

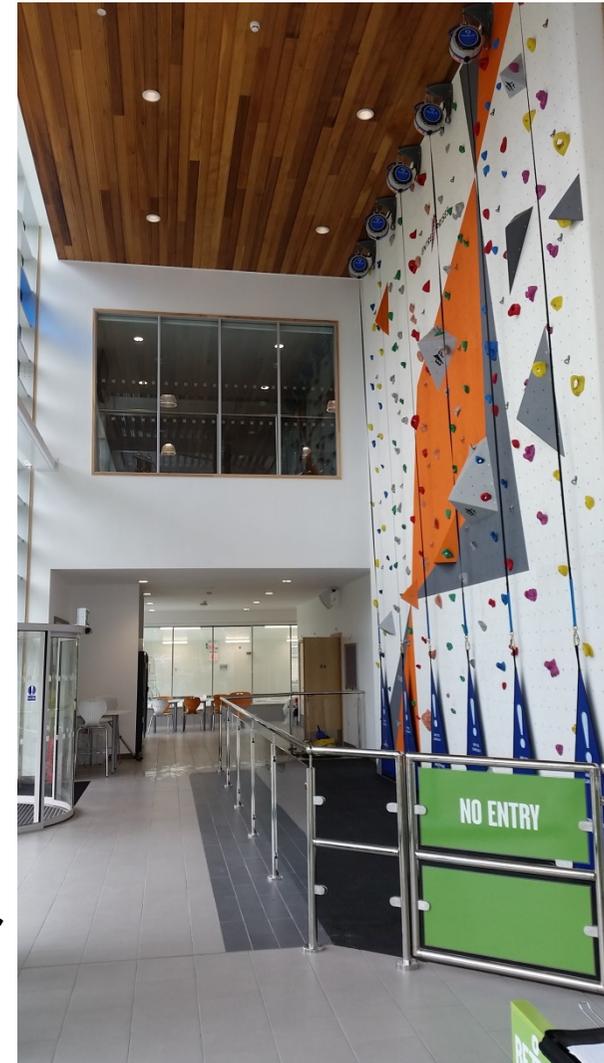


The Sands Centre – Employer's Agent

PICK
EVERARD

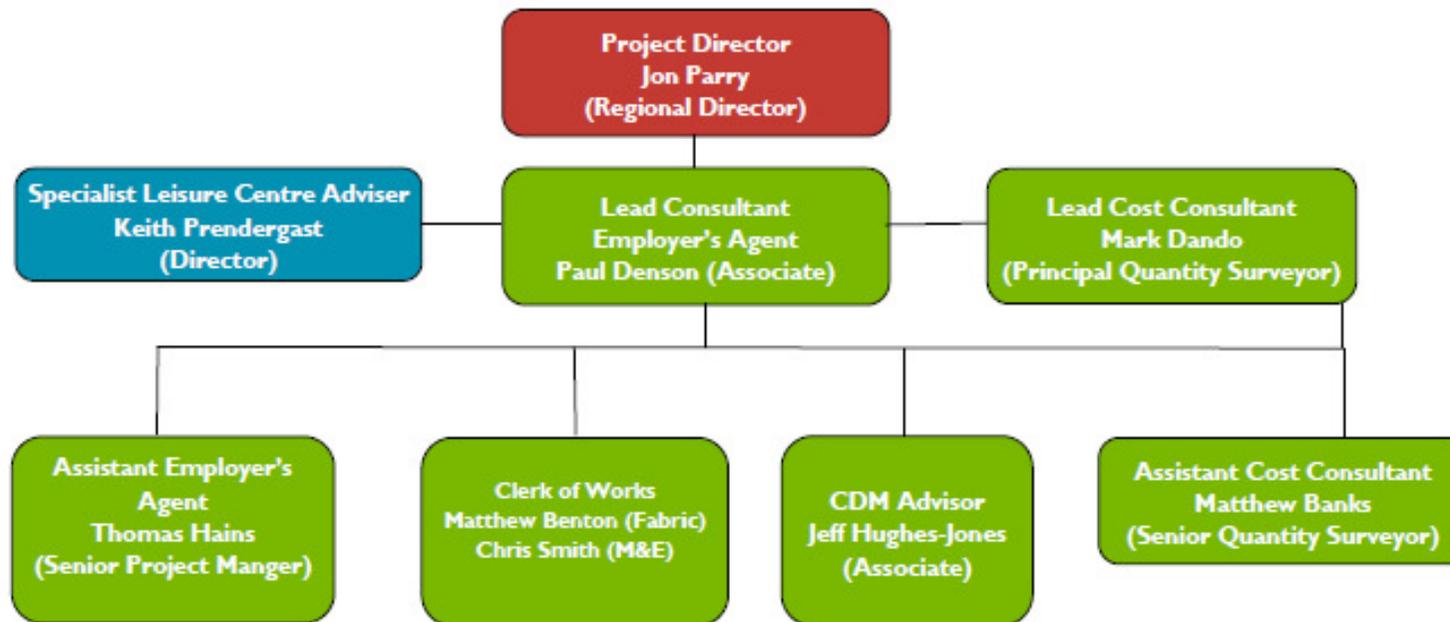
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The Employer's Agent Team

