

AGENDA

Business & Transformation Scrutiny Panel

Thursday, 06 June 2019 AT 14:00
In the Flensburg Room, Civic Centre, Carlisle, CA3 8QG

** A pre meeting for Members to prepare for the Panel will be
held at 1.15pm in the Flensburg Room **

The Press and Public are welcome to attend for the
consideration of any items which are public.

Members of the Business & Transformation Scrutiny Panel

Councillor Bainbridge (Chairman) , Councillors Alcroft, Mrs Birks (Vice
Chairman), Mrs Bowman, McNulty, Mitchelson, Paton

Substitutes:

Councillors Mrs Atkinson, Mrs Bradley, Mrs Brown, Collier, Mrs Ellis-Williams,
Mrs Finlayson, Mrs Glendinning, Glover, Mrs McKerrell, Meller, Morton, patrick,
Robinson, Rodgerson, Shepherd, Miss Sherriff, Southward, Tarbitt, Dr Tickner

PART A

To be considered when the Public and Press are present

Apologies for Absence

To receive apologies for absence and notification of substitutions

Declarations of Interest

Members are invited to declare any disclosable pecuniary interests, other registrable interests and any interests, relating to any items on the agenda at this stage.

Public and Press

To agree that the items of business within Part A of the agenda should be dealt with in public and that the items of business within Part B of the agenda should be dealt with in private.

A.1 THE SANDS CENTRE REDEVELOPMENT PROJECT

**5 -
152**

Portfolio: Leader, Cross Cutting

Directorate: Community Services

Officer: Darren Crossley, Deputy Chief Executive

Report: CS.17/19 herewith

Background:

The Deputy Chief Executive to submit an update on the progress made in developing the Sands centre Redevelopment Project.

Why is this item on the agenda?

The matter was included in the Notice of Executive Key Decisions (KD.14/19) and will be considered by the Executive at its special meeting on 10 June 2019.

What is the Panel being asked to do?

Consider the contents of the report, receive the presentation from the Sands Project Team and make relevant recommendations to the Executive on the proposed way forward.

PART B

To be considered when the Public and Press are excluded from the meeting

- NIL -

Enquiries, requests for reports, background papers etc to:

Rachel Plant, Democratic Services Officer, (01228) 817039 or
rachel.plant@carlisle.gov.uk

 <p>CARLISLE CITY COUNCIL</p> <p>www.carlisle.gov.uk</p>	<h1>Report to Health & Wellbeing and Business and Transformation Scrutiny Panels</h1>	<p>Agenda Item:</p> <h2>A.1</h2>
--	---	----------------------------------

Meeting Date:	6 th June (10:00am Health and Wellbeing; 2:00pm Business and Transformation)
Portfolio:	Leader, cross cutting
Key Decision:	Yes: Recorded in the Notice Ref: KD14/19
Within Policy and Budget Framework	Yes
Public / Private	Public
Title:	The Sands Centre Redevelopment Project
Report of:	The Deputy Chief Executive
Report Number:	CS.17/19

Purpose / Summary:

The purpose of this report is to update members of the Health and Wellbeing and Business and Transformation Scrutiny Panels on the progress made in developing The Sands Centre Redevelopment Project and seek their views and recommendations (to Executive) on an appropriate future course of action for this major project.

The Sands Redevelopment Project represents a cornerstone in the Council's plans to support our communities to continue to improve their health and wellbeing. The City Council works together with other partners to deliver a broad range of health and wellbeing opportunities via the Healthy City Forum and County-wide Health and Wellbeing Board.

The transformational plans for extending and redeveloping the facilities in the city are accompanied by a range of new and developing partnership arrangements with GLL (leisure operator), Sport England, NHS providers, Active Cumbria, Cumbria County Council Public Health Team, sports clubs, community groups and other funders. The proposals for this new flagship facility will support a broad range of new programmes and opportunities for physical activity and mental health development.

The design and development of the new facilities include a range of sustainable features which will support the Council's plans for reducing carbon emissions, improving energy efficiency and providing sustainable, healthy transport options.

The new extension will significantly improve the access opportunities for all our communities to use and enjoy the facilities and services. Access to the building will be significantly improved from all points as will the internal layout. The development of the project has used an inclusive design approach to ensure equal access and wellbeing. This will assist users with physical and other conditions such as dementia to make full use of the site and surroundings.

The project will also consolidate the existing arrangements with the North Cumbria University Hospitals Trust Musculoskeletal (MSK) team. The MSK team already provide treatment services at The Sands Centre. The MSK team already provide treatment services at The Sands Centre but will be able to expand their services and develop new joint/collective treatment and rehabilitation activities with GLL and other partners.

The report covers the progress made since the last project report to Council (6th March 2018, CS 16/18) including:

- Engagement and contracting of the project team to develop the project to this stage.
- Selection and engagement of an Official Journal of European Union (OJEU) compliant procurement framework (known as Scape) for projects of this scale and the procurement of Wates Construction under a Pre-Contract Services Agreement.
- Development of both Royal Institute of British Architects (RIBA) Design Stage and Scape Gateway phases to a detailed design and costed position.
- Assessment of the final tender for the construction contract submitted by Wates Construction and proposed revised construction programme.
- A tracker of the estimated and tendered project costs through each key phase.
- Full analysis of the project business case, funding proposals and impact on the budget and Medium-Term Financial Plans of the Council. This includes analysis of not proceeding with the project.
- Proposed 'Scheme of Delegation' for the delivery of the project, designed to assist with timely decision making, transparency and good governance.
- Overview of the key current risks to the successful delivery of this project.
- Summary of the consultation activity undertaken to date.
- Consideration of other outcomes associated with this project.

Recommendations:

Business and Transformation and Health and Wellbeing Scrutiny Panels are recommended to:

Consider the contents of this report, receive the presentation from The Sands Project Team and make relevant recommendations to Executive on the proposed way forward.

Tracking

Executive:	Special Executive meeting 10th June 2019
Scrutiny:	Health and Wellbeing Scrutiny Panel (10:00am) and Business and Transformation Scrutiny Panel (2:00pm), 6th June 2019
Council:	Special Council 25th June 2019

1. BACKGROUND

- 1.1. The replacement of James Street Pools and the redevelopment of The Sands Centre site to improve wet and dry side sporting provision has been a long-term aspiration for the Council.
- 1.2. In 2009/10 planning permission was sought and approved for an estimated £15M redevelopment scheme. The scheme was not progressed as external funding through the North West Regional Development Agency and a capital contribution from the University of Cumbria were withdrawn.
- 1.3. In 2013 the Council's Sport Facilities Strategy confirmed the need to replace the James Street Pools as a priority and identified The Sands Centre as the most appropriate location for strategic, operational and financial reasons. At this point in the project (and during the planning application period) other potential sites were considered for viability.

