

Southampton City of Opportunity



Inclusive access to sport

Southampton City Council's Application for
the Southampton Outdoor Sports Centre
to the Levelling Up Fund, August 2022

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Levelling Up Fund Round 2 Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

Prior to completing the online application form, applicants should read the LUF Round 2 Prospectus, Technical Note and this Application Form Guidance.

This guidance note supports applicants from across the UK to complete their application. Recognising the different local government landscape in Northern Ireland, there are some aspects of the application that will be specific to Northern Ireland bids. Where this is the case, it will be made clear in the question being asked.

Please note that this document is a guide, rather than an exhaustive list of requirements. Word counts are included for several questions throughout the application, these are provided as a guide only. The level of detail you provide in the online application form should be proportionate to the amount of funding that you are requesting. For example, bids for more than £10m should provide proportionally more information than bids for less than £10m.

Whilst there are some annexes that we ask applicants to complete (via the pro forma documents supplied) and some additional documents we request as evidence, applicants must point to specific additional text that they have submitted if they wish it to be considered in the assessment. Any answer referencing any information contained in annexes must be relevant to a specific question in the application form and referenced within the answer.

The application portal opened on 15 July 2022 and will close at 12:00 noon, on 2 August 2022. Please ensure that the online application is complete, and all supporting documents are uploaded by this deadline.

Section 1: Introduction Questions

Legal name of lead applicant organisation:

Southampton City Council

Where is your bid being delivered?

England

Local Authority

Southampton

Bid Name

Southampton City of Opportunity – Inclusive Access to Sport

Does your bid contain any projects previously submitted in round 1?

No

Bid Manager: *Officer with day-to-day responsibility for delivering the proposed scheme and nominated contact for the bid.*

Name: Tina Dyer-Slade

Position: Head of Property

Contact telephone number: 023 8083 3597

Email address: tina.dyer-slade@southampton.gov.uk

Postal address: Southampton City Council, Civic Offices, Southampton, SO14 7LY

Senior Responsible Officer contact details:

Name: Adam Wilkinson

Position: Executive Director Growth

Contact telephone number: +44 23 8254 5853

Email address: adam.wilkinson@southampton.gov.uk

Chief Financial Officer contact details:

Name: John Harrison

Position: Executive Director Finance and Commercialism

Contact telephone number: 023 8083 4897

Email address: john.harrison@southampton.gov.uk

Local Authority Leader contact details

Name: Councillor Satvir Kaur

Position: Leader of Southampton City Council

Contact telephone number: 023 8083 2430

Email address: Councillor.S.Kaur@southampton.gov.uk

Please provide the name of any consultancy companies involved in the preparation of the bid:

Bevan Brittan – Subsidy Control and State Aid

AECOM – Economic Case

WT

Enter the total grant requested from the Levelling Up Fund

£20M

Investment Themes

Regeneration & Town Centre	0%
Cultural	95%
Transport	5%

For all bids. If VAT is applicable to your organisation, please provide VAT number:

Southampton City Council VAT Number 189594982

Section 2: Eligibility & Gateway Criteria

Allowance checks in England, Scotland and Wales only.

Please confirm which bid allowance you are using: – Constituency allowance – Transport allowance	Full constituency allowance
For bids using the transport allowance, is your bid at least 90% investment in the transport theme with the remaining investment related to the transport element of the bid? Y/N	N/A

Bids from a single applicant, excluding large transport and large culture bids

Please confirm that the bid does not exceed £20 million.	Yes
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Packaged Bids

Do you have more than three component projects? Y/N	No
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Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?

Yes

Are you submitting a joint bid?

No

Grant Value Declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Gateway Criteria

Costings, Planning & Defrayment

I confirm that some grant funding will be defrayed in the 2022/23 financial year	Yes
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Section 3: Bid Summary

Bid Name

Southampton City of Opportunity: Inclusive Access to Sport

Please provide a short description of your bid

The multi-sport Outdoor Sports Centre (OSC) is a “150acre green lung” for Southampton, attracting a variety of sports clubs and informal recreational users, it receives 180,000+ visitors annually.

Opened in 1938, the facilities available have not kept pace with the needs and aspirations of today’s wide variety of users.

The project **will transform its offer for both competitive and recreational users:**

- all-weather pitches for cricket, football, hockey;
- refurbished athletics facilities including grandstand;
- participation for a variety of cycling opportunities, skateboarding, gym, and play;
- new café/concession, plus changing and training room; and
- Sustainable & active travel improvements to/from the site.

Provide an overview of the bid proposal.

The Southampton Outdoor Sports Centre (OSC) project is a **unique multi-sport opportunity to improve inclusive access to sport**, not just in Southampton but in the surrounding area and regionally.

The original purpose of the OSC when built was to ‘*promote health to untold numbers and prove to be one of the outstanding assets of a town*’. This was far-sighted and the current challenge is to retain this principle and tackle inequalities in Southampton at the same time.

Since opening in 1938, many changes, improvements and modifications to the OSC have been made. However, by 2013 it was recognised significant improvements were needed so that it can provide facilities to meet the current needs of sports clubs and local people and increase participation in physical activity.

This included identifying the current needs of the city and its diverse communities, and how they can be met in an inclusive manner.

From this point Southampton City Council (SCC) identified that it was essential to establish a future vision for the OSC so it can be ‘**fit for purpose**’ for now and future generations of users. This would look at developing key areas for improvement to enhance its offer for both competitive sports and broader physical activity participants.

A Masterplan was developed in partnership with the Football Foundation and Sport England through a series of stakeholder and community engagement.

The Masterplan was consulted on in 2021 and finalised to provide an optimum multi-sport facility mix with improvements to the OSC.

The bid proposal is to deliver this masterplan consisting of (see number on map):

1. New ‘hub’ offering changing facilities, gym, café, administration, and multi-function rooms, plus three indoor tennis and netball courts;
2. Three new floodlit artificial football pitches (2x9v9 and 1xfull sized), whilst retaining 7 existing grass pitches;
3. Two existing all-weather hockey pitches upgraded with improved lighting & storage;

4. Significant improvements to Alpine Snowsports with new ski lodge, 1x learner slope, 2x varied slopes, new lifts & surfacing;
5. Transformation of the 'Family Zone' including children's play area, splash pad, outdoor gym, skateboard area, pump track & learn-to-ride area, and multi-function pavilion;
6. Improvements to existing athletics track with new 240 seat grandstand and clubhouse to provide facilities not within the 'Hub';
7. Improvements to 4 cricket pitches with artificial wickets and drainage;
8. Additional cycling facilities – cyclo-cross, woodland bike trail, and cross-site cycle routes (linking into Southampton Cycle Network - SCN); and
9. Car parking including EV charging points.

The OSC masterplan also includes general improvements to the site – seating, table tennis, landscaping, CCTV, lighting, surfacing, cycle/scooter storage, and signage; and onwards transport connections – safe cycle routes to City Centre & Common (SCN9), pedestrian crossings, and bus stop enhancements



Figure 1 – Masterplan of the Southampton Outdoor Sports Centre

Further details on the OSC Masterplan are in Appendix 3.

Please provide a short description of the area where the investment will take place.

The **150 acre Outdoor Sports Centre** is often described as a “green lung” in the north of **Southampton** and attracts a variety of sports clubs and recreational users ranging from dog walkers to informal joggers.

The OSC is located in Basset ward close to the administrative boundary with Test Valley Borough Council in Hampshire. A location Map is shown in Appendix 4 Figure 2.

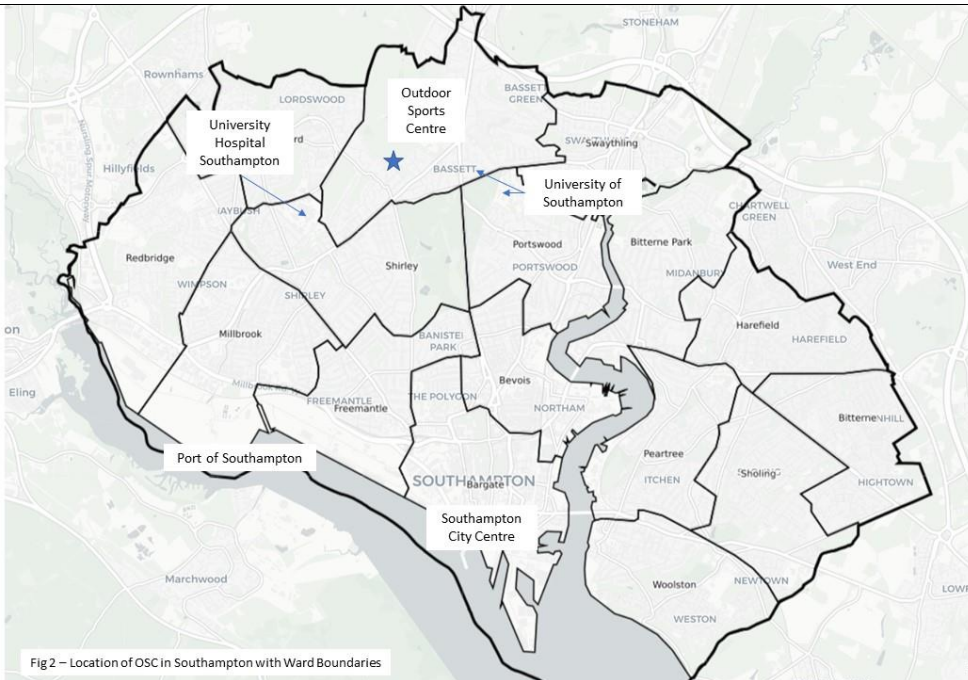


Fig 2 – Location of OSC in Southampton with Ward Boundaries

The OSC is ‘tucked away’ behind residential properties but expands to its 150acre size. Merging with the boundaries of the site is the Southampton Municipal Golf Course, also owned by SCC, and Lord’s Wood – a large area of woodland acting as a buffer between Southampton and Chilworth & Chandlers Ford. **Combined this creates a 313ha green space on the edge of Southampton.**

It is located 2.8km from M27 Junction 4/M3 Junction 13 and 3.6km from Southampton Central Station.

The main access is from Hill Lane, which in turn is from a 4-arm roundabout on A35 Winchester Road. There are several other formal vehicular accesses from surrounding residential roads.



The site currently has:

- 9 football pitches,
- 10 outdoor netball courts,
- 2 all-weather hockey pitches,
- 12 tennis courts,
- 2 bowls green and a petanque area,
- 12-hole crazy golf,
- 3 artificial ski slopes,
- 5 cricket & 3 rounders combined pitches,
- Full 400m athletics track and small grandstand,
- BMX track & cyclecross course, and
- The View café & administration offices.

Current site plan and images are in Appendix 4.

All of which are in varying quality of condition and don’t meet either the local needs of the 60+ clubs that use the OSC, or national sporting governing bodies standards for competition or use.

The OSC is also highly permeable for people walking and cycling. There is a network of footpaths through the site and linking to surrounding residential areas in Coxford, Chilworth, Bassett and Lordshill – **105,000 people live within 3km** of the site.

The area around the OSC includes a range of destinations and residential areas:

- Millbrook, Redbridge, Shirley & Lordshill, which have 17 neighbourhoods in 20% most deprived neighbourhoods in England (Appendix 4 Fig 3);
- Southampton Common – as the City's main open space collectively they provide a green spine linking the City Centre with the countryside;
- the University of Southampton's Highfield & Bolderwood Campuses, and
- University Hospital Southampton; and
- 20 primary & secondary schools are within a 3km distance

Does your bid include any transport projects?

No

Location Information

Location 1 –

Location Post Code	SO16 7AY
Location Grid Reference	440953.2, 115712.0
Percentage of bid invested at this location	100%

Constituency Coverage

Constituency	Romsey and Southampton North
Percentage of bid invested in constituency	100%

Local Authorities Covered

Local Authority Name	Southampton
Percentage of bid invested in this local authority	100%

Sub-Categories that are relevant to your investment

Regeneration

Commercial	
Civic	
Residential	
Other	

Cultural

Arts and Culture	
Creative Industries	
Visitor Economy	
Sports and Athletics Facilities	X
Heritage buildings and sites	
Other	

Transport

Active Travel	X
Buses	
Strategic Road	
Rail	
Aviation	
Maritime	

Light Rail	
EV Infrastructure	X
Local Road	
Other	
Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome.	
The project is to be part funded by grants and contributions from funding partner. TEXT REDACTED	
Provide VAT number if applicable to your organisation	
TEXT REDACTED	

Section 4: Equality and Diversity Analysis

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different group, or strengthen integrations across the local community.

An Equality and Safety Impact Assessment (EqSIA) has been carried out for the Council's Outdoor Sports Centre project and is included as Appendix 1.

The Positive Impacts of the Outdoor Sports Centre (OSC) improvement project are summarised below:

- All of the formal sports hosted at the OSC will continue to be undertaken in line with their respective National Governing Bodies of Sport (NGBs). This covers areas such as equality and diversity commitments, Safeguarding protocols for children and vulnerable adults.
- NGBs also require risk assessments to be undertaken and Active Nation, as operators, are obliged within their service specification to ensure appropriate procedures are appropriately followed.
- Use of the Bike Park is currently through an informal agreement and it is intended the Draft Masterplan and partnership agreement with British Cycling will result in the Bike Park becoming an affiliated club to British Cycling. This will improve their governance and operating standards.
- A key part of the Draft Masterplan is improved lighting and car parking. It is expected that this will have a positive impact on use of the site.
- As a result of the age and condition of the buildings at the OSC accessibility is challenging. The new buildings, including changing rooms and toilets will incorporate high levels of accessibility in their design, specific consultation will be undertaken with Sport England and Activity Alliance in this respect. Accessible car parking spaces and parent and child spaces will also be provided, along with a 'changing places' facility to accommodate accessible toilet needs to be met.
- The Family Zone will accommodate a wide range of new users for parents with young children via a new Pavilion building.
- Improved opportunities for activities such as skateboarding and cycling, improved lighting throughout the centre and CCTV will widen the range of opportunities for all ages particularly young people. There will also be development programmes working with local clubs and associations.

Section 5: Subsidy Control and State Aid

Is the support provided by a 'public authority' and does the support constitute a Financial (or in kind) contribution such as a grant, loan or guarantee?

Yes.

Does the support measure confer an economic advantage on one or more economic actors?

Yes

TEXT REDACTED

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

Yes

TEXT REDACTED

Does the support measure have the potential to cause a distortion in or harm to competition, trade, or investment?

Yes

TEXT REDACTED

Public policy objective principle

Legal advice has been sought and provided to SCC on the Subsidy Control compliance of the Outdoor Sports Centre (OSC) project. This is a summary of that advice, the full advice is in Appendix 16.

TEXT REDACTED

Proportionate and Limited Principle

TEXT REDACTED

Change of economic behaviour principle

TEXT REDACTED

Compensation of costs otherwise funded by beneficiary principle

TEXT REDACTED

Appropriate policy instrument principle

TEXT REDACTED

Compensation and investment principle

TEXT REDACTED

Net positive effects principle

TEXT REDACTED

Public authorities only. Please confirm if you will be disbursing the funds as a potential subsidy to third parties.

No

Section 6: Strategic Fit

Member of Parliament Endorsement (GB Only)

Has an MP's given formal priority support for this bid?

Yes

Full name of MP

Caroline Nokes, MP

MP's Constituency

Romsey and Southampton North

Please also complete Proforma 6

Appendix 2

4.2 Stakeholder Engagement and Support

Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector, and local businesses) to inform your bid and what support you have from them.

SCC continues to consult with stakeholders to explore detailed requirements to assist with the submission of a planning application, securing funding, procuring, and planning the delivery of the works via a main contractor.

Between **2013 and 2021 several community engagement events** were held.

A key objective of consultation was to ensure people of all ages and backgrounds who are less likely to be participating in sport or any physical activity were engaged.

The consultation ensured there was feedback from disabled people, people with long-term health conditions, ethnically diverse communities, lower socio-economic groups, and women and girls. A full Equality and Safety Impact assessment has also been conducted to identify how different people may be impacted by the proposals, this can be found at appendix 1.

An **extensive public consultation on the Masterplan of Improvements was carried out August-October 2021**. This built upon previous consultations and ongoing dialogue with stakeholders. The consultation gained 2,544 responses.

Consultation summary:

	Agree/Strongly Agree	Disagree/Strongly Disagree
OSC Overall	93%	3%
Site Improvements	96%	1%
New 'Hub'	95%	3%
Family Zone	93%	3%
New snow sports facilities	92%	3%
Athletics	91%	3%
Cycling Provision	91%	3%
Tennis & netball court	90%	5%
Hockey pitches	88%	3%
Football pitches	79%	12%
Car parking	78%	11%
Cricket provision	72%	10%

The responses gave insight into:

- The basis of the respondent's interest in the consultation e.g. as someone that visits/uses the site – 1,929/2,544 (76%) respondents; and
- The type of use the respondents make of the OSC e.g. Athletics – 436.

The consultation response **was very positive**, with all proposals agreed upon by a high proportion of respondents.

Overall support for the project is very high – **96% of respondents agreed** that improvements at the OSC are needed and 93% agreed with the overall package of proposals.

Most respondents (85%) would increase their use of the OSC if the proposed changes were made, and those **aged 18-24 would increase their use to the highest extent**.

Dialogue has continued with all key stakeholders and National Governing Bodies to capitalise on the engagement.

There has been further stakeholder engagement with key representatives/users of each area, the indicative designs have been developed to incorporate 'user asks'.

SCC worked with Sport England on engagement for a wider Strategic Outcome Planning Model during 2021. These concluded that:

- While Covid-19 raised awareness of benefits of physical activity, it is important to build on this to increase awareness and find accessible ways for people to enjoy benefits by incorporating into daily life,
- Need to engage to understand enablers and barriers to participation within the community – there are range of complex barriers;
- Some local barriers including time, cost, lack of information, access to safe outdoor areas, and perception;
- Importance of local peers/role models within local communities – such as feeding off interest in Southampton hosting games of Women's Euros 2022 – in tackling inactivity and the importance of the social side of physical activity as well as health benefits; and
- Improved and safer footpaths, cycling routes and outdoor spaces would encourage residents to use the active environment more.

