



allianceleisure

# Manor Leisure Centre Development Proposal

March 2025



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# Document History

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## Version Control

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Version	Date	Description
1.0	05/03/2025	Initial Submission

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## Authorisation

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ALS Business Development Manager	Date	Alliance Leisure Exec Approval	Date
Chris Ames	28/02/2025	Tom Fairey	04/03/2025

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# Executive Summary

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Fenland District Council (FDC) has invited proposals from Alliance Leisure Services (ALS) to develop the remodelling and extension works for Manor Leisure Centre.

The proposal is based on the development utilising the UK Leisure Framework and its standard suite of documentation. Alliance Leisure were appointed as lead development partner of the UK Leisure Framework following an OJEU-compliant competitive tendering process. This allows for the direct appointment of ALS as a development partner for the scoping, design, refurbishment, construction and development of sport, leisure, and other cultural facilities.

Following initial dialogue with the Council, ALS have undertaken preliminary due diligence in relation to the pool extension and market conditions to determine solutions alongside budget considerations.

As a result, ALS proposal includes exploration of the following areas to develop at the facility:

- ◆ Demolition of the Conference and Events building, exiting entrance, rifle range, fitness suite and male / female change
- ◆ Refurbishment of the Pool tank and surrounding area
- ◆ Create a new village change
- ◆ New Entrance, reception and café
- ◆ New Fitness Suite and studios

- ◆ New integrated Adventure play
- ◆ New 3 court sports hall
- ◆ New purpose build rifle range
- ◆ New external padel courts
- ◆ New family play area
- ◆ New Skatepark
- ◆ Remodelled and landscaped externals

The proposed areas for development are subject to further scoping, full development of the design brief and definition of a robust cost estimate based on the anticipated project budget of circa £15m.

It is anticipated that the facility mix and FFE Schedule will be refined during the initial stage of the team's appointment and will be subject to market conditions relating to budget, but wholesale changes to suggested solutions will be unlikely.

To progress the scheme and provide further confidence in the capital budget required and affordability, ALS propose to operate through the proven 'gateway' process of firstly providing Cost Confidence (RIBA Stages 2-3) before providing Cost Certainty (RIBA Stage 4). However, due to the priority of speed of delivery – these stages will be undertaken under one appointment, but with end of stage reviews with the client to ensure the project remains on brief and budget.

Taking these steps will give the Council all of the information and assurance required to make an informed decision to progress the development into construction.

The ALS Delivery model is underpinned by Principles of Delivery which will be applied on this project, including early supply chain involvement, tasking an outcome-based approach, appropriately allocating risk, carbon management, social value and alignment to Sport England's Uniting the Movement Strategy.

Within this proposal fees have been presented to deliver best value to the Council in achieving Cost Confidence and Cost Certainty. These fees incorporate project management, design, professional services and proposed surveys.

ALS have engaged the services of Varsity Consulting (Project Management and QS), Saunders Boston Architects (Architect) and Curo Construction (Lead Contractor) to assist with the delivery of this project. FMG Consulting have also been engaged to support the Council with business modelling and Operational Management Fee restructuring with Freedom Leisure's contract. TA6 will also support the council by leading on all Comms, PR and public engagement.

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- C. Project Cost Summary
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# Introduction

## 1.1 Background

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Fenland District Council (FDC) is currently undertaking a strategic review of leisure provision with the desire to explore viable Leisure Transformation options across its leisure portfolio.

Setting out the long-term vision and strategy for FDC including investment priorities and project proposals, the objectives of this development is to consolidate the leisure provision into a single sustainable facility at the Manor Leisure Centre enabling greatly improved and widened services that will increase accessibility to services in rural areas and appeal to a much wider audience, generating additional usage, participation, and sustainable revenue.

The Council has consulted with leading leisure development experts Alliance Leisure Services Limited (ALS) to review the scope and opportunities for this transformation through an initial Feasibility approach with these proposed RIBA stages to be instructed.

Established over 25 years ago Alliance Leisure continues to respond to the changing development needs of the public sector, education, and growing leisure market. The company's core business is the provision of facility development and support for clients that want to improve or expand the leisure facilities and services provided to their local communities.

ALS is the leading 'Development Partner' in the leisure industry, and has unrivalled experience in delivering projects, having delivered over 300 developments projects and facilitated the investment of over £350m into public sector facilities with projects ranging in value from £60,000 to over £40,000,000.

Alliance Leisure has an enviable track record of developments being delivered on time and within budget, with many of our clients undertaking multiple developments. The ALS ethos is to engage with our clients at an early stage in order to establish and agree a viable business case, with consumer demand and capital affordability at the forefront of our considerations. This then informs the build requirements.

Multi award-winners of accolades such as the ukactive New Concept Design and Build of the Year and ukactive Supplier of the Year, Alliance have also been finalists at the APSE national awards for Best Public and Private Sector Partnership.



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

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.



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# Introduction

## 1.2 Alliance Delivery Approach

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**Alliance Leisure Services (ALS)** provides a unique complete leisure development solution, from initial feasibility and business planning through to design, build, and funding if required. ALS also has the capability to provide ongoing support and partnership through TA6 (our in-house division delivering client service and marketing support), to assist our clients achieve their transformation successfully.

A key benefit to using ALS to deliver this project is the management and mitigation of risk. ALS will enter into contract with the Council to deliver the project at an agreed sum. ALS will also enter into the building contract, giving protection should there be any cost overruns (subject to an apportioned risk register).

Another principal advantage of the Alliance delivery model is our abundance of experience and resources, which enables the delivery of a high-quality facility on time and on budget.