The key benefits of The Sands Centre site are:

- Provision of new facilities within an attractive natural setting at the heart of the city.
- Existing land ownership (thus avoiding land purchase costs).
- Provision of existing road, car parking infrastructure and utilities/services.
- Proximity to the city centre and a central location within the district.
- Access to public transport and cycle / walking paths and the opportunity to reduce CO₂ emissions via sustainable transport improvements.
- Vastly improved offer to customers by having wet and dry leisure facilities operating from a singular site with entertainment and events alongside.
- Efficient use of GLL staff resources and the benefit of servicing leisure and events needs from one facility.

Other sites considered could not exceed or match these benefits. The assessment of these sites is detailed in the planning application for this development.

- 1.4. In December 2015 the Council began work with Sport England and their advisors Abacus Cost Management to assess the options for meeting the demands identified in the Sports Facilities Strategy. This work was presented to Executive (8th May 2017) who approved further work to develop a design for a wet and dry redevelopment of The Sands Centre.

- 1.5. During the winter of 2015/16 Carlisle experienced the impact and aftermath of Storm Desmond (December 2015) which flooded significant areas of the City and district. The Sands Centre, despite its proximity to the River Eden, only experienced minor damage during this period and was re-opened before the Christmas period. The subject of flood protection and resilience has been a key consideration in this project.
- 1.6. The Sands Redevelopment planning application fully documents the design, materials and operational considerations that the project team have developed to mitigate the effects of any future flood event. The Environment Agency and Local Flood Authority (Cumbria County Council) reviewed the proposals and stated their satisfaction that any impact arising from the development would not be significant and the proposed development should be supported.

Flood related proposals include (but are not limited to):

- Raising sensitive areas of the site (pool hall, changing, plant area) by circa 400mm.
 - Use of durable / resilient materials both externally and internally.
 - Consideration of replacement costs for other internal finishes.
 - Improvements to the external environment that will complement the Environment Agency's proposals for additional flood defence projects surrounding Eden Bridge and Bitts Park.
- 1.7. In September 2017, following an Official Journal of the European Union (OJEU) procurement exercise, the Council appointed a Multi-Disciplinary Design Team (MDDT) and an Employer's Agent Team (EA) to develop designs for The Sands Centre up to RIBA Stage 2 (concept design). The MDDT has been led by GT3 Architects with EA responsibilities being managed by Pick Everard.
- 1.8. During this same period of 2017 the Council undertook a parallel process to deliver a leisure contract tender exercise to secure a sport and leisure operator for the forthcoming 15 years. This exercise was successfully concluded with the appointment of GLL in December 2017. The operating contract with GLL is a key part of this project for redevelopment of The Sands Centre.

This new leisure contract with GLL (Executive Report CS 29/17) met the Council's key requirement for eliminating the then annual subsidy payment of £775,944 and achieving an average zero subsidy over the term. This offered a significant revenue saving of circa £11.6M over the fifteen-year term (from December 2017), subject to

the Council providing a new facility at The Sands by August 2020 and providing temporary facilities for leisure and events during the build period.

The savings to be achieved via this new contract with GLL provide the means for the Council to invest in new facilities at The Sands Centre. The full details of this approach are documented in the Business Case section of this report (See section 3.7).

1.9. Further to the appointment of a project team in September 2017 the Council report (CS 16/18) 6th March 2018 detailed the work undertaken by the design team, employer's agent, the Council, GLL and the NHS and proposed a design that included the following:

- Main Pool Hall (25m x 17m, 8 lane) & Learner Pool with a moveable floor (20m x 8m) with Pool Store, Timing Room and a Spectator Seating Gallery.
- Four Court Sports Hall with a Spectator Gallery.
- 120 station Fitness Suite with an office.
- Two Dance Studios.
- Spinning Studio.
- Wet and Dry Change facilities.
- Changing Places Facility.
- Dementia friendly design.
- NHS Physiotherapy Suite.
- First Aid.
- General Meeting Room/Office (10 persons).
- Reception Desk with offices.
- Vending facilities.
- Staff facilities (including Kitchen & Social).
- Environmental measures to support more efficient use of energy and photovoltaic panels and combined heat and power energy generation.

In addition to these primary facilities the design also included upgraded ancillary accommodation related to the retained Events Centre:

- Ground floor bar/servery.
- First floor bar /servery.
- Beer cellar.
- Café seating and social areas at both ground floor and first floor.

The total gross internal floor area for this design equated to 5900m² (an increase from the original option of 916m²).

Other headlines from Council report on 6th March 2018

On 6th March 2018 the Council gave approval for the Deputy Chief Executive (Project Sponsor) to progress The Sands from RIBA stage 2 (Concept Design) to RIBA stage 4 (Technical Design) and delegated authority subject to consulting with required Portfolio Holders to amend the procurement route to secure the services of a Preferred Bidder (Principal Contractor).

- 1.10 The Council approved moving forward with The Sands and appointment of the MDDT led by GT3 Architects and the EA Team (Pick Everard) who had both been separately appointed via OJEU competition by the Council following completion of a high-level RIBA stage 2 design (Concept Design), programme and cost plan in November 2017.
- 1.11 The cost plan included in the high-level RIBA stage 2 design (Concept Design) identified that the original developed design preferred by the Council could not be delivered for the previous cost estimate at £14.2m. This was largely due to the increase in gross internal floor area and the requirement to deliver consequential and other maintenance improvements to the retained events centre.
- 1.12 Pick Everard re-appraised anticipated costs at RIBA stage 2 with an outturn cost at £19,466,765 which excluded an additional £655,000 allowed separately by the Council for temporary facilities.

2. DEVELOPMENT PROPOSALS

- 2.1 Progress overview since Council approval to proceed to RIBA Stage 4 on 6th March 2018 (see Appendix A for the full Gateway 4 Report produced by Pick Everard 07.05.19)
- 2.2 On 7th March 2018, RIBA stage 3 (Detailed Design) began, led by GT3 Architects and monitored by Pick Everard, ensuring a collaborative engagement with both GLL as a key stakeholder, the Council and the NHS.

In tandem, Pick Everard reviewed the initial OJEU process set out for the procurement of a Principal Contractor, considering that an OJEU compliant framework may offer 'added value' as an alternative.

- 2.3 On 17th April 2018, presentations were given by the North West Construction Hub and Scape Group on their respective OJEU compliant frameworks.

