

EAST RENFREWSHIRE COUNCIL**16 December 2020****Report by Director of Environment****EASTWOOD LEISURE CENTRE AND EASTWOOD PARK MASTERPLAN****PURPOSE OF REPORT**

1. The purpose of the report is to advise on the current position with regard to the development of an Eastwood Park Leisure Centre and Theatre and an Eastwood Park MasterPlan.

RECOMMENDATIONS

2. It is recommended that the Council:-
- (a) note the attached briefing and feasibility study as an ambitious vision for Eastwood Leisure Centre and Theatre and Eastwood Park more generally;
 - (b) approve the proposal that the priority in the short to medium term is to progress the Eastwood Leisure Centre and Theatre as opposed to the wider masterplanning issues;
 - (c) note that a further report specifically with regard to the Leisure Centre and Theatre options, costs and potential phasing of costs will be submitted to the Council for consideration in February 2021;
 - (d) note that the existing provision of £12.85 million for 2021/22 is sufficient for that year; and
 - (e) note that a further report with regard to the wider masterplanning issues in Eastwood Park will be submitted to the Council at some time in the future.

BACKGROUND

3. The Council in June 2019 considered a report on the Eastwood Leisure Centre and Eastwood Park master planning exercise.

4. Taking into account the outcome of a consultation exercise reported to the Council in September 2018, the full discussion at the Council meeting in October 2018 (when there was general consensus to explore first in further detail the possibility of a new leisure centre and theatre being constructed in Eastwood Park before making any final decision on the preferred location). The Council;

- (a) approved Eastwood Park as the preferred site for a new Eastwood Leisure Centre and theatre;
- (b) agreed that the Director of Environment report back as soon as possible with options and costs with regard to the new leisure centre and theatre;

- (c) noted the progress being made with the Eastwood Park master planning exercise and that the Director of Environment would report back on the wider issues and opportunities/possibilities in due course; and
- (d) noted that as a result of Eastwood Park being identified as the preferred location Shawwood and Broomburn Parks would remain as protected urban green spaces in terms of the Local Development Plan.

5. In December 2019 the Council considered a further report on these matters by the Director of Environment (appended to the report was the consultant's latest main report). Key points in the report included

- This has been a major piece of work requiring considerable technical background research and option development/modelling.
- Since the preparation of the previous Council report there have been further detailed discussions between the Director of Environment and the consultants with regard to the various possibilities and the detailed potential implications of each of them.
- The report is much wider than simply a proposal for the leisure centre and theatre and Eastwood Park. It is aspirational and considers the vision and identity for Eastwood Park in the future including potential options for all the buildings and land within Eastwood Park to optimise the future of the Park. In particular the report identified four main options regarding the leisure centre along with a separate list of enhancement opportunities within the Park.
- These were only options from the consultants for the Council to consider. They were not firm recommendations and none of the four main options were mutually exclusive. A range of options could be selected or indeed alternative options selected.
- A recommendation that given the complexity of the issues a cross party member and officer working group be established to consider the consultant's report and report back to the Council in due course with the recommendations on the way forward with the priority being for the working group to make recommendations to the Council around the leisure centre and theatre with wider masterplanning issues following at a later date if necessary.

6. The Council noted the current position, approved the proposal to establish a joint member/officer working group with a remit as outlined above and nominated elected member representatives (along with the Chief executive of the Trust) to the group.

REPORT

7. Since that time considerable progress has been made despite the difficult circumstances created by the Covid pandemic.

8. The member officer working group has met twice with the consultants (in March and August 2020) to consider and progress matters and provide feedback particularly in relation to the Leisure Centre and Theatre which as pointed out above were the priority with other wider masterplanning issues to follow in due course.

9. The input from the member officer working group has proved invaluable and allowed the Director of Environment with advice from the group to work with the consultants to accelerate the project in terms of concept, vision and design.

Consultant's Report

10. A copy of the most recent consultant's report (RIBA stage I briefing and feasibility) as endorsed by the member officer working group is attached (appendix 1). Work is ongoing regarding further detailed design development.

11. The report demonstrates that with regard to the leisure centre and theatre this is potentially a high quality, visually attractive, transformational and state-of-the-art facility that is much more than simply a leisure centre development. The focus is on customer appeal, future flexibility and income generating opportunities.

12. The initial exploratory options with regard to the rest of Eastwood Park including Eastwood house are at an early stage. They are simply being flagged up as potential possibilities and will be the subject of a future report to the Council.

Key points since December 2019: Summary

13. In summary the current position in terms of key points established since December 2019 is that;

- The lead designer, architect and masterplan, Stellan Brand, have led the process with the member officer working group to enable a clear vision to be developed and understood.
- The Leisure Centre and Theatre could be accommodated within Eastwood Park as a tandem build allowing all existing uses to remain operational during construction.
- A specific and preferred site has been established within Eastwood Park which offers significant improvement to the quality of the park space and enhances the setting of Eastwood House and St Ninian's.
- The preferred site is fairly flat which is ideal for a Leisure Centre and Theatre and benefits from being set within attractive mature trees.
- Eastwood Park benefits from existing vehicle access and good access to public transport which the proposals can improve through management and design of the facilities.
- Eastwood Park also benefits from existing drainage and infrastructure which will help avoid additional costs associated with the other sites.
- Locating the new Leisure Centre and Theatre in Eastwood Park optimises the potential to retain existing customers and the benefits to the surrounding area including shops and restaurants whilst recognising this as a potential key civic asset in East Renfrewshire.
- All of the above now demonstrates that given the further detailed consideration carried out in terms of option appraisals the choice of Eastwood Park represents better value than the other potential sites.
- The proposals for the Leisure Centre and Theatre have been developed in more detail involving regular meetings / workshops with the Leisure Trust throughout 2020. This has enabled development of a clear vision which confirms that a transformational facility which will benefit from the stunning setting can be delivered as a tandem build on the preferred site.

- The proposals have been developed to enable some flexibility in the facilities which can be accommodated inside and outside the building ensuring the customer experience can be optimised and the building is adaptable to change over time (for example, to suit changes in fitness trends in the fitness suite and fitness studios).
- The proposals have identified that some additionality can be accommodated within the building on the preferred site to optimise the benefits. Key examples include the potential to incorporate a library, agile workspace, studio theatre and outdoor cinema / theatre as well as being able to be suitable to host a wide range of events.
- The proposals establish a clear building functionality diagram which will deliver excellent sustainability credentials including energy efficiency.
- All of this has given the member officer working group confidence to recommend to the Director of Environment that a Project Manager be appointed with an associated design team including engineers and cost consultants as soon as possible and to advance the project at pace where possible. These measures are now in place. Turner and Townsend who have in-depth previous experience and knowledge regarding Eastwood Leisure Centre have now been appointed as project manager. This has allowed the project to be progressed substantially. They will take the project up to RIBA stage 4.
- Consultations were carried out in September with all of the primary and secondary schools in East Renfrewshire to gather ideas which have been taken on board.
- **A Proposal of Application Notice will be submitted in December 2020 with a detailed planning application at the end of March 2021 and most importantly a target site start of around October 2021.**

Costs

14. The Council in February 2020 made provision of £26 million phased mainly over 2021/22 (£12.85 million) and 2022/23 (£12.85 million). However, it was made clear at that time that this was an indicative allocation of £26m for the provision of leisure facilities in the Eastwood area which would be refined further when a report on options is considered by Council.

15. With regard to the cost options for the Leisure Centre and Theatre alone these are currently being examined and developed. The potential financial implications and options will be reported to the Council as part of the normal budget setting process including the General Fund Capital Programme in February 2021. However, the existing provision of £12.85 million in 2021/22 will be sufficient to cover the project for that year. The report to the Council in February 2021 will address the total cost of the project, its affordability and how any proposed expenditure will be phased in 2022/23 and future years.

Consultation

16. There has already been consultation with the Trust and with all schools. Further consultation will be required as part of the planning approval in principle process. A Council communications strategy will be developed.

RECOMMENDATIONS

17. It is recommended that the Council:-
- (a) note the attached briefing and feasibility study as an ambitious vision for Eastwood Leisure Centre and Theatre and Eastwood Park more generally;
 - (b) approve the proposal that the priority in the short to medium term is to progress the Eastwood Leisure Centre and Theatre as opposed to the wider masterplanning issues;
 - (c) note that a further report specifically with regard to the Leisure Centre and Theatre options, costs and potential phasing of costs will be submitted to the Council for consideration in February 2021;
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 - (e) note that a further report with regard to the wider masterplanning issues in Eastwood Park will be submitted to the Council at some time in the future.

Andrew Cahill
Director of Environment

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Stallan-Brand

Date: 18/08/2020

1076.00 Eastwood Leisure Centre and Theatre

RIBA Stage 1: Briefing and Feasibility

Eastwood Leisure Centre & Theatre



Preliminary Sketch Visualisation showing aspiration of glazing to woodland and roof canopies for solar shading and shelter

Eastwood Leisure Centre & Theatre



Preliminary Sketch Visualisation showing the potential for a bright and airy arrival space with materials reflecting the park setting

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Revision	Date	Reason for Issue	Checked	Approved
A	17/08/20	For Information	PM	IH
B	18/08/20	Comment on Rev A Updated	PM	IH

- 1.0 Overview
- 1.1 Outline Description of Project
- 1.2 Project Objectives
- 1.3 Quality Objectives

Overview

1.0

Outline Description of Project

A New Vision for Eastwood Park

To deliver a dynamic new community leisure centre and theatre within a parkland setting.

An Improved Leisure & Wellbeing Offer

Provide a new 50m swimming pool, a spa & health suite, gym and fitness spaces and a six court sports hall.

A Modern Theatre & Performance Venue

New flexible, accessible and sustainable theatre for up to 400.

A New Civic & Cultural Destination

An exciting new civic architecture and cultural offer to be integrated within the wider Eastwood Park landscape environment and existing activities.

A New Vision for Eastwood Park

East Renfrewshire Council are proposing a new leisure centre and theatre which will replace the existing ageing facilities which are no longer fit for purpose.

The project will enable a variety of key improvements in the facilities provided and to the wider park context they sit within.

An Improved Leisure & Wellbeing Offer

The existing leisure offer includes a 25m pool which has regular maintenance problems and limits many aspects of provision such as swimming lessons, an ageing health suite, poor quality gym and fitness spaces and an ageing community hall which is not specifically designed for sports.

The proposed leisure offer includes a 50m pool with flexibility to significantly enhance provision such as swimming lessons, a spa zone which includes health suite facilities, gym and fitness spaces which meet relevant Sports Scotland Standards and a large 6 court sports hall also to relevant standards.

A Contemporary Theatre & Performance Venue

The existing theatre can accommodate 300. It has very limited support space and does not deliver the quality of facilities normally associated with a theatre which is the central offer to the Arts in the district.

The proposed theatre will accommodate up to 400. The spaces will be designed to meet important requirements such as accessibility for disabled audience members, performers and technicians. Facilities will lend themselves to the diversity in performance of modern theatre. Support spaces will be improved to include an additional studio theatre and changing and dressing facilities suitable for all.

A New Civic & Cultural Destination

The arrival and shared spaces such as cafe, storage and meeting spaces will be transformative to the leisure and theatre offer and collectively to the wider Eastwood Park environment. Civic presence is fundamental to the proposed facilities.

The integration of the local library is also being considered again to make the most of co-locating services and offering the community the best facilities.

Eastwood Park is recognised as the civic heart of East Renfrewshire. It contains the Council Headquarters which include the Chambers and a number of public services. Key to the park's civic identity is the historic Eastwood House (C Listed) which accommodates a wide range of events including weddings and celebrations as well as being used by a wide variety of community organisations. Whilst being so key to the civic identity, many of the spaces are not of good quality and lack investment.

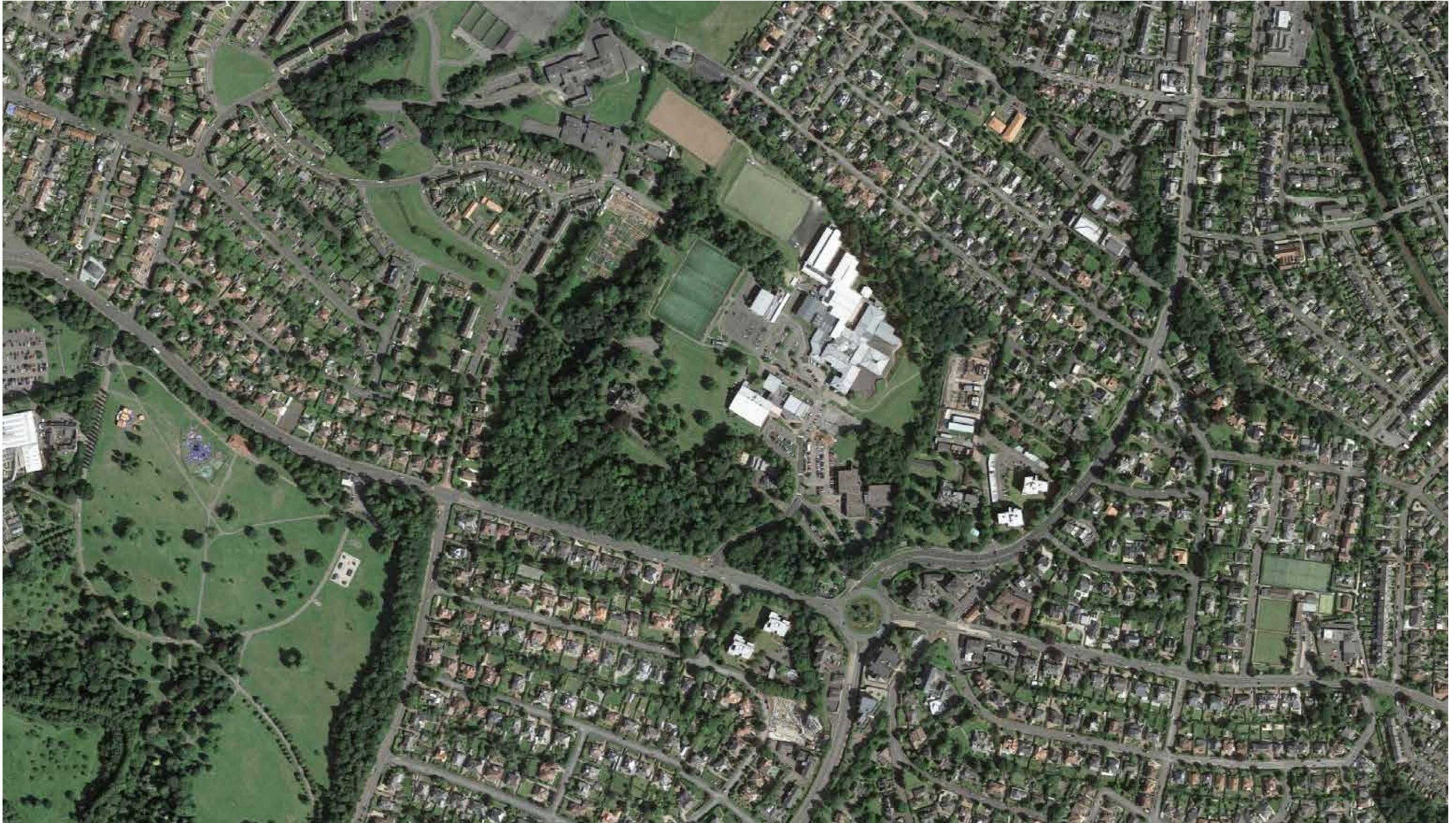
The vision seeks to recognise this and consider how targeted investment alongside the new leisure and theatre facilities can benefit all of the facilities.

