

# CITY OF PLYMOUTH

**Subject:** Plymouth Life Centre and Leisure Related Projects Programme Update

**Committee:** Customers and Communities Overview and Scrutiny Panel

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**Cabinet Member:** Councillor Bowyer and Councillor Jordan

**CMT Member:** Director for Community Services

**Author:** Tony Hopwood, Programmes Director

**Contact:** Tel: 07584 407 253  
Email: tony.hopwood@plymouth.gov.uk

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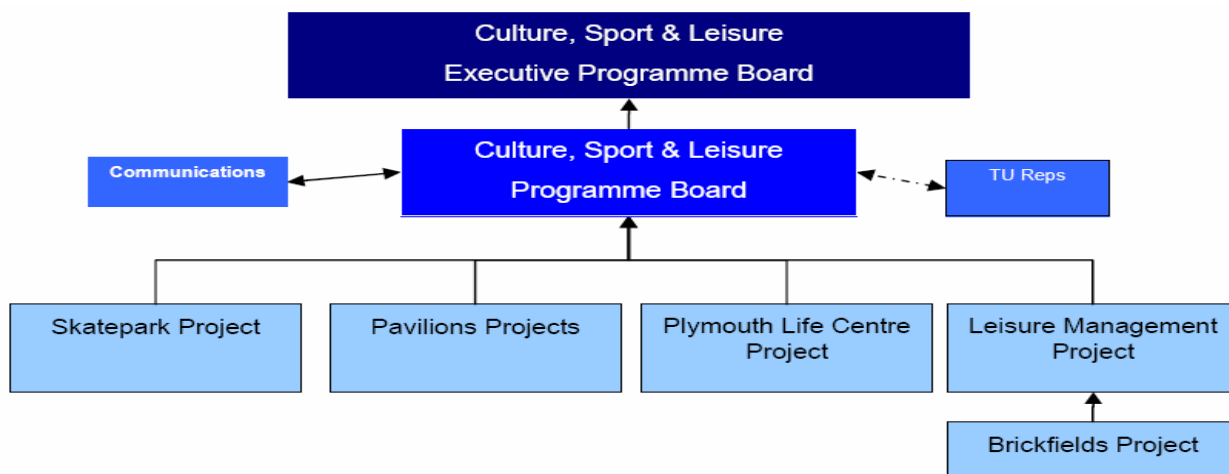
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## I. Programme Background & Governance

- 1.1 The governance arrangements around the Plymouth Life Centre Project have been revised over previous years to reflect the changes in the programme and enable flexibility to add schemes into the programme.

- 1.2 Further changes are reflected above insomuch as additional workstreams have been added to the programme and the programme title has been changed to the 'Culture, Sport and Leisure Programme' to more accurately reflect the basis of the programme.
- 1.3 The Board governance arrangements remain the same with the Programme being directed by the Programme Board (now the Culture, Sport and Leisure Programme Board) and overseen by the Executive Programme Board (now called the Culture, Sport and Leisure Executive Board).



## 2. Plymouth Life Centre

### 2.1 Background

- 2.2 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 <sup>1</sup>	Facilities for Health Clinics	Climbing Facilities
Health Suite <sup>2</sup>	Crèche/ soft play	

- 2.3 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.

<sup>1</sup> The Ice element in the Cabinet approval was to be delivered separately to the Plymouth Life Centre, i.e. Option B1

<sup>2</sup> This was removed from the scheme following withdrawal of the PCT

- 2.4 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.
- 2.5 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 that 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

## 2.2 Progress

- 2.2.1 The Contractor responsible for the delivery of the Plymouth Life Centre continues to make good progress on site; the latest position is as follows:
- 2.2.2 In the main swimming pool hall, progress has been made in a number of key areas - the leisure pool beach section has been cast along with the entire leisure pool surround. In addition, the flume installation has started and the aqua catch has been formed. The main pool tiling has been completed and preparation works are well underway for the installation of the moving booms and floors. In the dive pool, roof sheeting has been completed and the western external wall finished. At the same time rendering is underway for the tiling. The dry dive area has advanced well with decoration nearing completion and the construction of the raised floors is well advanced.
- 2.2.3 In the changing village the last of the under floor heating has been completed and floor screeding is following closely behind, mechanical and electrical works are underway and a large proportion of wall tiling has been completed.
- 2.2.4 In the gymnasium all walls are plastered and the area is being prepared for the suspended floor. In addition, air conditioning units are being installed.
- 2.2.5 The first fix works for the bowls area are complete and the installation of the acoustic ceiling panels will start shortly. The lift that services the area is currently being put in and the initial decoration has begun.

