

CITY OF PLYMOUTH

Subject: Plymouth Life Centre & Leisure Related Projects Programme Update

Committee: Customers and Communities Overview & Scrutiny Panel

Date: 19th July 2010

Cabinet Member: Councillor Ian Bowyer, Cabinet Member for Finance, Property, People and Governance and Councillor Peter Brookshaw, Cabinet Member for Community Services (Safer and Stronger Communities and Leisure, Culture and Sport)

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Part: I

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Executive Summary

This report is produced to give an update as to the current status of the PlymouthLife Centre & Leisure Related Projects Programme.

Background

In December 2007 a paper was approved by Cabinet recommending funding for and the creation of a project board to deliver the Life Centre. The recommended facility mix was to contain the following: -

8 lane Indoor bowls	Leisure water	Catering
Sports Hall	50M Pool	Multi- purpose space
Fitness Suite	Diving Pool	Dryside Diving provision
Ice Rink	Facilities for Health Clinics	Climbing Facilities
Health Suite	Crèche/ soft play	

This was developed as a result of the needs analysis and extensive consultation that was undertaken. The final facility mix is included in the attached Cabinet papers.

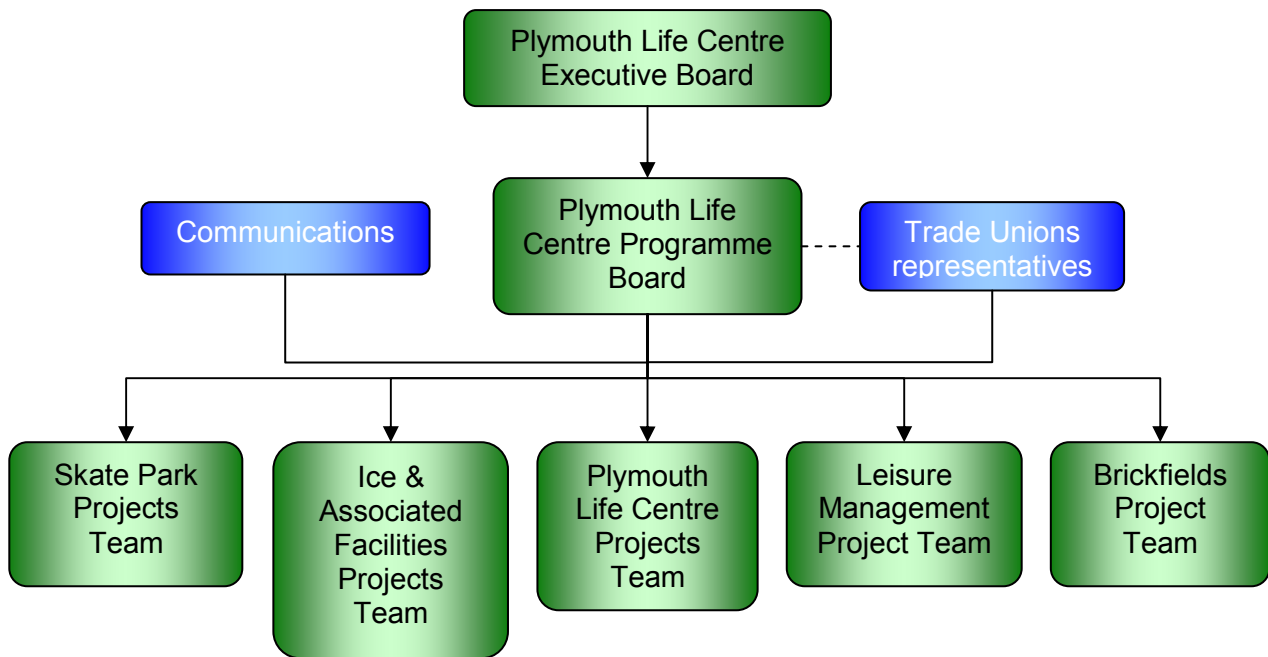
The Life Centre was planned to be an impressive regional facility, attracting not only elite performers of all disciplines but the public at large; a place that will inspire, excite and engage people of all ages and encourage them to lead healthy lifestyles.