UK City of Culture bid consultation (2020-2021)

- Over 149hrs of consultation, over 1000 people, 9000 survey responses, and 16 working groups identified themes around fragmentation, access to heritage, sport, travel and connectivity as areas to prioritise, building on the diverse stories of people who have lived/live in the city. This led to a 10 year Cultural Strategy and Destination Management Plan for Southampton with culture embedded at its heart.

Letters of support from stakeholders are in Appendix 15.

Has your proposal faced any opposition?

The consultation generated a significant level of response (2,544) which is high for a Council consultation. **Overall, 93% of respondents agreed or strongly agreed** with the proposals.

All levels of support were high but the proposals with the lowest level of agreement were the proposed football pitches (79%), car parking (78%) and cricket provision (72%).

The specific proposal with the lowest level of agreement, and highest level of disagreement, was the reduction of cricket pitches from five to four, with 66% of respondents agreeing and 16% disagreeing. However, this will result in an increase in quality of the remaining four and will allow the provision of car parking to remove the major congestion being experienced by local residents.

Overall the project is considered not to be controversial.

Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

The Case for Investment

Provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to.

Southampton is a diverse city of 249,000 residents, 150+ languages are spoken in schools, **with deep social and economic differences.**

Perceived as part of 'leafy' Hampshire, Southampton is home to UK 2nd largest Port (annually handling £71bn of trade recently awarded Freeports status) but has poor air quality, internal connectivity, and educational attainment.

This has resulted in a **lack of skills and low-quality jobs leading to poor health and wellbeing outcomes** of reduced life expectancy, high levels of childhood obesity and low levels of physical activity.

Geographical Inequalities

- Southampton is **the 55th/354 most deprived authority in UK**, and has relatively high levels of deprivation which has been linked nationally to health disparities, **with 13.5% of residents living in income deprivation and 32/148 neighbourhoods are among 20% of the most deprived nationally** (Appendix 4-Fig 3);

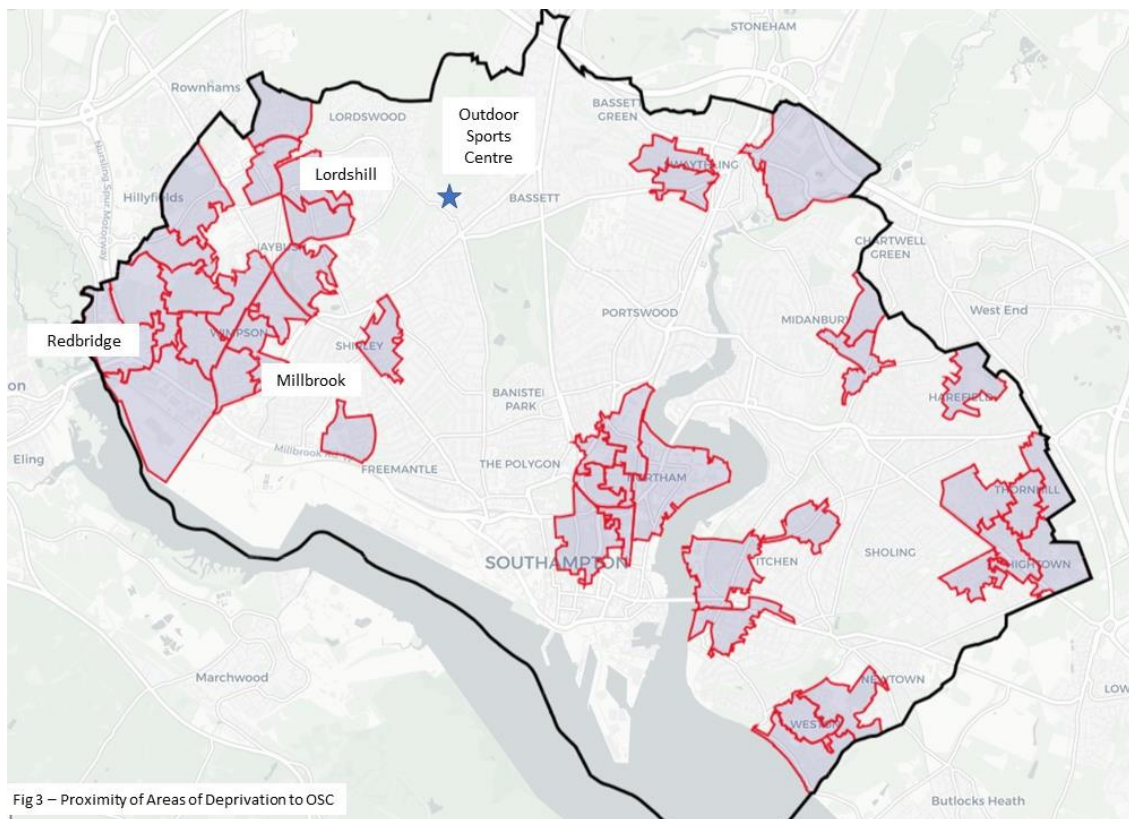


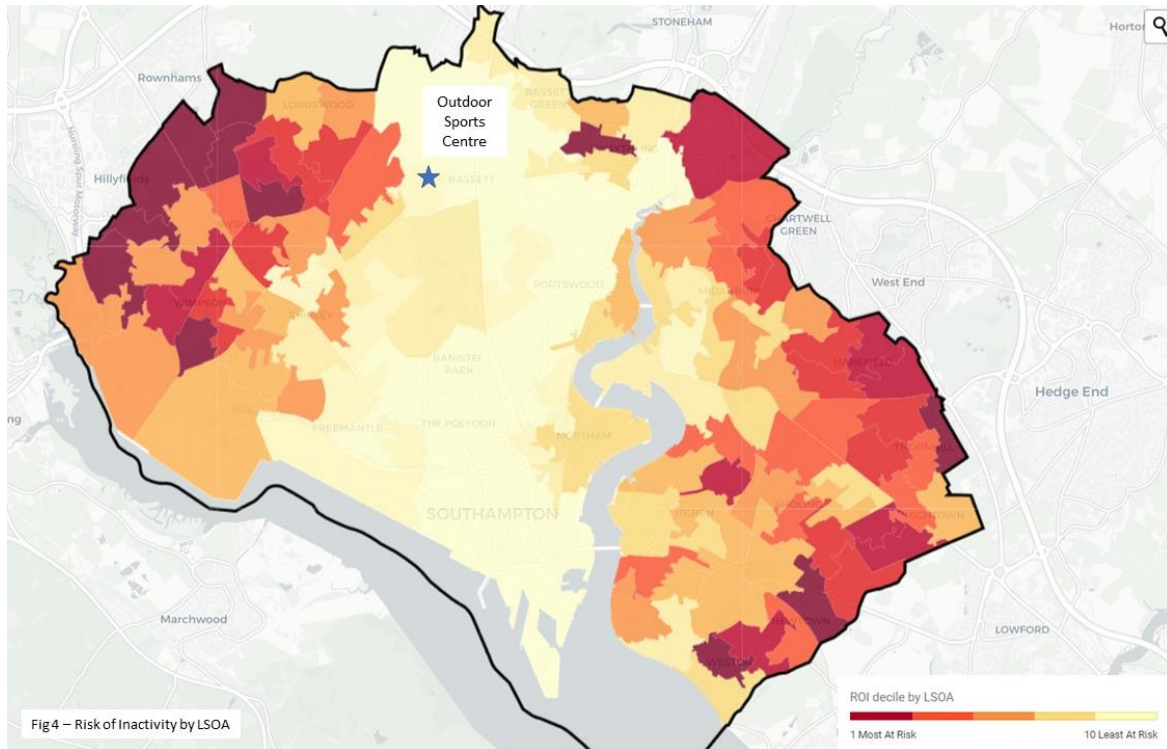
Fig 3 – Proximity of Areas of Deprivation to OSC

- The largest age group in Southampton is 20-24yrs due to student population but a lower than national average 65+ population;
- 16% of the population is receiving Universal Credit and GVA/head is >£1k than Southeast average - a direct result of the prevalence of traditionally lower paid roles;
- In Southampton life expectancy is 7.8yrs lower for men and 5.4yrs lower for women in the most deprived areas of City than in the least deprived areas;
- OSC is located adjacent to areas of deprivation and within 3km of Redbridge-Millbrook areas - the most income-deprived in Southampton;

- These areas need more support to get active due to disparities in health and activity levels, which have been exacerbated by Covid-19.

Unhealthy Lifestyles

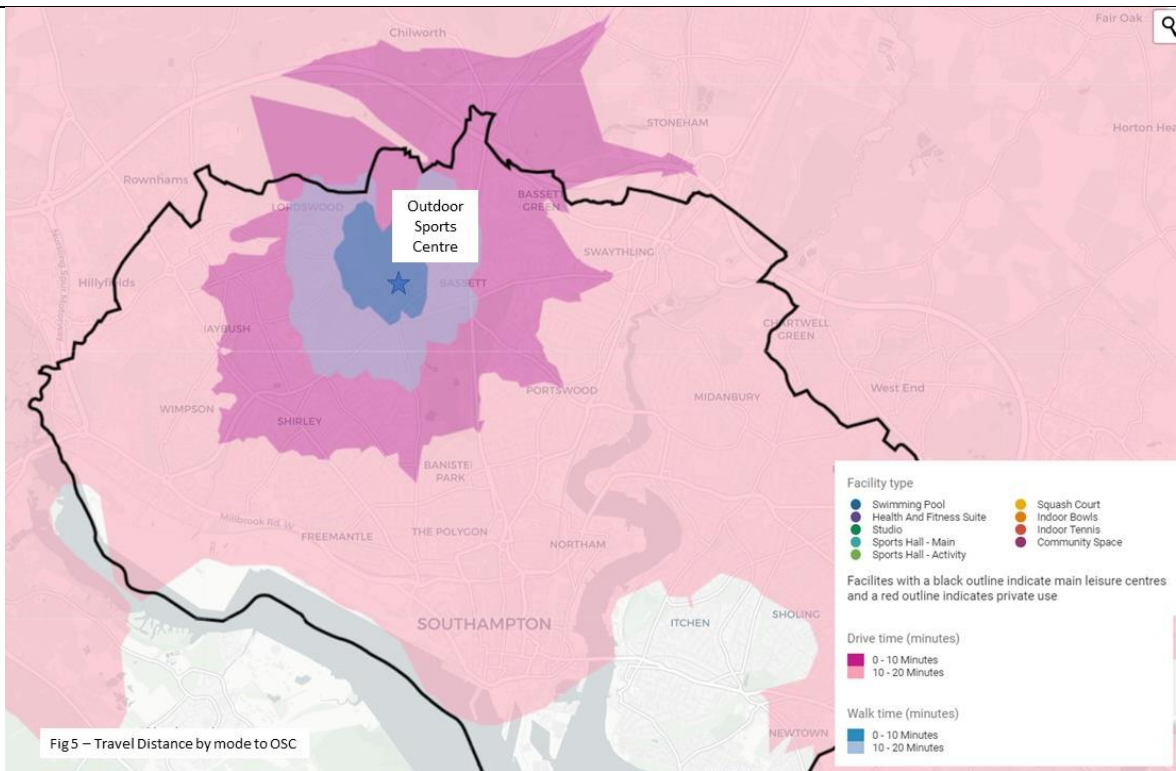
- Physical activity levels, Southampton has **higher levels of inactivity** amongst **adults and children** – 61% of children not meeting the CMO guidelines for physical activity rates - nearly 10% points lower than the Hampshire average 48%;
- **Southampton has worse levels for overweight/obese residents compared to national levels** (Appendix 4-Fig 4);



- Overall physical activity is lower among women compared to men, and those from a lower socio-economic group or BME backgrounds are more likely to be less active;
- Mental wellbeing for residents fares worse than regional average - in 2020/21 9.8% of those who responded to the survey had a low happiness score;

Provision of Facilities

- The OSC is a multi-sports facility **that hasn't had significant investment since opening in 1938**. This has led to deterioration of facilities that don't meet the needs of the 60 clubs, informal users or wider-city population – e.g. athletics track doesn't have a club house, equipment that meets requirements for hosting National/Regional meetings:
- The OSC has around 3,800 'signed up' users with **63% being Southampton residents**, but it is used by over **182,000 people annually**;
- Many users rely on alternative modes of transport than car – **with 105,000 people within 3km of site** – the most deprived areas in Northwest Southampton are not within a 10-20min walk time of the OSC but could be cycled (Appendix 4-Fig 5);



- The OSC struggles in attracting users from deprived backgrounds with those living in the most deprived areas underrepresented – addition facilities are needed to maximise these opportunities.

The bid seeks to address these challenges by increasing levels of physical activity to reduce health inequalities within Southampton, and between Southampton and the rest of South East.

Explain why Government investment is needed (what is the market failure)

As described in our City of Culture bid, Southampton faces long-standing and acute problems, the result of geographic constraints and historic social conditions.

Overall measures of economic performance conceal significant areas of deprivation, health inequalities, low educational attainment, poor mental health outcomes, and alienation from culture.

It is the 55th most deprived Local Authority in England – and is also unequal within itself.

Geography has defined Southampton's economy, being positioned at the Solent's headwaters where two rivers meet has led to the Port of Southampton becoming the UK's second largest port.

This has resulted in 25% of Southampton's £7.8bn economy being focused in transportation and logistics supporting 8,000 jobs, adding public and health sectors in this increases to 50%. These are traditionally lower paid jobs which has resulted in a £72/week pay gap between Southampton's workplace and resident populations.

These negative externalities reinforce the first levelling up market failure which has locked Southampton into a self-reinforcing circle of low growth, poor health outcomes and low levels of well-being.

The key market failures for the OSC are:

- **Viability gaps** - the cost has increased since 2019 beyond the available resources of the Council. Limited levels of developer contributions and private finance, beyond grants being applied for, means that a holistic project could not be delivered. Therefore, public finance is the only way to deliver the whole project without any de-scoping. Inactivity is not an option as amenities are deteriorating quickly, usage will decline and site would become unusable for safety reasons;

- **Coordination failures** - Previous to a masterplan being developed with stakeholders (Football Foundation, Sport England & British Cycling) and the public via consultation there had been no historical coordination of user needs for the site. Delivering the whole masterplan is important for the regeneration and maximisation of the site and requires public sector input to achieve.
- **On-Going Maintenance** - Over the past 2 decades a piecemeal approach has been taken to ongoing maintenance which compounds issues such as flooded cricket & football pitches, poor quality facilities for athletics – risking Club members relocating to other clubs, damp changing rooms that aren't fit for purpose;
- **Covid-19 implications** – following the re-opening of leisure facilities in April 2021 data collection and research carried out by Sport England to provide information to assist local authorities and providers plan to keep people active. The recovery showed that for leisure centre those **new and recently refurbished leisure centres recovered the best**
 - Visitors to centres located in major urban centres recovered to 67% of pre-pandemic, and older centres were not attracting people back into active participation, and
 - Nationally there has been a strong recovery in outdoor activities but the scale and type of facilities are not providing for new markets;
- **Match funding** is being applied for, to contribute but the total value of the project is still more than what SCC could afford via its own Capital Programme contribution, using CIL or Section 106. Not taking a comprehensive approach to these funding applications would risk loss of potential external funding of c£6.5m.

Getting people active is key to the recovery from Covid and to reducing inequalities in Southampton. Government intervention is needed to fully realise the potential of the site and maximise its benefits for Southampton and wider region.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers.

This project sets out to make a once in a generation step change in the quality of provision of sporting facilities in Southampton so that it is 'fit for purpose' to meet the needs of users today and into the future.

It has been the main focus for recreation in Southampton since its opening in 1938 – with the overarching aim to 'promote health to untold numbers and prove to be one of the outstanding assets of a town'. This was far-sighted and the current challenge is to retain this principle and tackle inequalities in Southampton at the same time.

Since 2013 as a OSC Masterplan (Appendix 3) has been developed to support the 60+ clubs based at the OSC, many of regional significance. This means there is a broad basis of support and that it has been developed to contain the optimal facility mix that meets the site challenges, the needs of users, and to encourage greater participation in sport.

These clubs have supplied Southampton with a rich sporting heritage – Southampton Hockey Club, Southampton Athletics Club (Roger Black & Kris Akabusi started their careers here), Southampton Netball League, Sotonia Cycling Club, and a range of football and cricket clubs.

This masterplan forms that basis of the LUF project and can stimulate further investment in sporting facilities in Southampton.

What is Being Invested In?

To continue and develop this rich heritage this project is aiming to upgrade the site comprehensively and dramatically with improved and additional sport and leisure facilities so it can once again meet the aspirations of its founding.

This will enable the OSC to provide residents of Southampton with the ability to participate in a range of sports. Allowing those 60+ clubs to expand and engage a wider spectrum of the community. Particularly encouraging those living in deprived areas to participate in sports by providing high-quality facilities locally reducing travel cost barriers.