Undertaking a leisure development typically involves finding and co-ordinating several companies, but with ALS, the Council will have **one agreement, one relationship**. ALS will look to absorb project headaches, supporting the client through the project delivery process in an efficient and effective manner.

ALS will enter into the building contract and assume project delivery risk, as identified, and agreed in the project Risk Register.

The build contract proposed will be a JCT (Joint Contracts Tribunal) Design and Build Contract: approved under the UK Leisure Framework.

The contract allows for contractor design, which affords considerable time and cost savings brought about by utilising design and build procurement.

**The key benefits of the Alliance Leisure development partner approach can be summarised as:**

- ◆ Track Record of Successful Delivery
- ◆ Leisure sector-specific
- ◆ Turnkey Development Partner expertise
- ◆ Feasibility and Business Planning
- ◆ Concept to Cost Certainty
- ◆ Low Framework Access Fees
- ◆ Speed to Procurement and Development Process
  
- ◆ Innovation
- ◆ The Right Team for the Right Job
- ◆ Supply Chain leverage
- ◆ Project Management: Concept, Design, Construction and Fit-out
- ◆ Value for Money
- ◆ Risk Mitigation
- ◆ Funding (if required)
- ◆ Adding Value: TA6

# Your Delivery Team

## Southeast



**SARAH WATTS**  
CEO



**PAUL CLUETT**  
Managing Director

**STUART THORNTON**  
Finance Director



**OLLIE SMITH**  
Head of Finance



**JEREMY BRADBURY**  
Head of Business Support



**TOM FAIREY**  
Development Director



**RUTH RIPSHER**  
Alliance Delivery Manager



**CHRIS AMES**  
Business Development Manager



**STEVE ROSE**  
Alliance Delivery Manager



**PAUL WOODFORD**  
Strategic Engagement Director



**NICOLA BROMLEY**  
Strategic Account Manager

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# Introduction

## 1.4 UK Leisure Framework - Overview

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Alliance Leisure is proposing to use the UK Leisure Framework (UKLF) to facilitate the delivery of this project from concept to completion.

The UK Leisure Framework allows for the direct appointment of Alliance Leisure as Development Partner for scoping, design, refurbishment, construction and the development of leisure centres, theatres, play facilities, recreation facilities, and sports facilities across the UK public sector.

It also supports the marketing of these types of facilities as well as the provision of equipment to enable a true turnkey approach to be delivered to clients.

The Framework was procured in accordance with EU Procurement Regulations by Denbighshire Leisure Limited, and after an extensive tendering and evaluation process, Alliance Leisure were appointed as Development Partner, re-commencing February 2022.

UKLF Document Suite has been issued to the Council to satisfy procurement compliance:

- ◆ It is leisure-specific, so projects are delivered by leisure specialists with expertise in the design, construction, and development of facilities.
- ◆ The breadth of supply chain allows teams to be assembled by direct appointment to ensure best fit with client requirements.
- ◆ The benefit of the ALS delivery model and the UK Leisure Framework to the client is that Alliance takes responsibility to project manage and deliver the scheme to the agreed price on behalf of the client. The price would be set, with any cost overruns, other than instructed variations and apportioned risks being managed or borne by ALS.

There are two stages to the initial process:

Initially a Project Questionnaire (PQ) is completed, which will allow feasibility to progress.

Upon agreement of this proposal, an Access Agreement (AA) is then entered into between ALS and the Council to progress the project through Feasibility initially, and then as required, pre-construction services. No access charge for using the UKLF (Framework) applies at this stage.

Once the agreed-upon schemes are ready to deliver, a Development Management Agreement (DMA) is entered into with the client to deliver the project at the agreed sum. Alliance would then enter the building contract directly with the building contractor and arrangements with identified specialist suppliers as required. At this point only would a UKLF fee apply.



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# Introduction

## 1.5 UK Leisure Framework - Benefits

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- ◆ **Leisure-Specific Framework** – All projects delivered by leisure specialists with expertise in the specific requirements of the design, construction, and development of leisure facilities.
- ◆ **Complete Delivery Solution** - The framework is more than just a 'procurement vehicle,' it is a complete 'delivery solution' (compliant with procurement regulations) motivated to deliver the desired outcomes from the development.
- ◆ **With You Every Step of the Way** - Alliance Leisure will work hand in hand, providing solutions and support throughout the project, based on learnings from 150+ leisure developments delivered. The Alliance Leisure team you meet at the start of the project will be with you throughout, until completion.
- ◆ **Adding Value** - TA6, the industry leading leisure marketing and training brand of Alliance and provider to 300+ facilities across the UK, offer bespoke support packages and **added value** for ALS projects to help clients achieve and exceed business plan targets.
- ◆ **Mitigating Risk** – Through the proven Alliance 'gateway process' setting projects up for success with thorough pre-construction work, informed by vast experience of the nuances of leisure buildings. Alliance enters the building contract, along with a **fixed sum** delivery contract with the Council. Any cost overruns, other than instructed variations and apportioned risks, are managed, or borne by ALS.
- ◆ **Affordability Driven** – Developer-led by ALS, bringing the relevant leisure experts to suit the project, with early contractor engagement essential to ensure '**buildability**' from the start, working within a defined budget to avoid budget challenges at the end of the pre-construction process.
- ◆ **Collaborative in Partnership** – A truly collaborative approach from the outset with the assembled Alliance Leisure development team and the Council project team shaping the scheme together, with Council sign off at every stage.
- ◆ **Complete Project Management** – To minimise Council resource and headaches, layered with Alliance Leisure managing the relationship with the Council then our appointed independent PM / QS to provide the technical project management support.
- ◆ **Speed of Delivery** – Compared to other procurement routes, the UKLF has proved to get projects to start on site quicker, avoiding potential inflationary costs and enabling revenue to be generated from new facilities sooner.
- ◆ **Value for Money** - There is a significant benefit in repeated delivery with Supply Chain, in that efficiencies and value are driven into the process and each individual project is viewed as one of a series within a wider relationship rather than a one-off project.

