
A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet
Council

9 January 2018
16 January 2018

Name of Cabinet Member:

Cabinet Member for Public Health and Sport – Councillor K Caan

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All Wards

Title:

Re-provision of Coventry's Indoor Bowls Facility

Is this a key decision?

Yes - The proposal in the report is a key decision because the value of the transaction is greater than £1 million.

Executive Summary:

In September 2014, Coventry City Council (CCC) unanimously approved investment in a new city centre destination sport and leisure facility and approved a ten-year partnership Sports Strategy for the city, underpinned by a new Indoor Facilities Strategy, Playing Pitch Strategy and Aquatic Strategy. Coventry's Indoor Facilities Strategy highlighted the need for the Council to work with key bowls clubs and the National Governing Body to explore the feasibility of future sustainable provision for indoor bowls in the city.

Approval is now sought for the development of a new indoor bowls facility with six rinks at The Avenue Bowls Club, Gaveston Road, Coventry, subject to planning approval. Within the initial 'Sports Investment Model', £1m was earmarked for investment in bowls re-provision. Following detailed feasibility work and further discussions, the proposed level of investment is now increased to £2.05m, as this level of investment will enable re-provision of the existing six rink indoor bowls facilities from Coventry Sports and Leisure Centre (CSLC), along with enhanced changing facilities, toilets and office accommodation at the club site, designed to encourage and support growth in participation. This work is part of a strategic, city-wide development approach to key sports and public leisure facilities.

Recommendations:

The Cabinet is requested to:

- (1) Note the intention of officers to submit a planning application for the development of a new six rink indoor bowls facility at The Avenue Bowls Club, Gaveston Road, Coventry.
- (2) Recommend to Council that it approves, in principle, the addition of £2.05m to the capital programme for 2018/19 onwards, for the development of a new indoor bowls facility at The Avenue Bowls Club in Coventry. Within the £2.05m, £0.12m relates to management and design development costs as per paragraph 5.1.10.2.
- (3) Delegate authority to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services (Section 151 Officer), in consultation with the Cabinet Member for Public Health and Sport and the Legal Services Manager to undertake all necessary due diligence and to finalise the commercial terms with The Avenue Bowls Club for the grant of a building lease of the land to CCC for a term of up to 150 years to facilitate the construction of the building, which following construction would be under-leased to The Avenue Bowls Club, (or to a new company) to operate the new indoor bowls facility, subject to the agreed amount paid for the under lease, meeting the Council's obligation to achieve best value consideration pursuant to s123 of Local Government Act 1972.
- (4) Authorise the Deputy Chief Executive (Place) in consultation with the Cabinet Member for Public Health and Sport to explore and negotiate any further benefit that could be derived from a more formalised commercial relationship with The Avenue Bowls Club.
- (5) Approve that the Council procure the design team and associated consultants as well as the contractor for the construction of the new facility.
- (6) Delegate authority to the Deputy Chief Executive (Place) following consultation with the Cabinet Member for Public Health and Sport to agree the award of the contract following the completion of the tender process contained in Recommendation 5 above.

The Council is requested to:

- (1) Approve the addition of £2.05m, to the capital programme for 2018/19 onwards for the development of a new indoor bowls facility at The Avenue Bowls Club in Coventry. Within the £2.05m, £0.12m relates to management and design development costs as per paragraph 5.1.10.2.

List of Appendices included:

Appendix 1 - The Avenue Bowls Club site plan

Appendix 2 - The Indoor Bowls Facility feasibility report

Appendix 3 – Equality and Consultation Analysis

Background papers:

None

Other useful documents:

In addition to those papers incorporated within the Appendices above, the following useful papers are posted for reference on the Coventry City Council website (www.coventry.gov.uk) and Coventry Sports Strategy website (www.covsport.org.uk).