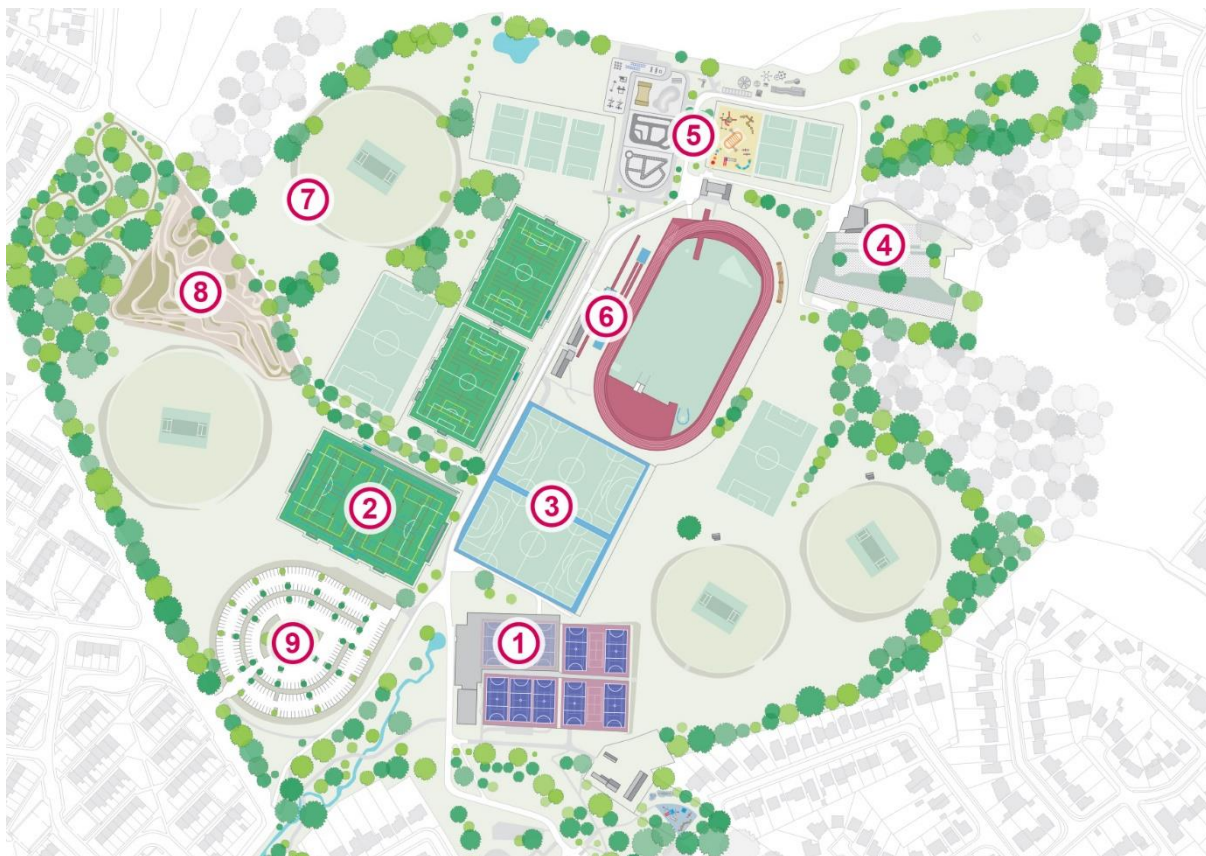
The OSC Project LUF funding will invest in (numbers refer to Appendix 3.1):

1. New 'hub' offering changing facilities, gym, café, administration, and multi-function rooms, plus indoor tennis and netball courts;
2. 3x new floodlit artificial football pitches, whilst retaining 7 existing grass pitches;
3. 2x existing all-weather hockey pitches upgraded with improved lighting & storage;
4. Significant improvements to Alpine Snowsports with new ski lodge, 1x learner slope, 2x varied slopes, new lifts & surfacing;
5. Transformation of the 'Family Zone' including children's play-area, splash pad, outdoor gym, skateboard area, pump track & learn-to-ride area, and multi-function pavilion;
6. Improvements to existing athletics track with new 240 seat grandstand and clubhouse;
7. Improvements to 4 cricket pitches with artificial wickets and drainage;
8. Additional cycling facilities – cyclo-cross, woodland bike trail, and cross-site cycle routes (linking into Southampton Cycle Network);
9. 240 space car parking including 15% active EV charging points.

The Project also includes general improvements to site – seating, table tennis, landscaping, lighting, surfacing, cycle/scooter storage, and signage.

The LUF funding will also deliver transport improvements to access the site so that people can access the site by active and sustainable transport. These are in Appendix 3.2 and include:

- Junction improvements at Dunkirk Road/Lordswood Road with new pedestrian crossings and better sightlines;
- Segregated cycle route on SCN9 Winchester Road that forms a link from Thornhill Road to Southampton Common and onwards to the City Centre, University of Southampton and Hospitals;
- Bus Stop improvements to 6 bus stops;
- Quietway works to Coxford Road, Golf Course Road and Vermont Close to provide additional walking and cycle access points; and
- Pedestrian and cycle improvements to roundabout at Hill Lane/Winchester Road to make it safer to access and link to SCN4 on Hill Lane.



Resolving Barriers & Challenges

Despite being close to areas of deprivation the level of engagement from these communities is low. With the well-established link between physical inactivity and poor health outcomes as a unique City amenity the regeneration of the OSC has the greatest potential for improving physical activity and health outcomes, particularly post-Covid.

The objectives are to:

- Increase physical activity in Southampton where currently two-thirds of adults and 38% of children do not meet minimum physical activity levels;
- Improve Sports Club inclusivity by providing the clubs that use the OSC with support with their community initiatives to increase participation from a wide range of the community;
- Provide a physical legacy from Southampton hosting games of the Women's Euros 2022 particularly to increase the level of women and girls participation; and
- Improve people's health and well-being through enhanced green spaces that allow for informal use – walking, jogging, informal sports – with better connections to the deprived areas to the west.

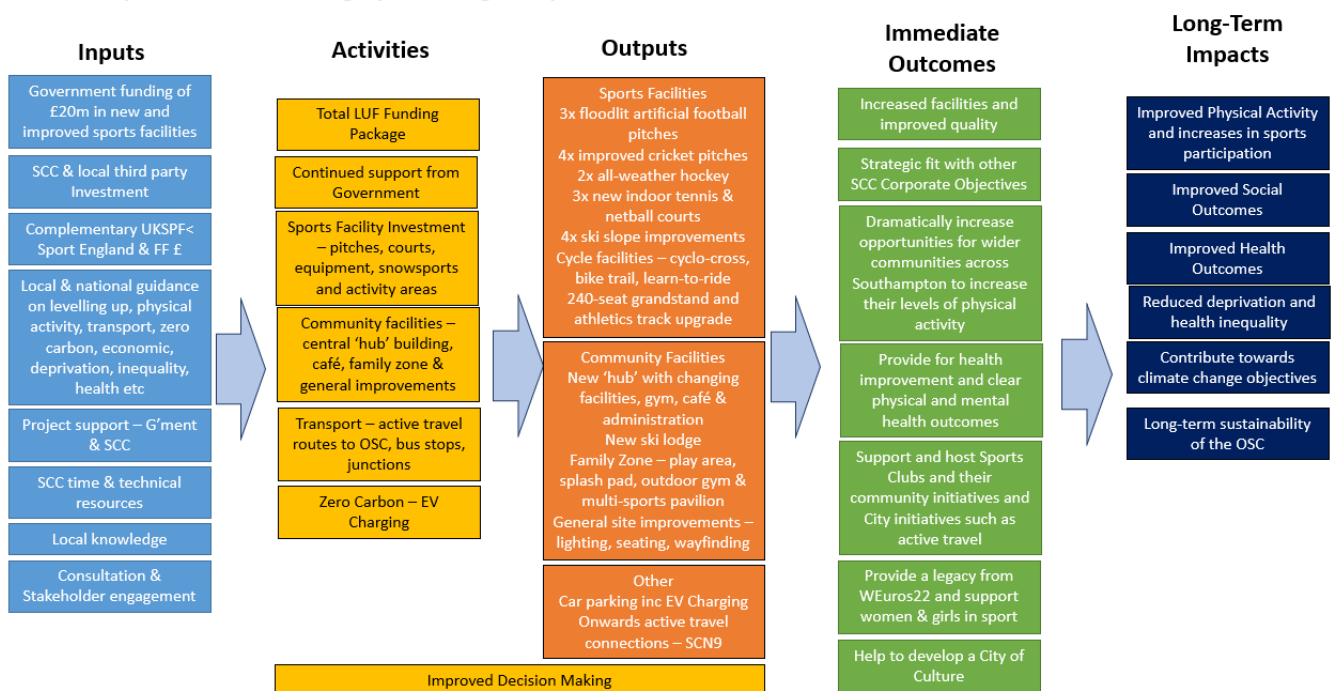
The OSC's new facilities will bring aspiring athletes, sports people and clubs to the city to compete, providing an economic boost to the area

How will you deliver the outputs and confirm how results are likely to flow from the interventions.

The LUF proposal has been developed to respond to the challenges set out to provide desired outputs, outcomes and impacts. A Theory of Change assessment sets out how the funding will support the outputs, and then targeted outcomes and long-term impacts.

The Logic Map is in Appendix 9.

Outdoor Sports Centre Levelling Up Fund Logic Map



The Council's vision is to make Southampton a City of Opportunity. For the OSC this is to increase participation in sport for everyone – making it inclusive from all backgrounds and abilities. This bid looks to drive increases in physical activity for all which will ultimately lead to health and wellbeing benefits, improvements in quality of life and a reduction in inequalities.

Inputs

Request of £20m of LUF support, alongside £10.085M of match to support the regeneration of the Outdoor Sports Centre with provision of high-quality multi-sports facilities, active travel access routes, and landscaping.

Outputs

The direct outputs will be

New/Improved Sports Facilities	New/Improved Community Facilities	Other
3 floodlit artificial football pitches	'Hub' building with changing facilities, gym, café & administration	240 space car park with 15% EV charging
2 all-weather hockey pitches	New Ski Lodge	New crossing on Lordswood Road at Dunkirk Road
3 indoor tennis & netball courts	Family Zone – play area, splash pad, gym & multi-sports pavilion	800m segregated cycle routes on SCN8 Winchester Road
3 ski slopes	General site improvements – lighting, seating, wayfinding	Parallel zebra crossings on Winchester Road
Cycle facilities – cycle-cross, bike trail, learn to ride		Cycle & pedestrian improvements around Hill Lane/Winchester Road roundabout and links to Southampton Common
240 seat grandstand and Level 3 Competition standard athletics track		Bus Stop Enhancements x8 with raised kerbs, shelters & RTI

Immediate Outcomes

The immediate outcomes from the LUF funding will be:

- **Physical Activity** – increase in number and quality of facilities that can be used with increased participation and bookings. A dramatic increase in the opportunities for communities across Southampton, including those in deprived areas, to increase their levels of physical activity;
- **Sports Clubs** – provide support to clubs and their community initiatives to increase participation and inclusivity in sport by working together to understand enablers and barrier to encourage participation from those groups who are underrepresented;
- **Legacy** – provide a physical legacy from Southampton hosting the Women's Euros in July 2022; and
- **Health** – provide green space for continued informal use with better access from the more deprived areas to the west. The new facilities will promote social interaction which will improve mental wellbeing.

Long-Term Impacts

The impacts of the LUF funding will be:

- Improved physical activity and continual increases in sports participation that drives an improvement in people's health outcomes including increasing life expectancy and reducing health inequalities; and
- Economic growth as the OSC attracts visitors and investment into the city.

Set out how other public and private funding will be leveraged as part of the intervention.

The bid is enabling a series of other direct and indirect public and private funding to be levered into the implementation of Outdoor Sports Centre project.

This is through a combination of grants that are currently being applied for, secured developer contributions, and allocated funding from Southampton City Council.

Detail on the additional funding:

Alignment with the local and national context

Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies, or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up.

Strategic Links for the OSC include:

Local Strategy	LUF bid Alignment & Support
City Vision (New Local Plan)	Key priorities include: <ul style="list-style-type: none"> • Parks, • Open spaces, nature and conservation, • Reducing air pollution and improving air quality, • Access to active travel
Corporate Plan 2021-25	Key themes are: <ul style="list-style-type: none"> • Focusing on helping communities develop into thriving neighbourhoods that reflect Southampton’s vibrancy and diversity. • Developing a city where people can start to live well and age well, prevents and intervenes early, promotes well-being, and allows people to live independently for longer. • Aiming to make Southampton a leading city for the green economy. Maximising our great natural assets such as our parks, open spaces and waterfront, improving access for people to enjoy them.
We Can Be Active Strategy	Includes the goals: <ul style="list-style-type: none"> • Supporting people to get started or keep moving when they feel that they can’t do it alone. • Supporting bold leaders working together to create happier and healthier communities. • Providing positive early experiences for children & young people, and opportunities that meet our needs and interests that are accessible and easy to find.
Connected Southampton 2040 (LTP4), BSIP & Cycle Strategy	Sets 3 goals for Southampton – Successful, For Everyone and Better Way to Travel: <ul style="list-style-type: none"> • Improving transport to support sustainable growth of the city. • Making Southampton a safe and attractive place to live and improve quality of life ensuring everyone can get around. • Supporting people to change how they move around the city by widening their healthy and clean travel choices, encouraging them to get active and healthy, and promote zero-emission.
Greener City Plan	<ul style="list-style-type: none"> • Aspiration for SCC corporate estate to be carbon neutral by 2030 and protecting and enhancing natural environment and promoting and encouraging zero emission and active travel. • Ambition for top 10% UK cities for public EV chargers.
Health & Well-Being Strategy	The core ambition of the Strategy is to: <ul style="list-style-type: none"> • Significantly improve health and well-being outcomes and reduce citywide health inequalities in Southampton by 2025.

	<ul style="list-style-type: none"> • Make better use of open spaces and provide support to help people access sport and leisure facilities, improving participation in sports.
Safe City Strategy & UNICEF Child Friendly City	<p>Multi-agency crime prevention aimed at:</p> <ul style="list-style-type: none"> • Creating safe & stronger communities – in Bargate, which has highest crime rate, looking at night-time economy (improving non-alcohol) and making safer, well-lit and overlooked spaces & routes including CCTV reducing isolation and violence against women. • Becoming inclusive and getting children involved in the design & delivery of place-shaping and transport
Cultural Strategy 2021-2031	<p>The core ambition of the Strategy is to:</p> <ul style="list-style-type: none"> • Significantly improve health and well-being outcomes and reduce citywide health inequalities in Southampton by 2025. • Make better use of open spaces and provide support to help people access sport and leisure facilities, improving participation in sports. • Recognise the positive benefits of experiencing and participating in cultural activities, this focuses on partnering with healthcare professionals and the universities to advance health and wellbeing in the city where there are significant challenges. • Draw on the five steps to wellbeing (Connect, Be Active, Take Notice, Keep Learning and Give) we will focus on addressing issues around depression, loneliness, healthy lifestyles, life expectancy through physical activity, social prescribing (non-medical interventions), volunteering, participation and creativity to bring happiness and joy to people’s lives.
Economic Growth Strategy	Provide a quality urban environment and transport infrastructure for residents and visitors.

Explain how the bid aligns to and supports the UK Government policy objectives

This bid support several UK Government Policy Objectives:

Policy Objective	Fit
Net Zero	<ul style="list-style-type: none"> • Through its Greener City Plan, SCC wants to be carbon-neutral by 2030, with all corporate assets having a net zero carbon footprint in same time period; • This includes clear and measurable action to reduce energy consumption and emissions from SCC fleet and buildings, as well as protecting and enhancing the natural environment. • This also includes carbon reduction measures in all corporate assets including buildings – the new buildings within OSC will be designed to BREEAM ‘excellent’ standards and carbon neutrality. • By using innovative technology such as LED lighting, insulation etc we are taking a whole carbon approach to design and costings. This considers the induced carbon in the construction stages as well as when operational. • A series of EV charging points are being provided – initially 15% of the 240 parking space but all will be ‘EV ready’ with power etc to be retrofitted as EV demand increases.

	<ul style="list-style-type: none"> Investment in active travel routes to the OSC will enable it to be safer to walk and cycle around. This promotes active travel as a zero emission and carbon free mode of transport. This links into the Southampton Cycle Network routes SCN4 and SCN9. <p>Enhanced green infrastructure to provide biodiversity and shading, particularly connecting the Common with the OSC.</p>
Sport England 'Uniting the Movement Strategy 2021-31	<ul style="list-style-type: none"> New strategy has vision to 'imagine a nation of more equal, inclusive and connected communities', and mission to 'invest in sport and physical activity to make it a normal part of life for everyone in England, regardless of who you are.' This project supports connecting communities by focusing physical activity to make better places to live and bring people together, and creating and protecting places and spaces that make it easier for people to be active
Sport as part of regeneration	<ul style="list-style-type: none"> The regeneration of the City Centre through improved accessible public realm supports the UK Build Back Better, Solent's Industrial Strategy and SEP to support the Southampton's recovery from Covid-19, extend the visitor offer, and legacy from the Women Euros 2022.

Alignment and support for existing investments

This bid supports and complements several existing and planned investments:

Activity	LUF Bid Alignment
Women's Euros 2022	Southampton has hosted 3 matches from the Women's Euros 2022 tournament and the OSC football pitch investment will support the legacy from this. The aim from the event is increase the number of women's and girls' football matches played and support the development of disability football.
Other LUF Bids	<p><u>Southampton</u> Package £20m bid for the City Centre for transport and heritage/culture. Centred on revitalisation of the public realm around an icon of Southampton at the Bargate, resilience of Mayflower Park as a green and blue space, and active travel and public transport connectivity between them, new development and rest of Southampton. Cycle routes from the City Centre will connect via Southampton Common, University and Hospital to the OSC</p> <p><u>Eastleigh</u> Improved access to the Navigator Quarter at Southampton Airport. The Airport is an international gateway to the City and better connections are required for visitors.</p>
UK Shared Prosperity Fund & Multiply	<p>UKSPF will increase the Councils capacity by £1,544,238 over 3 Financial Years to engage with our most economically challenged communities and to support our local businesses' growth in a post-pandemic environment.</p> <p>Multiply is a newly announced government programme with an allocation in Southampton of £1,182,512 (Over 3 Financial Years) of UKSPF to increase basic skills in numeracy.</p>
Transforming Cities (TCF) & Solent Future	Compliments the TCF and Solent FTZ programmes which will include further innovative transport, bus, walking and cycling priority & accessibility measures in Southampton. The TCF programme is improving cycling links

Transport Zone (FTZ)	<p>on SCN5 which passes the eastern side of the OSC connecting Chandlers Ford in Hampshire with the University, Common and City Centre. This bid will improve the cycle connections from this route into the site.</p> <p>FTZ is supported with additional safe routes for e-bikes and e-scooters and additional parking locations in the City Centre.</p>
Active Travel Fund	<p>Complements recent investment in the Southampton Cycle Network (SCN) on SCN4 Hill Lane forming part of a route from the Hospital to the City Centre via Southampton Common.</p>
British Cycling & Sport England	<p>Funding for Phase 1 of improvements at the OSC to create a Bike Park, improving the cyclo-cross track and woodland trail. These works are already underway.</p>

By aligning investment, the OSC project enhances the impact that public investment can secure, supports the levelling up agenda and improves the health outcomes of sports participation that can provide opportunities for people across Southampton.