Pick Everard then produced a Procurement and Contracts Strategy, dated 5th May 2018 with a recommendation that a two-stage design and build process would be progressed using the Major Works UK framework through Scape Procure (Scape) with Wates Construction Limited (Wates).

This Procurement and Contracts Strategy was subsequently reviewed, and an Officer Decision taken (OD.67/18 in line with the recommendations approved at the 6th March 2018 Council) to appoint Wates under a Pre-Contract Services Agreement. This agreement (between the Council and Wates) was designed to allow Wates to play a key role in the detailed design and programme development and undertake the work to prepare a final tender price.

Following the appointment of Wates Construction, the project team began the preparatory work to support Wates to deliver a final tender for construction and a programme for delivering the contract.

2.4 Development of the Wates Stage 3 (Scape) Design and cost plan (see note ² in the table below)

During Stage 3 of the Scape process, the concept design proposal was further developed, and the initial feasibility cost plan updated to reflect the detail provided. This resulted in an increase in the estimated construction costs and the project outturn cost. The project outturn cost at this stage was circa £23.7 m.

2.5 Route to Affordability (RTA) - (see note ³ in the table below)

It was recognised that the estimated construction cost of the project was likely to exceed the parameters set out in the project brief. This resulted in City Council, Design team and Wates staff working collaboratively to bring the projected costs down by reviewing the floor space requirement, leisure contract and Sport England requirements and specifications. This resulted in the revised costs tabled in the Wates Route to Affordability. It was also established that the temporary accommodation requirements to re-house the occupant of the leisure space area as part of the leisure contract were more explicit than originally anticipated - resulting in a review of the space required and associated costs. A contingency was also added into the project budget to reflect the element of risk that would remain with the City Council on a Design and Build Form of Contract.

There was also an increase in design fees as the MDDT and the EA teams had based their tenders on superseded baseline lower cost programme and scope information.

2.6 Submission and amendment of the Wates Tender (Appendix B and C) - (see note ⁴ in the table below)

Once the Scape stage 3 project development had been completed and the developed design had been reviewed, the design was progressed to include technical detailing.

A formal tender submission was tabled by Wates during stage 4 of the Scape Framework process. This was based on more detailed design work and survey work carried out on the existing building. The purpose of the survey work was to establish what work was needed to separate the services and structure to allow the Events space work to remain operational during the construction period e.g. moving the incoming services distribution from the area of the building to be demolished into the retained section of the building. The survey works also identified several key areas within the building which could not easily be adapted to current standards or required significant repair. Finally, there was also a more detailed analysis of the temporary accommodation requirements and alternative solutions.

The cost estimate was also updated to reflect this. Wates then produced a tender based on the information provided. This showed a construction tender cost of £18.3M with a total project outturn cost of £25.3M.

2.7 Temporary facility requirements and cost plan

The leisure management contract with GLL (commenced in December 2017) made provision for continuity of The Sands business during the redevelopment of the site. This was to be secured via an on-site temporary facility. This leisure facility would also include the current NHS Musculoskeletal (MSK) services operating from The Sands.

This in practice meant that the Events element of the building would remain open with suitable modifications to provide services to the building and segregate the public and staff from the construction site.

It was initially assumed that the remainder of the building occupants would be accommodated in temporary buildings on site in The Sands car park. This was reviewed in more detail and it was found that the scale of temporary accommodation required on site to service the Event space was a greater floor area than originally envisaged due to the need modify standard layouts to accommodate

escape routes and DDA requirements, whilst maintain access to the substation and other existing series.

Further investigation into temporary accommodation on site proved to be more onerous because of the need for non-standard height and load bearing for the sports areas. Alternatives were sought for this type of accommodation resulting in the proposal to utilise and refurbish the ground floor of the former Newman School building as a lower cost, more secure and flood resilient option.

The total anticipated costs of the temporary facilities are identified in the table below.

2.8 Consequential Improvement (Building regulation - Part L) costs and other essential maintenance requirements

There are two sections to the build-up of the project cost profile. The first element reflects the requirements to improve the energy efficiency (and CO₂ footprint) of an existing building as part of a redevelopment project. This includes measures which improve the thermal insulation of the building or reduce energy consumption.

The second element of the consequential impact of a project is the estimated cost of immediate repairs to life safe systems in the retained event space as a result of survey work carried out on the building. These two costs are reflected in the table below.

2.9 Summary of Project Capital Costs

Reference	Pick Everard Post RIBA Stage 2 ¹	Wates Feasibility Stage 3 ²	Wates RTA Stage 3 ³	Wates Tender and Additional Events Space survey costs Stage 4 ⁴
Construction costs including the NHS facility	£17,541,339	£21,501,256	£17,598,008	£18,307,472
Project / Design team costs	£1,799,734	£848,404	£1,488,647	£2,520,135
Temporary Accommodation	£573,980	£675,000	£1,465,579	£1,628,396
Consequential improvements – Part L (Excl. OH&P)	£0	£643,524	£643,524	£643,524
Consequential Improvements – Immediate repairs to the Events Centre (Excl. O H & P)	£360,000	0	0	£1,451,744
Council contingency	0	0	£750,000	£750,000
Total	£20,275,053	£23,668,184	£21,945,758	£25,301,271

Footnotes:

1. The Stage 2 cost plan was based on an outline design proposal and notional improvements to the energy efficiency of the retained portion of the Events space building. There was (as appropriate) limited consideration at the time for the Form of Construction Contract or the impact of the tenant's contract on the project proposals.
2. The Wates Stage 3 tender feasibility proposal was a cost estimate of the construction costs based on the developed design information available and a more detailed appraisal of what could be done with the retained Events space to improve the energy efficiency of the fabric of the building and bring the building up to modern standards in terms of the comfort of the public.
3. It was recognised that the estimated construction cost of the project was likely to exceed the parameters set out in the project brief. This resulted in City Council, Design team and Wates staff working collaboratively to bring the projected costs down by reviewing the floor space requirement, leisure contract and Sport England requirements and specifications. This resulted in the revised costs tabled in the Wates Route to affordability. It was also established that the temporary accommodation requirements to re-house the occupant of the leisure space area as part of the leisure contract were more explicit than originally anticipated – resulting in a review of the space required and associated costs. A contingency was also added into the project budget to reflect the element of risk that remain with the City Council on a Design and Build Form of Contract.
4. A formal tender submission was tabled by Wates during Stage 4 of the Scape Framework process. This was based on more detailed design work and survey work carried out on the existing building. The purpose of the survey work was to establish what work was needed to separate the services and structure to allow the Events space work to remain operational during the construction period e.g. moving the incoming services distribution from the area of the building to be demolished into the retained section of the building. The survey works also identified several key areas within the building which couldn't easily be adapted to current standards or required repair. This survey work and detailed design work is ongoing.

