

CITY OF PLYMOUTH

Subject: Plymouth Life Centre and Leisure Related Projects Programme Update

Committee: Customers and Communities Overview and Scrutiny Panel

Date: 20 January 2011

Cabinet Member: Councillor Bowyer and Councillor Brookshaw

CMT Member: Director for Community Services

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Key Decision: No

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Part: I

Executive Summary

This report is produced to give an update as to the current status of the Plymouth Life Centre and 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 Plymouth 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 ¹	Facilities for Health Clinics	Climbing Facilities
Health Suite ²	Crèche/ soft play	

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

The Plymouth 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:

¹ The Ice element in the Cabinet approval was to be delivered separately to the Plymouth Life Centre, i.e. option B1

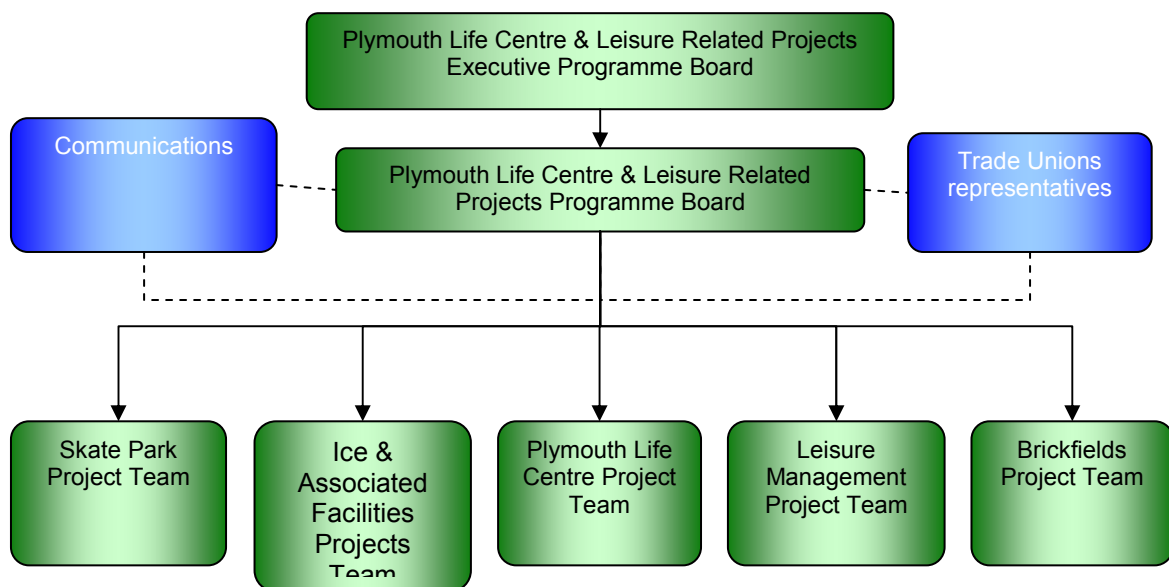
² This was removed from the scheme following withdrawal of the PCT

- 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

There have been no changes to the project governance in the period however a review is to be undertaken by the Programme Director to ensure that the structure remains appropriate as the programme continues to evolve.

The structure is as per the following diagram -



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

- Contract awarded 1st February 2010
- Very good progress on site
- Detail included in Appendix A (Project Manager's Report number 36)
- Budget remains at £46.5m
- Capital funding bids
 - University - £2.5m – received (final payment invoiced)
 - Sport England - £1.99m – received
 - England Netball (£0.2m) – received
- Other revenue funding bids
 - Amateur Swimming Association - confirmed

Despite continually challenging weather, progress has continued in several areas of the Plymouth Life Centre. The structural steelwork trusses and 'glu-lam' beams have now been installed over the leisure and main swimming pools.

It is anticipated that the testing of the pool will take place in a few weeks time and the first two diving boards are set to be cast this month.

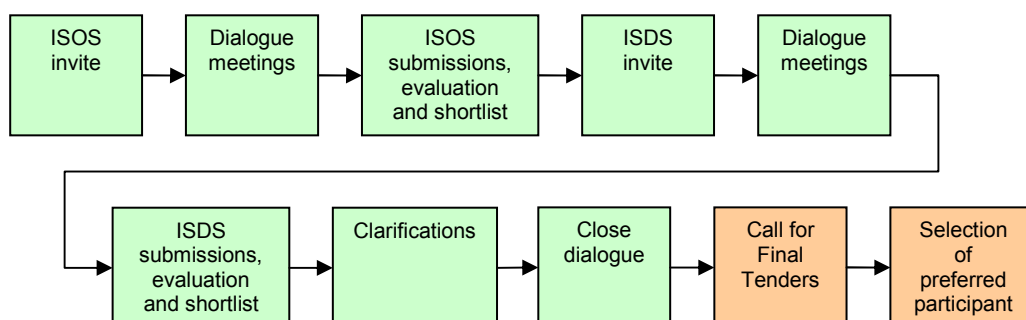
The main hall floor casting is nearing completion and roof works in the same area are more than halfway complete.