Explain how the bid aligns to and supports the Government’s expectation that all local road projects will deliver or improve cycling and walking infrastructure.

We are committed to providing high quality sustainable active travel infrastructure that links the OSC to the wider Southampton Cycle Network. The design of the complementary cycle and walking infrastructure will align and be designed to LTN1/20 standards (see appendix 21 - Figure 7)



The site is located close to three SCN routes (Appendix 4 Fig 5) –

- **SCN4** – Southampton Central Station to University Hospital Southampton & Lordshill via Hill Lane with 1.4km of new segregated cycle lanes on Hill Lane,
- **SCN5** – City Centre to Chandlers Ford via The Avenue and University of Southampton with 1.75km of new segregated cycle lanes on The Avenue, and
- **SCN9** – Redbridge to Woolston via UHS, University of Southampton, St Denys & Bitterne.

These routes provide connections from the OSC to Lordshill & Redbridge (areas of high deprivation), University Hospital Southampton, University of Southampton, City Centre, Central Station, and into Hampshire; so people can cycle and walk there on safe segregated or quieter routes.

We aim to do this through:

- Junction improvements to pedestrian and cycle routes around Hill Lane/Winchester Road roundabout junction;
- Segregated cycle route along SCN9 Winchester Road from Thornhill Road to Bassett Avenue – a Cycle Level of Service Assessment increased this from 29 to 59;
- 2x Parallel crossings so people can safely transition onto Winchester Road from side roads;
- Junction change and new crossing at Dunkirk Road/Lordswood Road to improve safety on route to Hospital and Lordshill; and
- Quietway improvements on Coxford Road and Golf Course Road to connect to the SCN network.

Providing new spaces for hire of e-scooters, e-bikes and private cycle parking so people can opt to not own a private vehicle and access the OSC sustainably and actively.

Confirm which of the following Levelling Up White Paper Missions your project contributes to:

- Living Standards
- Research and Development (RandD)
- Transport Infrastructure
- Digital Connectivity
- Education
- Skills
- Health
- Wellbeing
- Pride in Place
- Housing
- Crime
- Local Leadership

And write a short sentence to demonstrate how your bid contributes to the Mission(s).

- Improving living standards by increasing productivity and reduce the pay gap between Southampton and neighbours by supporting development and the change in Southampton's economy;
- Improving transport infrastructure with active travel connectivity to and from the OSC providing safe travel active travel connections to the City Centre, as part of the wider Cycle Strategy/Connected Southampton package including Active Travel Fund and Transforming Cities programmes on the adjacent SCN4 and 5 cycle corridors;
- Improving health & well-being – by increasing use of the OSC from all backgrounds and ability through facilities that are fit for purpose and inspiring future generations to be physically active, particularly those from deprived neighbourhoods;
- Improving the human capital in Southampton by reducing gap in life expectancy and well-being between highest and lowest performing wards; and
- Restoring a sense of community by supporting pride in Southampton, improving satisfaction with the OSC, and supporting legacy from the Women's Euros 2022.

Part 7: Economic Case

Please use up to date evidence to demonstrate the scale and significance of local problems and issues.

Stakeholder engagement has helped identification of issues; details in Appendix 6.

Levelling Up has pushed the UK's geographic inequalities to the top of the policy agenda, with the Levelling Up White Paper setting out the Government's intentions to 'level up' across the country and to revive the fortunes of the UK's 'left-behind' towns and cities.

This agenda and the messaging suggests that London and all the SE provides a benchmark for measuring the rest of the UK against.

However, the SE is inequal with great disparity within it, some towns and cities on the coastal fringe, including Southampton, are much less prosperous than other parts of the SE.

The references in brackets identify the data used - detail on corresponding sources is set out in the next question.

Poor standard of existing facilities and public realm at the Outdoor Sports Centre (OSC), namely:

- Ageing facilities in poor condition and do not meet modern standards for competitive play.
- Facilities are vandalised, run-down public realm, lack of adequate parking, pitches frequently become waterlogged, lack of indoor facilities
- The existing site is underutilised and has had an historic lack of investment. (1)
- Much of the site is ageing and facilities are **below recognised standards required for competitive sports** especially at a regional/national level.
- There are also a **limited or no local alternatives** for some sports.
- Southampton's Play Pitch Strategy (March 2021) identified the need to sustain male and youth and adult football and increase the number of women's and girls' football matches played and support the development of disability football. To increase participation, improvements in quality and maintenance of pitches and ancillary facilities are needed particularly at local authority owned sites (1).
- SCC consulted on proposals to upgrade the OSC
 - 2,544 responses provided overwhelming local support for the proposals,
 - **97% of respondents agreeing they would like to see improvements, and**
 - **93% supportive of the specific masterplan proposals.**
- In 2019 a survey of 136 Southampton Athletics Club members outlined reasons for a decrease in membership which in summary revolved around the decline in facilities at the OSC.

Local adult and child health indicators across Southampton falling significantly below national standards against a range of measures including mental and physical health, obesity, levels of physical activity and death from preventable causes.

Evidenced by:

- **Lower life expectancy** in Southampton compared to the national average (2);
- **Higher incidence of deaths from preventable causes**, and higher than average incidence of depression in Southampton compared to national averages (3);
- High obesity levels among both adults and children in Southampton compared to national averages (4);
- **Low levels of physical activity** among Southampton averages compared to national averages (5);
- **High levels of health deprivation** in Southampton, with 19 out of 148 LSOAs¹ in the 10% most deprived neighbourhoods, rising to 42% of LSOAs within the 20% most deprived areas with respect to health, and 82% within the top 50%.
- Southampton is ranked 55th of 317 local authorities nationally using the rank of average score measure with respect to health deprivation (putting it within the 20% most health deprived local authorities) (6).

¹ Lower Super Output Area from Census 2011
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Significant health inequalities across the city.

Evidenced by:

- **Inequalities in life expectancy** between most and least deprived Southampton wards (7).

Need to widen participation at the OSC, in line with strategic sports objectives.

Evidenced by:

- **Underrepresentation of users** among the top 10% most deprived LSOAs in Southampton (only 6% of users of the OSC and Alpine Sports Centre are from the city's 10% most deprived areas) (8).

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues.

The data sources below demonstrate the evidence drawn upon in the previous question. Evidence is drawn from national statistics, alongside local survey and consultation data.

Where possible regional and national level comparators are provided to demonstrate the scale and significance of local issues compared to appropriate comparators.

(1) SCC OSC consultation with local community (August-October 2021).

Stakeholder engagement has also been undertaken evidencing demand for proposed facilities and co-design inputs from sports clubs and organisations, including:

- Sport England,
- Football Foundation,
- British Cycling & Sotonia Cycling Club,
- Southampton Netball League and
- Premier Tennis and the Lawn Tennis Association who highlighted a shortage of tennis courts in the city, the only other public pay and play courts are at the David Lloyd leisure centre,
- Southampton Athletics Club,
- Southbrook Youth Football Club,
- Southampton Midweek Cricket League, Hampshire Cricket & England Cricket Board,
- Skate Southampton & Skateboard GB,
- Snowsport England
- Southampton City Council Officers responsible for Sustainable Travel, and
- Active Nation (the current OSC operators).

Max Associates, on behalf of SCC, developed a Sport England Strategic Outcomes Planning Model and strategic options appraisal in March 2022 to establish a clear approach to future investment in its stock of leisure facilities and other non-facility interventions to provide effective and sustainable physical activity and sport opportunities for local communities, informed by local priorities.

Among priorities identified were increasing uptake of physical activity among deprived communities.

(2) ONS data for 2018-2021 shows average life expectancy at birth among Southampton males (78.3) and females (82.5) is below averages for the South East region (80.6 for males and 84.1 for females) and England (79.4 and 83.1, respectively).

(3) ONS data showing the standardised mortality rate 2015-2019 for under 75s deaths by preventable causes is 126.3 in Southampton (England=100).

NHS Digital data shows in 2020/21 12.4% of adults in Southampton were recorded to have depression (slightly higher than the 12.3% of adults across England). The reason for collecting data in this period is due to the lack of available data during the COVID pandemic.

(4) Office for Health Improvement and Disparities data shows in 2020/21 65% of adults in Southampton are classified as obese (higher than average across England of 63.5%).

NHS Digital data shows 31.7% of school children in year 6 in Southampton are classified as obese (higher than the average across England - 35.2%).

(5) Office for Health Improvement and Disparities data shows a quarter (24.7%) of adults in Southampton were physically inactive in 2020/21 (did less than 30 minutes physical exercise per week), higher than the South East region and England averages of 20.2% and 23.4%, respectively.

The proportion of Southampton adults who were physically active (did 150 minutes or more physical activity per week) (64.8%) is lower than South East region and England averages of 69.2% and 65.9%.

Among children and young people in Southampton, 38.8% are physically active, significantly lower than the average across the South East (45.4%) and England (44.6%).

(7) English Indices of Deprivation data (2019).

(8) Office for Health Improvements and Disparities data for 2018-2020. Office for Health Improvements and Disparities data for 2018-2020 shows there is a difference in life expectancy at birth of 8.3 years among males in Southampton and 5.5 years among females, between LSOA areas with the longest and shortest life expectancy.

(9) Southampton City Council User Profile Data for 2022, Active Nation data.

Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions.

The OSC is in Bassett ward in the north of Southampton unitary authority area (Appendix 4).

Given the scale of the existing site, and the facilities proposed, the local area of influence is assessed to be Southampton City administrative area (63% of existing users are Southampton residents). However the OSC does have both a wider regional and national catchment given the nature of the activities provided at the OSC.

Data used in this bid explains the scale and significant of local problems in Southampton and is either commissioned or collated by Southampton City Council or our partners.

In all cases they are in line with national best practice and where applicable with the statutory body.

The evidence outlined previously draws from:

- Recognised National Statistics – ONS, Public Health, BEIS, DfT, DfE, DHLUC, Health data from the NHS and Office for Health Improvements and Disparities;
- Sports facilities supply data from the Football Foundation and Active Nation as current operator of the site;
- Local data from Southampton City Council;
- Data gathered from local consultation with residents and existing users of the OSC;
- Data from the Southampton Data Observatory for local health, deprivation & economic statistics – this draws from the best available information and has a robust quality assurance process; and
- Local, regional and national health and sport provision stakeholders.

We have ensured that the data and evidence accessed is up to date, drawing on the most recent publicly available data and its sources referenced. Most of the evidence is from 2019-22, with the oldest data source cited from 2019 (English Indices of Deprivation).

The bulk of the data is dated prior to the Covid pandemic due to more recent data sources not being available.

Effectiveness of proposal in addressing problems

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems.

Our application has demonstrated the scale of the issues facing the OSC. By delivering improvements to existing facilities and providing new facilities the project will make the OSC a more attractive and usable place in which to engage in physical activity for both individuals and sports clubs.

The Theory of Change Logic Map is set out in Appendix 9.

The LUF funded proposals will help to address these issues through a radical transformation of the facilities at the OSC, so it is fit for purpose and provides a high-quality amenity for the people of Southampton to use and be proud of.

This application has already describes the improvements (see Masterplan Appendix 3)

Together these comprehensive improvements will both increase the numbers of users to the OSC, enhances its operations, support greater inclusivity in sport, and allow everyone to use and enjoy this green space asset.

The OSC masterplan proposals have been developed and refined over a nine-year period following an initial series of 10 drop-in public consultation sessions in November 2013 that fed into a draft improvement plan consulted on in 2015.

Further consultation and engagement on demand for facilities, has culminated in the masterplan proposals, with a key aim of increasing participation in physical activity among Southampton residents.

Results from the 2021 public consultation inform that:

- Majority of respondents (78%) said that if the masterplan was implemented, there would be a positive impact on their level of physical activity.
- Among young people under 18 this positive impact was higher still, at 84% of respondents.

In addition to increased usage, the consultation evidenced the likely improvement the facilities will have on mental health and wellbeing, with 79% of respondents reporting the improvements to OSC would have a positive impact on their mental health and wellbeing.

Addressing Existing or Anticipated Future Problems

Increasing number of visitors to OSC

Prior to the Covid-19 pandemic, the OSC was estimated to have circa 182,000 visitors per annum with visitors coming from a local, regional or national catchment depending on the nature of the activity.

3,800 of these visitors were categorised as unique – those 'signed up' to activities/facilities at the OSC.

The improvements to the OSC are expected to transform the number of visitors and users to the OSC with total visitors rising to 618,000 per annum (an increase of 438,000 per annum). The number of unique visitors will also increase to circa 13,150 which is a conservative estimate considering the upgrades and expanded offer of the OSC.

Previous questions provide further information on the assumptions made to forecast visitor numbers to the enhanced OSC.

Increasing levels of physical activity for hard-to-reach groups

Inactivity is associated with 1:6 deaths in UK costing £7.4bn annually. Being active can help to prevent and manage over 20 chronic conditions with physical activity better than treatment with drugs for many conditions.

As Southampton's population ages (65+'s set to increase by 6.9% between 2022 and 2025) this means a greater proportion of population will be living with multiple long-term conditions. Providing opportunities at the OSC for formal and informal physical activity, for both current and future residents, we are supporting healthier lifestyles and the prevention and management of long-term conditions.

Will also support wider benefits from physical activity including improved learning, attainment, productivity, reduced stress, sleep and better social interaction.

SCC's strategic option appraisal referred to in previous sections identified targets for achieving increased levels of physical activity among deprived communities.

These include:

- Delivering education sessions per annum to parents and children to increase understanding of the benefits of physical activity;
- Delivering events and campaigns that encourage activity to those who are inactive;
- Empowering volunteers from deprived communities to promote and support various forms of physical activity in their communities;
- Training staff to provide individuals with the necessary confidence and motivation to engage in sports, fitness and physical activity.

The proposals will also enable increased use of the facilities by schools.

Increasing the value of nearby residential properties

The scheme will increase the attractiveness of the area for households to locate. This effect will be supported by wider Land Value Uplift (LVU) whereby residential properties in the surrounding area experience an uplift in value as a result of the scheme.

This is calculated in line with studies on the wider LVU arising from similar green space enhancement projects. We have endeavoured to find projects of as similar a nature as possible to this scheme and further details of these are outlined later.

Generate social value gain

In addition to economic effects, the proposed improvements to the OSC will generate quality of life effects for those benefitting from the enhanced facilities as well as other social value gains such as crime reduction.

Research has demonstrated a correlation between social value gain and the level of investment.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs.

The OSC is forecast to increase visitor numbers to 618,000 per annum with projected visits calculated from data provided by Active Nation, analysis from the Stoneham Lane Football Facility (in Eastleigh Borough – funded in part via Football Foundation), Southampton City Council and the results from the Autumn 2021 Consultation.

Some of the key assumptions are listed below:

- **Football** – This forecast for use of artificial grass pitches is informed by a Local Football Facility Plan for Southampton and is based on the provision of new artificial grass pitches which assumes 100,000 visitors per annum. This figure is a conservative estimate and based on comparison with the nearby Stoneham Lane Football Complex, which attracts circa 350,000 visits per annum. The existing grass pitches have c35,000 users annually which is anticipated to increase to 46,000 users annually given the enhancements to the pitches;
- **Athletics** – This forecast assumes 35,000 visitors per annum which builds on existing usage at 26,000pa reflecting the enhanced clubhouse and increased capacity grandstand enabling a greater number of events;
- **Alpine** – This forecast assumes 55,000 visitors per annum which builds on the existing usage at 45,000pa reflecting the inclusion of an enlarged learner slope;

- **Tennis** – The provision of indoor tennis facilities is expected to attract circa 30,000 visitors per annum while the improvements to the outdoor tennis facilities are anticipated to increase visitor numbers from 6,000 to circa 12,000 visitors per annum.
- **Hockey** – The enhancement lighting at the existing hockey facilities should contribute to an increased number of events which is expected to increase visitor numbers from 24,000 to circa 30,000 per annum.
- **Netball** – The enhanced netball changing facilities should contribute to an increased number of events which is expected to increase visitor numbers from 15,000 to circa 25,000 per annum.
- **Informal** – This forecast assumes circa 200,000 visitors per annum building on existing number of informal visitors at circa 31,000 per annum. Walkers (including dog walker) are expected to make up a large proportion of the number of informal visitors. The development of the Family Zone and enhanced facilities for cycling (bike park) and skateboarding will also contribute to this forecast.
- **Other** – The enhancements to the OSC will enable a number of additional new uses that will increase the number of visitors to the facility. These new uses will include gym, sports hub, splash hub facility and indoor studios and are expected to attract circa 85,000 visitors per annum.

Wider Land Value Uplift

As outlined in the previous question, the sports centre is expected to generate an uplift in values across surrounding residential properties.