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# Project Opportunity

## *2.1 Project Opportunity Overview*

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Fenland District Council (FDC) is looking to improve the facilities at Manor Leisure Centre.

These improvements are aimed at complementing the proposed new developments at Chatteris Leisure Centre, Hudson Leisure Centre and George Campbell Leisure Centre, ensuring the population of West Lancashire have access to modern, fit-for-purpose facilities.

The Council has invited proposals from Alliance Leisure to develop the capital works for this project and Alliance have undertaken initial due diligence in relation to facility mix and market conditions to determine current budget considerations.

### **Design Brief**

Specifically in relation to this proposal, the primary focus is to consolidate the two existing buildings into a single remodelled and extended facility refurbishing the existing pool and building new activity extension around it. These are outlined provisionally at on the next pages. Also included as **Appendix A**.

The initial feasibility plans have been adapted to further include a 3 courts sports hall, rifle range, 3 external padel courts, skate park, play area and demolition and re-landscaping of the existing conference and events hall.

The updated and anticipated project budget for this project has been based on the assumptions of £15m.

This modified feasibility estimate has been supported by work by both Varsity Consulting (QS), Curo Construction and wider team **Appendix B** (Varsity QS Estimation report) and **Appendix C** (ALS Project Cost Summary).

It is anticipated that the facility mix will be refined during the initial stage of the team's appointment, and subject to market conditions relating to budget.



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# Engagement Approach

## 3.1 Project Delivery

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Alliance Leisure have engaged the services of an expert and specialist team to progress the outline designs and concepts.

This proposal identifies contributions from Saunders Boston as lead designer, together with costing estimation by both Curo and Varsity Consulting. Plus, the specialist sub-consultant team as contributing to the scope of services to be delivered.

The projects development will be overseen Chris Ames at Alliance Leisure, with the direct support of Tom Fairey, and the Southeast Development Team, Sarah Watts, CEO, and further support across the business.

Alliance have worked in partnership with the delivery team on many projects. They understand the method of working and the objectives to be achieved from designing the optimum proposal for our clients and deliver their projects efficiently, to a very high standard, quickly with good communication.

As the project deliverables progress, the team will continue to be assessed for resource and will be added to as required to ensure project deliverability.

Alliance will be appointing Varsity Consulting to support in the delivery of professional Project Management and services, as one of our UK Leisure Framework project management providers. Supporting Alliance to provide a complete project management service, this includes co-ordination of various members of the delivery team throughout the process and ensures that the project meets the agreed specification, quality, programme, and budget in accordance with the construction contract to be developed.

Indicative project tasks undertaken by Alliance supported by Varsity include, but not exhaustive:

- 🔦 Acting as the primary link between the client and all other relevant parties such as designers, surveyors, building contractor and equipment suppliers.
- 🔦 Monitoring performance and sign off stage payment documentation
- 🔦 Attend pre-contract
- 🔦 Co-ordinate all suppliers of specialist installations
- 🔦 Co-ordinate contract documentation
- 🔦 Management of building budget and contract variations

Alliance are recommending Curo Consulting take on the role of Principal Contractor and should be brought on board aligned to the principles of delivery noted in Section 8.0.

A Project Execution Plan will be developed for this project specifically.

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# Engagement Approach

## 3.2 Cost Confidence to Cost Certainty

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To progress the scheme and provide further confidence in the capital budget required and affordability, ALS propose to continue through the proven 'gateway' process.

Collaboratively working with our assembled project team to develop the projects through the 'Cost Confidence' and 'Cost Certainty' stages.

This is the usual route that ALS take when developing a scheme of this nature.

### Cost Confidence (RIBA 2)

To progress the project further, and better understand the capital budget required, further surveys and design work will be delivered to refine the development.

This stage requires a relatively low proportion of fees (compared to total project value).

These fees are wrapped up within the total project cost if the scheme progresses with ALS (and if not, all findings from surveys will be owned by the Council).

At the completion of this work, the Council will receive:

- ◆ Indicative layouts / designs (informed by surveys carried out)
- ◆ Itemised build cost plan
- ◆ Total project costs
- ◆ Essential Survey reports
- ◆ Equipment designs & visuals
- ◆ Stage 2 report and proposal (Stage 3&4)

This will give the Council the level of information required to make an informed decision on whether to progress to the final pre-construction gateway.

### Cost Certainty (RIBA 3/4)

A Stage 3 Interim Report leading into Stage 4 provides an interim step before committing to full 'Cost Certainty' which includes detailed design / surveys / costs and additional fees.

To progress to the final pre-construction gateway, ALS will develop the proposals to a stage of 'Cost Certainty'.

Cost Certainty delivers the following:

- ◆ Detailed layouts / designs (informed by surveys)
- ◆ Itemised build cost plan (informed by surveys)
- ◆ Risk Register
- ◆ Total Project Costs, giving a fixed contract sum to take forwards
- ◆ Reports from further Survey work
- ◆ Full Contractors Proposals
- ◆ Draft framework documentation
- ◆ Detailed delivery programme

This will give the Council all of the information required to make an informed decision to progress the development into construction.

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# Engagement Approach

## 3.3 Project Delivery Team

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Varsity Consulting is a Chartered Quantity Surveying and Project Management practice based in St Ives (near Huntingdon, Cambridgeshire), with satellite offices in Cambridge, Peterborough and London.