2.10 Wates proposed construction programme review (High level programme Appendix D)

Wates have provided a summary and detailed tender programme in their Tender Response. The key dates are summarised below:

ID	Name	Start	Finish
1	Contract Award	03.07.19	03.07.19
2	Temporary leisure facilities (Newman School)	23.07.19	01.11.19
3	Temporary events facilities (on site)	23.07.19	28.10.19
4	Construction commencement	04.11.19	14.07.21
5	Centre Completion	15.07.21	15.07.21
6	Public opening	29.07.21	29.07.21
7	Handover	15.07.21	25.08.21

2.11 'Do Nothing' scenario - Construction and Maintenance Costs

The above costs include an element of survey work on the fabric and services provided to the retained Events Space and the corresponding repairs or replacement work. These are the costs for the landlord (City Council) elements of the management of the building. If work on the proposed development was suspended, the City Council would have to budget for the cost of the same life safe system repairs to the Leisure element of The Sands Centre and the James Street baths. This cost would be in addition to the commercial tenant contract costs and in addition to the planned and reactive maintenance works costs, currently on hold or being carried out on a "failure" or "immediate danger" only basis. The estimated full costs of not proceeding are explored in further detail in the section to follow.

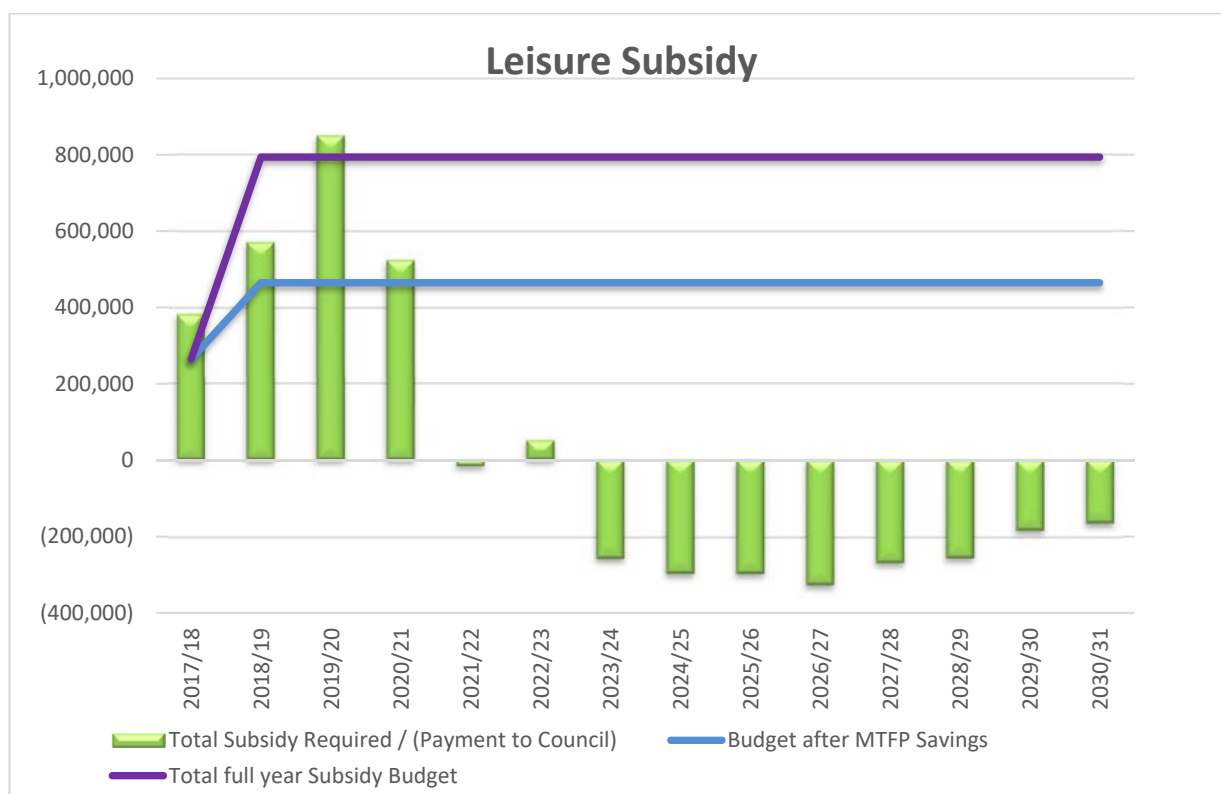
2.12 Impact of a delayed project completion on the GLL Leisure Contract

The prolonged project development period outlined above has had a consequential impact on the current contract with GLL. This contract is described in section 1.8 above. The Leisure Contract assumed that new facilities at The Sands Centre would be open by August 2020. The revised timetable above will see the new facilities open in July 2021.

As a result of this prolonged design and development period GLL have requested a variation to the agreed trading account for the Leisure Contract. This variation request has been reviewed and included in the financial analysis at 3.7. Further analysis of the GLL variation request will be completed before an amendment to the trading account is agreed.

3. BUSINESS CASE AND FUNDING PROPOSALS (INC. IMPACT ON THE BUDGET AND MEDIUM-TERM FINANCIAL PLAN)

- 3.1 The Medium-Term Financial Plan (MTFP) includes the costs of the redevelopment of the Sands Centre at an estimated capital cost of £19.467million and includes the revenue costs associated with the funding of the proposed scheme in accordance with the report considered by Council on 6th March 2018 (CS16/18).
- 3.2 The MTFP also includes the changes in leisure subsidy/concession payments that arose as part of the re-tender of the contract in 2017. The subsidies and concession payments included in the re-tender of the leisure contract assumed that redeveloped facilities at The Sands Centre would be operational by August 2020.
- 3.3 The chart below provides a reminder of the levels of subsidy/concession payment due in the new contract (columns in the chart below) compared to the old contract.



3.4 Updated Capital Cost

- 3.4.1 Following the appointment of the principal contractor, work has been undertaken to refine the designs and ensure that the capital costs for the scheme are fully understood and reflective of the available budget and the requirements of the Council and its partners. This work has resulted in a final tender price, including Project & Design team costs, being submitted by Wates, the principal contractor, of £20,827,607.

