AllianceLeisure

Carlton Active
RIBA 2 Report.

Gedling Borough Council

28th January 2026

Document history.

Version Control

Version	Date	Description
1.0	23/01/2026	Draft
2.0	26/01/2026	Hadron review
3.0	28/01/2026	Final Issue

Authorisation

ALS Business Development Manager	Date	ALS Executive Approval	Date
Gareth Liversedge	28/01/2026	Will Gardner	28/01/2026

Executive summary.

Gedling Borough Council (GBC) has commissioned Alliance Leisure (ALS) to develop the design and associated costings for the proposed new-build Carlton Active facility.

Brief

The scope currently includes;

- 8 lane main pool
- Teaching pool
- Health Suite (30m2)
- Community Room – suitable for a range of sporting and non-sporting activities, community hire and youth services (146m²), together with a community room store (46m²)
- Café linked to reception
- Adventure Play area
- Assisted Exercise Suite
- Gym – c. 130 stations (631m2)
- 2 x group Exercise Studios (199m2 & 125m2)
- Spin Studio (65m2)
- Various office and admin spaces; and
- Dedicated changing spaces.

Team

ALS has selected an experienced team to support the project:

- **Hadron** (Project Management)
- **Universal** (Principal Contractor)
- **GT3** (Lead Designer)
- **Greenwood Projects** (Principal Designer – CDM)
- **Safer Sphere** (Principal Designer – BSA)

Budget

The project is currently estimated at £29,998,353 + VAT.

A number of site and technical surveys have been undertaken, details of which are outlined within the report.

Key risks include asbestos, ground conditions, drainage, Planning and Highways, and ecology. A detailed risk register is included within the report.

- The fee to take this to **RIBA 3: £783,264.42**
- The fee to take this to **RIBA 4: £908,374.56**
- Total fees combined are **£1,691,638.98**

The programme length for undertaking RIBA 3 & 4 estimated at 10 months.

Programme

The planning period for the scheme is anticipated to run from 7 May 2026 through to August 2026. Completion of RIBA Stage 4 is scheduled for 25 September 2026, following which the scheme will be presented for Gedling Borough Council approval between 2 and 6 November 2026. Subject to approval, contract award is programmed for 9 November 2026.

A four-week mobilisation period will follow contract award, with the start on site anticipated on 7 December 2026.

A detailed breakdown of the programme is provided in Appendix B.

At RIBA Stage 0, the estimated value of the new-build facility was identified as between £32.5m and £39.3m. Following further discussions at the project inception meeting, the project budget was reduced to circa £30m. Subsequent discussions have indicated that further budget reductions may be required.

Value engineering may be required at RIBA Stage 2 should the available budget be reduced further, in order to ensure the scheme remains aligned with the Council's confirmed budget. However, in the event of a substantial budget reduction, this would necessitate a redesign of the RIBA Stage 2 scheme. Further detail on the implications of this is provided within the report.

Contents.

Appendices.

Introduction.

1.1 Background

Alliance Leisure Services Ltd (ALS) is the UK's leading leisure development partner with over 25 years' experience, 280+ completed projects, and £485m invested in public sector facilities. ALS provides a complete solution from feasibility and business planning through to design, build, funding, and ongoing support via our Engagements and Insight team.

Using the **UK Leisure Framework** for which ALS is the appointed lead development partner, this project benefits from a fully compliant, direct procurement route, saving time and cost. ALS will contract directly with the Council, assume agreed project risks, and deliver on time and on budget, using a JCT Design and Build Contract to streamline the process.

With one agreement and one point of contact, the Council will have a trusted partner to manage every stage, mitigate risk, and remove project headaches - ensuring high-quality facilities that make a lasting difference for the community.

After an OJEU-compliant competitive tendering process, Alliance Leisure were appointed as lead development partner of the UK Leisure Framework, which allows for the direct appointment of ALS as a development partner for the scoping, design, refurbishment, construction and the development of sport, leisure, and other cultural facilities across the UK public sector.

UKPCR 2015 Compliant
A public sector-friendly framework backed by rigorous procurement standards.

Simple Onboarding
Streamlined approvals, followed by a single Access Agreement to get started.

One Appointment, Full Delivery
Appoint Alliance once, and we manage project delivery supporting you through the process in an efficient and effective manner.

This proposal is based on the development utilising the UK Leisure Framework and its standard suite of documentation.

UK leisure framework

Introduction.

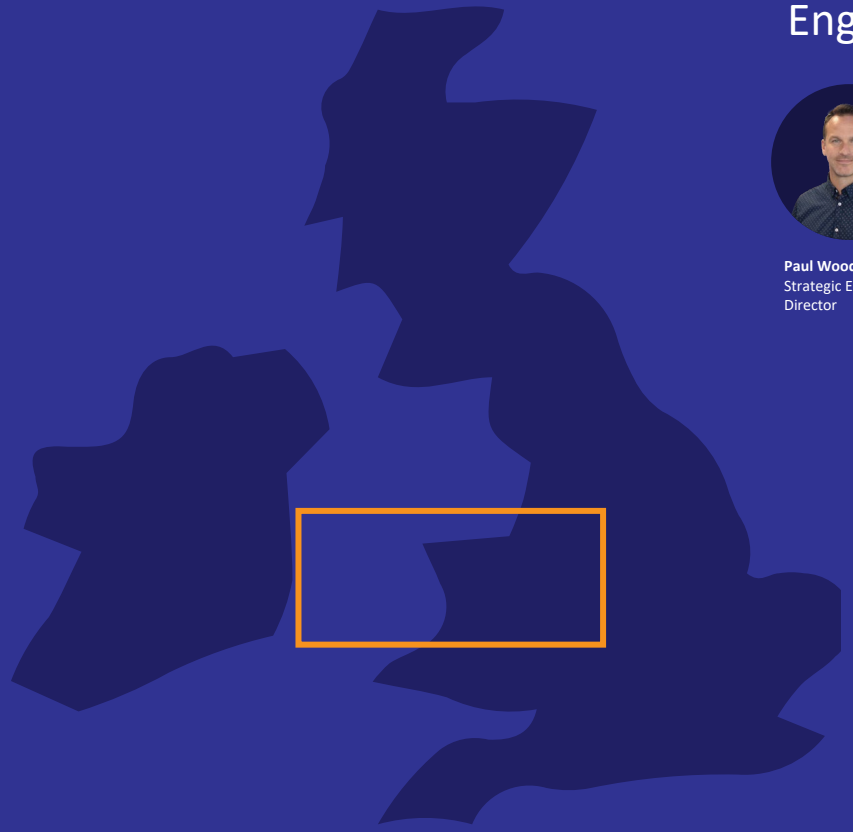
1.2 Approach and Benefits

Developing in partnership with **Alliance Leisure under the UK Leisure Framework** provides a fully compliant end-to-end 'Delivery Solution' focussed on achieving your development goals:

- **Leisure-Specific Expertise**
  Over 285 leisure projects delivered — specialists in designing and delivering high-performing facilities
- **Complete Turnkey Solution**
  From concept to completion, one accountable team manages design, build, equipment, giving the best platform for success —fully supporting your needs
- **Value for Money Assured**
  Analysis is multi-layered with benchmarking and market tested costs – providing stakeholder assurance
- **Guided, Transparent Gateway Process**
  Clear RIBA stage approvals with defined outputs, risk tracking, and reports — full transparency at every step
- **Adding Value**
  Our Engagement and Insights team drive stakeholder engagement and set up for project success
- **Affordability First**
  Early contractor involvement improves buildability and drives real-world cost efficiency
- **Fast Low Risk Procurement**
  Mobilise quickly, reduce inflation risk, and avoid delays. Framework structure ensures all legal, financial, and risk considerations are covered upfront
- **Mitigating Risk**
  Alliance enters the building contract, with risks mitigated and apportioned to deliver best outcomes
- **Social Value & Sustainability**
  We integrate social value and local economic impact throughout delivery - measurable with local KPIs
- **Supply Chain Advantage**
  £1bn pipeline unlocks national buying power and a trusted supply chain – driving long-term value across projects

Your delivery team

West and North Wales



Project Development Team

Will Gardner
Assistant Regional Director

Gareth Liversedge
Alliance Delivery Manager

Greg Walker
Business Development Manager

Central Support Team

Sarah Watts
CEO

Paul Cluett
Managing Director

Stuart Thornton
Finance Director

Jeremy Bradbury
Head of Business Support

John Leaver
Marketing & Frameworks Director

Engagement Team

Paul Woodford
Strategic Engagement Director

Nicola Bromley
Strategic Account Manager

Introduction.

1.4 Your Construction Delivery Team

Hadron Consulting specialise in the project and programme management of high quality, complex and innovative projects and work closely with Alliance Leisure to build deep and trusted relationships that are founded upon high level performance and results.

The Hadron Consulting project management team has a proven track record of delivering high quality leisure facilities and swimming pools for local authorities and operators, which has been built up over the last 20 years. Their project management style is very 'hands on,' using their experience to actively drive projects, challenge the design and costs, manage and mitigate risks, and to ensure our client's objectives are met.

They are used to supporting Alliance to deliver projects within tight budget constraints and fixed deadlines and work hard to bring the best out of the project team to achieve this.

Experienced in managing projects within the context of complex, multi-stakeholder environments, many of the projects the Hadron team have been involved in have had external funding, including Sport England funding. These projects are often referred to as exemplar projects by Sport England themselves.

Established in 2009, Universal Group has grown year-on-year to become a leading contractor for all ground engineering, labour and piling plant needs.

The whole ethos of Universal Group is to cost effectively deliver as many aspects of a project as practically possible to ensure the client's site team has one responsible contractor efficiently working through the programme

With expertise across a wide-range of specialisms, act as a unique one-stop shop and have supported Alliance on several projects.

Universal have consistently delivered high quality schemes, below budget and ahead of schedule to their ever-growing client base.

Universal Group's attention to detail and safety standards have culminated in the award of various industry accreditations, including ISO 9001, ISO 14001 and ISO 45001.

For more information, visit www.universal-group.uk.

GT3 Architects is a growing, award-winning and ambitious business, with a drive to redefine architectural practice. From studios in Newcastle and Nottingham, GT3 Architects champions an inclusive, sustainable and engaging way of doing business.

GT3 deliver expertise in sports and leisure, masterplanning and workplace design but have also earned recognition for their innovative and sustainable projects in a range of sectors, including education, civic, retail and residential.

GT3 have developed a reputation for creativity and innovation, supported by a proven track record in translating bold concepts into elegant technical details and successful project delivery.

https://www.gt3architects.com/

An award-winning, nationally acclaimed PMI practice, with a reputation for championing an inclusive and engaging way of doing business.

The team is comprised of the industry's best design professionals, each hand-picked for their specialist knowledge, multi-sector experience and proven 'people first' attitude.

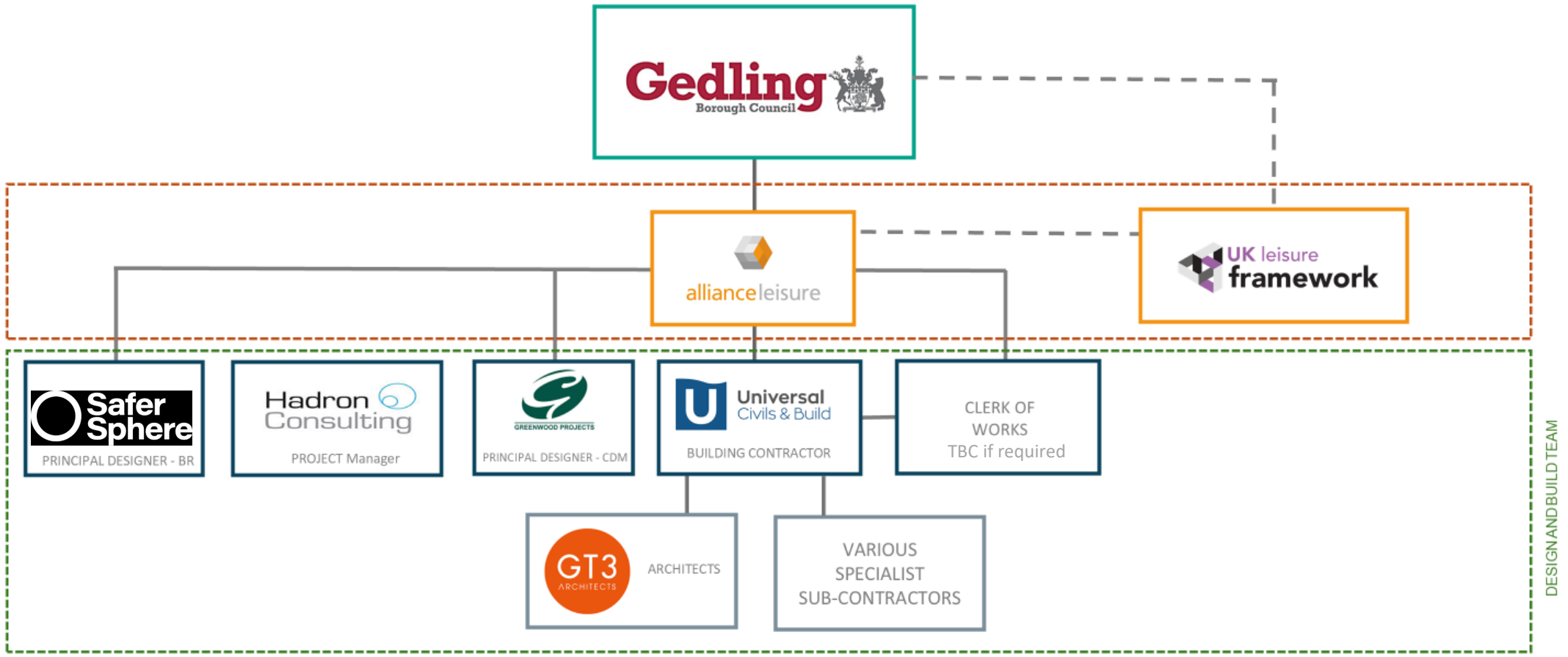
Their in-house team includes architects, architectural technologists, engagement consultants, environmental psychologists, building biologists, and interior architects. They work across a range of architectural sectors, with skills in architecture, master planning, engagement consultancy, and interior design.

Greenwood deliver expertise in sports and leisure, healthcare, workplace, and heritage design but they have also earned recognition for their innovative and sustainable projects in a range of sectors, including education, civic, retail, residential and mixed-use.

www.greenwoodprojects.com

Introduction.

1.5 Delivery Team Structure



Project Brief.

Project Brief.

2.1 Project Introduction

The construction of a new facility is driven by the ageing condition of current facilities and the borough's long-term aspirations for enhanced leisure infrastructure.

The existing Carlton Forum Leisure Centre has good participation as well as financial performance. However, the centre is over 50 years old, and with it's infrastructure aging (despite past refurbishments), is no longer considered fit for purpose. The site is also under joint use agreement with Nottingham County Council and Redhilll Academy Trust (not owned by Gedling Borough Council). The facility is joint responsibility, whereas the new facility would be managed only by Gedling Borough Council.

While Richard Herrod is owned only by the council, it has the highest subsidy of all it's leisure facilities. The Council can only afford (through future capital receipts and borrowing) to build new on one of it's existing sites, and due to the necessity to create future leisure facilities within the Borough, it was decided that the new proposal is developed on the Richard Herrod site.

The Richard Herrod Centre currently offers facilities including: a bookable events space, community bar and an indoor bowls green. The space is well enjoyed by the local residents, and community functions will be carried forward into the new proposal. The Gedling Borough Council are working with the indoor bowls club to re-home the club following Richard Herrod's closure.

A number of options have been explored for the building previously. These have included refurbishment, remodel and partial demolition of the building to allow new leisure facilities to be provided. It was concluded that a full demolition and new build was the most cost-effective way to deliver new leisure and community facilities to better meet the needs of the community.

Due to area restrictions on site, the existing centre will be closed and demolished ahead of the new construction commencing.

Project Brief.

2.2 Existing Site

Site Overview:

Carlton is a village situated in the borough of Gedling, just northeast of the City of Nottingham.

The town grew when connected to the city by tram and train and is now a dormitory settlement with a mix of housing, schools, community facilities and green spaces.

The site is adjacent to green space (which is used by Gedling Southbank FC) and is surrounded mainly by low level residential properties.

The council also currently operate the Carlton Forum Leisure Centre. They are currently planning to withdraw operations upon completion of the new leisure centre.

Red Line Boundary:

The red line shown on the plan is indicative at this stage. It captures the existing Richard Herrod site, as well as the Carlton Forum carpark. The blue line shows the council's land ownership, and parts of this ownership may be included in the final proposal, including the Carlton Forum carpark.

Area of Red Line Boundary = 20,715 m^2

KEY:

- Assumed Site Boundary
- Ownership Boundary

Project Brief.

2.3 Graphic Brief

These areas have been reviewed and updated following the project kick-off meeting (02.10.25).

= Client-driven proposed changes

Project Brief.

2.4 Existing Buildings vs Proposal

When comparing the existing facilities of the Richard Herrod Centre (on site) and the Carlton Forum Leisure Centre (off site) with the new proposal, several observations can be made:

- **The building footprint on site is greatly reduced:** The Richard Herrod building has a ground floor GIFA of 3035m^2, whereas the proposal (as drawn) has a ground floor GIFA of 2524m^2. This leaves more space on site for car parking, as well as for hard/soft landscaping to improve pedestrian journey on site.

- **The area as drawn is much more efficient than the graphic brief predicted:** The finalised graphic brief presented an area of 4481m^2. Through creating efficient circulation and refining the size of spaces, the area was able to be reduced to 4200m^2, saving GIFA and therefore cost.

- **The new proposal aims to combine the best aspects of each existing facility:** The new proposal will provide modern leisure facilities while also keeping a community aspect at the core of the building. This will aim to provide for the same users who currently enjoy socialising at the Richard Herrod Centre, while attracting new leisure users into the centre.

Please note: The figures for the new proposal are based on the graphic brief, as well as drawings (presented later in this document).

Richard Herrod Centre	Area (m^2)
Changing Rooms	50
Bowls Green	1562
Dry Side Total	**1612**
Entrance Lobby	35
Lounge & Bar	283
Family Room	105
Kitchen	27
Community Room (Millennium Suite)	363
Creche	107
Baby Change	9
Communal Total	**929**
W.C.s	94
Stores	143
Offices	35
Meeting Room	104
(Unknown Spaces)	65
Support Total	**441**
Total Net Area	2961
Circulation	151
Plant (inc Electrical Intake)	149
Internal Walls	65
Ground Floor GIFA	3035
First Floor GIFA	280
Total GIFA	**3315**

Carlton Forum Leisure Centre	Area (m^2)
Pool Hall (25m 6 Lane Main Pool & 12.75 x 7.25m Learner Pool) + Surrounds	871
Changing Provision (Male, Female, B&T, Team) inc Accessible W.C.	173
Pool Store	35
First Aid	8
Health Suite/Relaxation Area	61
Wet Side Total	**1148**
Fitness Suite (inc Cardiovascular Area)	377
Treatment Room	13
Sports Hall	661
Squash Courts	135
Squah Balcony	29
Dry Change (Male & Female)	101
Accessible Change & W.C.	16
Outdoor Change	57
Spin Studio	56
Dance Studio	97
Mind and Body Studio	115
Judo Room	23
Studio Stores	23
Dry Side Total	**1703**
Entrance Lobby	66
Reception	19
Public Lounge	66
Kitchen	6
Communal Total	**157**
W.C.s	87
General Stores	161
Offices	53
Comms	10
Staff Room & Change	33
Lift Motor Room	5
(Unknown Spaces)	89
Support Total	**438**
Total Net Area	3446
Circualtion	310
Plant	181
Internal Walls	241
Ground Floor GIFA	3070
First Floor GIFA	1108
Total GIFA	**4178**

New Proposal	Area as in Graphic Brief (m^2)	Area as Drawn (m^2)
Pool Hall (25m 8 Lane Main Pool & 10 x 8m Learner Pool) + Surrounds	868	873
Spectator Seating/Viewing Area	55	88
Changing Village (Unisex) inc Changing Places	437	397
Pool Store	42	57
First Aid	12	11
Health Suite	30	30
Wet Side Total	**1444**	**1456**
130 Station Fitness Suite	630	631
Consultation Rooms	20	19
Dry Change (Male & Female)	100	74
Accessible Change & W.C.	6	7
Universal Change & W.C.	5	6
Spin Studio	65	65
Small Studio	125	125
Large Studio	200	199
Studio Stores	33	34
Dry Side Total	**1184**	**1160**
Entrance Lobby		16
Reception & Servery	30	32
Retail	10	4
Café	150	200
Kitchen	50	43
Membership Area	10	10
Community Room	100	146
Community Store	25	46
Accessible W.C. & Baby Change		6
Soft Play (inc Soft Play Seating)	135	110
Innerva Suite	60	48
Communal Total	**570**	**661**
W.C.s (inc Accessible Provision)	65	37
General Stores (inc Cleaners and Buggy Stores)	20	15
Admin & Offices (inc Duty Manager Office)	42	41
Comms	12	10
Staff Room	25	34
Support Total	**164**	**137**
Total Net Area	3374	3414
Circualtion	506	399
Plant	388	232
Internal Walls	213	155
Ground Floor GIFA	-	2524
First Floor GIFA	-	1676
Total GIFA	**4481**	**4200**

Project Brief.