Also critical in Eastwood Park is St Ninian's High School and a new Family Centre under construction. The High School is one of the best performing in Scotland. The vision seeks to enhance the setting of the school and improve the facilities around it. There is scope for enhancements such as a new entrance and the long term future of the school is considered with the potential for a tandem build replacement school in Eastwood Park in the future.



East Renfrewshire

Eastwood Park Context



Project Objectives

To replace existing facilities

Replace existing facilities which have maintenance problems and are very inefficient with new facilities which are sustainable in the long term.

To meet the needs of the local community

A requirement to provide Leisure and Arts Facilities of a quality widely available elsewhere in Scotland.

To reverse the gradual decline in membership

Aging facilities have impacted on the opportunity to attract and retain members.

To deliver key arts and leisure services

To meet the needs of the community by providing key services such as swimming lessons, gym and fitness classes, arts and leisure programmes.

To provide facilities to meet the needs of all

Provide facilities for local people including those with disabilities and reflecting the cultural diversity of the area.

To recognise the importance of the Park

Recognise Eastwood Park is key to the Civic Identity of the area and provide enhanced facilities to reflect this.

To improve the overall park environment

To maintain a programme of renewal and strategic improvement of facilities.

To ensure long term adaptability of facilities

To respond to the long term flexibility and adaptability of facilities to suit trends such as changes in fitness classes.

To optimise community benefits

To consider community benefits during the design and construction phase including maintaining operation of all existing buildings.

2014 Commonwealth Games Village; Stallan-Brand led the design and delivery of the 2014 Commonwealth Games Athletes' Village development that delivered a new parkland, sustainable infrastructure, 700 new homes, a 120 bedroom care home, a new primary school and much more. The environment of the Village has been designed with a focus on the long term regeneration of the community but was also designed to accommodate just for a short time up to 8000 athletes and delegates who were in the City for the 2014 Commonwealth Games.



2014 Commonwealth Games Village

Quality Objectives

A high quality customer experience

An experience fitting of the status and civic importance of Eastwood Park.

Best in class facilities

Best practice standards in the quality of the sports facilities, energy performance, accessibility and place making.

Quality of environment

Key areas of focus internally and externally, including acoustics, daylight, glare, ventilation and thermal comfort.

Quality of the architectural design

Design and materiality must reflect the parkland setting with mature trees and the proximity to a Listed Building.

Improved Environmental Impact and Energy

Replacing highly inefficient facilities with a focus on energy efficiency and improved environmental impact.

Safety and Security

Ensuring users feel comfortable within the building and surrounding park. Guidance such as Secured By Design is to be considered.

Long term maintenance

Proposals will seek to limit or eliminate maintenance. Specification internally and externally will reflect this including durability in accordance with BS 7543:2015.

Design impact during construction

Consideration of the close proximity to the High School and operational Leisure Centre and Theatre.

A full list of requirements will continue to evolve and be developed with East Renfrewshire Council and through consultation with stakeholders.

The Falkirk Wheel Experience; The team at Stallan-Brand designed the Falkirk Wheel Experience the centre piece of which is a revolutionary boat lift which connects the Union Canal with the Forth and Clyde Canal. It is the focal point of the Millennium Link Project - a £74 million investment to link the west and east coasts of Scotland with an inland waterway. The project is regular in the top three of the country's visitor destinations



The Falkirk Wheel

2.0 Site Considerations

- 2.1 Location
- 2.2 Eastwood Park
- 2.3 Site
- 2.4 Review of Existing Information
- 2.5 Heritage Considerations and Eastwood House

Site Considerations

2.0

Location

East Renfrewshire's population is 100,000
 The scale of the East Renfrewshire community supports investment in a new public leisure centre and theatre facility.

The authority is a composite of communities
 East Renfrewshire is made up of different neighbourhoods, towns & villages all of which require access to the Eastwood Park via a range of public transport, cycling, walking and by vehicle.

Eastwood Park is in a Green Setting
 This is an attractive well established location with attractive streets and townscape qualities.

Regional Context
 East Renfrewshire lies to the south west of Glasgow. It has a population of around 100,000. The area includes a range of districts, settlements, towns and villages including Giffnock, Clarkston, Newton Mearns, Thornliebank, Busby, Barrhead, Neilston, Uplawmoor, Waterfoot and Eaglesham.

The motorway is a key element which runs through the area and key facilities are provided on both sides.

The area has evolved over many years and includes a wide range of neighbourhoods suitable for all types of residents with a high percentage of family housing.

It has good access to wider areas in and around Glasgow providing opportunities for employment, education, leisure and culture.

Local Context
 Eastwood Park is located at the north east of East Renfrewshire in Giffnock. This is an attractive well established area characterised by numerous parks, tree lined streets and many attractive houses complimented with a wide range of other facilities and features including churches, shops, restaurants and sports clubs including numerous golf, tennis and bowling clubs adding to the green character of the area.

The area is within convenient walking and cycling distances of a large population and the streets are attractive and suitable for this. It is within close proximity of public transport.

It is particularly well located for an ageing population and families with children benefiting from access to a wide range of facilities and clubs near their homes.



East Renfrewshire Council keeping the Community Active

Eastwood Park

The Former estate of the Earl of Eglinton

The former estate is now a public park. Beyond the important open space amenity the park provides for local people the site also currently accommodates;

- Existing St. Ninian’s High School
- East Renfrewshire Council Headquarters
- Eastwood House
- Glenwood Family Centre
- Extensive Surface Parking
- Community Playing Fields

History

Eastwood Park is around 23 hectares and part of the former estate of the Earl of Eglinton. It includes a significant number of mature trees.

Eastwood House was constructed in the mid-1800s and is located in the south west corner of the park.

The estate was originally on the outskirts of town, in a very open rural setting. In the early to mid-1900s there was significant development of quality homes in the surrounding area, benefiting from the new train and tram. Since then development has continued including some more affordable housing to the north west and flatted developments along spine roads nearby making this a busy neighbourhood.

Within the park itself, the existing high school, leisure centre and theatre and council headquarters office were built in the 1970s and 1980s. These include extensive parking and pitches.

Current Situation

Due to the way it has evolved, the park feels dominated by the existing leisure centre and theatre, council headquarters office and high school along with their associated parking.

Despite feeling cluttered and lacking investment, it remains a well-used range of amenities and an important part of the district.

The woodland areas are attractive and offer some walks although they are not very well connected or accessible for the disabled and those with prams. The majority of people tend to go to Rouken Glen Park which is much larger and just a three minute walk away if they want to enjoy walks, run, cycle, use play areas and other activities like ball games. Rouken Glen Park was voted Best Park in the UK recently.

Opportunity

The new leisure centre and theatre presents an excellent opportunity to open up the middle of the park and reorganise elements including parking and open spaces to improve the setting for all of the facilities.



Eastwood Park and Rouken Glen Park

Site of Leisure Centre and Theatre

Option Appraisal

A number of sites in the Park were considered as part of a masterplan study in 2019. The site selected for the new Leisure Centre and Theatre is immediately to the west of the existing Leisure Centre and Theatre.

The key benefits of selected site are;

The centre of the park will be opened up
Improving the sense of arrival to all of the buildings and the quality of public space is a positive consequence of the selected siting for the building.

A closer relationship with Eastwood House
The siting will help activate and encourage greater use of Eastwood House and make it a more prominent part of the way most people experience the setting.

In the construction of the new facilities
Whilst enabling the existing buildings, parking and access to remain operational throughout.

Improved Green Space Utilisation
The open space in this location has not been developed previously. Siting the building here will allow other areas of the park to be greened and given back to landscape through the park's rationalisation. The site is also relatively level with reasonable access.

Positive relations with existing mature trees
The site enjoys a good sense of enclosure helping integrate the what will be a large building into its green setting.

Existing Information

Utilities Drawings

East Renfrewshire Council have provided some record drawings showing utilities. These do not raise any concerns. There is a significant sewer asset which has been identified and the design has developed to avoid it.

Family Centre under Construction

We have sourced information from the planning portal to inform the proposals. This includes the road access and parking.

Eastwood House

East Renfrewshire Council have provided floor plans and we have carried out a visual survey of the building and taken floor to ceiling height measurements in all front rooms to allow accurate drawings to be generated reflecting the height of the building in relation to the proposed building adjacent and a potential orangery.

HQ Offices

East Renfrewshire Council have provided existing floor plans.

Heritage Considerations

Overview

Eastwood Park is an important component in the identity of the local district.

Key elements of the original estate remain including the C Listed Eastwood House, the listed Gatehouse along with the sense of woodland setting and stone the boundary wall along Eastwoodmains Road.

In its recent history, its place in the civic identity of the area is also established through the variety of uses introduced including the council chambers, council HQ, registry office, theatre, leisure centre and highly regarded high school. Use of Eastwood House for a variety of significant occasions including weddings and providing facilities for a wide range other community groups make it part of the social fabric of the area.

The extensive woodland is covered by a blanket Tree Preservation Order. This seeks to ensure the overall character of the Park is maintained whilst not naming individual trees.

- 3.0 Initial Project Brief
- 3.1 Outline Blend of Uses
- 3.2 Benchmarking
- 3.3 Evolution of the Brief through Feasibility

Initial Project Brief

3.0

Outline Blend Of Uses

Brief Development

The adjacent brief was initially tested at high level to identify a preferred location for the leisure centre and theatre as part of an Eastwood Park Masterplan in 2019, focusing mainly on an indicative footprint.

This RIBA Stage 1 has involved testing and discussing the brief in greater detail through development of diagrammatic plans testing various options in discussion with East Renfrewshire Council. Part of the process is to optimise the quality of facilities and consider how other facilities may also be incorporated in the building, in the park and within other buildings in the park.

This process and the more detailed brief emerging is explained in this document.

The brief will continue to evolve in RIBA Stage 2, incorporating more detail as the design and discussions develop.

Leisure Centre Requirement

At the heart of this project is the requirement for provision of a new leisure centre. A baseline brief was established by East Renfrewshire Council as follows.

- 50m Swimming Pool
- Smaller Teaching Pool
- Flumes (1-2)
- Benched Spectator Seating Area
- Wet and Dry Changing Villages
- 140 Station Gym
- Spin Studio
- 2 Group Fitness Spaces
- 6 Court Sports Hall
- Health Suite
- Café Space
- Multi-Functional Cultural Space
- Interactive Play Area
- 200 Car Parking Spaces

An indicative Gross Internal Floor Area for provision of these facilities plus support space was initially assessed as 8,000sqm.

Theatre Requirement

The second element of the brief is to consider requirements for a theatre for up to 400 with associated support space.

An indicative Gross Internal Floor Area for provision of these facilities plus support space was initially assessed as 2,000sqm.



The design development process has been a journey of testing & reviewing options

Benchmarking

Reference Projects

A key aspect of the briefing process has been reference to other projects.

1. Peak Leisure Centre, Stirling
2. Allander Leisure Centre
3. Glenrothes Leisure Centre
4. Clydebank Leisure Centre
5. Bristol Leisure Centre
6. Helensburgh Leisure Centre

It is recognised that Eastwood requires a unique response due to the park setting, the provision of a theatre within the building, the other uses within the park and the wider characteristics of the area in terms of leisure provision.

The reference projects have facilitated discussion on a variety of briefing elements.



Peak Leisure Centre, Stirling



Allander Leisure Centre



Glenrothes Leisure Centre



Clydebank Leisure Centre



Bristol Leisure Centre



Helensburgh Leisure Centre

Evolution of the Brief Through Feasibility

Process

The RIBA Stage 1 Feasibility process has enabled the brief to evolve in a number of ways.

A concept plan was initially evolved around a clear building diagram. This established principles for building zones including wet, dry, performance, etc. This combined with a review of rational structural grids which established principles for grouping small medium and large span spaces.

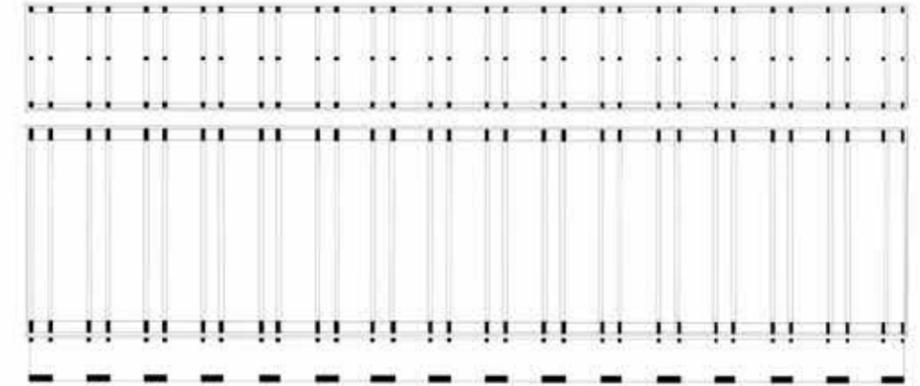
The building diagram was used to test a number of configurations on the site. Site analysis established key considerations including the relationship to the Eastwood House and key routes through and around the park. Evolution of the plan diagram over this established a set of key principles around arrival, civic presence and the influence of aspect and orientation on the quality of spaces internally and externally.

With the key principles of the building diagram and how it relates to the site established, plan options have been developed to test and evolve each of the components of the brief. This has included testing different approaches for different elements of the building and different overall sizes of building.

Key Developments in the Brief

A simple and rational form is proposed to allow a focus on providing more generous spaces suitable for a facility of regional status and to support a clear and flexible building diagram. This will also allow a focus on the quality of materials and specification reflecting the park setting and desire for longevity.