PICK EVERARD ORGANISATIONAL CHART



KEY

- Management Team
- Core Team Members
- Specialist Team Members

Employer's Agent Leads



Name: Paul Denson

Position: Associate Project Manager

Role: Lead individual heading up the Employer's Agent Team.

Qualifications: BSc, MRICS, NEC3: ECC Accredited.

Paul has over 30+ years construction industry experience and has a proven track record for the successful delivery of complex public sector projects.

Paul delivered Workington Leisure Centre for Allerdale Borough Council as Project Manager.



Name: Mark Dando

Position: Principal

Role: Lead Quantity Surveyor

Qualifications: HND, AssocRICS, MCIQB

Mark is a proven Chartered Quantity Surveyor with over 34 years' experience in the construction industry. Mark's background of working in a range of different organisations and business sectors has proven to be greatly beneficial and this experience has enabled him to bring forth techniques, approaches and solutions in a whole range of situations.

RIBA Plan of Work



RIBA

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

www.ribaplanofwork.com

Tasks	0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services.
Procurement *Variable task bar	Initial considerations for assembling the project team.	Prepares Project Roles Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.			Administration of Building Contract, including regular site inspections and review of progress.	Conclude administration of Building Contract.	
Programme *Variable task bar	Establish Project Programme.	Review Project Programme.	Review Project Programme.	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning *Variable task bar	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments. Agree Schedule of Services, Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan. Consider Construction Strategy, including offsite fabrication, and develop Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan, including Change Control Procedures. Review and update Construction and Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan. Review Construction Strategy, including sequencing, and update Health and Safety Strategy.	Review and update Sustainability Strategy and implement Handover Strategy, including agreement of information required for commissioning, training, handover, asset management, future monitoring and completion of 'As-constructed' Information. Update Construction and Health and Safety Strategies.	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation, review of Project Performance, Project Outcomes and Research and Development aspects. Updating of Project Information, as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges (at stage completion)	Strategic Brief.	Initial Project Brief.	Concept Design including outline structural and building services design, associated Project Strategies, preliminary Cost Information and Final Project Brief.	Developed Design, including the coordinated architectural, structural and building services design and updated Cost Information.	Completed Technical Design of the project.	'As-constructed' Information.	Updated 'As-constructed' Information.	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

*Variable task bar – in creating a bespoke project or practice specific RIBA Plan of Work 2013 via www.ribaplanofwork.com a specific bar is selected from a number of options.