2.5 Site Analysis - Opportunities

Good access:

Bus stops directly outside the south of site, along Foxhill Road Central. Good site access for construction vehicles, with multiple roads bordering the site.

Natural buffer:

Trees lining the north east/west site boarder provide a natural buffer between the existing residential area and the site.

Surrounding functions:

Residents will be able to benefit from the new leisure centre. The surrounding properties are mainly semi-detached and detached houses.

South light:

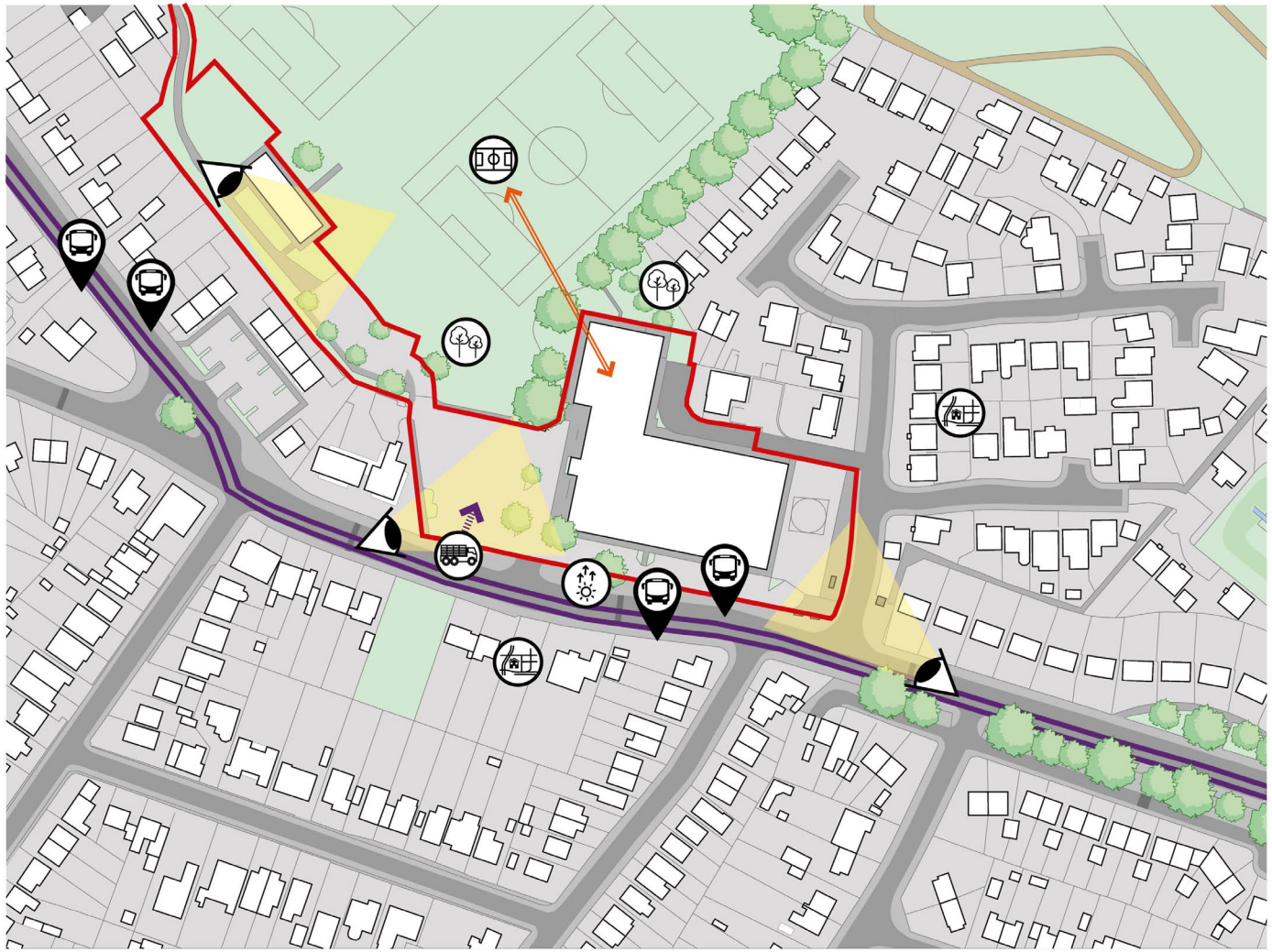
Due to the surrounding residential being predominately 2 storeys, plenty of south light reaches site.

Active Spine Link:

The site is neighboured by other existing leisure functions - Gedling Southbank F.C. Opportunity to create a visual link from the new leisure onto the fields, strengthening the key theme of creating an active spine.

Key Views:

The site has three main key views; two from each direction on the main road that boarders the site, and one from the footpath that connects the site to the Carlton Forum car park. All views can be utilised to improve visitor journey to the building.



Project Brief.

2.6 Site Analysis - Constraints

Protected green space/trees:

The green space on/adjacent to site is protected, by order of the "Protection of Open Space Policy LPD20". Investigation will be needed into what restrictions this protection brings. Investigation into root protection will also be undertaken.

Drain:

A 900 diameter lateral drain runs under the site. There is a 5 meter easement either side of the sewer, so the building footprint must be far enough away.

Noise pollution:

Noise from cars on Foxhill Road Central (which has a speed limit of 30mph) could affect the north of the site. Quieter spaces should be located further into the site. Residential areas surround the site on 3 sides, and residents could be affected by construction/plant noise. Residents should be informed about the construction at a public consultation. Acoustic screening could be implemented to lessen the impact if of plant noise.

Proximity to residential properties:

Several residential properties are adjacent to the site; they could be affected by new construction from noise, as well as obstruction of light/views. A public consultation should be held, to take on any concerns residents have regarding construction.

Level Change:

There is a level change between the existing car park and the field; this will have to be addressed with any new construction.

Surface Water and Tank:

Severn Trent have installed a 500,000 litre water tank on site, to protect against surface water flooding. Investigation will need to be taken into whether this has fixed this problem. Moreover, the easement conditions for the tank will need to be confirmed.

Maintaining Access:

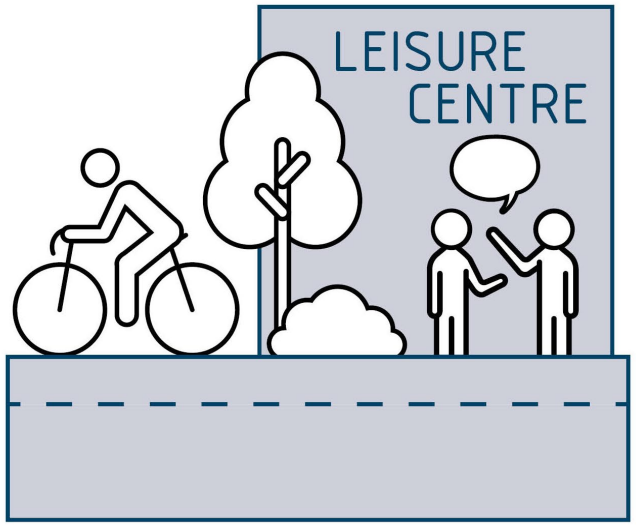
Access to the care home, Gedling Southbank F.C., and the footpath around site will need to be maintained (during construction/after completion). This may affect building position.

The Development Proposal.

The Development Proposal.

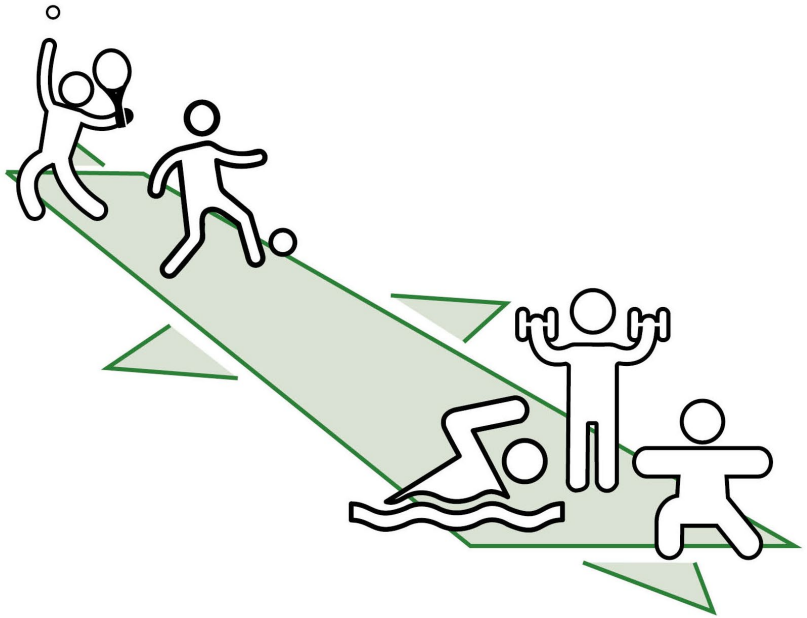
3.1 Key Themes

Activating the Street:



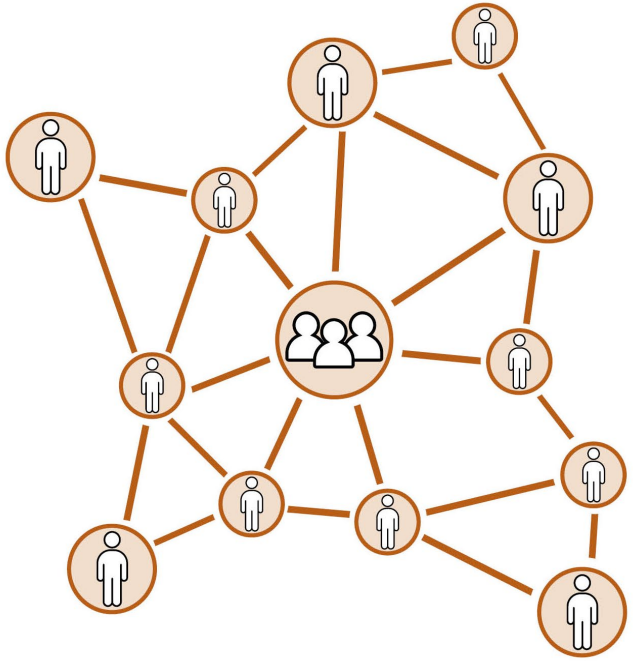
The new proposal should aim to activate the street by promoting sustainable travel, creating street frontage and boosting visibility of the scheme.

Extending the 'active spine':



The new proposal will be positioned at the end on an 'active spine' connecting new leisure functions the existing sporting facilities adjacent to site.

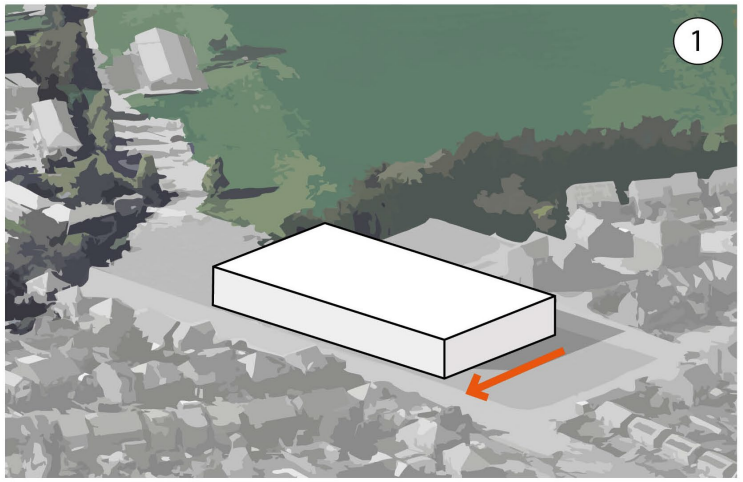
Keeping Community at the Core:



The new proposal should aim to continue community functions that are enjoyed in the existing centre, and ensure that it functions not only as a leisure centre, but as a community hub.

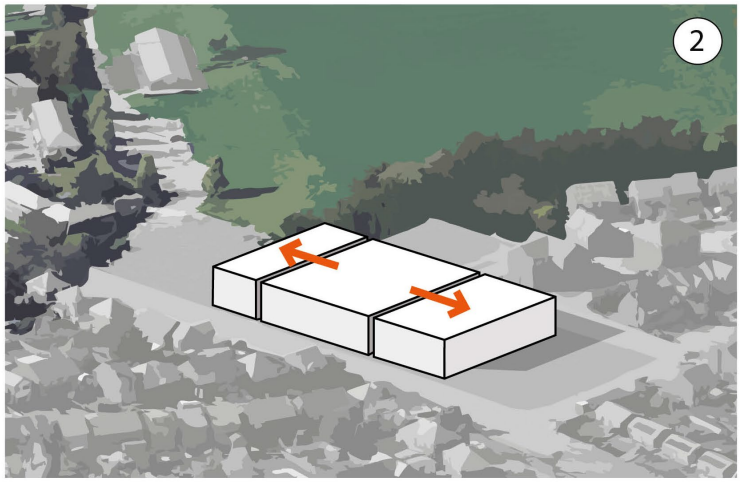
The Development Proposal.

3.2 Strategic Moves



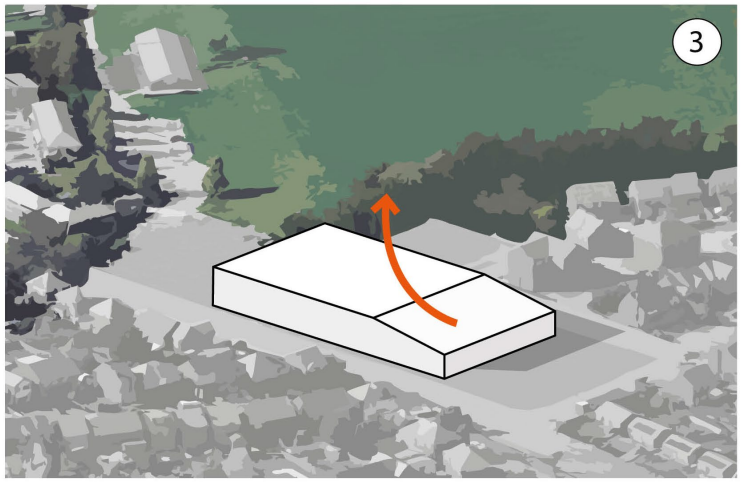
Positioning the new proposal on site

The proposal was moved closer to the front of the site than the existing building, to activate the street. It also creates a vehicular access around the back of the proposal, to connect the car parks.



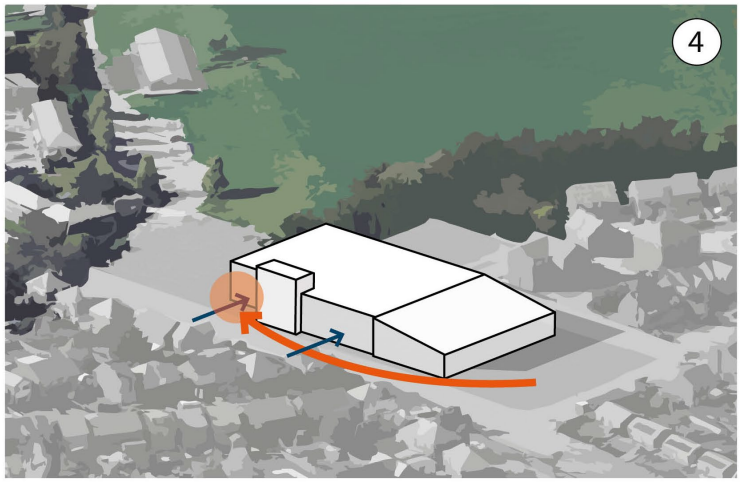
Splitting the mass

The mass was “split” into three zones. Zoning has been driven by the internal facilities and will inform the elevational treatment externally.



Pitching the roof

The roof was pitched, linking to the theme of extending the ‘active spine’. This is also in response to the residential properties surrounding the building, to be mindful of right to light.

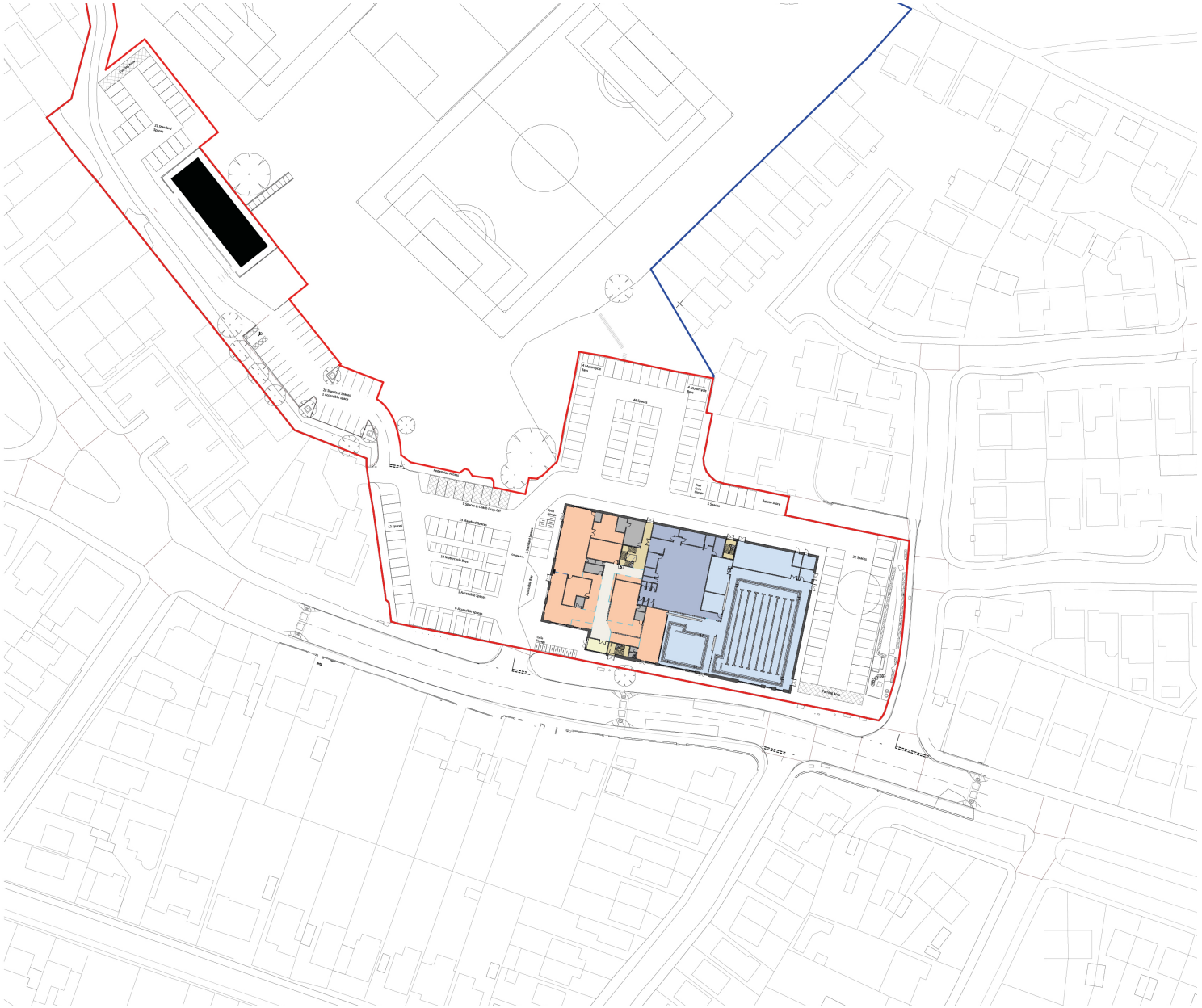


Drawing people around the building

A tower, reflecting the historical, industrial precedents, acts as way finding and draws people round to the entrance area. The building is set back here too, to create a destination entrance, and the facade is also set back in set places; this highlights the tower and emphasises the idea of creating a landmark building.

