2	0.52	3	0.78	4	1.04	4	1.04
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Environment and Sustainability	17.0%	2	0.34	3	0.51	3	0.51	2	0.34	3	0.51	3	0.51
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Community Wealth	14.0%	1	0.14	2	0.28	3	0.42	2	0.28	3	0.42	4	0.56
5	Potential achievability	14.0%	2	0.28	2	0.28	2	0.28	3	0.42	3	0.42	3	0.42
Total		100%		1.86		2.46		2.89		2.40		3.26		3.69
Rank				6		4		3		5		2		1

Table 2 Equal Weighting Scores Summary

Critical Success Factors (CSF)		Weighting (%)	Option 1 Alloa West (Pavilion) Site Essential		Option 2 Alloa West (Pavilion) Site Desirable		Option 3 Alloa West (Pavilion) Site Optimal		Option 4 Alloa Bowl Site Essential		Option 5 Alloa Bowl Site Desirable		Option 6 Alloa Bowl Site Optimal	
CSF No.	CSF Description		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Inclusion and Provision	20.0%	2	0.40	3	0.60	4	0.80	2	0.40	3	0.60	4	0.80
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Place and Accessibility	20.0%	2	0.40	2	0.40	2	0.40	3	0.60	4	0.80	4	0.80
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Environment and Sustainability	20.0%	2	0.40	3	0.60	3	0.60	2	0.40	3	0.60	3	0.60
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Community Wealth	20.0%	1	0.20	2	0.40	3	0.60	2	0.40	3	0.60	4	0.80
5	Potential achievability	20.0%	2	0.40	2	0.40	2	0.40	3	0.60	3	0.60	3	0.60
Total		100%		1.80		2.40		2.80		2.40		3.20		3.60
Rank				6		4		3		4		2		1

Table 3 Cost / Quantitative Assessment

Critical Success Factors (CSF)		Weighting (%)	Option 1 Alloa West (Pavilion) Site Essential		Option 2 Alloa West (Pavilion) Site Desirable		Option 3 Alloa West (Pavilion) Site Optimal		Option 4 Alloa Bowl Site Essential		Option 5 Alloa Bowl Site Desirable		Option 6 Alloa Bowl Site Optimal	
CSF No.	CSF Description		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
6	Potential affordability (Capital Costs)	50.0%	3	1.50	2	1.00	1	0.50	4	2.00	2	1.00	1	0.50
7	Potential affordability (Operational and Revenue Costs)	50.0%	1	0.50	1	0.50	3	1.50	1	0.50	1	0.50	3	1.50
Total		100%		2.00		1.50		2.00		2.50		1.50		2.00
Rank				2		5		2		1		5		2

Table 4 Combined Qualitative and Quantitative Assessment

Qualitative and Quantitative Assessment		Weighting	Option 1		Option 2		Option 3		Option 4		Option 5		Option 6	
			Alloa West (Pavilion) Site Essential		Alloa West (Pavilion) Site Desirable		Alloa West (Pavilion) Site Optimal		Alloa Bowl Site Essential		Alloa Bowl Site Desirable		Alloa Bowl Site Optimal	
CSF Nos.		(%)	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score
1 - 5	Qualitative Assessment Scores	70.0%	1.86	1.30	2.46	1.72	2.89	2.02	2.40	1.68	3.26	2.28	3.69	2.58
6 - 7	Quantitative Assessment Scores	30.0%	2.00	0.60	1.50	0.45	2.00	0.60	2.50	0.75	1.50	0.45	2.00	0.60
Total		100%		1.90		2.17		2.62		2.43		2.73		3.18
Rank				6		5		3		4		2		1

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

Consensus Scorers:

Name	Organisation
Mark Cowie	Sport Scotland
Ann Douglas	Clackmannanshire Council
Ryan McBryde	Kennedy Fitzgerald
Mark Finlay	Kennedy Fitzgerald
Pete Leonard	Clackmannanshire Council
Janette Friel	NHS Forth Valley
Donna Tiesler	Clackmannanshire Council
Alison Macdonald	Clackmannanshire Council

Assessor: Consensus Scoring recorded 1.30pm 28 July 2022

Critical Success Factors (CSF)		Option 1 Alcoa West (Pavilion) Site Essential		Option 2 Alcoa West (Pavilion) Site Desirable		Option 3 Alcoa West (Pavilion) Site Optimal		Option 4 Alcoa Bowl Site Essential		Option 5 Alcoa Bowl Site Desirable		Option 6 Alcoa Bowl Site Optimal					
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments			
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Inclusion and Provision	29.0%	2	0.58	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both sites and there options must be scored the same (with score increasing for each facility mix option).	3	0.87	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both sites and there options must be scored the same (with score increasing for each facility mix option).	4	1.16	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both sites and there options must be scored the same (with score increasing for each facility mix option).	2	0.58	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both sites and there options must be scored the same (with score increasing for each facility mix option).	3	0.87	Agreed that CSF wording should be updated following further comments from MC, which parties agreed. The CSF captures what the facility provides and it was agreed that both sites and there options must be scored the same (with score increasing for each facility mix option).
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Place and Accessibility	26.0%	2	0.52	West Site is scored lower due to its greenfield status and unknown wider development opportunities at this stage. Inclusion options / opportunities are less both in terms of location (access for public), and current lack of infrastructure. West Site would likely be more dependent on vehicle use for visitors. Concerns were expressed regarding ease and safe accessibility (distance) for younger users to site.	2	0.52	West Site is scored lower due to its greenfield status and unknown wider development opportunities at this stage. Inclusion options / opportunities are less both in terms of location (access for public), and current lack of infrastructure. West Site would likely be more dependent on vehicle use for visitors. Concerns were expressed regarding ease and safe accessibility (distance) for younger users to site.	3	0.78	Agreed that interdependency for other projects is greater due to its location.	4	1.04	Greater opportunity for civic presence. Interdependency for other projects is greater due to its location.	4	1.04	Greater opportunity for civic presence. Interdependency for other projects is greater due to its location.
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Environment and Sustainability	17.0%	2	0.34	Lower opportunity to use the benefits of heat recovery from swimming pool due to its smaller size.	3	0.51	Greater opportunity for heat recovery and additional low carbon technologies due to larger building and roof area.	3	0.51	Greater opportunity for heat recovery and additional low carbon technologies due to larger building and roof area.	2	0.34	Lower opportunity to use the benefits of heat recovery from swimming pool due to its smaller size.	3	0.51	Greater opportunity for heat recovery and additional low carbon technologies due to larger building and roof area.
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with Community Wealth	14.0%	1	0.14	Potentially not as accessible for staff compared to town centre site. Smaller building offers less opportunities.	2	0.28	Larger building offers more opportunities.	3	0.42	Larger building offers more opportunities.	2	0.28	Rigger demographic for employment opportunities for the town centre site. Considered a higher score due to the redevelopment of brown field site.	3	0.42	Larger building offers greater opportunities.
5	Potential achievability	14.0%	2	0.28	More uncertainty due to location - including availability of utilities and infrastructure to support the greenfield site. Potential limitations with Planning. Potential flooding risk.	2	0.28	More uncertainty due to location - including availability of utilities and infrastructure to support the greenfield site. Potential limitations with Planning. Potential flooding risk.	2	0.28	More uncertainty due to location - including availability of utilities and infrastructure to support the greenfield site. Potential limitations with Planning. Potential flooding risk.	3	0.42	Greater certainty around utilities and ground conditions due to location and previous use. Potential limitations with Network Rail however close and early consultation should mitigate issues.	3	0.42	Greater certainty around utilities and ground conditions due to location and previous use. Potential limitations with Network Rail however close and early consultation should mitigate issues.
Total		100%		1.88			2.46			2.89			2.40		3.26		

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

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

Name	Description
Mark Cooper	Spot Scotland
Ann Dugan	Clackmannanshire Council
Ryan McIlwain	Kennedy Fitzgerald
Mark Finlay	Kennedy Fitzgerald
Paul Leonard	Clackmannanshire Council
Joyelle Essler	West-Edin Valley
Donna Tamey	Clackmannanshire Council
Alison Maskie	Clackmannanshire Council

Appendix D

Short Listed Options Scoring Workbook - Wellbeing Hub and Lochies School



Thomas
& Adamson

International
Construction
& Property
Consultancy

Table 1 Weighted Scores Summary

Critical Success Factors (CSF)		Weighting	Option 1		Option 2	
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings		Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings	
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%	4	0.40	3	0.30
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	17.5%	4	0.70	3	0.53
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	17.5%	4	0.70	3	0.53
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	17.5%	4	0.70	4	0.70
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%	4	0.30	2	0.15
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%	4	0.40	3	0.30
7	Strong focus on sustainability and environmental credentials.	10.0%	4	0.40	4	0.40
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	10.0%	3	0.30	3	0.30
Total		100%		3.90		3.20
Rank				1		2

Table 2 Equal Weighting Scores Summary

Critical Success Factors (CSF)		Weighting	Option 1		Option 2	
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings		Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings	
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50	3	0.38
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	12.5%	4	0.50	3	0.38
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	12.5%	4	0.50	3	0.38
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	12.5%	4	0.50	4	0.50
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	4	0.50	2	0.25
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50	3	0.38
7	Strong focus on sustainability and environmental credentials.	12.5%	4	0.50	4	0.50
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	12.5%	3	0.38	3	0.38
Total		100%		3.88		3.13
Rank				1		2

Table 3 Cost / Quantitative Assessment

Critical Success Factors (CSF)		Weighting	Option 1		Option 2	
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings		Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings	
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score
9	Potential affordability (Capital Costs)	50.0%	4	2.00	3	1.50
10	Potential affordability (Operational and Revenue Costs)	50.0%	4	2.00	3	1.50
Total		100%		4.00		3.00
Rank				1		2

Table 4 Combined Qualitative and Quantitative Assessment

Qualitative and Quantitative Assessment		Weighting	Option 1		Option 2	
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings		Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings	
CSF Nos.		(%)	Total Weighted Score	Weighted Score	Total Weighted Score	Weighted Score
1 - 8	Qualitative Assessment Scores	70.0%	3.90	2.73	3.20	2.24
9 - 10	Quantitative Assessment Scores	30.0%	4.00	1.20	3.00	0.90
Total		100%		3.93		3.14
Rank				1		2



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

Consensus Scorers:

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

Assessor: Consensus Scoring

Critical Success Factors (CSF)		Weighting	Option 1 Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Option 2 Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description		(%)	Score	Weighted Score	Comments	Score	Weighted Score
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%	4	0.40	Joined buildings promotes a universal standard of inclusivity making the full facility accessible for all	3	0.30	<p>Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.</p> <p>Both buildings can be designed for excellence in inclusivity & accessibility but there would be no link or reason to move from one to the other therefore excluding some due to distance between buildings</p> <p>Reduced inclusivity and accessibility with separate buildings.</p> <p>Could lead to reduced inclusivity in the wellbeing hub.</p>
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	17.5%	4	0.70		3	0.53	<p>Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.</p> <p>Separation of buildings means more difficult to programme use of Lochies spaces.</p> <p>Potentially reduced benefit and opportunities to using the Lochies facilities if the buildings were separate.</p> <p>Reduction in easy of access and management of spaces such as hydrotherapy pool.</p>
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	17.5%	4	0.70		3	0.53	<p>Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.</p> <p>Lochies excellent but potential for no movement 'across' to WBH or access to skills offered from WBH staff/facilities/services.</p> <p>I have scored this lower on the basis that Lochies will benefit from being joined with the Wellbeing Hub.</p> <p>Learners access to wellbeing hub facility would be made more difficult.</p>
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	17.5%	4	0.70		4	0.70	

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

Rank

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

Consensus Scorers:

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

Critical Success Factors (CSF)		Weighting	Option 1			Option 2		
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50		2	0.25	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	12.5%	4	0.50		2	0.25	As above
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	12.5%	4	0.50		3	0.38	As above
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	12.5%	4	0.50		4	0.50	
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	4	0.50		2	0.25	Reduced opportunities for a campus approach to inclusivity. Additional barriers for Lochies pupils to access Wellbeing Hub facilities and support.
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50		3	0.38	Access to more spaces within Lochies out of school hours will increase the health supports and programming for our communities.

7	www.clacksweb.org.uk Strong focus on sustainability and environmental credentials.	12.5%	4	0.50		4	0.50	
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	12.5%	4	0.50		3	0.38	Direct access to additional spaces within Lochies out of school hours will enhance the offer to communities and increase income generation potential for the Hub. Access, staffing and general programming is made much more effective and efficient in a physically joined campus.
Total		100%		4.00			2.88	

Rank

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

Consensus Scorers:

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

Critical Success Factors (CSF)		Weighting	Option 1			Option 2		
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50		3	0.38	Both buildings can be designed for excellence in inclusivity & accessibility but there would be no link or reason to move from one to the other therefore excluding some due to distance between buildings
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	12.5%	4	0.50		2	0.25	Separation of buildings means more difficult to programme use of Lochies spaces.
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	12.5%	4	0.50		2	0.25	Lochies excellent but potential for no movement 'across' to WBH or access to skills offered from WBH staff/facilities/services
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	12.5%	4	0.50		4	0.50	
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	4	0.50		3	0.38	Potential for Lochies community to see the separate WBH as 'not for them if not one building
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50		4	0.50	

7	www.clacksweb.org.uk Strong focus on sustainability and environmental credentials.	12.5%	4	0.50		4	0.50	
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	12.5%	3	0.38		2	0.25	If Lochies is separate then harder to manage as one site and therefore has a negative impact on business model
Total		100%		3.88			3.00	

Rank

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

Consensus Scorers:

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

Critical Success Factors (CSF)		Weighting	Option 1			Option 2		
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%	4	0.40		3	0.30	Reduced inclusivity and accessibility with separate buildings
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	17.5%	4	0.70		3	0.53	Potentially reduced benefit and opportunities to using the Lochies facilities if the buildings were separate.
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	17.5%	4	0.70		3	0.53	I have scored this lower on the basis that Lochies will benefit from being joined with the Wellbeing Hub.
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	17.5%	4	0.70		4	0.70	
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%	3	0.23		2	0.15	
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%	3	0.30		3	0.30	

7	www.clacksweb.org.uk Strong focus on sustainability and environmental credentials.	10.0%	4	0.40		4	0.40
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	10.0%	3	0.30		3	0.30
Total		100%		3.73			3.20

Rank

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

Consensus Scorers:

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

Critical Success Factors (CSF)		Weighting	Option 1			Option 2		
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	4	0.50	Joined buildings promotes a universal standard of inclusivity making the full facility accessible for all	3	0.38	Could lead to reduced inclusivity in the wellbeing hub.
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	12.5%	4	0.50		3	0.38	reduction in easy of access and management of spaces such as hydrotherapy pool.
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	12.5%	4	0.50		3	0.38	Learners access to wellbeing hub facility would be made more difficult.
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	12.5%	4	0.50		4	0.50	
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	3	0.38	Allows for integration with wellbeing hub from early age and accessible through out life.	2	0.25	Could be seen that Lochies is just a school for primary children
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	4	0.50	Improved standards of accessibility will support those most at risk of health inequalities using both the WBH and Lochies Community Facilities.	3	0.38	

7	www.clacksweb.org.uk Strong focus on sustainability and environmental credentials.	12.5%	4	0.50		3	0.38	Risk that school on its own might have slightly lower standard
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	12.5%	4	0.50		3	0.38	Increased staffing cost to operated separate budlings would impact business plan.
Total		100%		3.88			3.00	

Rank

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

Consensus Scorers:

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

Critical Success Factors (CSF)		Weighting	Option 1			Option 2		
			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Joined Buildings			Alloa West (Pavilion) Site Wellbeing Hub and Lochies School Joint Project Separate Buildings		
CSF No.	CSF Description	(%)	Score	Weighted Score	Comments	Score	Weighted Score	Comments
1	The whole facility achieves excellence in inclusivity and accessibility for all.	12.5%	0	0.00		0	0.00	
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	12.5%	0	0.00		0	0.00	
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	12.5%	0	0.00		0	0.00	
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	12.5%	0	0.00		0	0.00	
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	12.5%	0	0.00		0	0.00	
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	12.5%	0	0.00		0	0.00	

7	www.clacksweb.org.uk Strong focus on sustainability and environmental credentials.	12.5%	0	0.00	0	0.00
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	12.5%	0	0.00	0	0.00
Total		100%		0.00		0.00

Rank

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

Consensus Scorers:

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

Appendix E

Social Value Analysis Report



Thomas
& Adamson

International
Construction
& Property
Consultancy

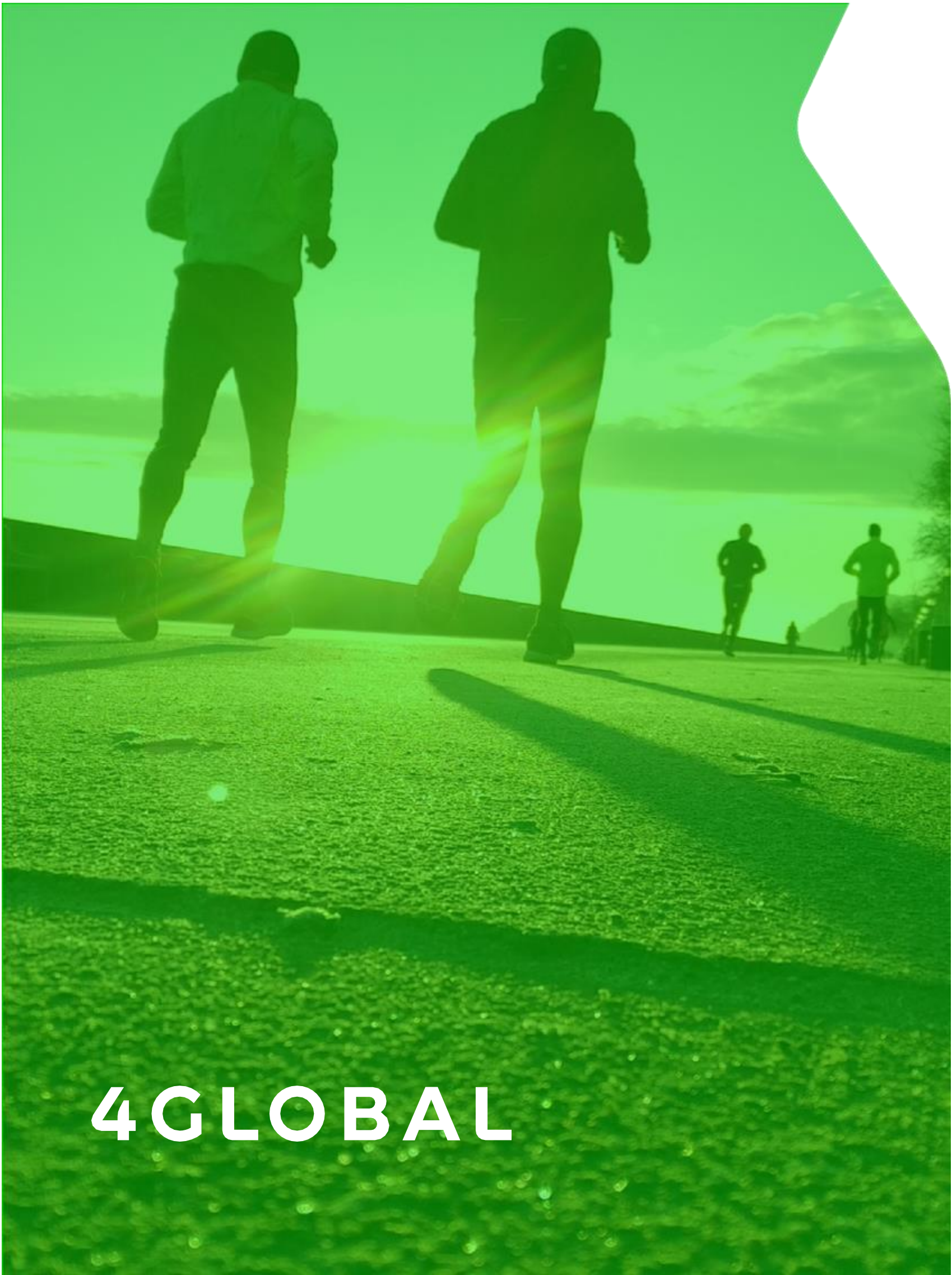
**ALLOA
WELLBEING HUB:
SOCIAL VALUE
ANALYSIS**

Jan 2024 – Dec 2024

4GLOBAL



The future is active



CONTENTS

INTRODUCTION **03**

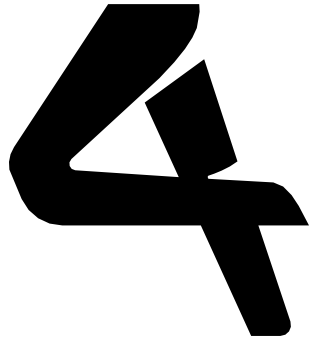
APPROACH AND METHODOLOGY **05**

SOCIAL VALUE ANALYSIS **11**

REFERENCES **15**

DISTRIBUTION AND CONFIDENTIALITY

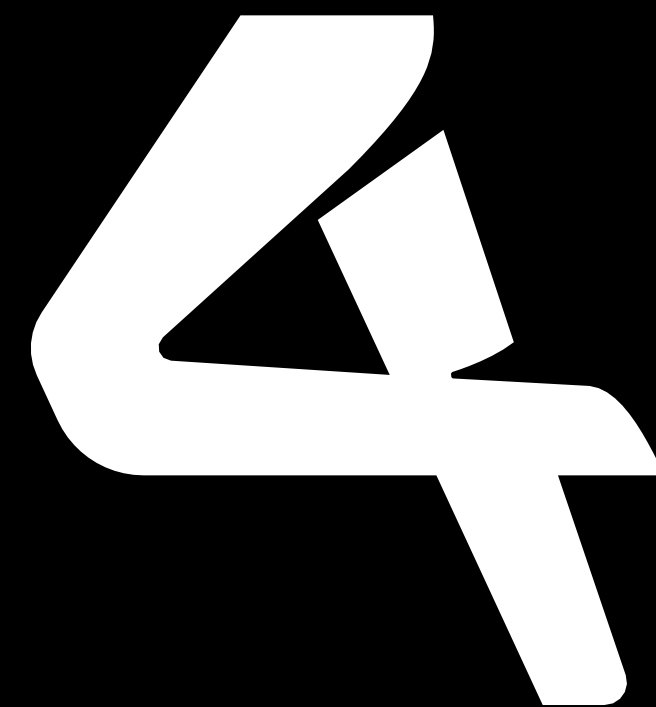
This report has been prepared by 4GLOBAL for the use of Integratis Consulting and should not be shared, due to commercial confidentiality.



INTRODUCTION

4GLOBAL

01



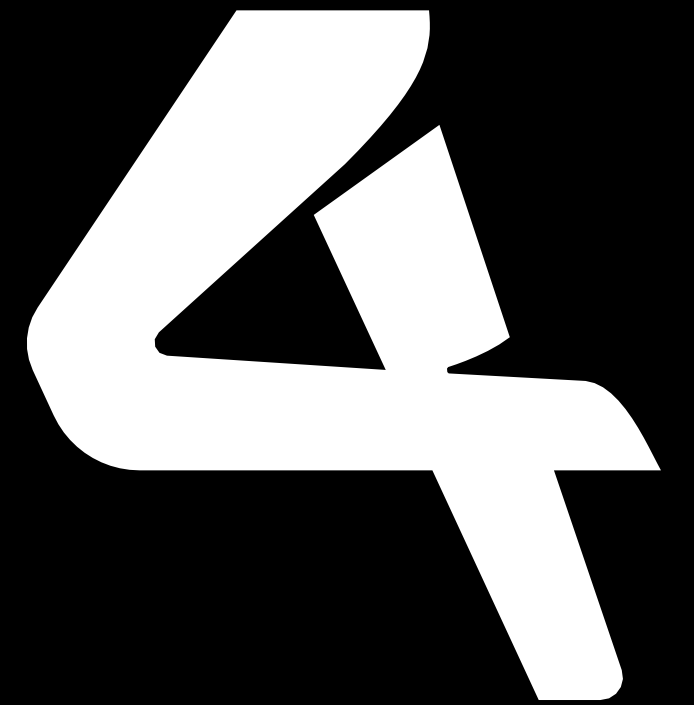


The research aims to explore the projected Social Value (SV) generated by physical activity in Alloa Wellbeing Hub, FK10 1TB. This incorporates a combination of participation data gathered from 4GLOBAL’s DataHub, wider data supplied by Integratis Consulting and estimates based on industry trends. Full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

Objective	Key Features	Leisure Facilities
<p>To demonstrate how the focused work taking place in leisure facilities contributes towards the Social Value generated.</p>	<ul style="list-style-type: none"> • To undertake Social Value projections using live data information gathered from DataHub. • To provide total social value split into sub-categories: physical and mental health, subjective wellbeing, individual development, and social and community development. • To breakdown figures to a per person level. 	<p>Outputs are provided for Alloa Wellbeing Hub using an estimated annual throughput of 275,378 split across the following activity types:</p> <ul style="list-style-type: none"> • Main Pool – 102,142 • Teaching Pool – 29,808 • Fitness (Gym) Activities – 45,900 • Sports Hall – 24,702 • Group Workouts – 54,776 • Clip & Climb – 18,050

APPROACH AND METHODOLOGY

4GLOBAL



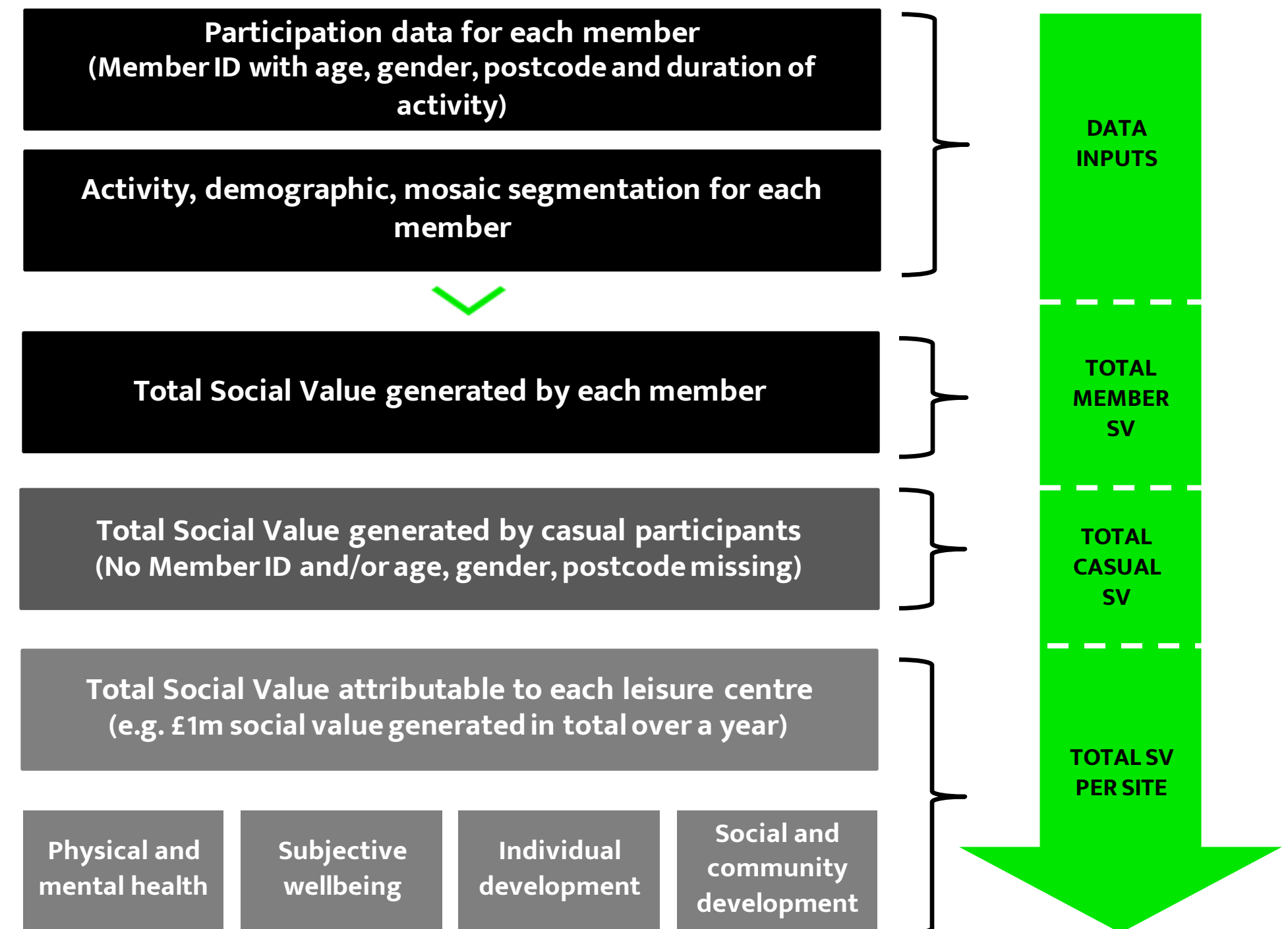
Social Value attempts to quantify the impacts of sport. Social Return on Investment (SROI) is a framework for measuring the non-market economic, social and environmental value created by an activity, organisation and intervention.