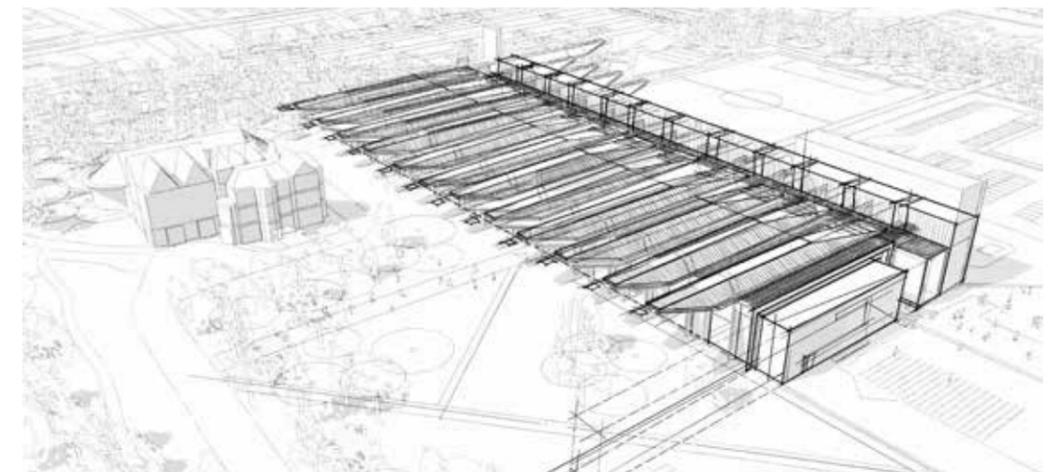
The park setting is a key feature of the project and should be optimised in the project to benefit spaces internally and externally. For example, many people comment on how attractive it is to swim with a view of the trees in the existing building and that currently the cafe has no view.



Exploring Structural Plan Form



Clear Three Dimensional Expression



Sketch of Roof Articulation

Arrival

The arrival experience, circulation and support spaces are to be suitable for potential large events such as a swimming gala, alongside a boxing event and a theatre production whilst the gym and fitness studios remain operational.

A generous atrium space would be attractive with strong visual links between inside and outside and to various zones within the building. It should include a 50 seat cafe which can also be used as agile workspace.

The arrival space will incorporate access control measures to certain facilities such as turnstiles to sports areas.

The theatre should have a dedicated arrival experience but both should relate in a manner that they can benefit from the broader audience and footfall.

Wet Zone

The 50m pool is to be 6 lane. It should include a moveable floor and be suitable for subdivision.

The learner pool is also to be suitable for training and therefore 20m x 7m.

A water play zone should be created for under fives.

Two flumes are to be provided.

The health suite is to be developed as a spa environment with treatment rooms, sauna and steam room. It should accommodate the privacy needs of the diverse customer base in the local area.

Spectator seating will ideally be moveable for use in the pool area and sports hall.

Wet changing is to be in the form of a changing village. Cubicle provision should reflect the demographics in the area including families and disabled provision. Clusters would be beneficial to facilitate cleaning in a phased manner and teams or classes.

The plant room will ideally be within the building although could be in a stand alone structure. The water treatment approach is important and allowance for relevant equipment is to be accommodated.

Dry Sports

A 6 court sports hall is briefed. An 8 court hall has been noted as potentially beneficial. It has been agreed an 8 court sports hall is not a requirement if it compromises other spaces in the building.

Dry changing areas should be designed to deliver a gender neutral approach. The possibility of blending wet and dry is not considered appropriate, particularly given potential use for outdoor activities.

Direct access to the gym is desirable to allow flexibility in access arrangements for different operating models.

Fitness and Spin Studios are to offer flexibility to accommodate change over time in fitness trends.

Theatre

The theatre is East Renfrewshire's main arts offer and should be of regional status. Locating this in a prominent front location to establish civic presence is key.

A maximum capacity of 300 is an appropriate requirement. Accessibility for spectators, performers and technicians important, therefore, generosity in space for circulation.

Dressing and other support rooms should suit the quality of theatre and consider access from both sides of the stage.

Consideration is to be given the arrival experience for the theatre with a foyer possibly with bar and restaurant facilities. Service access and staffing need careful consideration.

A separate studio theatre space for rehearsal and other activities is beneficial.

A dedicated ticketing area or box office may be considered beneficial whilst recognising many sales are likely to be digital.

Support Spaces

Provision is to be considered for 20 staff to be accommodated in an agile workspace with meeting facilities and staff welfare facilities. There may be scope for this to be accommodated remotely and for the cafe agile working environment to compliment this and allow a more blended strategy. Support spaces for the theatre may be able to double up as meeting space.

Toilet provision should include 'changing places' facilities.

Storage is a key component for each zone of the building and potentially for external equipment. Other buildings in the park may be appropriate for some external equipment storage.

Additionality

The potential for a 450sqm library is to be considered. Quiet spaces for study, storytelling and research are important. Local library use focuses on activities and groups so it would not be appropriate for it to only be within a large atrium arrival space although the potential for it to be visible and closely linked with the atrium is desirable.

The relationship between the leisure centre and theatre and other buildings in the park is essential. A close relationship with Eastwood House is envisaged with consideration of the walking routes and quality of spaces between. A colonnade or covered walkway may be appropriate.

The facilities in Eastwood House are also to be reviewed to enhance the existing blend of events and community groups and services it currently accommodates. Enhancement may enable incorporation of Council Chambers and for weddings with up to 200 guests to avoid the need to use off site facilities for receptions. This may include the addition of an orangery. Flexibility will be a consideration in the development of proposals. For example set-up and breakdown requirements if a space is to have a dual use of council chambers and function suite. There may be scope for example to locate a dedicated chambers space in the historic building and allow the orangerie to be dedicated to functions.

Outdoor space is an important feature of the proposal. An outdoor cinema space is to be considered, possibly aligning with the theatre stage to allow the equipment to be utilised.

- 4.0 Feasibility
- 4.1 Concept Evolution
- 4.2 Site Response
- 4.3 Proposed Site Layout
- 4.4 Proposed Building and Demolition
- 4.5 Key Routes Across the Site

- 4.6 Concept Diagrams
- 4.7 Initial Consideration of Engineering
- 4.8 Draft Views
- 4.9 Diagrammatic Plans
- 4.10 Eastwood House
- 4.11 Council HQ

Feasibility

4.0

Concept Evolution

Plan Diagram

A series of key principles have been established in the RIBA Stage 1 process.

- Responding to the position and setting of Eastwood House
- Activation of the park space in front of Eastwood House and key spaces addressing this
- The importance of arrival from the east
- The opportunity for a woodland aspect to the west
- Support spaces to the north
- The aspect and orientation of building and surrounding spaces from a sunlight and environmental perspective



Site Plan

Site Response

Site Considerations

A masterplanning exercise was carried out in 2019 which considered a variety of locations in the park. The preferred location was identified as being to the west of the existing leisure centre. This is a good location for a number of reasons.

It will open up the arrival experience in the park to all of the facilities, in particular St Ninians and the proposed building

It will allow a strong relationship with Eastwood House activate the park space in front of it.

It allows existing facilities and parking to remain operational during construction.

RIBA Stage 1

A number of key considerations in evolution of a proposals in RIBA Stage 1.

Whilst a shared sense of arrival is important within the park for all facilities, it is important that the generosity of arrival and drop off to the school with its associated pitches, leisure centre and theatre recognise individual operational requirements.

The relationship with Eastwood House is considered more important than any potential physical link to St Ninians

There is a desire to clearly define and activate the south facing park space in front of Eastwood House as it is currently underutilised.

The route between Eastwood House and the building is important and a covered walkway would be considered beneficial.

There is a desire to allow the parking and drop off in front of St Ninians to remain operational at least during construction.

There is a sewer which runs from east to west which passes along the north side of the existing leisure centre

Site Response

A response evolved which is an elegant linear form. This also provides good flexibility for the wider park masterplan in terms of a variety of options for parking, open space and other buildings with consideration of future alteration, extension, replacement or demolition.

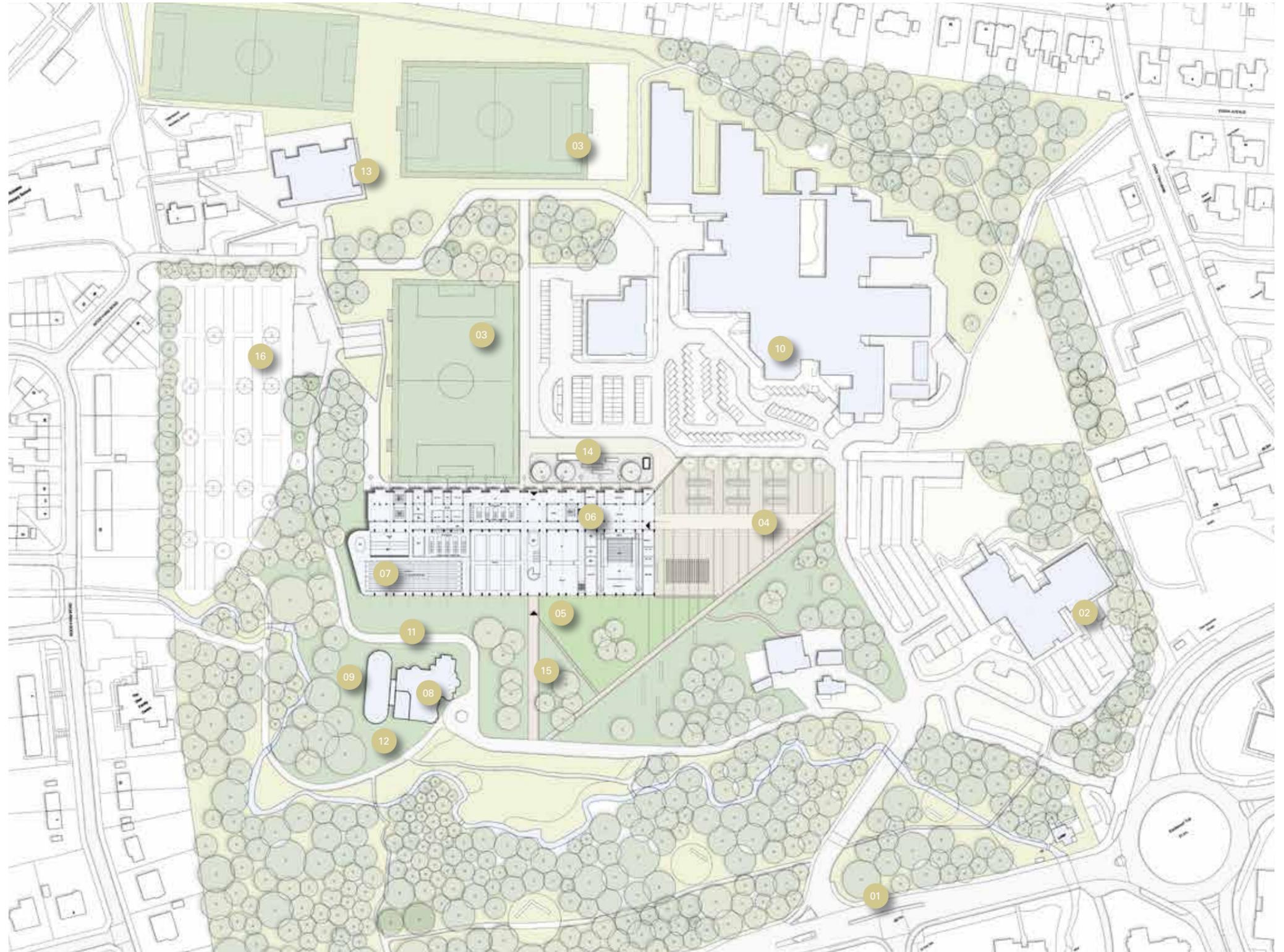


Eastwood Park

Proposed Site Layout

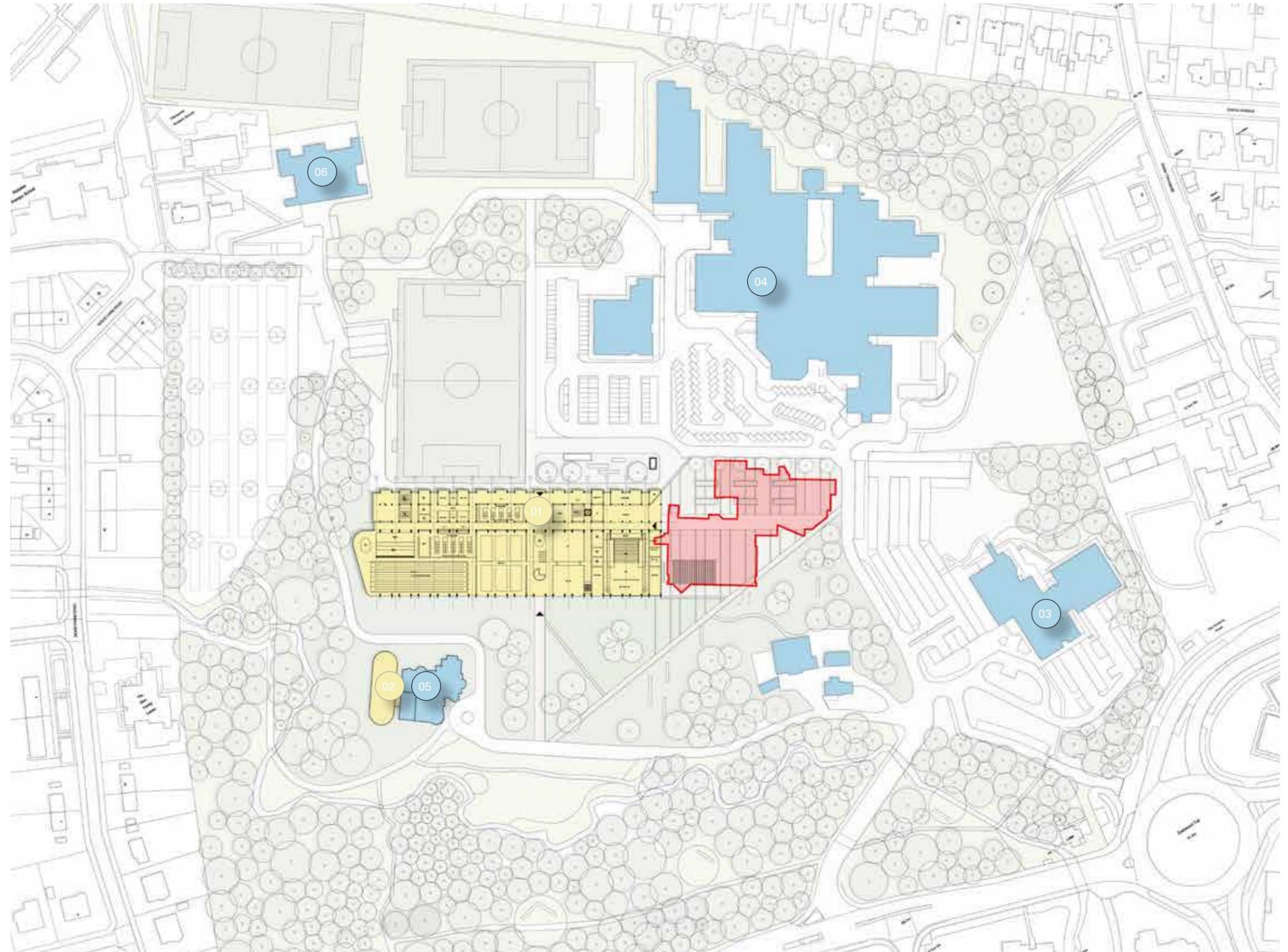
Key

- 01 Main Access on Rouken Glen Road
- 02 Existing HQ Offices
- 03 Existing 3G Pitches
- 04 New Public Events Space
- 05 New Gym and Fitness Suites Overlooking Park
- 06 New Sports , Theatre and Conference Spaces
- 07 New Swimming Pool and Health Suite Overlooking Trees
- 08 Eastwood House
- 09 Proposed Orangery
- 10 Existing High School with potential for enhanced arrival plaza
- 11 Northern Garden For Drop Off
- 12 Southern Events Garden Overlooking Stream
- 13 New Family Centre
- 14 Arrival Hub
- 15 Proposed Access Path
- 16 Potential Alternative Parking