An impact area of 500m (radius) has been assumed which is in line with literature² on the observed land value uplift resulting from similar interventions. Whilst recognising that some properties beyond the 500m radius may be impacted by the projects, a conservative approach has been taken.

Uplift assumptions were also based on previous studies into projects of a similar nature, and these are detailed later.

The scale of the uplift has been made on a conservative basis so to avoid overestimating benefits. Retail and commercial property uplifts are not considered feasible for a scheme of this nature and therefore have not been included in the analysis.

This is a recognised and robust methodology for measuring the economic value of development.

Quality of Life

The economic value of an improved sports centre and wider green space has been established based on the level of investment it's receiving.

Research conducted by Sport England and Sheffield Hallam University (2020) quantifies a social value return of £3.91 for every £1 invested in community sport and physical activity in England. The model is comprehensive and estimates the value of sixteen different social outcomes related to physical and mental health, individual development and social and community development.

The metric applied here also accounts for an associated reduction in crime as a result of the investment. Therefore, we have opted against including the benefits from a separate assessment into reduced crime so to not risk double counting benefits.

We have also applied a conservative rate of displacement in recognition of the fact that there are other sports offerings in the area but that this centre has a larger offer than the others. This is a robust consideration of the likely benefits associated with quality of life.

It is possible to measure the benefit of participation in physical activity, including cycling and walking, using a Green Book recommended approach as per Fujiwara (2014) 'Quantifying and Valuing the Wellbeing Impacts of Culture and Sport'.

² Placemaking: Value and the Public Realm, CBRE (2017) <https://www.cbre.com.au/research-reports/Global-Placemaking-Value-and-the-Public-Realm-May-2017>

This paper provides an estimated valuation of £1,127 per person per year for sports participation.

However, this is considered to be a benefit that would already be captured in the Sport England metric and has therefore been excluded from the analysis so as to not double count benefits.

Analysis of Costs and Benefits

Explain how the economic costs of the bid have been calculated, including the whole life costs.

Total Economic Costs

The economic cost associated with the project is £31.9m of capital spend, presented in base-year, real discounted prices.

Project	LUF Funding	Other Public Sector Funding	Private Sector Funding	Total
Outdoor Sports Centre	£21,430,001	£10,692,813	£42,912	£31,941,914

Cost risk and uncertainty have been considered and a risk allowance is included within the capital costs as contingency. The level of contingency reflects the design stage of the project which is highly progressed to the point of contractor procurement.

Cost risks will be managed within the contingency allowance and risk transfer mechanisms to the contractor, as works will be tendered on a lump-sum basis through a two-stage approach.

A detailed review of financial risks is set out in the Deliverability section and an assessment of other project risks is provided in the Management section.

Economic costs are provided in real terms.

Match funding totals circa £10.7m from the public sector and circa £43k from the private sector, TEXT REDACTED. Further details and confirmation of this funding can be found in Appendix 15 Letters of Support.

Economic Cost Calculations

Economic costs are provided in real terms, having considered both construction inflation and general inflation.

Construction inflation has been applied at 9% for this year (2022/23) and 4% per annum between 2023/24 – 2025/26, as per the estimates from Arcadis' latest tender price forecasts³.

General inflation has been applied to these nominal costs at a rate of 4.1% in 2022/23, 2.4% in 2023/24, 1.9% in 2024/25 and 2.0% thereafter, to derive real economic costs⁴.

All costs are then also discounted to the base year of 2022/23 by 3.5% throughout the appraisal period, as per Green Book guidance.

³ Ukraine invasion sends UK construction inflation into double figures, The Construction Index (2022) <https://www.theconstructionindex.co.uk/news/view/invasion-ukraine-sends-uk-construction-inflation-into-double-figures>

⁴ GDP deflators to 2025/26 have been taken from OBR projections, as per Green Book advice. After this period, a standard 2% GDP deflator has been used for the remaining years, as per Green Book guidance.

<https://www.gov.uk/government/statistics/gdp-deflators-at-market-prices-and-money-gdp-march-2022-spring-statement#:~:text=A%20series%20for%20the%20GDP,the%20end%20of%20each%20quarter>

After this period, a standard 2% GDP deflator has been used for the remaining years, as per Green Book guidance. Costs are then discounted by 3.5% throughout the 30-year appraisal period to provide present values.

Optimism Bias

In line with HMT Green Book, costs have been adjusted to include optimism bias (OB). The recommended adjustment range for OB is determined by the nature of the project. The range for Standard Buildings (2-24%) is the most appropriate for the project.

The starting point for assessing OB is the upper boundary of 24%. We identified the key contributing factors (values taken from the Green Book OB guidance) and assigned a mitigation factor to each of them to reflect the extent to which they are mitigated in order to reduce this upper bound OB.

A score of 1.0 has been assigned to contributory factors that are fully mitigated, as set out below.

Outdoor Sports Centre

OB contributing factor	% contribution to upper bound OB	Mitigation factor	Justification
Inadequacy of the Business Case	34%	1.0	Business cases developed in accordance with DLUHC and Green Book guidance. Prepared by SCC with input from AECOM who have a proven track record of developing business cases for successful funding bids.
Poor Project Intelligence	2%	1.0	Detailed research undertaken to ensure business case is based on a robust understanding of local context.
Public Relations	2%	1.0	Project enjoys strong support from the local community.
Project Team Management	1%	1.0	The project management team is experienced in delivering a project of this nature
Degree of Innovation	4%	1.0	The project will be delivered using the latest design methods, net zero, and techniques.

Based on the above, we have been able to reduce the upper bound by 43%, resulting in an OB value of 13.7%.

The present value of all economic costs, both from LUF and otherwise (including OB), is **£31.9M**.

Describe how the economic benefits have been estimated.

The economic benefits which are considered in the Benefit Cost Ratio (BCR) and Net Present Value (NPV) calculations for the cost benefit analysis are all presented in 2022 prices and have been adjusted in line with the HM Treasury Green Book to account for discounting (3.5%), inflation and additionality factors in line with the HCA Additionality Guide, as set out below:

Wider Land Value Uplift

The project will deliver significant improvements to the 58ha OSC including significant landscaping and public realm improvements, as well as multi-million investment to create state of the art facilities culminating in a regionally significant sports and outdoor leisure asset.

These enhanced facilities will **increase the attractiveness of this area of the city and drive wider land value uplift (LVU) for those properties locating nearby.**

The extent of wider LVU has been projected based on benchmarks found within a comprehensive review of studies considering the effects of similar interventions elsewhere.

These studies include benchmarks for 'functional green space' in the UK as per the ONS, proximity to parks as per Zhang, B et al, access to outdoor space or good views as per Savills and houses built around a park as per Appeldoorn⁵.

The studies reviewed produced benchmarks for residential uplift ranging from 1.4% to 60%. Recognising the nature of the scheme being proposed, the lower bound benchmark of 1.4% was taken forward for the wider LVU analysis as a conservative estimate.

The wider LVU benefit for residential properties is applied as single one-off benefit that is delivered once the project is completed in 2025, in line with Green Book guidance.

The benefit was applied to the 2,948 houses within 500m of the site, assuming an average house price of £282,493⁶, to generate a total uplift of £7.8m in real, discounted prices.

An impact area of 500m (radius) has been chosen as it is in line with the literature aforementioned on the observed land value uplift resulting from similar interventions.

No uplift has been considered for retail or office properties, as this is not considered to be feasible for a scheme of this nature.

Additionality Item	Assumption	Comment
Residential Displacement	19%	Low displacement rate for Housing in Additionality Guide
Residential Leakage	8%	Calculated from the % of privately-rented homes likely to have a landlord living outside of the target area

Quality of Life

This has been estimated to **reflect the social value gain from investment in community sports facilities.**

The economic value of an improved sports centre and wider green space can be established based on the level of investment it's receiving. Research conducted by Sport England and Sheffield Hallam University (2020) quantifies a social value return of £3.91 for every £1 invested in community sport and physical activity in England. The model estimates the value of sixteen different social outcomes related to physical and mental health, individual development and social and community development.

Based on a capital investment of £26.8m (base cost, undiscounted), the benefit is then calculated by multiplying by this benchmark, delivered in the year of the scheme's completion (2025).

A conservative displacement rate of 38.7% has also been applied to this benefit, as per the Additionality Guide. The reason for applying a relatively high rate of displacement is also to reflect the existence of other sports centres and offerings in Southampton, while also recognising that this scheme is of much higher quality than alternatives.

The benefit is estimated to amount to £65.8m in Present Value over the 30-year appraisal period.

⁵ A series of studies were reviewed for this benchmark analysis, these can be found within the following links:
<https://www.flyinghomes.co.uk/blog/proximity-recreational-facilities-positive-impact-house-values/>
[https://www.greencitycoalition.org/uploads/8/7/1/3/87139164/gs_property_values_hedonic_liu_2013_poster\].pdf](https://www.greencitycoalition.org/uploads/8/7/1/3/87139164/gs_property_values_hedonic_liu_2013_poster].pdf)
<https://www.ons.gov.uk/economy/nationalaccounts/uksectoraccounts/compendium/economicreview/july2018/estimatingtheimpacturbangreenspacehasonpropertyprice#:~:text=The%20greater%20the%20size%20of,in%20property%20price%20of%201.4%25.>
<https://serveur.msh-vdl.fr/wp-content/uploads/2015/10/SUN-Xiaoyun.pdf>

⁶ House Prices in Southampton, Rightmove (2021) <https://www.rightmove.co.uk/house-prices/southampton.html>

Additionality Item	Assumption	Comment
Displacement	38.7%	Sub-regional mean for 'Regeneration through physical infrastructure' as per Additionality Guide

Crime Reduction

As set out above, the scheme is expected to **reduce the incidences of crime and anti-social behaviour**.

However, this is believed to be already captured within the Sport England metric for economic and social value gain from community sport engagement. Therefore, a separate assessment into the associated cost saving from reduced crime and anti-social behaviour is not included in the analysis so to not double count.

Distributional Analysis

In line with Green Book methodology, distributional weighting has been applied to the benefit values set out above, based on the economic principle of diminishing marginal utility of income.

Median equivalised incomes in Southampton district are below national averages, with the Gross Disposable Household Income of Southampton £19,088 (in 2022 prices) compared to the England average of £23,933.

Raising the ratio of these equivalised incomes (1.25) by the power of 1.3, as per Green Book guidance, provides a multiplier of 1.34.

This **multiplier of 1.34 has been applied to all economic benefits** to account for the greater marginal utility expected to be generated from the economic benefits of the proposals.

Value for money of proposal

Please provide a summary of the overall Value for Money of the proposal.

The Benefit Cost Ratio (BCR) has been estimated in line with HM Treasury Green Book and DLUHC's appraisal guidance and summarised in line with recommended LUF guidance.

The total value of monetised benefits for the project are estimated to amount to **£98.8m** in present value, in 2022 prices.

The total costs of the project, including Optimism Bias, are estimated to amount to **£31.9m** in present value in 2022 prices.

The resulting adjusted BCR of **3.09** demonstrates that the project delivers **high value for money**.

Total net additional benefits		Preferred Option (NPV, 2022/23 prices)
Benefits for the BCR		Outdoor Sports Centre
Wider Land Value Uplift		£7.8m
Quality of Life		£65.8m
Distributional Benefit		£25.2m
Initial benefits for the BCR	A	£7.8m
Adjusted benefits for the BCR (including Distributional Analysis)	B	£98.8m
Total costs (incl. Optimism Bias)	C	£31.9m

Initial BCR	A/C	0.24
Adjusted BCR	(A+B)/C	3.09

Key assumptions underpinning the cost benefit estimates are as follows:

- Deadweight, displacement and leakage assumptions have been applied as part of additionality assumptions which have been set out.
- Costs and benefits are presented in 2022 prices;
- A discount rate of 3.5% is applied to future years to estimate present value.

The Initial BCR is relatively low compared to the Adjusted BCR.

This is because the Initial BCR is only incorporating the benefits from the Wider LVU assessment, while most of the benefits (£65.8m attributed to Quality of Life and £25.2m in distributional benefits) are part of the Adjusted BCR.

We have reviewed the Wellbeing Guidance for Appraisal: Supplementary Green Book Guidance to determine where we believe the Quality of Life benefit belongs in the BCR.

While it is considered that the benefit is robust and uses trustworthy benchmarks, the specific assumptions used within the assessment are not known to us and therefore we have taken the conservative approach to only include this in the Adjusted BCR.

A full breakdown of the components feeding into the BCR for the OSC project are set out within Appendix 19.

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

0.24

Adjusted BCR

3.09

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed.

Investment in the OSC is expected to significantly increase the number of people using the site – expected to increase from 181,000 to 438,000pa.

The Southampton Strategic Outline Planning Model (SOPM) seeks an uptake in physical exercise by Southampton adults and children as well as currently underrepresented target groups (e.g. the disabled, people from low-income households and BAME residents) in the City.

This should result in a considerable benefit to the physical and mental health & wellbeing of those benefiting from accessing the OSC and will be a significant benefit for an area which historically suffers from high levels of health deprivation and obesity.

The delivery of this project will not only improve and future proof a major city asset for the future but will also provide a positive legacy to the UEFA Euro 2022 Women’s football tournament, which Southampton has been selected to host this summer.

An upgraded, enhanced sporting facility in the City will engender an increased sense of place and civic pride among the local population.

The site is going to include provisions for Electric Vehicle charging and secure bike parking, as well as maintaining a commitment to developing an active travel plan.

These low carbon and active travel improvements will lead to improved air quality and health outcomes for local people and align with national and local environmental targets.

It is also possible that wider land value uplift impacts may be felt by some living outside the 500m radius that we have used within our analysis.

500m is chosen as the radius for monetised impacts as it is in line with similar studies and is considered to be a reasonable walking distance. However, there may be households outside of this radius that have a good level of accessibility to the sports centre and therefore also experience an uplift to their property value.

In the longer term, it is anticipated that the increased usage of the OSC will spill over into increased spending in the local economy especially with the Centre attracting users from a large geographical catchment. Increased spending will have a positive effect on employment rates and GVA earnings in the area and therefore help to address some of the inequalities in the area.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid.

The Benefit Cost Ratio has been calculated at **3.09**.

The main risk and uncertainties, which could affect the overall Value for Money of the bid are:

- Residents do not come to the enhanced OSC as forecasted;
- Outreach targets are not met as forecasted; and
- Failure to attract uplift in school’s visits to the site.

Forecasts of potential users of the upgraded OSC are considered robust as previously justified. The implementation of an on-going multi-channel communications and marketing plan for the upgraded OSC will help to achieve these forecasts.

Great care has been taken to arrive at a cost-effective design, that can deliver the greatest benefits for Southampton residents and support wider strategic SCC objectives.

The improvements will maximise the effectiveness of this key sports asset which for the last 50 years+ has suffered from underinvestment and fallen into disrepair. The OSC will provide a long-term legacy of high-quality state of the art sports and leisure facility for the city.

A series of sensitivity tests have been undertaken to test the impact on the BCR of changing some of the key assumptions and variables. The sensitivity tests undertaken are summarised in the table below and include:

- Higher costs – 20% higher
- Lower benefits – 20% lower
- Higher optimism bias – assumes the upper value of 24% compared to 13.7%
- Lower optimism bias – assumes the lower value of 2% compared to 13.7%

	Preferred Option	Higher costs (+20%)	Lower benefits (-20%)	Higher OB (24%)	Lower OB (2%)
NPV	£66,870,603	£60,490,803	£47,116,682	£63,980,896	£70,153,086
BCR	3.09	2.58	2.48	2.84	3.45

Results of the analysis show that the BCR remains high and that the scheme is able to withstand adverse changes in assumptions and deliver **high value for money**.

Part 8: Deliverability

Please confirm the total value of your bid.

The total financial value of the bid is **£30,085,000**

Please confirm the value of the capital grant you are requesting from LUF.

The total financial ask of LUF is **£20,000,000**

Confirm the value of match funding secured.

£10,085,000

Where match funding is still to be secured, please set out details below. If there any funding gaps, please set out your plans for addressing these.

The total project cost is £30.085M with total financial ask of LUF being £20m. Third party funding is £10.085M.

The match funding is coming from Southampton City Council (allocated in Capital Budget), grants, and secured S106 developer contributions for playing fields, property disposal and contributions from clubs.

LUF Ask	SCC Capital	Developer	Grants	Other	Total
£20,000,000	£5,100,000	£500,000	£4,125,000	£360,000	£30,085,000

- SCC Capital Programme £5,100,000;
- S106 - £500,000;
- TEXT REDACTED

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below.

As the grant application is for and on behalf of SCC there is no unrecoverable VAT.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget.

Cost Breakdown & Benchmarking

The benchmarking and cost breakdown for the OSC project is set out below.

The costs for the OSC scheme have been developed by consultants WY, working for SCC Property Services on the project. This has used the current specification and SCC Property Services and benchmarked against other SCC schemes such as St Mark's School construction (2020-22) and the Estates Regeneration Programme (2017-).

The cost breakdown is in Appendix 10.

Inflation has been added using latest evidence in Q2 2022/23:

- 2022/23 – 9%,
- 2023/24 – 4%,
- 2024/25 – 4%.

The costs have been determined in this way and is based on current day (Q2 2022/23) prices:

- **Basic Construction costs** – this includes preliminaries, materials, labour, equipment, site supervision, risk costs that are included within the risk register, producing as-built drawings, and an allowance for utilities - based on the feasibility level of design done to date
- **Project Fees** – These are costs incurred in the development of the project including internal to SCC, design, surveys, legal, procurement, finance, communications, and monitoring & evaluation;
 - Project fees – client management including core OSC Project Team,
 - Support Services – legal, procurement, planning, contract management,

- Design & Surveys – scheme design, consultation support, TROs, utility diversions, costs, and ecology, environmental & topographical surveys,
 - Communications – pre and post scheme communications, marketing and promotional activities, and
 - Monitoring & Evaluation – pre and post scheme data collection, and evaluation;
- **Risk Allowance** – of 10% based on the current risk register, and experience from previously complete projects; and
 - **Inflation** – in line with BCIS guidance, and latest construction inflation in 2022, a rate of 9% for 2022/23 and 4%pa for 2023/24 and 2024/25 has been added.