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

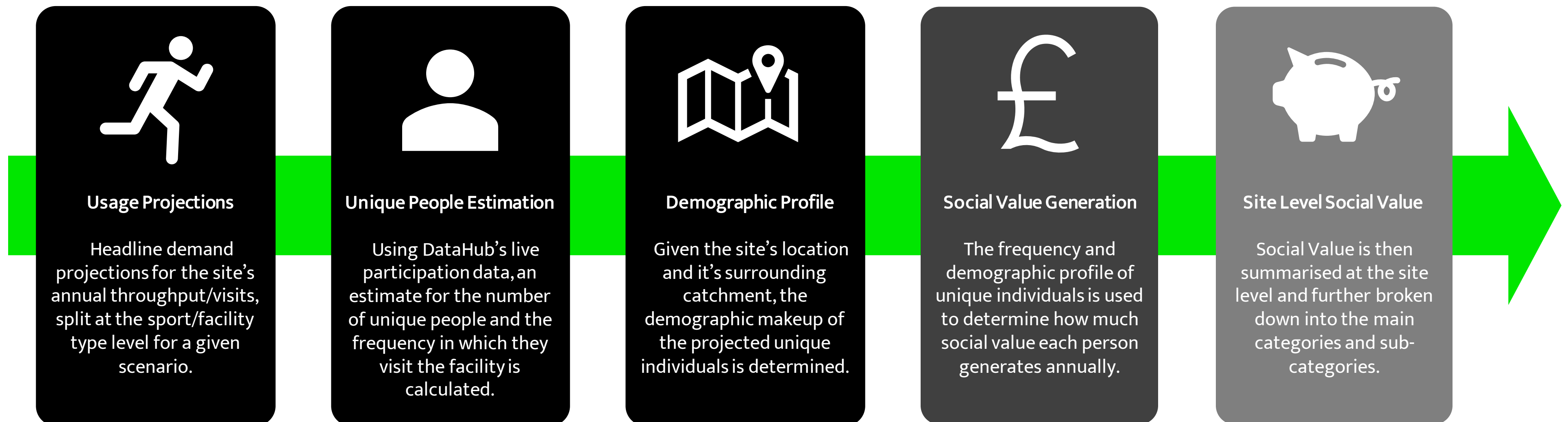
The figure (right) summarises the approach for the application of the Social Value model developed by Sheffield Hallam University (SHU) to generate leisure trust contribution. The approach uses live participation data collected from the leisure facilities in 4GLOBAL’s DataHub to calculate an individual’s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

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

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



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



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

“Social Return on Investment in Sport: A participation wide model for England” was published in 2016 by Sheffield Hallam University (SHU) and was the previous basis for social value calculations. In 2019 Sport England commissioned an update to the national model for England and the updated guidance has been incorporated into the social value calculations in this report.¹ This new version is aligned with the UK Government strategy for sport, Sporting Future – A New Strategy for an Active Nation.²

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

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

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

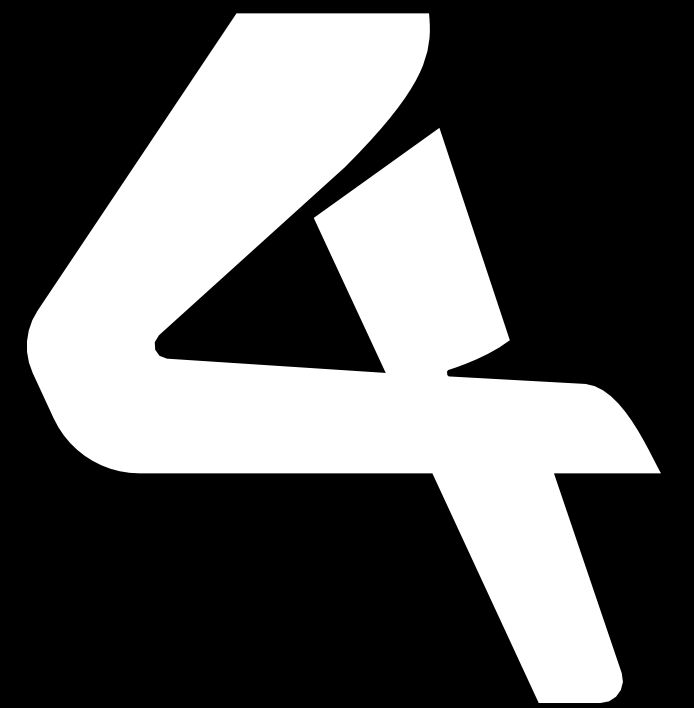
Outcomes in the analysis are expressed on a 'per participant per month' basis.

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

Social outcome	Description
Improved physical and mental health	<ul style="list-style-type: none"> • Eight health outcomes (reduced risk of various health conditions) were valued by estimating the number of reduced cases resulting from sports participation multiplied by the average annual cost per person diagnosed with the condition. • Reduced GP visits and psychotherapy usage was calculated by estimating the reduced likelihood of visiting the GP 6+ times per year/ using psychotherapy services, multiplied by the average annual cost savings per person. • Injuries were valued by multiplying the number of A&E attendances recorded as sport injuries by the average annual cost of an injury. Different than the other indicator, this has a negative impact on the total social value. • The SVC3 modifies health values for age, gender and NS-SEC category, using weights which are derived using the prevalence of disease reported in the Health Survey for England.
Improved subjective well-being	<ul style="list-style-type: none"> • Subjective wellbeing was calculated by multiplying the value of increased wellbeing derived from a participant's engagement in sport (using the wellbeing valuation approach) by the number of unique people taking part. • The wellbeing valuation approach uses large scale survey data to estimate the impact of sport on people's self-reported wellbeing and uses these estimates to calculate the amount of money that would produce the equivalent impact on wellbeing. The wellbeing value represents the hypothetical income required to compensate for not benefitting from wellbeing enhancement through participation in sport and physical activity.
Improved individual development	<ul style="list-style-type: none"> • Educational attainment was valued by estimating the number of additional sports participants with formal qualifications (level 2 and level 3) by the average lifetime productivity returns. • The human capital outcome represents the value of an individual's enhanced skills, gained through participating in sport at university. It was valued by estimating the number of final year students in Higher Education Institutions doing sport, multiplied by the average additional starting salary for sports participants.
Improved social and community development	<ul style="list-style-type: none"> • The crime outcome was valued by estimating the number of criminal incidents prevented amongst males in the 10-24 cohort taking part in sport (based on improved networks, trust and reciprocity), multiplied by the average cost per incident of crime. • Social capital was valued in a similar way subjective wellbeing, using the wellbeing valuation approach: the higher value of social capital derived from a participant's engagement in sport was multiplied by the number of unique people taking part in sport. The social capital value represents the hypothetical income required to compensate for not benefitting from social capital enhancement through participation in sport and physical activity.

ALLOA WELLBEING HUB
SOCIAL VALUE
JAN - DEC 2024

4GLOBAL





The expected Social Value generated by Alloa Wellbeing Hub for the year of January 2024 – December 2024 is £2.14m.



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

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



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

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

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

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

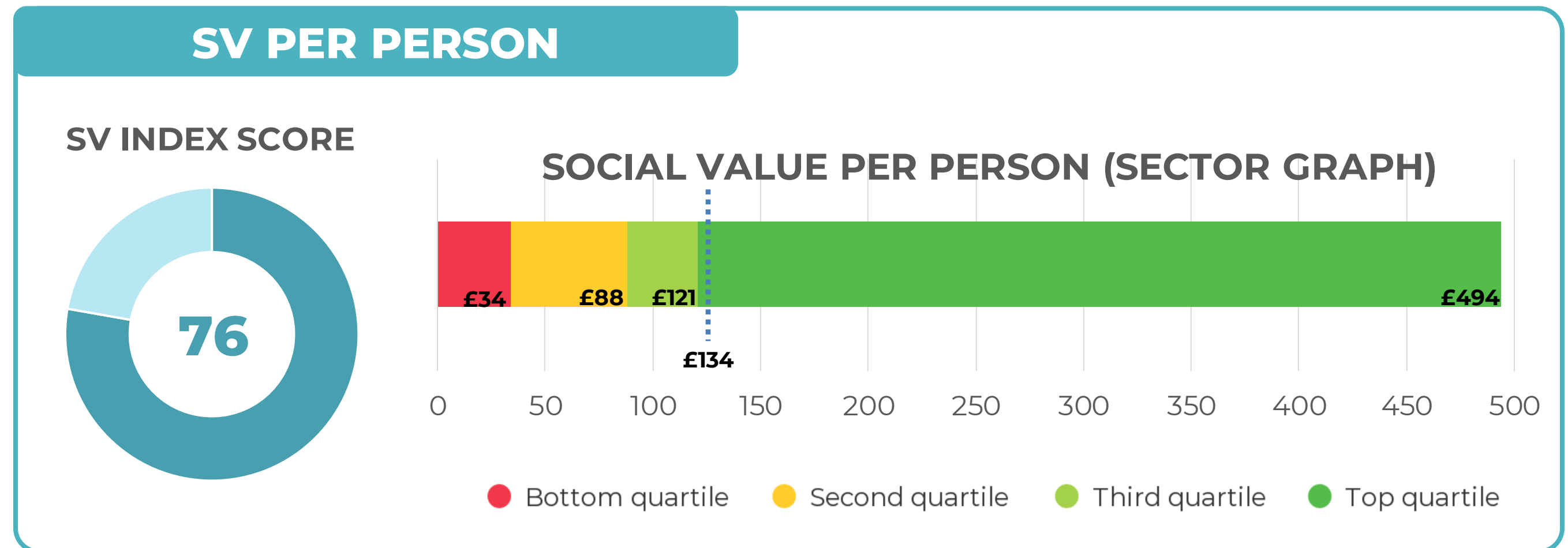


Alloa Wellbeing Hub total Social Value per person index score is 76, which sits in the top quartile when benchmarked against other DataHub sites from the wider sector.

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

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

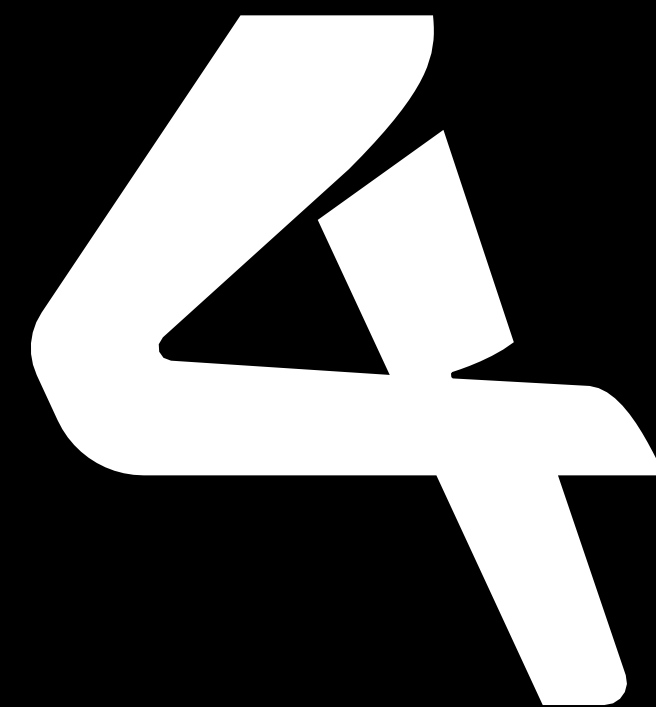
The **sector graph** compares all sites in the sector grouped into four quartiles based on their performance – i.e. Top Quartile (green) includes the best performing 25% of the sites in the sector and Bottom Quartile (red) included the worst performing 25% of the sites in the sector.



REFERENCES

4GLOBAL

04



REFERENCES

The following documents and literature have been referenced in this report.

1 - Davies, L.E; Taylor, P.; Ramchandani, G. & Christy E. (2019) Social return on investment in sport: a model for measuring the value of participation in England, International Journal of Sport Policy and Politics, [published online 24 April 2019)

DOI: [10.1080/19406940.2019.1596967](https://doi.org/10.1080/19406940.2019.1596967)

2 -Sporting Future – A New Strategy for an Active Nation, DCMS (2015). Available at: <https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>

CONTACT DETAILS

Cedra Al Nahhas, Project Analyst
cedra.alnahhas@4global.com

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

4GLOBAL

Appendix F

TOMs Calculator and SLEV Target



Thomas
& Adamson

International
Construction
& Property
Consultancy

	SFT31 a (NT21)	Equality and diversity training provided both for staff and supply chain staff	no. hrs (total session duration)* no. of attendees	£101.00			We commit to staff development/awareness events on EDI focusing specifically on ASN to enhance our knowledge and understanding. Educating the workforce on regional priorities and the nature of the build to exhibit what this will mean for the community and end users. We will assess the use of local training providers in Clackmannanshire for this training to ensure the £ is kept local. Event information will be captured for staff and communities.	10100
	SFT37 (NT28)	Donations or in-kind contributions to local community projects (E & materials)	£ value	£1.00			A helping Handz Community project is to be delivered to a local community group. This cost will include volunteering hours as well for the Helping Handz Project. RCCE commit to donating £20,000 for the Helping Handz initiative and £10,000 fund for CTS groups to access small business grants to help support and develop local community groups. Applications can be made through the CTS community benefits. We build and we will work collaboratively with Hubs and Clackmannanshire Council to ensure successful applications focus on local and collective priorities.	30000
	SFT38 (NT29)	No. hours volunteering time provided to support local community projects (E.g. community benefits days)	no. of staff volunteering hours	£16.93			RCCE commits to supporting the local third sector and communities in line with local needs. RCCE will raise with the Third Sector Interface's before project commencement and throughout the project duration to continuously identify and deliver any additional community benefits across Clackmannanshire. Examples could include but are not limited to circular economy projects, environmental improvements, third sector capacity building and community volunteering opportunities (e.g. litter picks, tree planting, renovating public areas). This TdM is separate from the £10,000 pledge above and we will commit to improve, create, update and maintain the already established yet outdated wish list. This operation will be supported by our Community Impact Lead Colum Murray, who as previously Community Benefits Officer on the Edinburgh & South East Scotland City Region Deal undertook implementation of the theopencommunities.org community benefits wish list portal, matching community asks to the business community in Edinburgh, Lothians, Borders and Fife.	300
Protecting and Enhancing the Environment	SFT54 (NT86)	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	no. staff volunteering hours	£16.93				50
	SFT55 (NT90)	Activities to influence staff, suppliers, customers and communities to support environmental protection and improvement.	no. staff expert hours	£101.00				50
Social Innovation	SFT45 (NT50)	Innovation measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00			Robertson look to enhance Biodiversity on all sites, which is in line with the Environment Act 2021, and the current consultation for the Scotland Biodiversity Strategy 2045. We will look to enhance 100% Biodiversity net gain as best practice on all sites. Where this isn't possible, we will look to enhance local projects within a 5 mile radius, to make sure the location we work in are able to flourish flora and fauna. We will look at supporting local authority campaigns as well as protecting nature by working with local primary and secondary schools to promote carbon reduction. We have recently delivered a biodiversity programme at our Greenest project to educate school pupils and community groups on woodland/protected wildlife and create bird and bat boxes, bug hotels and planters from recycled timber from Robertson sites to showcase our commitment to responsible business, waste reduction and to leave a legacy for future generations.	250
	SFT46 (NT51)	Innovative measures to promote and support responsible business to be delivered on the contract - these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00				250
	SFT47 (NT52)	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00				250
	SFT48 (NT53)	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£1.00				250

Appendix G

Procurement Strategy



Thomas
& Adamson

International
Construction
& Property
Consultancy

Wellbeing Hub and Lochies School Procurement Strategy



Thomas
& Adamson

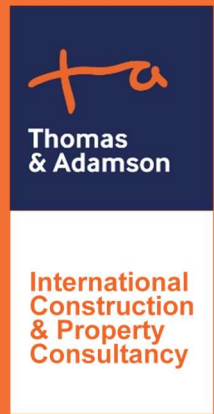
International
Construction
& Property
Consultancy



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

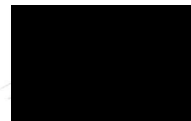
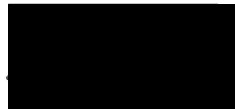


Project details

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

Author	Andrew Ayres
Position	Senior Project Manager

Document verification

Document title	Procurement Strategy
Document reference number	2310/01/05/02
Version	Final
Reason for issue	S2 / For Information
Date of issue	22 nd May 2023
Project description	New building Wellbeing Hub and Lochies SCN School
Prepared by	Andrew Ayres
Signature	
Approved by	Zander Muego
Signature	

Date	Version	Distribution
22/05/2023	Final	R Stewart & A Mackie



Contents

1. Introduction	1
2. Options	2
3. Scoring Criteria	6
4. Assessment	8
5. Recommendation	10

Tables

Table 1: Scoring Criteria.....	6
Table 2: Scoring Range and Descriptions	7
Table 3: Scoring Assessment.....	8
Table 4: Scoring Rationale / Commentary	8

1. Introduction

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

The recommended procurement route for the project is a Two-Stage Design and Build (D&B) strategy. The key drivers and determining factors which have informed this recommendation include the prevailing market conditions, Passivhaus design standards and the need for early contractor involvement and engagement with the supply chain to improve quality, programme improvements and desire for increased cost certainty.

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

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

2. Options

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

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

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

Lot 4.2: Construction Works & Associated Services (CWAS) – Scotland

Direct Award or Mini-Competition

Available Contractors (Supply Chain Partners)

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

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

Option 2. Hub Programme

Hub East Central Scotland Territory

Direct Award or Mini Competition

Available Contractors (Supply Chain Partners)

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

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

Option 3. SCAPE Scotland Construction

Project Value Band £7.5m+

Direct Award only

Available Contractors (Supply Chain Partners)

- Morgan Sindall
- McLaughlin Harvey

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

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

Option 4. Scottish Procurement Alliance (SPA)

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

Available Contractors (Supply Chain Partners)

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

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

Option 5. Procurement Hub

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

Available Contractors (Supply Chain Partners)

- Robertson Construction

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

Option 6. Public Contracts Scotland (PCS) - Tender

Open or Closed Competitive Tender Process

Contractors (Supply Chain Partners)

- Any/all pre-qualifying contractors

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

3. Scoring Criteria

The following key criteria has been established in respect of determining the most appropriate procurement strategy for this project. In response to feedback and to reflect the views of different stakeholders within the Senior Project Team, the proposed weightings against each criterion have been agreed¹.

Table 1: Scoring Criteria

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

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

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

Table 2: Scoring Range and Descriptions

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

4. Assessment

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

Table 3: Scoring Assessment

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

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

Table 4: Scoring Rationale / Commentary

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

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

5. Conclusion and Recommendation

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

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

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

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

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

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

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

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

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

Appendix H

Hubco New Project Request



Thomas
& Adamson

International
Construction
& Property
Consultancy



**Clackmannanshire
Council**

www.clacksweb.org.uk



**SCOTTISH
FUTURES
TRUST**

hub Programme

New Project Request

Design and Build new Wellbeing Hub and Lochies School

Clackmannanshire Council

26th September 2023

Introduction

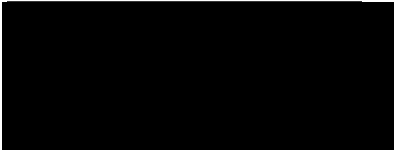
The New Project Request (NPR) stage within the hub Programme, is of critical importance, to the success of the project. The NPR will develop between Clackmannanshire Council (Participant) and Hub East Central Scotland Ltd (hubCo) to detail the requirements of the development and delivery of the project.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

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

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

New Project Request

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

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

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

	<p>E: Andrew.Ayres@thomasandadamson.com</p> <p>Other primary points of contact for the project will be:</p> <p>Robbie Stewart who is the Senior Manager for Sport & Leisure and will be fulfilling the role of Project Director on behalf of the Participant.</p> <p>M: 07890 988 350 E: rstewart@clacks.gov.uk</p> <p>Alison Mackie who is undertaking the role of the Senior User and Client Project Lead for Sport & Leisure.</p> <p>T: 01259 452 338 M: 07860 908 511 E: amackie@clacks.gov.uk</p> <p>Ben McGinlay who is undertaking the role of the Senior User and Client Project Lead for Education.</p> <p>E: clbmccginlay@glow.sch.uk</p> <p>The Project Directory for the Authority (Participant) is included in Volume 1 - Project Brief Supporting Documentation.</p>
--	---

<p>Project Brief</p>	<p>The Project Brief is attached to this this New Project Request (NPR) and includes the following content and information:</p> <ol style="list-style-type: none"> 1. Project Title and Description 2. Project Vision and Objectives 3. Location and Background Information 4. Site Information 5. Project Directory 6. Project Organisation Structure
-----------------------------	--

	<ol style="list-style-type: none"> 7. Project Governance Structure 8. Project Budget (Affordability Cap) 9. Project Delivery Programme 10. Funding Sources and associated requirements 11. Schedule of Accommodation 12. Previous Feasibility Study / Options Appraisal Reports 13. Communications Strategy 14. Co-Design Requirements 15. Place Based Approach 16. Community Wealth Building and Wellbeing Economy Principles 17. List of Services Required 18. Information Management <p>The Project Brief will continue to be monitored and will be updated as required during hub Stage 1 and Stage 2.</p> <p>In addition to the Project Brief content referred to above, the following volumes of supporting and supplementary information are included:</p> <ul style="list-style-type: none"> Volume 1 – Project Brief Supporting Documentation Volume 2 – Authority’s Construction Requirements (ACRs) Volume 3 – Site Information <p>Clackmannanshire Council (Participant) would like to consider that adoption of the Project Bank Account (PBA) for inclusion within the Standard Form Design & Build Development Agreement (DBDA) through agreement with hubCo and the Tier 1 Contractor.</p>
<p>Specific Requirements</p>	<p>The Lochies School element of the project is funded by the Authority’s Capital Plan, however, the Participant has applied for Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government. The design, construction and operation of the asset must therefore fulfil the criteria required by the LEIP funding.</p>



	<p>The Participant will be preparing an Outline Business Case and a Full Business Case in parallel with both hub Stage 1 and Stage 2 respectively and the Participant will require technical and commercial input into the relevant sections of the Business Case where requested.</p>
<p>Scope of Project Development Partnering Services</p>	<p>Previous preparatory work has been undertaken through Strategic Support Partnering Services (SSPS) and the associated outputs are included within Volume 1 Project Brief Supporting Documentation. However, these elements of work will not reduce the scope of work for the Project Development Partnering Services.</p> <p>The services which are understood to be in addition to the standard Project Development Partnering Services are listed under section 17 of the Project Brief and are included within the Affordability Cap. These include, but are not limited to the following:</p> <ul style="list-style-type: none"> (i) Passivhaus Certifier (ii) Principal Designer (iii) Co-Design Advisors (iv) BIM Information Manager (v) Business Case Support – Economics and financial modelling (vi) Planning Consultant (vii) Specialist Pool Designer (viii) Specialist Gym Designer (ix) Clerk of Works (x) Independent Tester / Certifier – Review, check and validate completion documents. <p>The scope of these additional services must be agreed with the Participant prior to their appointment.</p>



<p>Affordability Cap</p>	<p>The total Project Budget (Affordability Cap) is £65,000,000.00 for all three (3) core components namely the Wellbeing Hub, Lochies School and the external landscaping and supporting infrastructure.</p> <p>The Affordability Cap includes the following costs for which hubco are responsible for delivering:</p> <ul style="list-style-type: none"> (i) The cost of construction. (ii) Associated development fees. (iii) Fees associated with services which are in addition to the standard Project Development Partnering Services. (iv) Inflation. (v) Risk. (vi) Utilities and diversion of utilities. (vii) Fixtures, Fittings and Equipment. (viii) Demolition and site clearance (as required). (ix) Associated infrastructure (access roads, drainage etc). <p>The Affordability Cap takes cognisance of the LEIP funding metrics for the Lochies School element(s) of the development and the Affordability Cap should be reconciled to these cost metrics.</p> <p>The Affordability Cap includes the additional services listed under section 17 of the Project Brief.</p>
<p>Comparator Agreement Programme</p>	<p>Proposed dates for the Participant and hubco to agree which elements and components of the Pricing Data as contained within the Territory Partnering Agreement (TPA) Proformas are appropriate comparators for the new project.</p> <ul style="list-style-type: none"> (i) Wednesday 04th October 2023 (ii) Wednesday 11th October 2023 (iii) Wednesday 18th October 2023

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

Appendix I

Hubco Stage 1 Pricing Report



Thomas
& Adamson

International
Construction
& Property
Consultancy

Alloa West Wellbeing Hub & Lochies ASN School Volume 3 Pricing Report PM_50_30_10 rev 4

CONTENTS

1.0 Summary -

2.0 Project Data Sheet -

3.0 Capex Benchmark Assessment

3.1 Analysis of Capex

3.2 Capex Benchmark Summary

3.3 Life Cycle Costs

Appendices

1.0 SUMMARY

1.1 AFFORDABILITY CAP COMPARISON

The following Stage 1 Pricing Report for Alloa West Wellbeing Hub & Lochies ASN School, Alloa concludes that the Stage 1 proposals do deliver value for money to the Participant subject to the comments included in the Stage 1 Report.

The NPR total set by Clackmannanshire council was £65,000,000 based on a GIFA of 9,916m². During the development of stage 1 the GIFA increased to 10,385m².

The Stage 1 Capex Total is **£64,893,388**. Refer to the Stage 1 Report for further comments. The Stage 1 Capex Total includes value engineering of £2,010,364 and the detailed breakdown of this can be found in Appendix D of this report. The entirety of the value engineering currently noted as amber will need to be realised to fully align the Stage 1 Capex Total with the NPR 1 Cap set by Clackmannanshire Council.

DETAILS	STAGE 1	STAGE 2
UNITARY CHARGE/PER ANNUM	N/A	
GROSS INTERNAL AREA (m ²)	10,385	
STAGE 1 CAPEX TOTAL (EXCL client direct)	£64,893,388	
HARD FACILITIES MANAGEMENT (£/M ²)	N/A	
LIFE CYCLE COSTING (£/M ²)	£813.40	
STAGE 1 CAPEX TOTAL (excl client direct)	£64,893,388	
ADDITIONAL FUNDING AND/OR FURTHER COST REDUCTION MEASURES REQUIRED TO ALIGN STAGE 2 CAPEX TOTAL WITH STAGE 1		

1.2 CAPEX, FM & LCC BENCHMARK ASSESSMENT

Each commercial component of the Hubco proposals have been measured against similar projects to assess if the proposals do deliver value for money. The assessment contained within this report concludes that the Capex does deliver Value for Money.