1. Coventry Sports Strategy 2014-2024 Cabinet Paper (Coventry City Council, 5 August 2014)
2. City Centre Sports and Public Leisure Facility Development Cabinet Paper (Coventry City Council, 5 August 2014)
3. Coventry Sports Strategy 2014-2024
4. Coventry Indoor Facilities Strategy 2014-2024

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes – 16th January 2018

Report title:

Re-provisioning of Coventry's Indoor Bowls Facility

1. Context (or background)

- 1.1. In September 2014, Coventry City Council unanimously approved a ten-year partnership Sports Strategy for the city, underpinned by a new Indoor Facilities Strategy, Playing Pitch Strategy and Aquatic Strategy.
- 1.2. The Coventry Sports Strategy 2014 - 2024 is structured around eight Vision Aims and 37 Strategic Objectives. Vision Aim 5 seeks

"To provide a range of modern, accessible, and high-quality sports facilities"
- 1.3. Aligned to this Vision Aim, a strategic investment model has been developed by the city to recycle funding that was (and still is at a reduced level) being used to subsidise ageing public leisure facilities, and to redirect this into the delivery of a modern and strategically located portfolio of public sports and leisure facilities. This programme of strategic re-provisioning is already starting to provide for projected future population growth within the city and is increasingly financially sustainable without the need for local authority subsidy.
- 1.4. The approval from Council in September 2014 of the addition of £36.7m to the capital programme for 2014/15 onwards, for the development of a City Centre Destination Leisure Facility (CCDLF) represented the commencement of a new phase in the public leisure facilities implementation programme.
- 1.5. Whilst no decision has been taken to close Coventry Sports and Leisure Centre (CSLC), it is anticipated that the above programme of public leisure re-provision would in time see the closure of the Centre, which in 2014 was noted to be no longer considered fit for purpose. Any such decision would result in the closure of the indoor bowls facility at CSLC, which is currently operationally managed by Coventry Sports Trust (CST).
- 1.6. Coventry's Indoor Facilities Strategy stated that the Council would seek to work with key bowls clubs and the National Governing Body to explore the feasibility of future sustainable provision for indoor bowls in Coventry.
- 1.7. The existing six rink indoor bowls facility at CSLC is open for seven months of the year (September – March), facility users are charged for car parking and the indoor bowls facility is located on the second floor of the facility, which presents accessibility issues for users. There are also no changing facilities for bowlers to use on the same floor as the indoor rinks.
- 1.8. City of Coventry Indoor Bowls Club (CCOIBC) is the anchor tenant for the bowls facilities at the CSLC. However, CCOIBC have no operational responsibility for the on-going management of the facility. All local league fixtures are held at CSLC, however due to the accessibility issues, parking and a lack of social facilities, CSLC is not currently eligible to host County Representative Games, County Finals or National Competitions. In addition, Coventry is not currently represented in any indoor junior leagues, with the best junior bowlers using cross boundary indoor provision.

- 1.9. Over the past three financial years, the number of indoor bowlers has fluctuated slightly, with an average of just under eleven thousand visits per year. The age demographic of the member base of CCOIBC is primarily over 55 (92% of existing membership base).
- 1.10. In line with the provisions outlined within the Coventry Indoor Facilities Strategy, work to explore and test the feasibility of re-providing an indoor bowls facility within an affordable financial envelope has included holding exploratory and strategic discussions with key stakeholders, including Sport England, Bowls England and a range of local partner organisations.
- 1.11. The proposed investment recommended in this paper would conclude the above feasibility work and represent a further investment phase to the public leisure re-provisioning implementation programme.