Whole Life Costs

In line with best practice, the Whole Life Costs for the OSC Project has been identified, these are:

- The current Management contract for the Outdoor Sports Centre runs to August 2025, with provision to extend to 2028.

The improved Outdoor Sports Centre will initially continue to be operated on behalf of SCC by Active Nation (the subcontractor to Places Leisure, the Head Contractor). Active Nation are and will be responsible for day to day ongoing maintenance on a typical Client/Contractor split.

Once the Masterplan is delivered all parties have agreed to update and renegotiate maintenance responsibilities to end of contract, before likely retender.

A Lifecycle Fund is in place, funded by Places Leisure, which is used in agreement between all parties for major replacement of facilities (e.g. Athletics Track resurface).

- The [TEXT REDACTED] provision will be made for a sinking Fund to replace Artificial Grass Pitch surfacing periodically.
- On Going Maintenance – the Southampton HSP with Balfour Beatty Living Places will carry out the ongoing maintenance of improved and new highway infrastructure. For LUF this includes new cycle facilities, bus lanes, traffic signals, and public realm.
- Grounds Maintenance - for the site will continue to be undertaken by SCC City Services.
- Street lighting is covered under a separate PFI contract with SSE and new lighting will form part of that contract.

Provide information on margins and contingencies that have been allowed for and the rationale behind them.

The margins and contingencies that have been applied for on this project are:

Risk

Based on the Quantified Risk Register (Appendix 13) an allowance of 10% of the project cost has been applied. This is based on the level of survey, design, consultation and development of the scheme to date.

Inflation

Inflation has been added using latest evidence in Q2 2022/23:

2022/23 – 9%,
2023/24 – 4%,
2024/25 – 4%.

This totals £3,290,046.

Describe the main financial risks are and how they will be mitigated.

Cost overruns will be minimised by closely defining the project specification informed by specialist knowledge and expertise.

Where SCC will go out to a tender this will be on a fixed price basis so that risk of any cost overruns will be borne by the main contractor. Transport schemes are delivered via the HSP with BBLP where cost overruns are dealt with through a fixed price.

The main project financial risks have been identified through the risk register (Appendix 13), and their impact on project finances is below.

Risk	Likelihood	Impact on Cost	Mitigation/Control
Delay in funding award	Low	High	Use of match funding initially to progress schemes until funding is provided
Funding award is different from the bid	Medium	High	Local Assurance to address decision making on funding shortfall. Programme is scalable and packages can be altered to adjust to funding
Not successful in funding	Low	High	Management of any sunk costs during bid preparation and adjustments to SCC Capital Programme
Changes to scope – continuous or uncontrolled changes to a scheme	Medium	Medium	Early feasibility plans have been created for all projects as part of bid development. Clearly defined briefs with a freeze on project after initial design phase (Gateway 1). Contractor to bear cost overruns – fixed price
Inflation	Medium	High	Having fixed price contracts with clear definition of scope, project cost estimates profiled for delivery and inflation included in budget
Initial Cost Estimates	Medium	Medium	Costs are provided by professional QS and benchmarked against previous schemes. Optimism Bias is applied to all schemes based on risk value.
Construction period longer than anticipated	Low	Medium	Detailed master programme will be prepared setting out realistic and achievable timescales.

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below.

Delivery of the OSC will be delivered by Southampton City Council using the existing and established SCC project team.

No part of the grant will be awarded to a partner organisation.

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

N/a

6.2 Commercial

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted.

Commercial Strategy

This section sets out a summary of the commercial model proposed and how the project will work. It provides information on who will procure and own the assets and infrastructure.

It is assumed that decision on LUF is in Autumn 2022 and that the projects will complete by March 2025 to meet DLHUC's requirements.

The OSC masterplan has been developed by SCC since 2013, with Phase 1 already underway and tendering due to conclude for Phase 2 (the main works). SCC can start delivering LUF spend within 2022/23.

SCC will be the Accountable Body for the LUF programme.

Following any formal offer of funding there is a need to add funding to SCC's Capital Programme. As the value of this bid exceeds £2m, SCC's Financial Regulations require it to be presented at Full Council with the authority to spend.

Once added to the Programme, projects are then managed via the Council's existing internal gateway processes for scheme delivery.

Procurement Strategy

This section sets out the procurement routes for each project demonstrating the commercial structure, risk allocation and procurement strategy for the OSC LUF project.

There are several potential procurement routes available to SCC for delivering. Delivery assumes an Autumn 2022 decision of LUF will be aligned with DHLUC timescales to enable completion for 2025.

The overall capital spend for the OSC LUF programme is already included in the SCC 2022/23 Capital Programme following any successful award for agreement at Full Council.

The procurement route for the main Contractor is following a two-stage tender strategy through an approved framework. A high-level review was undertaken of the possible frameworks available and further discussions were held with SCC Procurement.

The review of procurement routes considered:

- A. Lump Sum (Traditional) – whereby SCC appoint a design team who are responsible for design and a contractor who will be responsible for construction for an agreed lump sum within an agreed programme. Due to the differing elements of the OSC and need to further develop design of individual components within timescales this would put SCC at risk;
- B. Design & Build – SCC appoint a contractor, on a lump sum basis, to take responsibility for overall design & construction of the OSC. Procurement could either be one or two stage, under a two-stage a main contractor is initially selected competitively, such as through a framework, who completes design and tender works through sub-contracts.
- C. Construction Management – SCC appoints a design team plus a Construction Manager who manages the works, all individual trade contractors are appointed by SCC managed by the Construction Manager. Not a lump sum and SCC would need to manage final costs of each individual contractor increasing administration and risk to SCC with no cost certainty at outset; or

- D. Management Contracting – SCC appoints a design team plus management contractor who subsequently employs and pays sub-contractors to do the work. Not lump sum and SCC pays spend plus a management fee.

Option B is the option we have chosen, due to:

- The two-stage approach allows for detailed design and programme to be developed alongside input from SCC;
- Overall design responsibility, and risk management, is with the main contractor;
- Due to funding partner deadlines the critical time drivers on this project have required both design and construct parts to be progressed together – use of a framework under Option B is saving time.

Procurement Plan

The assessment is that, to maintain control over the scheme design and obtain a lump sum competitive price of reasonable certainty at contract award, a two-stage award approach is being used.

There were several frameworks available and familiar to SCC, including SCAPE and Pagabo. both have been used by SCC for implementation of highways schemes in the City Centre, for Transforming Cities, and for professional services and construction contractors.

An indicative procurement plan has been developed for the OSC project. The project is progressing in two phases with the first already on site.

- Phase 1 – Cycle Improvements – British Cycling grant £125,000 – works to the Bike Park and Woodland area from March 2022 (not part of LUF).
- Phase 2 – Remainder of wider OSC project funded via LUF set out below.

Stage	Target
Finalisation of OSC Specification	March 2022
Framework Tender Specification & Mini Competition (two stage)	Spring 2022
Finalisation of Tender Process	July 2022
Confirmation of LUF Funding & Approval to Spend	Autumn 2022
Confirmation of [TEXT REDACTED] Funding	Autumn 2022
Commissioning of D&B Contractor(s)	Winter 2022
Commence Phase 2 Main Works	Spring 2023
Complete Phase 2 Main Works	Winter 2024

Risk Allocation

The OSC project will be designed and delivered through a two-stage tender process to appoint a design & build contractor. All of the risk allocation will be with the contractor.

See Appendix 12 Risk Register.

Contractual Issues

A consultant multi – disciplinary team have been appointed through a procurement framework to develop the design to Planning application submission and tender.

The Architect will act as Lead Designer and also as Principal Designer as required by CDM regulations.

The Project Manager is managing the schedule with the Project Team and updating this as required. The Contractor will be responsible for the Construction schedule and site H&S, upon appointment.

The design team is being novated to the Main Contractor, whilst the Project Manager, Cost Consultant and M&E Designer will be retained Client side. An SCC Architect is acting as Client-Side Technical Authority (where necessary) throughout the Project.

The Project Manager will also be acting as the Employer's Agent under building Contract. The updated SCC Contract terms and conditions was issued at tender stage and will be updated during the second stage PCSA period to be finally included in the main contract.

The contracts will have specific key performance indicators for Social Value and Net Zero to meet with the Council's own targets and Corporate Plan.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

As outlined previously SCC has several potential procurement and contractor management routes for delivering elements of the Outdoor Sports Centre LUF bid.

Main OSC Project

All buying activity (regardless of value) must be conducted in accordance with the council's Contract Procedure Rules (CPRs), Council Financial Rules (CFRs) and relevant procurement legislation. The CPRs exist to ensure that the council complies with this legislation, achieves best value from its procurement activities, is transparent and fair in those activities and protects itself from legal and other challenges.

The council has a dedicated Procurement Team which undertakes all buying activity above £10,000 in contract value. Its purpose is to ensure council's spending is legally compliant, transparent and achieves best value for the council whilst leaving officers free to focus on their primary roles.

Procurement for the OSC project, has been led by SCC's in-house Procurement Team.

The Contracts and Procurement team are headed by Katie Renouard with teams covering Procurement Buying, Strategic Contracts and Buying Services. In total the Contracts & Procurement area has 22 FTEs and has been involved in the development of this project.

The team has vast experience in procuring multi-million pound projects within the local and national procurement guidance including:

- St Mark's Through School (2020),
- The Highways Service Partnership with BBLP (initially 2010 then extended in 2018), and
- Estates Regeneration programme (2017-).

For the OSC project, SCC's Procurement Team have undertaken the following processes, during Spring 2022, to procure the main contractor:

- Scoped routes to market,
- Requirement gathering including the contract mechanisms to go out to competition,
- Follow regulations and local Contract Procedure Rules,
- How SCC will award and set up contracts for management, and
- Work with the commissioning service area to ensure milestones are met.

The OSC contractor procurement was conducted via a two-stage design and build procurement process using a recognised National Procurement Framework encouraged for public sector use.

Following an initial expression of interest, our current procurement activities/mini competition are due to conclude with an award to enter an initial JCT Pre-Construction Services Agreement (PCSA) with the

successful Tier 1 main contractor, thus enabling solutions to be developed and costs agreed on an 'open book' basis.

In entering the PCSA it will also enable the contractor to have a creative input into the project management, establish robust stakeholder engagement and liaison protocols, mitigate any as yet unidentified risks, and work with SCC's project team to develop the final scope of works and a mutually agreeable delivery schedule.

If all parties are satisfied with the outcome (in terms of viability and demonstrating value for money), a 2016 JCT Design and Build Contract will then be entered into for the delivery of the main works.

Both the above mini competition and subsequent PCSA (and main contract) are being managed via the appointment of professional external resource to act on SCC's behalf, in the Client Representative, Project Management, QS and Contract Administration roles.

These appointments have also been obtained through recognised Frameworks, which SCC is able to use, by virtue they supply competent skilled resource experienced in the type and scale of this project. These appointments are made by the council where and when it is necessary to increase existing resource. The Project Management, QS and Design Team have all been selected for their specific experience in sports and leisure projects.

Regarding project governance, SCC has established a Project Management Office (PMO) that assists with the oversight, management and compliance of governance for the key Programmes and Projects delivered across the council.

Transport Elements

These will be through the existing Highways Service Partnership (HSP) with Balfour Beatty Living Places (BBLP).

The HSP is a ten-year multi-million pound contract secured via an OJEU process. This means that the procurement and contracting arrangements for the delivery of the highways and transport projects are already in place.

The contract provides for all the design and construction services needed for the transport schemes. Relevant features of the contract include the use of Target Cost, shared risk management, and minimisation of environmental impacts.

In 2018 the contract was extended and is now effective up until 2025 covering the LUF period. The contract includes promotion of social value as a core KPI.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

To manage and deliver the OSC project we have increased project management capacity within SCC, via framework procurement, plus some of the specialist installations are being sourced through sub-contracted procurement, like the football pitch work via the Football Foundation.

Public Sector orientated Frameworks have been used to procure both professional services internally to represent the Council, carry out the contractor procurement process and manage the design and project delivery. All have been managed through the leadership of the SCC Corporate Procurement Team.

All sub-contracted work will be managed by the main contractor, who in turn will procure packages of work dependent on the scope and delivery requirements. With the [TEXT REDACTED] being such an integral part of the funding, design and delivery of a large part of the scheme (including building design as well as the artificial grass pitches (AGP)) they form a major part of the procurement and delivery coordination. SCC is delighted to work with [TEXT REDACTED] as a strategic partner to develop the project as a strategic opportunity.

In terms of Football specifically the draft Playing Pitch Strategy (PPS) and LFFP highlight the increasing demand for 3G pitches increasing over the last 10 years due to demand from clubs for training and there is growing acceptance by local leagues of use of 3G pitches for competitive matches, where play on 3G pitches is now included within the FA Standard Code of Rule. The general condition of local authority grass pitches and increasingly limited budget for regular and adequate maintenance has also led to more teams to consider AGPs as a possible alternative.

The AGP design and install is accessed through a joining agreement with the Football Foundation, who oversee a specific mini competition enabling the procurement of this aspect of the scope of works. This activity has also been aligned to/with the internal SCC procurement teams' oversight of each engagement process.

As we have explained above, the mini competition and subsequent PCSA (and main contract) are being managed via the appointment of professional external resource to act on SCC's behalf, in the Client Representative, Project Management and Contract Administration roles.

These appointments have also been obtained through recognised Frameworks, which SCC is able to use, by virtue they supply competent skilled resource experienced in the type and scale of this project. These appointments are made by the council where and when it is necessary to increase existing resource, either for specific activities or to carry out roles that current council resources are unable to fulfil. The Project Management (PM), Quantity Surveying (QS) and Design Team have all been selected for their specific experience in sports and leisure projects.

Likewise, the council has also procured the specific experience and skills of a former Director of large Leisure Management Contractor to work alongside the Client-side team. They were instrumental in the successful delivery of the nearby Stoneham Lane football complex

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes.

For the OSC project the main suppliers we will be engaging with are:

- Design & Build Contractor – to be procured through process already set out and
- Operator – currently Active Nation (as subcontractor to Places for People Leisure) who are the main contractor for operating the Outdoor Sports Centre on behalf of Southampton City Council.

Supplier Engagement

Engagement with suppliers will be managed through SCC's in-house Contracts Management Team and the commissioning Service Area (e.g. Property or Green City & Infrastructure).

The Contract Management Teams are available to support the council in managing contracts throughout the lifecycle of the contract.

The function is broken down into the following specialised teams who have extensive expertise in Contracts Management for SCC:

The Strategic Contracts Management Team

The Strategic Contracts Management Team is headed by Joanne Swabey, Team Manager strategic Contracts as part of the wider Supplier Management Service headed by Paul Paskins as Head of Supplier Management.

The team undertakes contract management duties relating to the Council's strategically important contracts and is actively involved throughout the entire lifecycle of a contract.

This team manages the Council's main leisure contract with Places for People.

Strategic contracts are generally higher in value or in financial impact, with associated risks which have strategic and/or reputational and/or political importance to the council and therefore require comprehensive commercial supplier relationship management.

They are also likely to be longer term contracts, but may also include contracts with significant capital expenditure and/or those with third party providers who take the operational risk to deliver council services to the rest of the city or to the council itself.

For the OSC project this will involve the procurement and management of the tender to design and built the improvements.

The Contracts Commercial Team

The Contracts Commercial Team is headed the Service Manager Contracts Commercial as part of the wider Supplier Management Service headed by Paul Paskins as Head of Supplier Management.

The team's work currently focuses on the council's Strategic Contracts including Leisure, Golf, Highways, CCTV (ROMTV), Street Lighting PFI and Schools PFI, but it also assists in the management of other contracts, for example as part of the SMS Step-in Service.

The main types of work carried out are in relation to existing contracts:

- Commercial drafting and negotiation in support of management of the contractual change processes,
- Interpretation of contracts,
- Supporting the Dispute Resolution Process,
- Pensions aspects of outsourced contracts, and
- Supporting exit from contracts.

For the OSC project the Contracts Commercial Team will continue to support the leisure contract which includes the operation of the OSC. The current contract with Peoples for Places runs until 2025, with a possible 3 year extension to 2028, where there will be a re-tender compliant with all current regulations.

Contract Management

To effectively manage the contracts so that they deliver on SCC's desired outcomes for the OSC project the following measures to mitigate supplier/contractor risks SCC uses these controls to ensure they deliver on quality:

- Include Key Performance Indicators (KPIs), Service Level Agreements (SLAs), and contract management mechanisms;
- The Procurement and Contracts Team will log risks through the lifecycle of the contract on the Corporate RAID log;
- SCC undertakes a D&B and financial due diligence which can be set up as part of the quarterly or annual contract review; and
- Milestones coordinated between Procurement and the Service area to ensure that the milestones are met.

SCC has access to a range of contracts and the contract will need to cover the follow items to ensure that quality is delivered.

This includes:

- Pre-start meetings that set the objectives, success measures, targets, and incentives;
- Monthly contract meetings to review timetable and budget;
- Monthly contract reports; and
- Regular review of the risk register and communications strategy.

Regarding project governance, SCC has established a Project Management Office (PMO) that assists with the oversight, management and compliance of governance for the key Programmes and Projects delivered across the council.

The PMO follows the council approved project methodology, being the Association of Project Management (APM) approach. These templates and methods are presented in a Project handbook and can be used in the reporting and monitoring of any project and their use is not restricted to key projects. Control documents include contract management processes, such as pre-start meetings, monthly

contract meetings, monthly contract reports, regular reviews of risk register, change control and RAID logs.