The Development Proposal.

3.3 Proposed Site Plan



The Development Proposal.

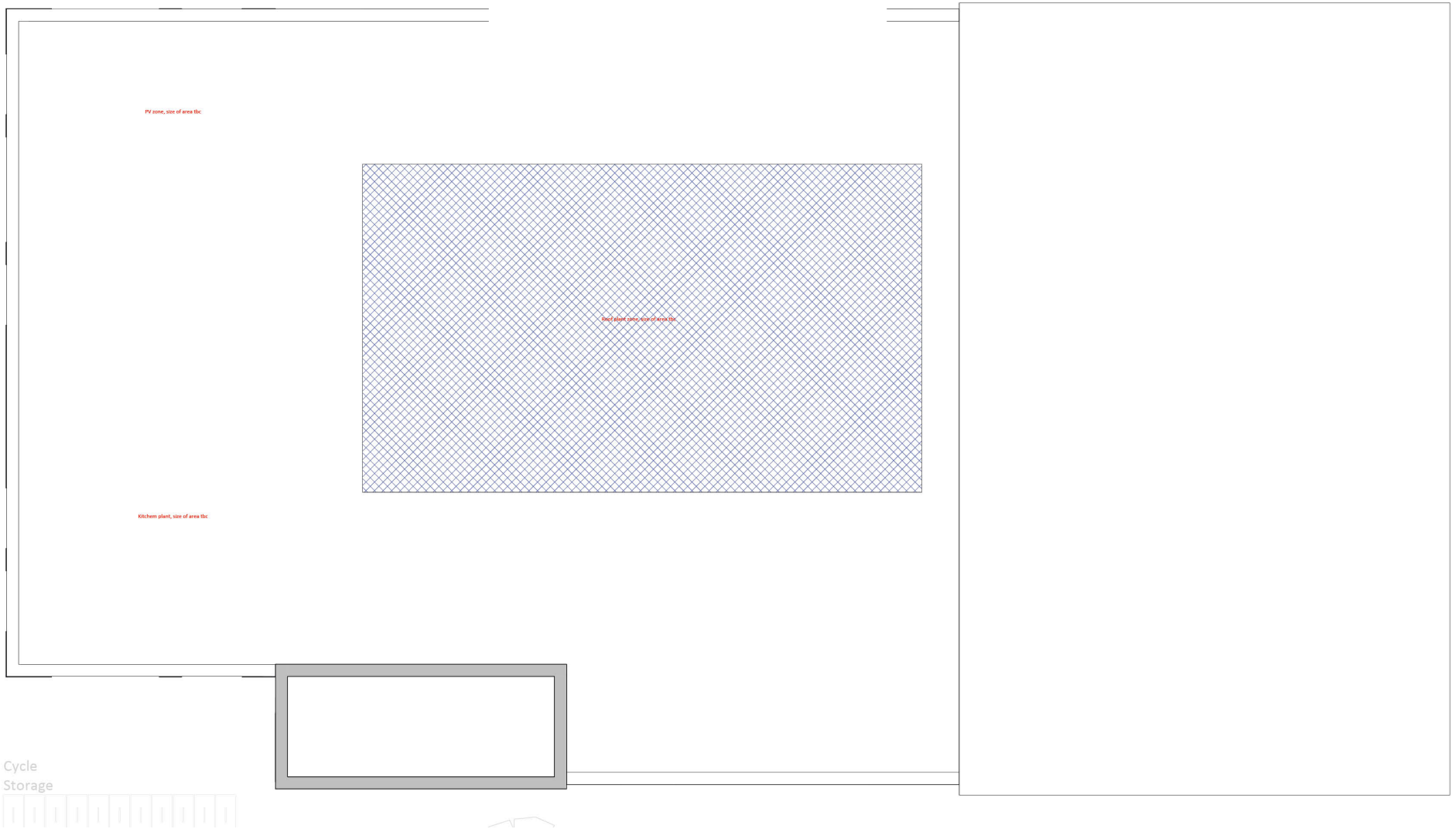
3.4 Proposed Ground Floor Plan

The Development Proposal.

3.5 Proposed First Floor Plan

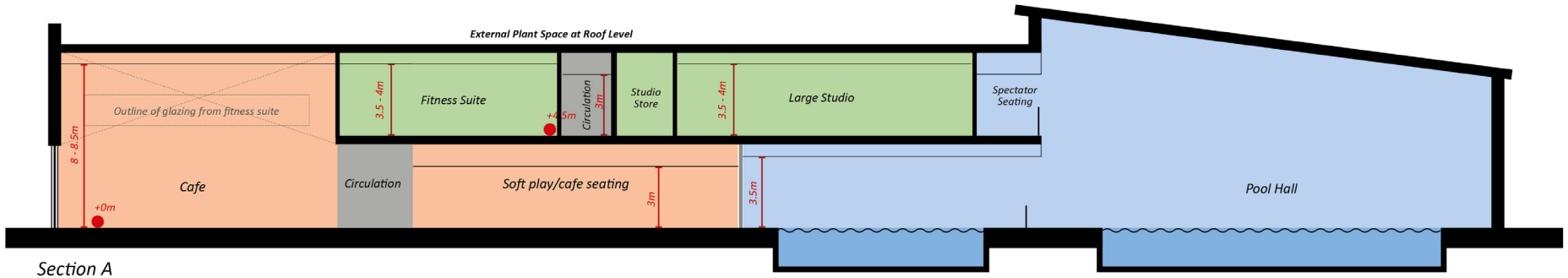
The Development Proposal.

3.6 Proposed Roof Plan

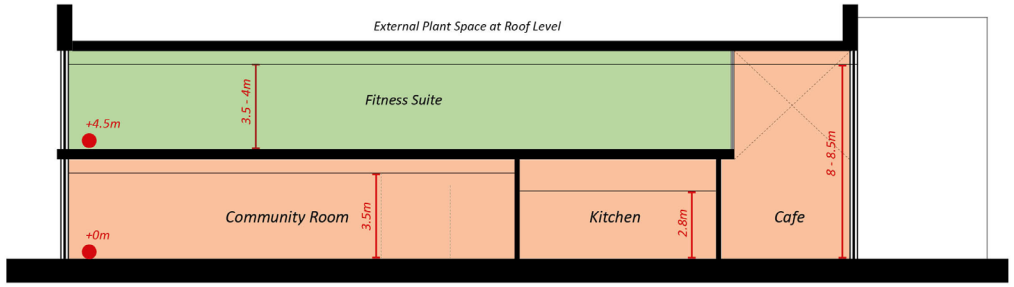


The Development Proposal.

3.7 Proposed Sections

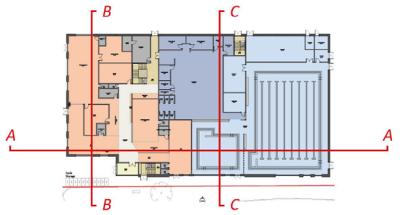


Section A

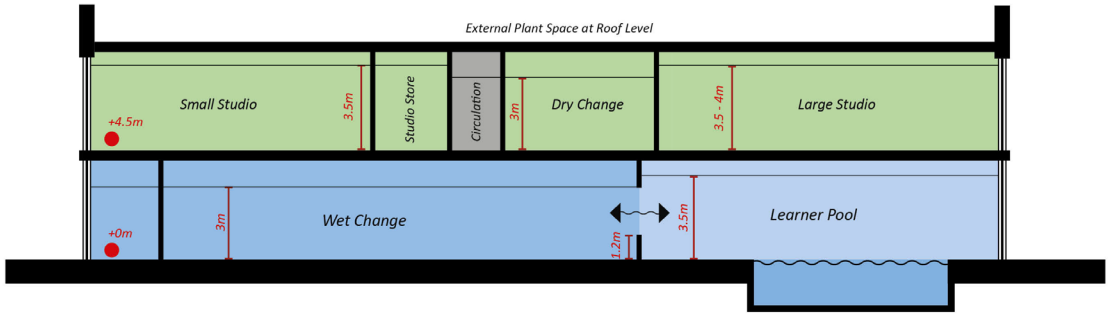


Section B

Wet Side
Dry Side
Community
Support
Access / Links
+4.5m Floor Levels



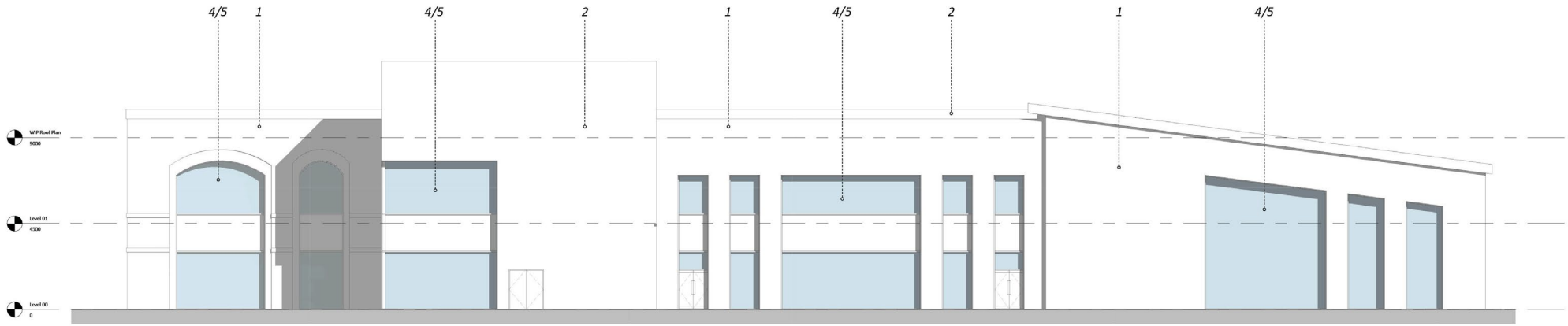
Note: Sections are indicative and not to scale.



Section C

The Development Proposal.

3.8 Proposed South Elevation



South Elevation

1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*

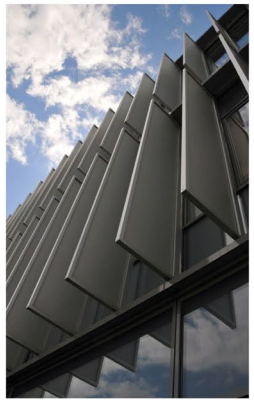
2. Primary Cladding/ Capping Material

**Note: Indicative material only.*

3. Secondary Cladding Material

**Note: Indicative material only.*

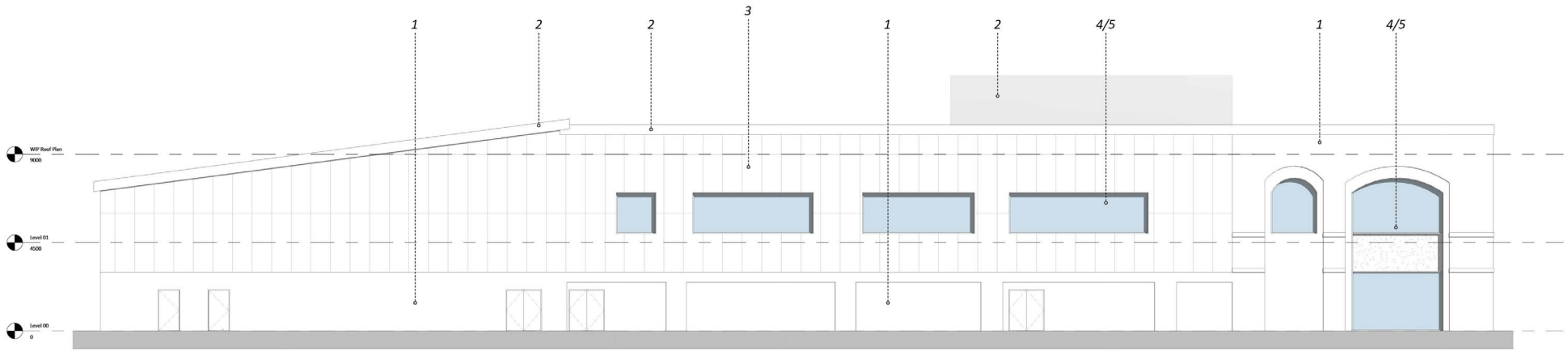
4.Curtain Walling/ Glazing



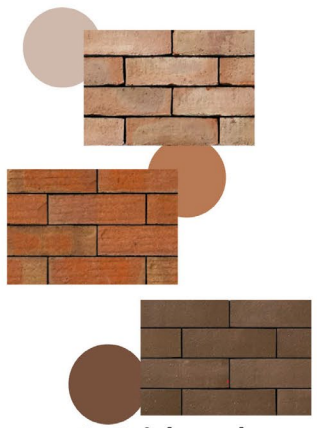
5.Solar Shading

The Development Proposal.

3.9 Proposed North Elevation



North Elevation



1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*

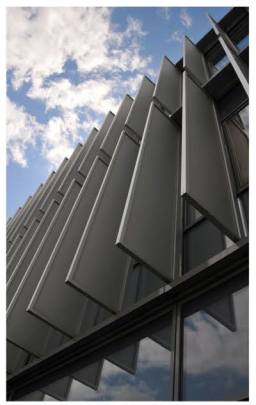
2. Primary Cladding/ Capping Material

**Note: Indicative material only.*

3. Secondary Cladding Material

**Note: Indicative material only.*

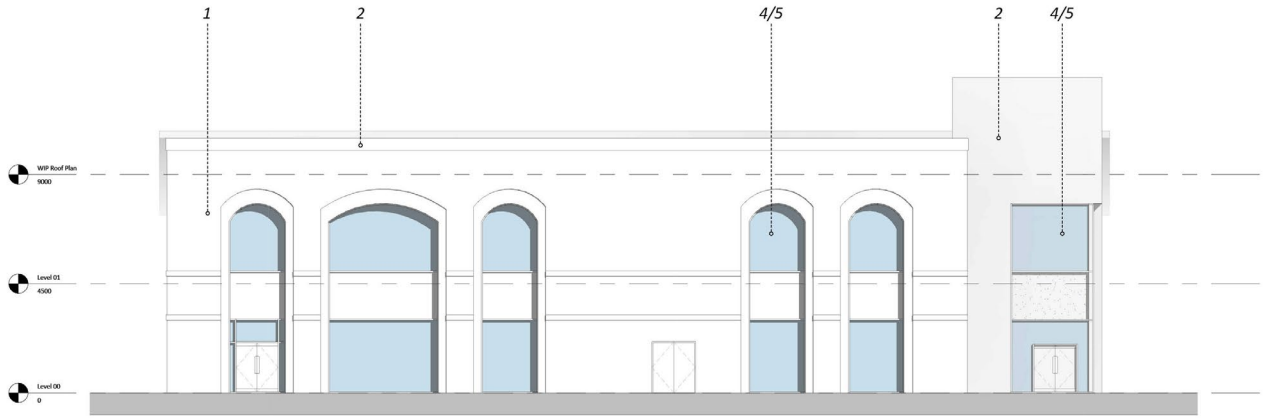
4.Curtain Walling/ Glazing



5.Solar Shading

The Development Proposal.

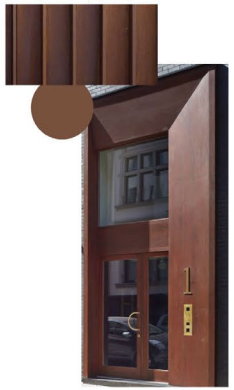
3.10 Proposed West Elevation



West Elevation

1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*



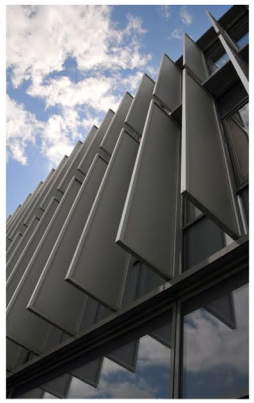
2. Primary Cladding/ Capping Material

**Note: Indicative material only.*

3. Secondary Cladding Material

**Note: Indicative material only.*

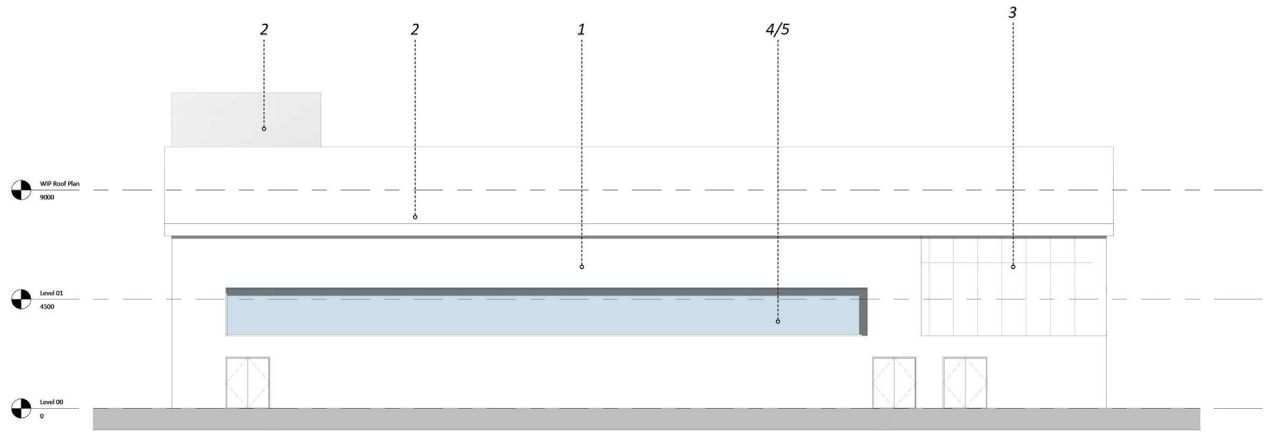
4.Curtain Walling/ Glazing



5.Solar Shading

The Development Proposal.

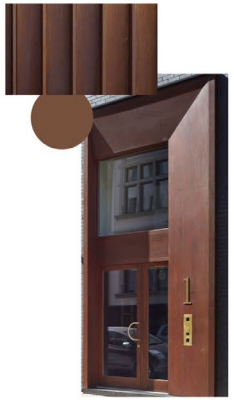
3.11 Proposed West Elevation



East Elevation

1. Brickwork

**Note: Elevations sketch principals only. To be further refined in stage 3.*



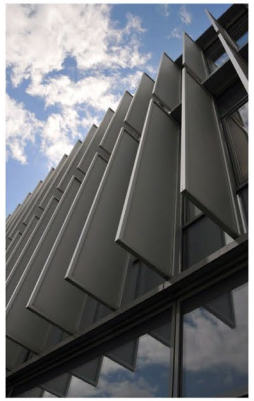
2. Primary Cladding/ Capping Material

**Note: Indicative material only.*

3. Secondary Cladding Material

**Note: Indicative material only.*

4.Curtain Walling/ Glazing



5.Solar Shading

The Development Proposal.