Adding in landlord responsibilities, temporary accommodation costs and contingency costs, the total capital budget for the scheme will rise from the original £19.467million to £25.301million as set out in the table below. It should be noted however, that the original capital budget did not include an allowance for the temporary accommodation, council contingency and landlord responsibility costs. In addition to this, the costs of the Council's own project officers to manage the scheme, at £198,483, must be added to the overall scheme.

	£
Construction Cost (including NHS)	20,827,607
Contingency Costs	750,000
Temporary Accommodation	1,628,396
Landlord Responsibilities	2,095,268
	25,301,271
Internal Project Staff Costs	198,483
	25,499,754

- 3.4.2 The anticipated expenditure profile of the scheme is as follows:

	Current Profile £	Revised Profile £
2018/19	1,769,085	1,040,158
2019/20	15,394,827	10,551,755
2020/21	2,293,852	10,962,161
2021/22	9,000	2,566,161
2022/23	0	379,519
	19,466,764	25,499,754

- 3.4.3 The landlord responsibilities shown above are in relation to the Council's contractual landlord obligations and which need to be undertaken irrespective of progress on The Sands Redevelopment project; it is therefore recommended that

the GLL Reserve, currently standing at £273,000, be released as a contribution towards these capital works.

3.5 Borrowing Requirement

- 3.5.1 As the capital cost has increased from the MTFP level it will be necessary to increase the overall borrowing required to finance the scheme. Since the MTFP was approved in February 2019, interest rates for PWLB borrowing have reduced and these would have a beneficial effect for the project if borrowing can be taken at the current estimated rates.

The table below shows the change in borrowing requirement from the MTFP for all capital projects (Sands Development, Gateway 44 and Southern Link Road). The increased capital cost will require an additional £5.5million of external borrowing.

	MTFP £000	Interest Rate %	Term Years	Current £000	Interest Rate %	Term Years	Type
2019/20	15,000	3.10	25	15,000	2.25	25	Principal & Interest
2019/20	3,000	2.90	15	3,000	1.91	15	Principal & Interest
2020/21	1,500	3.10	15	1,500	2.25	15	Principal & Interest
2020/21	-	-	-	5,500	2.63	25	Principal & Interest
2022/23	5,000	3.55	25	5,000	3.55	25	Principal & Interest

- 3.5.2 The overall funding for the project could be as follows:

	£
External Borrowing	20,500,000
Sport England Grant	2,000,000
GLL Reserve	273,000
Asset Disposal Receipts	2,726,754
	25,499,754

- 3.5.3 This reduction in interest rates provides the capacity to borrow the additional £5.5million required for the scheme, without increasing the overall interest payments that are currently included in the Medium-Term Financial Plan. Overall, when applying these revised rates to the refinancing of the Stock Issue loan, there is a saving of £127,000 on the first-year interest payments for all external debt when compared to what was included in the MTFP.

3.5.4 The interest rates in the above table are based on current projections provided by the Council's Treasury Management advisors. **Members should be aware that interest rate forecasts change frequently depending upon market conditions and this could impact the overall borrowing cost.** The Corporate Director of Finance and Resources will continue to monitor the requirement for external borrowing in line with the Council's available cash balances and will undertake any required external borrowing at the most appropriate and affordable time.

3.5.5 Minimum Revenue Provision

Although any borrowing undertaken will be on principal repayment terms, the actual charge to the revenue budget for repayment of debt will be in line with the Council's MRP policy. The Council's current agreed policy as included in the Treasury Management Strategy Statement is to charge MRP at 3% of the Capital Financing Requirement (on a straight-line basis). It is proposed to continue to apply this policy to all capital schemes; however, this is subject to review on an annual basis.

3.5.6 This means that the revenue budget will include the annual interest cost plus a 'provision' for principal repayment which in accordance with our current policy will equate to a 33.33-year 'repayment' period on the council tax. **However**, any external borrowing undertaken will be repaid under the term of the loan undertaken, for example, 25-years. This policy will provide the Council with the ability to minimise the pressure on the revenue budget whilst repaying actual debt over a shorter period. Given that the capital spend is going to be on assets that will have a life and benefit in excess of 33 years this is a prudent approach to take.

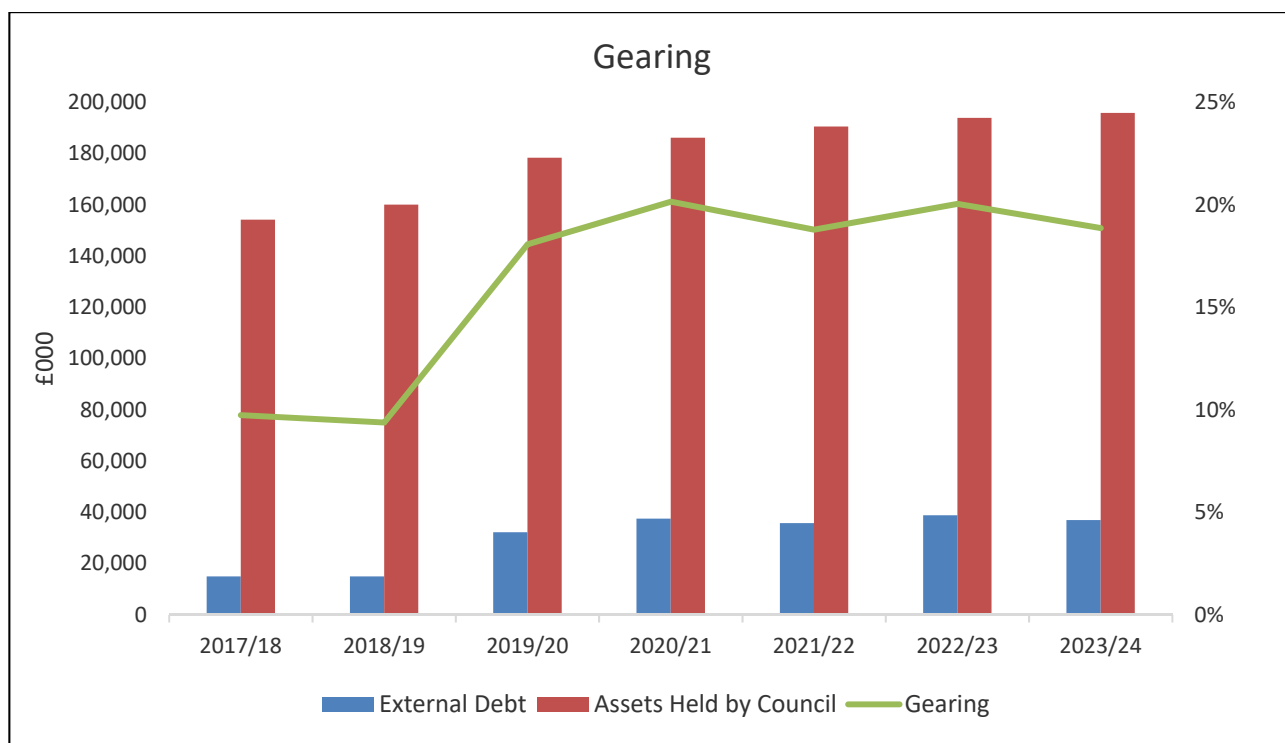
3.6 Balance Sheet Analysis

3.6.1 The Council's balance sheet as at 31 March 2019 included total long-term assets (excluding treasury management investments) of approximately £153million.