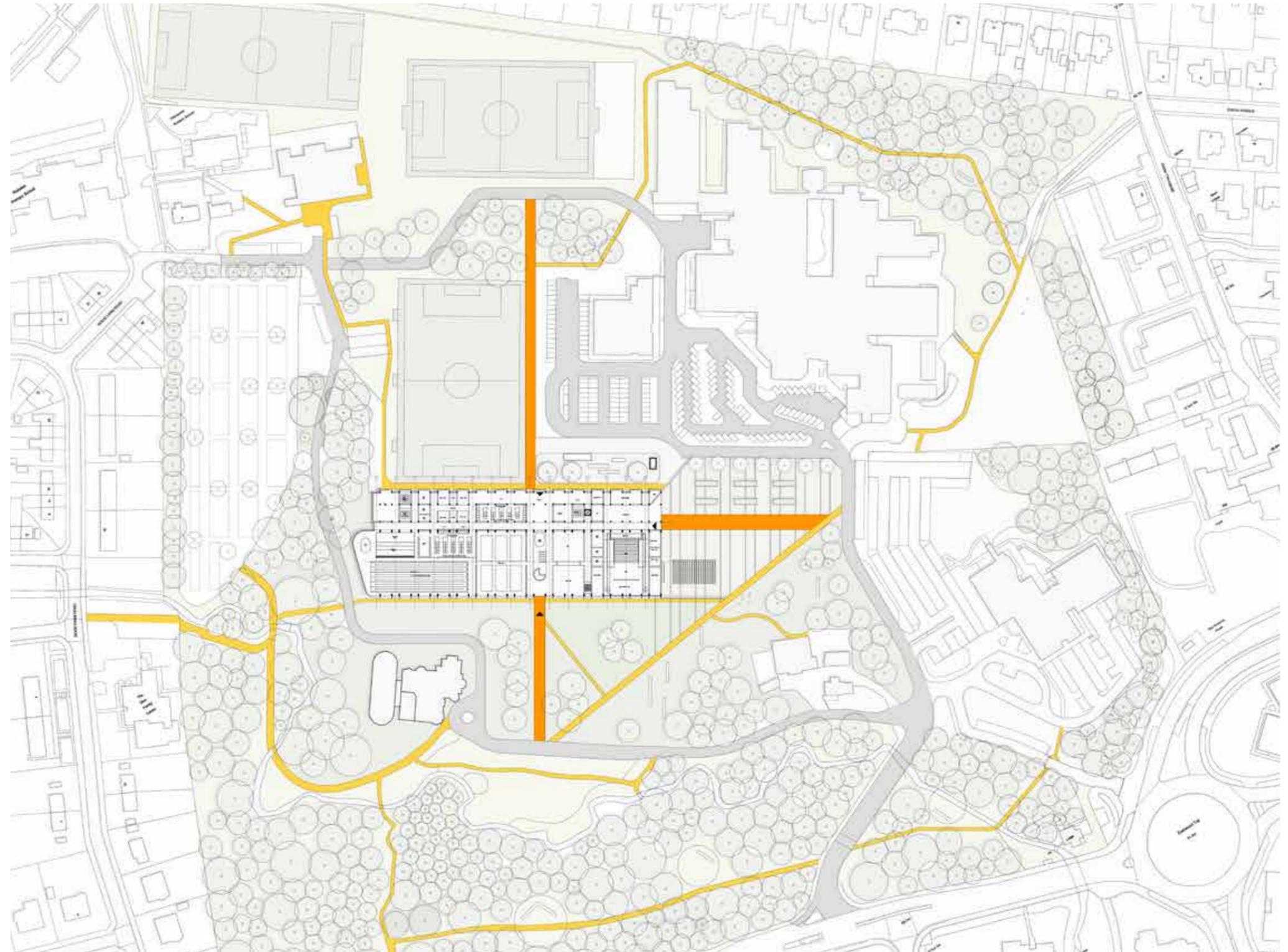
Proposed Building & Demolition

- Key
- Existing Buildings on Site
 - Existing Leisure Centre and Theatre to be Demolished
 - Proposed New Buildings
-
- 01 New Sports , Theatre and Conference Spaces
 - 02 Proposed Orangery - Extension to Eastwood House
 - 03 Existing HQ Offices Retained
 - 04 Existing High School with enhanced arrival plaza
 - 05 Eastwood House
 - 06 New Nursery



Key Routes Across the Site

- Key
- Primary Arrival Routes
 - Existing & Proposed Routes Across Site



Concept Diagram: The Theatre & Buildings 'Front of House'

Orientation

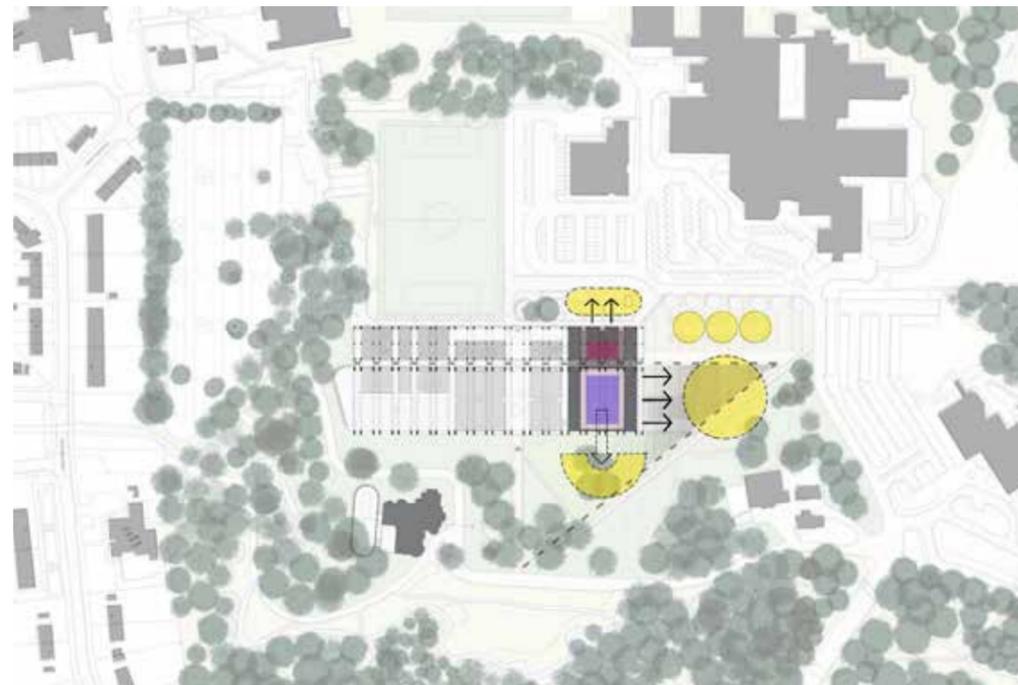
The proposed location of the new Eastwood Theatre is on the eastern edge of the building plan. The positioning of the theatre provides the facility with a 'front of house' and a civic expression towards its principal approach. In addition to culturally animating the buildings front door, encouraging footfall the theatre stage area is also well located for essential service access and egress.

Aspect

Additionally, the theatre has the potential to activate the public spaces around the building with different uses. On the buildings east elevation the opportunity exists for an Eastwood Theatre restaurant with an area for external seating. To the north extending directly behind the theatre a foyer bar is well located to again enliven the buildings perimeter. South of the theatre directly behind the stage area and back of house there is an area where outdoor theatre and performance events can occur. This area benefits from a sunny 'garden' aspect.

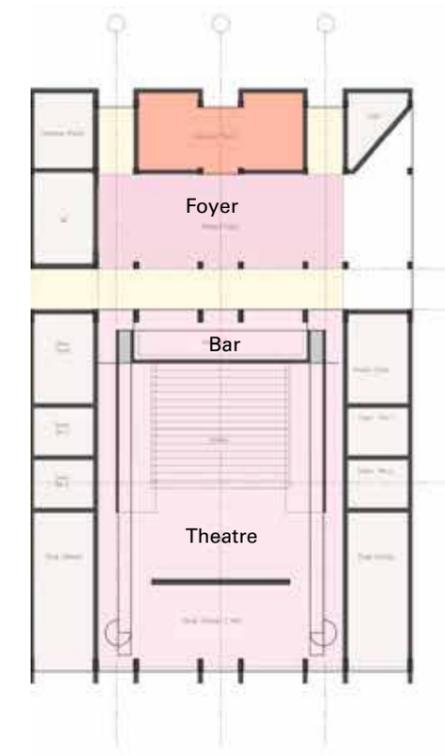


Orientation; The proposed location for the new Eastwood Theatre is on the eastern edge of the building.



Aspect; Theatre has positive relationship with context, providing a 'civic' frontage to new public space.

Site Planning Diagrams



Ground Floor Plan (Theatre)



First Floor Plan (Theatre)

Theatre Plan Diagrams

Concept Diagram: Gym, Courts, Arcade, Cafe & Library

Orientation

The gym and courts area are organised each side of a proposed leisure arcade that helps link the south and north areas of the park. During the day the arcade will be a convenient through route for pedestrians. A cafe and reception space will orientate people helping make what is a large building highly legible. It will be super clear where activities are and how to get to them, whilst ensuring supervision and necessary security measures. There is the prospect of incorporating a local library service to encourage further community synergies.

Aspect

The north south arcade axis is strategically planned to provide an entrance to the building from both the south garden area and from the area of parking and from St. Ninians School to the north. The ability to access the park at these points supports increased external sports activities through the provision of convenient changing areas and amenity.



Orientation; The gym and courts organised each side of a proposed leisure arcade.

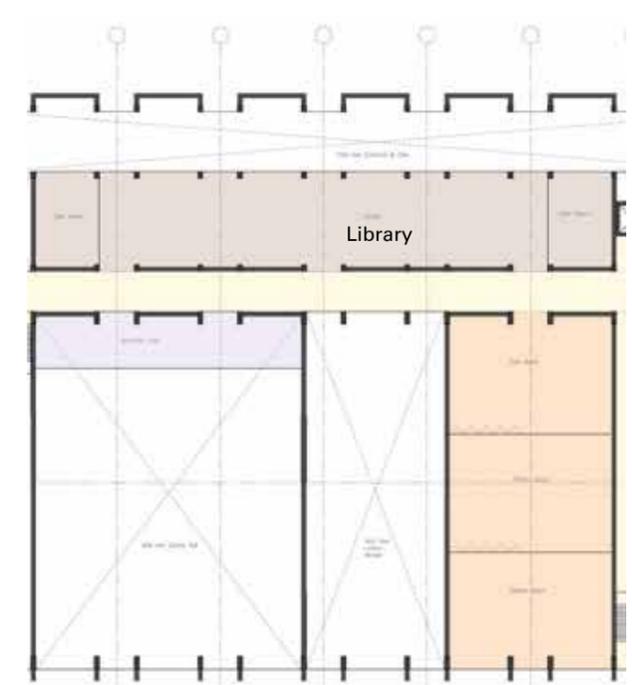


Aspect; The cafe and reception space will orientate people helping make what is a large building highly legible.

Site Planning Diagrams



Ground Floor Plan (Dry Zone)



First Floor Plan (Dry Zone)

Gym, Courts, Arcade, Cafe & Library Plan Diagrams

Concept Diagram: The Swimming Pools & Wet Areas

Orientation

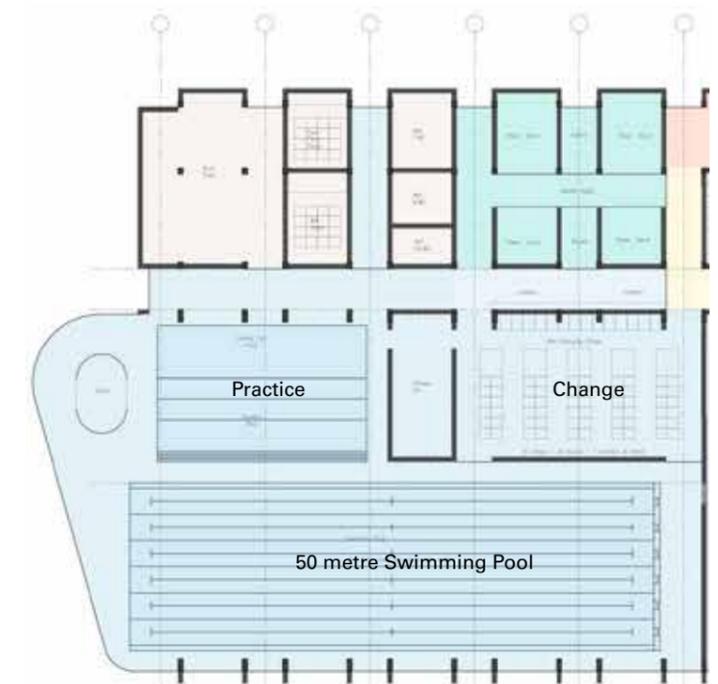
The swimming pools are located at the western end of the proposed building. This end of the park is quieter and less trafficked. The ancillary and changing areas are located to the north against the existing football pitch to allow the pools to take advantage of the open views to the south towards the existing Eastwood House.

Aspect

The swimming areas are presented with a wooded outlook helping to reinforce the visitor experience, a sense of wellbeing and to respect the existing mature trees.



Orientation; The pools are located at the western end of the building which is quieter and less trafficked.