3.12 Assessment of Indoor Bowls Provision

As part of the feasibility work for the proposed new build leisure centre, the option of incorporating an indoor bowls facility has been carefully considered. Current user feedback highlights a clear appreciation for bowls provision within the community, with particular interest in a modern, accessible indoor environment that could support both casual and competitive play. In response to this feedback, three potential options were explored: the inclusion of either a 3-rink bowls hall, a 4-rink bowls hall or a larger 6-rink bowls hall as part of the overall development.

While each option would offer social and health benefits and help broaden the centre's appeal to a wider age range, their inclusion presents significant challenges. The construction costs associated with delivering an indoor bowls hall on this site are substantial, particularly given the specialist building requirements such as clear spans, high ceilings, and environmental controls. When assessed alongside the overall project budget, the addition of a 3-rink, 4-rink or 6-rink facility would result in a level of cost that would render the scheme unaffordable and place the wider development at financial risk.

In addition to cost considerations, the physical constraints of the site have been a key factor. The available land area limits the scale of development that can be accommodated without compromising functionality or accessibility. Incorporating a bowls hall of any size would require a significantly larger footprint, which would either exceed the developable area or necessitate the removal or reduction of other essential elements of the leisure centre. This would likely result in the omission of key facilities such as the swimming pool or gym, which are regarded as core components of the centre and are supported by the strongest levels of user demand.

For these reasons, despite the recognition of the value that an indoor bowls facility could bring, the option has been discounted at this stage. The focus of the project will therefore remain on delivering a balanced, affordable, and sustainable leisure centre that prioritises high-demand facilities and maximises benefit for the widest range of users within the constraints of the site and available funding.

RIBA 2 Planning and Surveys.

Planning and Surveys.

4.1 Summary

Overview

Universal has completed a number of surveys during RIBA Stage 2 to de-risk the project, and to develop the information required to submit the planning application. The Survey reports are included in Appendix B.

Planning

Planning consultants DPP have been engaged to manage the Planning process. They have recently made an application for a pre-app meeting with the Planners to discuss the works in more detail. The Planners will confirm validation requirements for the Planning Application, including any surveys, which will then be instructed.

Background Noise Monitoring Survey

A background noise monitoring survey has been instructed to record existing background levels. The data from this will be used to produce a Noise Assessment which will inform the building and MEP design, including any attenuation and / or screening measures. The acoustician has visited the site and is waiting for the right weather conditions before installing the recording equipment on the roof.

Topographical Survey and Below Ground Utility Scan

A topographical survey was completed across the site to record site features and levels. This information has been used by the wider design team to develop the proposals.

At the same time, a point cloud survey of the Richard Herrod Centre building elevations was completed, allowing a set of existing building elevations to be produced.

This survey also recorded the heights of surrounding residential buildings. The information from this was used to confirm that there would not be any “overlooking” issues presented from the proposed leisure centre building.

The utility scan was completed across the site using below ground detection and tracing equipment, including ground penetrating radar. The results were overlaid onto the topographical plans and highlights where below ground services are present.

Utility record drawings were also obtained from all major utility / infrastructure companies and these cross referenced with the utility scan information.

Drainage positions, details, levels, types and sizes were also recorded and shown on the drawing.

Drainage CCTV Survey

A drainage CCTV survey has been undertaken to record the condition of existing drainage. A jetter was brought to site to clear debris and blockages where possible. A revisit to site has been planned to complete the survey in the Highway, as heavy rain at the time of the previous survey flooded the drainage.

Planning and Surveys.

4.2 Summary

Preliminary Ecological Assessment

A preliminary ecological assessment, daytime bat walkover and baseline Biodiversity Impact Assessment (BIA) was completed to the site areas, including the Richard Herrod Centre and the football pavilion.

Generally, the observations were typical and did not present any major considerations. However, the existing centre does present a high risk of bat roosting potential and therefore a number of bat emergence surveys will be required. 3 nr. are required and these must be completed a minimum of two weeks apart and undertaken between May and September. Following the results of these surveys, we will need to apply for a licence to work on the building (or demolish it) which can take up to 30 working days and will include a number of conditions / mitigation measures. One of these may be that work can not commence until after September. We are in discussions with the ecologist to understand if there is any way to reduce this process. We are reviewing any impact this could have on the Enabling Works or main Construction Phase Programme – early indications show it would have a minimal impact.

The BIA involves inputting baseline data for existing habits to calculate the site's baseline biodiversity value which can be used to inform the development design. Further surveys will be required and the BNG developed following the development of the design and landscaping proposals.

Arboricultural Survey

The Site is not located in a Conservation Area and no trees included in the survey are protected by a Tree Preservation Order (TPO).

The majority of trees on Site were recoded as low quality (Category C) with the majority of these being small individual trees and hedgerows. Occasional moderate quality (Category B) trees were located primarily around the southern section of the field area, with the mature poplar to the far north of the Site being the most significant tree included in the survey.

The proposed development will require the removal of a number of individual trees and five hedgerows, and will potentially have an impact on the roots, stems and canopies of retained trees and hedgerows unless suitable protection measures are put in place.

Planning and Surveys.

4.3 Summary

Ground Investigations – Phase 1 and 2

A Phase 1 Desktop Study is being completed to review historical land use, geology, hydrogeology, mining records, and environmental sensitivity to establish baseline risks.

The Phase 2 Intrusive Ground Investigations commenced on Monday 19th January 2026 and include:

- 2 nr. rotary cored boreholes to 10m bgl to establish the depth and quality of bedrock, obtain core samples for testing, and confirm the hydrogeological regime at depth.
- 1 day of window sampling to obtain soil samples for geotechnical and environmental testing, and to characterise near-surface conditions.
- 2 nr. soakaway pits will be formed by machine excavated trial pits dug to a max depth of 2m. The BRE 365 test involves filling the holes with water and subsequent monitoring of the change in water level by the engineer.
- Geotechnical in-site testing - to provide data on strength, density and stiffness parameters for design.
- Monitoring – Post intrusive works, monitoring of the installed boreholes will be undertaken to record ground gas and water levels undertaken in accordance with current guidance to establish representative conditions and assess risk.
- Geotechnical and Geo-environmental Laboratory Testing – classification, strength, compressibility, contamination screening and leachability testing, as appropriate.
- Interpretative Phase 2 Ground Investigation Report – including risk assessments, foundation and substructure recommendations, and advice on earthworks, excavation stability and groundwater management.

Post Demolition

It is anticipated that some post demolition ground investigation may be required to further characterise ground risk and support planning discharge. At this stage we have allowed for the following:

- Sampling of up to 10 locations by Hexa Engineer from machine excavated trial pits for contamination and preliminary waste assessment
- Letter report

Planning and Surveys.

4.4 Summary

Traffic and Highways

Our transport consultant has been liaising with the design team to provide transport planning advice. They have produced a Transport Scoping Document which has been submitted to the Local Highways Authority in advance of a pre-app meeting.

The have completed a baseline study looking at the use of the existing and proposed building, opening hours, typical bookings, vehicle entrances, pedestrian access, parking provisions, cycling facilities, local transport network, Traffic Regulation Orders (TROs), Active Travel Routes and public rights of way, public transport facilities and routes, overall connectivity, road safety patterns.

They have engaged with Gedling Southbank FC and Carlton Forum Leisure Centre to understand their parking requirements and impacts on transport.

The completed an assessment of the proposed development, using the layouts and accommodation schedule, staffing levels, access arrangements, servicing and refuse collection, parking arrangements, and GBC parking standards.

A Travel Plan will be prepared for the Planning Submission.

Traffic and Parking Surveys are being completed, including, surveys of the three Carlton Forum Leisure Centre Car Parks, the car parks surround the Richard Herrod Centre, including surveys on a Sunday when a football match is on.

The findings of the traffic surveys and outcome of the Highways pre-app meeting will influence aspects of the building design including parking provision, access and servicing arrangements, and may result in further surveys being requested.

Capital Investment Summary.

Capital Investment Summary.

5.1 RIBA 2 Capital Cost Estimate

The current projected overall capital cost for the RIBA Stage 2 scheme is **£29,998,353.** The cost plan for the construction costs has been developed by Universal Group and then ALS has incorporated the solutions, FF&E, project management and other such costs to identify the full capital investment required to deliver this project. The breakdown of costs are as follows:

- Construction total = **£26,830,308.10.**
- Fit out Costs (FF&E) = **£790,000.**
- Delivery fees = **£991,600.**
- Client held contingency = **£1,341,515. (Please note if the contingency is not spent this is a saving to the project.**

Works are programmed to commence on site in December 2026. An allowance for construction cost inflation through to completion, from the start date of December 2026 is included at 6%. The allowance is built up from predicted BCIS Tender price inflation market conditions.

This has been reduced The overall Gross Internal Floor Area (GIFA) for the new building is 4,424m2, and provision of approximately 160 new car parking spaces. This will include a provision for EV spaces, with a specific number to be defined through planning.

During the next stage of design development, consideration will be given to the following key elements, to realise potential savings to the construction cost:

- External cladding materials;
- The extent of external works and parking requirements; and
- Internal finishes.

INDICATIVE CAPITAL INVESTMENT SUMMARY - RIBA 2

Carlton Health Hub Project

REF	SITE		RIBA 2	Comments
1	Demolition and Site Enabling	£	445,000.00	
2	Externals	£	1,804,000.00	
3	Construction cost based on GIFA of 4424	£	17,965,750.00	
4	Additional Abnormal Conditions Allowance			
5	Prelims	£	2,635,000.00	
6	Fees and Surveys	£	2,281,615.00	
7	Construction Contingency	£	879,597.77	
8	OH&P	£	819,345.33	
	CONSTRUCTION SUB-TOTAL	£	26,830,308.10	
	FIXTURES and FITTINGS (FFE not in Contractor Proposals)			
9	Please refer to the FF&E spreadsheet	£	790,000	
	EQUIPMENT TOTAL	£	790,000	
	PROJECT MANAGEMENT and DELIVERY FEES			
10	Project Management Fees (inc. Contract Administrator and QS)	£	433,400	
11	Principal Designer Fee BR	£	58,215	
12	Principal Designer Fee CDM	£	43,850	
13	Alliance Leisure Fees	£	414,305	
14	*Business Case*	£	41,830	Already Instructed
	PROJECT DELIVERY FEES TOTAL	£	991,600	
15	**CLIENT CONTINGENCY - Risk 5%**	£	1,341,515	
16	**CLIENT CONTINGENCY - Client Change**	£	-	
17	**MARKET CONDITIONS - Inflation Beyond Base Costing Period (Based on 6%)**		Incl.	
	RISK TOTAL	£	1,341,515	
18	**UK LEISURE FRAMEWORK (UKLF) - Access Fee**	£	44,930	
	TOTAL PROJECT COSTS	£	29,998,353	
	ALL EXCLUDING VAT - Based on Standard ALS Contract Documentation			

Capital Investment Summary.

5.2 RIBA 2 Below the Line

During the RIBA Stage 2 design process, the design team have been asked to investigate the possibility of utilising extra car park space around the existing sports pavilion (Gedling Southbank FC). The costs for these works are currently shown below the line, as at this stage it is unclear whether the additional spaces would be required. In RIBA Stage 3, this will be further explored to fully understand the benefits against the increased capital cost.

	OPTIONAL WORKS SUMMARY (Provisional)		OPTIONAL WORKS COST CONSIDERATIONS
	OPTIONAL EXTENDED SCOPE INCLUSIONS		
A	Additional Car Parking to Pavillion Area	£	459,262
B	Professional Fees for the above car parking (Prov Sum)	£	16,993
	OPTIONAL WORKS COST CONSIDERATIONS	£	476,255
	ALL EXCLUDING VAT - Based on Standard ALS Contract Documentation		

Capital Investment Summary.

5.3 Max Associates Business Case affordability

The key points and options have been summarised below based on the Max Associates Business Case.

Key Assumptions:

PWLB borrowing rates:

- Borrowing over a 25-year term: £1 million = c.£75k annual cost
- Borrowing over a 50-year term: £1 million = c.£55k annual cost

According to the Max business plan you will see a surplus in Year 5 (including pitch) of c.£254k

This currently includes the 3G pitch, however. If you remove the pitch and 3G sinking fund (c.£27k), the remaining usable surplus is c.£200k

The adjacent table is taken from the Max business plan. The scheme is now based on Option 3.

	Option1	Option 2	Option 3	Option 4
	Excl. Bowls & Adv Play	Bowls Only	Adv. Play Only	Incl. Bowls & Adv. Play
Income	£2,656,007	£2,769,290	£2,833,820	£2,953,352
Expenditure	£2,280,165	£2,437,935	£2,377,139	£2,532,307
Central Costs	£175,869	£175,869	£175,869	£175,869
Surplus	£199,974	£155,486	£280,812	£245,177
3G Sinking Fund	£27,000	£27,000	£27,000	£27,000
Total Surplus	£172,974	£128,486	£253,812	£218,177
2024/25 CF & RH Subsidy	-£540,322	-£540,322	-£540,322	-£540,322
Potential Improvement	£713,295	£668,808	£794,134	£758,499

If the circa £60k is subtracted for the pitch from the £794k scenario (Option 3) then this will establish the funding capacity.

Indicative PWLB Funding Capacity:

Using the c.£734k surplus:

- Borrowing over a 25-year term: funds c.£9.78 million
- Borrowing over a 50-year term: funds c.£13.35 million

FF&E

FF&E.

6.1 FF&E Stage 2 Overview

A high-level breakdown of Furniture, Fixings and Equipment (FF&E) has been developed during RIBA Stage 2 to include details around proposed supplier, supporting notes, category of responsibility and associated costs for all areas within the new leisure centre.

As of RIBA Stage 2, the projected FF&E (Furniture, Fixtures, and Equipment) costs to be procured through Alliance Leisure is **c.£790k (excluding VAT).** This figure includes a 10% allowance for inflation and contingency to account for potential market fluctuations.

Key Inclusions:

- *£225,000 – Fitness / Studio Equipment (provisional sum) – Potential to lease*
- £90,000 Wellness Equipment - – *Potential to lease*
- £150,000 – Soft Play structure
- £92,000 Internal / External Signage (provisional sum)
- £90,000 – Kitchen Equipment (provisional sum)
- £40,000 – loose furniture (provisional sum)
- £70,000 – AV (provisional sum)

Note – all values quoted are net of VAT

During RIBA Stage 3 & 4, these costs will undergo further refinement, ensuring they remain accurate and aligned with the project requirements. This process will include conducting soft market testing for specific product categories, such as loose furniture and signage, fitness equipment to validate pricing, quality, and supplier suitability.

At the appropriate stage , it may be necessary to invoice for deposits on FF&E prior to install to ensure manufacturing slots are allocated to fit with programme, and pre-ordering of materials to minimise inflation costs.

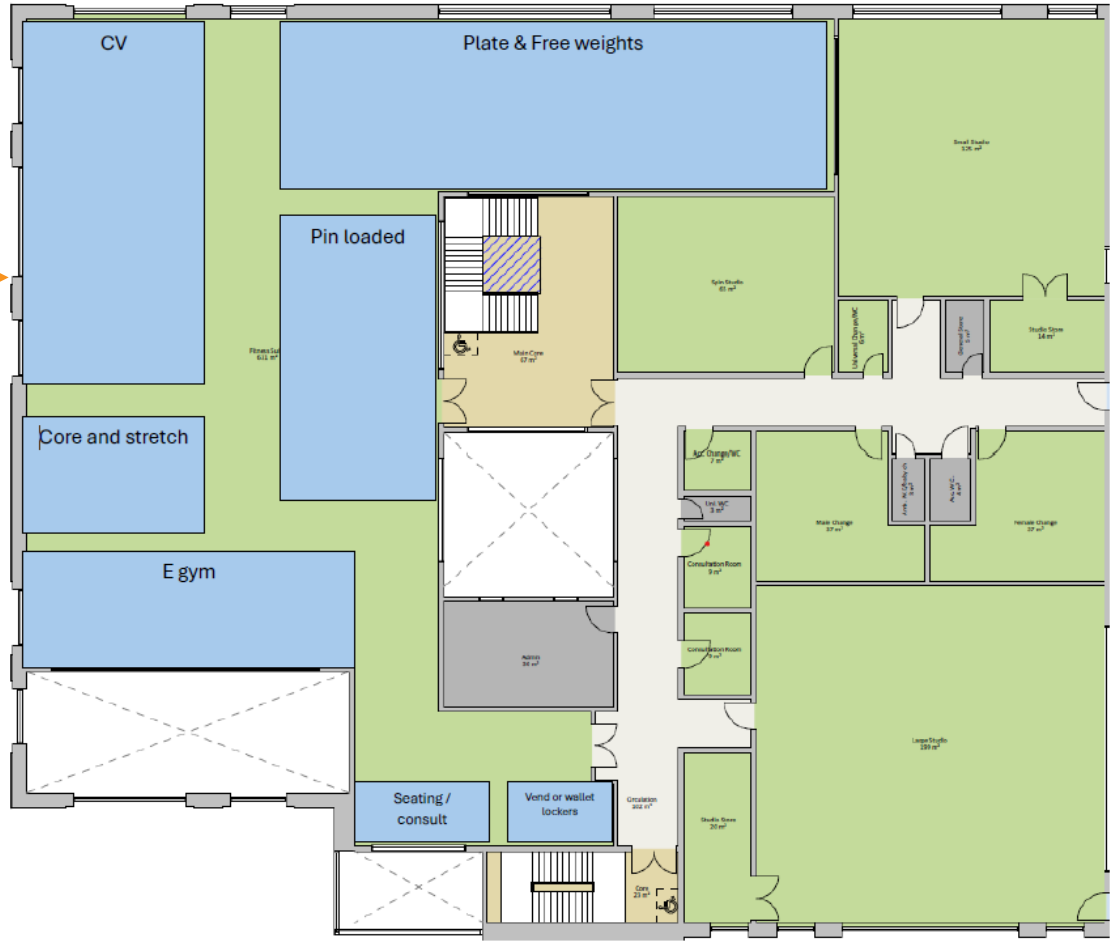
Cat 1 - Contractor Supply & Install (for review Stage 4)
Cat 2 - Alliance Supply and Install (within contract period)
Cat 3 - Operator Supply & Install (within contract period)
Cat 4 - Operator Supply & Install (outside contract period)

		Cat 1 - Contractor Supply & Install (for review Stage 4) Cat 2 - Alliance Supply and Install (within contract period) Cat 3 - Operator Supply & Install (within contract period) Cat 4 - Operator Supply & Install (outside contract period)					Note: It may be necessary to invoice for deposits on FF&E prior to installation to ensure manufacturing slots are allocated to fit with programme and to manage inflation. Note: Where denotes Operator, this refers to the Client (Council or Council appointed operator)		
Ref	Item	Cat 1	Cat 2	Cat 3	Cat 4	Fixed/Loose	Budget RIBA 1B Rev 1	Document Reference	Comments
1.0	GENERAL								
	Fire Fighting Equipment (Council Provision)					L	£ -		Client contract and surveys to be arranged
	Exec Chairs					L	£ -		Client contract and surveys to be arranged
	Internal 'Way-to' Signage					F	£ 45,000.00		
	Internal 'Branding' Signage					F	£ 50,000.00		
	Emergency Escape (Lit signage) & Statutory Signage					F	£ -		

FF&E.