ELEMENT	RATING
INDICATIVE CONSTRUCTION COST	£58,625,853
TOTAL DEVELOPMENT FEE	£4,018,599
INFLATION ALLOWANCE	£2,248,936
TOTAL PROJECT COST (Excl Specifics)	£
HARD FACILITIES MANAGEMENT	N/A
LIFE CYCLE COSTING	£8,447,207

Value for money has been shown via the various processes required by the TPA including a benchmarking exercise, with costs compared separately against an ASN school project and Leisure Centre within the project area. This was done due to the unique nature of this project having both an ASN school and Leisure centre in one building with both facilities requiring their own specialist equipment and services. Benchmarked costs been adjusted using the BCIS indices to allow for inflation during the period from financial close to the present.

Project Risk Management has been carried out in accordance with the TPA requirements during the NPR and Stage 1. A risk register has been produced, detailing all risks with risks and mitigation measures which will be used to close them out during the design process in line with TPA requirements.

Forecasted life cycle costs amount to £32.54/m²/annum over 25 years at Alloa West Wellbeing Hub & Lochies ASN school. This was carried out by RedSkye on behalf of Hub.

Community Benefits are already being put in place for the project, with further benefits to be realised during the construction period.

1.3 DETAILED PROJECT SUMMARY

Please refer to the project data sheet within section 2.0 for an overview of this pricing report and referencing of each element

2.0 Project Data Sheet

1. PROJECT SUMMARY

Unitary charge	:	N/A	/ANNUM
Gross Internal Areas	:	10,385	
Base Date	:	2Q 2024	
Report Status	:	Stage 1	
Contract Form	:	DBDA	

2. CAPEX – COMPARISON TO BUDGET

	Stage 1	Stage 2	Diff
Stage 1 development fees	£731,706		
Stage 2 development fees	£1,605,864		
Total Development Fee	£2,337,570		
Indicative Construction costs	£58,637,754		
Stat Fees and Surveys	£355,000		
Additional fees Proforma 11	£262,826		
hubco portion	£1,051,302		
Sub Total VFM assessment	£62,644,452		
Additional Project Abnormals	£2,248,936.00		
PREDICTED MAXIMUM COST (incl hub CM)	£64,893,388		
Client Direct Costs	N/A		
PREDICTED MAXIMUM COST (incl hub CM)	£64,893,388		

3. CAPEX BENCHMARK ASSESSMENT (Refer to section 3.0)

ITEM	Rating	£/m ²
Indicative Construction Costs		£5,861.80
Total Development Fee		£386.96
Total Project Cost (Excl Abnormals)		£6,248.76
PREDICATED MAXIMUM COSTS		
COMPARATORS	Type	
Project A – Blairgowrie Recreation Centre	Leisure Centre	
Project B - St Sidwells Point	Leisure Centre	
Project C - Bannockburn ASN	ASN School	
Project D - Beatlie ASN	ASN School	

4. FM & LCC BENCHMARK AESSMENT (TBC)

ITEM	Rating	£/m ²
Facilities Management		
Life Cycle Costing		
COMPARATORS	Type	
Benchmark Project 1		
Benchmark Project 2		
Benchmark Project 3		
Benchmark Project 4		
Benchmark Project 5		

5. RISK REGISTER

TOP RISKS - Net Cost	IMPACT
Planning Consent	
The project does not achieve Planning Approval	
Delay to planning submission beyond October committee date	
Timescales for planner to address planning application	
Transport improvements are required off-site as part of the planning conditions	
Existing SPEN overhead powerlines require to be diverted/relocated	
Funding is limited/withdrawn by the Council	
The facilities and assets are not maintained correctly	
Inflation costs rise above those projected	
Programme issues due to PHI not engaging in timescales to suit the pre-construction programme	
TOTAL NET VALUE OF RISK REGISTER TOP RISKS LISTED ABOVE	
Total non-prime Net Risk in Capex PF2 excluding Uplifts	£ -

6. PROGRAMME

New Project Request	26/09/2023
Stage 1 Submission	16/05/2024
Stage 1 Approval Date	25/06/2024
Stage 2 Submission to CC	29/11/2024
Stage 2 Approval Date	30/01/2025
Target Financial Close	31/01/2025
Start On Site	20/01/2025
Completion	December 2026

7. BUILDING DETAILS

Number of Stories	2
Number of buildings	1

8. AREAS

BUILDING	m ²
Total GIA	10,385

9. PROJECT TEAM

Service	Provider
Development Partner	Hubco
Tier 1 Contractor	Robertson
Architect	JM Architects
Civil & Structural Engineer	Blyth & Blyth
Mechanical & Electrical Engineer	Baker Hicks
Landscape Architect	Rankin Fraser
Principle Designer	Thomson Bethune

10. ELEMENTAL COST BREAKDOWN (refer to section 3.1)

INDICATIVE CONSTRUCTION COSTS	£	£/M2	VFM
Demolition & Decant	£ -	£ -	
Substructure	£3,059,680	£294.62	
Super Structure	£14,763,312	£1,421.60	
Finishings	£2,588,399	£249.24	
Fixture & Fittings	£2,296,566	£221.14	
Mechanical & Electrical Services	£19,424,435	£1,870.43	
External Works	£8,549,363	£823.24	
Stage 1 to Stage 2 Design development risk	£2,102,604.00	£202.47	
VE savings - included	-£2,010,364	-£193.58	
(1) Total Prime Cost	£50,773,995	£4,889.17	
(2) Preliminaries	£3,893,711	£374.94	
(4e) risk PFC	£525,651	£50.62	
(6q) Professional Team Fees	£1,045,520	£100.68	
(d) Main contractors OHP	£1,769,151	£170.36	
(9) Indicative Con Costs	£58,008,028	£5,585.75	

STAGE 1 COSTS	£	£/m ²	VFM
(10.1s) Professional Fees	£731,706	£70.46	
(10.2b) Desktop Survey Fee - refer Client Direct	£3,000	£0.29	
(10.3d) Statutory Fees - refer Client Direct	£5,165	£0.50	
(10.4b) Additional Stage 1 items	£52,565	£5.06	
(10.5h) Surveys - refer Client Direct	£309,900	£29.84	
(10.6) TOTAL STAGE 1 FEE	£1,102,336	£106.15	

STAGE 2 COSTS	£	£/m ²	VFM
(11.1s) Professional Fees	£1,605,864	£154.63	
(11.2e) Statutory Fees - refer Client Direct	£51,650	£4.97	
(11.3d) Additional Stage 2 Items - excl pro forma 12	£1,613,749	£155.39	
(11.5) TOTAL STAGE 2 FEE	£3,271,263	£315.00	

(12) Total Development Fee (excl PF 12)	£4,373,599	£421.15	
Additional fees Proforma 11	£262,826	£25.97	
TOTAL PROJECT (Excl abnormals and Client Direct)	£62,644,453	£6,188.85	

PARTICIPANT COSTS	£	£/m ²	VFM
Land Purchase	£ -	£ -	
Client Direct - statutory fees and surveys	£ -	£ -	
Inflation	£2,248,936	£216.56	
(15) TOTAL PARTICIPANT COSTS	£2,248,936	£216.56	

PREDICTED MAXIMUM COST (excl abnormals)	£64,893,389	£6,248.76	
--	--------------------	------------------	--

11. PROJECT ABNORMALS (N/A)

Item	£	£/m ²
Project abnormalities	£ -	£ -
TOTAL COST OF ABNORMALS	£ -	£ -
TOTAL COST INCLUSIVE OF ABNORMALS	£ -	£ -

12. HUBCO CONSTRUCTION MANAGER

Item	£	£/m ²
Additional fees proforma 11	£262,826	£25.31

3.0 Capex Benchmark Assessment

3.1 Analysis of Capex

	GIFA (m ²)	10385	TOTAL Stage 1	TOTAL Stage 2
0 DEMOLITION & ALTERATIONS & ENABLING			£ -	
1 SUBSTRUCTURE			£ 3,059,680	£ -
2 SUPERSTRUCTURE				
2A Frame			£ 4,577,527	£ -
2B Upper floors			£ 394,113	£ -
2C Roof			£ 3,409,080	£ -
2D Stairs			£ 24,261	£ -
2E external walls			£ 2,409,056	£ -
2F Windows and external doors			£ 1,811,498	£ -
2G Internal walls and partitions			£ 1,603,852	£ -
2H Internal doors			£ 533,925	£ -
3 FINISHINGS				
3A Wall finishes			£ 752,069	£ -
3B Floor finishes			£ 807,295	£ -
3C Ceiling finishes			£ 747,670	£ -
3D Decoration			£ 281,365	£ -
4 FIXTURE & FITTINGS			£ 2,296,566	£ -
5 SERVICES				
5A sanitary appliances			£ -	£ -
5B Services equipment			£ -	£ -
5C Disposal Installations			£ -	£ -
5D Water installations			£ -	£ -
5E Heat source			£ 16,597,039	£ -
5F Space heating and air treatment			£ -	£ -
5G Ventilating systems			£ -	£ -
5H Electrical installations			£ -	£ -
5I Gas installations			£ -	£ -
5J Lift and conveyor installations			£ 50,000	£ -
5K Protective installations			£ -	£ -
5L Communications installations			£ -	£ -
5M Special installations (sprinklers/controls etc.)			£ 2,196,500	£ -
5N Builder's work in connection			£ 580,896	£ -
5O Prelims & Commissioning			£ -	£ -

	GIFA (m ²)	10385	TOTAL Stage 1	TOTAL Stage 2	
6 EXTERNAL WORKS					
6A Site works			£ 4,932,703	£ -	
6B Drainage			£ 1,044,299	£ -	
6C External services - utilities			£ 218,550	£ -	
6D Minor building works			£ -	£ -	
6E Site Abnormals			£ 2,353,811	£ -	
7 DEMOLITION					
Inflation			£ -	£ -	
Soft Landings and Footpaths			£ -	£ -	
Stage 0-1 DD risk			£ -	£ -	
VE savings			-£ 2,010,364	£ -	
Indicative Prime Cost (£,k)			£ 48,671,391	£ -	
Preliminaries (%)					
Preliminaries (%)		8%	8%	8%	
a. Preliminaries Total			£ 3,893,711	£ -	
Sub-Total			£ 52,565,102	£ -	
	GIFA (m ²)	10385	Stage 1	Stage 2	TOTAL
4 Risk %^{Note 3}					
a. Design development risks		5%	5%		
b. construction risks		0%	0%		
c. Opportunities		0%	0%		
d. Risk Total (%) (Sum 4a-c)		5%	5%		
e. Risk total (£,k)			2,628,255	£ -	
5 Sub-Total (£,k)			£ 2,628,255	£ -	

	GIFA (m ²)	10385	Stage 1	Stage 2	TOTAL
6 Professional Team Fees (%) (Post Financial Close)		1.989%			
a. Project Manager			£ -	£ -	0.000%
b. Architect			£ 473,085.92	£ -	0.900%
c. Structural Engineer			£ 116,694.53	£ -	0.222%
d. Services Engineer			£ 127,733.20	£ -	0.243%
e. Civil Engineer			£ -	£ -	0.000%
f. Quantity Surveyor			£ -	£ -	0.000%
g. Landscape Architect			£ 36,795.57	£ -	0.070%
h. Passivhaus Certifier			£ 20,000.00	£ -	0.037%
i. Environmental Consultant			£ -	£ -	0.000%
j. Acoustic Consultant			£ 26,808.20	£ -	0.051%
k. Fire Engineering Consultant			£ 32,064.71	£ -	0.061%
l. Principle Designer			£ 12,089.97	£ -	0.023%
m. Co Design Consultant			£ -	£ -	0.000%
n. Traffic Consultant			£ -	£ -	0.000%
o. Sustainability Engineer			£ -	£ -	0.000%
p. Other Fees (Refer to Proforma 9)			£ 200,247.90	£ -	0.382%
q. Health Advisor			£ -	£ -	0.000%
r. Education advisor			£ -	£ -	0.000%
s. Professional Team Fees Total (%) (Sum 6a-o)			£ -	£ -	0.000%
t. Professional Team Fees Total (£,K) (3 x 6p)			£ 1,045,520.00	£ -	1.989%
7 total Excluding Overheads, Profit and Risk (£,k) (3 + 6q)			£ 55,193,357	£ -	
8 Overheads and Profit (%)					
a. Main Contractors overheads		1.30%			
b. Main Contractors profit		2.00%			
c. Overheads and Profit Total (%) (Sum 8a-b)		3.30%			
d. Overheads and Profit Total (£,K) (7 x 8c)			£ 1,769,151	£ -	
9 Indicative Construction Costs Total (£,K) 4(e)+7+8(d)			£ 58,008,028	£ -	

	GIFA (m ²)	10385	Stage 1	Stage 2	TOTAL
10 New Project Development Fee (Stage 1)					
10.1 Fees for Professional Services (%)		1.392%			
a. Project Manager			£ -	£ -	0.000%
b. Architect			£ 315,390.61	£ -	0.600%
c. Structural Engineer			£ 116,694.53	£ -	0.222%
d. Services Engineer			£ 121,425.39	£ -	0.231%
e. Civil Engineer			£ -	£ -	0.000%
f. Quantity Surveyor			£ -	£ -	0.000%
g. Landscape Architect			£ 36,795.57	£ -	0.070%
h. Passivhaus Certifier			£ 10,000.00	£ -	0.019%
i. Environmental Consultant			£ -	£ -	0.000%
j. Acoustic Consultant			£ 10,000.00	£ -	0.019%
k. Fire Engineering Consultant			£ 10,000.00	£ -	0.019%
l. Principle Designer			£ 14,718.23	£ -	0.028%
m. Co Design Consultant			£ 14,450.00	£ -	0.027%
n. Traffic Consultant			£ 20,000.00	£ -	0.037%
o. Sustainability Engineer			£ -	£ -	0.000%
p. Planning Consultant			£ 30,000.00	£ -	0.056%
q. Other fees (including legal)			£ 32,231.67	£ -	0.066%
r. Outline Planning (proforma 10)			£ -	£ -	0.000%
s. Health Advisor			£ -	£ -	0.000%
t. Educational Advisor			£ -	£ -	0.000%
u. Construction Planning			£ -	£ -	0.000%
v. Stage 1 fees for Professional Services Total (%) (sum 10.1a-u)			£ 731,706.00	£ -	1.392%
Stage 1 Fees for Professional Services Total (£,k)			£ 731,706.00		
10.2 Desktop Survey fee					
a. Desktop Survey fee (£,k)					
b. Desktop Survey Fee Total (£,k)			£ 3,000.00	£ -	
10.3 Statutory Fees					
a. Outline Planning Consent			£ 5,000	£ -	
b. Total Statutory Fees			£ 55,000	£ -	
c. Statutory Fees Total % Mark Up on 10.3b			£ 165	£ -	
d. Statutory Fees Total (£,k) (10.3b x 10.3c)			£ 55,165	£ -	

	GIFA (m ²)	10385	Stage 1	Stage 2	TOTAL
10.4	Additional Stage 1 items that tenderer considers necessary				
a	Additional items (%) Proforma 7	0.10%	£ 52,565.10	£ -	
b	Additional items Total (£,K) (3 x 10.4a)		£ 52,565.10	£ -	
10.5	Survey Fees Mark-up				
a.	Flood Risk Assessment		£ -	£ -	
b.	Ecological survey		£ -	£ -	
c.	SI		£ -	£ -	
d.	Topo		£ -	£ -	
e.	CCTV Drainage		£ -	£ -	
f.	Flow & Pressure Test		£ -	£ -	
g.	Badger & Otter Survey		£ -	£ -	
h.	Great Crested Newt / Water Vole Survey		£ -	£ -	
i.	Tree Survey		£ -	£ -	
j.	FF&E Designs		£ -	£ -	
k.	Scottish Water		£ -	£ -	
l.	Surveys general		£ 300,000.00	£ -	
p.	Surveys Fees Total 5 mark up on 10.5	3.3%	£ 9,900.000	£ -	
q.	Surveys Fees total (£,K) (10.5a x 10.5l)		£ 309,900	£ -	
10.6	Sum of Stage 1 costs (Sum 10.1, 10.2, 10.3, 10.4, 10.5)		£ 59,105,199	£ -	

	GIFA (m ²)	10385	Stage 1	Stage 2	TOTAL
11	New Project Development Fee (Stage 2)				
11.1	Fees for Professional Services (%)				
a.	Project Manager		£ -	£ -	0.000%
b.	Architect		£ 735,911.43	£ -	1.400%
c.	Structural Engineer		£ 233,389.05	£ -	0.444%
d.	Services Engineer		£ 242,850.77	£ -	0.462%
e.	Civil Engineer		£ -	£ -	0.000%
f.	Quantity Surveyor		£ 52,565.10	£ -	0.100%
g.	Landscape Architect		£ 73,591.14	£ -	0.140%
h.	Passivhaus Certifier		£ 20,000.00	£ -	0.037%
i.	Environmental Consultant		£ -	£ -	0.000%
j.	Acoustic Consultant		£ 18,855.00	£ -	0.035%
k.	Fire Engineering Consultant		£ 29,339.00	£ -	0.054%
l.	Principle Designer		£ 17,872.13	£ -	0.034%
m.	DDA Consultant		£ -	£ -	0.000%
n.	Traffic Consultant		£ 37,156.00	£ -	0.069%
o.	Sustainability Engineer		£ -	£ -	0.000%
p.	Planning Consultant		£ 15,000.00	£ -	0.028%
q.	Other fees (including legal)		£ 129,334.38	£ -	0.252%
r.	Detailed planning note?		£ -	£ -	0.000%
s.	Health Advisor		£ -	£ -	0.000%
t.	Educational Advisor		£ -	£ -	0.000%
u.	Construction Planning		£ -	£ -	0.000%
v.	Professional Team Fees Total (%) (sum 11.1a-q)		£ -	£ -	0.000%
w.	Professional Team Fees Total (£,k) (3 x 11.1r)		£ 1,605,864.00	£ -	3.055%
11.2	Statutory Fees				
a.	Detailed Planning Consent		£ -	£ -	
b.	Building Warrant		£ -	£ -	
c.	total Statutory Fees		£ -	£ -	
d.	Statutory Fees % Mark-Up	3.30%	£ 1,650.00	£ -	
e.	Statutory Fees Total (11.2d x 11.2c)		£ -	£ -	
11.3	Additional stage 2 Items				
a.	Hubco portion (% of item 3)	2%	£ 1,051,302	£ -	
b.	Additional Items (%) Proforma 12				
c.	Additional Items (%) Proforma 8- management fee stage 2 (PF 8)	1.07%	£ 562,447	£ -	
d.	Additional items Total (£,k) ((11.3a x 3)+(11.3b x 3)+(11.3c x 3)	3.07%	£ 1,613,749	£ -	
11.4	Hubco FM Market test costs (DBFM only)				
a.	% of Hard FM services cost to Market Test				
b.	Market Test costs (£,k) (11.4(a) x £500,000)				
11.4	Sum of Stage 2 costs (Sum 11.1, 11.2, 11.3)		£ 3,221,263	£ -	

	GIFA (m ²)	10385	Stage 1	Stage 2	TOTAL
12	New Project Development Fee Total (£,k) (10.5+11.4)		£ 4,018,599	£ -	
13	Additional fees Tenderer proposes (if required)				
a.	% of sub total (3)	0.5%			
b.	Additional fees total (£,k) proforma 11)		£ 262,825.51	£ -	
14	INDICATIVE NEW PROJECT (9+12+13b) AFFORDABILITY CAP (incl 13 additional fee and FM market Test and Proforma 12)		£ 62,644,452	£ -	
14.1	INDICATIVE NEW PROJECT (9+12+13b) AFFORDABILITY CAP (excl 13 additional fee and FM market Test)		£ 62,644,452	£ -	
	GIFA (m ²)	10385	Stage 1	Stage 2	
15	PARTICIPANT COSTS				
a.	Land purchase				
a.	Participant fees			£ -	£ -
b.	Participant move costs			£ -	£ -
c.	FF&E - Loose			£ -	£ -
d.	IT Generally			£ -	£ -
e.	Media and Smartboards			£ -	£ -
f.	VAT 20%			£ -	£ -
g.	Off site utility works			£ -	£ -
h.	Diverting existing services			£ -	£ -
i.	Finance costs			£ -	£ -
j.	Client direct costs			£ -	£ -
k.	Survey costs			£ -	£ -
l.	Planning fees and building Warrant fees			£ -	£ -
m.	Outline Planning			£ -	£ -
n.	Detailed Planning			£ -	£ -
o.	Building Warrant			£ -	£ -
	INDICATIVE PARTICIPANT COSTS			£ -	£ -
16	PROJECT ABNORMALS				
a.	ground Conditions			£ -	£ -
b.	Drainage and services diversions			£ -	£ -
c.	ACR Enhancements / design enhancements			£ -	£ -
d.	Abnormal inflation			£ 2,248,936.00	£ -
e.	Passivhaus costs			£ -	£ -
	INDICATIVE PROJECT ABNORMALS			£ -	£ -
	TOTAL NEW PROJECT PREDICTED MAXIMUM COST			£ 64,893,388	£ -

3.2 CAPEX BENCHMARK SUMMARY

The following benchmark report is for Alloa West Wellbeing Hub & Lochies ASN School. The report concludes that the current design proposals do deliver value for money to the Project Participants.

Securing Value for Money is an integral part of the TPA and the delivery of hubco projects from acceptance of the NPR through to the handover of the project. Value for money is delivered via the sharing of best practice, economies of scale, competitive pricing arrangements and analysis of suitable benchmark projects.

Procedures have been developed based on the SFT paper 'Achieving Stage 1 Submissions which Robustly Demonstrate Value for Money prime Cost Price'. The 3 main ways identified to demonstrate VFM at Stage 1 are:

- By an analysis against suitable benchmark projects
- By an analysis against comparator prices on an elemental basis
- By a transparent approach to risk management

Hubco have undertaken a bench marking exercise using pricing data from similar projects completed within the Scotland territory. Benchmarked costs have been adjusted using BCIS indices to allow for inflation during the period from financial close to the present. An elemental cost plan has been developed by the Tier 1 Contractor, to which the benchmarks have been compared.

Value for money is also delivered through the hub procurement route through compliance with a set of Key Performance Indicators and continuous improvement targets designed to maximise the opportunities for local SME's, TSO,s, local residents and to provide significant community benefits using the SFT Procurement TOMs toolkit.

The community benefits will be monitored throughout Stage 2 and the construction phase to ensure compliance with KPI requirements.

A summary of the report is as follows:-

Project	Benchmarking £/m ²			Project title' Stage 2		Rating
	Low	Mean	Upper	£	£/m ²	
New Project Total Prime Cost						
				£48,871,391		
Gross Internal Area				10385	m ²	
Prime Cost Hub	£	£	£	£ 33,067,680.00	£ 4,673.08	
Prime Cost ASN	£	£	£	£ 15,603,711.00	£ 4,777.62	
Preliminaries	£ -	£ -	£ -	£	£	
Risk	£ -	£ -	£ -	£	£	
Professional fees	£ -	£ -	£ -	£	£	
Overhead & Profit	£ -	£ -	£ -	£	£	
Total Construction Costs	£ -	£ -	£ -	£	£	
Stage 1 Development Fee	£ -	£ -	£ -	£	£	
Stage 2 Development Fee	£ -	£ -	£ -	£	£	
New Project Development Fee	£ -	£ -	£ -	£	£	
Hubco Construction Manager	£ -	£ -	£ -	£	£	
Total Construction Costs (Excluding Abnormals and Client direct				£ 48,671,391.00	£4,686.70	
	£ -	£ -	£ -			

Benchmark Comparators for Capex	Description	Procurement	Prime costs/m ²
Project A – Blairgowrie Recreation Centre	New Leisure Centre		£ 6,539.93
Project B – St Sidwells Point	New Leisure Centre		£ 4,621.38
Project C – Bannockburn ASN	ASN School		£ 4,848.78
Project D – Beattie ASN	ASN School		£ 6,291.61
Average			£ 5,575.43
Alloa West			£ 4,686.70