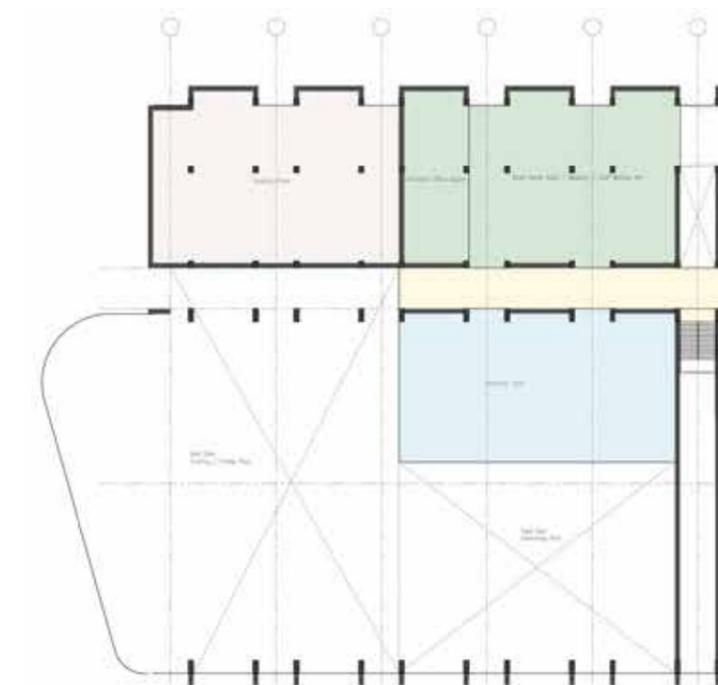


Ground Floor Plan (Wet Zone)



Aspect; The swimming areas are presented with a wooded outlook helping to reinforce the visitor experience.

Site Planning Diagrams



First Floor Plan (Wet Zone)

Plan Diagrams

Efficiency of Concept Diagram

Orientation

All of the buildings activities have been arranged to optimise adjacencies, legibility, internal circulation, access, security & supervision and importantly mechanical & electrical servicing and structural efficiency. The building is 'skewed' with a super rational east west route that organises the large span activities to the south and the small span spaces to the north. This route will help make a very large building easy to navigate, operate and environmentally control.

Aspect

All of the internal activities take full advantage of a positive aspect towards the parkland setting. The character areas and social pockets surrounding the building will help to humanise the architecture and contextualise it.



Orientation; The building plan is arranged to optimise relationships between activities



South Elevation Canopy



Aspect; Activities inform the buildings perimeter.

Site Planning Diagrams



Alternative South Elevation Colonade

Sketch Visualisations (Development Options)

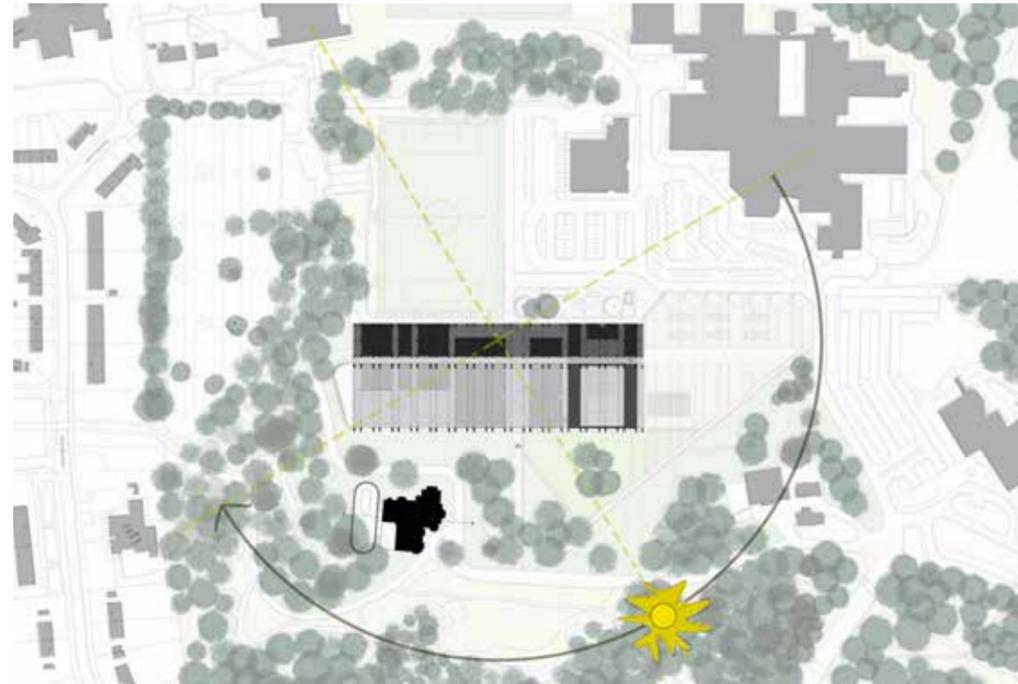
Concept Diagram: Environmental Response

Orientation

The proposal presents a long south elevation that elegantly inserts itself into the landscape so as to frame the north edge of the Eastwood House garden area and set itself back from impacting on the existing trees. Fundamentally the proposed building plan has been organised to take advantage of this south facing orientation. From an environmental design perspective this has numerous advantages, with regards to energy consumption and daylighting.

Aspect

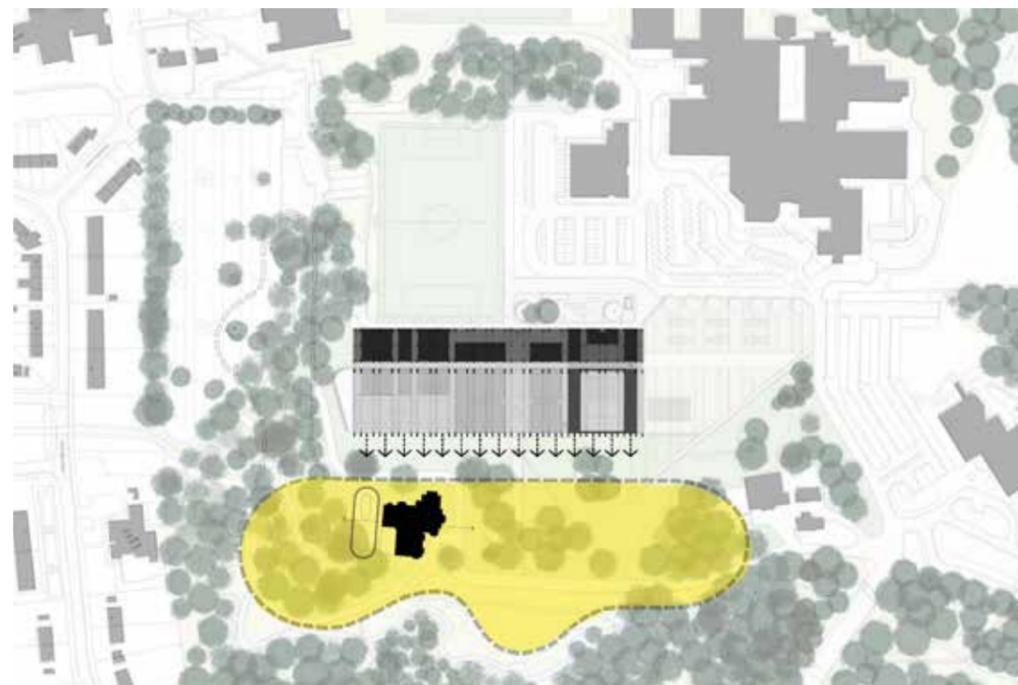
The buildings natural setting is and its relationship to Eastwood House has been carefully considered. The buildings scale and proximity is informed by new garden narrative that frames context, allowing the building to become more a 'background' building than a 'foreground' feature. The northern side of the building is much more functional with parking and playing fields, the buildings siting effectively helping to mask these uses from the more picturesque area around the existing house.



Orientation; Environmentally informed building diagram taking advantage of a south elevation.



South Elevation Overlooking 'Garden'



Aspect; A garden setting is established in the foreground of Eastwood House and framed by the new architecture.

Site Planning Diagrams



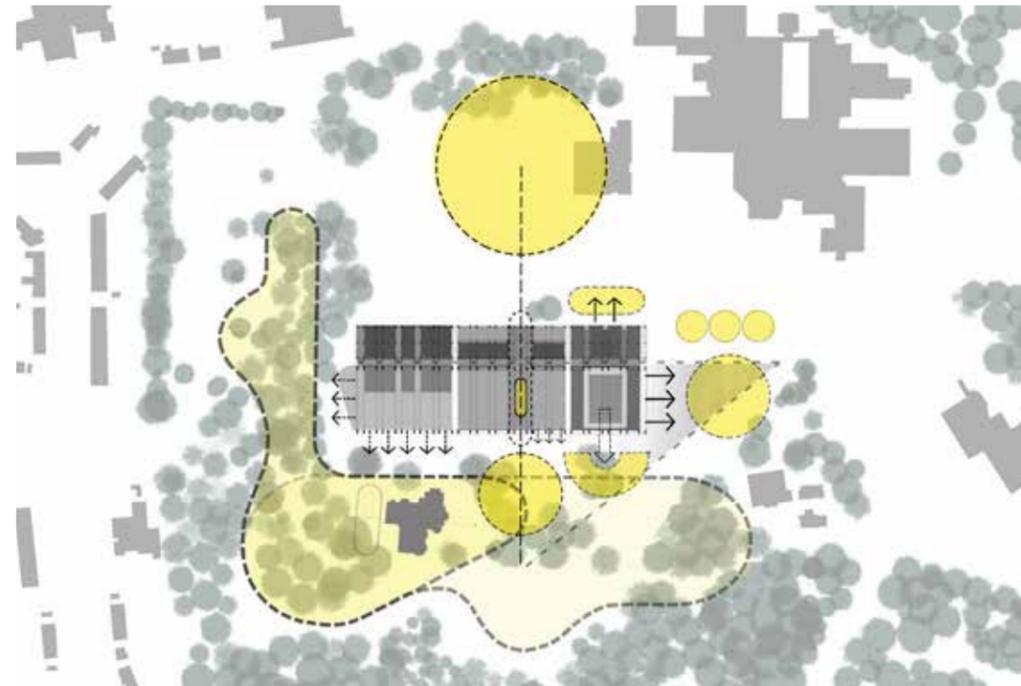
Alternative South Elevation

Sketch Visualisations (Development Options)

Concept Diagram: Open Space & Parking

Pedestrian Priority

The Park requires to be pedestrian prioritised with vehicles being required to reduce their speed and give-way to people and cyclists. The traffic management tries to avoid the cross over between people, pathways and roads where possible. Parking is generally gathered to the eastern edge of the park although further rationalisation is possible.



The proposed location for the new Eastwood Theatre is on the eastern edge of the building.



Canopy Roof



Parking areas on the east side of the park.

Site Planning Diagrams



Colonnade Roof

Sketch Visualisations (Development Options)

Initial Consideration of Engineering

Principles

To create an elegant, efficient and cost effective building the architecture, engineering and building services have to be designed together so that they seamlessly integrate. Design principles we have considered are;

- Regular grid
- Rational form
- Large span / small span space
- Legible building diagram
- Zoning of activities
- Zoning of environments
- Structure & services integration
- Buildability

Key Structural Principles

Structure is a key component, particularly in large buildings of this nature. The diagrammatic plan considers a number of key principles for this.

- A regular grid
- A rational building form
- Arrangement of spaces to suit structural considerations such as small / medium / large span, wet / dry and acoustic

Consideration of these from the outset enable them to be an integrated part of the architecture and to deliver efficiency and flexibility. The approach developed lends itself to a variety of structural solutions.

Key Building Services Principles

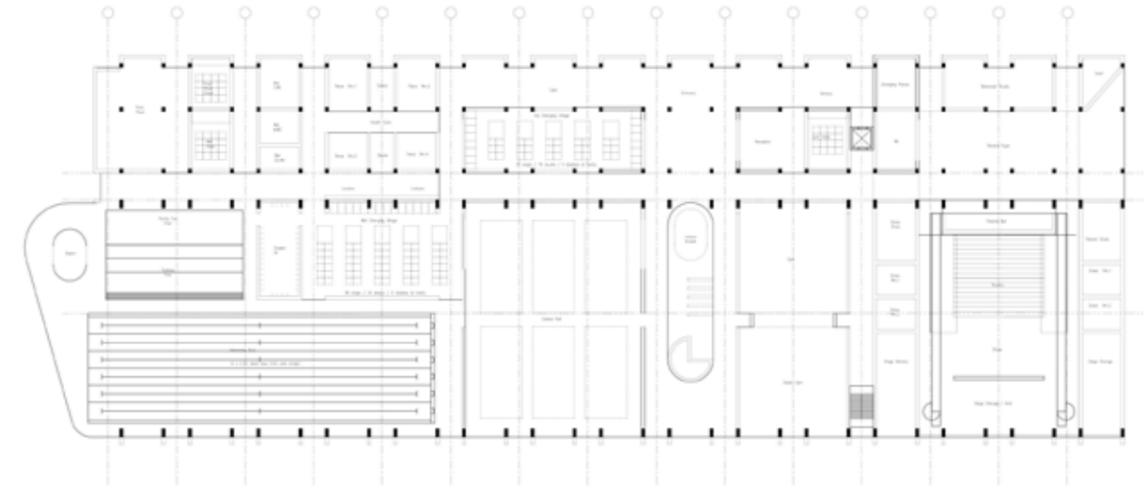
Similar to structure, the diagrammatic plan considers a number of key principles.

- The regular grid and regular form will enable a similarly rational approach to building services strategies
- The zoning and grouping of spaces to suit their scale and other considerations such as wet / dry and acoustic again assists with rational building services strategies
- Vehicle access is considered for key elements such as plant rooms
- Positions of key building services components are considered such as a plant room adjacent to the swimming pool and health suite
- The rational plan diagram and zoning principles will enable a rational strategy for access, maintenance and control
- The building form, position, roof and orientation will accommodate sensitive integration of key issues in detailed design such as renewables, service outlets and the like

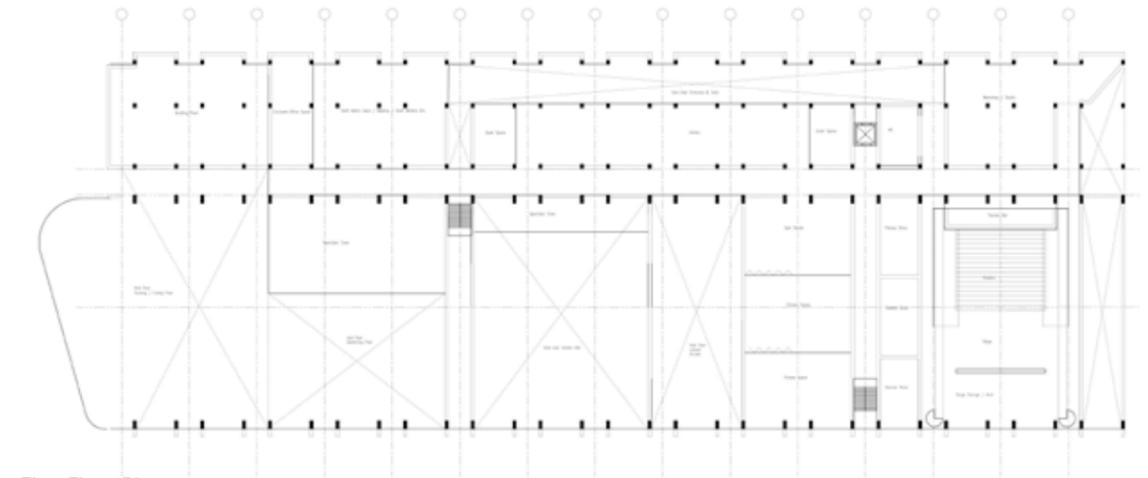
Other Engineering Considerations

The evolving proposal also considers other aspects as follows.