2. Options considered and recommended proposal

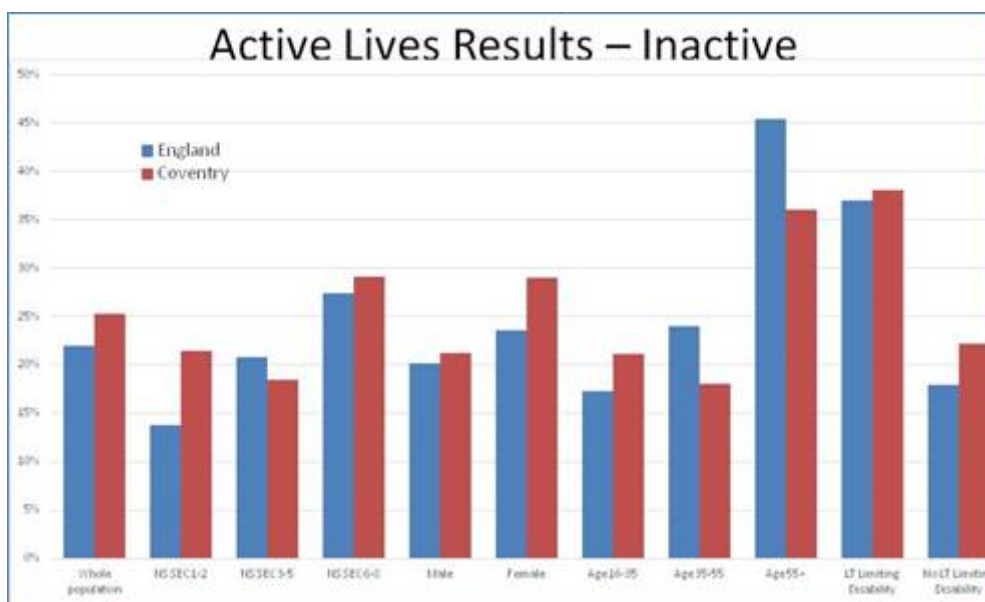
Four options were considered with Option 1 having six options within the feasibility appraisal.

2.1. Option 1 - The provision of a six rink Indoor Bowls Facility at The Avenue Bowls Club (Recommended)

- 2.1.1. The proposal for the development of an Indoor bowls facility at The Avenue Bowls Club is supported by the existing and proven, strong and sustainable Club governance, with a sustainable business plan that will deliver an on-going annual rental income back to the Council.
- 2.1.2. The proposed facility mix for the indoor bowls facility at The Avenue Bowls is as follows:
 - six rink Indoor Bowls Facility
 - male and female changing
 - office accommodation
 - first aid room
 - changing places toilet
 - connecting foyer
- 2.1.3. The proposed site development plan for The Avenue Bowls Club 'indoor bowls facility' is outlined in Appendix 1: 'Avenue Bowls Club Concept Site Plan', which illustrates the development plan area for the six-rink Indoor Bowls Facility.
- 2.1.4. Locating the Indoor Bowls Facility at The Avenue Bowls Club will consolidate an indoor and outdoor bowls offer on one site, as well as offering 12-month access to indoor bowls provision, which would benefit those who prefer to bowl indoor rather than outdoor during the summer season and further contributes to the sustainability of the business plan.
- 2.1.5. The proposed development at The Avenue Bowls Club will significantly enable the development and enhancement of facilities designed to support and encourage growth in a range of forms of participation in bowls across the city (e.g. Junior Leagues / Regional and National Competitions/ Casual Bowling / Health Programmes) within a strategic, city-wide development approach to key sports and public leisure facilities.

2.1.6. Heath and activity information

- 2.1.6.1. Life expectancy at birth in Coventry is slightly lower than English averages: for males it is 78.6 years (English average 79.5 years) while for females it is 82.3 years (vs. 83.2). However, there is a wide inequality gap: a man from the most deprived area is likely to die 9.4 years earlier than one from the least deprived area. The difference for a woman is 8.7 years.
- 2.1.6.2. The percentage of physically active adults in Coventry is lower than English averages (52.0% vs. 56.0% in England). The number of obese adults is higher (26.2% in Coventry vs. 23.0% England) whilst smoking prevalence is on par (16.6% vs. 16.9%). The percentage of adults reporting a limiting long-term health problem or disability is also similar to English averages (17.7% vs. 17.6%). These figures mask some of the more 'layered' disparities in terms of deprivation.
- 2.1.6.3. The proportion of those reaching 150+ minutes of physical activity a week generally decreases with age. People aged 75-84 are half as likely to be active as 16-24 year olds. Half of all inactive people are aged 55+, but they account for just 36% of the adult population. Inactivity levels generally increase with age, but the sharpest increase comes between ages 75 and 84 (48%) and age 85+ (71%).
- 2.1.6.4. Active Lives is the latest national measure for sport and physical activity within England commissioned by Sport England and helps local areas to better understand participation. As can be seen from the table below, activity rates in Coventry by those over the age of 55 are markedly different to the national average.