Varsity can manage your construction project from inception to completion; getting the programme and budget right at the start, keeping the budget and design aligned, tendering the works, drawing up contracts, monitoring progress, administering the contract, managing the costs of the works on site, and agreeing the final bill with the contractor. Through this process, Varsity aim to save our clients the cost equivalent of our fee several times over. Varsity Consulting is a Chartered Firm, regulated by the RICS. Following international standards and professional RICS regulation guidance.

[www.varsityconsult.com](http://www.varsityconsult.com)



Saunders  
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Saunders Boston Architects design and deliver inspirational buildings and environments that enhance the experience for all. SBA architectural and interior design teams produce stimulating and well-functioning buildings that are often highly serviced, complex and challenging projects serving multiple stakeholders.

Key sectors include Education, Higher Education & Science, Residential, Retirement Living & Care and Sport & Leisure.

SBA projects range from under £100k to over £40m, but all receive the same level of dedication and attention to detail. Each project is managed from inception to completion by a Director, supported by an Associate Director and/or an experienced Senior Project Architect. Technical team members are introduced at appropriate stages to ensure that all projects are appropriately resourced.

<https://www.saundersboston.co.uk/>



With decades of experience, Curo Construction is a leading, privately-owned company. Our well-respected reputation and versatile expertise allow us to operate across numerous sectors, including commercial new build, fit-out, cultural heritage projects, industrial, data centre, and film studios.

At the heart of our mission lies an unwavering commitment to collaboration and building strong relationships. Working alongside our clients and professional teams, we consistently uphold exacting standards and deliver unrivalled quality, which is at the core of our values.

<https://www.curoconstruction.com/>

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# Budget, Programme & Scope

## 4.1 Budget

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### Project Costs

Alliance have provided indicative budget costs, based on Gross Internal Floor Area (GIFA) sqm costs for building the facilities designed.

ALS has incorporated the solutions, FF&E, project management and other such costs to identify the full capital investment required to deliver the project.

Please refer to the Scope of Deliverables **Appendix D** and Capital Investment Summary **Appendix C**.

### Current Market Conditions

Against a backdrop of rising demand and acute supply constraints, tender prices have spiked unusually quickly over the past year.

Independent market analysis has recognised 'all work' material price indexes up more than 23.5% in the year to August '21, with oil prices similarly at a 3 year high, driving up fuel and energy costs. Labour shortages in the industry, driven by Covid-19 and Brexit has resulted in a 14.4% increase in weekly wages, as contractors are having to raise wages to attract the people they need.

These trends, supported by the record month on month increases reported, indicate that this has continued from the summer, with further inflation significantly impacting tender prices.

Due to this unprecedented market volatility in material prices, global shortages, availability of materials and rising energy costs, Industry predictions warn that this trend looks likely to continue.

### Summary

The overall cost of the project is currently estimated to be c£15m.

Although the estimated construction costs include contractor's contingency, a further 5% for client held contingency has been included, which is advised for a project of this nature.

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# Budget, Programme & Scope

## *4.2 Indicative Programme*

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### **Indicative Project Timescales**

As part of RIBA Stage 2 work a full indicative preconstruction and delivery programme will be developed by the project team. This will include stakeholder and public engagement plans lead by TA6 division of ALS.

Indicative timescales suggested by the Project Team are as follows:

<b>Initial lead in time</b>	- 2 weeks
<b>RIBA Stage 2</b>	- 6 weeks
<b>Council decision to progress</b>	- 4 weeks
<b>RIBA Stages 3 and 4 combined</b>	- 30 weeks

However, the team will endeavour to improve upon this timescale.

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# Budget, Programme & Scope

## 4.3 Scope of Services

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A full breakdown of scope of deliverables can be found in **Appendix D**.

The defined purpose of Stage 2 is:

Outline **Architectural Information** comprising:

- Accommodation Schedule
- Site Plans – Existing
- Site Plans – Proposed
- Accommodation Schedule – Existing
- Accommodation Schedule – Proposed
- General Arrangement (GA) Plans
- General Arrangement (GA) Sections
- Concept Massing and Elevations
- Accommodation Schedule
- FFE Schedule of Assumptions

Production of Structural Information comprising:

- Outline Strategy
- Recommendations on the need for further Surveys, Assessments and /or Investigations (to progress the design)
- Recommendations on Statutory and Legal Approvals Required

Production of **MEP Services Information** comprising:

- Outline Strategy
- Electrical Strategy Outline Performance Specification
- Mechanical Strategy Outline Performance Specification
- High level 'shoe box' assistance to the Architect with building form, preliminary plant space requirements and distribution requirements
- Cost Confidence MEP cost plan (based on £/m2 for indicative outline MEP solutions)
- Advisory as to BREEAM Pre-assessment requirements if required

- ✓ Prepare outline **Cost Plan**
- ✓ Prepare outline **Project Programme**
- ✓ Prepare a **Project Risk Register** using a RAG assessment
- ✓ Preparation and Submission of a "Stage 2 report" included updated Project Cost Summary and ROBA Stage 3&4 proposal
- ✓ Attendance at meetings either site based or virtual with coordination with other consultants and key subcontractors.

# Fees

## 5.1 Fee Proposal



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This proposal is issued on the premise that 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 Stage2-4 scope of services with the total fee value at **£1,056,613**.

There will be full project team / council reviews at the end of each stage to ensure the project stays on agreed scope and budget before progressing to the next stage.

At this stage, the Project Team have estimated a total project cost of **c£15m**. Please refer also to **Appendix B (Project Cost Summary)** for a full breakdown of fees.

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

At the appropriate stage during later stages and construction, 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.