- 2.2.6 The climbing zone has made particularly good progress since the last report with two major walls complete and work about to start on the novice and competition walls. On the external elevations, the glazing is finished in the main entrance and other minor works on the north and east elevations are complete.
- 2.2.7 The highway works are now well underway with the Seagrave Road works nearing completion and the new car park access moving forward at pace.
- 2.2.8 In the near future, the dive pool tiling will start along with the pool surround screeding and the coloured glass fenestration works. The next dry weather period will see the completion of the majority of the external rendering. It is anticipated the main entrance structure will be installed in the next month, together with the start of the moveable floors and booms in the pools.

## **2.3 Car Park Handover**

- 2.3.1 For a number of reasons Balfour Beatty (BB) has asked that we consider accepting early handover of a section of the new car park. Given the present impact on parking on the site it has been agreed that, subject to a number of conditions (including re-visiting the car park on handover to ensure that it is clean and presentable, and the extension of the defects liability period in reflection of this earlier date) this has been agreed. This will mean that sections of the car park will be available for use within the next few weeks.

## **2.4 Handover**

- 2.4.1 It is clear that there is some confusion about how the handover date reflects in the opening of the facility. Given that the Authority was tendering for the services of a Leisure Management Operator (LMO) during the development and delivery of the Plymouth Life Centre there was always an understanding that amount of time required for the successful LMO to prepare the building for opening would be defined by that organisation. Now that we have secured the services of Sports and Leisure Management Ltd. (SLM) in this regard we are able to define more clearly the process and programme for the handover and opening of the building.
- 2.4.2 We previously assessed the timescale for the LMO to fit out the building to be in the region of six weeks which, given a mid September 2011 handover, would have seen fit out complete in December 2011. However given the extensions of time instructed to date, shifting the handover date to mid November this would result in fit out being complete mid January 2012<sup>3</sup>.
- 2.4.3 There were a few items of fit-out that it was originally envisaged would be delivered by the Leisure Management Operator. However, given the passage of time and the strong desire to minimise the 'downtime' between handover and opening, some of these fit-out items have been instructed through the Construction Contract.
- 2.4.4 It is now envisaged that the building works will be complete on programme in November. With the subsequent handover of the building on 16 January 2012 and the ability for BB to work in partnership with the Authority and SLM to deliver training ahead of handover and give access to specific areas of the building for SLM's fit-out, the building will be open to the public in early February 2012.

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<sup>3</sup> Taking into account a c.3 week 'shutdown' over the Christmas period

# 3. Leisure Management Contract

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## 3.1 Background

- 3.1.1 This procurement process was designed to seek a Contractor to manage and maintain the City Council's leisure services and in particular the following facilities on the opening of the Plymouth Life Centre; Plympton Swimming Pool, Mount Wise Pools, Tinside Lido, Brickfields Sports Centre, Brickfields Recreation Ground and the Plymouth Life Centre itself.
- 3.1.2 The Authority decided to adopt a modern, best practice partnership with one external organisation for the management, operation and development of its Leisure Facilities and whilst the freehold of the facilities will remain with PCC the day-to-day management, operation and maintenance of the facilities will sit with the Leisure Management Operator, Sports & Leisure Management Ltd (SLM).
- 3.1.3 The Contract exists to "provide the best delivery option for achieving the vision for leisure services, based on optimum economy and efficiency, and that through the partnership Plymouth will be a city where everyone has the opportunity to participate in, and benefit from sport and physical activity whether it is for fun, health, to learn, or to excel".
- 3.1.4 The successful Contractor, SLM, will work closely with the Authority, identifying opportunities to increase sport and physical activity participation as well as ensuring the Plymouth Life Centre contributes towards the Authority's corporate priorities.
- 3.1.5 The Authority requires the Contractor to achieve the following:
- ... Deliver specific minimum operational requirements which reflect the Authority's policy;
  - ... Fulfill contractual obligations;
  - ... Deliver Third Party Funding obligations and liabilities; and have a desire to build long lasting, honest and transparent partnerships with third party organisations;
  - ... Share a passion to ensure the Plymouth Life Centre and all leisure facilities exceed customer expectations;
  - ... Be dynamic and respond to programming needs based on the agreed strategy and linked to the Method Statement Sports Participation and Activity Development Plan;
  - ... To share Plymouth's vision to seeking sustainable solutions to modern living;
  - ... To work with the Authority to identify ways to continuously improve the service;
  - ... To embrace the opportunity to be commissioned by partners of the Authority, to deliver the Authority's Corporate Priorities;
- 3.1.6 In return the partner receives:
- ... A long term (c. 10 year) Contract for the management of all in scope Facilities;
  - ... The opportunity to be creative and innovative to develop and improve the service;
  - ... The opportunity to use commercial flair and sound business skills to develop the service;
  - ... The freedom to operate the service in line with recognised best practice;
  - ... An environment of consensus decision making, without control, conflict, confrontation or fragmentation;
  - ... The opportunity to create a leading-edge service, which is respected within the community and industry;