- 2.1.6.5. Coventry recognises its public health challenges, and has become the UK's only remaining 'Marmot City'. It is committed to reducing inequalities and improving health outcomes for all, in line with the principles of the Marmot Review – 'Fair Society, Healthy Lives'. Coventry is also an age friendly city.

2.1.7. Cost information

- 2.1.7.1. Financial information on the recommended option is provided in Section 5 of this report and in Appendix 2. Table 1 below outlines the description of each option and the high-level capital costs for each option. Detailed financial information is provided in the corresponding private report.
- 2.1.7.2. A base option and six different options were modelled as part of the feasibility report for the re-provisioning of indoor bowls at the Avenue Bowls Club, the base option and options 1, 2 and 3 did not fall within the Council's financial envelope for the project. Option 4 only provided a four rink indoor bowls facility which did not provide the revenue required in order to make the business plan sustainable. Option 5 did not provide any accessible changing facilities and required facility users to use the existing facilities within the Avenue, which was not considered an acceptable development solution.

Table 1 – Feasibility Options Appraisal

Option	Description	Total Modelled Capital Cost
Base	Aspirational Option that included six rink indoor bowls facility and mezzanine deck over the bowls hall and provided additional enhanced social facilities for club use.	£3.61m
Option 1	A six rink indoor bowls facility with additional and enhanced social facilities for club use configured over the ground floor.	£2.66m
Option 2	A six rink indoor bowls facility with additional and enhanced social facilities configured over the ground floor.	£2.58m
Option 3	A six rink indoor bowls facility with additional and enhanced social facilities configured over the ground floor with a slightly different operational lay out than Option 2.	£2.65m
Option 4	A four rink indoor bowls facility with additional and enhanced social facilities configured over the ground floor with a slightly different operational lay out than Option 2.	£1.32m
Option 5	A stand-alone six rink indoor bowls facility with connecting Foyer to existing facility provision at the Avenue Bowls Club	£1.73m
Option 6	A six rink indoor bowls facility with toilets, changing rooms, small office accommodation and storage rooms	£2.05m

- 2.1.7.3. The table above sets out the different options for indoor bowls provision at The Avenue Bowls Club. Option 6 is the preferred option as this meets the requirements of a six rink facility is required to achieve a sustainable business plan that will deliver an on-going revenue surplus, provides enhancement to some of the existing facilities and changing and toilet accommodation.

2.2. Option 2 - Do nothing (not recommended)

- 2.2.1. The closure of the existing indoor bowls facility at CSLC with no plan for re-provisioning would mean bowlers travelling outside the city during the indoor season. The nearest indoor bowls rinks are Solihull (17 miles) Birmingham (19 miles), Rugby (13 miles) and Tamworth (21 miles).

- 2.2.2. The local Coventry bowls leagues would no longer have a home venue resulting in the cancellation of all local league fixtures. In addition casual indoor bowling on a pay and play basis could no longer be offered within the city.
- 2.2.3. Travel time of an average of 30 minutes to each venue, increased cost and limited rink time available would potentially result in a reduction in participation in indoor bowls and further negatively contribute to Coventry's Active Lives and inactivity levels for age 55+.

2.3. Option 3 - Standalone new build six rink Indoor Bowls Facility (not recommended)

- 2.3.1. Potential sites for a new build six rink indoor bowls facility and associated social facilities were identified across the City, however the capital cost of a stand-alone indoor bowls facility was outside of the Council's affordability envelope (c. £3.5m).
- 2.3.2. The current anchor tenant City of Coventry Indoor Bowls were not considered to have the governance or capacity to take on the operational management of such a stand-alone facility and had no appetite to operate the facility.