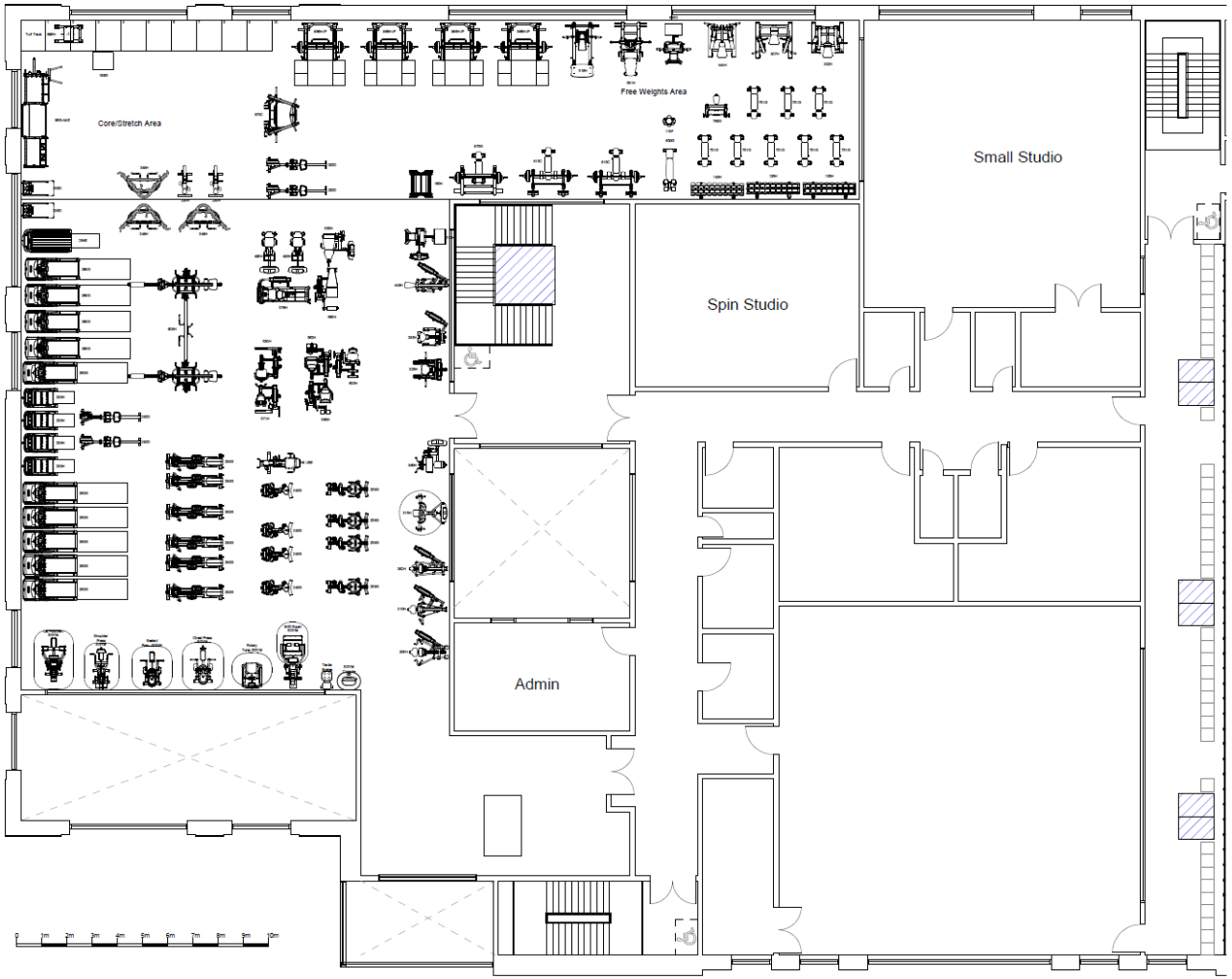
6.2 Pulse Fitness & E Gym Gym Design

ALS has engaged with the incumbent fitness equipment suppler Pulse Fitness & E Gym to provide an outline concept gym design; this is based on the below initial block plan and will be sent to the operational team once available to be refined further. This does not commit the Local Authority to use Pulse for the project, but just to help give an idea of potential layout and costs at this stage.



FF&E.

6.3 Pulse Fitness & E Gym Gym Design



Proposed Cardio Kit	Count
200H - Stepmill	4
206D - Indoor Ski Trainer	2
230H - AirBike	2
240G - U-Cycle – Upright Cycle	4
250G - R-Cycle – Recumbent Cycle	4
260G - Run - Low Impact Elevation Treadmill	10
264E-AAA Curved Slat Treadmill	1
280G - X-Train – Elliptical Cross-Trainer	6
292D-AAA Indoor Rower	4
Hitt UBE	1

Proposed Strength Kit	Count
305H - Shoulder Press	1
310H - Chest Press	1
315H - Rear Deltoid-Pec Fly	1
325H - Assisted Chin and Dip	1
335H - Lateral Deltoid	1
348H - Dual Multi Pulley	3
360H - Arm Curl-Tricep Extension	1
382H - Seated Lat. Pulldown	1
449H - Seated Row - Converging Axis-Independent Arm	1
495H - Abductor-Adductor	2
510H - (Selectorised) Hip Thrust	1
530H - Seated Calf	1
555H - Leg Extension-Seated Leg Curl	1
560H - Leg Extension	1
562H - Seated Leg Curl	1
565H - Prone Leg Curl	1
571H - Glute	1
576H - Seated Leg Press	1
600H - Abdominal	1
908H - Eight-Station	1

Proposed Free Weights Kit	Count
115F - 1 – 10kg Rubber Covered Hex. Dumbbell Set	1
135H - 2.5 – 25kg Rubber Covered Dumbbell Set	2
140H - 27.5 – 50kg Rubber Covered Dumbbell Set	1
160H - 10 – 35kg Rubber Covered Barbell Set	1
650G - Adjustable Abdominal Decline Bench	1
751G - Adjustable Incline Bench	8
785G - Preacher Curl Bench	1
815C - Olympic 4 in 1 Rack	2
866H - Half Rack+Integrated Platform	4
870C - Multi-Functional Trainer Rack	1
875G - Counterbalanced Smith Machine	1

Proposed Plate Loaded Kit	Count
302H-AAI Shoulder Press	1
307H - Chest Press	1
444H - Seated Row	1
516H - Hack Squat Including Shoulder Pads	1
527H - Calf	1
581H - 45-Degree Leg Press	1
645D - Hip Thrust	1

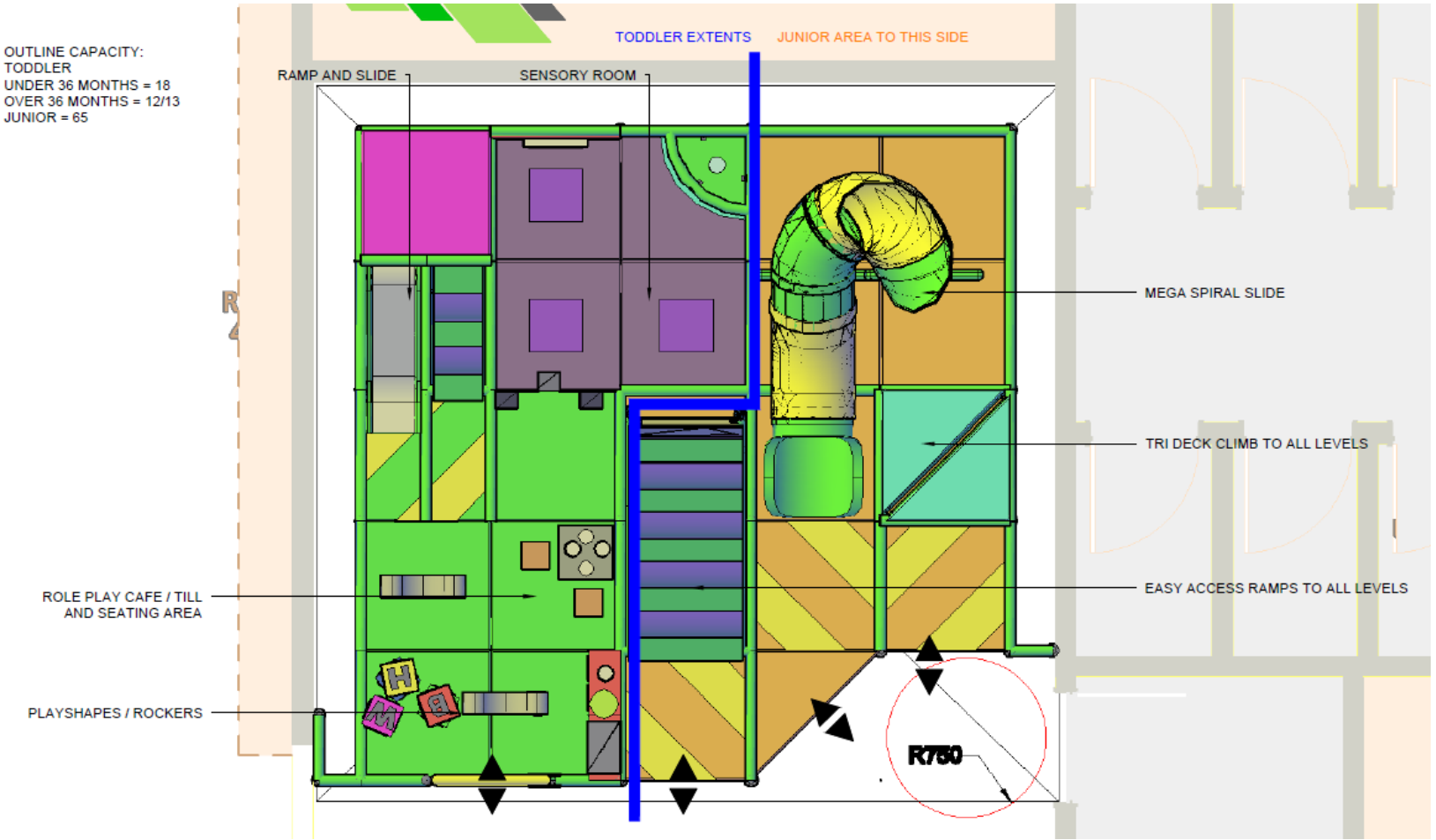
Proposed Functional Kit	Count
199G - 0.25 - 3 Plyo Boxes Set	1
896H - Prowler Sled	1
960I-AAE-005 - Pulse Functional Rig	1

Proposed EGYM Kit	Count
Chest Press - EGYM	1
EGYM Console	1
Lat.Pulldown - EGYM	1
M20 Squat - EGYM	1
Rotary Torso - EGYM	1
Seated Row - EGYM	1
Shoulder Press - EGYM	1

FF&E.

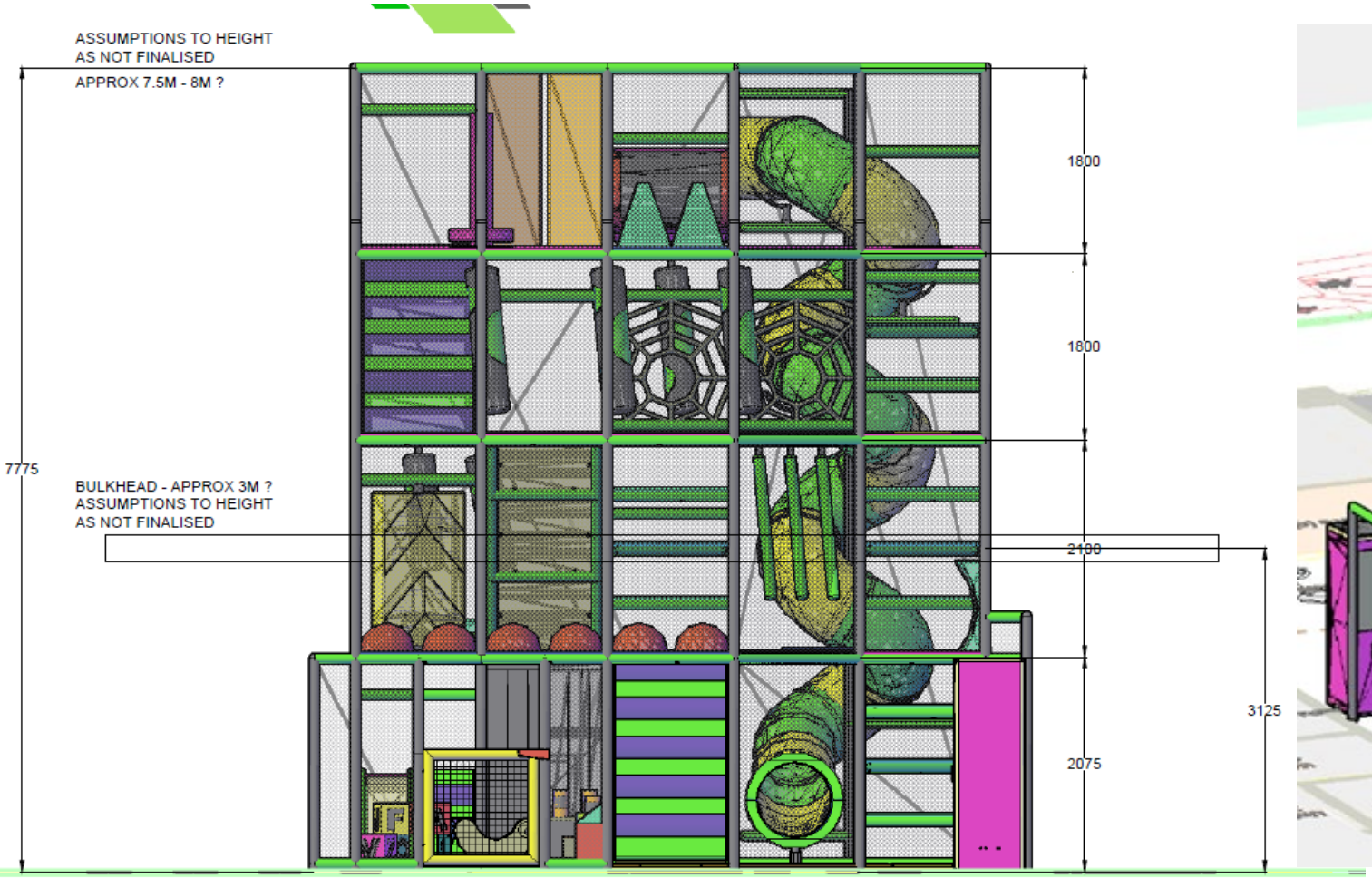
6.4 Adventure Soft Play

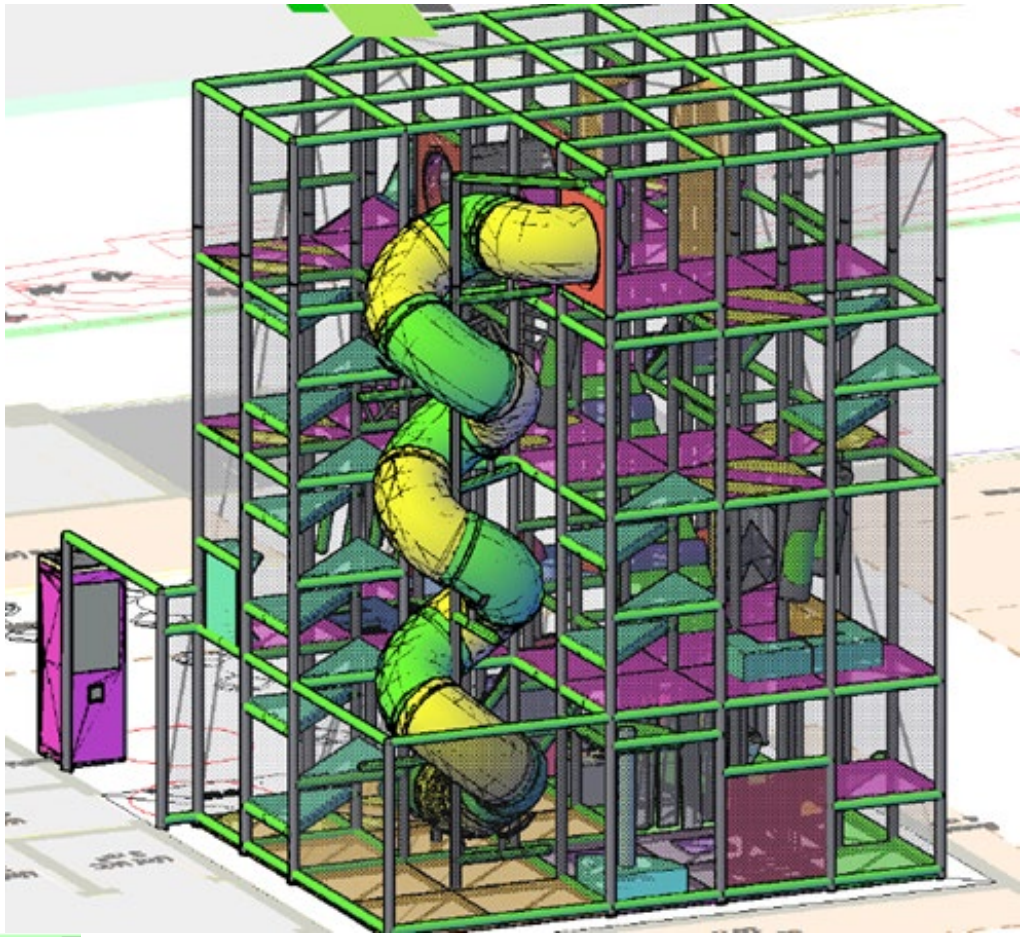
A high-level 2D & 3D design has been developed by Play Revolution



FF&E.