Balfour Beatty will be starting the mechanical and electrical works this month and work will begin on the external fabric of the building, starting on the park and ride side and working in a clockwise direction.

Planning permission has been granted for the revisions to the Transport Hub.

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 were invited Submit Outline Solutions (ISOS). ISOS submissions were

received from 3 bidders on 30th July 2010, those bidders not submitting bids cited workload and focus on retention of existing contracts in favour of bidding new work as their reasons for withdrawing.

- We are presently in the Call for Final Tender (CFT) stage of the project where bidders are producing their final bids which are to be returned on 28th January.
- Contract award expected spring 2011 as per the following procurement timetable:

Milestone	Timeline
Close Dialogue	06/12/2010
Issue Call for Final Tenders (CFT)	13/12/2010
Final Tenders Submission	28/01/2011
Evaluation of Final Tenders and selection of preferred bidder	28/01/2011- 11/03/2011
Announcement of preferred bidder	15/03/2011
Cabinet Approval	29/03/2011
Contract Commencement (including Alcatel)- TH reviewing this in line with Cabinet/Scrutiny approval	tbc
Service Commencement	tbc

- We envisage returning to Scrutiny with an update in prior to Contract award in March 2011.
- HR issues continue to be discussed and the Trade Unions being consulted throughout this process.

Ice and Associated Facilities

Pavilions and Leisure Ice

- Theatre Royal Plymouth Ltd (TRP) has been issued with notice of the Council's intention to withdraw subsidy to coincide with the opening of the Plymouth Life Centre in line with the original funding strategy.
- Cabinet has approved Officers to progress the soft market testing of the Pavilions site to see if there is any private sector interest in the site and the delivery of ice and arena facilities in the city.

Skate Park re-provision

- The contract for the re-provision of the skate park has been awarded and commencement on site is expected in February 2011 following a period of design development and planning approval.