These arrangements mean that SCC can be confident that both the appointed D&B contractor is enabled to deliver the project to time, budget and quality parameters, ensuring that the expected benefits from the LUF funding can be realised.

Management

Set out how you plan to deliver the bid

The Outdoor Sports Centre sits to the north of Southampton, it is bounded by Lord’s Wood and the Municipal Golf Course to the north, and the residential areas of West Bassett, Lordswood and Dunkirk Estate to the east, south and west. It was opened in 1938 with a forward vision to “**promote health to untold numbers and prove to be one of the outstanding assets of the town**”

This project will improve the OSC with new and improved facilities for a wide range of sports – football, netball, cricket, athletics, cycling, hockey and other activities. This will safeguard and expand the offer at the OSC encouraging more people from a wide range of backgrounds, ages and areas to participate in sport. The improvements benefit ad hoc users of the OSC – walkers, joggers and cyclists using the route from surrounding residential areas.

The vision for the area has been set out in the Outdoor Sports Centre Masterplan, developed between SCC, Sport England and Football Foundation.

These have all driven the programming and delivery plan.

Programming & Key Milestones

An indicative overall programme has been developed for the delivery of the project with clear milestones (Appendix 7). This includes the scheme being progressed at risk ahead of a LUF decision.

The programme has been developed considering the risks identified, surveys and design work carried out, and early discussions with the supply chain and approvers around construction methodologies and timescales.

The programme includes elements of contingency to reflect the risks identified in the risk register. This is regularly reviewed by the Project Team with contractors (and others where appropriate) to ensure risks are being dealt with during the design stages to de-risk the construction phases.

The project is being implemented in two phases:

- Phase 1 – Cycle Improvements – British Cycling grant £125,000 – works to the Bike Park and Woodland area from March 2022 completing in August 2022 (not part of this application)
- Phase 2 – Remainder of wider OSC project (LUF funded).

The table is the milestones for Phase 2 which is being funded by LUF.

Milestone	Target Start	Target Completion
RIBA1 Feasibility	-	
RIBA2 Concept Design	-	
RIBA3 Spatial Coordination - Procurement	November 2021	August 2022
RIBA3 Spatial Coordination – Stakeholder Engagement	September 2021	January 2022
RIBA3 Spatial Coordination - Planning	August 2022	November 2022
Public Consultation	September 2021	January 2022
RIBA4 Technical Design	August 2022	March 2023
Construction Starts	Spring 2023	
Construction Finishes		Winter 2024

More detailed construction programmes will be developed in due course as the design progresses. This is determined with the contractors to reflect the scope of the works, interaction with other projects and experience from previous project delivery in Southampton.

The programme will remain flexible as the design and programming is finalised.

As summary, the works already carried out to date to inform the programme, risks and costs area as follows:

- Extensive technical surveys (topographical, utility, archaeological/heritage, ecology/biodiversity, structural, transport),
- Consultation with planning to understand consents required,
- Landscaping and buildings design work,
- Cost-planning including discussions on potential supply chain,
- Stakeholder consultation, and
- Construction risk register.

Key dependencies & Interfaces

The primary dependencies, which are being managed through programming and risk management, are:

- Securing Levelling Up and [TEXT REDACTED] funding,
- Phase 1 Cycling Improvements being completed,
- Interaction with environmental and ecological requirements, and
- Securing planning permissions.

Roles & Responsibilities

The key parties with a role to play in delivering the OSC project are:

- Southampton City Council – project applicant and accountable body. Direct commissioning of the OSC project,
- WT Partnership – Commissioned to provide PM, QS, M&E and Design Services
- TEXT REDACTED – project partner and funder of the Masterplan,
- Sport England – project partner,
- Places Leisure - who sub-contract to Active Nation – current operator of the SOC
- British Cycling - for their financial contribution to the Bike Park (Phase 1 non-LUF) and partner in wider cycling partnership, and
- Balfour Beatty Living Places – SCC HSP contractor responsible for delivery of transport and public realm schemes.

Governance

An overall Southampton LUF Programme Board covering all LUF projects in Southampton will provide overall governance reporting to the Capital Change Board.

Below this, a specific OSC Project Board will operate for the OSC project, providing oversight of all project activities and ensuring delivery against stated objectives and contractual requirements.

Stakeholder Management

Stakeholders will be engaged at key points in the OSC's project development and delivery to ensure their interests are understood and can be effectively managed where necessary.

An overarching OSC Communications & Stakeholder Engagement Plan has been developed (Appendix 6). This will be regularly reviewed by the Project Team.

A Comms Officer forms part of the Project Team – these will be reported on monthly to share progress and plans for joint stakeholders.

Consents

The OSC project will require several consents including:

- Planning permission – this will be applied for in August 2022. Whilst not yet obtained lengthy pre-application discussions have been ongoing since 2020;
- Environmental Impact Assessment Scoping;
- Any Traffic Regulation Orders (TROs) – this will be applied for during 2023 for the transport schemes.

The transport elements will all be within the adopted highway and are covered by SCC's powers under the Highways Act 1980.

Benefits Realisation

The following framework has been established to measure the benefits of the LUF investment arising from the OSC project. Further details about the approach to monitoring and evaluation are provided in the M&E section of this application.

Benefit	Data to be used	How are benefits expected to arise	Who is responsible
Increased facilities and improved quality	Southampton We Can Be Active Strategy Sport England Active Lives Survey	Improvements in population health and activity via more regular activity, broader range of users	SCC Sport England
Strategic fit with other SCC Corporate objectives	Current SCC Corporate Plan goals	Proposals for the OSC will contribute to overall objectives. Improvements in quality of life and contribute to social value objectives	SCC
Increase opportunities for wider communities across Southampton to increase levels of activity	Current SCC Strategy goals	Improvements in quality of life and contribute to social value objectives	SCC Active Nation
Opportunities to provide health improvements and clear physical and mental health outcomes	Current SCC Strategy goals	The proposals for the OSC will contribute to overall objectives and improvement targets	SCC Public Health NHS
Support and host Sports Clubs and their community initiatives and City initiatives such as active travel	Current SCC Strategy goals	Alignment with/ achievement of the goals of these initiatives	SCC Active Nation Sports Clubs
Support target groups such as women and girls, children and young people and help tackle inequalities	Current SCC Strategy goals	Increase participation in sports in target groups which in turn elicit improvements in quality of life	SCC
Provide a legacy from the UEFA Women's Euros 2022	UEFA Women's Euros Legacy strategy	Increase participation in sports, particularly football, in target groups	SCC Football Foundation
Help to develop a city of opportunity – Southampton as a vibrant and diverse city with a strong cultural and sporting heritage		New opportunities for participation in sports, contributing to Southampton to be a city of opportunity	SCC

Demonstrate that some bid activity can be delivered in 2022-23.

The Delivery Programme for the Outdoor Sports Centre project is in Appendix 7 and key activities in 22/23 are summarised here. The LUF spend will be a combination of continued scheme development and implementation on the ground.

The programme has been developed to start in 2022/23 and complete the LUF spend by March 2025.

The OSC Programme has been developed so that there is spend in 2022/23 period.

The procurement for the project needs to enter into a Pre-Construction Services Agreement (PCSA) that will develop technical construction details via a mini-tender exercise as part of the adopted two-stage element for framework procurement.

Scheme	Stage	2022/23 Spend
Planning Application	Submission	Y
SCN8 Winchester Road	Implementation	Y
Transport Schemes	Design	Y
Scheme Development – Procurement	Carry out procurement exercise	Y
Public Consultation	Consultation	Y
Technical Design	Design	

Risk Management: Set out your detailed risk assessment.

Overarching Assessment

The Risk Register (Appendix 13) assessed the overall project risk as being **moderate**, acknowledging and recognising the:

- Nature of the proposed works and their current status,
- Skills and experience of project partners and SCC,
- Timescales for delivery, and
- Known dependencies within the programme and potential for other challenges to arise.

Risk Management Approach

SCC will be responsible for the day-to-day management of the project and is very experienced in delivering and managing risk on large-scale complex property projects.

The identification and management of risk and uncertainty will be key to the successful delivery of the programme. This identifies threats to project delivery and enables effective risk management actions to be assigned. To do this a robust and systematic risk management process has been taken to identify, analyse, plan and manage risk which will be applied throughout the OSC project lifespan.

Risks have been identified and assessed in accordance with HMT's Green Book guidance and good practice.

The risk management process is being managed to demonstrate that:

- There is a continuous approach to the management of risk across programme and all parties,
- Risks have been identified and thoroughly assessed,
- Risks are being actively managed and mitigated,
- Effective communication of risk through the project teams, and where necessary escalation to the Steering Board level to ensure that issues can be managed, and
- The project can be delivered on time, quality and budget.

Risk Identification

A risk register has been developed by SCC and others, with the current risk register (Appendix 13) and contains 22 live and open risks.

The risk register summarises the risk type, value and probability rating with cost, risk owner, mitigation plans, monitoring, and assigns a risk rating.

The project has risk spread between SCC and other parties, this means risk needs to be managed in a coordinated way across the programme so that overall delivery can proceed.

The risk register provides a current snapshot of the risks at the current stage of the OSC's development and will be kept under continuous and regular review through the project development.

As part of this, risks are regularly re-assessed, prioritised and rated. A mitigation strategy has been developed for all 'significant' risks. Effective control measures are being established to ensure risks are maintained at a level acceptable to SCC.

The stated aim is to be 'best in class' but proportionate to the size and stage of development for the OSC project. The time devoted to quantifying and managing risks will be proportionate to the size of the overall risk.

Quantified risk values (high/medium/low) will be added into the cost estimates for the scheme funding.

The top unmitigated risks and rating that have been identified for each component project are set in the table below.

Outdoor Sports Centre				
Rank	Description	Score	Mitigation	Score
1	Invasive Species – exist in brook by tennis courts and care required so to not spread	16	Highlight areas where invasive species are to prevent further spread	8
2	Safety of public – site will be open during construction including children	15	Contractor construction phase health & safety plan. Regular checks. Site segregation	5
3	Buried Services – discovery of buried utility services, drains, cables or pipes	12	Review existing C2 plans. Mark out services. Prescribed methodology	6
4	Ecology (Bats & Birds) – roosts and nesting bird seasons	9	Discussions with arboriculturist and ecologists carry out works before season/with approvals	6
5	Demolition – existing building may contain asbestos or be structurally unsound	9	Works carried out by competent contactor	3

Risk Management Ownership

The Southampton LUF Programme Board has responsibility for the overall risk management strategy and register.

Risk Management is a standing agenda item for the OSC Project Team meetings, the high priority risks (those attracting risk rating of 4.0/5.0) are reviewed and any issues are escalated to Capital Board, so that senior managers are sighted on any issues at an early stage.

To reflect that there is a high level of uncertainty in respect to a given project a level of Optimism Bias has applied to the scheme cost estimates, to take account of associated risks and other influences that would have the potential to vary future costs.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature.

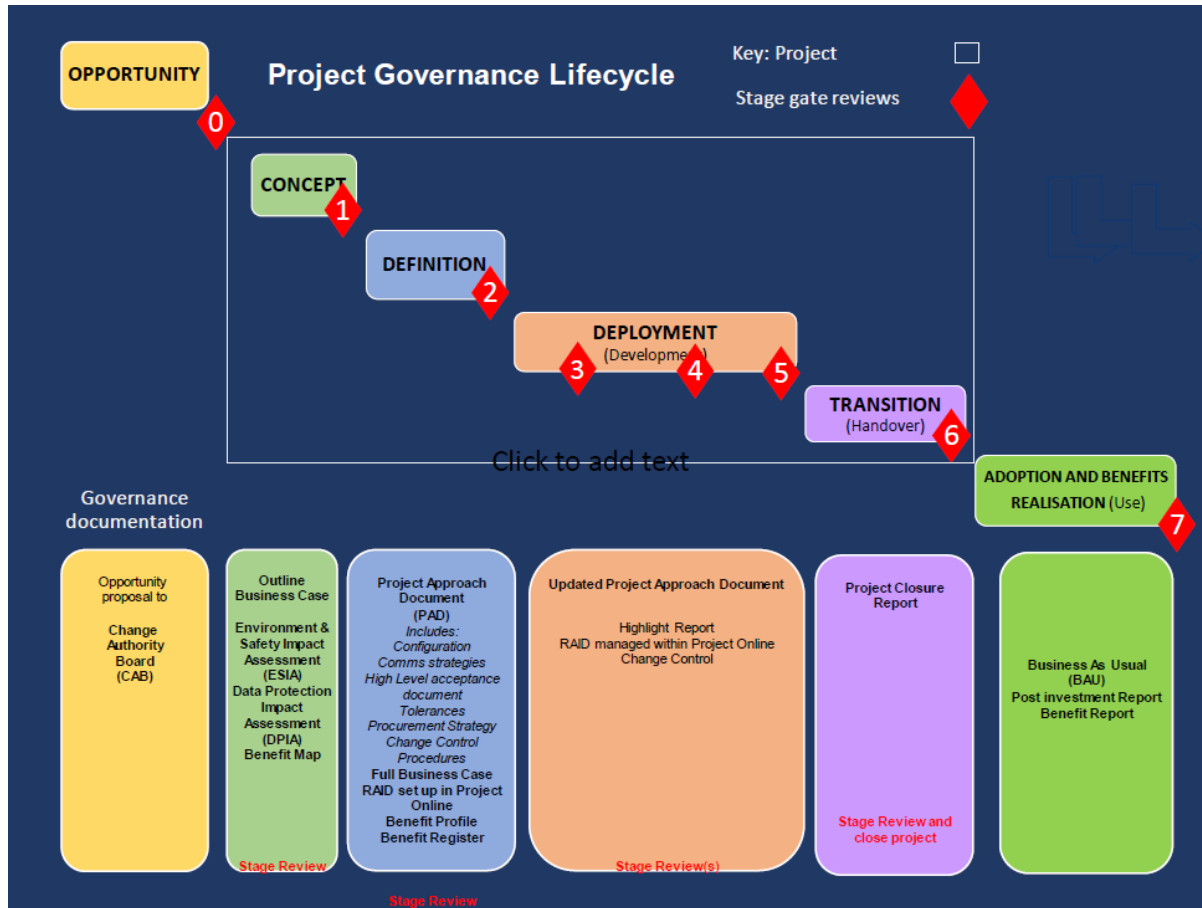
Resources

SCC will be the client manager for the project and be responsible for the overall oversight of the project. The OSC Client Representative is in post within the Property Division of SCC, headed by Tina Dyer-

Slade as Head of Property, the Team are supported by both Project Management and Quantity Surveyor services who are very experienced in delivering complex leisure focused programmes.

Project Management

SCC has a defined project management system that follow the principles of good project management as set out by the Association of Project Management (APM) and uses a staged gateway system (Appendix 11 Fig 1)



The OSC Project has been developed since 2018 (SCC-Football Foundation Feasibility Study).

The project is considered a key strategic capital project to meet the strategic objectives of SCC and provide agreed outcomes.

Sponsorship

The Sponsor Group consists of

- Adam Wilkinson, Executive Director Growth as Senior Responsible Officer (SRO)
- John Harrison, Executive Director Finance & Commercialisation (S151 Officer), and
- Tina Dyer-Slade, Head of Property Project Sponsors.

The SRO will report to the Capital Approval Board (CAB) and the SCC Cabinet Member for Health, Adults and Leisure, Cllr Lorna Fielker.

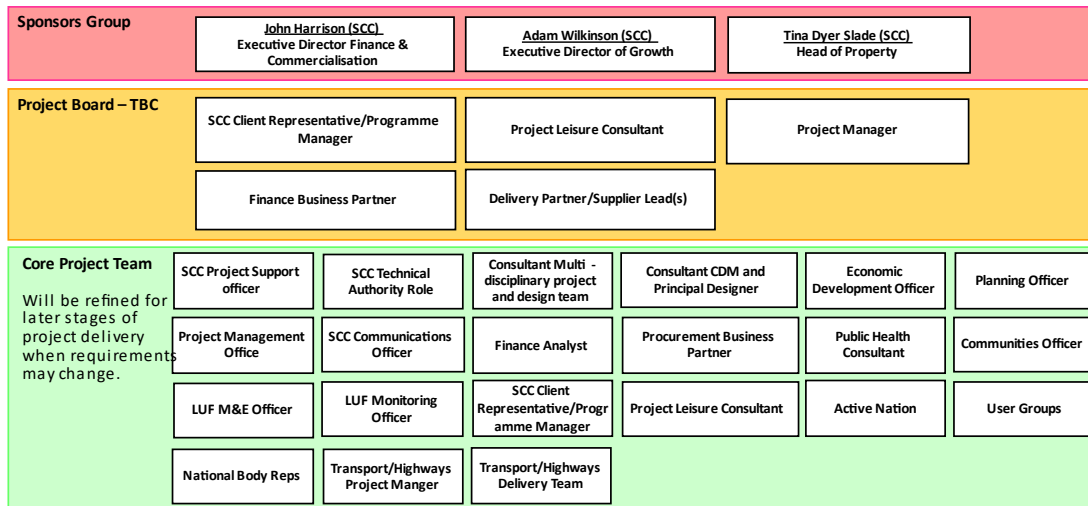
Project Team

The **OSC Project Team** is based within the Property Services area of Growth Directorate in SCC.

The OSC Project Team consists of highly skilled individuals from across SCC, with Active Nation as the current operator of the OSC, who bring in substantial local knowledge and expertise on Southampton's leisure offer, vision for the city and project management.

The team is split over three levels of governance, with each officer defined in the organogram in Appendix 11.