Note – BREEAM Credits and Performance Bond not included in cost summary at this time.

<b>&lt; Manor Extension &gt; Fees and Survey Summary</b>								
PROJECT VALUE	CONSULTANT	SUBMITTED PRE-CONSTRUCTION FEES			ESTIMATED FEES		COMMENTS	
		RIBA 2B 6 weeks	RIBA 3 8 weeks	RIBA 4 24 weeks	RIBA 5-7	TOTAL		
PROJECT ELEMENT								
Architect - Design Services	SBA	£ 31,800.00	£ 63,600.00	£ 137,800.00	£ 190,800.00	£ 424,000.00	Saunders Boston quote (full scheme)	
Structural - Consultant		£ 15,000.00	£ 37,500.00	£ 52,500.00	£ 45,000.00	£ 150,000.00		
M & E - Consultant		£ 22,500.00	£ 45,000.00	£ 52,500.00	£ 30,000.00	£ 150,000.00		
Planning Consultant		£ -	£ 5,000.00	£ 5,000.00	£ 2,500.00	£ 12,500.00		
Planning Fees		N/A	Client Direct	Client Direct	£ -	£ -	Planning Fees Payable Direct by Client	
Fire Engineer/Consultant		£ -	£ 2,500.00	£ 5,000.00	£ 12,500.00	£ 20,000.00		
Acoustic Consultant		£ -	£ 1,500.00	£ 3,500.00	£ 12,500.00	£ 17,500.00		
Landscape Consultant		£ -	£ -	£ 5,000.00	£ 5,000.00	£ 10,000.00		
Pool and Filtration Specialist Consultant		£ -	£ 1,500.00	£ 7,500.00	£ 12,500.00	£ 21,500.00		
Specialist Design Input (Drainage)		£ -	£ -	£ 10,000.00	£ 5,000.00	£ 15,000.00		
Specialist Design Input (Myrtha)				£ 7,500.00	£ 5,000.00	£ 12,500.00		
Disbursements		£ 3,965.00	£ 9,080.00	£ 15,565.00	£ 13,816.90	£ 42,426.90		
<b>SUB-TOTAL PROFESSIONAL SERVICES</b>		<b>£ -</b>	<b>£ 73,265.00</b>	<b>£ 165,680.00</b>	<b>£ 301,865.00</b>	<b>£ 334,616.90</b>	<b>£ 875,426.90</b>	
<b>SUB-TOTAL SURVEYS and INVESTIGATIONS</b>		<b>£ -</b>	<b>£ 69,050.00</b>	<b>£ 29,000.00</b>	<b>£ 5,250.00</b>	<b>£ 10,000.00</b>	<b>£ 113,300.00</b>	
Contractor Management	Curo	£ -	£ 10,000.00	£ 25,000.00	£ 25,000.00	£ -	£ 60,000.00	Precon
Construction Estimate (Full scheme,incl - Sports Hall, Rifle Range)	Curo					£ 11,601,273.10	£ 11,601,273.10	Construction estimates
Construction Estimate (padel courts)	TBD					£ 360,000.00	£ 360,000.00	ProvBudget
Construction Estimate (Skatepark)	TBD			£ 4,950.00	£ 250,000.00	£ 254,950.00	£ 254,950.00	ProvBudget
Contingency 5%	FDC	£ 7,615.75	£ 10,984.00	£ 16,853.25	£ 627,794.50	£ 663,247.50	£ 663,247.50	Council Held - 5%
<b>SUB-TOTAL CONTRACTOR</b>		<b>£ -</b>	<b>£ 17,615.75</b>	<b>£ 35,984.00</b>	<b>£ 46,803.25</b>	<b>£ 12,839,067.60</b>	<b>£ 12,939,470.60</b>	
<b>SUB-TOTAL SPECIALIST EQUIPMENT SERVICES</b>		<b>£ -</b>	<b>£ -</b>	<b>£ 5,950.00</b>	<b>£ 7,950.00</b>	<b>£ 440,000.00</b>	<b>£ 453,900.00</b>	
Project Management and Employers Agent	Varsity	£ -	£ 6,000.00	£ 50,080.00	£ 72,620.00	£ 98,890.00	£ 227,590.00	Quote from Varsity
Quantity Surveyor and Contract Administration	Varsity	£ -	£ -	£ -	£ -	£ -	£ -	Estimate
Principal Designer (CDM - appointed by Alliance Leisure)	SBA	£ -	£ -	£ 5,000.00	£ 8,000.00	£ 15,000.00	£ 28,000.00	Estimate
Principal Designer (BSA - appointed by Alliance Leisure)	SBA	£ -	£ 1,500.00	£ 6,000.00	£ 9,000.00	£ 20,000.00	£ 36,500.00	Estimate
ALS Development Management and Delivery	ALS	£ -	£ 5,000.00	£ 42,000.00	£ 65,000.00	£ 85,000.00	£ 197,000.00	Lower than framework %
TA6 (stakeholder and community engagement)	TA6	£ -	£ 3,000.00	£ 5,000.00	£ 10,000.00	£ 10,000.00	£ 28,000.00	TA6
Clerk of Works (if required)	Omega	£ -	£ -	£ -	£ -	£ 50,000.00	£ 50,000.00	Estimate
Consultant support - operational contract / management fee change	FMG			£ 5,000.00	£ 5,000.00	£ 10,000.00	£ 20,000.00	Support with operational contract
UKLF Access Fee	UKLF	£ -	£ -	£ -	£ -	£ 30,800.00	£ 30,800.00	Estimate
<b>SUB-TOTAL DELIVERY SERVICES</b>		<b>£ -</b>	<b>£ 15,500.00</b>	<b>£ 113,080.00</b>	<b>£ 169,620.00</b>	<b>£ 319,690.00</b>	<b>£ 617,890.00</b>	
<b>PROJECTED FEE TOTAL</b>		<b>£ -</b>	<b>£ 175,430.75</b>	<b>£ 349,694.00</b>	<b>£ 531,488.25</b>	<b>£ 13,943,374.50</b>	<b>£ 14,999,987.50</b>	
Inflation allowance - to Q1 2026 (if required)						£ 550,000.00	£ 550,000.00	
<b>ACCESS AGREEMENT SUB TOTAL</b>						<b>£ 1,056,613.00</b>		