More specifically it sought to:

- increase active participation across the city. The project will seek to build on the Local Area Agreement Stretch Target of a projected increase in activity (3 x 30 minutes a week) from the current 18.6% in April 2007 to 22.6% in April 2010; and to maintain a 1% year on year increase in activity levels thereafter
- attract over 1 million attendances a year
- improve the uptake in activity levels by priority customers; Children and Young People, Older People, and those living in the most deprived wards
- provide facilities which are designed to be fully inclusive and accessible ensuring that all the needs of our citizens are met
- create high levels of customer satisfaction, with the quality of facilities and services provided
- provide a regional centre which meets the sports needs of our elite performers, ensuring that Plymouth remains one of the top sports hub in the South West
- provide a destination which partnerships can utilise to increase the skills, coaching and volunteer workforce across the city
- to build low carbon and energy efficient facilities, which coupled with its ability to attract more users and more income, will ensure than running costs are no higher than the current facilities located within the Park
- provide an attractive destination that will be an enjoyable place for people to visit

Programme Governance

As reported at the last Scrutiny session the Programme Governance structure has remained fluid and been allowed to evolve to meet the needs of the ever changing shape of the programme. Workstreams have been added to deal in greater detail with workstreams as they arise, this can be seen in a simple form in the diagram below and in greater detail in Appendix A.



These constant, controlled, evolutions of the governance structure enable the programme of work to progress in a more coherent manner with shared learning, clear direction and in a coordinated environment.

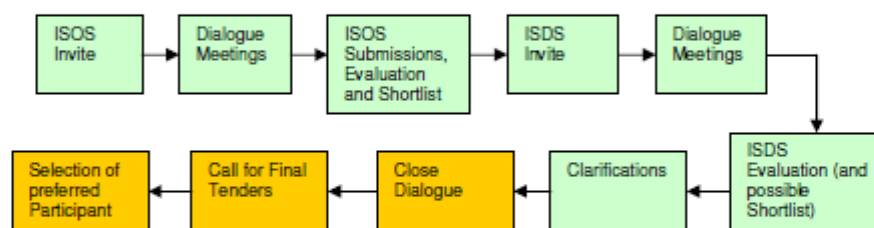
Programme Workstream Overview

Life Centre – Progress

- Contract awarded 1st February 2010
- Good progress on site
- Detail included in Appendices B (Project Manager's Report number 30) A copy of the Life Centre Risk Register is included at Appendix C (PART II)
- Budget remains at £46.5m
- Funding received from Sport England for £1.99m
- Awaiting outcome of other Capital funding bids
 - England Netball (£200k)
- Legal agreement with University for £2.5m in place
- Unfortunately the £750k capital grant agreed with Sport England through the Free Swimming initiative has been withdrawn. Officers are considering the impact that this will have on the scheme

Leisure Management Contract

- The Leisure Management Contract is subject to the Competitive Dialogue procurement process, the basis of which is set out in the following diagram:



- 7 submissions were received to the Leisure Management Pre-Qualification Questionnaire, 6 of these bidders –have been invited Submit Outline Solutions (ISOS). ISOS submissions are due to be returned on 30th July 2010
- Contract award expected early 2011 as per the following procurement timetable:

Milestone	Date
OJEU notice advertised	19 th March 2009
Pre-qualification of Participants	7 th September 2009
Bidder's Day	23 rd October 2009
Issue ITPD including ISOS to pre-qualified Participants	26 th May 2010
ISOS Addendum (refer to paragraph 1.3.4)	18 th June 2010
ISOS Dialogue Meetings Session 1	8 th , 9 th & 10 th June 2010
ISOS Dialogue Meetings Session 2	28 th June – 2 nd July 2010 and 5 th July 2010
Deadline for submission of ISOS responses	30 th July 2010 (12:00 midday)
Evaluation of ISOS	30 th July 2010 – 13 th Sept 2010
Issue ISDS to short-listed Participants	24 th September 2010
ISDS Dialogue Meetings – Refinement of Solutions	Circa 1 st October 2010
Deadline for submission of ISDS responses	29 th October 2010
Evaluation of ISDS	November-December 2010
Close Dialogue	January 2011
Issue CFT to final Participants	February 2011
Deadline for submission of Final Tenders	March 2011
Contract Award Notification	April 2011
Contract Commencement Date	May 2011
Service Commencement Date	Estimated September 2011

- HR issues continue to be discussed and the Trade Unions are engaged in this process

Ice & Associated Facilities

Pavilions

- Theatre Royal Plymouth Ltd. (TRP) has been issued with notice of the Council's intention to withdraw subsidy to coincide with the closure of the Leisure water and Ice in line with the original funding strategy.
- The operation of the Pavilions post closure of Ice and Leisure water will require to be tendered.

Leisure Ice

- There is £2m set aside in the Programme budget allocated towards re-provision of Ice within the city.
- A number of sites for the re-provision of the facility have been identified in the city and discussions continue to define the most appropriate model for its delivery.

Skate Park re-provision

- Tenders have been issued for the re-provision of the skate park and these are presently being evaluated.
- Contract award expected September 2010 with commencement on site in January 2011.

- The following image has been produced to illustrate a possible layout of the new skatepark. Shaded areas could be procured in later phases as and when funding became available.

Central Park Skatepark, Plymouth. Visualisation - **PHASE 1 (remaining phase shown shaded)**.