2.4. Option 4 - Location of a six rink indoor bowls facility on an existing public leisure site (not recommended).

- 2.4.1. All of the existing public leisure sites within Coventry, such as Centre AT7, the Xcel Sports and Leisure Centre and the Alan Higgs Centre were considered for the re provisioning of indoor Bowls from CSLC. The Alan Higgs Centre was the only feasible site where the development was potentially deliverable.
- 2.4.2. The option of a mezzanine floor with a six rink bowls facility above the 50m swimming pool at the Alan Higgs Centre was also considered. The capital costs were high and architectural and mechanical issues in order to control the environmental conditions created by the 50 metre swimming pool on the ground floor were not resolvable without significant additional capital cost to the development of a 50m swimming pool and enhancement of the associated public leisure facilities at the Alan Higgs Centre project.

3. Results of consultation undertaken

3.1. Coventry Sports Strategy 2014 - 2024

- 3.1.1. In February 2014, the draft partnership Coventry Sports Strategy 2014 - 2024 was formally launched for a period of public consultation ending 24 March 2014. The launch of the period of public consultation and the key provisions within the proposed Strategy received widespread press and media coverage. To capture the responses to the consultation, a survey was available online via a new website (www.covsport.org.uk). This was linked to the Council's website and the Coventry Sports Foundation (CSF) and Coventry Sports Trust (CST) websites, Twitter feeds and Facebook profiles. A link to the survey was further sent to CSF and CST members, to local community groups and to the Council's database of local people who have registered an interest in taking part in consultations/surveys. All Coventry schools also received a link to the survey, and paper surveys (to complete by hand) were made available at a number of locations. Two engagement events were also held for local sports clubs (one event in the north of the city and one in the south). All neighbourhood forums were offered a presentation from the project Strategy group and nine of these accepted the offer and received a presentation. Face-to-face meetings were also held with representatives of individual stakeholder groups and bodies.

3.1.2. A total of 1,056 survey responses were received during the public consultation on the draft Strategy.

3.2. Indoor Bowls Clubs

3.2.1. Focussed and ongoing engagement has taken place with both the City of Coventry Indoor Bowls Club and The Avenue Bowls Club, from initial idea through to the feasibility work. Initial engagement was through the committees of the clubs, with presentations made at the AGMs of both clubs. Approximately 100 people were in attendance at the City of Coventry Indoor Bowls Club AGM where it was agreed to support the proposal to develop an indoor facility at The Avenue Bowls Club in Coundon. At the AGM of The Avenue Bowls Club, it was unanimously agreed to support the proposal. Information about the proposal was also displayed at the city centre Sports and Leisure Centre and a nominated representative took feedback comments from members.

4. Timetable for implementing this decision

4.1. If the recommendations within this report are approved, procurement and appointment of the design team and associated consultants for the development of a six rink indoor bowls facility at the Avenue Bowls Club will be completed by April 2018.

4.2. The design of the six rink indoor bowls facility at the Avenue Bowls Club will be developed to Royal Institute for British Architects (RIBA) stage 3 and submitted for planning by June 2018, with the anticipated approval date of September 2018. A travel plan will also be developed for this facility in accordance with planning processes, requirements and timescales.

4.3. Contractor procurement will commence in July 2018 with an appointment expected in September/October 2018.

4.4. Demolition and ground works at The Avenue Bowls Club will commence in October 2018, and are scheduled to take a month to complete.

4.5. Construction of the six rink indoor bowls facility at The Avenue Bowls Club will commence in November 2018 and is scheduled to take eight to nine months to complete (practical completion date July 2019).

4.6. The indoor bowls facility at The Avenue Bowls Club is scheduled to open in August/September 2019.

4.7. The negotiations of terms to lease the land at The Avenue Bowls Club to CCC, which CCC would commercially under lease back to The Avenue Bowls Club or create a new company to operate the indoor bowls facility, would be progressed immediately on approval of the recommendation, under delegated authorities.

5. Comments from Director of Finance and Corporate Services

5.1. Financial implications

5.1.1. The collaborative work approved in the July 2011 Cabinet report resulted in the proposal of a new management and investment model for public leisure services and facilities within the city.