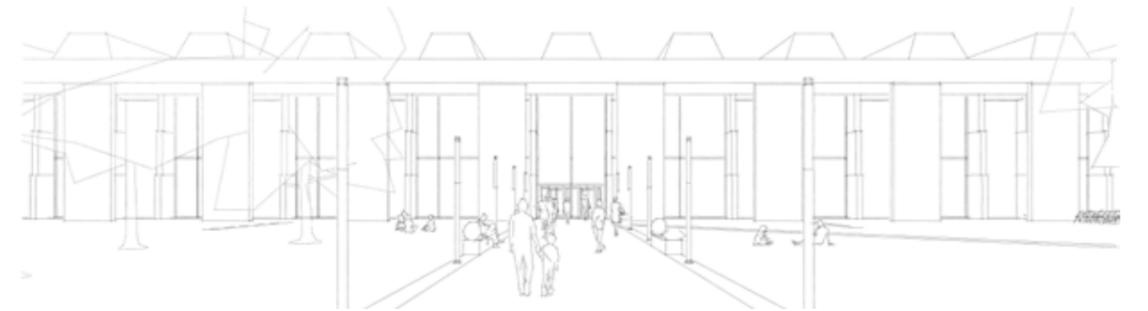
- The site selected is relatively level and does not appear to have been developed previously.
- The proposed building is a reasonable distance from the listed building and other occupied buildings for buildability.
- Existing parking and access can be utilised.
- Information has been provided by East Renfrewshire Council on utilities and the main item noted from this is a sewer which the layout seeks to avoid.



Ground Floor Plan



First Floor Plan



Elevation

Draft Views - Option 1 (Canopies)



Draft Views - Option 2 (Colonnade)



Diagrammatic Plans

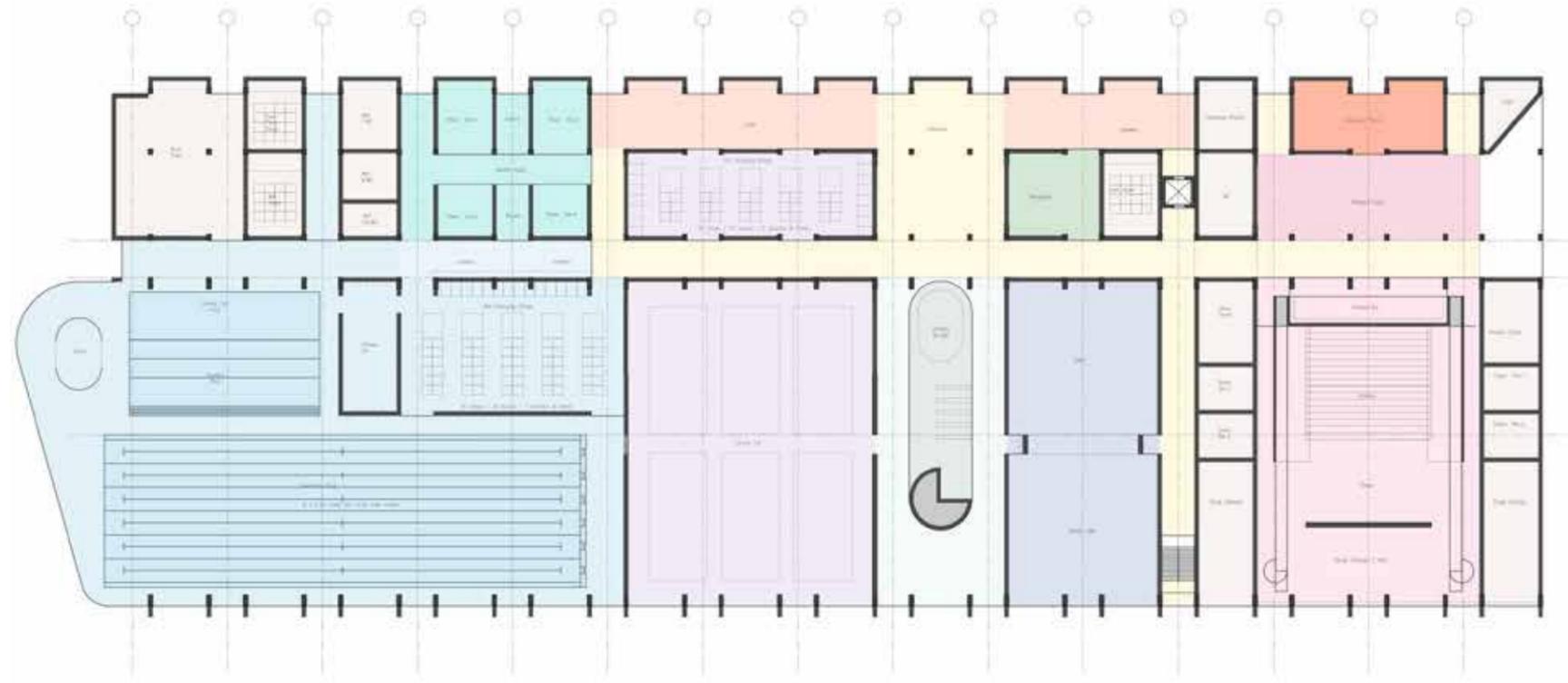
Plan Diagram Testing and Flexibility

The key diagrammatic principles have been tested with a variety of sizes of building. Examples of aspects tested are as follows.

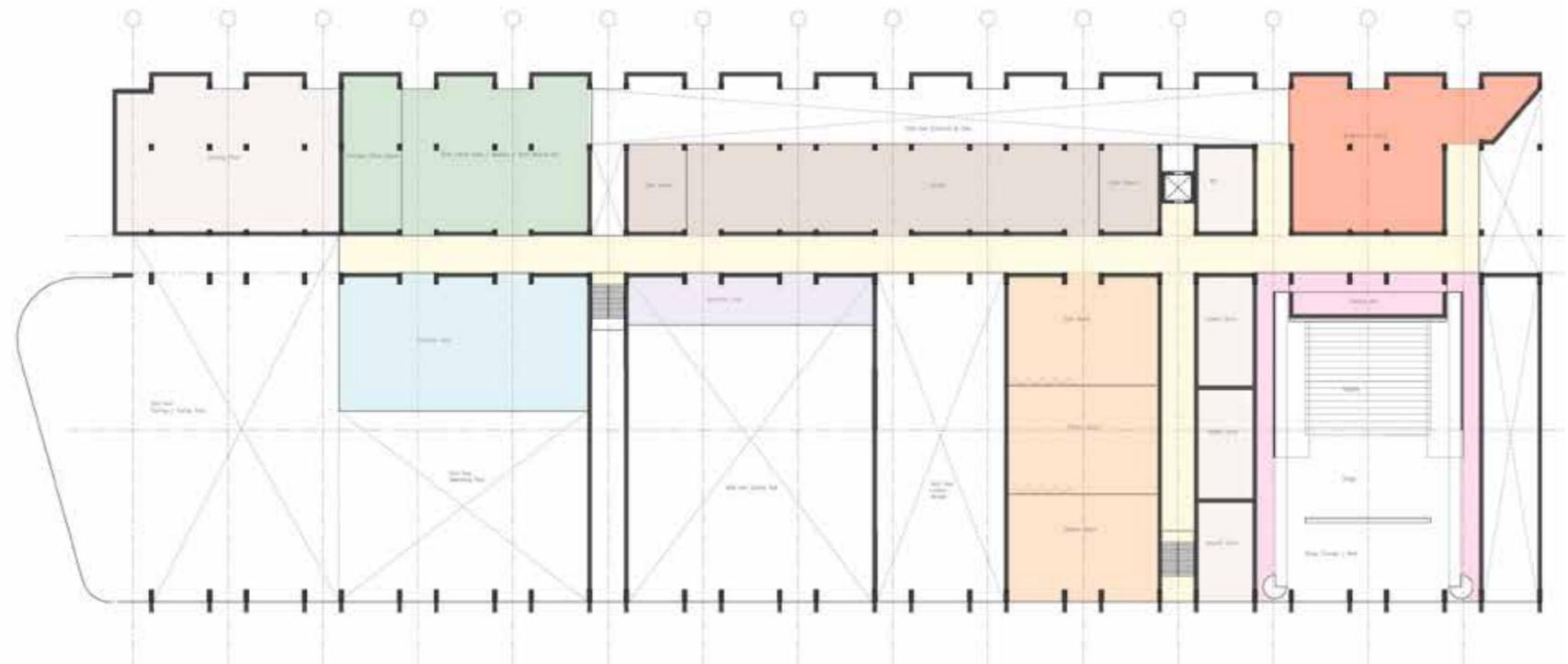
- Allowing generous circulation and arrival space to recognise the potential for events and to accommodate activities for all age groups complimentary to the cafe space
- Potential for the health suite to deliver an attractive spa experience
- Generous provision for circulation in the theatre recognising emphasis on spectators, performers and technicians with mobility considerations
- Generous support space provision to theatre including social space, a studio theatre and a rehearsal space reflecting this as a main arts and culture offer in East Renfrewshire.
- Generous provision for storage allowing flexible use of spaces to be optimised.
- Potential to incorporate other complimentary facilities including a library, agile workspace and meeting spaces.

The process demonstrates a clear flexibility which will enable the design to be managed to suit key considerations including quality of spaces and facilities, flexibility of facilities for general use and events, budget and life cycle cost.

The adjacent plans represent a building with a footprint of 8,180sqm and a gross floor area of 11,680sqm.



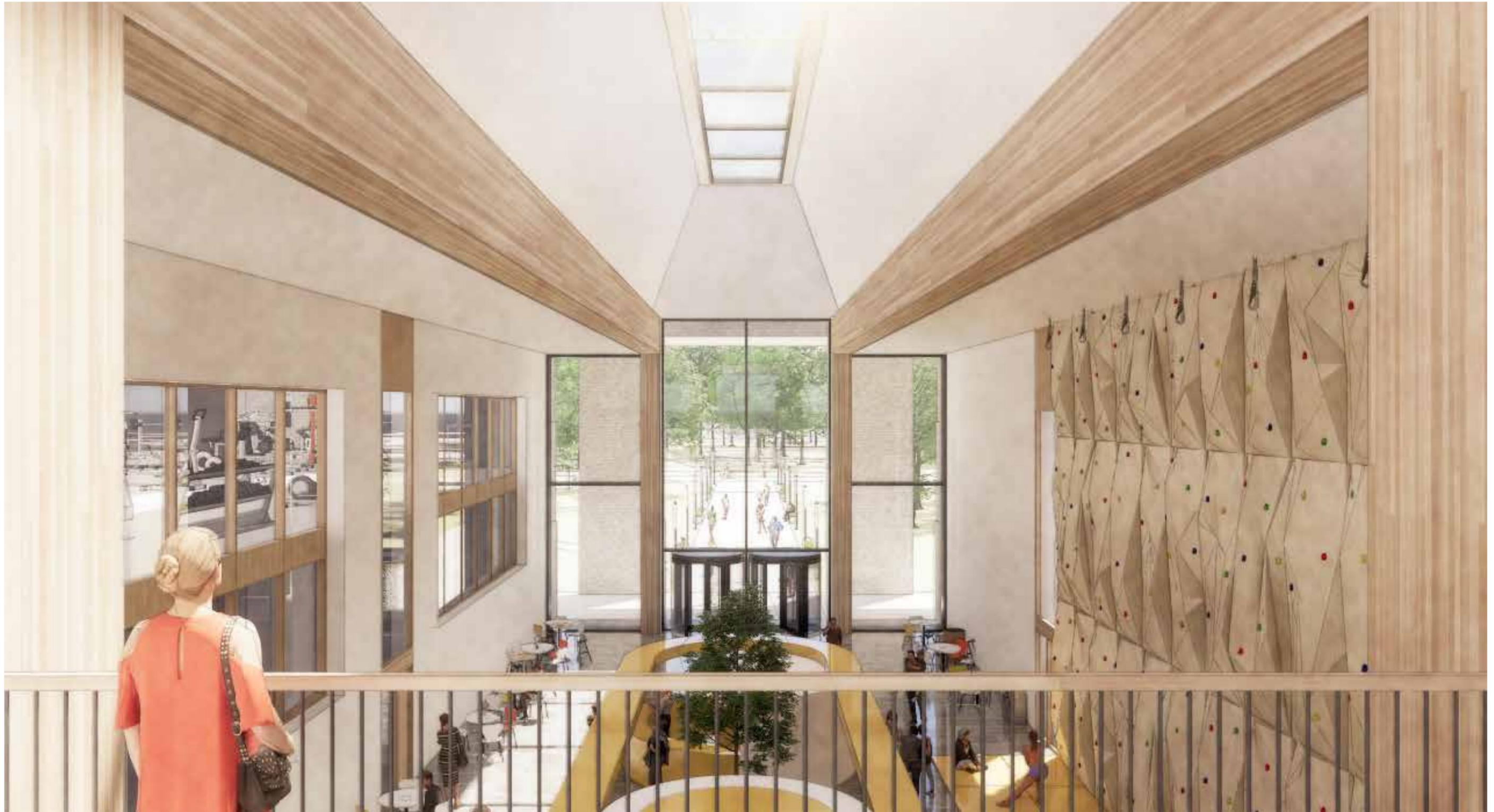
Ground Floor Plan



First Floor Plan

Key:	 Circulation	 Cafe / Servery
	 Theatre	 Leisure Arcade
	 Theatre Foyer	 Games Hall
	 Rehearsal Studio	 Spa
	 Admin Suite	 Swimming Pool
	 Gym	 B.O.H

Eastwood Leisure Centre & Theatre



Preliminary Sketch Visualisation showing the potential for a bright and airy spaces with materials reflecting the park setting

