

# City of London Corporation Committee Report

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| <b>Committee:</b><br>Community and Children's Services Committee              | <b>Dated:</b><br>30/04/2025   |
| <b>Subject:</b><br>Golden Lane Leisure Centre Refurbishment Update            | <b>Public report:</b><br>For Information  |
| <b>This proposal:</b><br><b>Delivers Corporate Plan 2024-29 outcomes</b>      | <ul style="list-style-type: none"><li>• Providing Excellent Services</li><li>• Leading Sustainable Environment</li><li>• Vibrant Thriving Destination</li><li>• Diverse Engaged Communities</li></ul> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>      | No  |
| <b>If so, how much?</b>   | NA  |
| <b>What is the source of Funding?</b>   | NA  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b> | NA  |
| <b>Report of:</b>   | Judith Finlay, Executive Director of Community and Children's Services  |
| <b>Report author:</b>   | Greg Knight, Head of Commissioning, Community and Children's Services   |

## Summary

The report provides Community and Children's Services Committee (CCS) members with a progress update on the refurbishment of Golden Lane Leisure Centre (GLLC) and sets out the proposed next steps.

## Recommendation

Members are asked to:

- Note the report.

# **Main Report**

## **Background**

1. Following the completion of a range of condition surveys and a forward maintenance plan, the need for significant capital investment was identified to secure the long-term future of GLLC, in the region of £10.4m.
2. CIL funding has since been secured to complete the refurbishment of GLLC, which is approved in the context of supporting delivery of the City of London Corporation's Global City of Sport: A Sport Strategy for the Square Mile 2023-2030, Joint Local Health and Wellbeing Strategy 2024- 2028, and Our Corporate Plan 2024- 2029.
3. The Department has completed a series of actions to progress the refurbishments, as detailed within the report. The report provides details of the proposed next steps to deliver the project.

## **Current Position**

### **Current GLLC Management Contract**

4. The GLLC management contract with Fusion- Lifestyle has been extended for a further year, within the permissible contract terms, to allow for the service to be sustained whilst the preparatory works to refurbish GLLC are completed. The terms of the contract allow for a further 9-month extension, until 31 December 2026 at the latest, if required.

### **Future GLLC Management Options Appraisal**

5. An in-depth options appraisal on the future management of GLLC (following the completion of the refurbishment) has been completed by The Sports Consultancy. The report appraises the benefits and limitations, including detailed revenue forecasts, for a range of internal and external management options. The options appraisal will be presented to Community and Children's Services Committee in June 2025 for decision on the preferred approach.

### **UK Leisure Framework- Alliance Leisure**

6. The UK Leisure Services Framework (UKLF) is available to all UK public sector organisations, and specialises in new build and refurbished leisure projects for local authorities. The framework provides a compliant route to access a development partner - Alliance Leisure – for the scoping, design and refurbishment of GLLC. This approach brings access to a development partner with expertise and experience in leisure projects, benefits from the market influence of that partner (Alliance Leisure have led over 220 developments investing over £300m in leisure projects) and reduces the financial risk through achieving cost certainty for the City Corporation. Case studies have demonstrated this to be a successful model that secured Local Authorities value

for money. A procurement strategy report, recommending the UKLF has been approved at construction category board.

7. Due diligence on the framework has been completed and the fee proposal has been finalised for the initial stage of work. This stage progresses the project through stages to the point at which fully costed design proposals can be put to the City Corporation for decision.
8. Alliance Leisure are being appointed through an Access Agreement, which following clarification of fee proposals and some additions to align with the City Corporation's requirements will be finalised by the end of April 2025.

### **Initial Stakeholder Engagement**

9. Engagement and consultation on the design proposals and use mix for the leisure centre will be delivered as part of a communications and engagement strategy (see below). At this early stage, intelligence from engagement in relation to the City Corporation's sports strategy, and other relevant intelligence has been supplemented by some initial engagement.
10. TA6, the marketing agency of Alliance Leisure, have been appointed to complete the initial engagement and opportunity report to inform the design brief. This has included a survey of stakeholders and focus groups. Over 500 survey responses were completed by residents, users and other stakeholders. In addition, five focus groups discussions were delivered and generated insightful feedback on themes such as wellbeing, physical activity habits, barriers to participation, and priorities for the refurbishment. This work will inform the design team - alongside a range of other market intelligence – to develop initial options for further engagement and consultation. The opportunity report is scheduled to be presented to CCS Committee for information in June 2025.

### **Communications Strategy**

11. A procurement exercise to appoint the communications consultant for the range of the works on Golden Lane Estate, including the refurbishment of GLLC, is currently being finalised. The consultant will be required to develop an appropriate communications and engagement strategy and action plan to effectively consult with residents, users and other stakeholders, to ensure the refurbishment best meet the needs of the City's communities. The process will require the establishment and maintenance of a project website to host full details of the refurbishment, Frequently Asked Questions and the ability to contact the project team.
12. The inclusion of GLLC alongside the communications approach to other projects on the estate aims to ensure that is a more co-ordinated approach that prevents consultation fatigue among residents. Consultation and engagement on the

GLLC will not be limited to GLE residents, but will extend across the stakeholder groups mapped as part of the engagement strategy.

## **Project Board**

13. A Project Board has been established with the aim of providing strategic oversight of the refurbishments, identifying and managing risks, progressing through the appropriate governance, and ensuring timely delivery within the agreed budget. The project board has representation from Commissioning and Partnerships, Housing, Energy team, Commercial Services, Finance, Sports Strategy and Engagement team, City Surveyors and Alliance Leisure.

## **Decision Making and Governance**

14. Following the completion of the designs, the Corporation will have the option to progress to a Development Agreement through the UKLF to proceed with the construction. There is no obligation to proceed through the UKLF and the designs and the City will retain ownership of design documents.

15. Decisions will be made via the City's Gateway process and procurement governance, with CCS Committee forming key decision-making process. Decisions will include signing off on the preferred design option, which will be presented along with the associated forecasted revenue operating model.

## **Corporate & Strategic Implications**

Strategic implications – The decision to refurbish GLLC is completed in the context of delivering several strategies, notably the City of London Corporation's Global City of Sport: A Sport Strategy for the Square Mile 2023- 2030, Joint Local Health and Wellbeing Strategy 2024- 2028, and Our Corporate Plan 2024- 2029. The refurbishment will deliver the Corporate Plan outcomes of Providing Excellent Services and Leading Sustainable Environment.

Financial implications – The revenue and capital implications associated with the refurbishment of GLLC will be considered and presented to CCS committee.

Resource implications – The resourcing of the project is being considered and addressed through the established Project Board.

Legal implications – Legal implications to be considered throughout all stages of the project.

Risk implications – Risks will be identified and managed through the Project Board.

Equalities implications – Equalities implications will be considered throughout the project, including through the completion of an Equality Impact Assessment at an early stage.

Climate implications – Climate implications are being addressed through the representation of the Energy Team at the Project Board, to ensure consideration to the City’s Climate Action Strategy.

Security implications – None.

## **Conclusion**

16. Preparatory work has been completed to progress the refurbishment of GLLC. CCS Committee will remain a key decision-making forum for the refurbishment design, construction, and future management of GLLC. Regular updates will be presented to CCS Committee, with the next scheduled for June 2025, where a decision regarding the future management option will be sought, along with the initial findings of the opportunity report presented.

## **Appendices**

- None.

## **Background Papers**

- None.

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