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# Fees

## 5.2 Fee Terms and Invoicing

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Alliance propose an initial invoice on instruction of 25% of ALS Fees with the remaining balance spread equally over the period of delivery. All other fees will be invoiced monthly. The contractor costs will be payable via a monthly drawdown through evaluation to identify and evidence progress from which appropriate certificates of payment will be issued for 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.*

*All values quoted are net of VAT.*



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# Principles of Delivery

## 6.1 Construction Play Book

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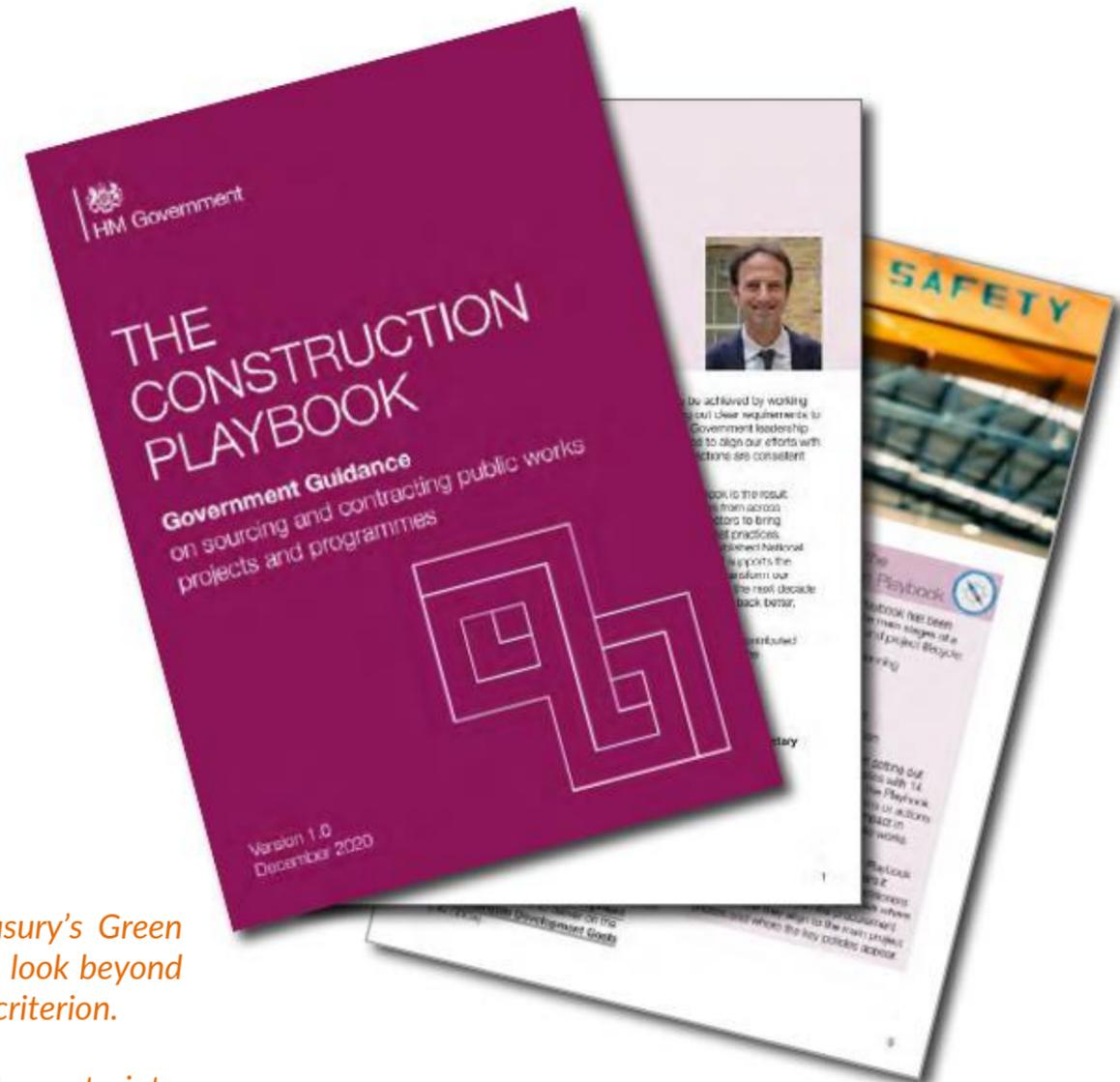
### Construction Play Book

Launched in December 2020, the Playbook sets out key policies and guidance for public works projects, outlining how contracting authorities and suppliers should engage with each other. The Alliance Leisure approach particularly aligns with the following key policies:

**‘Early supply chain involvement’** – investing time early to get projects right from the start, which will lead to better designs, resulting in both reduced changes and unforeseen cost increases, and faster on-site delivery. This is a key factor of our approach, setting projects up for success.

**‘Outcome-based approach’** – adopting an outcome-based approach to gauge success, with clear measures set at the outset to monitor and measure supplier performance and drive improvement.