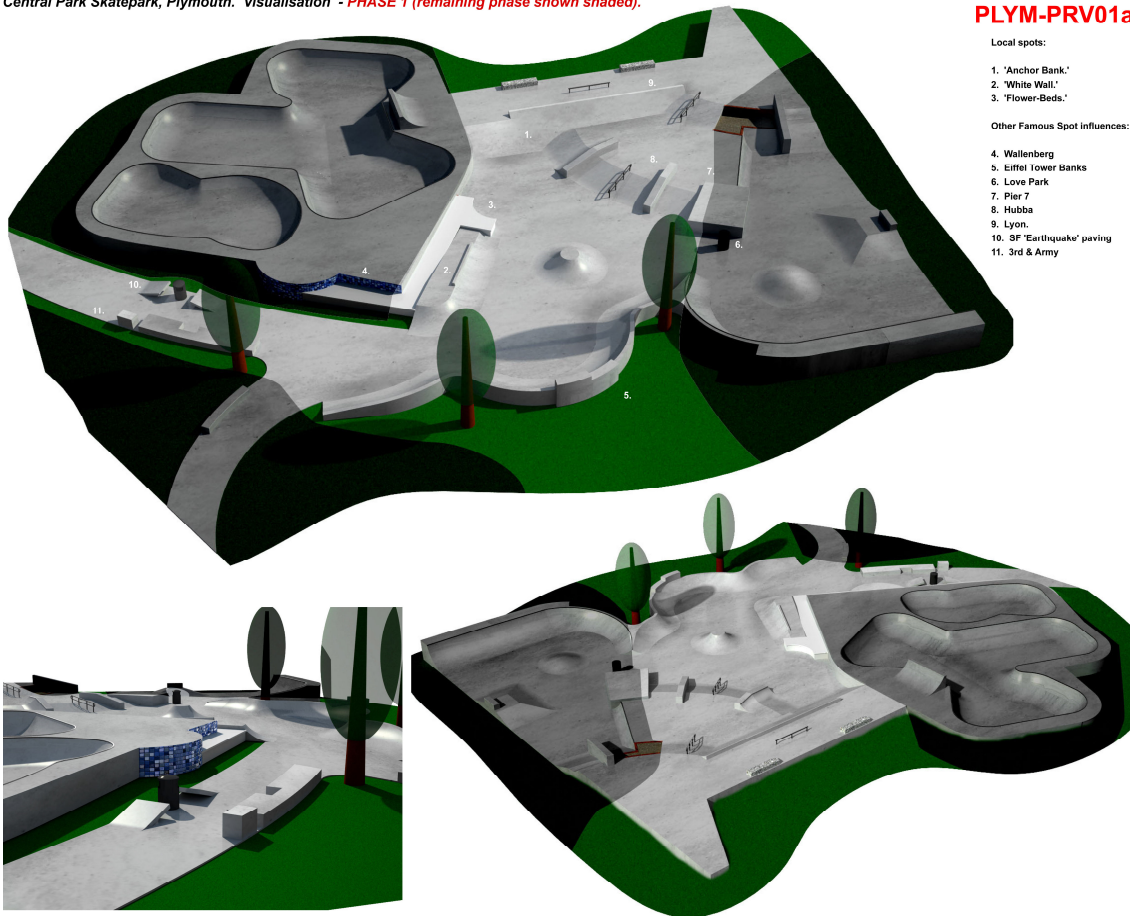
PLYM-PRV01a

Local spots:

1. 'Anchor Bank.'
2. 'White Wall.'
3. 'Flower-Beds.'

Other Famous Spot influences:

4. Wallenberg
5. Lifford lower banks
6. Love Park
7. Pier 7
8. Hubba
9. Lyon.
10. SF 'Earthquake' paving
11. 3rd & Army

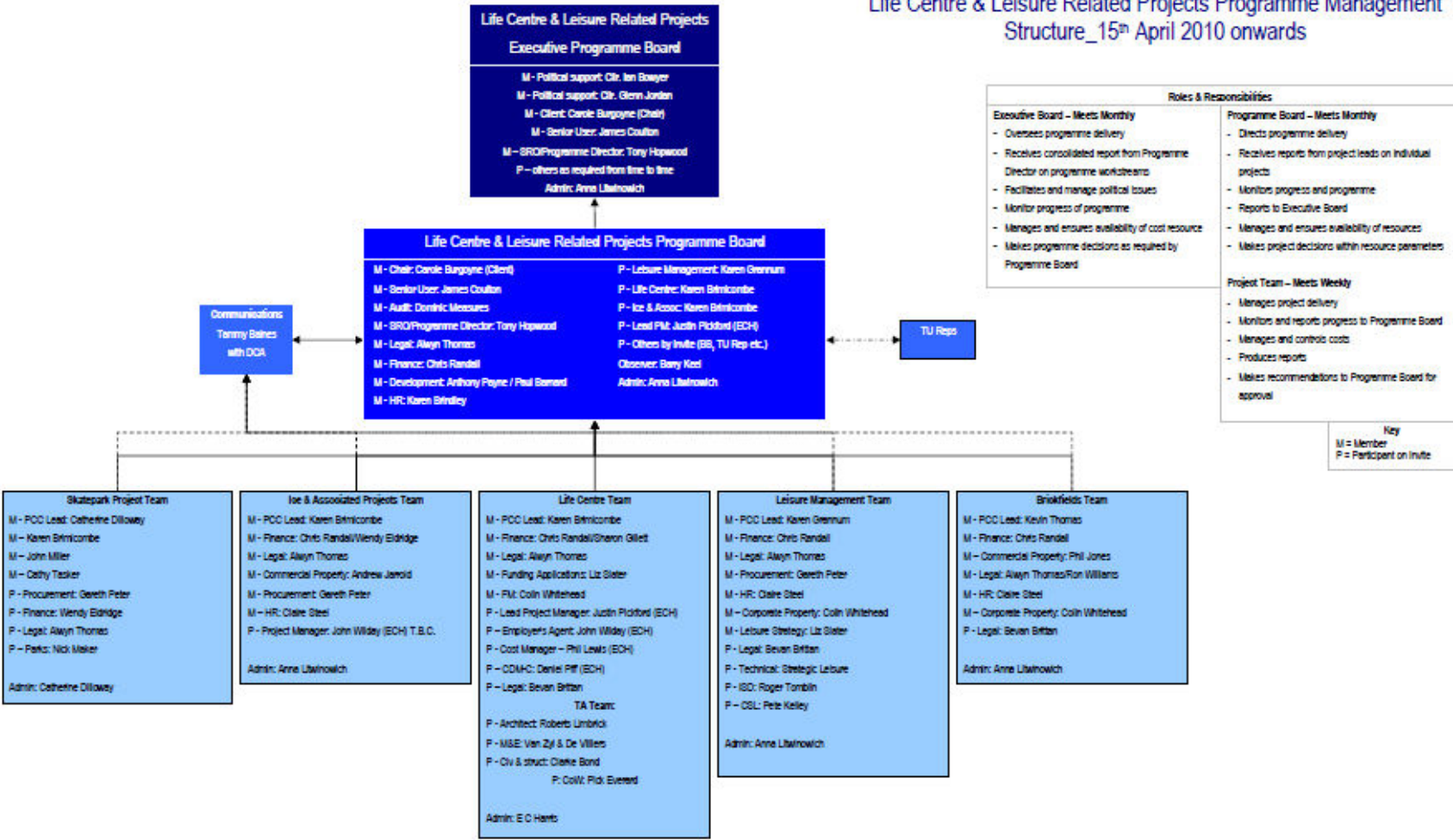


Brickfields

- Discussions with regards the transfer of ownership of Brickfields are ongoing.
- Work is underway to identify service connections and responsibilities within the site.

Appendix A – Programme Governance Structure and Workstreams

Life Centre & Leisure Related Projects Programme Management Structure_15th April 2010 onwards