- 5.1.2. The aquatic developments at Centre AT7 (approved by Cabinet in March 2013), at the CCDLF (approved by Cabinet in September 2014) and at the Alan Higgs Centre (approved by Cabinet in August 2016) were funded, in the main, through this investment model.
- 5.1.3. The aims of the investment model are to deliver a more coherent and consistent leisure offer for the people of Coventry through service and organisational restructuring in order to drive greater efficiency, cost savings and opportunities for reinvestment in high-quality, public leisure facilities.
- 5.1.4. Within the Coventry Sports Strategy 2014-2024, Coventry's Vision Aim for 'Facilities' is outlined within Vision Aim 5. One of the key challenges for the city in successfully delivering this Vision Aim is the extent to which any future public sport provision can be met by the city's investment model for sports facilities.
- 5.1.5. The principles of the investment model are drawn from the following criteria:
- (i) Recycling of Council funding from financially unsustainable facilities and operating models.
 - (ii) Profitability of facilities to remove the need for additional subsidy.
 - (iii) Seeking grants to support capital developments.
 - (iv) 'Sweating' existing assets to maximise revenues.
 - (v) Investing further in neighbourhood provision, where there is proven demand.
- 5.1.6. A key element of the investment model is for facilities to become profitable enough not to require further subsidy from Coventry City Council and to enable the on-going operation of the sports and leisure facilities to contribute to any future neighbourhood investment where there is proven demand for services.
- 5.1.7. This report does not seek additional capital or revenue money for this proposal – it is proposed to use funding from within the current investment model, as outlined in the private report, which provides a table setting out the Sports Investment Model.
- 5.1.8. It is proposed that the agreement of the detailed terms of the commercial arrangement between CCC and The Avenue Bowls Club is delegated to the Deputy Chief Executive (Place) and the Director of Finance and Corporate Services (Section 151 Officer) in consultation with the Cabinet Member for Public Health and Sport on the basis that a commercial lease is charged. It is anticipated that this commercial lease would be fixed for a period of 40 years, after which the commercial lease could be re-negotiated.
- 5.1.9. To mitigate risk the Council will undertake due diligence work to:
- Assess the underlying financial strength of The Avenue Bowls Club
 - Ensure that the business plan for the indoor bowls facility is sustainable and financially robust.
- 5.1.10. Capital
- 5.1.10.1. The proposed capital cost of the scheme is £2.05m, as set out in a table within the private report. Funded through prudential borrowing or other corporate resources, this would be repaid by recycling savings through closing existing ageing facilities. This prudential borrowing would be further funded through a commercial arrangement with The Avenue Bowls Club for operating the facility (commercial lease/rent to be negotiated).

5.1.10.2. The project will incur management and design development costs of up to £0.12m (which are already funded from within the sport investment model) in relation to the development of an indoor bowls facility. These costs will be at risk up until October 2018 when the contracts for construction would be anticipated to be signed.

5.1.11. Revenue

5.1.11.1. The provision of the indoor bowls facility would produce an estimated annual surplus of £0.042m from the second year onwards, the details of which are outlined in the private report. The revenue figures will be provided to the external valuation company to derive a commercial rent value from The Avenue Bowls Club, or a new company in relation to the under lease of the completed building.

5.2. Legal implications

5.2.1. Contracts for services of this value need to be let in accordance with not only the Council's Rules for Contracts, but also the Public Contracts Regulations 2015. As the value of the contract exceeds £1 million per year, authority is required from Cabinet to enter into the arrangement.

5.2.2. The price payable and rent to be achieved under the new lease and the under-lease needs to be the best price the Council could reasonably be expected to achieve in order to satisfy the Council's obligation to achieve best value pursuant to S123 of Local Government Act 1972.

6. Other implications

6.1. How will this contribute to achievement of the Council's Plan?

6.1.1. A prosperous Coventry – Vision Aim 5 of the Coventry Sports Strategy outlines the need “to provide a range of modern, accessible and high quality sports facilities in the city”. The first Strategic Objective for this Vision Aim specifically concerns future city centre leisure provision and the need “to develop city centre sports and leisure facilities that are accessible, high-quality, sustainable and of significance to the Midlands“. The Sports Strategy thereby puts leisure at the heart of city centre regeneration and promotes the city centre as a key regional destination for leisure activities and leisure tourism. The commercial success of the City Centre Destination Facility will, through these proposals, further support investment in training and competition for indoor Bowls at the Avenue Bowls Club.