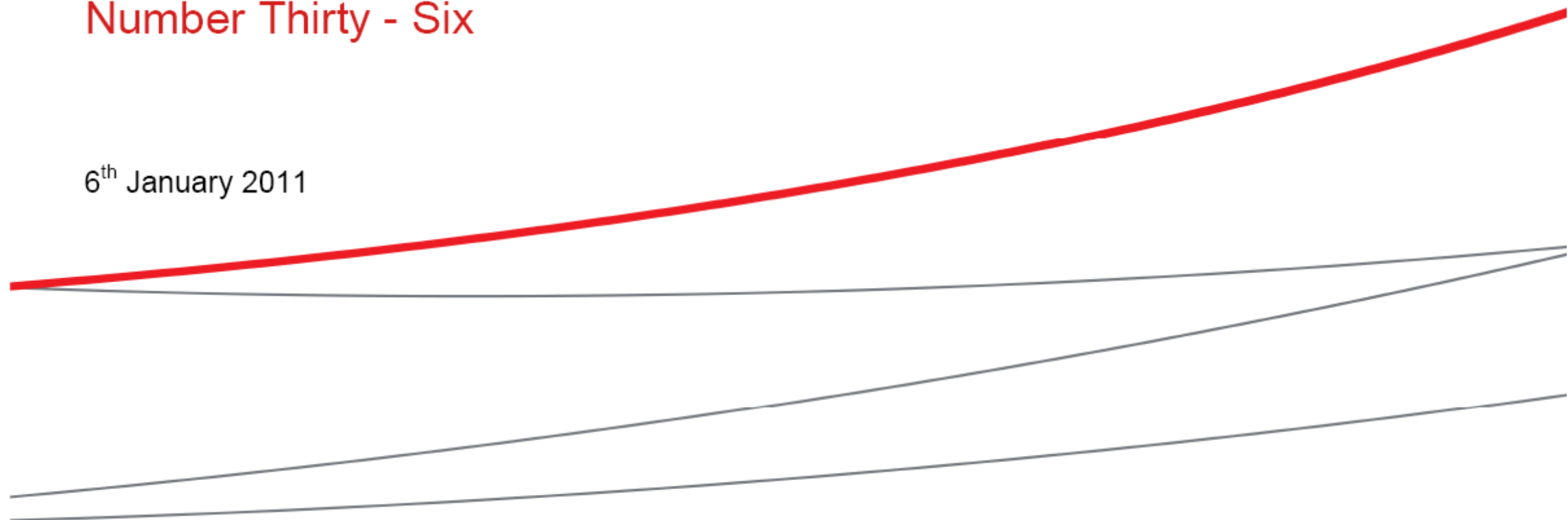
Brickfields

- Discussions with regards the transfer of ownership of the Brickfields sports centre are ongoing.
- It is proposed that the management of the facility will be delivered by the successful Leisure Management Operator.
- Work is underway to identify service connections and responsibilities within the site.

Plymouth City Council
The Life Centre

Project Managers Report
Number Thirty - Six

6th January 2011



EC HARRIS
BUILT ASSET
CONSULTANCY

Project Managers Report			
Project :	Life Centre	Report Nr :	Thirty - Six
Reporting Period :	08/12/2010 to 24/12/2010		
Risks		Status =	Amber
A full risk assessment was undertaken on 27th February 2008, with a detailed Project Risk Register developed. Risk Refresh Workshops were undertaken on 5th November 2008, 17th March 2009, 24th June 2009, 29th September 2009 and 21st December 2009. Construction delivery specific Risk Workshops have been held by Balfour Beatty on 3rd March 2010 and 27th July 2010. PCC team Risk Refresh Workshops have been held on 14th April 2010 and 5th October 2010. A further Construction delivery specific risk workshop was held with Balfour Beatty prior to Christmas. The salient high level Risks facing the project at present include :			
Salient Risks			
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	Amber	Red	Red
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.	Green	Red	Amber
6. The financial problems experienced by Archial (Architects) results in non performance by design sub-consultants fearful of payment issues / non payment : MITIGATION - Balfour Beatty have established the extent of sub-consultant payment issues and agreed terms with sub-consultants to maintain service.	Green	Red	Amber
7. Incorporation of 'Operator' items to reception and multi-purpose areas cannot be achieved within contract period : MITIGATION - Balfour Beatty currently establishing extent of cost and programme impact for inclusion, once known, most preferable course of action to be considered and instructed.	Green	Red	Amber
Risks are being closely managed on an ongoing basis, with detailed risk reviews being undertaken with the contractor and Plymouth City Council.			
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			
The Project is on Budget, with the Quantity Surveyor proactively chasing detailed cost resolution on the Provisional Sum items. Changes are being closely managed, with confirmation of impacts sought prior to instructions being issued.			

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Author : J. Pickford
Reviewed : J. Wilday
Date : 6th January 2011

Project Managers Report			
Project :	Life Centre	Report Nr :	Thirty - Six
Reporting Period :	08/12/2010 to 24/12/2010		
Health & Safety		Status =	Green
<p>The Contractors Construction Phase Health & Safety Plan has been issued by Balfour Beatty. Balfour Beatty continue works on site as the Principal Contractor</p> <p>Accidents : To date : In the period :</p> <p>Reportable : Nil Nil</p> <p>Non Reportable : 7 1</p> <p>Balfour Beatty are operating a 'Red and Yellow Card' system on the site</p> <p>One number 'Red Card' has been issued to date relating to persistent breaking of the rules in connection with wearing goggles and gloves PPE - this individual has been excluded from site.</p> <p>A total of 643 site inductions have been undertaken to date.</p>			
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. A meeting with the BREEAM Assessor was held during September 2010 which identified that the project is still on target to achieve the forecast scores.</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 from the Programme Board			Green
<p>- Agreement of initial costs for multi-purpose room design development</p>			
Work Planned in Next Reporting Period			
<ul style="list-style-type: none"> - Balfour Beatty commence sports hall slab - Balfour Beatty commence front foyer slab - Balfour Beatty continue sports hall roofing - Balfour Beatty continue casting remainder diving pool - Balfour Beatty continue steelwork and masonry works - Commence testing of 50m pool testing - PCC conclude Wayleave Agreement for Western Power - PCC Decision as to whether or not to instruct the building contractor (Balfour Beatty) to provide certain 'operator' items (access turnstiles, etc) - PCC Decision as to whether or not to progress the additional works to the multi-purpose space - PCC Decision as to whether or not to instruct inclusion of dry duct 			
Overall Project Health Check		Status =	Green

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Project Managers Report			
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Appendix A - Client Changes