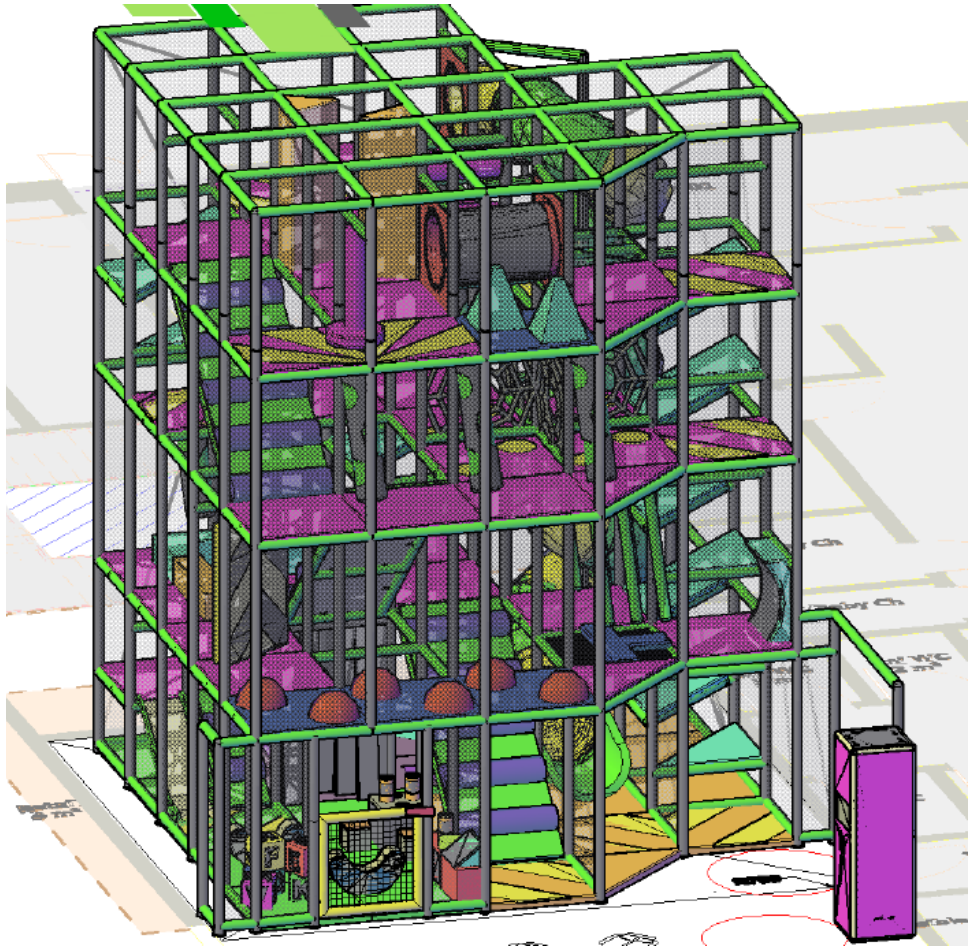
6.4.1 Adventure Soft Play

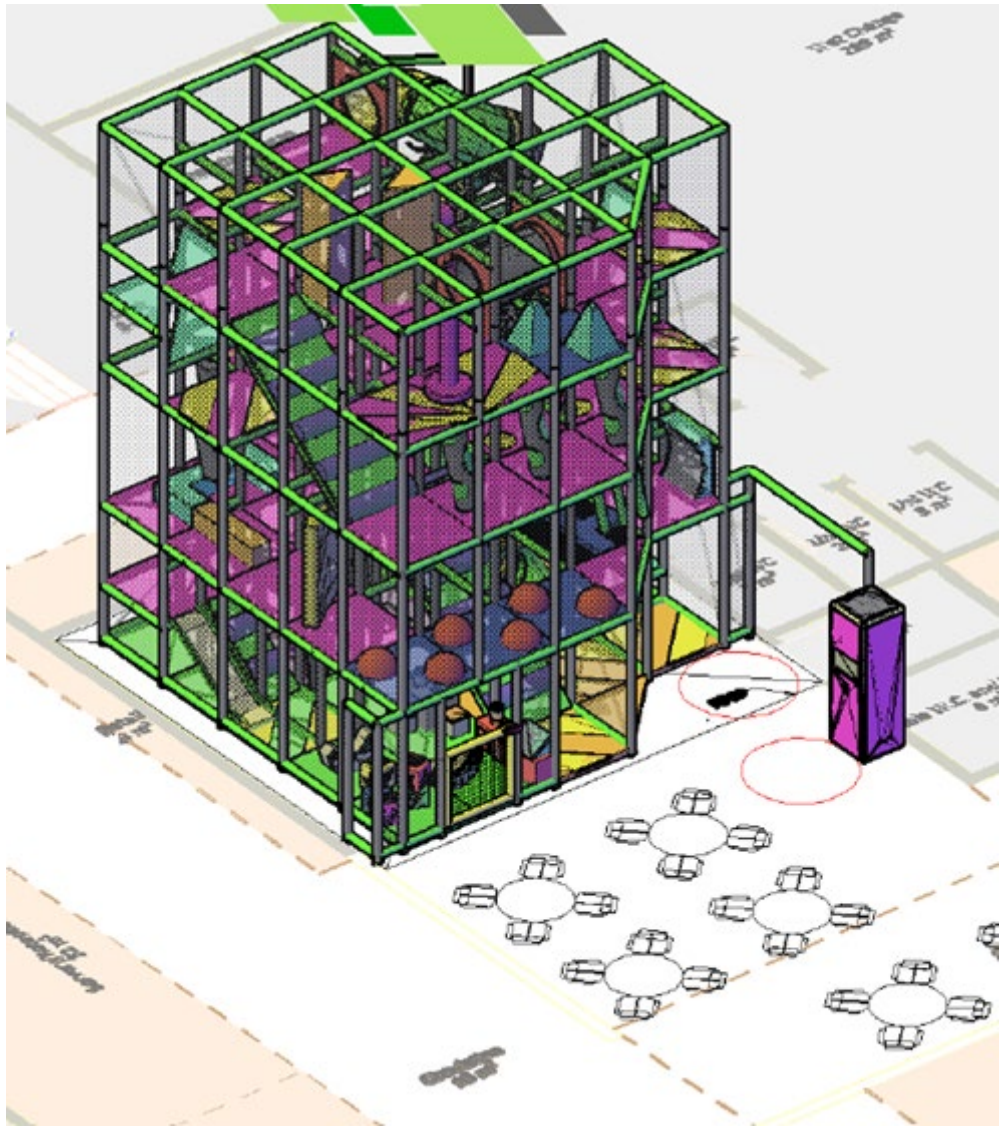




FF&E.

6.4.2 Adventure Soft Play





FF&E.

6.5 Proposed Innerva Wellness Room

Innerva is a UK designer and manufacturer of power assisted active ageing equipment, which brings hundreds of new members to facilities:

• The over 55s – the active ageing market.

• People living with disabilities, poor mobility or long-term health conditions.

• Rehabilitation and therapy solution.

• Anyone who feels intimidated by a traditional 'gym' environment and wants to try a different and fun way to exercise.

What we know:

• Adults with long-term health conditions are twice as likely to be inactive as those without. About 40% of adults with long-term health conditions report being inactive, compared to 20% of the general adult population

• 69% of adults with long-term conditions express a desire to be more active, common barriers include physical discomfort, lack of energy, and limited access to tailored opportunities

• Physical inactivity costs the UK economy £20 billion annually. Addressing inactivity in people with long-term conditions could significantly reduce healthcare

Demographic Information

- Between 2011 & 2021, people aged 65 years and over in Gedling has increased by 20.4% costs and improve quality of life
- 120,179 people live in Gedling
- 15,498 people live in the direct area surrounding the centre
- 21.7% of the population are in fair health or below
- 17.3% are registered as disabled
- 35.1% of households are a one-person household
- In Gedling 28.1% of the over 65s are inactive
- In Gedling 26.3% of the population are registered as disabled or have a long-term physical/mental health condition. 71% of these people advise that they are limited a little or a lot by their long-term health condition or disability

Demand and Membership

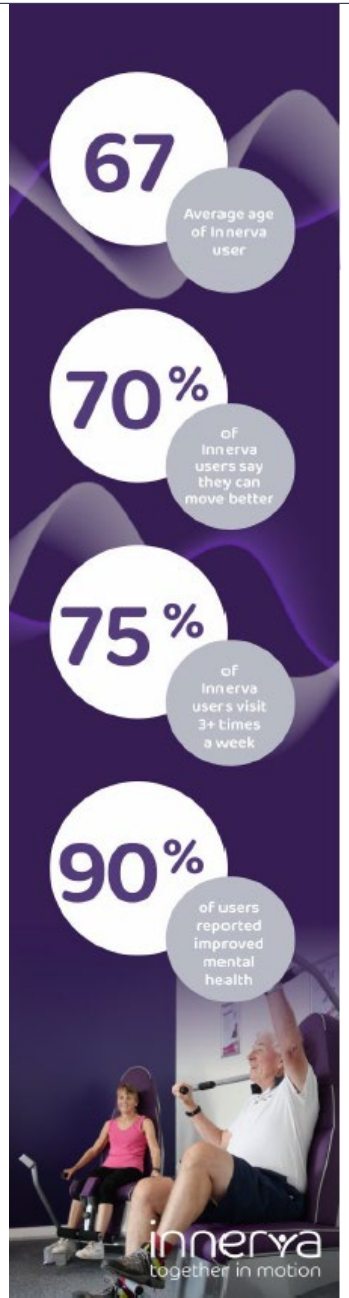
There are 33,355 potential Innerva users within a 10-minute drive time & 59,585 potential Innerva users within a 10–15-minute drive time of the existing Richard Herrod Centre, with a high proportion of groups who have more disposable time and income to spend on fitness solutions.

Attracting 400 standalone members to a new centre in Carlton would generate 120k revenue per annum, based on a £25 per month price point, and 144k revenue at a £30 per month price point.

The full Innerva business plan is identified in Appendix D

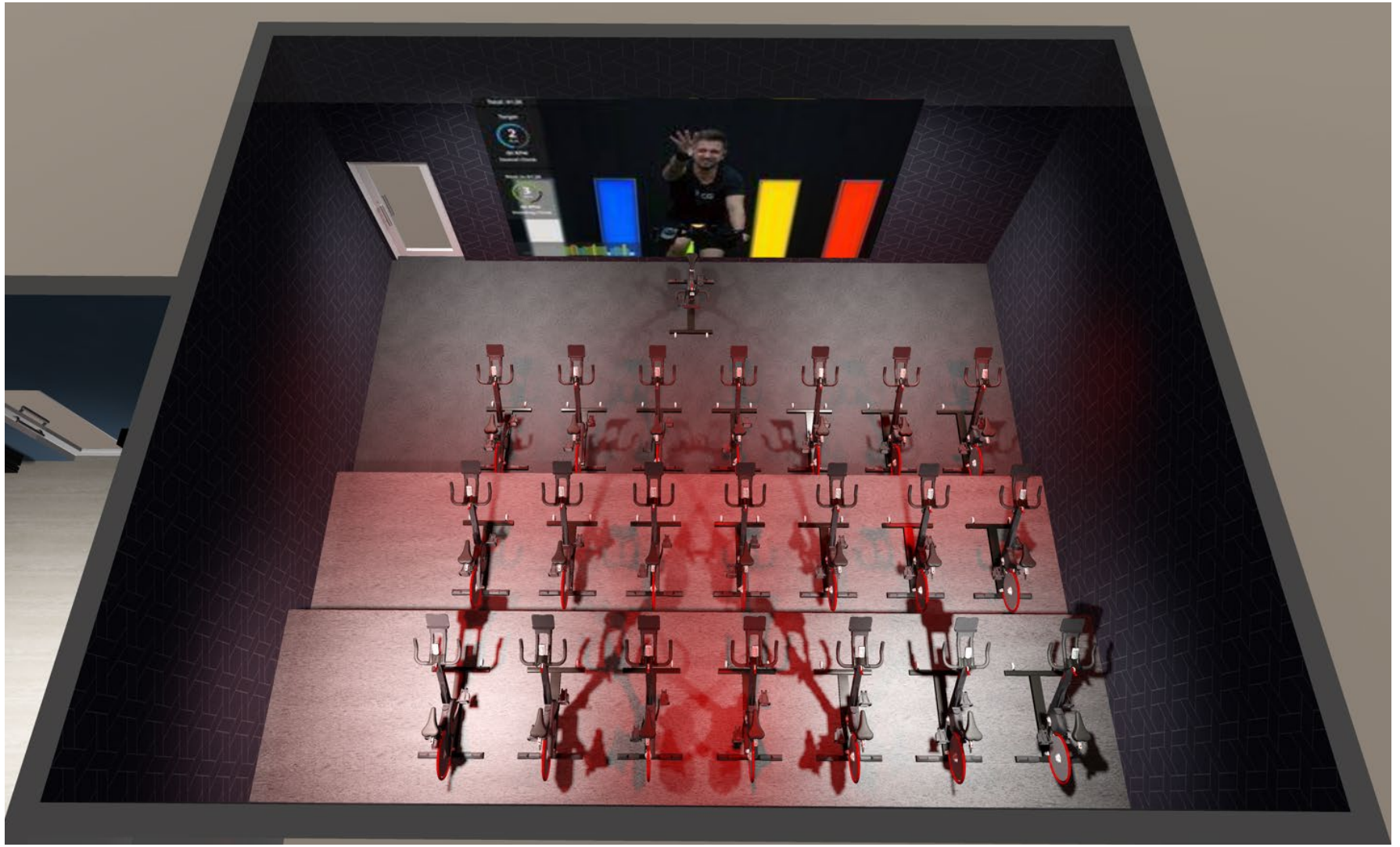
FF&E.

6.5.1 Proposed Innerva Wellness Room



FF&E.

6.6 Group Cycle Studio

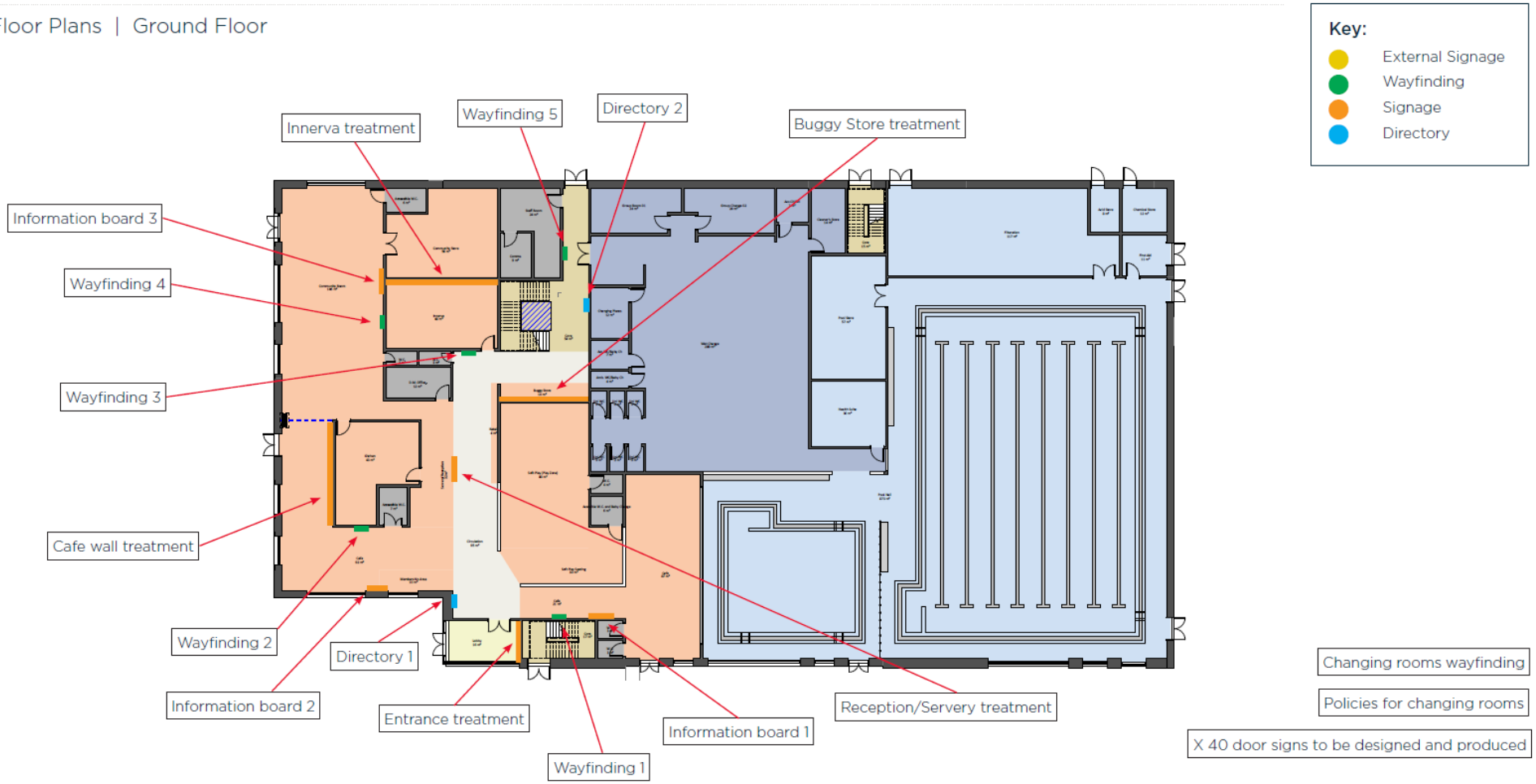


FF&E.

6.7 Proposed Signage Locations

Flareform have proposed potential locations for the internal signage and wall graphic treatment for the leisure centre

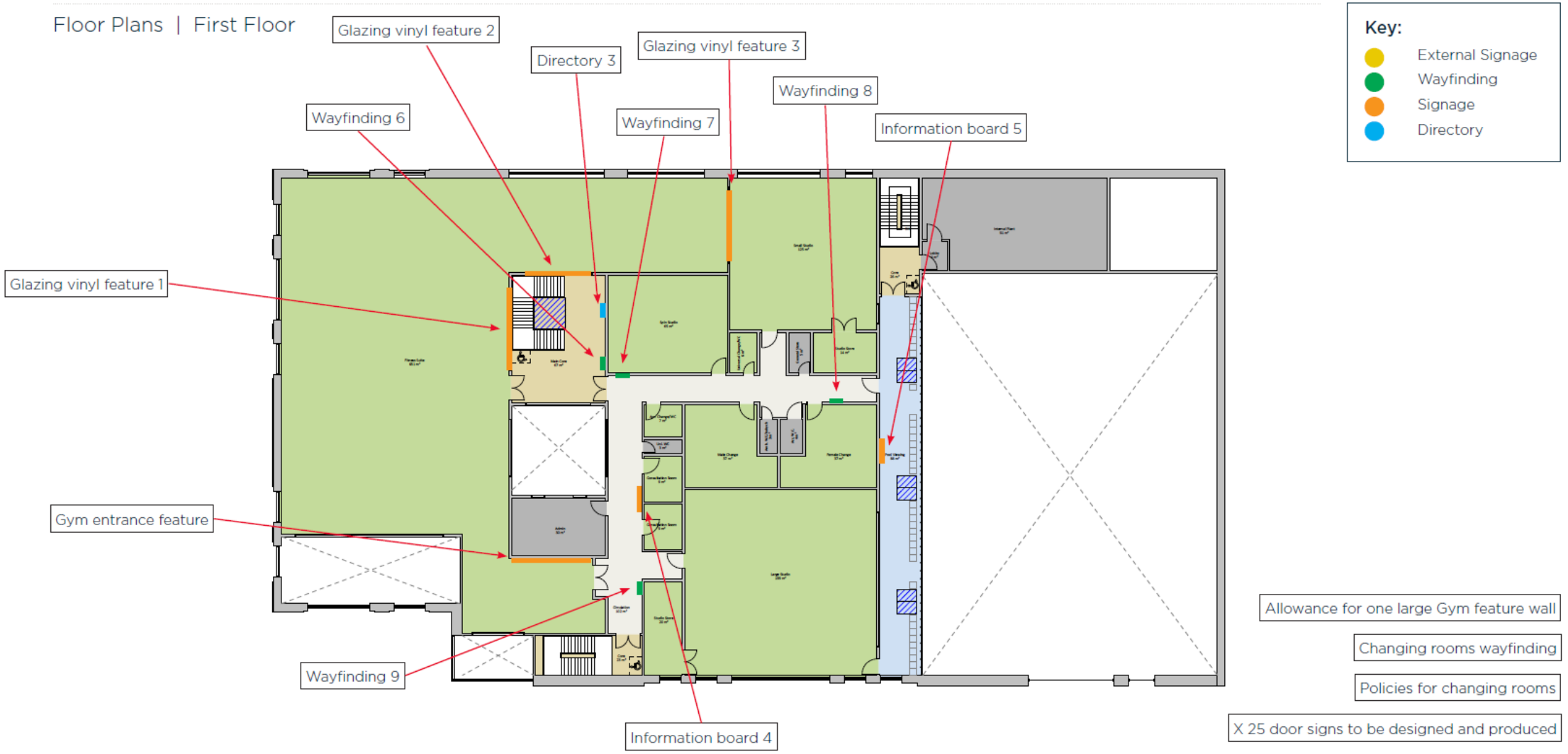
Floor Plans | Ground Floor



FF&E.