3.6.2 Alongside this the current long-term debt liability on the balance sheet is £15million (stock issue). This currently represents 9.8% of the asset base.

3.6.3 Any expenditure on assets would generally add value to the asset base and whilst the debt liability may also increase if external borrowing was undertaken, the Council would still be in a healthy position with regard debt to asset ratio (20%).

3.6.4 Based on the revised projections for The Sands Redevelopment (and all other borrowing requirements) the Council's gearing is forecast as follows:



3.6.5 The above chart assumes The Sands Centre redevelopment capital costs of £25.500million and takes account of other capital expenditure and asset disposal receipts.

3.6.6 Authorised Limit and Operational Boundary and overall level of external debt
The level of overall debt for the Council against the currently approved Operational Boundary and Authorised Limit would be as set out in the table below and shows that the Authorised Limit would be reached in 2020/21 and would be exceeded in 2022/23 so would require Council approval to increase the limit for these years:

	Authorised Limit	Operational Boundary	External Debt
	£000	£000	£000
2019/20	37,600	32,600	32,213
2020/21	37,600	32,600	37,493
2021/22	37,600	32,600	35,773
2022/23	37,600	32,600	38,853
2023/24	37,600	32,600	36,933

3.7 Revenue Implications

3.7.1 The initial aim of the project was to deliver new leisure facilities within the budgets that were being paid to GLL as a subsidy under the previous operating contract. The tender and re-contracting of GLL in December 2017 successfully reduced this subsidy significantly and was based on the provision of new facilities opening from August 2020. However, as the project has developed there have been delays that challenged the assumptions GLL made in their tender response. Increased construction time and delays to start have meant that GLL are entitled under the contract to revise their trading position and the amount of subsidy or concession fee payable or receivable by the Council. This revision could add an additional pressure to the revenue budget of £1.572m over the remaining life of the contract with GLL.

3.7.2 Business Case

The additional cost of this contract variation still leaves the Council in a favourable position on subsidy payments over the life of the contract. Of the 14 years remaining on the contract, the Council will save £11.080million in subsidy payments and should expect to make savings of the original subsidy (£776k p.a.) beyond the current contract term. The table below shows the business case position for the scheme to the end of the current leisure contract and then to the end of the borrowing period, including the delay and elongation of the construction period along with the additional subsidy required for GLL:

	2019/20 - 2032/33 0	2033/34 - 2042/43 0	Total £000
Borrowing Cost	4,923	1,311	6,234
MRP	6,006	5,460	11,466
Net subsidy Saving	(11,080)	(7,770)	(18,850)
Net Impact of Scheme	(151)	(999)	(1,150)

3.7.3 The delays and increased contract length also have a benefit for the Council as provision for repayment of principal (MRP) can be delayed until the first full year of operation of the new facility. This, together with lower interest payments and increased investment returns from higher cash balances, mean that overall the project delivers the capital investment from the funding previously paid to GLL as subsidy.

3.7.4 'Do Nothing' scenario

The option for not investing in The Sands would require capital investment in the existing facilities to bring them up to an appropriate standard and would also require a renegotiation of the contract with GLL as their current contract assumes new facilities are being provided. Early discussions on the implications of this have been held with GLL and there could be additional subsidy payable under any renegotiated contract. Estimates of the capital investment required indicate a cost of approximately £12.6million although this could increase and would still require borrowing for this to be funded.

	2019/20 - 2032/33 0	2033/34 - 2042/43 0	Total £000
Borrowing Cost	2,436	666	3,102
MRP	3,600	3,000	6,600
Net subsidy Cost	4,409	4,230	8,639
Net Impact of Scheme	10,445	7,896	18,341

3.7.5 As can be seen from the table above there is a significant revenue pressure associated with the 'Do Nothing' option, primarily due to the loss of any revenue savings from the contract with GLL which could cost more than the previous contract subsidy.

3.8. Budget Implications

3.8.1 As an element of the original subsidy was taken towards transformation savings in 2017/18, the budget position is slightly different to that of the business case. Also, the budget will need to be revised for the changes highlighted in this report, namely:

- Increased capital cost from £19.4million to £25.5million;
- Increased borrowing requirement due to the above;
- Project elongation and project delays;
- Re-profiling of capital expenditure;
- Revised forecasts for interest rates

3.8.2 As has been discussed earlier in this report, the increased borrowing costs and reduced interest rates will provide a saving against what is currently included in the MTFP. This is offset by the increased MRP charge that will be required due to the

additional borrowing requirement. Project delays will also provide additional MRP savings in the short term as MRP only becomes chargeable once the project is operational.

3.8.3 There will also be additional revenue pressures and income that are not currently included in the MTFP, including:

- Loss of parking income during construction phase
- Additional income from NHS rental of space;
- Additional pressure on leisure subsidy due to project elongation and delay (para 3.7.1)

3.8.4 The overall impact on the budget is therefore as follows:

	2019/20 - 2032/33 0	2033/34 - 2042/43 0	Total £000
Borrowing Costs, MRP and Interest Receivable	(1,510)	1,067	(443)
Other Revenue Costs	1,596	(292)	1,304
Net Impact of Scheme	86	775	861

4. SCHEME OF DELEGATION FOR PROJECT DELIVERY

4.1 Should Members approve The Sands Redevelopment proposal then it is important that the relevant persons (Executive/Officers/Agents) are able to deliver the project in accordance with its timetable. Accordingly, it is proposed that the project specific scheme of delegation, a draft of which is set out at Appendix E, is approved to facilitate this happening whilst also giving Members the reassurance that appropriate checks and balances are in place.

5. RISKS TO THE PROJECT DELIVERY

5.1 Throughout the design process the project team have been working together to identify and eliminate or reduce budget, construction, project and safety risks for all the stakeholders, wherever possible.

Appendix F contains the most up to date strategic risk registers for both the City Council and the Employers Agent.