© RIBA

Cost estimate

- Pick Everard re-appraised the previous cost estimate for Option 2 at £14.2m
- Anticipated costs at RIBA stage 2 – Concept Design is £19,466,765 (*excludes £655k allowed by the Council and GLL for temporary facilities and VAT*)
- Costs established from Option 2 Design Brief to “deliver the full Council’s Sports Facilities Strategy on the Sands Centre site”

Cost estimate (cont'd)

- Cost increase is primarily due to the following:
 - Increase from 4,984m² to 5900 m² (mainly Street (750m²) and NHS provision (265m²))
 - Consequential Improvements (Building Regulations)
 - Increase in the size of the learner pool
 - Inclusion of retractable seating to the Retained Events Centre
 - External works cost now includes minimum allowance for car parking and landscaping based on GT3 Architects Option I “Do Minimum”
 - Allowance for incoming stats connections and diversions

Summary of the programme

Pick Everard – RIBA stage 2 Programme				
Activity	Activity Description	Duration	Start	Finish
33	RIBA Stage 0-2 -Scheme Design & Approvals	21.2 wks.	20/09/17	06/03/18
41	Special Joint Scrutiny Panel	1 day	29/01/18	29/01/18
43	Full Council meeting (subject to Council decision)	1 day	06/03/18	06/03/18
45	RIBA Stage 3 (1st Stage Tender for Preferred Contractor)	20.4 wks.	07/03/18	26/07/18
62	RIBA Stage 3 (Developed Design)	20.2	07/03/18	25/07/18
75	RIBA Stage 4 (Technical Design and Procurement)	27 wks.	27/07/18	21/02/19
81	Tender price submitted by Preferred Contractor	0 wks.	13/12/18	13/12/18
82	Tender evaluation and preparation of Gateway 4 Report	4 wks.	14/12/18	31/01/19
84	Approval to Contract Award and to proceed to stage 5	1 wk.	01/02/19	07/02/19
87	RIBA Stage 5 (Construction)	70 wks.	08/02/19	02/07/20
91	Practical Completion & Handover	1 day	02/07/20	02/07/20
94	RIBA Stage 6 (Handover & Close Out)	4 wks.	02/07/20	30/07/20
96	GLL fit out and familiarisation	4 wks.	03/07/20	30/07/20
97	Stage 7 (Occupation & In Use) i.e. Open to the Public	1 day	31/07/2020	Summer 2020
98	Defects Period	52 wks.	02/07/20	02/07/21

Key project risks

- £1.3m Consequential Improvements
- Flood zone 3
- Programme slippage
- Project not affordable
- Current parking with 48 dedicated spaces

Activity ID	Risk Description	Risk Rating	Mitigation Action / Comment
Cost: C2	Consequential Improvements (Part L of the Building Regulations)	25	Consult with Building Control
Flood Zone: FZ1	Construction of new extension on Flood Zone Level 3	25	Consult with the Environment Agency at the earliest opportunity. Ensure that the flood risk specialist undertakes an assessment of the flood risk designation with consideration to existing / potential Environment Agency improvement / flood defence works. Design and incorporate flood risk prevention measures into the new extension.
Programme: P1	Programme slippage	23	At the commencement of a project, it is critical to establish an outline programme that is realistic and achievable but challenging. Pick Everard to track and monitor progress against the programme.
Cost: C1	Project not affordable	23	Establish if initial budget is correct. Develop robust cost control aligned to design development and Gateway approval process.
Design: D9	The current parking operates on a pay and display basis. This leaves 48 dedicated leisure spaces outside of this. The extension will potentially impact on these parking numbers	23	As part of the traffic management study, an appraisal should be made on the income from the parking and impact of the new building on existing spaces. Consider a barrier control

Procurement – Principal Contractor

- Pick Everard has undertaken a review of the procurement process for a Principal Contractor
- Current tender process is through the Official Journal of the European Union (OJEU) using a 2 stage tender process
- Process can commence subject to the Full Council decision on 06.03.18

Procurement – Principal Contractor (cont'd)

- Associated risks with OJEU
 - Significant costs to tendering contractors
 - Most successful firms win work through Frameworks
 - Legal challenge
- Alternative OJEU compliant National Frameworks
 - Scape Group – National Construction Framework



- North West Construction Hub



Procurement – Principal Contractor (cont'd)

- Benefits of Frameworks
 - Sands Centre project specifics
 - Flood risk
 - Site investigation – ground
 - Logistical challenges
- Collaborative approach
- Local spend / Apprenticeships
- ‘Meet the Buyer’ opportunities
- Framework reputation





Any Questions?