Eastwood House

Existing Building

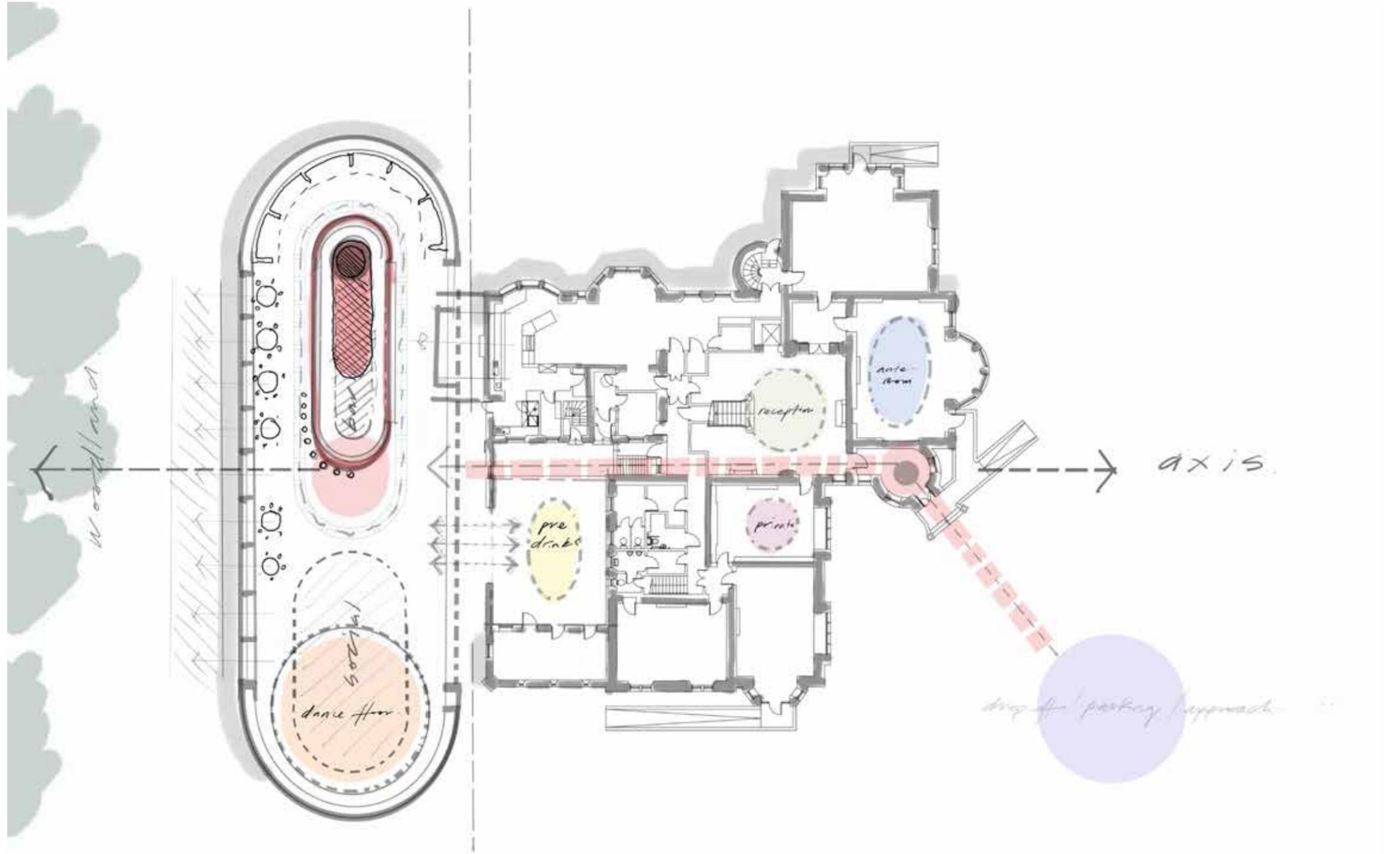
The existing house can accommodate a variety of events. The Grand Staircase is an attractive feature for weddings as are the grounds. The rooms internally are attractive, but their size limits the potential for larger weddings. Often weddings are held in the house with the reception being in Carmichael Hall which is around 15m x 18m or elsewhere out with Eastwood Park.



Eastwood House

Potential Orangery

An orangery could provide potential for larger events. It could potentially also accommodate council chambers and existing areas in Eastwood House could become facilities for elected members and other council services alongside existing community uses. The floor area of the orangery shown adjacent is 400sqm which is similar in scale to the existing council chambers.



Council HQ

Facilities

The existing East Renfrewshire Council HQ building contains a variety of facilities. There is scope for a number of these to be provided in Eastwood House and benefit from the facilities within the leisure centre and theatre. A huge opportunity exists to reconsider the workspace arrangement and place wellbeing at the centre of a refreshed council offices environment.



Childcare



Active Public Realm



External Events to Encourage People Outdoors



Different Workplace Settings



Cycling & Walking



Dynamic Collaboration & Engagement

5.0 Sustainability Aspirations

- 5.1 Key Priorities
- 5.2 Environmental Response
- 5.3 Outdoor and Events Space

Sustainability Aspirations

5.0

Key Priorities

Overview

At the heart of this project is a vision for health and wellbeing.

The site has been selected as it is an attractive parkland setting which includes a variety of outdoor spaces including mature woodland which are currently underutilised.

The park is in a location where it can make a significant contribution to the community with close proximity to a wide range of other amenities including schools, local shops, health centres, extra care facilities and a wide variety of homes.

It is accessible on foot, by bike and using public transport for a large number of people.

The existing blend of uses within the park including the theatre, leisure centre, St Ninians High School, the Council HQ including Chambers, the Historic Eastwood House which supports a wide range of community groups, the Family Centre under construction and the sports pitches attract a dynamic mix of users.

This creates the potential for replacement leisure and theatre facilities to have a transformational impact, enhancing the experience for all.

Approach

Fundamental to the ideas being developed has been to carefully understand the qualities of the existing setting. The proposals seek to optimise the wide range of benefits this can provide and work sensitively with it, at the same time as addressing the many challenges which exist. From a sustainability perspective this enables very efficient use of resources at the same time as enhancing the quality of environment and delivering benefits to the facilities in the park and the wider area.

Key benefits of the location are:-

- Attractive and well established Parkland Setting
- Generous woodland creating distinctive identity enabling sensitive integration of large building
- Historic House adding to civic presence and identity
- Accessible to many on foot, bike or public transport
- Diverse blend of existing facilities and users in the park
- Significant amount of space enabling options for sensitive integration of parking
- Scale of park allowing existing facilities to remain operational through construction
- Relatively level site

Key Challenges in the location are:-

- Sensitive integration of parking
- Careful consideration of access
- Appropriate response to attractive setting

Aspiration: Be Lean and Be Green

Alongside the clear opportunities which the location provides, the brief has a fundamental impact on the sustainability aspirations.

The existing leisure centre and theatre are aging. They are inefficient in their form, have poor fabric performance in terms of insulation and the systems within are inefficient. The buildings are regularly closed for maintenance. The facilities they provide are poor and do not meet current expectations of quality or good practice guidance for sports and theatre in many aspects including scale, lighting, acoustics and accessibility. They also do not respond well to the setting and optimise the benefits of it.

New leisure centre and theatre proposals seek to provide an equivalent quality of facilities which are being provided in many other locations in Scotland. This involves enhancing the facilities including an increase in the amount of facilities and larger facilities. A 50m pool instead of 25m, significantly improved sports hall provisions, enhanced gym and fitness studio provision and more extensive theatre facilities such as a studio theatre space to compliment a main theatre and appropriate levels of accessibility for all of the above.

In essence the building will significantly increase in size, however, it will enable current good practice to be implemented to ensure it is efficient to run and maintain.

The key principle is to be lean and be green. This means that the design will seek to limit the amount of energy require for it to operate in the first place and for the energy that is required to come from renewable sources.

- The form of the building will be efficient and consider orientation.
- The building fabric will benefit from very significant enhancement.
- The systems within the building will be efficient and easy to operate including pool plant, heating, ventilation and lighting.
- The building diagram will ensure efficient zoning for low energy design and control.
- The design will accommodate renewables to complement the efficient design approach.

The Bigger Picture

There is a significant focus on energy consumption and carbon reduction both due to the climate impact and simply on running costs of buildings.

We seek to embrace this challenge. At the same time, it is important to consider the broader range of issues, small and large which all contribute to a sustainable design.

Other key initiatives will include:-

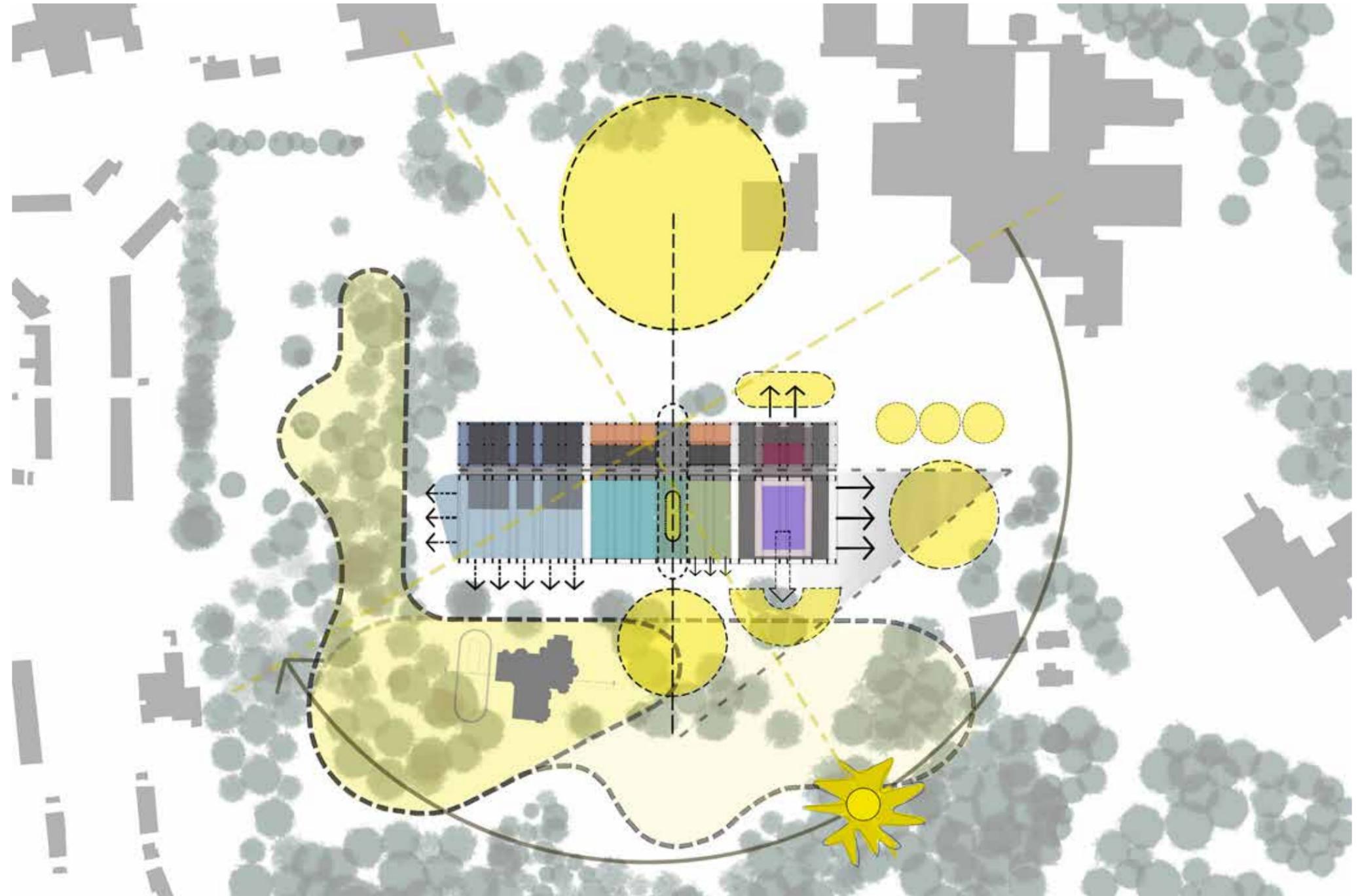
- Promoting health and well-being aspects from good quality of daylight/artificial light, uplifting views of the landscape setting from within the building, good acoustics and potential for background music / art / planting within the building, opportunities for social interaction, spaces for relaxation and contemplation, promotion of healthy eating and links with the external environment such as growing spaces.
- Inclusion with design considering people of all ages, backgrounds, cultures and with varying needs.
- Digital innovation and accessibility making use of facilities efficient with a strategy which recognises the needs of all and improving opportunities for them.
- Green specification using materials and systems which consider the impact on the planet and which consider community benefit opportunities during design, construction, maintenance and use.
- Facilities to encourage active travel including secure cycle parking, safe and well-lit routes to the building, pram storage areas and charging points for electric wheelchairs. Complimented with strategies to manage car use including electric car charging, enhanced disabled parking provision, parent and child parking and parking controls.
- Specification will seek to ensure efficiency in water use. This will apply both to the pool and to other items such as showers and taps.

Environmental Response

Building Diagram Driven by Sustainability

The key priorities have strongly informed the emerging diagrammatic plan. The key moves are as follows:-

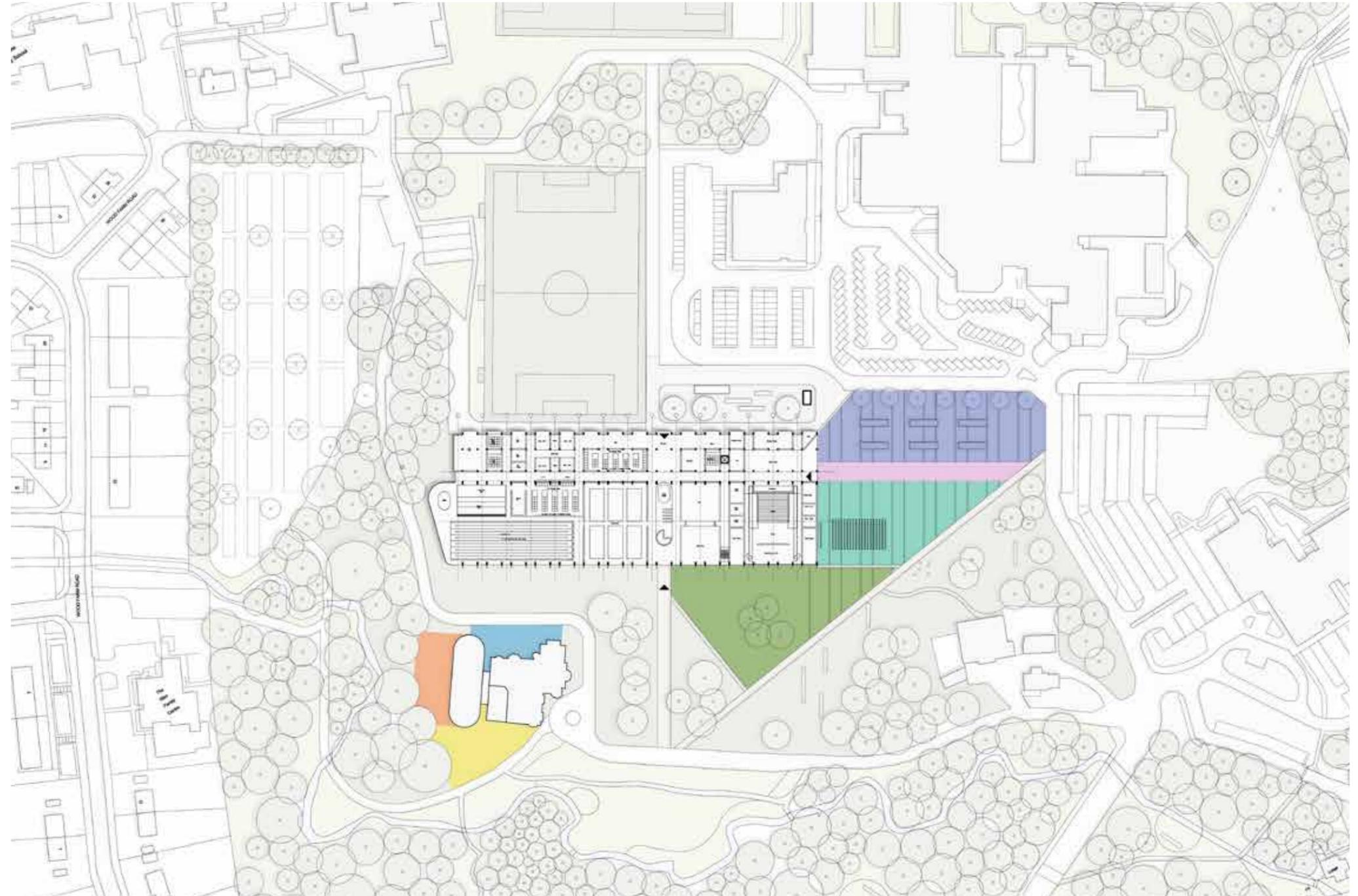
- Simple and efficient building form which will allow consistency of detail and investment in the quality of specification for performance, longevity and low maintenance.
- Clear zoning within the building to provide rational and efficient approach to structural design and building services with grouping of large/medium/small span spaces along with zoning on aspects including wet/dry and acoustics.
- To suit the site constraints and characteristics including access, with an emphasis on views to, from and within the building and orientation.
- A form which will allow a simple strategy to be incorporated for aspects such as solar shading and renewables.