6. CONSULTATION

- 6.1 Throughout the project to date Pick Everard has ensured that GLL have been involved and consulted in the design development process from RIBA stage 2 to 4 and their comments incorporated subject to Council instruction;
- 6.2 Pick Everard has also ensured that the NHS have been consulted at key stages in the design development process from RIBA stage 2 to 4 and their comments incorporated subject to Council instruction;
- 6.3 A very successful public consultation process and event was held on 20th July 2018 and the results incorporated into the design and access statement part of the planning application, that was subsequently approved on 26th November 2018.
- 6.4 Further to the above, the Council and GT3 have also held specific stakeholder meetings with representatives from a local cerebral palsy charity and NHS occupation health professionals, to review the design from an access perspective, with reference to the changing places and full access changing areas.
- 6.5 The Council has also held consultation discussions with existing user groups (from James Street pools), the aquatics club and sports governing bodies.

7. OTHER CONSIDERATIONS RELATED TO THIS PROJECT

7.1 Sport England funding award

The Council has worked progressively with Sport England throughout the life of this project (since 2015) and has greatly appreciated the support grant funding, technical and sports planning guidance received from their officers and consultants.

Having produced a Strategic Delivery Model for the Sands Centre in August 2018, the Council submitted this document as part of an Expression of Interest to the Sport England Investment Committee in October 2018. As a result of this Expression of Interest an application to the Strategic Facilities Fund was solicited by the Investment Committee.

On 6th March 2019 the Sport England Investment Committee approved the award of an investment of £2M subject to the completion of a standard funding agreement. Officers are now working to complete this agreement subject to the decision taken by Council 25th June 2019.

It must be noted that this funding approval is directly related to the Sands Redevelopment project only and cannot be transferred to any other preferred site.

7.2 Borderlands Inclusive Growth Deal

As outlined above, the vacating of the James Street Pools site is key to The Sands Centre redevelopment. In addition to the benefits of bringing together wet and dry facilities at The Sands site this move also offers a significant opportunity for redeveloping the city railway station.

The project is an important part of the Borderlands Inclusive Growth Deal, supporting city centre redevelopment and greatly improving the railway station facilities for future growth and development of the city.

This redevelopment project will also focus on the sensitive redevelopment of the Turkish baths/Victorian health suite. This listed property is connected to the James Street Pools and will require careful consideration as this 'gateway' site comes forward for redevelopment.

8. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 8.1 This project makes a significant contribution to the priority to *"Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents"*.

In addition, project also contributes to the following other priorities:

"Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle."

"Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential."

Contact Officer: Darren Crossley

Ext: 7004

Appendices attached to report:

Appendix A: Pick Everard Gateway 4 Report (Issue 2.1. 07/05/19)

Appendix B: Pick Everard Tender Report (Issue 2 07/05/19)

Appendix C: Wates, Sands Centre Tender Response (February 2019)

Appendix D: Wates high level project programme (Rev P02.08.190510, 10/05/19)

Appendix E: Proposed Project Delivery Scheme of Delegation

Appendix F: Risk Registers - City Council and Employers Agent

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- **None**

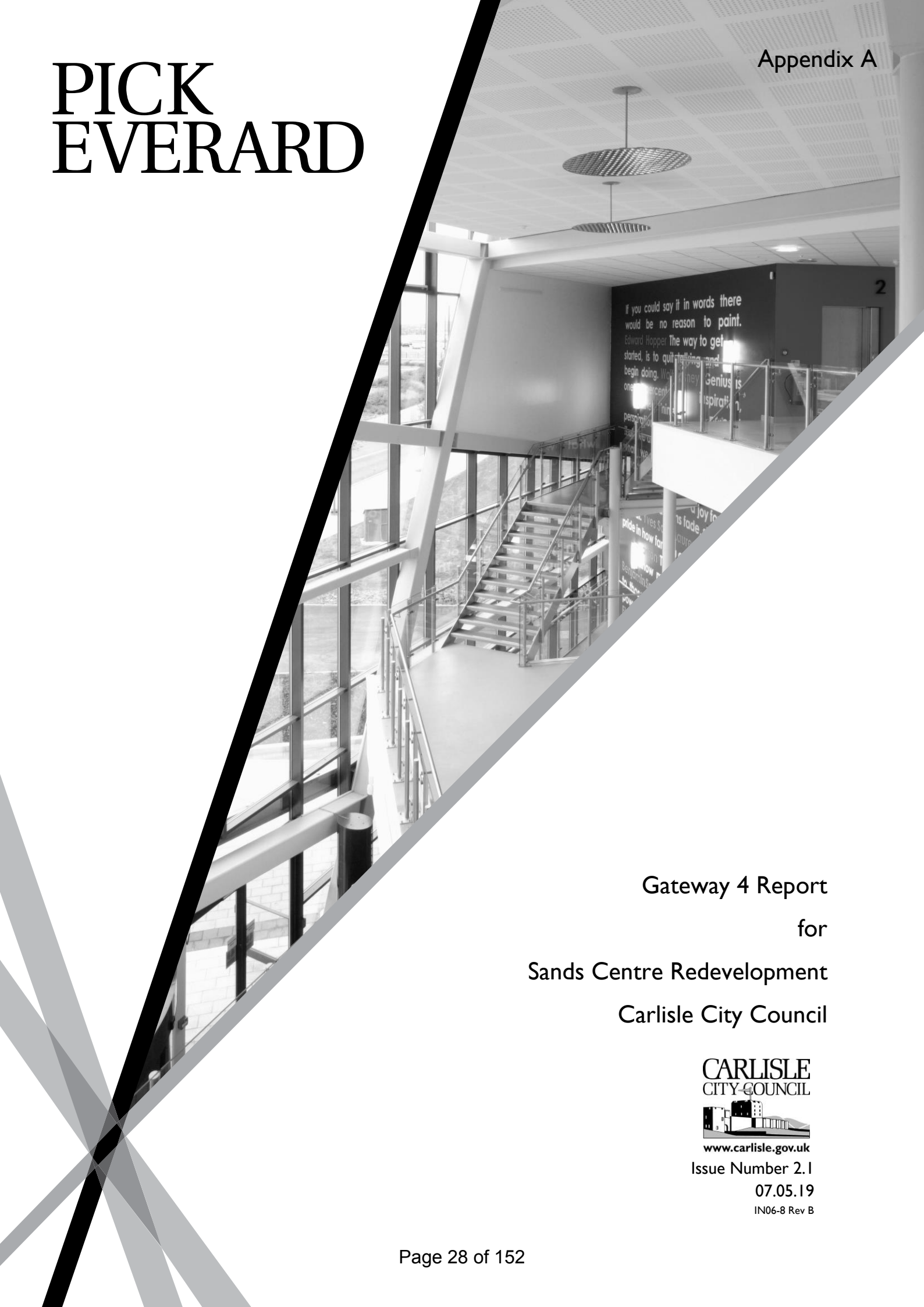
CORPORATE IMPLICATIONS:

LEGAL – Legal have been involved in the drafting of the report. Of paramount importance is ensuring that existing contracts (GLL) are considered and that contracts yet to be entered in to are properly settled to ensure that the Council is getting what it wants and anticipates from arrangements.