PM report 36.xls Rev: 1
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Reviewed : J. Wilday
Date : 6th January 2011

Project Managers Report			
Project :	Life Centre	Report Nr :	Thirty - Six
Reporting Period :	08/12/2010 to 24/12/2010		
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 400m2 of PCT space	Issued	Issued by PCC on 13th October 2008
Project Change Order No 2	Omit 400m2 PCT space instructed in PCO No 1	Issued	Issued by PCC on 6th 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 16th 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 19th August 2009
Project Change Order No 7	Additional of Provisional Sums for additional Highways and Asbestos removal works	Issued	Issued by PCC on 6th March 2010
Project Change Order No 8	Realignment 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	Realignment 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	Superseded by EAI No 8
EAI No 5	Reconfiguration / handing of basement plant substation and surrounding areas.	Issued	No cost or programme impact. This was a Contractor Request for Change (CRC) requested by Balfour Beatty.
EAI No 7	Devin Consulting development of detailed design.	Issued	Provisional Sum identified in Tender Report, instruction required to enable full integration of Devin Consulting
EAI No 8	Transport Hub	Issued	Omission of existing hub and instruction of new Transport Hub proposal
EAI No 9	Corridor Ceilings	Issued	Change from Plasterboard to Aluminium lay-in grid system. No cost or programme impact. This was a Contractor Request for Change (CRC) requested by Balfour Beatty.
EAI No 10	Rainscreen Cladding	Issued	Confirmation of PCC requirement to change the colour of the rainscreen cladding and dive tower render.
EAI No 11	Miscellaneous Items	Issued	Confirmation of the following changes : 1/ Change to radiators from underfloor heating as requested by BB (CRC 006 & CRC 007). 2/ Pool session timer not required. 3/ Only one number dive harness required. 4/ Hair dryers to be 'free of charge'
EAI No 12	Swim Starter Blocks	Issued	Upgrade of Starter Blocks to enhanced specification. Provision of additional starter blocks to boom and Dive Pool.
EAI No 13	Stretch Ceiling, Dive Pool	Issued	Omission of Stretch Ceiling to Dive Pool
EAI No 14	Provision of Gas Fired CHP	Issued	Confirmation of client agreement to CRC No 9

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Project Managers Report			
Project :	Life Centre	Report Nr :	Thirty - Six
Reporting Period :	08/12/2010 to 24/12/2010		
Employers Request for Impact Advice (Issued by EC Harris to Balfour Beatty)			
ERIA No 1	Realignment 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. PCC have confirmed that no further action is required.
ERIA No 4	Potential Saving for reduced flume sizes	Awaiting BB Advice	Awaiting full response from BB.
ERIA No 5	Revised Transport Hub proposals	Advice Provided	Incorporated into EAI No 8 above
ERIA No 6	UXO Survey for Skateboard Park	Request Rescinded	PCC have determined alternative provision.
ERIA No 7	Change colour of Dive Tower rainscreen cladding	Advice Provided	PCC to decide if change in colour is to be instructed. Instructed required by 15th October 2010 to avoid negative impact on project cost and/or programme.
ERIA No 8	Provision of dry duct	Awaiting BB Advice	Cost & programme implications of provision of dry duct across Outland Road for future proofing. Revised proposal issued.
ERIA No 9	Upgrade of main lift to incorporate goods services	Awaiting BB Advice	Provision of fixings and protective padding to walls
ERIA No 10	Potential change to intermediate section of climbing wall	Advice Provided	Implications of changing from glass fibre to flat panel incorporating sections of glass fibre
ERIA No 11	Upgrade of starter blocks and provision of additional blocks to dive pool	Awaiting BB Advice	Implications & costs requested
ERIA No 12	Multi-purpose room	Advice Provided	Provision of additional equipment to the multi-purpose area - initial indication of <u>timescale</u> for decision on potential Change.
ERIA No 13	Group 2 Items	Advice Provided	Advice regarding Balfour Beatty providing certain Group 2 FF&E items
ERIA No 14	Turnstiles : Integration of revised proposals	Awaiting BB Advice	Awaiting full costs and programme implications.
ERIA No 15	Upgrade Swim Equipment	Awaiting BB Advice	Response awaited : expected 14/01/2011
ERIA No 16	Health Suite Security Alarms	Awaiting BB Advice	Incorporation of additional security / safety alarms. Response expected 07/01/2011
The number of changes instructed to date have been relatively minor in number. The change management & control process is promoting clarity on potential changes prior to any instruction for such.			