Team structure



The main Project Team is summarised below with details of individual's roles required to deliver the project and some of the key responsibilities consists of:

- **Nigel Midmer, SCC Client Representative/Programme Manager** - overall Programme responsibility reporting on budget, time and quality, liaison with Senior Responsible Owners (SROs), SCC Officers, Cabinet Members, Stakeholders, team management, SRO for Monitoring & Evaluating. (34 years Programme and Project management experience in both Public and Private Sectors)
- **Richard Millard, Project Leisure Consultant to SCC**, - Consultant to provide advice of large-scale leisure projects and lead on stakeholder engagement; (44 years' experience in the Leisure Sector, including former Director role of large Leisure Management Contractor)
- **Matt Simpson, Project Manager, WT Partnership** – Project manager with responsibility for delivering the project solution with a focus on successful planning, execution, monitoring, control and closure (13 years' construction experience, the last 5 specializing in sport and leisure including delivery of the nearby Stoneham Lane Football Complex that was also funded by the Football Foundation).
- **Matt Allcard, Director and QS WT Partnership** – Director with responsibility for property consultancy and construction advice and delivery (30 years' experience in the construction industry, the last six specializing in sport and leisure).

The Project Team is supported by several core members who will come together to bring their expertise to ensure successful delivery of this project for SCC.

It is anticipated the core team (described in appendix 11) will be developed (noting membership may change when the project is in different stages). It is to be noted that the team will be a multi-disciplinary team, and while significant SCC reps will be key members of the board which align with the LA's responsibilities, as procurement progress to appoint delivery partners, they too will become critical core members of the group.

Track Record

SCC has a long successful track record in implementing large complex projects to time and to budget. Often in partnership with other agencies and companies - National Highways, Homes England, Network Rail, ABP, developers, Arts Council, NHS and our local universities.

Examples include:

- **St Mark's School** (2020-) – construction of £39.8m expanded 'all-through' school for 900+ pupils due to open from September 2022; and
- **Potters Court and Kiln Court** (2021) - development of 99 affordable council homes including 84 housing with care (£27m)
- **Starboard Way** (2020-2022) - development of 103 affordable council homes £18m
- **Townhill Park Green** (2022) - development of a new public park in the middle of Townhill Park including play area, event space and outdoor gym surrounded by landscaping and wildflower meadow areas.
- **Housing Refurbishment Capital Programme Improvements** – a £265m programme of improvements to Southampton's 16,000 council owned homes over a 5-year programme.
- **New Arts Complex** (2018) - a £30m new arts complex including theatre and performance spaces together with gallery spaces;
- **Southampton Transforming Cities Fund** (TCF) Programme (2020-) – jointly with Hampshire County Council – a £57m programme of active travel, public realm and bus schemes in the City Centre and corridors; and
- **Active Travel Investment** (2017-) – across TCF, ATF, and Local Transport Plan completed construction on delivering components of Southampton Cycle Networks with segregated cycle facilities - £10m+ investment.

Set out what governance procedures will be put in place to manage the grant and project.

SCC's Chief Financial Officer has confirmed that adequate assurance systems are in place and this project will be subject to the normal governance, project management and financial assurance systems of SCC.

All financial controls will sit with SCC and it will follow its own procedures set out here.

Governance

The governance, decision making and approvals process for the delivery of the Outdoor Sports Centre project. It follows the internal process of Southampton City Council as project lead.

SCC has adopted the Association of Project Management (APM) as its methodology for project management within the council. This is aligned to RIBA for construction related projects were appropriate.

The governance and Project Team structure for the OSC Project is outlined in Appendix 11.

The governance for decision making is in three tiers and is based on existing arrangements which are currently in place to facilitate joint working.

Our experience is that establishing project boards is essential for the effective management of capital projects. Key aspects such as Early Contractor Involvement, a clear governance framework and appropriate placement of project risk are vital to ensure a successful project is delivered.

Decision Making Structure

Southampton City Council's Cabinet is a fully elected committee chaired by the Leader of the Council Cllr Satvir Kaur.

Cabinet reviews all strategic projects and funding and provides the ability to determine key policies and strategies for the Council. Therefore, Cabinet will provide corporate and strategic direction to the project. The role of Cabinet in the delivery of this project will include:

- Approval for the appointment of suppliers, acceptance of grant funding and/or spending over £1,000,000;
- Provide strategic direction, when required, to the Southampton ZEBRA Steering Board;
- Reviewing and challenging the delivery of the scheme in relation to time, cost, and quality requirements.
- Where approval to accept funding and associated spend is over £2,000,000 this requires approval at Full Council.

The Cabinet Member for Health, Adults & Leisure Cllr Lorna Fielker sits on Cabinet. The Outdoor Sports Centre project will be within the oversight of Cllr Fielker.

Approval will be sought from Cabinet and Full Council to accept the funding with authority to spend at meetings in November 2022. This will follow an expected decision in Autumn 2022 from DHLUC.

Due to the expected value this requires approval at Full Council and November is the first meeting following the announcement.

There are potentially three LUF projects in Southampton (City Centre and Itchen Riverside) and an overall **LUF Programme Board** is proposed to be created. If less projects are successful, this Board will still be created.

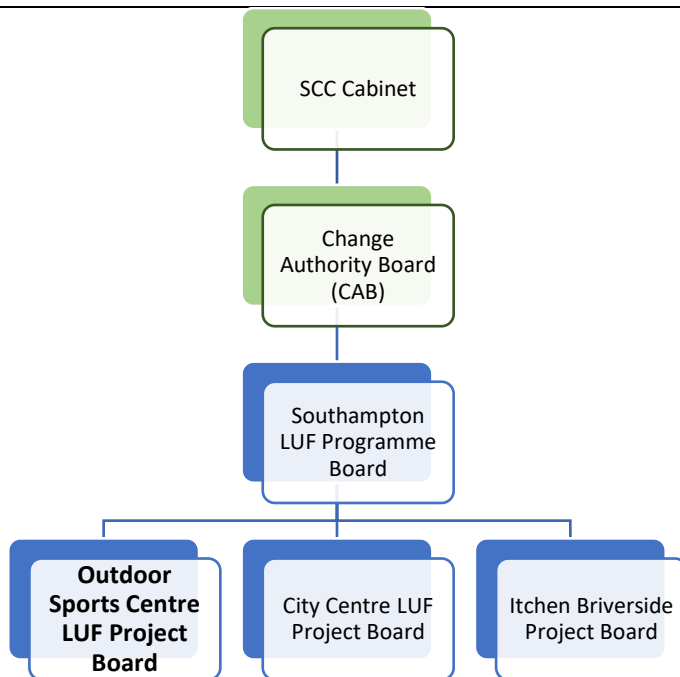
Delegated authority to the overall LUF Programme Board to make decisions throughout the lifespan of the OSC project to point when the project is operational to senior officers in consultation with Cllr Fielker will be sought.

This ensures that at the start of the implementation of the OSC Project in Spring 2023 all necessary approvals are in place.

Project Governance

At a project level to ensure that the OSC project is delivered to budget it will report using a standard meeting structure for SCC projects. This comprises of **Project Boards and Programme Boards** which are chaired by the Sponsor.

These then report to Council's Change Authority Board (CAB) which comprise the Council's Executive Management Team and others. It is important to note the Executive Team involvement due to their SRO role for many projects.



Where necessary, any project or programme will report to Cabinet/Council upon request, or where decision required are listed in the council's constitution as being a decision which can only be made by these forums.

The Council's Projects and Change Team corporately receive updates on the performance of all SCC-led projects through Microsoft Project online.

The two main levels of Governance for the OSC Project are:

- **LUF Programme Board** is the most senior level of decision making for the OSC project. The LUF Programme Board will meet on a quarterly basis as a minimum and will be responsible for providing direction to all the Southampton LUF projects including the OSC, making key decisions and appointment of suppliers throughout the life of the scheme.

This will be through delegated authority to senior officers on this Board in consultation with the relevant Cabinet Member – for the OSC this is Health, Adults & Leisure – Cllr Lorna Fielker.

- **Outdoor Sports Centre Project Board** will provide day-to-day delivery management, progress, and identification of items for escalation. The Project Team will also be responsible for risk register and the monitoring & evaluation (M&E).

Financial Approvals

SCC will be the Accountable Body for financial decision making and monitoring for the OSC Project, with the SCC Executive Director for Finance & Commercialisation performing the role of Section 151 officer.

Being the Accountable Body will involve providing formal statements, auditing and accounting for legal requirements and official records.

Following any formal offer of funding there is a need to add funding to Southampton City Council's Capital Programme. As the value of this project exceeds £5m, the Financial Regulations at SCC require it to be presented at Full Council for accepting the grant, adding to the budget and provide authority to spend. At this point decision making and budget monitoring will be delegated to the Programme Board.

Based on a possible Autumn 2022 announcement for the OSC this will be November 2022 Full Council.



After being added to the Capital Programme, projects are managed via the Council's existing internal gateway processes for managing scheme delivery – Project Online/Power BI.

This is a capital board structure which operates a formal and accepted gateway approval process for project delivery. Gateways provide key reporting and scrutiny at stages of the process including detailed design, construction, post-implementation and monitoring.

Progress will be monitored through monthly OSC Project Team meetings reporting with quarterly reporting to the Project Board on delivery, budget and programme.

In terms of fraud, all expenditure will be monitored and audited in line with SCC policies and procedures through SCC's Internal Audit team.

If applicable, please explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised.

The section sets how the Outdoor Sports Centre (OSC) will be managed covering the day-to-day operational management of the improved facility once complete so that the project benefits are realised.

The OSC is currently managed on behalf of Southampton City Council (SCC) by Active Nation (as the subcontractor to Places Leisure, the Head Contractor). This current Management contract for operating runs until August 2025 (which covers the LUF period), and has the provision to extend to 2028.

The improved OSC will therefore be initially operated for SCC by Active Nation (remaining as subcontractor to Places Leisure, the Head Contractor). Active Nation are, and will be, responsible for the day-to-day ongoing maintenance on a typical Client/Contractor split.

Once the masterplan is delivered all parties have agreed to update and renegotiate maintenance responsibility to the end of the contract, before likely retender. This will be through a Memorandum of Understanding (MoU).

To ensure that the benefits are captured and realised the partnership between SCC, Places Leisure and Active Nation will include working with the clubs and users of the site to maximise the benefits of the new facilities through promotion activities, marketing and engagement.

A partnership agreement is being developed between SCC and British Cycling.

Once the Masterplan is delivered all parties have agreed to update and renegotiate maintenance responsibilities to end of contract, before likely retender.

A Lifecycle Fund is in place, funded by Places Leisure, which is used in agreement between all parties for major replacement of facilities (eg Athletics Track resurface).

The Grounds Maintenance for the site will continue to be undertaken by SCC City Services.

If a successful, provision will be made for a sinking Fund to replace Artificial Grass Pitch surfacing periodically.

Operation of the regenerated Outdoor Sports Centre (OSC) will be through the current contract with Places Leisure, which is then sub-contracted to Active Nation

Monitoring and Evaluation

Set out proportionate plans for monitoring and evaluation. (1000 words)

Monitoring and evaluation (M&E) are key activities to progressively improve performance and delivery. This allows for systematic learning from past & current activities – what does/doesn't work and why so that good practice can be replicated in the future with mistakes and poor outcomes avoided.

SCC and partners are happy to work with DLUHC's appointed consultant for wider participation in programme level assessment. This will be vital to be able to demonstrate what has been learned from Southampton's, and others, programmes. We will be happy to share data with the appointed consultants, subject to any necessary Data Sharing Agreements and standardisations.

Bid Level M&E Aims, Objectives and Research Questions

The aim would be to:

- Provide accountability and an audit trail for investment,
- Generate shared knowledge including lessons learnt, and
- Provide understanding of LUF impact locally and nationally.

There is a clear flow to the objectives which reflects the process, impact and economic elements of the evaluation:

1. Process Evaluation - How efficient was the delivery of OSC project? Demonstrating the extent to which the project was delivered to plan and the learning from it. The questions seeking to be answered include:

- Was project delivered to schedule & budget?
- Did the outputs match OSC Masterplan vision?
- Was the risk register relevant/complete?
- Were people informed through consultation?
- How did OSC delivery perform against expenditure, output and outcome targets?
- Did outturn costs meet the financial estimates?

2. Impact Evaluation - Did the delivery of OSC project meet projected outcomes? This links with the Logic Map (Appendix 9) and desired immediate outputs and the long-term outcomes. The questions that this asks include:

- What difference did the scheme make – physical activity, usage, economic?
- What outcomes can be measured?
- How can these be directly attributed to the LUF funding?
- Has this project contributed towards accessibility, inclusivity, and provided opportunity for those to be more active?

3. Value-for-money Evaluation – did the programme provide value for money (vfm) by comparing costs of the interventions to the impacts and whether this justifies the investment. The key questions are:

- Have the benefits and vfm from appraisal been met?
- Were there any unexpected benefits or did others not occur?
- Are the ongoing benefits expected to change?
- Is there an improved perception of place?

Data will come from outturn costs, changes in physical activity, pride in place, changes in land use, economic spend.

Overview of M&E Metrics

Detail of the Theory of Change and the M&E Framework (inputs, scheme outputs, outcomes, data requirements and Intervention Framework) are in Appendix 9.

Inputs

- Costs – breakdown per individual element of OSC - project development, consultation & planning, resources, statutory undertakers, design, construction, risk, land and legal;
- Milestones – main milestones from programme for feasibility, planning, preliminary, detailed design and construction;

Outputs

- Description of the physical outputs of OSC project, how recorded and their frequency of use;

Outcomes & Impacts

- This covers the short-term outcomes of the scheme and tracking their long-term impacts.

Outline of M&E Approach

It will be important to establish how the objectives for OSC are realised over different timescales – immediate and long-term outcomes.

Objectives such as new or improved sports facilities, increase in number of activities, or the new active travel routes to the site will be realised immediately or shortly post-opening. Other objectives such as increases in physical activity among the inactive, expected improved health & well-being and economic impacts are less immediate and longer-term are expected to take effect over a longer period.

The Programme M&E will be undertaken in three distinct stages:

1. Pre-Construction Study (Baseline),
2. One Year Post Opening Outcome Evaluation (2026), and
3. Five Year Post Opening Impact Evaluation (2030).

Stage 1 will cover the existing conditions at OSC prior to implementation and will generate baseline surveys that can be repeated in subsequent stages. Data collection on baseline for participation by sport, number of events, footfall, parking, levels of physical activity/inactivity in Southampton, public perception surveys, and health are mostly available for 2019-22.

Stage 2 will cover immediate post scheme reporting on deliverables and outputs such as budget, programme and deliverables, but also focus on measuring short term outcomes of the projects – number of events held, footfall, participation by sport, active travel, perception surveys etc, and early vfm indications.

Stage 3 is planned for five years after the completion of the programme to repeat the Stage 2 survey project metrics – continued participation in sport, levels of physical activity/inactivity, number of events, footfall, further development, carbon, and activities linked to OSC to analysis to track changes in outcomes and progress against the longer-term objectives to identify impacts and value for money.

Active Nation and on-site Sports Clubs are participating on data collection and surveys on usage of the facilities and any increases that have been realised since the works have completed.

We plan to collect the monitoring data so it can be shared with any evaluator on a quarterly basis and collated by the LUF Programme M&E Lead.

The measures of success we will be evaluating to answer the research questions are set out below.

Success Measure	Demonstrated By
Delivered under or on budget	Reporting of cost management to Project Board
Delivering ahead or on schedule	Reporting of schedule management and key milestones (design, gateway, procurement & construction)
Measured benefits and objectives met	
Contribution to SCC We Can Be Active	5% decrease in proportion of inactive residents 5% increase in active residents Increase in the number of annual physical activity and sporting events/campaigns promoted to those who are inactive

Increase in total number of volunteers promoting and supporting various forms of physical activity in their communities by

Resource, Costs, Governance & Reporting

The outputs of the M&E will be a Report at each Stage and published along with an annual LUF programme progress report on SCC's website – <https://www.southampton.gov.uk/levellingup>

The M&E will be led by SCC as the OSC project lead with support from stakeholders – Football Foundation, Sport England, British Cycling & the LTA. There will be a specialist Project M&E Officer within the OSC Project team as part of Property Services service area. The SRO for the M&E will be the OSC Project Manager Nigel Midmer.

Costs for M&E are included in the scheme budgets including pre/post surveys, equipment & sensors that would be installed. A Data Sharing Agreement, based on a standard SCC agreement, will be developed between SCC and the national LUF evaluators.

The OSC Project Board will provide the oversight of the M&E to ensure Quality Assurance.

At this stage of development there are risks associated with the data – quality & availability – particularly looking at historic usage data of OSC comparing to a 2022 post-Covid use traffic on roads that are not routinely counted, and consistency.

Part 7: Declarations

7.1 Senior Responsible Owner Declaration

Please see complete proforma 7 Senior Responsible Owner Declaration.

7.2 Chief Finance Officer Declaration

Please see complete proforma 8 Chief Finance Officer Declaration.

7.3 Data Protection

Please note that the Department for Levelling Up, Housing and Communities (DLUHC) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to DLUHC.

The Department, and its contractors, where relevant, may process the Personal Data that it collects from you as part of your application to the Levelling Up Fund, in accordance with its privacy policies. The Department will use the Personal Data provided to contact you, if needed, as part of the assessment, selection and/or monitoring process.

For the same purposes, the Department may need to share your Personal Data with other government departments (OGDs), their Arm's Length Bodies and contractors, where relevant, and departments in the Devolved Administrations, and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

You can find more information about how the Department deals with your data [here](#).

7.4 Publishing

When authorities submit a bid for funding to the UK Government, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, if the bid is successful, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the

announcement of the successful bids by UK Government. UK Government reserves the right to deem the bid as non-compliant if this is not adhered to.

Please tell us the website where this bid will be published.

Levelling Up Fund bid: Southampton City of Opportunity – Inclusive Access to Sport will be published on the Southampton City Council Website: <https://www.southampton.gov.uk/levellingup>.

[End]