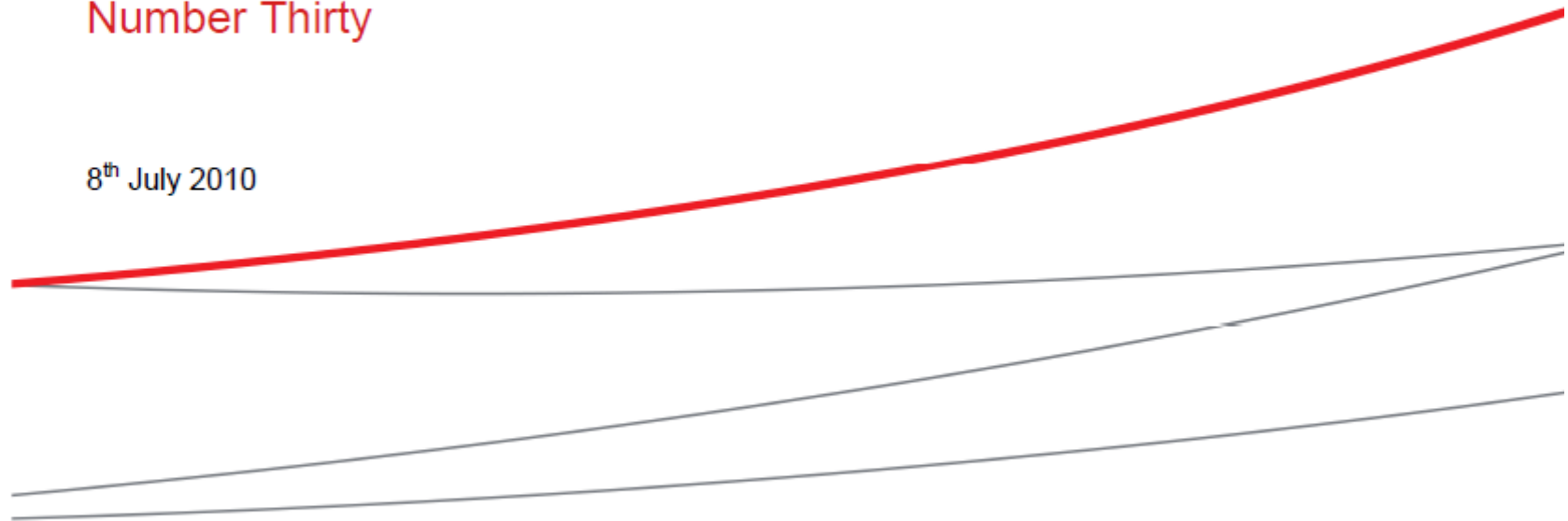


Appendix B – Project Manager’s Report number 30

Plymouth City Council
The Life Centre

Project Managers Report
Number Thirty

8th July 2010



EC HARRIS
BUILT ASSET
CONSULTANCY

Project Managers Report

Project : Life Centre Report Nr: Thirty
 Reporting Period : 09/06/2010 to 07/07/2010

Progress Status = **Amber**

Construction Milestone Schedule		
Activity	Programme	Actual / Forecast
1. Officially Start on Site	08/03/2010	08/03/2010
2. Commence Piling	28/04/2010	28/04/2010
3. Commence reinforced concrete construction of 50m pool	07/06/2010	30/06/2010
4. Complete Retaining Walls to Bowls area	20/06/2010	16/07/2010
5. Commence assembly of structural steel box girder over the bowls area	21/06/2010	14/06/2010
6. Commence Pre-cast concrete planks over bowls	02/08/2010	19/07/2010
7. Commence reinforced concrete construction of diving pool	09/08/2010	09/08/2010
8. Complete Dive tower columns to 3m high	21/09/2010	21/09/2010
9. Complete Glulam beams to pool hall	02/11/2010	22/11/2010
10. Complete Steel Frame (Dry side south of box truss)	08/11/2010	03/09/2010
11. Complete Dive structure at 10m	11/11/2010	11/11/2010
12. Commence Fill and test pool	13/12/2010	24/01/2011
13. Complete Fill and test pool	13/02/2011	14/03/2011
14. Complete blockwork to external walls (sports hall)	21/02/2011	21/02/2011
15. Complete Roof membrane and top sheet	28/02/2011	28/02/2011
16. Complete External render	28/03/2011	28/03/2011
17. Commence Main Entrance Canopy	28/03/2011	28/03/2011
18. Complete Wall and Floor filling to changing village	09/05/2011	09/05/2011
19. Complete filling to pool surround	19/06/2011	18/07/2011
20. Power on	04/07/2011	01/08/2011
21. Complete pool filling pool testing	20/07/2011	16/08/2011
22. Submission of Operation & maintenance building manuals	01/08/2011	28/08/2011
23. Building Complete	12/09/2011	16/10/2011
24. Mayflower Centre & Swimming Pool demolition works complete	13/04/2012	13/04/2012

Changes in the Period :

Item 3 - Forecast to commence one week earlier than previous forecast following re-sequencing of concrete works after negotiations between BB and their sub-contractor

Scheduled Works Overview :	Project :	Main Building only :
Planned Work to Date (02/07/10):	16.22%	5%
Actual Work to Date (02/07/10):	12.84%	4%

Reason for Variance : As per last month, the contractor has confirmed that the delay to the South West Water diversion works has caused the current delay. The contractor continues to forecast that the total impact of the SWW delay is likely to be four weeks in total - which is reflected in the Milestone Schedule above. Detailed meetings have been undertaken with the Contractor to assess and challenge the impacts. The Contractor has provided further detailed information in connection with the impact of the delay, which is currently being considered by EC Harris.

