

Name of project, policy, function, service or proposal being assessed:	Richard Herrod Centre – Phase 1 Pre-enabling works and licence to occupy			
The main objective of (please insert the name of accessed document stated above):	The objective of this proposal is to enable Phase 1 pre-enabling works at the Richard Herrod Centre following closure of the facility, through the grant of a Licence to Occupy to Alliance Leisure Services Limited and Universal Civils and Build Ltd. Phase 1 includes site set-up, site security and hoarding, temporary welfare facilities, utility connections and disconnections, temporary services and soft strip works to prepare the site for later phases of the Carlton Active project.			
What impact will this have on the following Please read guidance before completing.				
Category	Negative	Positive	No impact/ Negligible change	Mitigation/ Comments
Behaviour & Culture Change			X	Phase 1 pre-enabling works are largely preparatory and take place within a secured contractor-controlled site. As such, the proposal is not expected to generate a significant direct change in wider public

				behaviour or travel culture.
Built Environment			X	Phase 1 does not include the construction of a new building or the full demolition of the existing one. The works are temporary and preparatory in nature, including welfare cabins, fencing, hoarding, utility works and soft strip activity. This means the principal impact on the built environment is short-term and operational rather than a permanent change to the urban form. Hoarding, temporary site cabins and securing works will alter the appearance of the site during the pre-enabling period, but these changes are temporary and necessary to ensure safe site control.
Transport	X			Phase 1 pre-enabling works will generate some contractor travel, delivery movements and service

				<p>visits associated with site set-up, welfare cabins, utility works and soft strip activity. These movements are likely to have a short-term negative transport impact compared with a non-development baseline. However, the works are time-limited and are being undertaken to prepare the site in a controlled way ahead of later project phases. Resident communication in advance of hoarding and key activity milestones will help manage local expectations regarding temporary disruption</p>
--	--	--	--	--

Climate Impact Assessment



**Energy, Natural Resources
& Climate Change**

X

Phase 1 pre-enabling works have an inherent short-term carbon impact. Temporary welfare units, temporary electrics, site lighting, utility connections/disconnections, hoarding and soft strip all require energy, materials and contractor activity. The Alliance Phase 1 package specifically includes temporary builders' supplies, temporary electrics, welfare units and service disconnections, which will all contribute to energy use and emissions during the pre-enabling period.

This short-term impact should, however, be considered in the wider context of the Carlton Active project and the Council's Carbon Management Strategy, which seeks to replace ageing and inefficient assets with more modern and energy-efficient facilities. Phase 1 works are a preparatory stage within that wider programme.

				<p>Mitigation should focus on minimising temporary energy use, ensuring utilities are managed efficiently, and reducing avoidable waste and rework during soft strip activity.</p>
<p>Waste Reduction & Recycling</p>		<p>X</p>		<p>Phase 1 includes soft strip works, which provide an opportunity to identify, separate and manage materials before later demolition activity. The Council's wider decommissioning planning work already identifies a preference hierarchy of reuse, redistribution, sale, donation and recycling for equipment and materials where practicable, before disposal is considered. This gives Phase 1 an opportunity to support waste minimisation and improved material recovery if managed well. Mitigation will therefore focus on:</p> <ul style="list-style-type: none"> • identifying salvageable and reusable items during soft strip;

				<ul style="list-style-type: none"> • maximising redistribution across the leisure estate or wider Council where appropriate; and • ensuring waste contractors and the site team segregate materials wherever practicable.
Blue-Green Infrastructure/Biodiversity			X	<p>Phase 1 pre-enabling works are focused on the existing developed site and building. The current scope does not include full demolition or wider ground clearance and is therefore not expected to result in a significant direct impact on blue-green infrastructure or biodiversity at this stage. However, the wider programme has already identified that ecology remains a dependency for later demolition sequencing, and site activity will need to continue to have regard to any ecological controls or survey requirements that apply to subsequent phases.</p>
Procurement & Purchasing		X		<p>The Phase 1 works are being delivered through</p>

				<p>the UK Leisure Framework, with Alliance Leisure Services Limited as development partner and Universal Civils and Build Ltd as contractor. This provides a compliant procurement route and allows the Council to manage the early works through an established contractual structure rather than a separate ad hoc procurement exercise.</p> <p>Sustainability benefits within procurement will depend on how the contractor manages materials, temporary works, utilities and waste during the Phase 1 period. Opportunities should be taken, where practicable, to prioritise efficient temporary infrastructure, reduce waste and embed sustainable purchasing choices within the enabling package.</p>
--	--	--	--	--

--	--	--	--	--

In response to the information provided above please provide if there is any proposed action including any consultation that is going to be carried out

Planned Actions	Timeframe	Success Measure	Responsible Officer
Issue resident and stakeholder communications in advance of hoarding and key Phase 1 activity milestones	Prior to site handover and throughout Phase 1	Communications issued ahead of works; ward Members and nearby residents informed	Leisure Transformation Team / Communications Team
Monitor temporary utility use, meter readings and service disconnections during the Phase 1 period	Throughout Phase 1 pre-enabling works	Utilities managed efficiently; no unnecessary continued use of live services beyond operational need	Leisure Transformation Team / Alliance Leisure / Universal
Implement a reuse / redistribution / recycling approach for materials and equipment identified through soft strip works	During Phase 1 soft strip and decommissioning activity	Items reused, redistributed or recycled where practicable; avoidable waste minimised	Leisure Operations Team / Alliance Leisure / Universal
Keep ecological and statutory constraints under review as Phase 1 progresses and before any later intrusive / demolition activity is undertaken	Throughout Phase 1 and before transition to later phases	Compliance maintained; no later works progressed without relevant requirements being satisfied	Leisure Transformation Team / Alliance Leisure / Contractor Team

Authorisation and Review

Completing Officer Authorising Head of Service/Director	Tom Fletcher
	Lance Juby

Date	8th May 2026
Review date (if applicable)	N/A