Alloa wellbeing Hub & Lochies Road ASN
Stage 1 Benchmark Prime Costs

	1Q 24		1Q 24		Blairgowrie Recreation Centre			St Sidwells point			Bannockburn ASN			Beatlie ASN		
	Alloa Hub Element Cost	Cost /m2 GFA	Alloa ASN Element Cost	Cost /m2 GFA	Element Cost	Cost /m2 GFA	Diff +/-	Element Cost	Cost /m2 GFA	Diff +/-	Element Cost	Cost /m2 GFA	Diff +/-	Element Cost	Cost /m2 GFA	Diff +/-
Gross Floor Area:		7,119		3,266		4,212			8,919			731			2,519	
PRIME COSTS																
1 Substructure	£ 2,016,508.00	283.26	£ 1,043,172.00	319.40	£ 6,022,550.15	1,429.86	1,146.60	£ 5,053,867.50	566.64	283.38	£ 247,838.34	339.04	19.64	£ 1,407,282.94	558.67	239.26
2 Superstructure																
2A Frame	£ 3,157,941.00	443.59	£ 1,419,586.00	434.66	£ 2,969,574.35	705.03	261.43	£ 5,882,181.26	659.51	215.92	£ 265,224.91	362.82	-71.83	£ -	0.00	0.00
2B Upper Floors	£ 394,113.00	55.36	£ -	0.00	£ 215,101.96	51.07	-4.29	£ -	0.00	-55.36	£ 620.47	0.85	0.85	£ -	0.00	0.00
2C Roof	£ 1,803,270.00	253.30	£ 1,605,810.00	491.67	£ 1,493,548.83	354.59	101.29	£ 4,059,932.79	455.20	201.90	£ 237,058.42	324.29	-167.38	£ -	0.00	0.00
2D1 Stairs	£ 15,161.00	2.13	£ 9,100.00	2.79	£ -	0.00	-2.13	£ -	0.00	-2.13	£ -	0.00	-2.79	£ -	0.00	0.00
2D2 Ballustrade	£ -	0.00	£ -	0.00	£ 64,663.48	15.35	15.35	£ 511,945.07	57.40	57.40	£ -	0.00	0.00	£ -	0.00	0.00
2E External Walls	£ 1,439,196.00	202.16	£ 969,860.00	296.96	£ 69,875.11	16.59	-185.57	£ 624,196.08	69.98	-132.18	£ 325,392.73	445.13	148.18	£ -	0.00	0.00
2F Windows & External Doors	£ 1,282,992.00	180.22	£ 528,506.00	161.82	£ 896,477.40	212.84	32.62	£ 1,537,198.31	172.35	-7.87	£ 129,774.77	177.53	15.71	£ -	0.00	0.00
2G Internal Walls and Partitions	£ 1,012,803.00	142.27	£ 591,049.00	180.97	£ 1,402,879.22	333.07	190.80	£ 2,967,673.08	332.74	190.47	£ 228,690.34	312.85	131.88	£ -	0.00	0.00
2H Internal Doors	£ 234,990.00	33.01	£ 298,935.00	91.53	£ 213,498.25	50.69	17.68	£ 85,231.00	9.56	-23.45	£ 71,546.14	97.87	6.34	£ -	0.00	0.00
Total Element Superstructure	£ 9,340,466.00	1,312.05	£ 5,422,846.00	1,660.39	£ 7,325,618.61	1,739.23	427.18	£ 15,668,357.57	1,756.74	444.69	£ 1,258,307.78	1,721.35	60.96	£ 4,876,972.13	1,936.07	275.68
3 Internal Finishes																
3A Wall Finishes	£ 509,403.00	71.56	£ 242,666.00	74.30	£ 316,116.88	75.05	3.50	£ 1,501,939.16	168.40	96.84	£ 64,006.06	87.56	13.26	£ -	0.00	0.00
3B Floor Finishes	£ 580,541.00	81.55	£ 226,754.00	69.43	£ 324,231.51	76.98	-4.57	£ 425,191.19	47.67	-33.88	£ 66,344.60	90.76	21.33	£ -	0.00	0.00
3C Ceiling Finishes	£ 538,127.00	75.59	£ 209,543.00	64.16	£ 685,763.59	162.81	87.22	£ 571,904.67	64.12	-11.47	£ 55,276.74	75.62	11.46	£ -	0.00	0.00
3D Decoration	£ 158,877.00	22.32	£ 122,488.00	37.50	£ 688,047.50	163.35	141.04	£ 689,647.24	77.32	55.01	£ 41,662.91	56.99	19.49	£ -	0.00	0.00
Total Element Internal Finishes	£ 1,786,948.00	251.01	£ 801,451.00	245.39	£ 2,014,159.48	478.20	227.18	£ 3,188,682.25	357.52	106.50	£ 227,290.32	310.93	65.54	£ 769,085.80	305.31	59.92
4 Furniture, Fixtures & Equipment	£ 1,670,772.00	234.69	£ 625,794.00	191.61	£ 1,361,360.55	323.21	88.52	£ 737,277.56	82.66	-152.03	£ 171,260.68	234.28	42.67	£ 803,164.42	1,437.64	1,246.03
5 Building Services																
5A Sanitary Appliances	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5B Services Equipment	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5C Disposal Installations	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5D Water Installations	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5E Heat Source	£ 11,805,035.00	1,658.24	£ 4,792,004.00	673.13	£ -	0.00	-1,658.24	£ -	0.00	-1,658.24	£ -	0.00	-673.13	£ -	0.00	0.00
5F Space Heating & Air Conditioning	£ -	0.00	£ -	0.00	£ 4,913,925.15	1,166.65	1,166.65	£ 10,975,496.76	1,230.57	1,230.57	£ -	0.00	0.00	£ -	0.00	0.00
5G Ventilating System	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ 177,421.53	19.89	19.89	£ -	0.00	0.00	£ -	0.00	0.00
5H Electrical Installations	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ 1,025,383.70	1,402.71	1,402.71	£ -	0.00	0.00
5I Fuel Installations	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5J Lift & Conveyor Installations	£ 50,000.00	7.02	£ -	0.00	£ 85,427.89	20.28	13.26	£ -	0.00	-7.02	£ -	0.00	0.00	£ -	0.00	0.00
5K Fire & Lighting Protection	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5L Communications & Security Installations	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5M Special Installations	£ 1,866,500.00	262.19	£ 330,000.00	46.35	£ 1,489,200.58	353.56	91.38	£ 2,545,689.07	285.42	23.24	£ -	0.00	-46.35	£ -	0.00	0.00
5N Builders Work in Connection with Services	£ 413,176.00	58.04	£ 167,720.00	23.56	£ 379,215.49	90.03	31.99	£ 425,726.82	47.73	-10.31	£ 30,482.81	41.70	18.14	£ -	0.00	0.00
5O Preliminaries	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
5O Value Engineering	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
	£ 14,134,711.00	1,985.49	£ 5,289,724.00	1,619.63	£ 6,867,769.10	1,630.52	-354.97	£ 14,124,334.18	1,583.62	-401.87	£ 1,055,866.51	1,444.41	-175.22	£ 3,127,657.17	1,241.63	-378.01
6 External Works																
6A Site Works	£ 3,253,034.00	456.95	£ 1,679,669.00	514.29	£ 1,238,343.26	294.00	-162.95	£ 1,986,920.57	222.77	-234.18	£ 504,404.55	690.02	175.73	£ -	0.00	0.00
6B Drainage	£ 773,849.00	108.70	£ 270,450.00	82.81	£ -	0.00	-108.70	£ 428,180.98	48.01	-60.69	£ 171,843.09	235.08	152.27	£ -	0.00	0.00
6C BWIC External Services	£ 100,750.00	14.15	£ 117,800.00	36.07	£ 129,232.80	30.68	16.53	£ 30,438.98	3.41	-10.74	£ 40,427.72	55.30	19.24	£ -	0.00	0.00
6D Minor Building Works	£ -	0.00	£ -	0.00	£ -	0.00	0.00	£ -	0.00	0.00	£ 12,492.61	17.09	17.09	£ -	0.00	0.00
6E Site Abnormals	£ 1,803,006.00	253.27	£ 550,805.00	0.00	£ -	0.00	0.00	£ -	0.00	-253.27	£ -	0.00	0.00	£ -	0.00	0.00
Total Element External Works	£ 5,930,639.00	833.07	£ 2,618,724.00	801.81	£ 1,367,576.06	324.69	-508.39	£ 2,445,540.53	274.19	-558.88	£ 729,167.97	997.49	195.68	£ 2,046,139.97	812.28	10.47
Demolition & Works Outwith the Site	£ -	0.00	£ -	0.00	£ 442,566.58	105.07	105.07	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
Assumed VE/Target Savings	-£ 1,812,364.00	-254.58	-£ 198,000.00	-60.62	-£ 102,088.77	(24.24)	230.34	£ -	0.00	254.58	-£ 145,272.32	(198.73)	-138.11	£ -	0.00	0.00
Inflation	£ -	0.00	£ -	0.00	£ 2,081,338.31	494.14	494.14	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
Client Requests/Variations	£ -	0.00	£ -	0.00	£ 165,332.33	39.25	39.25	£ -	0.00	0.00	£ -	0.00	0.00	£ -	0.00	0.00
PRIME COST TOTAL	£ 33,067,680.00	4,644.99	£ 15,603,711.00	4,777.62	£ 27,546,182.41	£6,539.93	1,894.94	£ 41,218,059.61	£4,621.38	-23.61	£ 3,544,459.26	£4,848.78	71.16	£ 13,030,302.43	£6,291.61	1,453.36

3.3 LIFE CYCLE COST

ALLOA WEST LEISURE CENTRE					
GIFA	7,119 m2				
Capital Cost:-	New Build	21,258,804.36			
	M&E Services	16,483,369.64			
	Total Capital Cost	£40,742,174.00	Nett Works Cost		
Life Cycle Cost (Non Discounted) :-					
	Element	25 Year Cost	Cost / m2	Ann. Cost /m2	LCC %
New Build	Roof	119,676.90	£15.11	£0.60	
	Building Fabric	411,480.30	£51.96	£2.08	
	External Doors & Windows	294,553.44	£37.20	£1.49	
	External Works	783,301.75	£98.91	£3.96	
	Fittings/Furniture/Equipment	1,721,847.75	£217.43	£8.70	15.67%
M&E Services	Mechanical Installation	458,549.65	£57.90	£2.32	
	Electrical Installation	1,174,125.93	£148.27	£5.93	
	Lift Installation	14,708.75	£1.86	£0.07	
	IT Installation	5,047.00	£0.64	£0.03	
	Specialist Installation	882,512.75	£111.44	£4.46	15.38%
Total Life Cycle Cost		£5,865,804.22	£740.73	£29.63	14.40%

LOCHIES ASN SCHOOL					
GIFA	3,266 m2				
Capital Cost:-	New Build	£13,469,629.74			
	M&E Services	£5,310,511.26			
	Total Prime Capital Cost	£18,780,141.00	Exc Fees/Consents/Demo		
Life Cycle Cost (Non Discounted) :-					
	Element	1st 25 Year Cost	Cost / m2	Ann. Cost /m2	LCC %
New Build	Roof	£81,207.00	£24.86	£0.99	
	Building Fabric	£337,124.00	£103.22	£4.13	
	External Doors & Windows	£293,946.00	£90.00	£3.60	
	External Works	£480,678.00	£147.18	£5.89	
	Fittings/Furniture/Equipment	£983,483.00	£301.13	£12.05	16.16%
M&E Services	Mechanical Installation	£215,926.00	£66.11	£2.64	
	Electrical Installation	£174,274.00	£53.36	£2.13	
	Lift Installation	£8,454.00	£2.59	£0.10	
	IT Installation	£6,311.00	£1.93	£0.08	
	Specialist Installation	£0.00	£0.00	£0.00	7.63%
Total Life Cycle Cost		£2,581,403.00	£790.39	£31.62	13.75%

TOTAL COMBINED PROJECT COSTS					
GIFA	10,385 m2				
Capital Cost:-	New Build	£34,728,434.10			
	M&E Services	£21,793,880.90			
	Total Prime Capital Cost	£59,522,315.00	Exc Fees/Consents/Demo		
Life Cycle Cost (Non Discounted) :-					
	Element	1st 25 Year Cost	Cost / m2	Ann. Cost /m2	LCC %
New Build	Roof	£200,883.90	£19.34	£0.77	
	Building Fabric	£748,604.30	£72.09	£2.88	
	External Doors & Windows	£588,499.44	£56.67	£2.27	
	External Works	£1,263,979.75	£121.71	£4.87	
	Fittings/Furniture/Equipment	£2,705,330.75	£260.50	£10.42	15.86%
M&E Services	Mechanical Installation	£674,475.65	£64.95	£2.60	
	Electrical Installation	£1,348,399.93	£129.84	£5.19	
	Lift Installation	£23,162.75	£2.23	£0.09	
	IT Installation	£11,358.00	£1.09	£0.04	
	Specialist Installation	£882,512.75	£84.98	£3.40	13.49%
Total Life Cycle Cost		£8,447,207.22	£813.40	£32.54	14.19%

Caveats :

Costs expressed as at 4Q24 = BCIS index 400.

Costs are non-discounted and no smoothing has been allowed

FM Costs for reactive maintenance, vandalism, improvements, annual maintenance etc - excluded

Floor Coverings and Decoration Life Cycle Costs - excluded per SFT Standard

Handback costs not required - excluded

Appendix J

Accommodation Schedule



Thomas
& Adamson

International
Construction
& Property
Consultancy

Notes :

1. This drawing should not be scaled, figured dimensions only to be taken
2. should any discrepancies be found with this drawing, please inform this office.
3. Copyright of this drawing is owned by JM Architects.

Structural information indicative only. To be confirmed by Structural Engineer.

Room Count Schedule		
Name	Model Area	Count

Lochies Circulation

Circulation	521.7 m ²	4
Draft Lobby	27.2 m ²	2
	548.9 m ²	6

Lochies Core Learning

Chair Store	121.9 m ²	12
Class Base	593 m ²	9
Class Store	129.1 m ²	12
Cloak	119.7 m ²	12
GP Base	197.7 m ²	3
Hygiene	158.4 m ²	11
Pupil WC	19.1 m ²	2
Stimulation/ Quiet Room	114.2 m ²	12
	1453.1 m ²	73

Lochies Infrastructure

AWC	16.3 m ²	3
Dining Store	10.9 m ²	1
Hub & Comms	21.6 m ²	1
Laundry - Hazardous	15.1 m ²	1
Laundry - Normal	12.1 m ²	1
Lochies Cleaners Store	15.8 m ²	3
Lochies Kitchen	40.1 m ²	1
Lochies Main Plant Room	119.4 m ²	2
Main Switch Room	32.9 m ²	1
Server/I.T	13.7 m ²	1
Staff WC	4.4 m ²	2
Switch Room	6.1 m ²	1
	308.4 m ²	18

Lochies PE & Movement

Gym Hall	141.4 m ²	1
Gym Store	30.6 m ²	1
Hydrotherapy Pool Store	7.4 m ²	1
Rebound Therapy	30.4 m ²	1
	209.8 m ²	4

Lochies Shared Learning

Therapy Assessment Store	14 m ²	1
Therapy Room	26.1 m ²	1
	40.1 m ²	2

Lochies Support

Admin/Reception	20.1 m ²	1
Communal Dining	127.5 m ²	1
Entry / Waiting	23.6 m ²	1
Equipment Room	55.8 m ²	2
Management Office	26.2 m ²	1
Medical Room NHS	20.1 m ²	1
Medical Store	6.4 m ²	1
Meeting Room	30.8 m ²	2
School / Admin Store	8 m ²	1
Staff & Resource / Creation Room	63.5 m ²	1
	382 m ²	12

Lochies Wet

Changing and Showers	68.6 m ²	1
Hydrotherapy Pool	68.8 m ²	1
	137.4 m ²	2

Room Count Schedule		
Name	Model Area	Count

WBH Ancillary

Buggy Parking	9.2 m ²	1
Cafe	156.8 m ²	1
Community Social Space	193.9 m ²	5
Consultation Room	30 m ²	2
Duty Manager	22.2 m ²	1
Foyer/Entrance Lobby	142.6 m ²	1
Kiosk Storage	5 m ²	1
Meeting Room	43.8 m ²	2
Meeting Room Store	15.9 m ²	1
Office Storage	19.6 m ²	2
Quiet Room	25 m ²	1
Quiet Space	17.9 m ²	1
Reception	20.3 m ²	1
Sport and Leisure Team Office	40.7 m ²	1
Staff Room	66.4 m ²	1
	809.3 m ²	22

WBH Circulation

Circulation	822.4 m ²	7
Draft Lobby	48.9 m ²	1
Lift	11.3 m ²	2
Stair 1	54.3 m ²	2
Stair 2	32 m ²	2
Stair 3	43.2 m ²	2
Stair 4	51.8 m ²	2
Stair 5	29.5 m ²	2
	1093.4 m ²	20

WBH Dry Accommodation

C+C	149.1 m ²	1
Childrens Play Area	70.8 m ²	1
CMP Room Store 1	30.5 m ²	1
CMP Room Store 2	20.3 m ²	1
CMP Room Store 3	11.9 m ²	1
Community Multi-Purpose Room 1	100 m ²	1
Community Multi-Purpose Room 2	190.7 m ²	1
Community Multi-Purpose Room 3	100.2 m ²	1
Dry Changing Showers	24.6 m ²	2
Dry Changing Village	182.9 m ²	2
Fitness Suite	568.3 m ²	2
Fitness Suite Store	16.3 m ²	2
Sports Hall	649.2 m ²	1
Sports Hall Bleacher	27.7 m ²	1
Sports Hall Store	74.6 m ²	1
	2216.9 m ²	19

WBH Infrastructure

AWC	21.9 m ²	4
Baby Change / Feeding	5.9 m ²	1
Central Cleaners Store	6.2 m ²	1
Changing Places	12.2 m ²	1
Cleaner Store	10.6 m ²	2
Hydrotherapy Pool Plant	27.3 m ²	1
Kitchen	75 m ²	1
Pool Plant	117 m ²	1
TX Switch Room	23.1 m ²	1
WBH AHU Plant	400.2 m ²	1
WBH Main Plant	322.8 m ²	2
WBH Server/I.T	24.2 m ²	2
WBH Switch Room	57.9 m ²	1
WC	54.8 m ²	3
	1159.1 m ²	22

Room Count Schedule		
Name	Model Area	Count

WBH Wet Accommodation

Changing Places	25.9 m ²	2
Cold Plunge	6.5 m ²	1
Main Pool Store	57.4 m ²	1
Main Swimming Pool	616.9 m ²	1
Pool Side Shower	15.3 m ²	1
Pool Spectator Seating	71.7 m ²	1
Pool Water Test Room	7.5 m ²	1
Sauna	8.7 m ²	1
School Changing	72.5 m ²	1
Steam Room	8.7 m ²	1
Teaching Pool	188.7 m ²	1
Teaching Pool Store	29.9 m ²	1
Water Area	151.9 m ²	1
Wet Changing	386.6 m ²	1
Wet First Aid Room	8.4 m ²	1
	1656.7 m ²	16
Grand total	10015.2 m ²	216

P01_HUB Stage 01 18.03.2024 MA YT
REV. DESCRIPTION DATE DRN BY CKD BY

Project	Alloa West Wellbeing Hub & Lochies School
Title	Room Count Schedule
Client	Clackmannanshire Council/Hub East Central

Purpose : Information	Scale : @A3	JMA Project Number :
Drawing Number		
Project - Originator - Volume - Level - Type - Role - Number		
WHLS-JMA-01-SH-DR-A-003001		Status S4 P01
233		Revision

jmarchitects

64 Queen Street
Edinburgh
EH2 4NA
0131 464 6100

edi@jmarchitects.net
www.jmarchitects.net

Appendix K

Demand & Financial Model - Report Tables



Thomas
& Adamson

International
Construction
& Property
Consultancy

Income and Expenditure

Account Group	Account Name	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
Operating income	Membership Fee	£383,536	£547,690	£558,644	£569,817	£581,213	£592,837	£604,694	£616,788	£629,124	£641,706
Operating income	Soft Play	£258,375	£263,543	£268,814	£274,190	£279,674	£285,267	£290,973	£296,792	£302,728	£308,783
Operating income	PAYG Wetside	£249,203	£254,188	£259,271	£264,457	£269,746	£275,141	£280,644	£286,256	£291,982	£297,821
Operating income	Swimming Lessons	£184,672	£188,366	£192,133	£195,976	£199,895	£203,893	£207,971	£212,131	£216,373	£220,701
Operating income	Café	£157,478	£160,628	£163,840	£167,117	£170,459	£173,868	£177,346	£180,893	£184,511	£188,201
Operating income	Facility Hire	£138,424	£141,192	£144,016	£146,897	£149,835	£152,831	£155,888	£159,006	£162,186	£165,429
Operating income	Clip & Climb (Small)	£99,584	£101,575	£103,607	£105,679	£107,793	£109,949	£112,147	£114,390	£116,678	£119,012
Operating income	Fitness Classes - Dry	£41,882	£42,719	£43,574	£44,445	£45,334	£46,241	£47,166	£48,109	£49,071	£50,052
Operating income	Fitness Referral	£31,836	£32,473	£33,122	£33,785	£34,461	£35,150	£35,853	£36,570	£37,301	£38,047
Operating income	Merchandise	£30,645	£31,257	£31,883	£32,520	£33,171	£33,834	£34,511	£35,201	£35,905	£36,623
Operating income	Fitness Gym	£29,915	£30,514	£31,124	£31,747	£32,381	£33,029	£33,690	£34,363	£35,051	£35,752
Operating income	Fitness Classes - Wet	£3,973	£4,053	£4,134	£4,216	£4,301	£4,387	£4,474	£4,564	£4,655	£4,748
Operating Income Total		£1,609,523	£1,798,198	£1,834,162	£1,870,846	£1,908,263	£1,946,427	£1,985,357	£2,025,063	£2,065,565	£2,106,875
Cost of Sales	Catering	£113,587	£115,859	£118,176	£120,540	£122,951	£125,410	£127,918	£130,476	£133,086	£135,748
Cost of Sales	Merchandise Stock	£15,322	£15,628	£15,941	£16,260	£16,585	£16,916	£17,255	£17,600	£17,952	£18,311
Cost of Sales Total		£128,909	£131,487	£134,117	£136,800	£139,536	£142,326	£145,173	£148,076	£151,038	£154,059
Staff Costs	Gross Wages - Operational	£737,031	£759,142	£781,916	£805,374	£829,535	£854,421	£880,054	£906,455	£933,649	£961,659
Staff Costs	Gross Wages - Instruction	£286,247	£294,835	£303,680	£312,790	£322,174	£331,839	£341,794	£352,048	£362,610	£373,488
Staff Costs	Pension	£206,689	£212,890	£219,277	£225,855	£232,631	£239,610	£246,798	£254,202	£261,828	£269,683
Staff Costs	Gross Wages - Support	£150,415	£154,927	£159,575	£164,362	£169,293	£174,372	£179,603	£184,991	£190,541	£196,257
Staff Costs	Gross Wages - Management	£112,483	£115,858	£119,333	£122,913	£126,601	£130,399	£134,311	£138,340	£142,490	£146,765
Staff Costs	National Insurance	£69,845	£71,940	£74,098	£76,321	£78,611	£80,969	£83,398	£85,900	£88,477	£91,132
Staff Costs	Uniform	£5,323	£5,482	£5,647	£5,816	£5,991	£6,170	£6,356	£6,546	£6,743	£6,945
Staff Costs	Travel Expenses	£546	£563	£580	£597	£615	£633	£652	£672	£692	£713
Staff Costs Total		£1,568,579	£1,615,637	£1,664,106	£1,714,028	£1,765,451	£1,818,413	£1,872,966	£1,929,154	£1,987,030	£2,046,642
Property Costs	Lifecycle Costs	£248,853	£253,830	£258,907	£264,085	£269,367	£274,754	£280,249	£285,854	£291,571	£297,403
Property Costs	Electricity	£171,815	£175,251	£178,756	£182,331	£185,978	£189,698	£193,491	£197,361	£201,309	£205,335
Property Costs	Repairs & Maintenance	£53,406	£54,474	£55,564	£56,675	£57,809	£58,965	£60,144	£61,347	£62,574	£63,826
Property Costs	Water	£22,816	£23,272	£23,738	£24,212	£24,697	£25,191	£25,694	£26,208	£26,733	£27,267
Property Costs	Pool Chemicals	£14,830	£15,127	£15,430	£15,738	£16,053	£16,374	£16,701	£17,035	£17,376	£17,724
Property Costs	Cleaning	£9,126	£9,309	£9,495	£9,685	£9,879	£10,076	£10,278	£10,483	£10,693	£10,907
Property Costs Total		£520,846	£531,263	£541,890	£552,726	£563,783	£575,058	£586,557	£598,288	£610,256	£622,462
Supplies & Services	Equipment	£8,301	£8,467	£8,636	£8,809	£8,985	£9,165	£9,348	£9,535	£9,726	£9,920
Supplies & Services	Other Delivery Costs	£4,335	£4,422	£4,510	£4,600	£4,692	£4,786	£4,882	£4,980	£5,079	£5,181
Supplies & Services	Fitness Class Delivery	£3,422	£3,491	£3,561	£3,632	£3,705	£3,779	£3,854	£3,931	£4,010	£4,090
Supplies & Services	Telephone	£2,282	£2,327	£2,374	£2,421	£2,470	£2,519	£2,569	£2,621	£2,673	£2,727
Supplies & Services	Printing & Stationery	£1,996	£2,036	£2,077	£2,118	£2,161	£2,204	£2,248	£2,293	£2,339	£2,386
Supplies & Services	Bank Charges	£1,712	£1,746	£1,781	£1,816	£1,853	£1,890	£1,928	£1,966	£2,006	£2,046
Supplies & Services	Membership Expenses	£1,712	£1,746	£1,781	£1,816	£1,853	£1,890	£1,928	£1,966	£2,006	£2,046
Supplies & Services	Miscellaneous Expenditure	£1,141	£1,164	£1,187	£1,211	£1,235	£1,260	£1,285	£1,310	£1,337	£1,363
Supplies & Services	Subscriptions and Licencing	£1,141	£1,164	£1,187	£1,211	£1,235	£1,260	£1,285	£1,310	£1,337	£1,363
Supplies & Services	Furniture	£571	£582	£594	£606	£618	£630	£643	£656	£669	£682
Supplies & Services	Medical Supplies	£285	£291	£297	£303	£309	£315	£321	£328	£334	£341
Supplies & Services	Postages	£228	£233	£237	£242	£247	£252	£257	£262	£267	£273
Supplies & Services	Lease Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Supplies and Services Total		£27,126	£27,669	£28,222	£28,785	£29,363	£29,950	£30,548	£31,158	£31,783	£32,418
Expenditure Total		£2,245,460	£2,306,056	£2,368,335	£2,432,339	£2,498,133	£2,565,747	£2,635,244	£2,706,676	£2,780,107	£2,855,581
Income Total		£1,609,523	£1,798,198	£1,834,162	£1,870,846	£1,908,263	£1,946,427	£1,985,357	£2,025,063	£2,065,565	£2,106,875
Net Expenditure Total		£635,937	£507,858	£534,173	£561,493	£589,870	£619,320	£649,887	£681,613	£714,542	£748,706

Staff Costs

Segment Selection	2026-27
Clip & Climb	£58,836
Fitness Classes	£59,209
4-Court Main Hall	£75,576
Soft Play	£103,200
Swimming Lessons	£109,616
Café	£121,123
Fitness Suite	£173,396
Swimming	£396,166
Fixed Costs	£635,129
Total	£1,732,251

Usage

Building Segment	2026-27
4-Court Main Hall	34,064
Archery Range	880
Clip & Climb	7,814
Fitness Classes	53,442
Fitness Suite	51,707
Multi-Purpose Rooms	7,040
Outdoor 5vs	6,992
Soft Play	33,631
Swimming	81,562
Swimming Lessons	19,638
Total	296,770

Summary Table with Life Cycle Costs

	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
Operating Income Total	£1,609,523	£1,798,198	£1,834,162	£1,870,846	£1,908,263	£1,946,427	£1,985,357	£2,025,063	£2,065,565	£2,106,875
Cost of Sales Total	£128,909	£131,487	£134,117	£136,800	£139,536	£142,326	£145,173	£148,076	£151,038	£154,059
Staff Costs Total	£1,568,579	£1,615,637	£1,664,106	£1,714,028	£1,765,451	£1,818,413	£1,872,966	£1,929,154	£1,987,030	£2,046,642
Property Costs Total	£520,846	£531,263	£541,890	£552,726	£563,783	£575,058	£586,557	£598,288	£610,256	£622,462
Supplies and Services Total	£27,126	£27,669	£28,222	£28,785	£29,363	£29,950	£30,548	£31,158	£31,783	£32,418
Net Expenditure	£635,937	£507,858	£534,173	£561,493	£589,870	£619,320	£649,887	£681,613	£714,542	£748,706

Summary Table with Life Cycle Costs Separated

	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
Operating Income Total	£1,609,523	£1,798,198	£1,834,162	£1,870,846	£1,908,263	£1,946,427	£1,985,357	£2,025,063	£2,065,565	£2,106,875
Cost of Sales Total	£128,909	£131,487	£134,117	£136,800	£139,536	£142,326	£145,173	£148,076	£151,038	£154,059
Staff Costs Total	£1,568,579	£1,615,637	£1,664,106	£1,714,028	£1,765,451	£1,818,413	£1,872,966	£1,929,154	£1,987,030	£2,046,642
Property Costs Total	£271,993	£277,433	£282,983	£288,641	£294,416	£300,304	£306,308	£312,434	£318,685	£325,059
Supplies and Services Total	£27,126	£27,669	£28,222	£28,785	£29,363	£29,950	£30,548	£31,158	£31,783	£32,418
Net Expenditure	£387,084	£254,028	£275,266	£297,408	£320,503	£344,566	£369,638	£395,759	£422,971	£451,303
Life Cycle Costs	£248,853	£253,830	£258,907	£264,085	£269,367	£274,754	£280,249	£285,854	£291,571	£297,403
Total Net Expenditure	£635,937	£507,858	£534,173	£561,493	£589,870	£619,320	£649,887	£681,613	£714,542	£748,706

Aggregate Testing (Life Cycle costs not included)

Income Variation	Expenditure Variation									
	-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%	
-20%	£-309,667	£-409,498	£-509,328	£-609,158	£-708,989	£-808,819	£-908,649	£-1,008,480	£-1,108,310	
-15%	£-229,191	£-329,021	£-428,852	£-528,682	£-628,512	£-728,343	£-828,173	£-928,004	£-1,027,834	
-10%	£-148,715	£-248,545	£-348,376	£-448,206	£-548,036	£-647,867	£-747,697	£-847,527	£-947,358	
-5%	£-68,239	£-168,069	£-267,899	£-367,730	£-467,560	£-567,391	£-667,221	£-767,051	£-866,882	
0%	£12,237	£-87,593	£-187,423	£-287,254	£-387,084	£-486,914	£-586,745	£-686,575	£-786,405	
5%	£92,714	£-7,117	£-106,947	£-206,778	£-306,608	£-406,438	£-506,269	£-606,099	£-705,929	
10%	£173,190	£73,359	£-26,471	£-126,301	£-226,132	£-325,962	£-425,792	£-525,623	£-625,453	
15%	£253,666	£153,836	£54,005	£-45,825	£-145,656	£-245,486	£-345,316	£-445,147	£-544,977	
20%	£334,142	£234,312	£134,481	£34,651	£-65,179	£-165,010	£-264,840	£-364,670	£-464,501	

Based on the provided sensitivity analysis for the planned new wellbeing hub facility in Clackmannanshire and its Year 1 forecasted deficit of -£387,084 for 2027-28, we can draw several conclusions regarding the facility's financial vulnerability to changes in income and expenditure:

- Expenditure Sensitivity:**
An increase in expenditure significantly impacts the deficit. For instance, a 20% increase in expenditure without any change in income inflates the deficit to -£786,405, emphasizing the necessity of stringent cost management strategies to maintain financial stability.
 - Income Sensitivity:**
A decrease in income similarly worsens the deficit. A reduction of 20% in income, without adjusting expenditure, would deepen the deficit to -£708,989, highlighting the importance of stable or growing revenue streams to sustain the hub's financial health.
 - Improvement through Income Growth:**
Increasing income can considerably alleviate the deficit. For example, with a 20% growth in income and static expenditure, the deficit decreases to -£65,179, showing the effectiveness of revenue enhancement initiatives.
 - Cost Reduction Impact:**
Reducing expenses has a substantial positive effect on the deficit. A 20% cut in expenditure, while maintaining the current income, would deliver a small surplus of £12,237, underlining the potential of cost-saving measures.
 - Combined Adjustments:**
When both income and expenditure are varied in the same direction, the deficit can be managed more effectively. For instance, simultaneously increasing income and decreasing expenditure by 10% results in a much lower deficit of -£26,471.
 - The Optimal Scenario:**
The ideal scenario for financial health is the one where income increases and expenditure decreases substantially. Should the hub successfully implement strategies that boost income and reduce expenses by 20%, the deficit would decrease significantly to a surplus of £334,142.
- In summary, the sensitivity analysis illustrates that the financial stability of the new wellbeing hub facility is highly influenced by income and expenditure changes. It is imperative for the hub's management to focus on enhancing income and optimizing costs to protect against financial risks. Strategies should encompass diversifying income sources, careful expenditure tracking, and targeted cost reduction. With a proactive approach to financial management, the hub may not only bridge the current deficit but could also potentially generate a surplus, provided substantial and positive changes in financial performance are achieved.

