

Appendix 8 – Leisure Estates Programme

Reporting Officer:	Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources
Contact Officers:	Sinead Grimes, Programme Office Manager

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to provide a management update to the Committee on the progress being made to manage the 'Leisure Estates Programme', one of the key corporate risks relating to the Committee's sphere of work.
2.0	Recommendation
2.1	<p>Committee is asked to -</p> <ul style="list-style-type: none"> - note the arrangements in place to manage this risk and the progress to date to reduce the level of risk - agree that given the progress to date and the controls which are in place to manage this risk that the risk level is reduced to <ul style="list-style-type: none"> - Impact – 4 (Major) - Likelihood – 3 (Possible)
	Main report
3.1	Description of risk
3.1.1	<p>The 'Leisure Estates Programme' risk, as captured in the Council's Corporate risk register is phrased as follows:</p> <p style="text-align: center;">Fail to deliver the Leisure Estates Programme</p>
3.2	Risk Owner
3.2.1	Accountability for the management of this corporate risk has been assigned to the Director of Finance and Resources.
3.3	Risk assessment
3.3.1	<p>Following detailed review of the corporate risks, this risk was assessed in April in terms of 'impact' and 'likelihood' (using the Council's risk scoring system, see Appendix 1) as follows:</p> <ul style="list-style-type: none"> - Impact – 5 (severe) - Likelihood – 4 (major)

3.3.2 Members will be aware that a £105m leisure estates programme has been agreed which will see the redevelopment of 7 leisure facilities across the city at Andersonstown, Brook, Robinson, Avoniel, Templemore, Olympia and Girdwood. The impact of not effectively delivering this programme was assessed as severe in terms of (a) Financial, in that if the programme is not properly managed and the costs are not controlled effectively then there will not be enough finance available to complete the whole programme and; (b) Political, in that the principles approved by members for the Leisure Transformation Programme may not be realised. The Council is however committed to doing all we can to reduce the potential impact and likelihood of the risk occurring.

3.4 Current measures in place to manage the risk

3.4.1 The Council has established a framework, policies and procedures to manage the leisure estates programme. This has included, but is not limited to, the following:

- The £105m programme has been agreed and affordability limits for each centre were agreed by Committee in April 2015
- A USP map for the city was agreed in April 2016 which set out the following USPs for each of the new centres

CENTRE	USP
Olympia	Sports Village
Andersonstown	Family fun leisure water
Brook	Outdoor Centre of Excellence
Robinson	Aquatic Centre
Avoniel	Outdoor Centre of Excellence
Templemore	Spa and heritage

- Facilities mixes were agreed for Andersonstown, Robinson and Brook and concept designs developed from these
- A three stage approach to consultation and engagement was agreed by Committee and has already been used for Robinson, Andersonstown and Brook
- Robust governance in place for the leisure programme with a Leisure Transformation Board, Client Delivery Group and Capital Delivery Group
- Programme Office has been established for the physical programme to co-ordinate all physical projects which will include the Leisure Programme
- Dedicated internal resources have been assigned to the Leisure Programme including a Project Manager, Assistant Project Managers, Project Sponsors and a Programme Support Assistant
- Consultants have been appointed to lead on project management including management of the cost manager, construction design and management consultant and the integrated design team
- A delivery model was agreed following engagement with companies, GLL and procurement specialists in September 2015
- Implementation and Sequencing Plan in place together with programme and project risk registers, issues log etc.

3.5	Council performance																										
3.5.1	<p>The above measures have ensured the ongoing successful delivery of the leisure estates programme which has made significant progress since the affordability limits were agreed in April 2015 – the current status of each project is outlined below. It is anticipated that Olympia will be open next year (2017) with Robinson, Brook and Andersonstown going on ground.</p>																										
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3.6	Areas for improvement																										
3.6.1	<p>A number of areas for improvement have been identified and captured in the risk action plan for the leisure estates programme.</p> <ol style="list-style-type: none"> <li data-bbox="277 1910 1415 1989">1. Develop plans to ensure that delivery of Leisure Services remain unaffected during construction. <li data-bbox="277 1989 1415 2060">2. Ensure the leisure projects are aligned with other strategic city initiatives to ensure regeneration opportunities are maximised and disruption is limited – e.g. 																										

	Andersonstown and the proposed redevelopment of Casement and the implementation of the Belfast Rapid Transit System
3.6.2	Progress against these actions will be monitored and reported through the Leisure board and SP&R Committee.
3.6.3	Given the ongoing controls which are in place to manage this risk and the performance to date it is proposed that the risk level is reduced to <ul style="list-style-type: none"> - Impact – 4 (Major) - Likelihood – 3 (Possible)
3.6.4	Through the ongoing improvement programmes, we are working towards reducing the risk rating in terms of likelihood to 2 (low). However, ensuring the ongoing successful delivery of the leisure estate programme will continue to be a priority area during the timescale of the delivery of the programme (next ten years)