**‘Risk allocation’** – through the pre-construction process, working collaboratively with the Council to ensure risks are appropriately allocated and ultimately owned, or jointly owned, by the parties best able to manage and bear them.



“ Perhaps the playbook’s most important act, reflecting the changes made in the Treasury’s Green Book, is to endorse the need to look beyond capital cost as the sole success criterion.

Recognising projects have cost constraints, the playbook invites the commissioning of work and the selection of contractors based on a wider definition of value.”

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# Principles of Delivery

## 6.2 Sustainability and Social Value

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### Carbon Management

Alliance Leisure have robust Environmental practices in place having achieved the Investors in the Environment Silver Award.

ALS are committed to ensuring that performance environmentally is at the forefront of all our projects and that the consideration of impacts, both carbon and financially, are paramount.

Alliance work with principle contracting and architectural partners who are accredited to ISO14001:2004 for Environmental Systems and strive to deliver sustainable developments which have reduced carbon emission rates and offer energy savings throughout the life of the development.

The principles of sustainability shall be reviewed at all design stages of the proposed projects to introduce carbon reduction measures and technologies, based on a balanced review of the impact on operational efficiencies, project budget and payback.

### Social Value

ALS are committed to maximising the benefits of developments to communities, not only to enable more people to be physically active, but to ensure engagement where appropriate with local companies and supply chain to ensure the project contributes back into the local economy.

As the project moves from concept to delivery, KPI's will again be agreed with clients to consider what local advantages are optimal with regard to local key objectives and the scope of the project.

#### Example Project KPI's in Construction:

- ◆ Local spend % of the project
- ◆ Fair payment terms to supply chain
- ◆ Engagement with local community
- ◆ Apprenticeships
- ◆ Increase in visits
- ◆ Reduction in carbon output
- ◆ Increase in employment opportunities
- ◆ Improve access opportunities for target groups



### Uniting the Movement

ALS fully supports and embraces Sport England's 10-year 'Uniting the Movement' strategy and applaud its scope and ambition. Having worked closely with Sport England for over a decade, we intend to align ourselves closely with their vision to both enhance our work and achieve our goal of facilitating increased activity levels among communities across the UK.

Sport England have identified five 'big issues' needing addressing to achieve their goal of increasing participation levels and opportunities. The five issues neatly align with the solutions provided by ALS in the following ways:



#### Recover and Reinvent

The recovery and reinvention of ailing leisure facilities is ALS's specialty, and a challenge that we have flourished in time after time during our twenty years of practice.



#### Connecting Communities

Community is at the heart of ALS's core objectives, and we use our extensive knowledge and understanding of leisure facilities to help provide facilities that most benefit and encourage connections with the communities they serve.



#### Positive experiences for children and young people

From expansive and innovative soft play, to enthralling outdoor spaces, to high-quality swimming facilities and 3G pitches, the wellbeing of children plays a foundational role in our development planning.



#### Connecting with Health and Wellbeing

As well as the numerous benefits of exercise to health and wellbeing, we have overseen several developments that go a step further to improve the health and wellbeing of their customers. These range from the inclusion of facilities for local NHS subsidiaries, to the creation of toning suites for elderly customers.



#### Active Environments

At ALS we see active environments as a vast area of potential for increasing the opportunities communities have to stay fit and healthy. We have worked to produce some incredible outdoor adventure play facilities, splashpads, zip wire, and more, to bring an innovative and exhilarating edge to outdoor activity.

# Added Value

## 7.1 TA6



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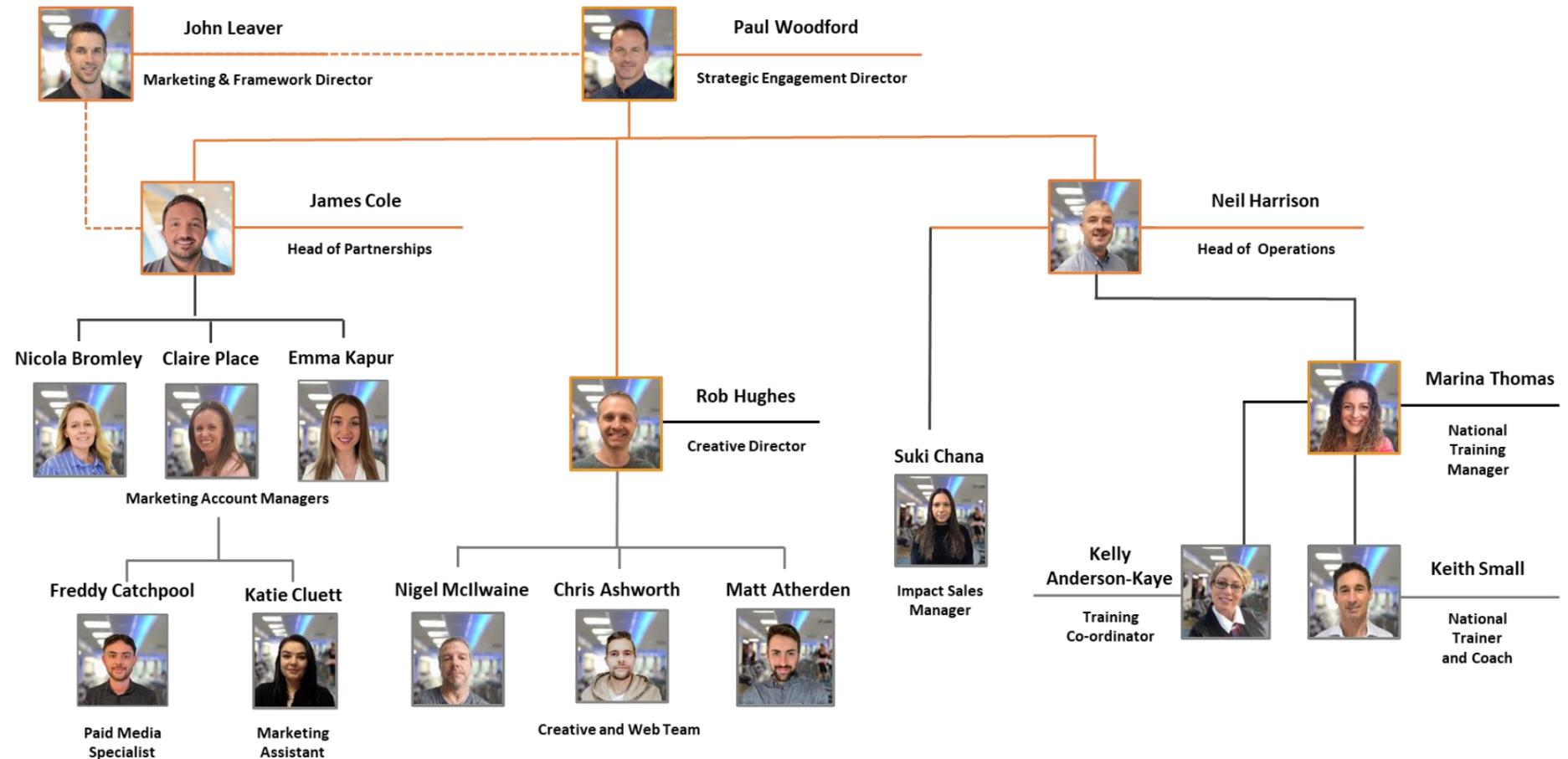
TA6 is the marketing and training brand of Alliance Leisure. It provides fresh and forward-thinking brand development, sales, marketing, product development and customer engagement services to over 300 leisure facilities across the UK, all bespoke to each client to capture the organisations aims and objectives and core values.