Contractor mitigation : The Contractor has undertaken a number of mitigation actions to reduce / mitigate the impact of the SWW delay, including resequencing works which enabled the structural steel box girder to be installed as planned

Project Managers Report

Project: Life Centre Report Nr: Thirty
 Reporting Period: 09/06/2010 to 07/07/2010

Project Budget Status = Green

Agreed Project Budget	£ 44,000,000	Forecast Project Cost	£ 44,000,000
Agreed Increases in Budget		Variations	
- PCO No 1	£ 3,400,000	- PCO No 1	£ 3,400,000
- PCO No 2	(£ 900,000)	- PCO No 2	(£ 900,000)
Total Budget Available	£ 46,500,000	Total Forecast Cost	£ 46,500,000

Changes in the Period :
 - None

Client Changes Status = Green

Change Orders (Issued by PCC to EC Harris)

Nr	Content	Status	Comments
Project Change Order No 1	Increase width of 50m pool, increase size of Dance studio, provide 400m ² of PCT space	Issued	Issued by PCC on 13th October 2008
Project Change Order No 2	Omit 400m ² PCT space instructed in PCO No 1	Issued	Issued by PCC on 8th February 2009
Project Change Order No 3	Change to brief for water facilities and usage	Issued	Issued by PCC on 13th February 2009
Project Change Order No 4	Change Dance studio brief previously instructed under PCO No 1	Issued	Issued by PCC on 29th April 2009
Project Change Order No 5	Change to brief - events office and reception area	Issued	Issued by PCC on 18th July 2009
Project Change Order No 6	Change to brief - separation of reception / climbing area and changes to Bowls Hall	Issued	Issued by PCC on 18th August 2009
Project Change Order No 7	Additional of Provisional Sums for additional Highways and Asbestos removal works	Issued	Issued by PCC on 8th March 2010
Project Change Order No 8	Reassignment of site boundary to accommodate potential skatepark position	Issued	Issued by PCC on 9th March 2010

Employers Agent Instructions (Issued by EC Harris to Balfour Beatty)

EAI No 1	Reassignment of site boundary to accommodate potential skatepark position	Issued	Project Change Order No 8, no cost or programme implication
EAI No 2	Additional of Provisional Sums for additional Highways and Asbestos removal works	Issued	As per Tender Report, Project Change Order No 7.
EAI No 3	Devin Consulting, Commencement of design.	Issued	Provisional Sum identified in Tender Report, instruction required to enable development of scope / interfaces
EAI No 4	Omission of Transport Hub subject to BB providing requested 'alternative Hub' information by 30th June	Issued	Saving to be confirmed when alternative transport hub information provided by BB. BB have requested extension of the deadline to 14th July 2010.
EAI No 5	Reconfiguration / handing of basement plant substation and surrounding areas as requested by BB	Issued	No cost or programme impact

Employers Request for Impact Advice (Issued by EC Harris to Balfour Beatty)

ERIA No 1	Reassignment of site boundary to accommodate potential skatepark position	Advice Provided	BB have replied, advising of no impact on delivery. PCC have issued Project Change Order No 8. Employers Agent Instruction No 1 Issued
ERIA No 2	Confirmation of latest date to instruct omission of Transport Hub and full contract saving for such.	Advice Provided	EAI No 4 refers
ERIA No 3	Incorporation of Sport England Schedule 5 changes	Advice Provided	8 week delay to programme and £146,000 additional cost
ERIA No 4	Potential Saving for reduced flume sizes	Awaiting BB Advice	Awaiting full response from BB.
ERIA No 5	Revised Transport Hub proposals	Awaiting BB Advice	Integral with EAI No 4 (omission of Transport Hub).
ERIA No 6	UXO Survey for Skateboard Park	Request Rescinded	PCC have determined alternative provision.