6.1.2. Healthier, independent lives – Public leisure facilities play a vital role in addressing social challenges, promoting active lifestyles, increasing physical activity, reducing isolation and improving outcomes for individuals and communities. Vision Aim 1 of the Sports Strategy sets the ambition “to develop a more active, inclusive and vibrant Coventry through positive experiences in sport”. Through encouraging and supporting engagement in regular sport and/or active recreation, the Strategy aims to positively influence and contribute to the physical and mental health and wellbeing of the residents of Coventry. In particular, public leisure facilities and their operation have a key role to play in supporting the Council to deliver its public health objectives, directly supporting action to address priorities within the Joint Strategic Needs Assessment for the city.

6.1.3. Improving the environment and tackling climate change – The significant age and largely poor condition of Coventry Sports and Leisure Centre have resulted in it being adjudged as no longer ‘fit for purpose’. Whilst no decision has yet been made on the closure of CSLC, a modern indoor bowls facility would offer greater energy efficiency

and flexibility in usage. Furthermore, the development of such proposed facilities are predicated on a financially efficient model concerning the use of recycled savings from the closure and withdrawal of public leisure service provision from ageing and inefficient sites. This enables the existing resource to be moved from an inefficient model of subsidy to one of investment in quality, sustainable facilities and a projected revenue surplus due to the Council over the duration of the funding

6.2. How is risk being managed?

6.2.1. Delivery of the Sports Strategy has been regularly reviewed via Coventry City Council Scrutiny Boards in the first three years of its implementation.

6.2.2. With regards to delivery of the City Centre Destination Leisure Facility and the Alan Higgs Centre project, a Risk Register has been produced and maintained, which is reviewed regularly and managed by individuals throughout the process. A similar Risk Register would be established for the proposed Avenue Indoor Bowls project.

6.2.3. The most significant risks to proposed provision, along with the associated control measures have been identified to be:

- (i) The Avenue Indoor Bowls facility costing more than could be supported through the £2.05m that is being requested through the Council. The control measures include the seeking of additional external funding to cover further contingencies, the appointment of project managers, costs consultants and contractors through competitive processes, and value engineering of the design where required. The capital projections also currently include sizeable contingencies.
- (ii) The Council may not have the specific expertise or experience internally to project manage the client aspects of the indoor bowls facility construction contract. The control measure is through the formation of a client-side project management group, led by a contracted Employer's Representative, who will have the necessary expertise experience to work alongside the Professional Project Management function, to ensure that the Council's brief is fulfilled through both of the design and construction phases.
- (iii) The risk of Contractor insolvency throughout the course of the contract. Through the tendering process, Coventry City Council will undertake a financial appraisal of the contractor that is successful.
- (iv) The risk of installation failure of key elements of the project construction. The control measure would be the project management undertaken by the Employer's Representation, the Professional Adviser to the Employer's Representation; the 12 month defects period; Contractor warranties and collateral warranties; and (as a contract signed under deed) a 12 year latent defects period.
- (v) The risk that the service provision from the building and the maintenance of the building might not be fulfilling the objectives of service and maintenance required by the Council. The Council as landlord will ensure compliance with the lease covenants and shall take enforcement action if there is any non-compliance.
- (vi) The risk of the operator not maintaining a sustainable business plan in the long term. The Council will closely monitor the performance of the operator through a close working governance arrangement, which will include an open book business plan approach.

- (vii) A planning application has not yet been submitted for the development of the Indoor Bowls facility at The Avenue Bowls Club site. The site is surrounded by residential housing and has constrained access. The client team will engage with the planners at the earliest opportunity.