TA6 has 6 core product headings with a clear focus to grow income, invest in its client's staff and improve the clients local community's health and wellbeing. The TA6 team work in positive collaboration with internal client teams through a number of key supporting roles:

- Senior Account Managers;
- Marketing Account Managers;
- Creative and Design Team;
- Web Designers and Developers;
- Digital Marketing Experts;
- Customer Engagement Manager;
- Sales Trainers;
- Customer Service Trainers;
- Senior Manager Coaches and Mentors; and
- Impact Sales Team.

TA6 is integral to the ALS development process and ALS will offer added value throughout the term of the project. TA6 are focussed on project success.



# Added Value

## 7.2 Added Value Pre-Construction Support



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Public Consultation



Stakeholder Engagement



Reporting of Customer Feedback



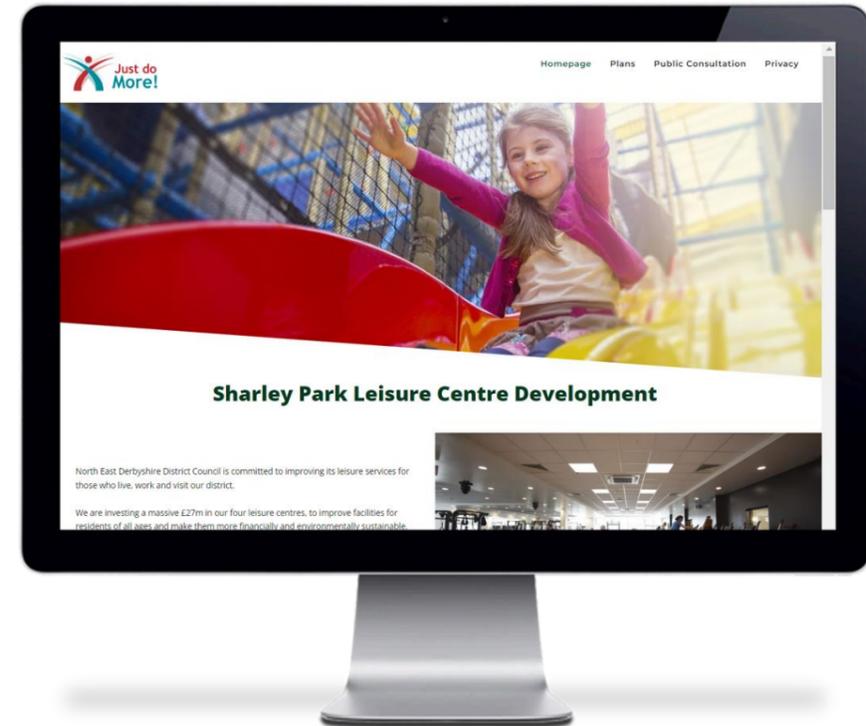
Micro-site hosting information and public consultation portal



Creative design of mood boards & displays



Production of Press Releases



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## 8.0 Next Steps

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### Review

Fenland District Council to review this Stage 2-4 proposal and associated drafted framework documents (Access Agreement).

### Approve and sign

Fenland District Council to approve (once agreed) the Access Agreement and provide a Purchase Order to Alliance Leisure.

### Project Team Appointments

Alliance Leisure on receipt of the signed Access Agreement and Purchase Order can then formally appoint the project team based on the Scope of Deliverables for Stage 2-4.

The project team will meet with the council for a project kick off session which will look towards drafting the Project Execution Plan, discuss and agree brief and scope parameters and plan regular meetings for the various levels of design development, stakeholder engagement and costing planning within this stage.

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# Appendices

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## **Appendices**

- A. SBA Concept Plan
  - B. Varsity Feasibility Estimate
  - C. Project Cost Summary
  - D. Scope of Deliverables
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