Appendix L

Client Project Team Risk and Opportunity Register

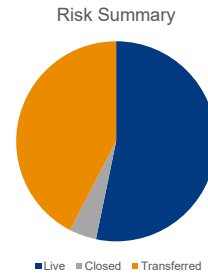


Thomas
& Adamson

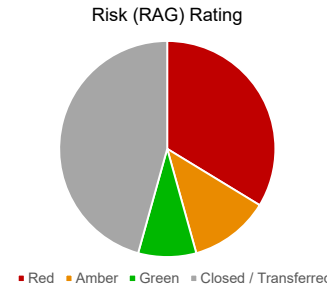
International
Construction
& Property
Consultancy

File Name	20240327 - WHLS - Risk and Opportunity Register
Description	Risk and Opportunity Register
Date	27/03/2024
Revision	P06
Status	S2 / For Information
Revision Comment	Updated following Client Project Team Risk Workshop on 06/03/2024.

Risk Status	Quantity
Live	49
Closed	4
Transferred	39
Total	92



Risk Trigger	Quantity
Red	31
Amber	11
Green	8
Closed / Transferred	42



Category	Definition / Description	Quantity
Internal	Indirect project risk(s) associated with factors internal to the Client organisation	38
External	Direct project risk(s) associated with factors external to the Client organisation	54
Commercial	Risk(s) associated with legal, procurement, financials and contractual matters.	20
Management	Risk(s) associated with governance, processes, resources, programme and communications.	39
Technical	Risk(s) associated with design, specification, statutory compliance and site conditions.	33
Client	Risk(s) associated with factors arising from the Client.	48
Contractor	Risk(s) associated with factors arising from the Contractor.	8
Design Team	Risk(s) associated with factors arising from the Design Team.	12
3rd Party	Risk(s) associated with factors arising from the 3rd Parties.	11
Site	Risk(s) associated with factors arising from the site / ground conditions.	7
Environment	Risk(s) associated with factors arising from other environmental influences.	6

Risk No.	Date Raised	Status	Risk Description		Risk Classification			Risk Assessment					Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed			
			Description of Project Risk (There is a risk that...)	Potential Failure / Cause (As a result of...)	Direct Consequence (That will potentially lead to...)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger							Max Risk (£)	Assessed Risk (£)	
RI_001	26/10/2022	Transferred	The project does not achieve Planning Approval.	The proposed development does not align with the use class under the Local Development Plan and is deemed to take away valuable land designated for business and employment use.	Extended planning processes, public objections and/or challenges, potential planning appeal process and/or requirement to identify and develop an alternate site. All contributing to negative publicity, delay to programme and increased costs.	External	Technical	Client	0	0	0	GREEN	0	0	0	Undertake early pre-app engagement with the Planning Authority (both informal and formal). Commission a further business/employment land review to demonstrate that the loss of this land for business use would not be detrimental to the local economy. Clearly demonstrate why other sites were discounted and/or considered unsuitable. Commission the preparation of a development brief / master planning exercise to determine the viability of the development and provisionally agree an alternative use class prior to submitting a formal Planning Application. Demonstrate why town centre sites were not selected for the development. Undertake sequential analysis and justify the rationale behind the site selection.	huboo	Planning Consultant	04/10/2023	Note - Greenfield site - 12.33 acres (5 hectares). Note - Site designated for use classes 1, 5 and 6 under the 2016 LDP. Note - Business Land Audit undertaken in 2019 and site identified as an "Effective" site i.e. considered to be immediately available for development. Note - Update renewal of the LDP is on hold and awaiting the output of NPF1 and a review of the land designation will be undertaken. Note - Informal pre-application discussions have commenced with the Planning Authority. Note - Formal pre-application to be submitted mid-January 2024. Note - The proposed use under class 10 (for non-residential institutions) will need to be justified - and any planning application demonstrate that this is a sustainable and viable location for the intended use. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_002	26/10/2022	Transferred	The project does not achieve Planning Approval.	Proposals are deemed to have a negative impact on the Firth of Forth Special Protection Area (SPA).	Extended planning processes, public objections and/or challenges, statutory consultee objections leading to programme delay and increased costs.	External	Technical	Environment	0	0	0	GREEN	0	0	0	Commission and undertake Preliminary Ecological Appraisal (PEA), and any subsequent recommended ecology assessments. Submit request for Environmental Impact Assessment (EIA) screening to determine whether EIA is required. Undertake engagement with Planning Authority and NatureScot (as required) to agree the information required to demonstrate that the project does not affect the integrity of the SPA. Consider impact on ecology and biodiversity with the design proposals and opportunities to protect and improve biodiversity. Undertake Habitat Regulations Assessment / Appraisal (HRA).	huboo	Planning Consultant	04/10/2024	Note - Site is also proximity to the Firth of Forth Special Protection Area (SPA). Note - Proposed development will be subject to a Habitats Regulations Appraisal. Note - Associated legislation is the Conservation (Natural Habitats etc.) Regulations 1994. Note - Determine timescale for HRA etc. Note - HRA Report previously undertaken on the proposed Alloa West Business Park development (larger development and in line with the consultation received in the previous overarching HRA undertaken for the Clackmannanshire LDP, none of the SPA's conservation objectives will be compromised by the proposed development of Alloa West Business Park. Note - Winter Bird Nesting survey undertaken December 2023. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_003	26/10/2022	Transferred	The project does not achieve Planning Approval.	The development / design proposals do not consider the impact on adjacent land i.e. access, security, environmental etc.	Public objections and/or challenges leading to a delay in the planning process and associated programme delay and cost increases.	External	Technical	Environment	0	0	0	GREEN	0	0	0	Commission development brief / master planning exercise and consider the impact of the proposed development on adjacent land / property. Undertake stakeholder engagement with adjacent land / property owners to review and discuss proposals and understand any issues. Undertake thorough pre-app public consultation process to engage with the local community and businesses etc.	huboo	JMA	04/10/2024	Note - Adjacent land to the West identified for development within the LDP. Note - Public footway and cycle way around site boundary. Note - Consideration to be given potential access to the adjacent land to ensure this is not diverted for future development and in line with existing infrastructure. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_004	26/10/2022	Closed	The site cannot be developed until 2026.	The terms of the current lease agreement between Clacks and the tenant.	Delay to commencement on site, delivery of the completed facility, and associated cost increases due to inflation.	Internal	Commercial	3rd Party	0	0	0	GREEN	0	0	0	Clacks legal services to engage with solicitors and commence negotiations with the tenant to end the lease agreement early. Finalise and agree heads of terms with the tenant.	L.Robertson	R.Stewart	30/01/2024	Note - MacRoberts engaged to provide legal advice. Note - Tenant understood to be Fort-Farming Limited. Note - Draft heads of terms issued and comments received. Note - Final details being agreed to conclude the heads of terms. Note - Terms of the remuneration offer agreed. Final documents to be signed. Note - Assignment and remuneration agreement signed/included 18/01/2024. Conditions to be extracted.	18/01/2024
RI_005	26/10/2022	Live	There are third party access rights and/or deeds of servitude/wayleaves in place with the site boundary.	The presence of public utilities and associated infrastructure and/or public rights of way etc. in and around the site.	Constraints on the development proposals and costs associated with relocating any infrastructure as required.	External	Commercial	3rd Party	3	2	6	AMBER	0	0	0	Clacks legal services to undertake legal due diligence on the site title deeds and advise of any third party access or rights or conditions. Design proposals to take cognisance of any legal requirements and constraints plan prepared. Negotiations to be undertaken with third parties as required. Constraints plan to be prepared and shared with the design team. Clacks to determine legal ownership (wayleaves / servitude rights) of the surface water drainage pipe beneath the site. Robertson's and Blyth & Blyth to engage with Scottish Water on the basis that we are planning to remove/divert the existing surface water drainage as part of our development proposals.	Clacks		30/06/2024	Note - Title Report undertaken and included in the Site Information included within the Project Brief. Note - Update 26/01/2024 - Ownership of surface water drain to be established. SW asset team have no record of owning. Clacks legal team checking wayleave agreements etc. Note - Update received from Clacks legal team on 07/02/2024 advising that unfortunately, the Estates team have been unable to find any information and/or details in our system in relation to the existing surface water mains. AA (T&A) followed-up with email on 28/02/2024 enquiring what options are now open to us to determine ownership and responsibility as at the moment we are at an impasse with both the Council and Scottish Water advising they have no record of ownership/responsibility. Note - Further update received from Clacks legal team on 07/03/2024 advising that they "are unable to provide any further information as we simply do not have any wayleaves or further details in our possession." In addition, they recommended that "Robertson's approach Scottish Water again to request this information and advise that the pipe will be removed as part of the development if ownership is not confirmed." Note - AA (T&A) responded on 20/03/2024 noting that "on the basis that Scottish Water have advised that they have no record of ownership/responsibility and Clacks have no record of wayleaves, at this point we will assume that this is a Clacks asset along with the pumping station. We will therefore continue to engage with Scottish Water as you have set out below on the basis that we are planning to remove/divert this as part of our development proposals."	
RI_006	26/10/2022	Live	The energy, sustainability and environmental performance requirements do not align with the Project Budget.	Client changes to energy, sustainability and environmental performance requirements following approval of the budget.	Increase to the Project Budget and/or reduction of scope. Project re-design leading to increased project fees and delay to programme.	External	Commercial	Client	3	1	3	GREEN	0	0	0	Undertake appraisal of energy, sustainability and environmental performance requirements including costs associated with each option. Agree decision on the preferred options at the Project Steering Group and capture associated costs within the Project Budget and Capital Plan. Ensure agreed energy, sustainability and environmental performance requirements are included with the Project Brief and Authority's Construction Requirements (ACR's). Huboo to prepare Stage 1 Pricing Report (Cost Plan) confirming affordability.	Clacks	T&A	19/04/2024	Note - Options appraisal on energy, sustainability and environmental performance requirements included with scope for EC hub SSPS. Note - Decision confirmed to proceed with Passivhaus Classic and LEIP funding environmental design requirements both of which are factored into the Project Budget (Affordability Cap). Note - Risk to be closed following huboo acceptance of the NPF. Note - Update 30/01/2024 - huboo and RCCE preparing initial Stage 1 (RIBA Stage 2) Cost Plan which will identify any affordability issues.	
RI_007	26/10/2022	Transferred	There is insufficient allowance within the Project Budget for specialist consultants and surveys.	All likely consultants and surveys required to deliver the project are not identified at the outset and associated fee allowances are not included.	Use of contingency allowances, increase to project budget, reduced project scope and/or required surveys/services are unable to be commissioned.	External	Commercial	Client	0	0	0	GREEN	0	0	0	Undertake detailed review of the project scope, site constraints, site conditions and existing gaps etc. Identify baseline costs for each survey and/or consultant required and include allowances within the Project Budget. Ensure cost contingency is available. Obtain minimum 3 quotes for each specialist designer / survey to achieve best value and deliver the services within the cost allowances. Submit EIA screening request to close-out.	huboo	Robertson	31/03/2024	Note - Allowances included with the HubCo Development Amount / Affordability Cap. Note - Update 26/01/2024 - Consultants now appointed for initial baseline works (other works will be required). Allowances appear to be ok. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_008	26/10/2022	Live	Pre-contract / pre-construction tasks and responsibilities owned by Clacks are not undertaken in accordance with the programme.	Insufficient resources and capacity within the council staff and roles and responsibilities are not clearly defined.	Delay to programme	Internal	Management	Client	3	2	6	AMBER	0	0	0	Clacks key workstreams to be identified. Clacks tasks and responsibilities to be clearly defined. RACI Matrix to be prepared identifying who is Responsible, Accountable, Consulted and Informed on each task. Clacks tasks and workstreams to be included within the master programme. Resource/knowledge gaps to be identified and filled as required. Matters to be escalated to the Project Board and Council (as required) to ensure sufficient resources and time allocation are being provided etc. Appointment of additional consultants i.e. Project Management and Technical Advisor services to be undertaken. Split into subgroups to maximise peoples time and	Clacks	T&A	31/01/2025	Note - To be split out in to separate services i.e. legal, finance, IT, procurement etc. Note - Timescales and resources for technical approvals for roads and building standards. Note - New Wellbeing Hub Team Leader appointed to supplement resources.	
RI_009	26/10/2022	Live	Decisions and approvals required by Clacks are not made in accordance with the programme.	A clear project governance and organisation structure is not in place with defined responsibilities and levels of authority.	Decisions and approvals not being made and/or being made late causing delays to programme.	Internal	Management	Client	4	1	4	AMBER	0	0	0	Prepare clear and detailed project governance and organisation structure, with clearly defined roles, responsibilities and levels of authority. Details regarding change management and gateway approvals to be included. Project governance and organisation to align with the council's organisation structure. Project governance to be signed off by the Project Board. Governance to continue to be reviewed and defined as required in response to project changes i.e. procurement etc. Include gateway and decision points in the programme with sufficient time allowance. Record of Decisions and Approvals prepared for Project Board meetings including planned (Future) decisions.	Clacks	T&A	31/01/2025	Note - Draft project governance and organisation structure being prepared. Note - Impact of the introduction of the Loches ASN school development to be built into the project governance (as required). Note - Approved governance structure included within the Project Brief. Note - Record of Decisions and Approvals prepared for Project Board including planned (Future) decisions.	
RI_010	26/10/2022	Transferred	Unable to engage with Clacks Council Transport Officer / Roads Dept and confirm scope of works required to support planning application.	Unavailability of Clacks Council Transport Officer / Roads Dept.	Programme delay, insufficient and incomplete information to support planning application.	External	Technical	3rd Party	0	0	0	GREEN	0	0	0	Commission Transport Assessment as part of a Development Brief / Master Planning exercise. Undertake early engagement with Clacks Council to agree scope of transport study/assessment. Schedule regular workshops/meetings and agree process for recording decisions to cut-down on emails.	huboo	Blyth and Blyth	17/06/2024	Note - Transport Assessment for the site recommended under the 2016 LDP. Note - Travel Plan may be required subject to the proposed use of the site. Note - ECS appointed as Transport Consultant. Note - Update 26/01/2024 - Transport Consultant Appointed. Draft Transport Assessment (TA) scope submitted to Clacks Council team Jan 24. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_011	26/10/2022	Transferred	Insufficient and incomplete information to support the planning application.	Proceeding without agreeing scope with the Clacks Council Transport Officer / Roads Department.	Abusive work and programme delay.	External	Technical	Design Team	0	0	0	GREEN	0	0	0	Commission Transport Assessment as part of a Development Brief / Master Planning exercise. Undertake early engagement with Clacks Council to agree scope of transport study/assessment. Identify other stakeholders and consultees to be engaged as part of the transport assessment. Undertake engagement with the Co-Design group.	huboo	Blyth and Blyth	17/06/2024	Note - Transport Assessment for the site recommended under the 2016 LDP. Note - Travel Plan may be required subject to the proposed use of the site. Note - ECS appointed as Transport Consultant. Note - Update 26/01/2024 - Transport Consultant Appointed. Draft Transport Assessment (TA) scope submitted to Clacks Council team Jan 24. Note - Transferred to huboo Risk Register on 30/01/2024.	

Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that...)	Potential Failure / Cause (As a result of...)	Direct Consequence (That will potentially lead to...)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
RI_012	26/10/2022	Live	Transport improvements are required out with the site.	The outputs from the Transport Assessment and the need to improve/encourage Active Travel.	Onerous Planning Conditions and increase in costs.	External	Management	3rd Party	4	4	16		0	0	Undertake early engagement with Clacks Transport Officer / Roads Dept. Incorporate connectivity and Active Travel proposals within the Development Brief/Masterplan. Commission and undertake Stage 1 and Stage 2 Road Safety Audit (RSA) pre-planning application. Set-up sub-group to aid communication and coordination between the project team and the Clacks Roads / Active Travel / Transport teams. Agree scope of full Transportation Assessment with Clacks Roads / Transport and prepare associated report. Undertake review of how to best serve the site with active travel routes. Prepare and provide a review of public transport links to and from the site. Vehicle parking maxima rates will apply based on the National Roads Development Guide. Provide safe access to Lochies School. Provide clarification around service vehicle access. Provide full reviews of flood risk and surface water drainage design.	Clacks	Blyth and Blyth	04/10/2024	Note: Information received from Clacks Roads / Environment Team regarding planned (future) active travel projects. Note: Update 26/03/2024 - Pre-App submitted to Clacks Council Jan 24. Note: Update 26/03/2024 - Planning response received to the Pre-App on 08/03/2024. No objection received from Transportation who made the following comments "Request full Transportation Assessment report be developed subject to advance agreement over its scope. Transportation also advise that a review is needed of how to best serve the site with active travel routes; active travel infrastructure will be required within the site to deliver these trips; a review of public transport links to and from the site should be provided; vehicle parking maxima rates will apply based on the National Roads Development Guide ; safe access to Lochies School must be provided; clarification is required about service vehicle access; full reviews of flood risk and surface water drainage design required."	
RI_013	26/10/2022	Transferred	Existing SPEN 11kV overhead powerlines require to be diverted/relocated.	Planned development of the southern part of the site.	Increase in project costs, legal discussions with SPEN and potential delay to programme.	External	Commercial	Client	0	0	0	GREEN	0	0	Remove requirement for any building construction at this area of the site. Add existing SPEN 11kV overhead lines to the constraints plan. Consult Scottish Power for works within the required 10m distance of the HV cables; prepare RAMS for works in this area.	hubco	Baker-Hicks	16/01/2024	Note: Agreed position of the building necessitates the requirement to relocate/divert the overhead power lines. Note: Updated 26/01/2024 - Budget request for diversion works has been submitted to SPEN Dec 23 and dialogue ongoing. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_014	26/10/2022	Transferred	The project requires the design and installation of a gas membrane.	Potential radon contamination on the site.	Increase to construction cost	External	Technical	Site	0	0	0	GREEN	0	0	Commission and undertake intensive ground investigation including gas monitoring. Include provision for a gas membrane within the design (as required).	hubco	Blyth and Blyth	31/06/2024	Note: Update 26/01/2024 - Site investigations starting w/c 29th Jan 24. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_016	26/10/2022	Closed	Unable to undertake site surveys and investigations in accordance with the programme.	Access issues and agreement with the tenant.	Delay to programme and gaps in design information.	External	Management	3rd Party	0	0	0	GREEN	0	0	Classic legal services to engage with solicitors and commence negotiations with the tenant to end the lease agreement early. Undertake early engagement with the tenant and agree access for non-intrusive surveys.	Clacks	MacRoberts	19/01/2024	Note: Site currently being used for agricultural purposes with crops currently growing. Intensive site investigations unlikely to be engaged until crop has been collected and the lease agreement had been ended. Note: Topographical and CPR surveys have been undertaken. Groundbe investigations planned for the end of January 2024. Note: Renovation offer planned to be concluded by 19/01/2024.	18/01/2024
RI_016	26/10/2022	Transferred	Delay to the timeline for planning determination.	Technical consultative responses - FRA, DIA, SWMP / SUDS requirements.	Delay to overall timeline and delivery cost.	External	Technical	3rd Party	0	0	0	GREEN	0	0	Early engagement with Scottish Water and Clacks Officers to determine information and design requirements for flooding, drainage and surface water management.	hubco	Blyth and Blyth	04/10/2024	Note: Allocated sewers are approximately 50m away from the site boundary. Early engagement with Scottish Water, SERA and Clacks Officers to determine information and design requirements for flooding, drainage and surface water management. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_017	26/10/2022	Transferred	The project does not achieve Planning Approval.	Insufficient/non-compliant Surface Water Management Plans/Strategy and obtaining necessary approvals	Additional costs / delayed programme	External	Technical	Design Team	0	0	0	GREEN	0	0	Early engagement with Scottish Water, SERA and Clacks Officers to determine information and design requirements for flooding, drainage and surface water management.	hubco	Blyth and Blyth	04/10/2024	Note: Update 26/01/2024 - Consultant appointed to look at Flood Risk Assessment/engage with SERA following feedback from PR-App submission. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_018	26/10/2022	Live	The proposed site plan does not maximise opportunities for access and connectivity.	Lack of cohesion and consideration not being given to connectivity, linkages and interfaces with adjacent plots both existing and planned.	Lack of integration with wider travel network would harm success of public access and connectivity	External	Technical	Design Team	3	2	6		0	0	Early dialogue with stakeholders from adjacent sites, and Clacks Transport Officers to understand accessibility. Agree scope of full Transportation Assessment with Clacks Roads / Transport and prepare associated report. Undertake review of how to best serve the site with active travel routes. Provide safe access to Lochies School.	hubco	JMA	17/05/2024	Note: Update 26/01/2024 - Pre-App submitted to Clacks Council Jan 24. Note: Update 26/03/2024 - Planning response received to the Pre-App on 08/03/2024. No objection received from Transportation who made the following comments "Request full Transportation Assessment report be developed subject to advance agreement over its scope. Transportation also advise that a review is needed of how to best serve the site with active travel routes; active travel infrastructure will be required within the site to deliver these trips; a review of public transport links to and from the site should be provided; vehicle parking maxima rates will apply based on the National Roads Development Guide ; safe access to Lochies School must be provided; clarification is required about service vehicle access; full reviews of flood risk and surface water drainage design required."	
RI_019	26/10/2022	Transferred	The project does not achieve Planning Approval.	The requirements of the local planning policies are not met.	Programme delay and additional cost.	External	Technical	Design Team	0	0	0	GREEN	0	0	Undertake a collaborative and coordinated design process and informative pre-app discussions with the council.	hubco	Planning Consultant	04/10/2024	Note: Update 26/01/2024 - Meeting held with Clacks Council to understand issues likely to be raised as a result of application being submitted. Pre-App submitted Jan 24. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_020	26/10/2022	Transferred	The Sustainable Urban Drainage System (SUDS) strategy requires to be a pumped design solution.	The landscaping design, site levels and location of existing drainage infrastructure.	Impact on costs and visual impact.	External	Technical	Design Team	0	0	0	GREEN	0	0	Submit a Pre-Development Enquiry (PDE) to Scottish Water (SW) to clarify capacity within the existing drainage infrastructure. Undertake Drainage Impact Assessment (DIA) as required by SW. Establish the potential for provision of SUDS on the site. Include allowance in cost for pumping of surface water. Agree SUDS strategy with Scottish Water.	hubco	Blyth and Blyth	31/06/2024	Note: Update 26/01/2024 - PDE submitted to Scottish Water. Pre-App submitted to Clacks Council Jan 24. Note: Risks to be added to the hubco Risk Register for potential that the foul waste needs to be pumped. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_021	26/10/2022	Live	Design programme is delayed.	Redesign arising from Client Changes.	Impact on design and layouts and subsequent delays to programme.	Internal	Technical	Client	2	2	4		0	0	Establish clear briefing and technical requirements (ACRs). Undertake regular design reviews and engagement with the Client Project Team and the external design team to aid communication.	Clacks	T&A	31/05/2024	Note: Provisional 'design freeze' achieved on 12/12/2023. Note: Stage 1 'design freeze' achieved on 23/02/2024.	
RI_022	26/10/2022	Transferred	Upgrade / reinforcement is required to the existing electrical network out with the site boundary.	Increased electrical load required by the proposed new development combined with insufficient electrical capacity available within the local network.	Increased project costs and potential programme delays associated with utility upgrades.	External	Technical	3rd Party	0	0	0	GREEN	0	0	Submit provisional application to SPEN based on initial information/assumptions to undertake initial assessment and determine if upgrades are required to the existing network and associated costs. Reduce EV Charging requirements (as required).	hubco	Baker-Hicks	31/06/2024	Note: Update 26/01/2024 - Capacity request has been submitted to SPEN based on current load calculations. 2MVA connection requested. Load being driven up by provisional EV charging requirements. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_023	26/10/2022	Transferred	Reinforcement is required to the existing water network out with the adjacency of the site.	The scale/demand of the new development combined with insufficient water capacity available within the local network.	Increased costs and potential programme delays associated with utility upgrades.	External	Technical	3rd Party	0	0	0	GREEN	0	0	Submit a Pre-Development Enquiry (PDE) to Scottish Water (SW) to review the existing water network capacity. Undertake Water Impact Assessment (WIA) if required by SW.	hubco	Baker-Hicks	31/06/2024	Note: Update 26/01/2024 - PDE submitted to Scottish Water. Pre-App submitted to Clacks Council Jan 24. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_024	26/10/2022	Transferred	The site cannot be developed as it is considered a flood risk.	Outputs from the Flood Risk Assessment indicates that the site cannot be developed.	Increase in Finished Floor Levels (FFL) to provide freeboard, use of watertight construction methods, or restrictions in ground floor usage. Alternate site may need to be considered.	External	Technical	Environment	0	0	0	GREEN	0	0	Undertake a Flood Risk Assessment (FRA) to determine area at risk from coastal flooding including issue of sea level rise and incorporate any mitigation levels within the design proposals. Engage with Local Authority and SERA to clarify drainage requirements for the project. Develop design and building levels to deal with over-land flows and enable drainage design to work.	hubco	Blyth and Blyth	31/06/2024	Note: Update 26/01/2024 - Consultant appointed to look at Flood Risk Assessment/engage with SERA following feedback from PR-App submission. Note: Transferred to hubco Risk Register on 30/01/2024.	
RI_025	27/10/2022	Live	The procurement of consultant services and the construction project is delayed.	Inefficient internal procurement processes, poor communication with legal, governance and procurement colleagues and lack of clarity around roles and responsibilities and insufficient resources.	Delay to the appointment of external consultants and overall delay to the programme	Internal	Management	Client	4	2	8		0	0	Undertake early engagement with Clacks legal, governance and procurement colleagues to clarify requirements and issues associated with procurement and timescales. Incorporate sufficient timescales within the programme for procurement. Provide visibility of forthcoming procurement activities to enable forward planning. Clearly define roles and responsibilities associated with procurement. Include legal and governance within project meetings. HubCo used to procure the majority of specialist consultant appointments.	Clacks	T&A	31/01/2025		
RI_026	27/10/2022	Closed	The inclusion of 3rd Party (Private) developments on the site may undermine the project vision and objectives and not align with the Development Brief / Masterplan	Conflicting interests of 3rd Party (Private) developments and acceptable developments to the Planning Authority.	Delay to the planning process and failure to achieve the project vision and objectives.	Internal	Commercial	3rd Party	0	0	0	GREEN	0	0	Commission and undertake development brief / master planning exercise. Undertake early engagement with the Planning Authority to establish what use classes/developments would be permitted on the site. Establish what potential 3rd Party (Private) developments could be included on the site. Ensure any 3rd Party developments are aligned with the site-wide strategies and vision for the overall development.	Clacks		31/06/2024	Note: Risk closed. No plan for the inclusion of any 3rd party (private) developments on the site.	16/01/2024
RI_027	04/11/2022	Closed	Specification requirements for the Wellbeing Hub facilities may require to be enhanced.	Joint / shared facilities with the proposed Lochies ASN school and the associated specification requirements for an ASN School being applied.	Increase in costs	External	Technical	Design Team	2	3	6		0	0	Undertake review of which (if any) facilities are proposed to be shared between the Wellbeing Hub and Lochies. Identify the specification requirements for these shared spaces and undertake an assessment of the implications between a leisure and ASN school facility.	hubco		19/04/2024	Note: Risk accepted. Specification to be developed accordingly.	30/01/2024
RI_028	02/11/2022	Live	The required levels of funding cannot be achieved.	Insufficient capital resources and unsuccessful funding applications / campaign.	Delay to programme, reduction in project scope or the project cannot be delivered.	Internal	Commercial	Client	5	1	5		0	0	Prepare a strong Business Case. Identify multiple funding sources / opportunities. Provide necessary resources to prepare comprehensive funding applications. Confirm the level of capital funding the council can provide.	Clacks	T&A	31/01/2025	Note: Capital funding currently secured within the Councils Capital Plan. Note: Additional/supplementary funding sources to be identified.	
RI_029	02/11/2022	Live	Funding is limited and/or withdrawn by the council.	Ongoing inflationary pressures, public spending cuts and the need to divert resources to other areas.	Delay to programme, reduction in project scope or the project cannot be delivered.	Internal	Commercial	Client	5	1	5		0	0	Regular monitoring and engagement with Finance. Establish project budget from the out set and ensure any project funding within the council's capital plan is committed.	Clacks		31/01/2025	Note: Capital funding currently secured within the Councils Capital Plan. Note: Additional/supplementary funding sources to be identified.	
RI_030	02/11/2022	Live	The ongoing operational and revenue costs are unsustainable for the council.	Changes to the underlying assumptions within the Business Case and the operational / revenue cost model.	Changes to the facilities mix, increase in capital costs, delay to programme the project cannot be delivered.	Internal	Commercial	Client	5	3	15		0	0	Regular review and update of the operational and revenue cost model and the Business Case as the project develops and in response to any changes to the facilities mix. Review assumptions for both the Demand and Financial models for the Wellbeing Hub at OBC and FBC stages.	Clacks	Integratis	31/01/2025	Note: Update 26/03/2024 - workshop has been arranged for 02/04/2024 to discuss and agree the provisional/underlying assumptions for the Wellbeing Hub demand and financial models (based on the new facility mix) for inclusion in the Outline Business Case. Items for discussion include: Facilities Mix, Operations, Programming, Pricing, Income, Expenditure and Staffing.	
RI_031	02/11/2022	Live	Operational resources and legal matters are not in place and/or prepared for the completion of the new facility.	Delay to securing an operating model (internal or external), and the set-up of any operating entities (as required).	Operational and business performance issues post completion. Delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives.	Internal	Management	Client	5	3	15		0	0	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set-up and any legal agreements to be concluded. Recruitment of a Wellbeing Hub Team Leader to lead on this work and provide a focused resource.	WBH Team Leader		11/12/2026	Note: Risk to be separated into smaller risks. Refer to risks RI_078, 079 & 080 in relation to Staff Recruitment, Staff Training and Programming. Note: New Wellbeing Hub Team Leader appointed to supplement resources.	

Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that...)	Potential Failure / Cause (As a result of...)	Direct Consequence (That will potentially lead to...)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
RI_032	02/11/2022	Live	The design does not meet the functional and operational requirements of the end users.	The operator and end-users are not in place during the design process and are therefore unable to be consulted / engaged with on the design proposals.	Inefficiencies in the operation of the new facility. Potential changes during construction leading to delays and cost increases.	Internal	Management	Client	3	3	9		0	0	Commence the development of the operational strategy immediately. Engage and consult during the design process with stakeholders who are familiar with the function and operation of this type of facility whilst the end users are being recruited. Appoint design consultants who are familiar with designing this type of facility. Liaise with Duty Managers and Operational Staff from other facilities to obtain comments and feedback. Ensure appropriate Client representation is at Design Review Meetings. Appointment of Client Technical Advisors to review and comment on the design proposals. Undertake visits to operational facilities to obtain feedback on lessons learned. Develop briefing and equipment requirements for the pool, gym and fitness facilities.	WBH Team Leader	S Morrison F Reynolds	31/01/2025	Note: New Wellbeing Hub Team Leader appointed to supplement resources.	
RI_033	02/11/2022	Transferred	Construction costs escalate and exceed allowances included within the project budget.	Increase in material and labour prices and shortage of availability coincided with ongoing inflationary pressures.	Increase in costs, reduction in scope, reduction material quality, specification.	External	Commercial	Contractor	0	0	0	GREEN	0	0	Include allowances for design, construction and client contingency within the project budget. Include allowances for inflation within the project budget. Undertake regular monitoring and reporting of material and labour prices and inflation. Undertake regular Value Management. Value Engineering review of the design. Specify the most cost effective materials and construction methodologies.	huboo	Robertson	31/01/2026	Note: Update 26/01/2024 - Cost plan checks currently being undertaken by RCCE/Hub and due for completion end-June 24. Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_034	02/11/2022	Transferred	The project does not achieve Planning Approval.	Public objections and challenges to the Planning Proposals.	Extended planning processes, leading to programme delay and increased costs.	External	Technical	Design Team	0	0	0	GREEN	0	0	Undertake a thorough and public consultation process during the planning pre-application stage and clearly demonstrate how any feedback has been incorporated within the planning proposals.	huboo	JMA	04/10/2024	Note: Update 26/01/2024 - Pre-App submitted to Clack Council Jan 24. Feedback awaited. Strategy being developed in relation to Public Consultation as part of PIAH. Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_035	02/11/2022	Live	The design programme is delayed and the design does not meet the councils requirements.	The project brief is undefined and the Authority's Construction Requirements (ACRs) are not provided.	Delay to programme and operational and functional issues post completion.	External	Technical	Client	2	2	4		0	0	Undertake a detailed preparation and briefing process to develop the project brief and ACRs prior to commencing the concept and developed design stages. Continue to review and update the Project Brief and ACRs in parallel with the design process (as required) to ensure alignment with the design proposals.	Clacks	T&A	31/05/2024	Note: Update 26/01/2024 - Latest version of ACR's being reviewed by Design Team and feedback will be issued Mar 24.	
RI_036	02/11/2022	Live	The council is exposed to additional and unnecessary time and cost risks through the project.	The appropriate procurement and contract strategy is not defined and agreed during the early stages of the project.	Delay to programme, increase in costs and impact on the quality of project delivery.	External	Commercial	Client	2	1	2		0	0	Prepare a procurement strategy and implementation plan at the outset of the project. Appraise the different procurement routes to determine the most suitable route for the project and present to the Project Board for agreement. Consideration to be given to the use of an enabling works contract to maintain programme.	Clacks	T&A	19/04/2024	Note: Decision made regarding procurement. Project being procured via the Hub Framework. Note: Decision required on whether to proceed with an enabling works contract in advance of the main works.	
RI_037	06/09/2023	Transferred	The Contractor prelims costs exceed the capped allowances under the hub framework	Extensive requirements for scaffold and other temporary works such as handovering, haul roads, site hoarding/fencing, de-watering etc.	Increased construction costs	External	Commercial	Contractor	0	0	0	GREEN	0	0	Prepare a detailed construction programme and associated phasing and logistics plans early during the design stage to identify requirements for preliminaries. Detailed cost breakdown to be provided for prelims to ensure value or money is being provided.	huboo	Robertson	31/01/2026	Note: Update 26/01/2024 - Initial Construction Programme being developed following completion of Stakeholder Engagement/Stage 1 design. Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_038	06/09/2023	Transferred	Passivhaus certification is not achieved.	Technical challenges associated with incorporating 3 (three) separate pools at different temperatures	Passivhaus certification not being obtained and potentially higher operating costs than planned.	External	Technical	Design Team	0	0	0	GREEN	0	0	Use early contractor involvement. Incorporate learnings from comparable projects. Engage with specialist suppliers and sub-contractors. Undertake early engagement with the Passivhaus institute to clarify the technical requirements early during the design. Ensure appropriate air-tightness and separation between the different pool areas to achieve the different environmental conditions. Ensure optimal orientation and arrangement of the pools. Ensure appropriate glazing is specified to minimise solar gain and aid comfort levels. Obtain provisional Passivhaus approval of the technical design prior to commencing construction.	huboo	Robertson	31/01/2026	Note: Risk cause updated on the huboo Risk Register to reflect the bespoke criteria required for both the Wellbeing Hub and Lochies School. Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_039	06/09/2023	Transferred	Obstructions and/or contamination is present in the ground including ACMs	Historic railway parts/debris and associated underground cables/services	Increase in costs and delay to programme.	External	Technical	Site	0	0	0	GREEN	0	0	Undertake a comprehensive ground investigation including trial pits along the old railway line and associated samples and testing. Undertake a comprehensive GPR and utility survey(s).	Clacks	huboo	31/06/2024	Note: Update 26/01/2024 - Site investigations starting w/c 29th Jan 24. Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_040	06/09/2023	Transferred	The Lochies School facility and/or spaces do not meet the needs and requirements of the end users	The design does not sufficiently consider the inclusivity and accessibility requirements of the Lochies School users	Operational issues and challenges	External	Technical	Design Team	0	0	0	GREEN	0	0	Introduce early specialist designers/advisors for ASN facilities to input into the coordinated and co-design process to ensure the specific needs of the stakeholders and community are incorporated. Engage with specialist groups and/or consultants to advise on the design regarding inclusivity and accessibility.	huboo	JMA	31/06/2024	Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_041	06/09/2023	Transferred	Delay to the construction activities associated with the pool(s)	Technical design issues and programme sequencing occurring during the construction phase.	Delay to the overall programme.	External	Technical	Contractor	0	0	0	GREEN	0	0	Ensure that the pool design aligns with the Passivhaus design requirements to ensure efficient delivery on site. Engage with a specialist pool designer during the concept design stage to advise on the pool programme, waterproof detailing and pool plant space. Raise the pool above ground to reduce the risk posed by ground conditions. Plan programme adjacent activities during the works to align with the pool construction zone.	huboo	Robertson	11/12/2026	Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_042	06/09/2023	Transferred	The project requires extensive substructure and ground works	Poor ground conditions	Potential increase to programme and costs	External	Technical	Site	0	0	0	GREEN	0	0	Procure comprehensive and targeted desktop and intrusive site investigation including interpretive report. Undertake options appraisal exercise to determine the optimal substructure design solution. Share initial site (ground) investigation results with specialist piling contractors to obtain preliminary advice on substructure solution and costs.	huboo	Blyth and Blyth	31/06/2024	Note: Update 26/01/2024 - Site investigations starting w/c 29th Jan 24. Note: Transferred to huboo Risk Register on 30/01/2024. Note: Feedback from initial borehole logs suggests a piled foundation solution is required.	
RI_043	06/09/2023	Transferred	Passivhaus certification is not achieved	The air-tightness and cold bridging requirements are not achieved in accordance with the PHPP Model.	Passivhaus certification not being obtained and potentially higher operating costs than planned.	External	Technical	Contractor	0	0	0	GREEN	0	0	Identify AirTight Construction Champion (or similar) during construction. Hold lessons learned workshops and incorporate findings from other Passivhaus projects. Ensuring works are planned and constructed in accordance with approved details. Early agreement of proposed testing zones. Undertake specific workshops and inductions for operatives engaged in critical PH activities. Undertake early detailed design and interface reviews. Undertake regular air tests ensure works are constructed to specification. Encourage cultural change in quality control.	huboo	Robertson	11/12/2026	Note: Transferred to huboo Risk Register on 30/01/2024. Note: Update (report) from Passivhaus designer on 30/01/2024 advised: - Building orientation - Performing well - Positive heat gain - No requirement to change the building position/orientation. - Form Factor - Heat Loss Factor issues due to the spread out nature of the building - Issues associated with single storey nature and the size of the school. - U-Values - High spec. assumption included at this time. - Based on a steel frame structure. - G could be reduced further. Timber CLT considered. - Lochies should be considered bespoke building criteria. - Need for the Passivhaus Certifier and engagement with the PH. - Certifier experience is key. - Need to engage with PHI asap and allow sufficient lead in.	
RI_044	06/09/2023	Transferred	Local schools, businesses and residents are disrupted including the interface with the adjacent public cycle and foot paths	Noise, dust, traffic movements, and access constraints associated with delivering the works and construction activities	Negative publicity and complaints and potential third party claims.	External	Management	Contractor	0	0	0	GREEN	0	0	Undertake regular public "Meet the Contractor" presentations to inform the local community of the project and upcoming site activities. Undertake weekly liaison with Colinton Campus, Roswell Primary and Struan Schools to discuss upcoming construction works. Develop Traffic Management Plan (TMP) to manage construction and traffic interface, high quality and visible signage. Install high quality hoarding segregating site from surroundings. Ensure environmental management plan is in place.	huboo	Robertson	11/12/2026	Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_045	06/09/2023	Transferred	Contamination to the Firth of Forth Special Protection Area (SPA) and surrounding areas.	Contaminated surface water run-off during the works	Negative publicity and complaints and potential third party claims.	External	Management	Environment	0	0	0	GREEN	0	0	Prepare a detailed environmental plan to manage and control surface water run-off, concrete washout areas and vehicle wheel washing during the works.	huboo	Robertson	11/12/2026	Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_046	06/09/2023	Transferred	The LEIP funding energy target of between 67 and 68 kWh/m2/yr is not achieved	The project does not meet the mandatory funding criteria	Loss of ongoing revenue funding for Lochies School	External	Technical	Design Team	0	0	0	GREEN	0	0	Clearly identify the funding requirements to be delivered on the project.	huboo	Robertson	31/01/2025	Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_047	06/09/2023	Transferred	The installation of incoming utilities is delayed	Green field site with out existing utilities available and/or capacity within the existing network	Delay to programme and increased costs	External	Management	3rd Party	0	0	0	GREEN	0	0	Undertake early engagement with utility providers from the outset to enable the to be built into the project programme and initial cost plan. Identify any existing network capacity issues and required upgrades. Identify any servitude and/or wayleave requirements. Make advance payments to utility providers to secure programme certainty.	huboo	Beaker Hicks	11/12/2026	Note: Update 26/01/2024 - Dialogue with Utility providers ongoing in relation to asset ownership, capacity requests and quotations. Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_048	06/09/2023	Transferred	Delay to design / pre-construction programme.	Design changes and delays to approve processes.	Delay to programme and potential cost increase.	External	Management	Design Team	0	0	0	GREEN	0	0	Ensure time and activities are built into the programme for Client governance and approval processes. Review and agree durations with co-design team and incorporate into project programme. Agree realistic timescales for design review and approval periods with a fully detailed coordinated design programme issued. Deploy digital tools to aid consultation for non-technical stakeholders and members of the extended design team. Undertake early CDP design with specialist input, for example, with the pool designer and on specialist FF&E for Lochies School. Provide early stakeholder access to design information using models rather than 2D information. Early dialogue with planners to discuss and agree project planning strategy and appointment of planning consultant (as required). Early discussions with building control officer to agree Passivhaus principles.	huboo	T&A	31/01/2026	Note: Transferred to huboo Risk Register on 30/01/2024.	
RI_049	06/09/2023	Transferred	Delay to groundworks / earthworks	Undertaking groundworks / earthworks during winter months	Time lost and potential re-work required.	External	Management	Contractor	0	0	0	GREEN	0	0	Explore opportunities to undertake early enabling works prior to a full site start therefore carrying out and fill operations out with the winter months. Ensure that appropriate levels of time risk allowances are included in the programme.	huboo	Robertson	31/01/2026	Note: Transferred to huboo Risk Register on 30/01/2024.	

Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that...)	Potential Failure / Cause (As a result of...)	Direct Consequence (That will potentially lead to...)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
RI_060	06/09/2023	Transferred	Sub-contractor and supplier insolvency	Current economic climate and market conditions	Delay to programme	External	Commercial	Client	0	0	0	GREEN	0	0	Undertake thorough vetting of supply chain financial strength, cash flow, workload and resources levels prior to tender and appointment. Target design solutions to suit local market.	huboo	Robertson	31/12/2026	Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_061	06/09/2023	Transferred	Delay to testing, commissioning and validation activities	Inadequate time allowed within the commissioning programme and lack of clear communication and planning.	Delay to completion and handover	External	Management	Contractor	0	0	0	GREEN	0	0	Adopt Soft Landings approach from the outset and prepare associated delivery plan. Undertake early engagement with Client FM team and associated stakeholders. Develop detailed testing, commissioning and handover programme. Appoint a 3rd party to check and validate the commissioning process.	huboo	Robertson	31/12/2026	Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_052	06/09/2023	Live	Operation and Maintenance (O&M) information is not provided in accordance with the requirements of the Authority, SIMP and LEIP funding criteria.	The Authorities Information Requirements are not clearly defined.	Reduced LEIP funding and operating and maintenance issues	External	Technical	Client	3	1	3		0	0	Engage with the SFT to clarify both the SIMP and LEIP requirements. Appoint a Client Information Manager to help develop the Authority's information requirements and the SIMP. Incorporate the SIMP and information requirements within the ACRs.	Clacks	T&A	31/01/2025	Note - Update 26/03/2024 - BIM Academy appointed as Client Information Manager. Draft SIMP Dashboard, PIR Workbook and Project Information Protocol received. File naming convention also received. SIMP V2 currently being used.	
RI_053	06/09/2023	Transferred	Non-native species such as Client Hogweed are present on site	Invasive species spreading and not being removed	Increase in costs and programme delays	External	Management	Environment	0	0	0	GREEN	0	0	Procure and commission Preliminary Ecological Appraisal (PEA) to determine extent and scope of non-native and invasive species and any recommended follow-up surveys or works as required.	huboo	Robertson	31/06/2024	Note - Update 26/01/2024 - Pre-App submitted to Clacks Council Jan 24. Feedback awaited. Site investigations starting w/c 29th Jan 24. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_064	06/09/2023	Transferred	Undocumented Clay Pits are found	Historic use of the site	Increase in costs and programme delays	External	Technical	Site	0	0	0	GREEN	0	0	Procure comprehensive and targeted desktop and intrusive site investigation including interpretive report.	Clacks	Blyth and Blyth	31/06/2024	Note - Update 26/01/2024 - Site investigations starting w/c 29th Jan 24. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_066	06/09/2023	Transferred	Fault-line to found to the North of the site	Geophysical site conditions	Increase in costs and programme delays	External	Technical	Site	0	0	0	GREEN	0	0	Undertake desktop study of geophysical ground conditions. Undertake Geophysical Tomography survey	Clacks	Blyth and Blyth	31/06/2024	Note - Update 26/01/2024 - Site investigations starting w/c 29th Jan 24. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_066	06/09/2023	Transferred	The submission of and/or the Planning Application process is delayed.	The time constraints for habitat and/or protected species surveys does not align with the programme.	Delay to programme	External	Management	Environment	0	0	0	GREEN	0	0	Procure and commission Preliminary Ecological Appraisal (PEA) to determine extent and scope of ecological and protected species surveys to be undertaken. Include surveys within the construction programme identifying the windows when they must be undertaken.	huboo	Robertson	31/06/2024	Note - Update 26/01/2024 - Following early discussions, writing bird surveys commissioned and underway. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_067	06/09/2023	Transferred	Redundant Mineworkers are present on site	Historic use of the site	Increase in costs and programme delays	External	Technical	Site	0	0	0	GREEN	0	0	Undertake desktop survey of historic mineworking. Undertake Geophysical Tomography survey	Clacks	Blyth and Blyth	31/06/2024	Note - Update 26/01/2024 - Site investigations starting w/c 29th Jan 24. Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_058	06/09/2023	Live	Existing flood / surface water drainage has a detrimental impact on the position and form of the building or requires to be diverted.	Existing site feature	Compromised design, form, position and orientation of the building and detrimental impact on the PHPP model. Added time and cost.	External	Technical	Site	3	4	12		0	0	Accurately record the position of the existing flood drainage on a site constraints plan. Explore a series of options to achieve the optimal form factor whilst maintaining the operational functionality of the facilities. Identify alternative means of offsetting a sub-optimal form factor in the PHPP model. Consideration to be given to relocating / diverting the existing below ground drainage. Robertson's and Blyth & Blyth to engage with Scottish Water on the basis that we are planning to remove/divert the existing surface water drainage as part of our development proposals.	huboo	Blyth and Blyth	30/06/2024	Note - Update 26/01/2024 - Consultant appointed to look at Flood Risk Assessment/engage with SEPA following feedback from Pre-App submission. Note - Update received from Clacks legal team on 07/03/2024 advising that they "are unable to provide any further information as we simply do not have any wayleaves or further details in our possession." In addition, they recommended that "Robertson's approach Scottish Water again to request this information and advise that the pipe will be removed as part of the development if ownership is not confirmed." Note - AA (T&A) responded on 20/03/2024 noting that "on the basis that Scottish Water have advised that they have no record of ownership/responsibility and Clacks have no record of wayleaves, at this point we will assume that this is a Clacks asset along with the pumping station. We will therefore continue to engage with Scottish Water as you have set out below on the basis that we are planning to remove/divert this as part of our development proposals."	
RI_059	06/09/2023	Live	The diverse needs of the local community will not be met	Ineffective engagement and consultation with the local community.	Existing inequalities are exacerbated and the local community to not use the new facilities.	Internal	Management	Client	4	2	8		0	0	Develop a comprehensive Stakeholder Engagement Plan and Communications Plan. Identify all relevant stakeholder and undertake mapping exercise. Determine method and frequency of consultation and engagement to suit stakeholders. Engagement with PLE through the Co-Design process and a range of Stakeholders through the Place and Wellbeing Assessment.	Clacks	A Mackie F Reynolds A Ayres	31/01/2025	Note - Separate risk added for communications. Refer to RI_081.	
RI_060	06/09/2023	Live	Legal tasks and responsibilities owned by Clacks associated with the construction contract are not undertaken in accordance with the programme.	Insufficient legal resources and capacity within the council staff.	Delay to programme	Internal	Commercial	Client	4	3	12		0	0	Legal tasks and requirements to be programmed and planned ahead. Resource gaps/capacity to be identified. Additional resources to be outsourced to increase capacity.	L Robertson	S Gardiner	31/01/2025	Note - Split-out into contract risk and operational legal requirements. Refer to RI_082.	
RI_061	06/09/2023	Live	The new Wellbeing Hub facilities are not operated as designed.	Operational staff are not trained or familiar with the design or building systems.	The building systems not being operated correctly, in-use energy targets not being met and increased operation costs.	Internal	Management	Client	3	4	12		0	0	Undertake early recruitment of operational staff during the construction stage. Incorporate multiple staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Incorporate ongoing staff training and familiarisation sessions after completion as part of the Soft Landings Plan to help ensure the facilities and systems are being operated as designed. Make reasonable allowances/assumptions in the design (PHPP) model which aligns with how the staff will actually use the facilities. Undertake future day-in-the-life workshops to ensure the design team fully understand the operational practicalities of the staff undertaking their jobs.	WBH Team Leader	S Graham	11/12/2026	Note - Split-out into the WBH and Lochies staff. Refer to RI_083 for Lochies.	
RI_062	06/09/2023	Live	Insufficient resources are in place to operate and maintain the new facilities	Poor business planning and recruitment	The new facilities not being operated correctly and/or areas or facilities are not able to be used.	Internal	Management	Client	4	3	12		0	0	Operating model to be determined. Business plan and operating structure to be developed. All roles and resources required to operate the facility to be identified and recruited.	WBH Team Leader		11/12/2026		
RI_063	06/09/2023	Live	People / public are not sufficiently aware of the project. They are not engaged and do not understand the benefits and available services.	In-sufficient digital infrastructure available and limited communications output due to the digital reach of Clackmannanshire Council. Inconsistent messaging and booking systems.	Loss of revenue and participants. Use of facilities not being maximised. Damage to reputation on council spend to a project where audience is not engaged and brought along on the journey.	Internal	Management	Client	4	3	12		0	0	Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.	Clacks Comms	Clacks IT	11/12/2026	Note - Split-out into communications and digital infrastructure. Refer to RI_084. Note - Future issues with ongoing maintenance of new digital and IT systems.	
RI_064	06/09/2023	Live	People / public are not engaged throughout the design development of the new facilities	The necessary digital communications required to build an audience are not able to be supported by the council.	People / public do not use the new facility and are disengaged. The facility does not attract new audiences having a detrimental impact on revenue and reputation.	Internal	Management	Client	4	3	12		0	0	Develop a communication's strategy/plan in alignment with the stakeholder engagement strategy. Ensure designated resources are identified to prepare and issue communications.	Clacks Comms Team	WBH Team Leader	11/12/2026		
RI_065	06/09/2023	Live	The project fails to cater for specific demographic groups (e.g low income residents, minorities, differently-abled individuals) within the community (Subpopulation Exclusion)	The specific demographic groups are not identified and/or ineffective engagement and consultation with these groups and the local community.	Exclusion and deepening disparities thereby exacerbating existing inequalities.	Internal	Management	Client	4	3	12		0	0	Conduct extensive community consultations and surveys to understand the unique needs, preferences, and barriers faced by different groups within the community. Develop tailored programs and pricing structures to ensure affordability and accessibility for all residents, including subsidies or discounted memberships for low-income individuals. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. For the programme/ strategy team to schedule regular check ins to hear about and develop the services in accordance to feedback.	Clacks		11/12/2026	Note - Add to the impact of multiple risks. This is a consistent thread throughout.	
RI_066	06/09/2023	Live	There are tangible barriers preventing some members of the community from travelling to and accessing the facilities.	Insufficient transport infrastructure and challenges in providing affordable transportation options for those living farther from the facilities	Access is hindered for residents who may benefit most from its services thereby exacerbating existing inequalities.	Internal	Management	Client	4	3	12		0	0	Conduct extensive community consultations and surveys to understand the unique needs, preferences, and barriers faced by different groups within the community. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. Collaborate with local transportation providers to establish good services/ collaboration or other transportation solutions to facilitate access for residents living farther away.	Clacks		11/12/2026	Note - Off-set the cost of operation bus services etc. by using the reduced operational costs from the new facility by it being built to Passivhaus standard and reducing the energy costs.	
RI_067	06/09/2023	Live	The project fails to accommodate and respond to the cultural diversity within the community. (Cultural insensitivity).	Insufficient consideration of the cultural preferences and sensitivities of the local population.	Certain groups being alienated and discourage their participation.	Internal	Management	Client	4	3	12		0	0	Conduct extensive community consultations and surveys to understand the unique needs, preferences, and barriers faced by different groups within the community. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. For the programme/ strategy team to schedule regular check ins to hear about and develop the services in accordance to feedback.	Clacks		11/12/2026		
RI_068	06/09/2023	Live	People/residents within the community are unable to view, book, and access programmes, classes, spaces etc. online (Digital Divide)	Limited access to technology, the internet and online booking systems.	People / residents within the community are excluded thereby exacerbating existing inequalities and discouraging their participation.	Internal	Management	Client	4	3	12		0	0	Offer in-person registration and services, provide public computer access, or partner with local libraries or community centres to bridge the digital divide.	Clacks		11/12/2026		
RI_069	06/09/2023	Live	Disparities in health and wellbeing infrastructure.	Inadequate local healthcare and/or wellbeing facilities, limited access to healthcare services, or disparities in healthcare quality	Unaddressed health issues or ignored health inequalities in the community.	Internal	Management	Client	4	3	12		0	0	Collaborate with local healthcare providers to offer health screenings, educational workshops, and referral programs within the hub and school to address these disparities and refresh action plan/ meaningful community engagement on a regular basis / lead with local community	Clacks		11/12/2026		
RI_070	06/09/2023	Live	There is a lack of knowledge about the importance of physical activity, nutrition, and mental health	There are gaps in education and awareness programmes and campaigns being provided.	Hinder residents from utilizing the resources and facilities	Internal	Management	Client	4	3	12		0	0	Develop educational campaigns and workshops on the benefits of wellbeing, engage local schools in wellness programs, and provide informational materials at the hub/ design regular meaningful community engagement	Clacks		11/12/2026		
RI_071	06/09/2023	Transferred	People/residents do not feel safe when accessing the facilities.	Safety concerns or environmental issues in the area such as crime, pollution, or inadequate lighting.	May discourage people from using the facilities (also linked to inclusivity)	External	Management	Client	0	0	0	GREEN	0	0	Invest in security measures, improve outdoor lighting and advocate for community safety initiatives to create a safer environment around the buildings. Engage with Police Scotland and undertake Secure-by-Design.	huboo	JMA	31/12/2026	Note - Transferred to huboo Risk Register on 30/01/2024.	
RI_072	01/11/2023	Transferred	Wellbeing Hub will not achieve completion/handover by the end of Q4-2026	Delays and increased duration to the pre-construction programme.	Delay to the opening and operation of the new facility and negative publicity.	External	Management	Contractor	0	0	0	GREEN	0	0	Opportunities to reduce pre-construction programme to be explored. Consideration to also be given for an advanced enabling works contract and a phased completion/handover of the works.	huboo	Robertson	01/12/2023	Note - Transferred to huboo Risk Register on 30/01/2024.	

Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that...)	Potential Failure / Cause (As a result of...)	Direct Consequence (That will potentially lead to...)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed
RI_073	01/11/2023	Live	There will be inadequate public transport links to the new development	Insufficient funding and public transport services being operated	Challenges for people within the community accessing the new facilities and increase in the number of cars.	Internal	Commercial	Client	4	3	12		0	0	Discussion to be held with bus service operators and existing partners to explore opportunities to improve services in preparation for the opening of the new development in 2027. Agree scope of full Transportation Assessment with Clacks Roads / Transport and prepare associated report. Undertake review of how to best serve the site with active travel routes. Prepare and provide a review of public transport links to and from the site. Consideration to be given to using (offsetting) the reduced energy/revenue costs to help fund/partially fund a dedicated bus service. Consideration to also be given to a dedicated 'shuttle' bus to and from the town centre.	Clacks		11/12/2026	Note: Understood there is no current bus service to Smithfield Loan.	
RI_074	01/11/2023	Live	Transport and travel interventions will be required out with the red line boundary	The construction of a new development and the requirements imposed by the local Planning and Roads Departments.	Additional Capital Costs and potential delay to programme.	External	Technical	3rd Party	5	3	15		0	0	Early engagement required with the Roads/Transportation team to identify what these interventions will be prior to Planning Application. Set-up sub-group to aid communication and coordination between the project team and the Clacks Roads / Active Travel / Transport teams. Agree scope of full Transportation Assessment with Clacks Roads / Transport and prepare associated report. Undertake review of how to best serve the site with active travel routes. Prepare and provide a review of public transport links to and from the site.	Clacks	Planning Consultant	31/05/2024		
RI_075	01/11/2023	Live	The pool facilities provided within the development are not financially sustainable	Not meeting the needs of the community/target user groups and maximising usage/programming.	Pool facilities being under utilised and higher operating costs not being offset by incoming revenue.	Internal	Commercial	Client	4	3	12		0	0	Undertake detailed pool options appraisal exercise to check and validate the pool facilities against the project objectives. Identify the user groups/clubs and define the user requirements. Define the programming need and the activities/classes to be delivered. Define the user needs and requirements for the hydrotherapy pool. Define the objectives and Critical Success Factors for the pool facilities. Regular review and update of the operational and revenue cost model and the Business Case as the project develops and in response to any changes to the pool facilities mix. Review assumptions for both the Demand and Financial models for the Wellbeing Hub at OBC and FBC stages.	Clacks	Integratis	30/06/2024		
RI_076	01/11/2023	Live	Financial Close is delayed	Satisfying the LEIP Phase 3 funding requirements.	Delay to completion and handover	External	Commercial	Client	3	2	6		0	0	Review the LEIP Phase 3 funding requirements and identify the input required from hubCo and Robertson and incorporate this in the Brief/ACRs.	Clacks	T&A	31/01/2025		
RI_077	01/11/2023	Live	The full amount of LEIP Phase 3 funding is not secured	Failure to satisfy and evidence that the outcomes have been achieved.	Loss of ongoing revenue funding for Lochies School	External	Commercial	Client	3	3	9		0	0	Review the LEIP Phase 3 funding requirements and identify the input required from hubCo / Robertson to develop the Brief/ACRs in synergy with budget.	Clacks	T&A	11/12/2028		
RI_078	22/11/2023	Live	Operational resources (staff) are not in place and/or prepared for the completion of the new facility.	Delay and/or inability to recruit the required staff etc. to operate the new facility.	Operational and business performance issues post completion. Delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives.	Internal	Management	Client	5	3	15		0	0	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set-up and recruitment and training to be undertaken. Recruitment of a Wellbeing Hub Team Leader to lead on this work and provide a focused resource.	WBH Team Leader		11/12/2026		
RI_079	22/11/2023	Live	Operational resources (staff) do not have the required skills, knowledge and are not prepared for the completion of the new facility.	Delay to and/or incomplete training for the operational staff etc. to operate the new facility.	Operational and business performance issues post completion. Delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives.	Internal	Management	Client	5	3	15		0	0	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set-up and recruitment and training to be undertaken. Training programmes to be identified to fill knowledge gaps and ensure the operational staff have the necessary skills and knowledge to undertake their respective roles in this new environment. Recruitment of a Wellbeing Hub Team Leader to lead on this work and provide a focused resource.	WBH Team Leader		11/12/2026		
RI_080	22/11/2023	Live	Programme of activities is not prepared and coordinated for the completion of the new facility.	In-sufficient forward planning and resources to prepare the programme of activities.	Operational and business performance issues post completion. Delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives.	Internal	Management	Client	5	3	15		0	0	Commence the development of the operational strategy immediately to provide as much time as possible to establish the operational entity and allow time for business processes to be set-up and recruitment and training to be undertaken. Commence preparation of the programme of activities based on the agreed facilities mix and commence discussions and engagement with partner organisations to plan ahead for operation. Recruitment of a Wellbeing Hub Team Leader to lead on this work and provide a focused resource.	WBH Team Leader		11/12/2026		
RI_081	22/11/2023	Live	The local community will not be aware of the opportunities for engagement and offer from the new facilities.	Ineffective communications with the local community.	Existing inequalities are exacerbated and the local community are disengaged and do not use the new facilities.	Internal	Management	Client	4	3	12		0	0	Develop a comprehensive Communications Plan. Identify all relevant stakeholders and undertake mapping exercise. Determine method and frequency of communications.	Clacks	Glen Rae	31/05/2025		
RI_082	22/11/2023	Live	Legal tasks and responsibilities owned by Clacks associated with the operating model and any associated legal agreements are not undertaken in accordance with the programme.	Insufficient legal resources and capacity within the council staff.	Delay to programme	Internal	Commercial	Client	4	3	12		0	0	Legal tasks and requirements to be programmed and planned ahead. Resource gaps/capacity to be identified. Additional resources to be outsourced to increase capacity.	L Robertson	S Gardiner	11/12/2026		
RI_083	22/11/2023	Live	The new Lochies School facilities are not operated as designed.	Operational staff are not trained or familiar with the design or building systems.	The building systems not being operated correctly, in-use energy targets not being met and increased operation costs.	Internal	Management	Client	3	4	12		0	0	Undertake early recruitment of operational staff during the construction stage. Incorporate multiple staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Incorporate ongoing staff training and familiarisation sessions after completion as part of the Soft Landings Plan to help ensure the facilities and systems are being operated as designed. Make reasonable allowances/assumptions in the design (PHPP) model which aligns with how the staff will actually use the facilities. Undertake future day-in-the-life workshops to ensure the design team fully understand the operational practicalities of the staff undertaking their jobs.	D Wheeler	S Graham	11/12/2026	Note: Split-out into the WBH and Lochies staff. Note: Linked to the LEIP funding for Lochies.	
RI_084	22/11/2023	Live	People / public are unaware of the facilities available and are unable to book the facilities and services	Digital communications are not reaching the target audiences and demographics. Inconsistent messaging and booking systems.	Reputational damage. Loss of revenue. Use of facilities not being maximised.	Internal	Management	Client	4	3	12		0	0	Engage with IT and comms and commission external consultants as required. Prepare digital and communications strategy for the new facilities.	Clacks	Glen Rae	11/12/2026		
RI_085	22/11/2023	Live	The facilities and assets are not maintained correctly.	Insufficient maintenance planning and budget.	Facilities deteriorate quicker than planned and do not operate effectively. Reduced operational performance and inability to utilise some or all of the facilities. Negative publicity and inability to deliver the services, programming and the outputs of the project vision and objectives.	Internal	Commercial	Client	3	3	9		0	0	Procure and appoint consultant to prepare lifecycle cost assessment including renewal, operation, maintenance and end-of-life costs (as required). Prepare Soft Landings plan to ensure operational requirements are clearly defined and that there is engagement with the Contractor and any sub-contractors during that period. Incorporate Soft Landings period within the contractual requirements i.e. 2 or 3-years following Completion. Ensure engagement, training and demonstrations are undertaken with operational staff during the construction works. Ensure all required operation and maintenance information is available to maintain the facilities correctly. Include/negotiate an increased Defects Period of 18-24 months to account for the fact Lochies will not be used fully from Completion.	Clacks	T&A	11/12/2029	Note: Lifecycle cost assessment to be commissioned for both the Wellbeing Hub and Lochies School. Note: Lifecycle costs to feed into the Business Case. Note: Soft Landings Plan to be developed and included in the contract. Note: Requirements for maintenance linked to LEIP funding. Note: Lochies School will be unoccupied / not used for months until the new academic year commences in August 2027. Consideration to therefore be given to maintenance regimes within the Lochies school and the need to factor these into the Soft Landings Plan.	
RI_086	22/11/2023	Live	The facilities and assets are not maintained correctly.	Design and access issues and inefficiencies in the design. (CDM Regulations).	Facilities deteriorate quicker than planned and do not operate effectively. Reduced operational performance and inability to utilise some or all of the facilities. Negative publicity and inability to deliver the services, programming and the outputs of the project vision and objectives.	External	Technical	Design Team	3	3	9		0	0	Design team to prepare access and maintenance strategy for agreement with the Council. Design team to design out access and maintenance risks as far as practicable. Design team to prepare designer risk assessments for any residual design risks.	hubco	Principal Designer	30/10/2024		

Risk No.	Date Raised	Status	Description of Project Risk (There is a risk that...)	Potential Failure / Cause (As a result of...)	Direct Consequence (That will potentially lead to...)	Category 1	Category 2	Category 3	Severity (1 - 5)	Probability (1 - 5)	Risk Factor	Trigger	Max Risk (£)	Assessed Risk (£)	Mitigation Response	Risk Owner	Risk Owner Support	Target Closure Date	Current Status and/or closure Comments	Actual Date Closed	
RI_087	22/11/2023	Live	People / public are not sufficiently aware of the project. They are not engaged and are unable to book the available services.	Website and digital strategy / infrastructure not delivered. Inconsistent messaging and booking systems.	Reputational damage. Loss of revenue. Use of facilities not being maximised. Missed opportunity for building awareness inside and outside of Clackmannanshire.	Internal	Management	Client	3	4	12		0	0	Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.	Clacks Comms	Clacks IT	11/12/2026			
RI_088	22/11/2023	Live	Specific audiences and demographic groups are not engaged in the project.	Agile communications strategy not able to be supported by Clackmannanshire council - to allow for targeting of key demographic groups.	Loss of opportunity to receive and understand a positive message about the development. Loss of revenue. Loss of participants. Damage to reputation of council.	Internal	Management	Client	3	4	12		0	0	Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.	Clacks Comms	Clacks IT	11/12/2026			
RI_089	22/11/2023	Live	Users are not engaged in the project.	Press release focused communications pursued as a strategy without attention to development of other channels	Loss of revenue. Loss of participants. Damage to reputation of council.	Internal	Management	Client	3	4	12		0	0	Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.	Clacks Comms	Clacks IT	11/12/2026			
RI_090	22/11/2023	Live	People / public are not sufficiently aware of the project. They are not engaged and do not understand the benefits and available services.	Under-developed stakeholder communication plan.	Loss of revenue. Loss of participants. Damage to reputation of council.	Internal	Management	Client	3	4	12		0	0	Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.	Clacks Comms	Clacks IT	11/12/2026			
RI_091	22/11/2023	Live	People / public are not sufficiently aware of the project. They are not engaged and do not understand the benefits and available services.	Under-developed WBH and Lochies communication channels at opening.	Loss of revenue. Loss of participants. Damage to reputation of council.	Internal	Management	Client	3	4	12		0	0	Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.	Clacks Comms	Clacks IT	11/12/2026			
RI_092	06/03/2024	Live	The site car park, access roads and Smithfield Loan become congested during large events being hosted at the Wellbeing Hub.	No provision for designated bus / coach drop-off either within or out with the site.	Negative publicity, complaints from the neighbours and community, risk to people safety, operational and management issues to control traffic and parking.	External	Technical	Client	3	4	12		0	0	Identify opportunities within and out with the site boundary for designated coach drop off / parking (preferably off-site). Quantify the approximate quantity of buses / coaches required during peak use i.e. when events are taking place. Ensure sufficient parking provision is allowed for within the site boundary.	Clacks	Rankin Fraser	31/01/2025			
Total													0	0							

Key

GREEN	Closed
AMBER	0 to 5
RED	6 to 11
	12 & over

Live Opportunities:	10
Closed Opportunities:	0
Total Opportunities:	10
Date Printed:	27/03/2024

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

Appendix M

Hubco Stage 1 Risk Register



Thomas
& Adamson

International
Construction
& Property
Consultancy

PROJECT RISK REGISTER

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024	Hub Project Manager:	CRAIG FRASER
Participant:	CLACKMANNANSHIRE COUNCIL	Date Updated:	26/03/2024	Participant Representative:	ROBBIE STEWART
Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	C	Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

Ref No	Risk Description	Prior to Mitigation			Mitigation Measures	Post Mitigation			Risk Owner	Closed Out (Yes/No)	Comments
		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)			
1	Planning Consent Project does not achieve planning for any Technical Reason (e.g. Out with LDP)	3	5	15	Engage a Planning Consultant to advise on application process and strategy. Undertake early pre-app engagement with the Planning Authority (both informal and formal) Commission a further business/employment land review to demonstrate that the loss of this land for business use would not be detrimental to the local economy. Clearly identify the advantage to Lochies School being on the same site as the WBH. Clearly demonstrate why other sites were discounted and/or considered unviable.	2	5	10	Hubco	No	
2	The project does not achieve Planning Approval. Proposals are deemed to have a negative impact on the Firth of Forth Special Protection Area (SPA). Extended planning processes, public objections and/or challenges, statutory consultee objections leading to programme delay and increased costs.	3	4	12	Commission and undertake Preliminary Ecological Appraisal (PEA) and any subsequent recommended ecology assessments. Submit request for Environmental Impact Assessment (EIA) screening to determine whether EIA is required. Undertake engagement with Planning Authority and NatureScot (as required) to agree the information required to demonstrate that the proposals do not affect the integrity of the SPA. Consider impact on ecology and biodiversity with the design proposals and opportunities to protect and improve biodiversity. Undertake Habitat Regulations Assessment / Appraisal (HRA).	2	3	6	Hubco	No	Note. Site in close proximity to the Firth of Forth Special Protection Area (SPA). Note. Proposed development will be subject to a Habitats Regulations Appraisal. Note. Associated legislation is the Conservation (Natural Habitats etc.) Regulations 1994. Note. Determine timescales for HRA etc. Note. HRA Report previously undertaken on the proposed Alloa West Business Park development (larger development including the site) stating that "for all qualifying species and in line with the conclusions reached in the previous overarching HRA undertaken for the Clackmannanshire LDP, none of the SPA's conservation objectives will be compromised by the proposed development of Alloa West Business Park." Note. Winter Bird Nesting survey undertaken December 2023.
3	Delay to Planning Submission beyond October committee date. Public objections and/or challenges leading to a delay in the planning process and associated delay in Financial Close Date and increase to project costs.	4	4	16	Commission development brief / master planning exercise and consider the impact of the proposed development on adjacent land / property. Undertake stakeholder engagement with adjacent land / property owners to review and discuss proposals and understand any issues. Undertake thorough pre-app public consultation process to engage with the local community and businesses etc.	3	3	9	Hubco	No	
4	The project does not achieve Planning Approval. Public objections and challenges to the Planning Proposals Extended planning processes, leading to programme delay and increased costs.	3	4	12	Undertake a thorough and public consultation process during the planning pre-application stage and clearly demonstrate how any feedback has been incorporated within the planning proposals. Get Processing Agreement in place and agreed with PO early in process.	2	3	6	Hubco	No	Note: Pre-App submitted to Clacks Council Jan 24. Feedback awaited. Strategy being developed in relation to Public Consultations as part of PoAN.
5	Timescale for Planner to address Planning Application.	3	4	12	Early and ongoing engagement with planning officer and appropriate consultees to planning process. Additional Planning documentation to be submitted withing requested timescales.	2	3	6	Hubco		
6	Delay to the timeline for planning determination Technical consultee responses - FRA / DIA / SWMP / SUDS requirements. Delay to overall timeline and delivery cost.	2	2	4	Early engagement with Scottish Water and Clacks Officers to determine information and design requirements for flooding, drainage and surface water management.	2	1	2	Hubco	No	Note. Nearest sewers are approximately 50m away from the site boundary. Early engagement with Scottish Water, SEPA and Clacks Officers to determine information and design requirements for flooding, drainage and surface water management.
7	The project does not achieve Planning Approval. Insufficient/non-compliant Surface Water Management Plan/Strategy and obtaining necessary approvals Additional costs / delayed programme	5	2	10	Early engagement with Scottish Water, SEPA and Clacks Officers to determine information and design requirements for flooding, drainage and surface water management.	5	1	5	Hubco	No	Note: Consultant appointed to look at Flood Risk Assessment/engage with SEPA following feedback from PR-App submission.
8	Unable to engage with Clacks Council Transport Officer / Roads Dept. and confirm scope of works required to support planning application. Unavailability of Clacks Council Transport Officer / Roads Dept.. Programme delay. Insufficient and incomplete information to support planning application.	3	3	9	Commission Transport Assessment as part of a Development Brief / Master Planning exercise. Undertake early engagement with Clacks Council to agree scope of transport study/assessment. Schedule regular workshops/meetings and agree process for recording decisions to cut down on emails. Draft TA has been submitted to Clacks Council Transport for early comments.	2	2	4	Hubco	No	Note. Transport Assessment for the site recommended under the 2015 LDP. Note. Travel Plan may be required subject to the proposed use of the site. Note. ECS appointed as Transport Consultant. Note: Transport Consultant Appointed. Draft Transport Assessment (TA) submitted to Clacks Council team Jan 24.
9	There are third party access rights and/or deeds of servitude/wayleaves in place with the site boundary. The presence of public utilities and associated infrastructure and/or public rights of way etc. in and around the site. Constraints on the development proposals and costs associated with relocating any infrastructure as required.	3	3	9	Clacks legal services to undertake legal due diligence on the site title deeds and advise of any third party access or rights and or conditions. Design proposals to take cognisance of any legal requirements and constraints plan prepared. Negotiations to be undertaken with third parties as required. Constraints plan to be prepared and shared with the design team.	2	2	4	Clacks Council	No	Note. Title Report undertaken and included in the Site Information included within the Project Brief. Note: Ownership of surface water drain to be established. SW asset team have no record of owning. Clacks legal team checking wayleave agreements etc.
10	There is insufficient allowance within the Project Budget for specialist consultants and surveys. All likely consultants and surveys required to deliver the project are not identified at the outset and associated fee allowances are not included. Use of contingency allowances, increase to project budget, reduced project scope and/or required surveys/services are unable to be commissioned.	2	3	6	Undertake detailed review of the project scope, site constraints, site conditions, resources gaps etc. Identify benchmark costs for each survey and/or consultant required and include allowances within the Project Budget. Ensure cost contingency is available. Obtain minimum 3 quotes for each specialist designer / survey to achieve best value and deliver the services within the cost allowances.	2	2	4	Hubco	No	Note. Allowances included with the hubCo Development Amount / Affordability Cap. Note: Consultants now appointed for initial/baseline works (other works will be required). Allowances appear to be ok.
11	Pre-contract / pre-construction tasks and responsibilities owned by Clacks are not undertaken in accordance with the programme. Insufficient resources and capacity within the council staff and roles, responsibilities and levels of authority are not clearly defined. Delay to programme	2	3	6	Clacks key workstreams to be identified. Clacks tasks and responsibilities to be clearly defined. RACI Matrix to be prepared identifying who is Responsible, Accountable, Consulted and Informed on each task. Clacks tasks and workstreams to be included within the master programme. Prepare clear and detailed project governance and organisation structure, with clearly defined roles, responsibilities and levels of authority. Resource/knowledge gaps to be identified and filled as required. Project Board and Council escalation to ensure deadlines are met and resource allocated as necessary.	2	2	4	Clacks Council	No	Note. To be split out in to separate services i.e. legal, finance, IT, procurement etc. Note. Timescales and resources for technical approvals for roads and building standards
12	Transport improvements are required off-site as part of the planning conditions. It has been noted that any off-site works are excluded from the cost plan however there could be significant impact on the Council's budget and the project's ability to achieve planning in line with the programme.	5	3	15	Undertake Transport Assessment Undertake early engagement with Clacks Transport Officer / Roads Dept. Incorporate connectivity and Active Travel proposals within the Development Brief/Masterplan.	4	2	8	Clacks Council	No	Note. Information received from Clacks Roads / Environment Team regarding planned (future) active travel projects. Note: Pre-App submitted to Clacks Council Jan 24. Feedback awaited
13	Existing SPEN 11KV overhead powerlines require to be diverted/relocated. May have impact on project programme.	5	2	10	Budget allocated in Cost Plan for this. Consult Scottish Power with enough time for solution to be reached before project design is concluded.	3	2	6	Hubco	No	Note. Agreed position of the building necessitates the requirement to relocate/divert the overhead power lines. Note: Budget request for diversion works has been submitted to SPEN Dec 23 and dialogue ongoing

PROJECT RISK REGISTER

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024	Hub Project Manager:	CRAIG FRASER
Participant:	CLACKMANNANSHIRE COUNCIL	Date Updated:	26/03/2024	Participant Representative:	ROBBIE STEWART
Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	C	Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

Ref No:	Risk Description	Prior to Mitigation			Mitigation Measures	Post Mitigation			Risk Owner	Closed Out (Yes/No)	Comments
		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)			
14	Upgrade / reinforcement is required to the existing electrical network out with the site boundary. Increased electrical load required by the proposed new development combined with insufficient electrical capacity available within the local network. Increased project costs and potential programme delays associated with utility upgrades.	4	4	16	Submit provisional application to SPEN based on initial information/assumptions to undertake initial assessment and determine if upgrades are required to the existing network and associated costs.	2	2	4	Hubco	No	Note: Capacity request has been submitted to SPEN based on current load calculations.
15	Reinforcement is required to the existing water network out with the adjacency of the site. The scale/demand of the new development combined with insufficient water capacity available within the local network. Increased costs and potential programme delays associated with utility upgrades.	2	2	4	Submit a Pre-Development Enquiry (PDE) to Scottish Water (SW) to review the existing water network capacity. Undertake Water Impact Assessment (WIA) if required by SW.	1	1	1	Hubco	No	Note: PDE submitted to Scottish Water. Pre-App submitted to Clacks Council Jan 24.
16	The project requires the design and installation of a gas membrane. Potential radon contamination on the site. Increase to construction cost	2	2	4	Commission and undertake intrusive ground investigation including gas monitoring. Include provision for a gas membrane within the design (as required).	2	1	2	Hubco	No	Note: Site Investigations starting w/c 29th Jan 24
17	Design programme is delayed. Redesign arising from Client Changes. Design changes and delays to approvals processes. Impact on design and layouts and subsequent delays to programme.	3	3	9	Establish clear briefing and technical requirements (ACRs). Undertake regular design reviews and engagement with the Client Project Team and the external design team to aid communication. Ensure time and activities are built-into the programme for Client governance and approvals processes. Review and agree durations with co-design team and incorporate into project programme. Agree realistic timescales for design review and approval periods with a fully detailed coordinated design programme issued. Deploy digital tools to aid visualisation for non-technical stakeholders and members of the extended design team. Undertake early CDP design with specialist input, for example, with the pool designer and on specialist FF&E for Lochies School. Provide early stakeholder access to design information using models rather than 2D information. Early dialogue with planners to discuss and agree project planning strategy and appointment of planning consultant (as required). Early discussions with building control officer to agree Passivhaus principles.	2	2	4	Hubco	No	Note: Stage 1 'design freeze' required by 23/2/24.
18	The site cannot be developed as it is considered a flood risk. Outputs from the Flood Risk Assessment indicates that the site cannot be developed. Increase in Finished Floor Levels (FFL) to provide freeboard, use of watertight construction methods, or restrictions in ground floor usage. Alternate site may need to be considered.	2	2	4	Undertake a Flood Risk Assessment (FRA) to determine area at risk from coastal flooding including issue of sea level rise and incorporate any mitigation levels within the design proposals. Engage with Local Authority and SEPA to clarify drainage requirements for the project.	1	1	1	Hubco	No	Note: Consultant appointed to look at Flood Risk Assessment/engage with SEPA following feedback from Pre-App submission.
19	Funding is limited and/or withdrawn by the council. Ongoing inflationary pressures, public spending cuts and the need to divert resources to other areas. Delay to programme, reduction in project scope or the project cannot be delivered.	3	4	12	Regular monitoring and engagement with Finance. Establish project budget from the outset and ensure any project funding within the councils capital plan is committed.	2	3	6	Clacks Council	No	Note: Capital funding currently secured within the Councils Capital Plan. Note: Additional/supplementary funding sources to be identified.
20	The design does not meet the functional and operational requirements of the end users. The operator and end-users are not in place during the design process and are therefore unable to be consulted / engaged with on the design proposals. Inefficiencies in the operation of the new facility. Potential changes during construction leading to delays and cost increases.	2	3	6	Commence the development of the operational strategy immediately. Engage and consult during the design process with stakeholders who are familiar with the function and operation of this type of facility whilst the end users are being recruited. Appoint design consultants who are familiar with designing this type of facility. Liaise with Duty Managers and Operational Staff from other facilities to obtain comments and feedback. Ensure appropriate Client representation is at Design Review Meetings. Appointment of Client Technical Advisors to review and comment on the design proposals. Undertake visits to operational facilities to obtain feedback on lessons learned.	2	2	4	Clacks Council	No	
21	Construction costs escalate and exceed allowances included within the project budget. Increases in material and labour prices and shortage of availability coincided with ongoing inflationary pressures. Increase in costs, reduction in scope, reduction material quality / specification.	3	3	9	Include allowances for design, construction and client contingency within the project budget. Include allowances for inflation within the project budget. Regular cost meetings held with all parties and undertake regular monitoring and reporting of material and labour prices and inflation. Continued dialogue with supply chain and market testing as early as feasible. Undertake regular Value Management / Value Engineering review of the design. Specify the most cost effective materials and construction methodologies.	2	3	6	Hubco	No	Note: Cost plan checks currently being undertaken by RCCE/Hub and due for completion end Jan 24.
22	Passivhaus certification is not achieved. Technical challenges associated with bespoke nature of certification. Passivhaus certification not being obtained and potentially higher operating costs than planned.	2	3	6	Use early contractor involvement. Incorporate learnings from comparable projects. Engage with specialist suppliers and sub-contractors. Undertake early engagement with the Passivhaus institute to clarify the technical requirements early during the design. ensure appropriate airtightness and separation between the different pool areas to achieve the different environmental conditions. ensure optimal orientation and arrangement of the pools. Ensure appropriate glazing is specified to minimise solar gain and aid comfort levels. Obtain provisional Passivhaus approval of the technical design prior to commencing construction.	1	2	2	Hubco	No	
23	Obstructions and/or contamination is present in the ground including ACMs. Historic railway parts/debris and associated underground cables/ services Increase in costs and delay to programme	2	2	4	Undertake a comprehensive ground investigation including trial pits along the old railway line and associated samples and testing. Undertake a comprehensive GPR and utility survey(s).	2	1	2	Clacks Council	No	Note: Site Investigations starting w/c 29th Jan 24
24	The Project does not meet the Council's ACR's which leads to a delay in signing off the Stage 01 & 02 Reports. This would lead to programme delay and/or Costs Pressures.	3	2	6	Introduce early specialist designers/advisors for all facilities to input into the coordinated and co-design process to ensure the specific needs of the stakeholders and community are incorporated. Engage with specialist groups and/or consultants to advise on the design regarding inclusivity and accessibility.	2	2	4	Hubco	No	
25	Delay to the construction activities associated with the pool(s) Technical design issues and programme sequencing issues arising during the construction phase. Delay to the overall programme.	2	3	6	Ensure that the pool design aligns with the Passivhaus design requirements to ensure efficient delivery on-site. Engage with a specialist pool designer during the concept design stage to advise on the pool programme, waterproof detailing and pool plant space. Raise the pools above ground to reduce the risk posed by ground conditions. Plan / programme adjacent activities during the works to align with the pool construction zone.	2	2	4	Hubco	No	