3.1.7 To facilitate the achievement of these objectives, as a part of the procurement process, bidders were tasked with developing method statements to demonstrate how they would deal with a number of key issues, these included:

- ... Catering and Vending
- ... Marketing and Communications
- ... Health and Safety
- ... Sports Participation and Activity Development
- ... Swimming Programme
- ... Indoor/ outdoor Programme
- ... Learn to Swim Delivery
- ... Diving Delivery
- ... Schools Swimming
- ... Climbing Delivery
- ... Outdoor Education
- ... Athletics
- ... Bowls Delivery
- ... Programmed Repair and Maintenance & Equipment Maintenance and Replacement
- ... Cleaning
- ... Housekeeping
- ... Pest Control and Waste Management
- ... Customer Care
- ... Protection of Children
- ... Young People and Vulnerable Adults
- ... Sustainability and Environmental Management
- ... Security, Opening Hours
- ... Pricing, Sport and Leisure Retail
- ... Planning Conditions resolution for the Plymouth Life Centre
- ... Reporting and Performance Standards
- ... Mobilisation

3.1.8 SLM has a duty to adhere to a number of key 'constraints' and these include:

- ... Minimum Opening Hours
- ... Protected Bookings
- ... Specific programming issues
- ... Grounds Maintenance issues
- ... Car Parking
- ... Special events

3.1.9 From time to time, the Authority may make use of the Plymouth Life Centre for official purposes such as Parliamentary, European and Local Government elections.

## **3.2 Update**

3.2.1 The Leisure Management Contract was signed on 20 May and since then we have been working with SLM to develop their mobilisation proposals and begin to meet with the staff from the various organisations that will TUPE transfer to SLM for the duration of the contract.

- 3.2.2 We have just received SLM's developed mobilisation programme and will be working with them and Balfour Beatty to ensure the handover/mobilisation process is as swift and seamless as is practicable.
- 3.2.3 SLM has recently appointed their Contract Manager for the contract, David Greenwood.
- 3.2.4 The team is regularly updating the Trade Unions and staff groups from all affected organisations such that they are informed of the progress of the scheme.

### **3.3 Early Mobilisation**

- 3.3.1 Over and above the contractual service commencement we have undertaken to begin mobilization early at some of the facilities. We are working with SLM to bring these sites forward and are considering the costs and cost savings that this will facilitate.
- 3.3.2 Presently the proposal is that early mobilization be put in place at in the Plympton Pool and Brickfields as these are, essentially, self contained facilities with dedicated staff. A draft letter is presently being reviewed by SLM in this regard.

## **4. Brickfields**

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### **4.1 Summary**

- 4.1.1 Following discussions around the ownership of the Brickfields Fitness Centre, a way forward has been agreed. A lease will be granted to Devonport Community Leisure Limited (DCLL) with a further sub-lease to be granted directly to SLM for the management and operation of the building.

## **5. Skateboard Park**

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### **5.1 Summary**

- 5.1.1 Freestyle Skateparks Ltd was appointed to design and deliver the new Skate Park following a tender period which ended in July 2010.
- 5.2.1 Following a period of iterative design development the revised skate park design has been issued to planning who have responded requesting a few minor amendments. These were completed and an amended planning application submitted week commencing 6<sup>th</sup> June with the expectation that sign off will be given shortly afterwards.
- 5.2.2 The revised design will be shared with skateboarders for information.
- 5.2.3 A pre-contract meeting is also being arranged for w/c 20 June 2011 with commencement on site in early/mid July.

## 6. Plymouth Pavilions

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### 6.1 Summary

- 6.1.1 Following approval by Cabinet on 29 March 2011 to progress the procurement of a private sector partner for the delivery of Ice and Arena facilities an OJEU notice was issued on 7 June to commence a competitive dialogue exercise.
- 6.1.2 The programme for securing a partner will result in an appointment in early 2012. Even though the Competitive Dialogue process is to be driven through quickly, minimising costs to all parties, there is a need for a thorough evaluation to ensure that the most appropriate partner is secured and the most cost effective solution is delivered.
- 6.1.3 Expressions of interest are to be received and Pre-Qualification Questionnaires issues dot prospective bidders on 8 July 2010.