6.7.1 Proposed Signage Locations

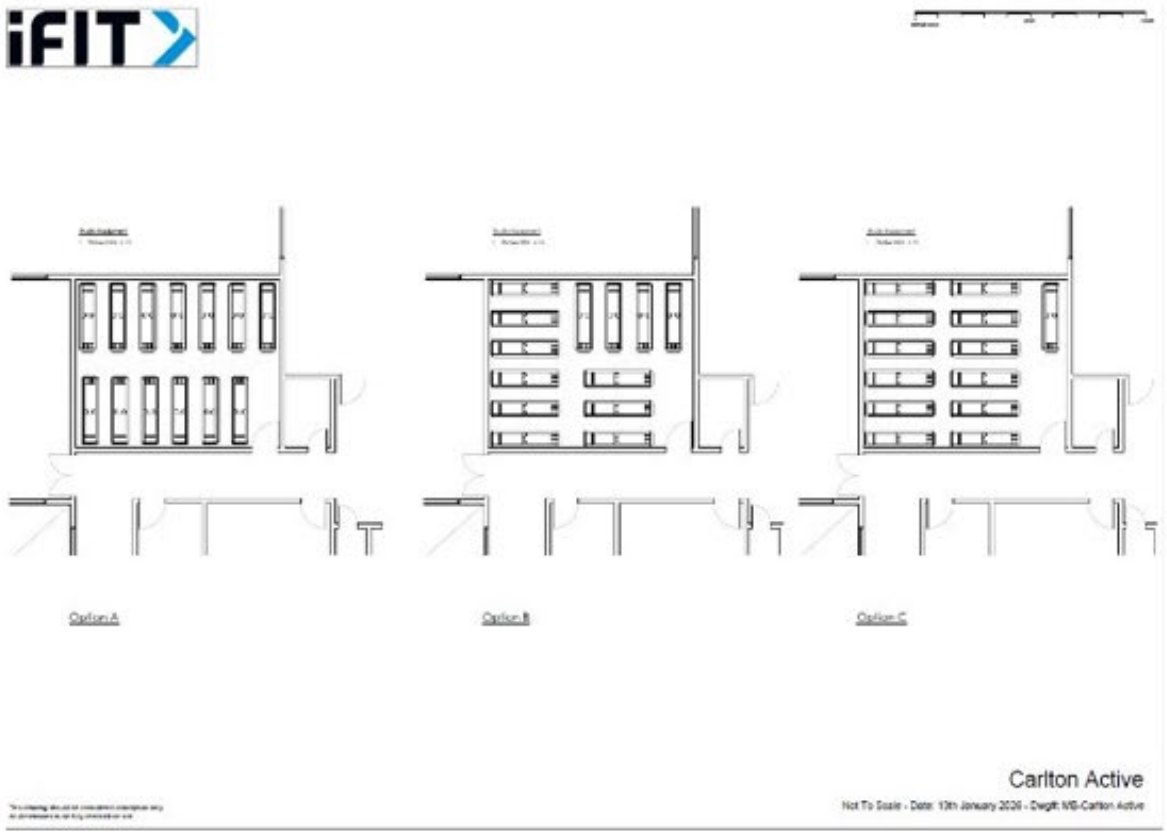
Floor Plans | First Floor

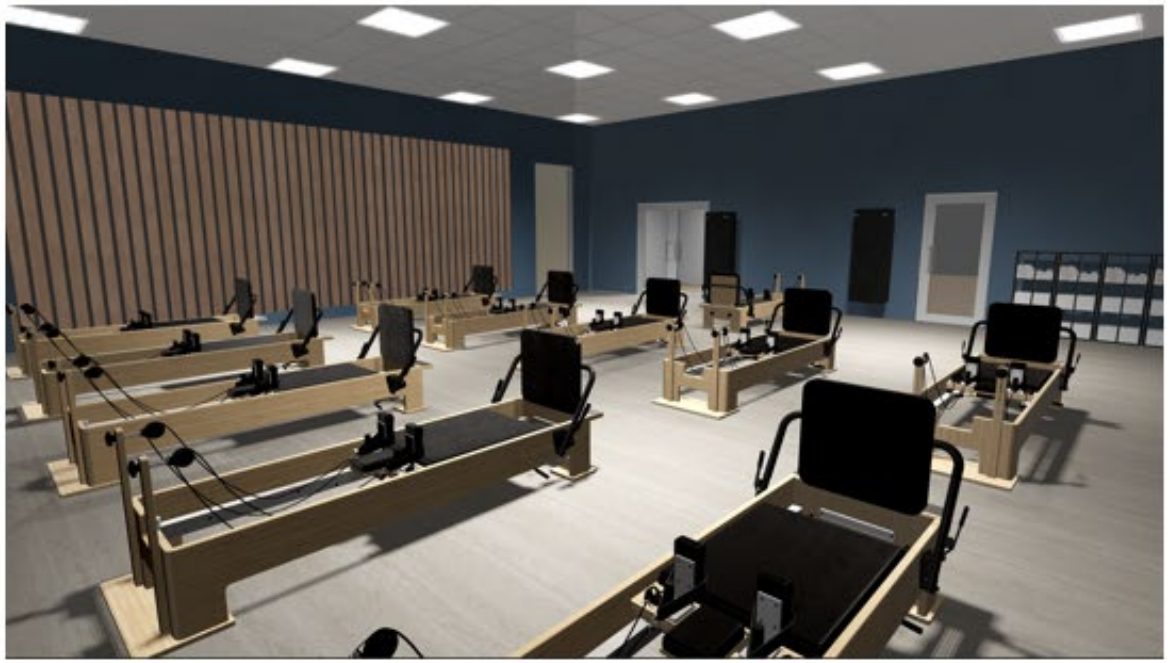


FF&E.

6.8 Alternative Reformer Pilates studio option

This option isn't currently included within the scheme but can be explored in lieu of another fit out for a studio. Indicative prices £60k+





Cost Implications & Design Development.

Cost Implications & Design Development.

7.1 Options for cost reduction

RIBA Stage 2 Re-design

In line with previous discussions with GBC, Universal has undertaken an initial review of potential design development options aimed at reducing the overall capital cost of construction. The options outlined in Section 7.2 (refer to next page) are intended to illustrate areas of the current design where amendments could be made, together with an indication of the potential cost savings associated with each option.

These options are not exhaustive and are presented for information purposes only. The options identified focus on more fundamental changes to the building that could be made to reduce the overall capital cost. Should it be deemed necessary to pursue this approach, this would require a re-visit of the RIBA Stage 2 design, as such changes would necessitate reconsideration of the overall design strategy for the facility, including the implications for the structural and mechanical and electrical (M&E) design.

The following impacts would therefore need to be investigated and clearly defined in advance of the commencement of RIBA Stage 3:

- **Programme implications** – a further period of RIBA Stage 2 re-design would be required; and
- **Professional team fees** – there is currently no allowance within the programme for the wider design team to re-visit the RIBA Stage 2 design. As such, once a revised project budget is confirmed, the associated fees and programme implications for this work would need to be clearly defined and agreed.

Value Engineering

There are a number of additional value engineering (VE) opportunities that could be explored including rationalising the size and configuration of certain spaces, should more modest cost reductions be required.

If this approach is determined to be appropriate, a structured value engineering and design development process will be undertaken at the commencement of RIBA Stage 3, once a fixed project budget has been confirmed by the Council. This will enable the design team to clearly understand the available budget allocation and to develop the scheme accordingly.

As part of this process, a dedicated workshop will be held at the outset of RIBA Stage 3, involving GBC, Alliance Leisure, Universal and the wider design team, to review the available options, agree priorities, and ensure the developing design is aligned with the Council's budget and operational requirements.

Cost Implications & Design Development.

7.2 Options for cost reduction

Options for Cost Reduction

	Description		Approx Cost	Area (Building reduction)
1)	Reduce size of Pool from 8 Lane to 6 Lane - 120m2 reduction (Includes Pool and Pool Surround Area	£	540,000.00	120
2)	Omit community room 146m2 + Community Room Store 46m2 + Accessible WC 4m2	£	784,000.00	196
3)	Omit Small Studio 125m2 + Studio Store 14m2	£	556,000.00	139
4)	Reduce the size of the 1st floor fitness suite (631m2 down to 500m2)	£	524,000.00	131
		£	**2,404,000.00**	**586.00**

Project management.

Project management

8.1 Introduction, project programme and surveys

Introduction

This section includes an overview of the key project management functions that have been developed in Stage 2.

Programme

Universal have prepared a detailed estimated programme, which shows a start on site in December 2026.

Universal have at this stage explored the potential for an enabling works package to commence in September 2026. This is shown on the project programme presented within this report. However, it should be noted at this stage, that the enabling works does require further investigation and at this stage the overall construction duration has not been decreased to reflect enabling works.

A copy of the programme is included in Appendix B.

There is a limited amount of contingency built into the programme, and it relies on quick decision making and approvals at key project stages. It also requires GBC to avoid making material changes to the brief during Stage 3 design above what is agreed at the outset.

Key elements of the design that will impact the detailed programming will be the results of the site investigation and discussions with statutory utilities on new supplies required to the site and diversions / adjustments to existing services . Depending on what becomes apparent in these areas, the programme may increase or decrease.

The programme should therefore be seen as a target programme, and GBC may want to allow some further programme contingency when reporting dates publicly. Further detail can be reviewed and added at the end of Stage 3, once soft market testing has been completed with key sub-contractors.

The programme is also based on the following assumptions:

- The design will continue seamlessly at end of the current stage;
- The Leisure Management Contract for the new centre is procured in parallel with the design and pricing of the capital works , such that the financial position of both can be reported to the same Cabinet meeting for approval;
- The consultant team ‘hits the ground running’ and doesn’t have to revisit the Stage 2 design work;
- Completion of key stages are linked to planned GBC approval / cabinet dates;
- Design is progressed in parallel with the determination of the planning application;
- The operator is able to fit out the building in four weeks and holds test events for four weeks prior to opening; and
- The design is progressed to a Stage 4a level of design pre-contract.

Surveys

Copies of the surveys completed on the site thus far are included in Appendix B. Further surveys are due to be completed during Stage 3 and additional reports from surveys carried out at the end of 2025 are due to be issued shortly. The results of these surveys will be included in the Stage 3 report and will ultimately inform the design and cost plan at the next stage.

Project Programme.

8.2 Pre Construction Programme

	Date
RIBA Stage 2 completes	29th January 2026
Cabinet Approval	19th February 2026
RIBA Stage 3 commences	23rd February 2026
RIBA Stage 3 completes	June 2026
Planning period	7th May 2026 – August 2026
RIBA Stage 4 commences	21st May 2026
Proposed enabling works (incl. demolition) commences	21st September 2026
Contractor proposals submitted / RIBA 4 completes	25th September 2026
Internal governance and approvals	2nd November 2026 – 6th November 2026
Main contract execution	9th November 2026
Contractor mobilisation	4 weeks
Start on site	7th December 2026

Risk Analysis.

8.3 Key risk overview

A detailed risk register has been prepared and is included in Appendix B. The register has been prepared based on our understanding of the critical objectives for the project.

The table opposite outlines 10 key risks included in the register. The register does not seek to report on every risk on the project, on the premise that it will not be used as a tool for managing risk if it is too unwieldy. The top ten key risks will be updated as the project progresses, as risks drop away, risk are transferred to other parties or new ones become apparent.

The full risk register in Appendix B identifies risks and states the probability of occurrence, the likely extent of impact on cost or programme, and the owner (the entity best placed to manage each risk). The risk register also outlines where risks have been or can be mitigated in the future, to reduce GBC's exposure.

The risk register should be used in future phases to identify risks to enable the risk to be managed by the risk owner, mitigated and transferred to the contractor wherever possible. Due to the nature of some risks and the cost premium to transfer the risk to the contractor, some risks will need to be retained and managed by GBC.

The risk register should be updated regularly as the design development progresses, during tender stage and post-contract during the construction phase.

	Risk title	Description	Proposed mitigation
1	Budget adequacy	Risk of approved budget not being adequate to build a building that meets the Client's design brief.	1. ALS and Universal have devised the project budget using benchmarked costs from existing leisure projects that are currently being delivered on site and have been delivered historically. This is to be tested against the Stage 3 design to ensure it marries the business case capital expenditure expectations. 2. The Design Brief has been developed and refined to give greater certainty of build areas.
2	Contingency	Contingency insufficient to cover all client risks arising throughout the project.	1. Contingency has been set at a level that is sensible for this stage of a project. The allowance will be reviewed and adjusted to reflect the design development that has taken place in Stage 2 design and following the findings of surveys that will be issued early in Stage 3.
3	Inflation	Inflation experienced on project costs is greater than expected.	1. Construction market inflation is currently very high. A specific inflation contingency allowance is included in the budget. 2. An allowance for inflation has been included in the cost plan. This reflects local market conditions in the north west.
4	Political influence	Politicians continue to influence design well into Stage 3 and beyond, resulting in late changes to the design that impact programme and cost.	1. During Stage 3, members should only be consulted on items that are still being developed, e.g. finishes, etc. they should not be allowed to reconsider the key facilities and areas associated with them.
5	Statutory utilities	Infrastructure requires upgrading to provide services to the new building.	1. As the building is located adjacent key roads and infrastructure, hopefully this risk will be minimal. 2. Quotations have been requested from Utilities, on water, gas, electricity plus establishing Telecoms routes to site.
6	Existing user groups and clubs	Objections to new centre, political issues in resolving matters.	1. Meetings with user groups. 2. Further consultation with public and user groups to be completed in advance of the planning application being submitted.
7	Resource	Resource moves on from the Client or ALS team resulting in knowledge leakage from the project.	1. A detailed end of stage report has been written so that new members of the team can get up to speed quickly. 2. We will start to use an extranet in Stage 3 for the design team so that all project information can be stored in a central location. 3. Stage reports are to be formally signed off by the project board to ensure "lines in the sand" are drawn regularly.
8	Approvals	Client team delays approval of the design at key stages.	1. Approval periods have been included in the programme. These periods run in parallel with the design progressing.
9	Ground conditions	Ground conditions are poor, requiring onerous sub-structure works.	1. Phase 1 site investigation complete. 2. Phase 2 works are to be completed during Stage 3 design.
10	Exceptionally adverse weather	Exceptionally adverse weather delays the project and provides an opportunity for the contractor to claim an extension of time.	1. Maximise off site construction, and limit wet trades, to ensure less pressure on programme.

Principal Designer CDM / BSA.

CDM Summary.

9.1 Greenwood Projects

Introduction

Greenwood Projects have been appointed to undertake the role of Principal Designer and will be working in accordance with the Construction (Design & Management) Regulations 2015 (CDM 2015) which applies to all construction work including new build, refurbishment, alterations, conversions, repair, upkeep, maintenance and demolition, regardless of size and duration of the project.

The multi-use facility will be built on the site of the existing Richard Herrod Centre in a mainly residential and commercial area.

The proposed centre will include an 8-lane swimming pool and teaching pool, a 100-station gym and assisted exercise suite, studios, community rooms, a café, and a soft play centre.

The site for the proposed building is off Foxhill Road, in the borough of Gedling, North East of the City of Nottingham.

The new centre would replace both the Richard Herrod Centre and also Carlton Forum Leisure Centre. To deliver the new leisure and community facilities in the most cost-effective way possible and due to area restriction on site, the existing Richard Herrod Centre will be closed and demolished as part of the enabling works before the construction of the new centre will begin.

Existing residential buildings are in close proximity of the site as well as the Mencap Valley Care Home and green space used by the Gedling Southbank FC.

CDM Compliance

Clients are required by law to meet several obligations to ensure health and safety on construction projects is maintained.

Where there is likely to be more than one contractor working on a project at any one time, the client must appoint in writing a Principal Designer. The Principal Designer must plan, manage and monitor matters relating to health and safety during the pre-construction phase to ensure that, so far as is reasonably practicable, the project is carried out without risks to health or safety.

To demonstrate control, monitoring, planning and management over the pre-construction phase, Greenwood Projects have undertaken the duties noted below that are required in the Design & Planning Stage which are applicable to RIBA Stage 2. These will be developed as the project progresses in RIBA Stages 3 & 4 together with further duties which will be carried out for RIBA Stages 5, 6 and 7.

Design & Planning: RIBA Stages 2

- Check that the management arrangements for managing the project are being maintained [Reg 4 (3)]
- Plan, manage and monitor the health & safety aspects of the pre-construction phase of the project and co-ordinate health & safety matters [Reg 11 (1)]
- Engage with the designers throughout the design phase and ensure they comply with their duties [Reg 11 (2)(3)(4)]
- Participate in design review and co-ordination meetings [Reg 11 (2)(3)(4)]
- Establish a design risk register for the project [Reg 11 (2)(3)(4)]
- Co-ordinate all designers and ensure that information flows freely [Reg 11 (1)]
- Ensure that the designers comply with their duties [Reg 11 (4)]
- Develop the pre-construction information and incorporate information relating to precautions to deal with residual risks
- Provide advice during the design phase on health & safety matters

CDM Summary.

9.1.1 Greenwood Projects

Co-operation and Communication

The development of the proposed design is progressing, and design parties are communicating with each other on a regular basis. Design Team Meetings are also being held and minutes circulated to maintain a flow of information between the parties.

Design Risk Management

Drawings, documents and surveys produced to date have been reviewed. A CDM Design Risk Register is also being produced in order to identify hazards, to eliminate them or to determine control measures required to reduce the risks associated with the hazards. Design Risk Assessments will also be reviewed as the design develops.

Issues currently under consideration are: -

- Risk associated with water tank on site in close proximity to the new built - Easement condition to be confirmed.
- Lateral drain running under the site – Easement to be considered.
- Ground contamination assessment - to be carried out
- Existing live underground services
- Working near empty open pool tank areas
- Working in the pool hall near/over water
- Adjacent land uses sensitive to vibration, noise and dust
- Working in close proximity to the public
- Maintaining access to Care Home and Football Club
- Public footpath around the site to be maintained
- Maintenance criteria for completed building
- Working on a confined site

The above items will be reviewed with the full team as the design develops to minimise all design risks. Further project issues will be considered and included as the design develops.

HSE Notification

The project is notifiable under CDM Regulation. An F10 Notification will be submitted to HSE at the appropriate time.

BSA Summary.

9.2 Safer Sphere

Our Scope of Service Delivery

We are currently only appointed for RIBA Stage 2

Key Activities and Deliverables

Building Regulations Principal Designer

Our Principal Designer/ Advisor service fulfils the statutory Principal Designer duties under The Building Regulations 2010 as amended by The Building Regulations, etc. (Amendment) (England) Regulations 2023.

The services will include the following key activities and deliverables:

RIBA Stage 1, 2, 3, 4

- Develop a Designer Brief outlining a structured approach to achieving design work compliance.
- Advise the Client on their duties under Building Regulations 11A-11D.
- Define the compliance parameters for the project.
- Facilitate up to two design compliance coordination workshops per design stage to ensure alignment with regulations.
- Assign specific compliance responsibilities to each Designer for preparing and submitting the required compliance statements.
- Identify and interpret relevant building regulations, including Schedule 1 and any other applicable requirements.
- Establish a detailed schedule of Designers' statements to demonstrate compliance with all relevant regulations.
- Review, monitor, and provide advice on each Designer's compliance statement and associated design documents.
- Provide the Client with a monthly progress report detailing compliance activities, risks, and mitigation measures.
- Assess and document changes to each Designer’s compliance statement and ensure updates are accurately reflected in project records.
- Participate in up to two online design team meetings per month as a scheduled agenda item.
- Identify and assess risks related to Designer competence and their ability to fulfil regulatory duties.
- Update project trackers, schedules, and documentation to reflect design progress and compliance status.
- Identify and manage design compliance risks, collaborating with the design team to reach consensus on compliance matters.
- Attend one project progress meeting per month to address compliance-related matters.
- Upon completion of our appointment, issue a statement confirming that we have fulfilled the duties of a Principal Designer under Part 2A of the Building Regulations.
- Within 28 days of the end of our appointment, provide a statement of duties explaining the arrangements made to fulfil the responsibilities of a Principal Designer under Regulation 11M.

BSA Summary.

9.2.1 Safer Sphere

RIBA Stage 5, 6

- Advise the Client on their duties under Building Regulations 11A-11D.
- Identify and interpret relevant building regulations, including Schedule 1 and any other applicable requirements.
- Review, monitor, and provide advice on each Designer's compliance statement and associated design documents.
- Provide the Client with a monthly progress report detailing compliance activities, risks, and mitigation measures.
- Assess and document changes to each Designer's compliance statement and ensure updates are accurately reflected in project records.
- Participate in up to two online design team meetings per month as a scheduled agenda item.
- Identify and assess risks related to Designer competence and their ability to fulfil regulatory duties.
- Liaise with the Principal Contractor regarding design work compliance.
- Facilitate a construction-phase design compliance coordination workshop with the Principal Contractor.
- Update project trackers, schedules, and documentation to reflect design progress and compliance status.
- Identify and manage design compliance risks, collaborating with the design team to reach consensus on compliance matters.
- Attend one project progress meeting per month to address compliance-related matters.
- Upon completion of our appointment, issue a statement confirming that we have fulfilled the duties of a Principal Designer under Part 2A of the Building Regulations.
- Within 28 days of the end of our appointment, provide a statement of duties explaining the arrangements made to fulfil the responsibilities of a Principal Designer under Regulation .11M
- We can only fulfil the legal duties of a Building Regulations Principal Designer (BRPD) during the period of our formal appointment. If a BRPD is not appointed at any time during the design phase, the client must fulfil the legal duties of the role.
- If we are not appointed at the start of the design phase and there has been no previous BRPD activity, our service will backtrack to the start of the design phase. In undertaking backtrack activities, we are advising and supporting the client in fulfilling the duties of the BRPD. We are BRPD Advisor for those stages, not the duty holder.