PROJECT RISK REGISTER

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024	Hub Project Manager:	CRAIG FRASER
Participant:	CLACKMANNANSHIRE COUNCIL	Date Updated:	26/03/2024	Participant Representative:	ROBBIE STEWART
Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	C	Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

Ref No	Risk Description	Prior to Mitigation			Mitigation Measures	Post Mitigation			Risk Owner	Closed Out (Yes/No)	Comments
		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)			
26	The project requires extensive substructure and ground works Poor ground conditions. Potential increase to programme and costs.	3	2	6	Procure comprehensive and targeted desktop and intrusive site investigation including interpretive report. Undertake options appraisal exercise to determine the optional substructure design solution.	2	2	4	Hubco	No	Note: Site Investigations starting w/c 29th Jan 24
27	Local schools, businesses and residents are disrupted including the interface with the adjacent public cycle and foot paths Noise, dust, traffic movements, and access constraints associated with delivering the works and construction activities Negative publicity and complaints and potential third party claims.	2	2	4	Undertake regular public "Meet the Contractor" presentations to inform the local community of the project and upcoming site activities. Undertake weekly liaison with Caledonia Campus, Redwell Primary and Struan Schools to discuss upcoming construction works. Develop Traffic Management Plan (TMP) to manage construction and traffic interface, high quality and visible signage. Install high-quality hoarding segregating site from surroundings. Ensure environmental management plan is in place.	1	2	2	Hubco	No	
28	Contamination to the Firth of Forth Special Protection Area (SPA) and surrounding areas. Contaminated surface water run-off during the works Negative publicity and complaints and potential third party claims.	3	2	6	Prepare a detailed environmental plan to manage and control surface water run-off, concrete washout areas and vehicle wheel washing during the works. Contractor to obtain Controlled Activities Regs (CAR) License.	2	1	2	Hubco	No	
29	The LEIP funding energy target of 67kWh/sq./p.a. is not achieved The project does not meet the mandatory funding criteria Loss of ongoing revenue funding for Lochies School	1	2	2	Clearly identify the funding requirements to be delivered on the project.	1	1	1	Hubco	No	
30	The installation of incoming utilities is delayed Green field site with out existing utilities available and/or capacity within the existing network Delay to programme and increased costs	3	3	9	Undertake early engagement with utility providers from the outset to enable this to be built into the project programme and initial cost plan. Identify any exiting network capacity issues and required upgrades. Identify any servitude and/or wayleave requirements. Make advance payments to utility providers to secure programme certainty.	2	2	4	Hubco	No	Note: Dialogue with Utility providers ongoing in relation to asset ownership, capacity requests and quotations.
31	Sub-contractor and supplier insolvency Current economic climate and market conditions Delay to programme	3	2	6	Undertake thorough vetting of supply chain financial strength, cash flow, workload and resource levels prior to tender and appointment. Target design solutions to suit local market.	2	1	2	Hubco	No	
32	Delay to testing, commissioning and validation activities Inadequate time allowed within the commissioning programme and lack of clear communication and planning. Delay to completion and handover	2	3	1	Adopt Soft Landings approach from the outset and prepare associated delivery plan. Undertake early engagement with Client FM team and associated stakeholders. Develop a detailed testing, commissioning and handover programme. Appoint a 3rd party to check and validate the commissioning process.	2	2	4	Hubco	No	
33	Operation and Maintenance (O&M) information is not provided in accordance with the requirements of the Authority, SIMP and LEIP funding criteria. Reduced LEIP funding and operating and maintenance issues	2	2	4	Engage with the SFT to clarify both the SIMP and LEIP requirements. Appoint a BIM Information Manager to help develop the Authority's information requirements and the SIMP. Incorporate the SIMP and information requirements within the ACRs.	1	2	2	Hubco	No	
34	Non-native species such as Giant Hogweed are present on-site Invasive species spreading and not being removed Increase in costs and programme delays	2	2	4	Procure and commission Preliminary Ecological Appraisal (PEA) to determine extent and scope of non-native and invasive species and any recommended follow-up surveys or works as required.	1	2	2	Hubco	No	Note: Pre-App submitted to Clacks Council Jan 24. Feedback awaited.
35	Undocumented Clay Pits are found Historic use of the site Increase in costs and programme delays	2	2	4	Procure comprehensive and targeted desktop and intrusive site investigation including interpretive report.	1	2	2	Clacks Council	No	Note: Site Investigations starting w/c 29th Jan 24
36	Fault line to found to the North of the site Geophysical site conditions Increase in costs and programme delays	3	2	6	Undertake desktop study of geophysical ground conditions. Undertake Geophysical Tomography survey	1	3	3	Clacks Council	No	Note: Site Investigations starting w/c 29th Jan 24
37	Redundant Mineworks are present on site Historic use of the site Increase in costs and programme delays	2	2	4	Undertake desktop survey of historic mineworking's. Undertake Geophysical Tomography survey	1	2	2	Clacks Council	No	Note: Site Investigations starting w/c 29th Jan 24
38	Evidence of archaeological interest or significance is uncovered.	2	2	4	Undertake desktop study to determine if any part of the site is virgin ground. Undertake desktop study. Risk remains until site excavations begin however area determined not to be of archaeological interest.	1	2	2	Clacks Council	No	
39	Legal tasks and responsibilities owned by Clacks associated with the construction contract are not undertaken in accordance with the programme. Insufficient legal resources and capacity within the council staff. Delay to programme	3	3	9	Legal tasks and requirements to be programmed and planned ahead. Resource gaps/capacity to be identified. Additional resources to be outsourced to increase capacity.	2	2	4	Clacks Council	No	Note: Split-out into contract risk and operational legal requirements. Refer to RI_082.
40	Council to ensure their ACR's provide enough specificity in their wording to allow the design to create the desired feeling of security and inclusivity to prevent any member of the public from feeling unsafe or excluded whilst interacting with the new building.	3	2	6	Invest in security measures, improve outdoor lighting, and advocate for community safety initiatives to create a safer environment around the buildings. Council to engage with Police Scotland and undertake Secure by Design.	2	1	2	Hubco	No	
41	Wellbeing Hub will not achieve completion/handover by the end of Q4 2026 Delays and increased duration to the pre-construction programme. Delay to the opening and operation of the new facility and negative publicity.	3	2	6	Opportunities to reduce pre-construction programme to be explored. Consideration to also be given for an advanced/enabling works contract and a phased completion/handover of the works.	2	2	4	Hubco	No	
42	The full amount of LEIP Phase 3 funding is not secured Failure to satisfy and evidence that the outcomes have been achieved. Loss of ongoing revenue funding for Lochies School	3	3	9	Review the LEIP Phase 3 funding requirements and identify the input required from hubCo / Robertson to develop the Brief/ACRs in synergy with budget.	1	3	3	Clacks Council	No	
43	The new facilities are not operated as designed. Operational staff are not trained or familiar with the design or building systems. The building systems not being operated correctly, in-use energy targets not being met and increased operation costs.	3	3	9	Undertake early recruitment of operational staff during the construction stage. Incorporate multiple staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Incorporate ongoing staff training and familiarisation sessions after completion as part of the Soft Landings Plan to help ensure the facilities and systems are being operated as designed. Make reasonable allowances/assumptions in the design (PHPP) model which aligns with how the staff will actually use the facilities. Undertake future day-in-the-life workshops to ensure the design team fully understand the operational practicalities of the staff undertaking their jobs.	2	2	4	Clacks Council	No	Note: Split-out into the WBH and Lochies staff. Note: Linked to the LEIP funding for Lochies.

PROJECT RISK REGISTER

Project Title:	ALLOA WEST CAMPUS	Date Register First Created:	24/01/2024	Hub Project Manager:	CRAIG FRASER
Participant:	CLACKMANNANSHIRE COUNCIL	Date Updated:	26/03/2024	Participant Representative:	ROBBIE STEWART
Tier 1 Contractor:	ROBERTSON CONSTRUCTION	Revision:	C	Tier 1 Project Manager:	CHRISTOPHER BUCHANAN

Ref No:	Risk Description	Prior to Mitigation			Mitigation Measures	Post Mitigation			Risk Owner	Closed Out (Yes/No)	Comments
		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)		Probability (1-5)	Impact (1-5)	Risk Rating (1-25)			
44	The facilities and assets are not maintained correctly. Insufficient maintenance planning and budget. Facilities deteriorate quicker than planned and do not operate effectively. Reduced operational performance and inability to utilise some or all of the facilities. Negative publicity and inability to deliver the services, programming and the outputs of the project vision and objectives.	3	3	9	Procure and appoint consultant to prepare lifecycle cost assessment including renewal, operation, maintenance and end-of-life costs (as required). Prepare Soft Landings plan to ensure operational requirements are clearly defined and that there is engagement with the Contractor and any sub-contractors during that period. Incorporate Soft Landings period within the contractual requirements i.e. 2 or 3-years following Completion. Ensure engagement, training and demonstrations are undertaken with operational staff during the construction works. Ensure all required operation and maintenance information is available to maintain the facilities correctly.	2	3	6	Clacks Council	No	Note: Lifecycle cost assessment to be commissioned for both the Wellbeing Hub and Lochies School. Note: Lifecycle costs to feed into the Business Case. Note: Soft Landings Plan to be developed and included in the contract. Note: Requirements for maintenance linked to LEIP funding.
45	Project Budget Management of scope creep, the Council have been very vocal about the need to stick to budget	3	3	9	Discussions to be held through workshops to rationalise design and identify areas that could provide budgetary economies between both buildings	2	2	4	Clacks Council	No	The Council have already mentioned the idea of 'leisure water' which was specifically excluded at the options appraisal stage
46	Project Programme The project may require an early works package to be established in order for completion and delivery in line with the Council's Expectations.	3	2	6	Need to develop a master design programme ASAP for discussion with the Council, and agree a strategy for early works with the Council's Legal Team.	2	2	4	Hubco	No	Note: Hub have now developed a master programme in collaboration with Robertson Construction, and Clacks Council have agreed and signed off in accordance with NPR.
47	Landscaping / External Areas The Council must define what they require in relation to each external area with regards to landscaping and equipment.	3	1	2	There is a need to develop an early design brief with the Council at the earliest opportunity for the external areas. Are there opportunities to move elements of the service offering outside, thus reducing internal GIFA? Landscape comments received to date are detailed in Stage 1 'Next Steps'	2	1	2	Clacks Council	No	Note: Rankin Fraser have now been appointed as Landscape Architects and are developing a landscaping brief alongside the Council's Project Team.
48	Co-design How this will be managed through the design process could impact the development programme	2	3	2	Ensure Co-Design team is onboard and involved at key stages of the design process to ensure their input has been adequately considered. This engagement has completed and a final document of comments is expected.	2	1	2	Clacks Council	No	
49	Agree the Common Data Environment that will be used for the project This will be developed through SIMP process.	2	1	2	Early appointment of a Client Information Manager will allow for discussions to be held and a way forward for the CDE will be agreed. This is expected to be ACC for RCCE and Design Team day to day and Hub's Asite for data drops.	1	1	1	Hubco	No	Note: Robertson have put forward Autodesk Construction Cloud for the BIM common Data Environment, and HUB have agreed to continue using ASITE for key data drops for now. Note: BIM Academy have now been appointed as Client Information Manager
50	Client changes to Brief or design after the project has started	2	3	6	Key pre-construction changes to be managed via change control log. Construction changes to be managed in accordance with the contract terms.	2	2	4	Clacks Council	No	
51	Statutory Consents. May fail to acquire or delay in obtaining building warrant.	2	3	6	Early engagement with BSD around staged application process.	2	2	4	Hubco	No	
52	FF&E. May not conduct equipment planning effectively	2	2	4	Equipment list will be developed for budget purposes once the room layouts are completed. To be further developed/refined during construction.	2	2	4	Hubco	No	
53	Robustness of design for market testing (gaps).	3	3	9	HUBCO to manage design team and set quality and output expectations. Billing information to be completed to RIBA Stage 4 LOD/CIBSE equivalent.	2	2	4	Hubco	No	
54	Hub to deliver formal staged submissions in line with key programme dates.	3	3	9	Regular reporting/meetings and cost plan updates	2	2	4	Hubco	No	
55	Delayed information from Design Team leading to extended procurement timescale and impacting on overall timescales	2	2	4	Continual monitoring of design release information	1	1	1	Hubco	No	
56	Project requires an Environmental Impact Assessment to be undertaken, delaying submission of planning permission	2	4	8	Engagement with Planning Dept and EIA Screening to be completed during Pre-App period	1	3	3	Hubco	No	
57	Programme issues due to PHI not engaging in timescales to suit the pre-construction programme	4	3	12	Appointment of PH certifier as quickly as possible to allow engagement with PHI	3	3	9	Hubco	No	
58	Community benefits and Social Value targets are not achieved.	2	2	4	Establish plan and communicate targets with wider project team along with strategy to deliver. Monitor progress at key stages throughout design and construction.	1	2	2	Hubco	No	
59	The Sustainable Urban Drainage System (SUDS) strategy requires to be a pumped design solution.	4	1	4		2	2	4	Hubco	No	
60	Foul water requires to be a pumped solution	4	1	4		2	2	4	Hubco	No	
61	Existing flood / surface water drainage has a detrimental impact on the position and form of the building or requires to be diverted.	4	2	8		2	2	4	Hubco	No	
	The Lochies School facility and/or spaces do not meet the needs and requirements of the end-users										

Appendix N

Stakeholder Engagement Plan



Thomas
& Adamson

International
Construction
& Property
Consultancy

File Name	20240306 - WHLS - Stakeholder Engagement Plan
Description	Stakeholder Engagement Plan
Date	06/03/2024
Revision	P02
Status	S2 / For Information
Revision Comment	Community Councils added

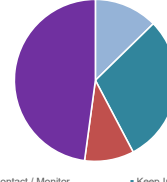
Classification	Quantity	Engagement Approach	Quantity
Internal (Demand)	9	Occasionally Contact / Monitor	9
Internal (Supply)	18	Keep Informed	21
External (Public)	33	Keep Satisfied	7
External (Private)	11	Actively Engage / Manage	34
Total	71	Total	71

Stakeholder Classification



Internal (Demand) Internal (Supply) External (Public) External (Private)

Engagement Approach



Occasionally Contact / Monitor Keep Informed Keep Satisfied Actively Engage / Manage

Stakeholder Description			Stakeholder Mapping			Engagement Plan				
ID	Name	Classification	Level of Influence	Level of Interest	Approach	How (Method of Engagement)	When (Frequency of Engagement)	Strategy Owner / Lead	Individual / Organisation	Comments
1	Councillors	External (Public)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> Report (Paper) issued and presented at all Council Meetings. Summary report issued and presented to the Strategic Oversight Group (SOG). Verbal update provided at the Council Administration Group meetings. Verbal update provided at the Spokesperson Meetings. 	<ol style="list-style-type: none"> Every Council Meeting (6-weeks). Every SOG Meeting (6-weeks). Every Council Admin Group Meeting. Every Spokesperson Meeting (Monthly). 	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
2	sportsotland	External (Public)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> Invited to and attend the Project Board meetings. Invited to and attend the Client Project Team Meetings. Invited to and attend Design Workshops as required. Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops. Attendance and contribution into the BEF Design Validation Workshops at key gateways. Design/project information shared for review and comments as required. Included in discussions and engagement with other national governing bodies and wider partners. 	<ol style="list-style-type: none"> Every Project Board (Bi-Monthly). Every Client Project Team meeting (Bi-Weekly). Design Workshops (as required). Initial BEF Workshops (4No. During RIBA Stage 1). BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2) Information sharing (as required). Wider engagement (as required). 	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
3	NHS Forth Valley	External (Public)	Low	High	Keep Informed	<ol style="list-style-type: none"> Invited to and attend the Project Board meetings. Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops. Attendance and contribution into the BEF Design Validation Workshops at key gateways. Design engagement and consultation (as required). 	<ol style="list-style-type: none"> Every Project Board (Bi-Monthly). Initial BEF Workshops (4No. During RIBA Stage 1). BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2) Design workshops and information sharing (as required). 	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
4	Scottish Futures Trust (SFT)	External (Public)	Low	High	Keep Informed	<ol style="list-style-type: none"> LEIP Project Reporting for Lochies. LEIP Funding meetings for Lochies. Attendance and contribution into the initial Briefing and Evaluation Framework (BEF) Workshops. Attendance and contribution into the BEF Design Validation Workshops at key gateways. Pre-Construction Project Review. Post Completion Project Review. Post Occupancy Evaluation. 	<ol style="list-style-type: none"> LEIP Project Reporting (Quarterly) LEIP Funding meetings (as required). Initial BEF Workshops (4No. During RIBA Stage 1). BEF Design Validation Workshops (1No. at hub Stage 1 and 1No. at hub Stage 2) Pre-Construction Project Review (1No. at Financial Close). Post Completion Project Review (1No. within 2-months of Completion). Post Occupancy Evaluation (1No. within 3-years of Completion). 	Authority / Participant	Team Leader for Education / Lochies (Senior User)	
5	Planning Authority	External (Public)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> Informal Pre-Application Consultation. Formal Pre-Application Consultation. Proposal of Application Notice (PAN). Formal Planning Application submission and consultation. Sharing of information to discharge prior to commencement conditions. Notification of Start-on-Site. Sharing of information to discharge prior to occupation conditions. Consultation regarding any proposed changes to the approved planning consent. Submission of any Non-Material Variations (as required). 	<ol style="list-style-type: none"> (2 / 3 No. meetings during RIBA Stages 1 and 2). Submit during RIBA Stage 2 (as required). Submit during RIBA Stage 2. Submission and consultation during RIBA Stages 3 and 4. Submit during RIBA Stage 4 when available and as required. Submit prior to Start-on-Site. Submit during construction as available and as required prior to occupation. As required. As required. 	HubCo	Neil Gray (Planning Consultant)	
6	Building Standards	External (Public)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> Pre-application discussions. Submission of Building Warrant information. Respond to queries/comments on the warrant application received from the Building Control Officer. Submission of any amendment to warrant information. Inspections from the BCO during construction. Agreement with the BCO on the certification requirements required for completion. Submit information for the Completion Certificate (Form 5) to BCO for approval. Arrange inspection and demonstration with the BCO for completion. 	<ol style="list-style-type: none"> During RIBA Stage 3 as required. During RIBA Stages 3, 4, and 5 as required. During RIBA Stages 3, 4 and 5 as required. As required. As required during construction for inspection. Min. 8-weeks prior to completion. Min. 2-weeks prior to completion. Min. 2-weeks prior to completion. 	HubCo	JM Architects (Lead Designer)	
7	SEPA	External (Public)	High	Low	Keep Satisfied	<ol style="list-style-type: none"> Formal Pre-Application Consultation. Full (Detailed) Planning Application Consultation. 	<ol style="list-style-type: none"> During RIBA Stage 2 (Hub Stage 1). During RIBA Stage 4 (Hub Stage 2). 	HubCo	Flood Risk Assessment Consultant	
8	Nature Scot	External (Public)	High	Low	Keep Satisfied	<ol style="list-style-type: none"> Formal Pre-Application Consultation. Full (Detailed) Planning Application Consultation. 	<ol style="list-style-type: none"> During RIBA Stage 2 (Hub Stage 1). During RIBA Stage 4 (Hub Stage 2). 	HubCo	Ecologist	

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

25	Local Authority - Roads	External (Public)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Informal Pre-Application Consultation. 2. Formal Pre-Application Consultation. 3. Formal Planning Application Consultation. 4. Sharing of information to discharge planning conditions. 5. Agreement of any requirements for Road Construction Consent (RCC). 6. Separate internal Client (Council) sub-group meetings to coordinate active travel projects out with the site boundary. 	<ol style="list-style-type: none"> 1. (2 / 3 No. meetings during RIBA Stages 1 and 2). 2. Submit during RIBA Stage 2 (as required). 3. Submission and consultation during RIBA Stages 3 and 4. 4. Submit prior to Start-on-Site. 5. Email correspondence and meetings as required throughout RIBA stages 3 to 5. 6. Separate sub-group meetings to be scheduled and held throughout RIBA Stages 3 to 5. 	HubCo	Blyth & Blyth (Civil Engineer)	Note. Item 6 to be owned and led by the Authority / Participant.
26	Local Authority - Transportation	External (Public)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Informal Pre-Application Consultation. 2. Formal Pre-Application Consultation. 3. Formal Planning Application Consultation. 4. Sharing of information to discharge planning conditions. 5. Agreement of any requirements for Road Construction Consent (RCC). 6. Separate internal Client (Council) sub-group meetings to coordinate active travel projects out with the site. 	<ol style="list-style-type: none"> 1. (2 / 3 No. meetings during RIBA Stages 1 and 2). 2. Submit during RIBA Stage 2 (as required). 3. Submission and consultation during RIBA Stages 3 and 4. 4. Submit prior to Start-on-Site. 5. Email correspondence and meetings as required throughout RIBA stages 3 to 5. 6. Separate sub-group meetings to be scheduled and held throughout RIBA Stages 3 to 5. 	HubCo	Blyth & Blyth (Civil Engineer)	Note. Item 6 to be owned and led by the Authority / Participant.
27	Local Authority - Land Services	Internal (Demand)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Focused Design Workshops 2. Brief and ACR Development 	<ol style="list-style-type: none"> 1. RIBA Stages 3 & 4 (Hub Stage 2) as required. 2. Brief and ACR Development as required. 	Authority / Participant	Client Project Manager (Authority Representative)	
28	Clackmannanshire and Stirling Health and Social Care Partnership (CSHSCP)	External (Public)	Low	High	Keep Informed	<ol style="list-style-type: none"> 1. Attend CSHSCP meetings to provide updates 2. Public Consultation in parallel with planning consultation 3. Discussions on operating model through separate sub-group. 	<ol style="list-style-type: none"> 1. Monthly/Bi-Monthly meetings. 2. RIBA Stages 2 to 4 as required. 3. Sub-group meetings every 6 to 8 weeks from RIBA Stage 3 onwards. 	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
29	Sport and Active Living Framework (SALF)	External (Public)	Low	High	Keep Informed	<ol style="list-style-type: none"> 1. Attendance at SALF meetings to provide update on progress. 2. Consultation on Wellbeing Hub activity programming. 	<ol style="list-style-type: none"> 1. Quarterly meetings. 2. Quarterly meetings. 	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
30	Local Authority - Economic Development	Internal (Demand)	Low	High	Keep Informed	<ol style="list-style-type: none"> 1. Attendance at Client Project Team meetings as required. 2. Focussed meetings to agree Community Benefits and Social Value targets. 3. Reporting and sharing of information on the realising of the benefits and targets. 	<ol style="list-style-type: none"> 1. Optional attendance as required at bi-weekly Client Project Team meetings. 2. Monthly/Bi-Monthly meetings throughout RIBA Stages 2 to 4 (Hub Stage 2). 3. Monthly updates. 	Authority / Participant	Client Project Manager (Authority Representative)	
31	Local Authority - Hard FM	Internal (Demand)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Focused Design Workshops 2. Brief and ACR Development 	<ol style="list-style-type: none"> 1. RIBA Stages 3 & 4 (Hub Stage 2) as required. 2. RIBA Stages 3 & 4 (Hub Stage 2) as required. 	Authority / Participant	Client Project Manager (Authority Representative)	
32	Local Authority - Soft FM	Internal (Demand)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Focused Design Workshops 2. Brief and ACR Development 	<ol style="list-style-type: none"> 1. RIBA Stages 3 & 4 (Hub Stage 2) as required. 2. RIBA Stages 3 & 4 (Hub Stage 2) as required. 	Authority / Participant	Client Project Manager (Authority Representative)	
33	Local Authority - Energy and Environmental Sustainability	Internal (Demand)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Focused Design Workshops 2. Brief and ACR Development 	<ol style="list-style-type: none"> 1. RIBA Stages 3 & 4 (Hub Stage 2) as required. 2. RIBA Stages 3 & 4 (Hub Stage 2) as required. 	Authority / Participant	Client Project Manager (Authority Representative)	
34	Local Authority - IT	Internal (Demand)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Focused Design Workshops 2. Brief and ACR Development 	<ol style="list-style-type: none"> 1. RIBA Stages 3 & 4 (Hub Stage 2) as required. 2. RIBA Stages 3 & 4 (Hub Stage 2) as required. 	Authority / Participant	Client Project Manager (Authority Representative)	
35	Stirling University	External (Private)	Low	Low	Occasionally Contact / Monitor	<ol style="list-style-type: none"> 1. Ad-hoc meetings. 	<ol style="list-style-type: none"> 1. As and when required. 	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
36	Dollar Academy	External (Private)	Low	Low	Occasionally Contact / Monitor	<ol style="list-style-type: none"> 1. Ad-hoc meetings 2. FIDA Design Competition 	<ol style="list-style-type: none"> 1. As and when required. 2. RIBA Stages 2 to 4. 	Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
37	Travel and Transport Group incl. Forth Environment Link	External (Private)	Low	Low	Occasionally Contact / Monitor	<ol style="list-style-type: none"> 1. Regular verbal updates. 	<ol style="list-style-type: none"> 1. Bi-monthly. 	Authority / Participant	Team Leader for Sport, Leisure and Libraries (Senior User)	
38	Architecture & Design Scotland (A+DS)	External (Private)	Low	Low	Occasionally Contact / Monitor	TBC	TBC			
39	Clackmannanshire Third Sector Interface (CTSI)	External (Private)	Low	High	Keep Informed	<ol style="list-style-type: none"> 1. Attend CTSI meetings and forums to provide updates 2. Public consultation process 3. Engagement regarding employment opportunities, community benefits and social value. 	<ol style="list-style-type: none"> 1. Monthly/Bi-Monthly 2. RIBA Stages 0 to 4 as required. 3. Engagement Stages 2 to 5 as required. 	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
40	Alloa First	External (Private)	Low	High	Keep Informed	<ol style="list-style-type: none"> 1. Provide verbal updates 2. Public consultation process 3. Engagement regarding employment opportunities, community benefits and social value. 	<ol style="list-style-type: none"> 1. As required. 2. RIBA Stages 0 to 4 as required. 3. RIBA Stages 2 to 5 as required. 	Authority / Participant	Team Leader for Wellbeing Hub (Senior User)	
41	Project Board	Internal (Supply)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Project Board Meetings 2. Project Board Reports and Papers 3. Written communications for matters which require escalation. 		Authority / Participant	Senior Manager for Sport and Leisure (Project Director)	
42	Client Project Team	Internal (Supply)	High	High	Actively Engage / Manage	<ol style="list-style-type: none"> 1. Client Project Team Meetings. 2. Sharing information for review and comment. 3. Client Design Review and Validation Meetings 		Authority / Participant	Client Project Manager (Authority Representative)	

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

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



Thomas
& Adamson

International
Construction
& Property
Consultancy