Project Managers Report

Project: **Life Centre** Report Nr: **Thirty**
 Reporting Period: **09/06/2010 to 07/07/2010**

Risks Status = **Amber**

A full risk assessment was undertaken on Wednesday 27th February 2008, with a detailed Project Risk Register developed. Risk Refresh Workshops were undertaken on Wednesday 5th November 2008, Tuesday 17th March 2009, Wednesday 24th June 2009, Tuesday 20th September 2009 and Monday 21st December 2009. A construction delivery specific Risk Workshop was held by Balfour Beatty on Wednesday 3rd March 2010, a PCC team Risk Refresh Workshop was held on 14th April 2010. It is anticipated that a further construction specific Risk Workshop will be undertaken during the forthcoming period. The salient Risks facing the project at present include:

Salient Risks

Rating without Mitigation Measures in Place

Risk	Probability	Impact	Rating
1. Balfour Beatty complete the Life Centre building (Section One) late of the programme date, claiming an Extension of Time and Loss & Expense	Red	Red	Red
2. Discharge of PCC Planning Conditions delays progress of activities on Site (& Completion)	Amber	Red	Red
3. Discharge of Main Contractor Planning Conditions delays progress of activities on Site (& Completion)	Amber	Red	Red
4. Client requested 'contract changes' compromise delivery of the Project to budget and programme	Red	Red	Red
5. Client does not respond within required time frame to contractor queries regarding final design issues	Red	Red	Red

Rating with Mitigation Measures in Place

Risk	Probability	Impact	Rating
1. Balfour Beatty complete the Life Centre building (Section One) late of the programme date, claiming an Extension of Time and Loss & Expense : MITIGATION - Proactive approach to addressing matters potentially impacting on the progress of the works. Detailed substantiation of any claims sought immediately and robustly tested by the team (in conjunction with BB)	Amber	Red	Red
2. Discharge of PCC Planning Conditions delays progress of activities on Site (& Completion) : MITIGATION - Monthly internal PCC Team meetings where PCC owned conditions are managed against a schedule, with owners and actions subject to ongoing review	Green	Red	Amber
3. Discharge of Main Contractor Planning Conditions delays progress of activities on Site (& Completion) : MITIGATION - BB have a detailed schedule of conditions and provide a status update at monthly progress meetings. Clear ownership of actions within the BB team, to be closely monitored.	Green	Red	Amber
4. Client requested 'contract changes' compromise delivery of the Project to budget and programme : MITIGATION - Change control procedure and process in place on the project, including Employers Request for Impact Advice (ERIA) process to enable PCC to make change decisions informed by impact advice provided by the Contractor	Green	Red	Amber
5. Client does not respond within required time frame to contractor queries regarding final design issues : MITIGATION - Introduction of Information Required Tracker identifying dates for action and responsibilities. Regular internal PCC team meetings to monitor progress and resolve actions.	Amber	Red	Red

Health & Safety Status = **Green**

The Contractors Construction Phase Health & Safety Plan has been issued by Balfour Beatty. Balfour Beatty have started works on site as the Principal Contractor.

Accidents :

Reportable : Nil to date
 Non Reportable : 1 (minor finger injury)

Project Managers Report	
Project:	Life Centre
Reporting Period:	09/06/2010 to 07/07/2010
Report Nr:	Thirty
Sustainability	Status = Green
<p>BREEAM Target - In accordance with the clarification provided at Project Board Meeting No1, the project is targeting a BREEAM rating of 'good to excellent'. The current forecast score is 60 - 62% which is within the 'Very Good' rating band (55% - 70%). The costs associated with this score are currently within the Construction Contract Sum.</p> <p>Sustainability Target - The building is to achieve all current Building Regulations & AAP requirements in terms of Sustainability & sustainable construction</p>	
Decisions / Approvals currently awaited	Green
- None	
Work Planned in Next Reporting Period	
<ul style="list-style-type: none"> - Balfour Beatty completion of transfer beam - Balfour Beatty cast Dive pool base - Balfour Beatty cast 50m pool trenches - Balfour Beatty commence Sports Hall Foundations - EC Harris to conclude consideration of BB request for an Extension of Time in connection with the South West Water delay 	
Overall Project Health Check	Status = Green

Appendix C – Life Centre Project Risk Register (PART II)

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