6.3. What is the impact on the organisation?

- 6.3.1. The Coventry Sports Strategy, Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024 are partnership documents developed through consultation with a range of stakeholders.
- 6.3.2. Approval and early implementation of the above strategies has given confidence to external funders that the city has clear objectives and priorities for sport to 2024. This should assist the Council in applying for external capital grant funding to deliver the new phases of the facilities investment programme, thereby increasing external funding investment into the city's public leisure infrastructure.
- 6.3.3. The report recommendations would deliver a new, sustainable six rink indoor bowls facility, re provisioning the existing facility from CSLC. This would further fulfil the criteria outlined in Coventry's Indoor Facilities Strategy for the Council to work with key bowls clubs and the National Governing Body to explore the feasibility of future sustainable provision for indoor bowls in the city.
- 6.3.4. There are no HR implications for the organisation as these proposals will not directly affect City Council employees.

6.4. Equalities / ECA

- 6.4.1. The Equality and Consultation Analysis (ECA) attached to this report covers the proposals for the relocation of the indoor bowls rink from Coventry Sports and Leisure Centre to the Avenue Bowls Club. The ECA has shown that the proposals would have a positive impact on age and disability. Feedback from key stakeholders and the National Governing Body for bowls has been supportive and no equalities concerns have been raised. The ECA document can be found in the appendices (Appendix 3).

6.5. Implications for (or impact on) the environment

- 6.5.1. Environmental Management
 - 6.5.1.1. The Avenue Bowls Club currently manage the environmental aspects of the existing site internally. The Council would therefore ask the Avenue Bowls Club to oversee and manage / mitigate the environmental impact of the proposed project through the pre-construction, construction and operational phases.
- 6.5.2. During Construction
 - 6.5.2.1. Construction would be undertaken in accordance with Secured By Design principles. Modern construction materials would be utilised and would present a significantly lesser impact on the environment than materials that were historically used. Site Waste Management techniques would be utilised and off-site manufacture would be prioritised wherever possible, thereby reducing reliance on water, minerals and other natural resources. Local contractors would be prioritised where appropriate and local

- 6.5.2.2. specialised sub-contractors, suppliers and labour sources would also be utilised, wherever possible. If approved, the demolition and disposal of building materials from the affected areas of the existing Avenue Bowls Club would require an approved risk management and methodology strategy.
- 6.5.3. In Use
- 6.5.4. Whilst no decision has yet been made on the closure of CSLC, it is anticipated that the operation of a modern six rink indoor bowls facility with associated facilities would deliver efficiencies in energy consumption compared to the indoor bowls rink at Coventry Sports and Leisure Centre (albeit the new indoor bowls rink will be open for the full calendar year). In comparison this would deliver an overall reduction in the carbon footprint. Energy saving controls would be incorporated into scheme to reduce the on-going impact on natural resources. The modern mechanical and electrical installations will provide improved energy use through more efficient plant and better controls, such as passive infra-red sensors and time-limited functions. Safe and secure management principles would be adopted by the operator to ensure the safety and perceived safety of its users and those living and working around the proposed development. The operator would further be expected to deliver carefully selected activity programmes that are reflective of the needs of local users and the neighbourhoods they represent. Provision would be reviewed regularly to reflect changes in requirements and ensure efficiencies in centre management.

6.6. Implications for partner organisations

- 6.6.1. The Coventry Sports Strategy 2014-2024, Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024 are partnership documents developed through consultation with a range of stakeholders. Approval and early implementation of the above strategies have given confidence to external funders that the city has clear objectives and priorities for sport to 2024. Further commitment to investing in sport and the implementation of the Strategy should assist partners when applying for external grant funding to deliver sport in the city.
- 6.6.2. Notably, the provision of a new six rink indoor bowls facility at the Avenue Bowls Club should positively impact on the City of Coventry Indoor Bowls Club's ability to host Junior Leagues/ Regional and National Competitions/ Casual Bowling / Health Programmes in the city.
- 6.6.3. Any implications for staffing arrangements for the Avenue Bowls Club as a consequence of the above recommendations would be the subject of proposals presented by the organisation and would be managed independently by the Avenue as the employer of affected staff. These changes will be monitored for the purposes of ascertaining equalities impact.

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