Site Plan Diagram;
Illustrates the strategic relationship between the buildings planning & the surrounding context, the locations unique aspect and orientation.

Outdoor & Events Space

- Key
- Arrival Plaza
 - Theatre Promenade
 - GreenTheatre / Fitness Lawn
 - Public Events Space
 - Events Drop off Garden
 - Forrest Breakout
 - Events Lawn + Stream View



Site Plan Diagram;
Illustrates the strategic relationship between the buildings planning & the surrounding context, the locations unique aspect and orientation.

6.0 Planning Considerations

- 6.1 Overview
- 6.2 Process
- 6.3 Heritage
- 6.4 Trees
- 6.5 Sports Areas

- 6.6 Ecology
- 6.7 Flooding and Drainage
- 6.8 Transportation
- 6.9 Sustainability

Planning Considerations

6.0

Planning Considerations

Overview

A key advantage of Eastwood Park as the location for the new leisure and theatre facilities is that it is in essence a replacement of existing facilities.

Process

A project of this nature will require a major planning application.

This will involve pre application consultation with the Planning Department and a range of other Statutory Bodies. It will also require a minimum of 3 months for public consultation prior to submission of a planning application.

The planning process will include a requirement for an environmental screening opinion to establish the extent of environmental studies and surveys required and whether an Environmental Impact Assessment is required.

Heritage

Eastwood House is a C Listed Building. The proposal requires to consider its setting. It creates the potential to increase the benefit which Eastwood House brings.

Trees

There is a tree preservation order covering the park. It is a blanket designation which means that individual trees are not named but the principle is that the overall integrity of the collective benefit of the trees should be protected. In these instances, it is common to assess the quality of the overall area. Proposals should seek to work sensitively with trees. This can include removal of trees where justified as bringing benefit and can involve new tree planting to improve the overall impact.

Sports Areas

The park includes sports pitches which are a key asset for the community.

Ecology

Planning policy requires a wide range of aspects to be considered in relation to ecology. Surveys and studies will require to be carried out to identify the key considerations and inform design proposals. This will include trees, plants, wildlife and watercourses.

Flooding and Drainage

Proposals require to consider impacts and risks. A flood study will be carried out. Drainage of the buildings and parking and landscaped areas will require to meet sustainable design criteria.

Transportation

A transport study will be required for a development of this nature. In 2019 studies were carried out by a specialist including traffic counts and assessment of a variety of options leading to a recommendation which has informed the brief. In essence, it promotes use of the existing main access and a similar provision of parking spaces and drop off will be provided but it will be made more efficient in terms of its configuration and controls such as traffic lights and parking restrictions. This will be complimented with a wide range of initiatives to improve access for pedestrians, cyclists and those using public transport.

Sustainability

A Sustainability Statement will be required with planning application.

- 7.0 Programme
- 7.1 Overview
- 7.2 Preliminary Programme

Programme

7.0

Programme

Overview

The project has been structured around the Royal Institute of Architects (RIBA) Plan of Work. This enables flexibility for a variety of procurement routes.

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

www.ribaplanofwork.com

Tasks	0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives , including Quality Objectives and Project Outcomes , Sustainability Aspirations , Project Budget , other parameters or constraints and develop Initial Project Brief . Undertake Feasibility Studies and review of Site Information .	Prepare Concept Design , including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies . In accordance with Design Programme . Agree alterations to brief and issue Final Project Brief .	Prepare Developed Design , including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme .	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme .	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract .	Undertake In Use services in accordance with Schedule of Services .
Procurement <i>*Variable task bar</i>	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract . A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.			Administration of Building Contract , including regular site inspections and review of progress.	Conclude administration of Building Contract .	
Programme <i>*Variable task bar</i>	Establish Project Programme .	Review Project Programme .	Review Project Programme .	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning <i>*Variable task bar</i>	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments . Agree Schedule of Services , Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy , Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments . Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Plan . Consider Construction Strategy , including offsite fabrication, and develop Health and Safety Strategy .	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments . Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan , including Change Control Procedures . Review and update Construction and Health and Safety Strategies .	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments . Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan . Review Construction Strategy , including sequencing, and update Health and Safety Strategy .	Review and update Sustainability Strategy and implement Handover Strategy , including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing compilation of 'As-constructed' Information . Update Construction and Health and Safety Strategies .	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation , review of Project Performance , Project Outcomes and Research and Development aspects. Updating of Project Information , as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges <i>(at stage completion)</i>	Strategic Brief .	Initial Project Brief .	Concept Design including outline structural and building services design, associated Project Strategies , preliminary Cost Information and Final Project Brief .	Developed Design , including the coordinated architectural, structural and building services design and updated Cost Information .	Completed Technical Design of the project.	'As-constructed' Information .	Updated 'As-constructed' Information .	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

Programme

Preliminary Programme

A high level programme has been developed to allow discussion around key considerations.

Delivery of the project is a priority as the existing facilities are aging. They are inefficient to run, often closed for maintenance and not providing the quality of facilities which are available elsewhere leading to a gradual decline in customer numbers and impacting on essential services that can be provided such as swimming lessons.

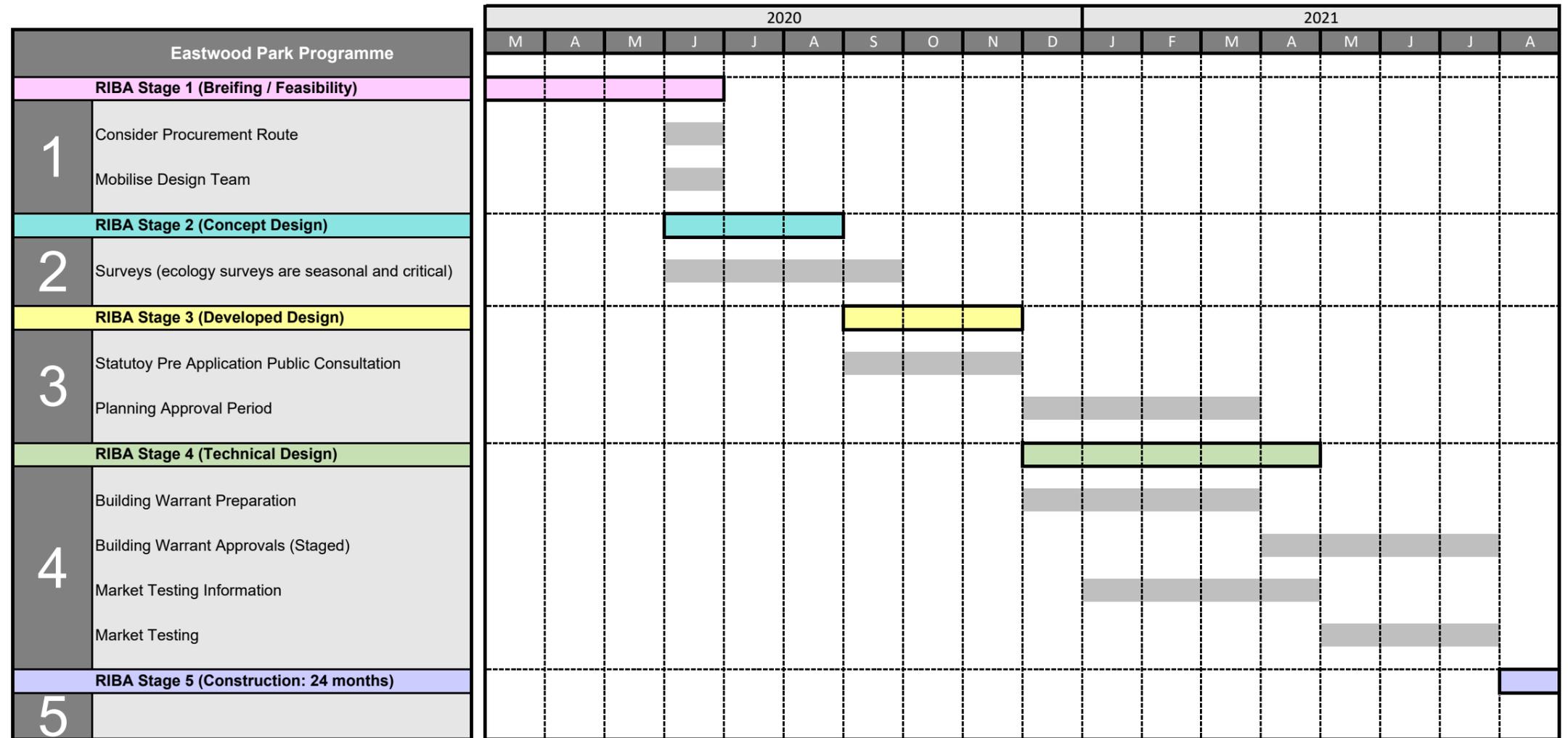
The high level programme indicates a reasonable timescale is likely to be 3 years to completion of the leisure centre and theatre. In essence, 1 year for design and 2 years for construction.

The demolition of existing facilities and making good of landscaped areas would follow this.

There are a number of key aspects which affect these timescales. Many of the studies informing the design stage are seasonal such as ecology studies.

These timescales could accommodate a variety of procurement routes, although some are better suited than others where efficient delivery timescales are critical alongside the need to deliver a high quality of design within a sensitive setting.

Significant changes in programme also have a significant impact on budget with the impact of inflation.



8.0 Procurement

- 8.1 Overview
- 8.2 Evolution of the Brief
- 8.3 Delivering Quality
- 8.4 Contractor Involvement
- 8.5 Design Expertise

- 8.6 Value for Money
- 8.7 Assembling a Team
- 8.8 Risk

Procurement

8.0

Procurement

Overview

The procurement route can have significant implications on the process and outcome of a project. It is important to understand the priorities and select a procurement route which recognises this.

Evolution of the Brief

A fundamental aspect of this project is the client requires a process which offers flexibility for the brief to develop and evolve.

It is recognised that the design process will involve analysis and research which are unique to this location and the context around it.

Quality

This project will require a particular type of expertise to deliver the quality aspirations. This includes many aspects as below.

- The quality of the finished building to be appropriate to the sensitive setting
- To optimise the quality of the customer experience
- To meet environmental specifications
- To ensure an appropriate strategy for construction whilst ensuring existing facilities in the park remain operational throughout
- For operation and maintenance
- A design process which is inclusive and reflects the importance of this project to the community

Contractor Involvement

Different procurement routes involve contractors at different stages. It is anticipated that early involvement would be beneficial whilst still enabling the client to prioritise control over the development of the brief and design process.

Design Expertise

Different procurement processes facilitate access to expertise in different ways. For example, specialists in the design of the pool equipment or specialists in the energy strategy.

Value For Money

The budget of the project will be established by assessment of value for money. The design process needs to allow a variety of aspects which enable the costs to be managed. These include things like size of building and specification within the building.

Assembling a Team

A full design team will be required. The core team will include the following.

- Lead Designer (Architect)
- Project Manager (Lead Consultant)
- Civil Structural Engineer
- Building Services Engineer
- Quantity Surveyor
- Landscape Architect

Specialist inputs will be required. The final list will require to be discussed but is likely to include.

- CDM (Principal Designer Role for Health and Safety)
- Acoustics
- Pool Design
- Environment and Ecology
- Transport
- Energy Strategy
- Conservation
- Planning Advice
- Interior Design
- Lighting Design
- Wayfinding and Signage
- BIM Management
- Visualisation
- Community Engagement
- Accessibility
- Conservation

It is common for many of these specialist services to be provided by the core team.

On projects where flexibility for evolution of the brief is required, it is common to tailor the procurement process to allow the assembly of the team to be managed gradually to enable the client to manage costs and allow the brief to develop sufficiently before agreeing scopes with relevant consultants.

Risk

The transfer of risk is an important consideration for the council. At the same time this requires to be in a manner that allows them to retain flexibility in the brief and control of quality. The premium to be paid for the transfer of risk is a key consideration. The procurement route is important in this regard. There is a desire for the client to have control over the design team selected and in the development of the design up to a detailed stage as well as retaining representatives of the design team on the client side for the duration of the project.

9.0 Other (normally led by PM or Client)

- 9.1 Handover Strategy
- 9.2 Risk Assessments
- 9.3 Schedule of Services
- 9.4 Design Responsibilities
- 9.5 Information Exchanges

9.6 Project Execution Plan

Other

9.0

Other

Overview

Alongside the core design deliverables, there are a series of documents and procedures which are typically managed by the client and project manager on projects of this nature.

Handover Strategy

This needs to be developed at an early stage and updated at each design stage as it influences many aspects including design, specification and procurement.

Risk Assessments

These require to be prepared for project risks such as obtaining planning consent and utilities. They are generally establish the risks, who is to lead on them, the possible severity of impact, approach for elimination or mitigation and timescales for actions in a tracker.

Schedule of Services

To provide clear scopes and for all involved in the project including designers and contractor.

Design Responsibilities

Normally in the form of a responsibilities matrix identifying who takes the lead and others who are contributing.

Information Exchanges

To establish clear procedures for information required, in what format, at what stage, the status of the information and the approval process.

Project Execution Plan

A controlled summary document which establishes the key aspects for delivery of the project, updated as required at key stages.

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