Social Value.

Social Value

10.1 Social Value

A Local Needs Analysis has been carried out by Universal Group to support the development social value opportunities.

It aligns with Leisure Transform Program (24-26) and Procurement Strategy (25-27) ensuring the project delivers inclusive growth, wellbeing, and measurable social value outcomes.

Carlton and Gedling's socioeconomic and health challenges, youth unemployment and skills gaps, cost-of-living pressures, and ageing assets, combined with opportunities from regeneration, local planning, and community engagement, create a compelling case for embedding social value at the heart of the Carlton Active development.

By aligning with local plans, the project can deliver measurable outcomes across employment, inclusion, health, and environmental sustainability.

People: Local jobs, apprenticeships, inclusive recruitment

Community: Co-design sessions, volunteering, wellbeing initiatives

Planet: Energy efficient build, waste reduction, sustainable travel

Next steps:
Client Workshop – Agree priorities & set targets
Stakeholder Analysis – Map influence & engagement
Social Value Plan – KPIs, timeline & reporting framework

Social Value

10.2 Social Value

Next Steps: From LNA to Social Value Delivery

✓ Universal will work in consultation with stakeholders, workshop with Alliance, local community, and partners to co-design the Social Value Plan and set measurable targets.

✓ Translate LNA insights into delivery actions. Ensure findings from the Local Needs Assessment are converted into practical initiatives that respond directly to community priorities.

✓ Develop a Social Value Plan aligned with LNA priorities.

✓ Embed monitoring and continuous improvement. Create feedback loops with stakeholders to track progress, refine delivery, and adapt to emerging needs.

Key Areas for Social Value Delivery in Carlton

- **Employment & Skills-** Local recruitment with apprenticeships/placements; pathways for NEET youth; partnerships to raise aspirations.
- **Local Spend** – Use local supply chains to support the economy and reduce carbon footprint.
- **Inclusion, Affordability & Access-** Co-design with community; affordable, inclusive programmes; digital inclusion via community spaces.
- **Health & Wellbeing-** Targeted rehab/exercise programmes; social prescribing; initiatives tackling mental health and loneliness.
- **Youth, Safety & Community Participation-** Youth hubs, diversionary sport, volunteering opportunities; transparent communication during construction.
- **Environment & Climate-** Energy-efficient, low-carbon design; renewable integration; local supply chains, transport shift, biodiversity focus.

Next Steps.

Next Steps.

11.1 Fee Proposal and Terms

Alliance Leisure and the wider team will attend site as necessary, to provide the information outlined in this proposal and produce and issue the final report presentation.

Fees have been presented to deliver best value to the Council in achieving the scope of services provided with the total fee proposal value at **£1,691,638.98**

RIBA 3: £783,264.42

RIBA 4: £908,374.56

In the event of an 'Extension of time' being granted by the project manager the professional team reserve the right to charge additional fees.

Alliance propose invoice monthly in arrears based on a valuation undertaken by Hadron who will issue a certificate of payment to support monthly invoicing.

Project costs to be developed will be based on an assumption that the model UK Leisure Framework call off contract documentation is used for construction.

These figures do not include for a redesign fee if required.

All values quoted are net of VAT.

Carlton Active Fees and Survey Summary

	CONSULTANT	SUBMITTED PRE-CONSTRUCTION FEES	
PROJECT ELEMENT		RIBA 3	RIBA 4
Architect - Design Services	GT3	£ 228,125.00	£ 296,562.50
Architect - Enhanced Interior Designer		£ -	£ -
Architect - Scheme Presentation		£ -	£ -
Structural - Consultant	Furness	£ 63,787.50	£ 63,787.50
M & E - Consultant	CGP	£ 74,418.75	£ 133,953.75
Building Control Fees, Planning Fees, Highway Fees (fees to be confirmed once site area / building area / scope is fully confirmed)		£ 13,125.00	£ -
Planning Consultant	DPP	£ 25,725.00	£ 9,187.50
Planning Fees		Client Direct	Client Direct
Fire Engineer/Consultant	Bureau Veritas	£ 10,500.00	£ 10,500.00
Acoustic Consultant	EBLA	£ 3,150.00	£ 4,095.00
Landscape Consultant		£ 14,700.00	£ 20,212.50
Third Party Check / Approvals (i.e. Roofing Consultant, Envelope, Condensation, Chlorinated Environment, Tanking)		£ 8,400.00	£ 12,600.00
Pool and Filtration Specialist Consultant	FT Leisure	£ 11,865.00	£ 27,720.00
Specialist Design Input (Other, please specify)	Prov Sum	£ 10,500.00	£ 10,500.00
Carbon Consultant	CGP	£ 2,625.00	£ 3,675.00
Air Tightness	APEX	£ 9,450.00	£ 9,450.00
s.278 Design		£ 5,250.00	
Transport Consultant (SK Transport)		£ 14,700.00	£ 525.00
Allowance for Disbursements (letters of reliance on reports)			
SUB-TOTAL PROFESSIONAL SERVICES		**£ 496,321.25**	**£ 602,768.75**
SURVEYS: See Survey & Investigation Tab		£ 51,500.00	£ 35,427.50
SUB-TOTAL SURVEYS and INVESTIGATIONS		**£ 51,500.00**	**£ 35,427.50**
Contractor Management		£ 36,750.00	£ 42,000.00
Insurance Allowance		£ 5,845.71	£ 6,801.96
OH&P		£ 18,598.13	£ 21,640.44
SUB-TOTAL CONTRACTOR		**£ 61,193.85**	**£ 70,442.41**
Specialist Equipment Design via Alliance Leisure (F&B)	OBL		£ 5,000.00
SUB-TOTAL SPECIALIST EQUIPMENT SERVICES		**£ -**	**£ 5,000.00**
Business feasibility	Max Associates		
Project Management and Employers Agent	Hadron	£ 81,900.00	£ 81,900.00
Quantity Surveyor and Contract Administration		£ -	£ -
Principal Designer (CDM - appointed by Alliance Leisure)	Greenwood Projects	£ 6,950.00	£ 7,700.00
Principal Designer (BSA - appointed by Alliance Leisure)	Safer Sphere	£ 15,427.70	£ 11,840.40
ALS Development Management and Delivery	Alliance Leisure	£ 69,971.63	£ 93,295.50
Contingency (If required)		£ -	£ -
SUB-TOTAL DELIVERY SERVICES		**£ 174,249.33**	**£ 194,735.90**
PROJECTED FEE TOTAL		**£ 783,264.42**	**£ 908,374.56**

Next Steps.

11.2 RIBA 3 & RIBA 4 surveys

Carlton Active Surveys and Investigations

Nr	Description	RIBA 3	RIBA 4
SURVEY Requirement for Planning Submission			
1	Planning Application Fee	Client Direct	
2	Topo / Utilities / Drainage - and Multi Array GPR Survey	£7,775.00	£7,250.00
3	Phase 2 Ground Investigations	£11,400.00	
4	Refurbishment and Demolition Asbestos Survey	£4,200.00	
5	Solar Glare Assessment	£3,150.00	£4,200.00
6	Right of Light Assessment	£5,775.00	
7	VR / 3D Building Modelling / Visuals	£2,625.00	£6,877.50
8	Further Identified "Other" Surveys CONTINGENT ALLOWANCE	£1,575.00	£2,100.00
	PLANNING SURVEYS & REPORTS		
9	Provisional allowances subject to Pre App advice:	£15,000.00	£15,000.00
	SURVEY TOTAL	**£51,500.00**	**£35,427.50**

Next Steps.

11.3 Next Steps

To progress the Carlton Active Scheme, GBC should:

Confirm agreement of the facility mix included in this report;

- Confirm how the project will be funded, or confirm what reduced capital value the project would need to be value engineered to, for it to still be deliverable;
- Agree to proceed at the level of the estimated total project capital cost; and
- Review the information in the report and confirm any comments, queries or revisions to the professional team. These comments, queries and revisions may be able to be addressed early in the next stage in parallel with the design progressing.

Cost certainty will be reached at the end of RIBA Stage 4a. This stage will provide a detailed technical design and a confirmed project cost that will be documented as a contract sum.

To progress the scheme and give GBC further confidence in the capital budget required and affordability, ALS propose to continue through their proven 'gateway' process. Collaboratively working with the assembled project team to develop the projects through the 'Cost Confidence' and 'Cost Certainty' stages, aligned to RIBA stages 3 and 4.

Once this stage has been completed, ALS will be able to enter into contract with the Building Contractor. This approach will enable the project to be progressed in affordable stages, developing the scope and affordability of the project at each phase.

A look ahead to Stage 3

The next stage in the design development will be Spatial Coordination of the Stage 2 design. This will involve the team developing their proposals to the next level where the architectural design will be coordinated further with detailed structural, MEP and Pool filtration design.

Results from surveys will be fed into the design and initial soft market testing will also be considered and will inform external material choices prior to the planning submission.

Consultation with user groups and stakeholders will take place prior to consultation with the general public, in advance of the planning application being submitted.

In parallel with the design being progressed, the wider team will embark on a number of workshops to refine the brief. Inputs from the workshops will ensure that at the end of Stage 3, the project has a fixed and robust, detailed brief. Examples of workshops to be held are:

- A meeting with GBC insurers;
- Further consultation with key user groups;
- MEP workshops;
- Space planning workshops on changing room layouts, soft play, fitness suite, etc.;
- Development of the café offer; and
- A review of cost options to reduce capital costs, if required.

Other key areas of design that will be reviewed and developed during this stage and Stage 3 include:

- The proposed building footprint and accurate relationship to existing site constraints;
- Fire engineer confirmation of the proposed strategy;
- Confirmation of low carbon and renewable energy technologies and design integration;
- Landscape design to be developed to unify the building and the immediate physical environment;
- Servicing strategy to be reviewed in relation to external access;
- Pre-construction programme review, focussing on procurement and pricing of sub-contractor packages;
- Accessibility review to ensure an inclusive environment throughout including engagement with local groups;
- Project risk workshop;
- CDM risk workshop;
- Assessment of proposals in relation to acoustic design;
- Full testing of the massing studies against the cost plan;
- Cut and fill exercise; and
- Structural and M&E coordination.

Next Steps.

11.4 Steps to Advance the Project

The following outlines the next steps for Gedling Borough Council (GBC) in progressing with Alliance Leisure under the UK Leisure Framework, following submission of the RIBA Stage 2 report.

Key Milestones:

- Access Agreement signed – 20th February 2026
- RIBA Stage 3&4 commences – 23rd February 2026

The formal signing of the Access Agreement will enable the progression of the pre-construction RIBA 3 & 4 phases.

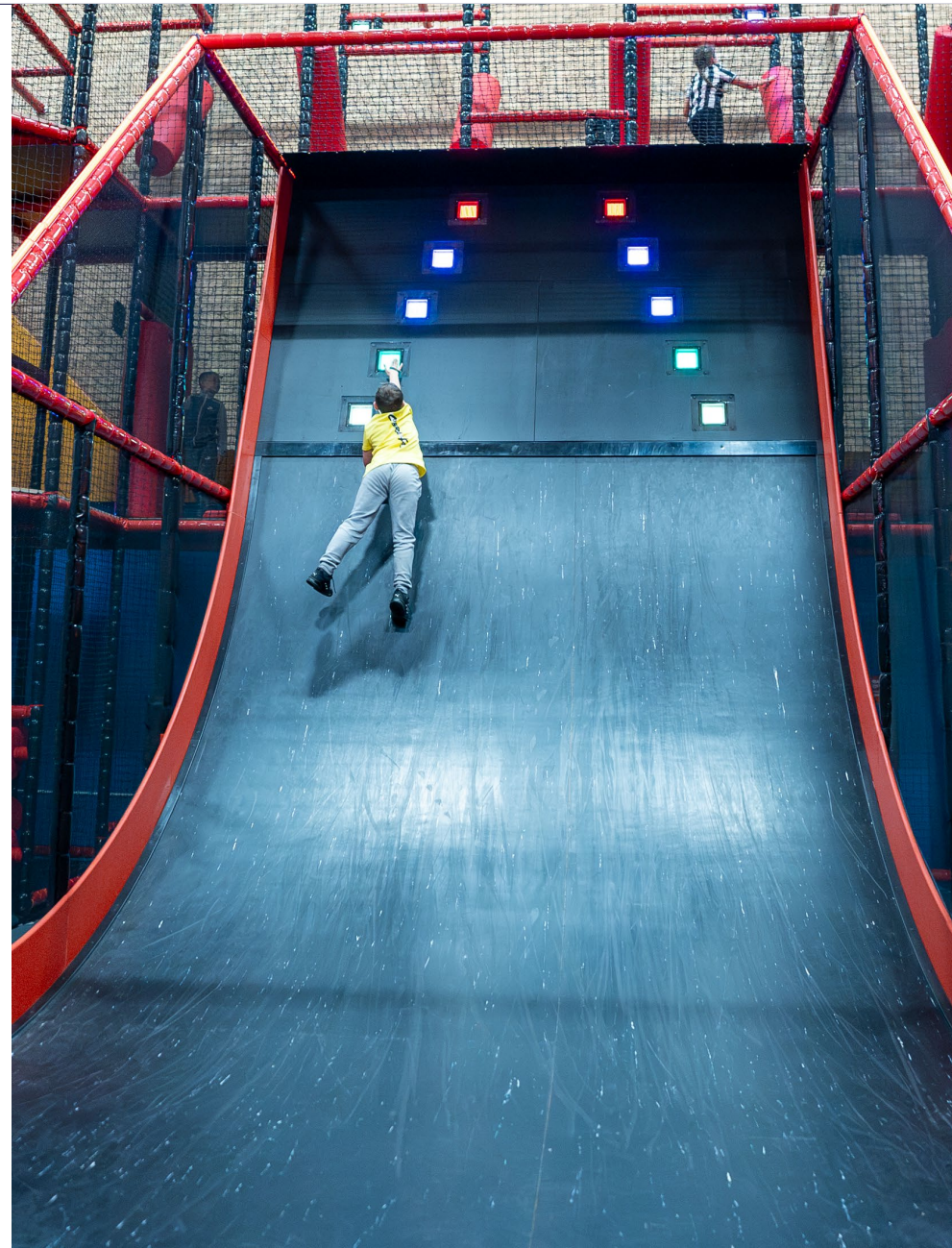
Following this, a purchase order will be required to support the delivery of pre-construction RIBA 3 & 4 for **£1,691,638.98 (ex-vat)**

Route to Delivery

The project will continue to follow the 'gateway principles' established within the feasibility phase. Upon obtaining the necessary Council approvals for the agreed scheme, Alliance will enter into a Call-Off Development Management Agreement (DMA) with the Council. This agreement will deliver the project to a defined cost certainty sum.

Subsequently Alliance will directly enter into the building contract with the selected contractor.

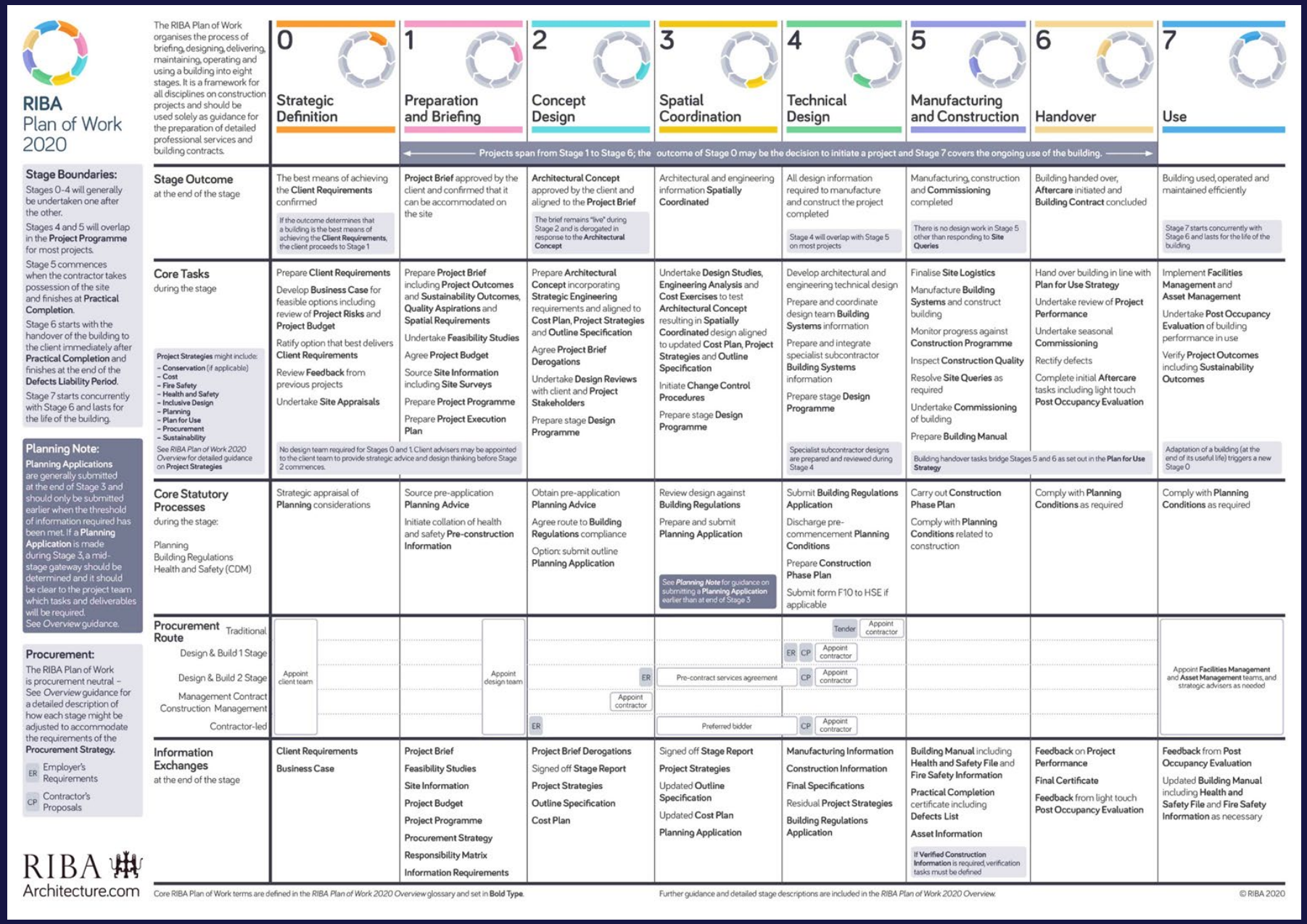
Separate arrangements will be made with identified specialist suppliers as required. The Framework Fee will only become applicable once the project is fully committed.



Appendices.

Appendix A	**RIBA Plan of Works**
Appendix B	**Contractors Proposals**
Appendix C	**FF&E Schedule**
Appendix D	**Innerva business plan**

Appendix A:
RIBA Plan of Works



RIBA Plan of Work 2020

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

Stage Boundaries:

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

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

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

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

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

Planning Note:

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

Procurement:

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

ER Employer's Requirements

CP Contractor's Proposals

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

RIBA Architecture.com

Core RIBA Plan of Work terms are defined in the *RIBA Plan of Work 2020 Overview* glossary and set in **Bold Type**.

Further guidance and detailed stage descriptions are included in the *RIBA Plan of Work 2020 Overview*.