FINANCE – Implications are fully outlined within the main body of the report

EQUALITY – Implications are contained within the main body of the report

INFORMATION GOVERNANCE – None at this stage.



Gateway 4 Report
for
Sands Centre Redevelopment
Carlisle City Council

CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

Issue Number 2.1

07.05.19

IN06-8 Rev B

Document History

Issue	Date	Comment	Author	Chk'd
2.0	01.05.19	Reformatted from Version 1.6, dated 25.03.19 for PE QS and GT3 Architects issue	PDE	PDE
2.1	03.05.19 07.05.19	PM (EA) and QS development of Gateway 4 Report Final QA review and check prior to formal Client issue	PDE PDE/MKJ	PDE MKD



Contents

1.0	Project Brief	1
2.0	Background.....	3
2.1	Background	3
2.2	Progress since Council approval on 06.03.18	3
3.0	Personnel	8
3.1	Carlisle City Council	8
3.2	Greenwich Leisure Limited	8
3.3	Sport England	8
3.4	Employer's Agent (Pick Everard)	8
3.5	Multi-Disciplinary Design Team – lead designer GT3 Architects	8
3.6	Wates Construction team	8
4.0	Programme	9
5.0	Risk	11
5.1	Wates bid construction risk register	11
5.2	Key Council risks to note from Wates bid construction risk register	11
5.3	Council actions and risks	12
6.0	Cost and Procurement.....	13
6.1	Commercial analysis of Wates Tender Cost Summary, updated 23.03.19	13
6.2	Wates Tender Cost Summary, updated 23.03.19.	14
6.3	Employer's Total Outturn Cost	15
7.0	Sands Centre Redevelopment – Design	18
7.2	Value Engineering offered by Wates	18
7.3	Design – facilities mix compliance with Council Brief	18
7.4	Design – Sport England compliance	18
7.5	Design – Greenwich Leisure Limited compliance	19
7.6	Stakeholder engagement:	19
7.7	Planning permission	19
7.8	Building Regulations	19
7.9	Wates compliance with the Multi-disciplinary Design Team (MDDT) design	19
8.0	Health and Safety.....	20
9.0	Conclusion	21
10.0	Recommendations	22
11.0	Next Steps	23

Appendix A

Wates Tender Response – 20.02.19 to 06.03.19

Appendix B

Pick Everard – Tender Report

Appendix C

Adjusted Tender Cost Summary

Appendix D

Multi-disciplinary Design Team Report

Appendix E

Appendix E - MDDT general arrangement drawings set



I.0 Project Brief

I.1.1 The tender offer received from Wates Construction (Wates) achieves the required Facilities Mix for the proposed Sands Centre Redevelopment (Sands) as set out by Carlisle City Council (the Council), which includes the following:

- 25m x 17m 8 lane community pool with a sloping floor at 1.0m - 2m depth (Sport England);
- 20m x 8m learner pool with movable floor to max. 1.6m depth (tank 2.3m);
- 4 court sports hall (34.5m x 20m x 7.5m high) with associated storage;
- Street space including Coffee Corner with a vending area and views into the learner pool together with a reception and public WCs (sized for events);
- Events Bar at L01;
- Wet changing village with associated accessible changing spaces and a full Changing Places facility;
- Dry change facilities for sports hall;
- Separate dry change facilities for fitness suite and studios with associated accessible changing provision;
- Fitness suite (120 stations based on 4.5sqm per station);
- Fitness studios (2no. 125sqm/25 person, 1no. 65sqm/30 bike spinning studio) with associated storage;
- Spectator viewing facilities to main pool with approximately 150 seats and accessible viewing bays;
- Gallery/viewing areas into the sports hall;
- Associated staff areas such as offices and welfare facilities;
- Ancillary spaces such as storage and plant spaces; and
- NHS facility.

I.1.2 The tender offer received from Wates also includes the provision of the NHS facility including fit out, but it excludes loose furniture and equipment.

I.1.3 Wates have also allowed in their tender offer for the retained events centre (events centre) to remain operational during the construction phase. The construction works will be segregated from the events centre to maintain a safe site and protect the public. Wates have included in their tender offer for undertaking the minimum works necessary in order to carry out required demolition and construction works to build the new leisure centre and then reconnect it.

I.1.4 The temporary facilities have been separately led by the Council during the design development process on the Sands. Subject to contract, it is the Council's intention to separately appoint Wates to deliver the 'events' and 'leisure' temporary facilities, in order that these works can be coordinated with the commencement of the main contract works, subject to Council approval on 25.06.19. This has been covered by the Council in the lead report.

I.1.5 Temporary facilities in terms of maintaining the 'events' and 'leisure' operations by Greenwich Leisure Limited (GLL) during the construction works are excluded from Wates tender offer. However, the associated costs have been captured in the 'total outturn cost' by Pick Everard in the Cost and Procurement section.

I.1.6 The adjusted cost summary includes 2 options as follows:

- **Option 1)** Deliver a compliant new Sport England leisure centre that achieves the required facility mix approved by the Council on 06.03.18, but undertaking the minimum works necessary to the retained events centre in order to carry out required demolition and construction works to build the new leisure centre and reconnect it, together with recommended essential life safety works identified to the events centre at a total outturn cost of £25,015,740.00;

and

- **Option 2)** Inclusive of option 1, but to also undertake recommended ancillary works to the events centre that are optional for the Council to consider at a total outturn cost of £25,474,046.00.

I.1.7 The costed options have been captured by Pick Everard in the Cost and Procurement section.

2.0 Background

2.1 Background

- 2.1.1 On 06.03.18, the Council gave approval for the Deputy Chief Executive (Project Sponsor) authority to progress the Sands from RIBA stage 2 (Concept Design) to RIBA stage 4 (Technical Design) and delegated authority subject to consulting with required Portfolio Holders to amend the procurement route to secure the services of a Preferred Bidder (Principal Contractor).
- 2.1.2 The Council also approved moving forward with the Sands and appointment of the Multi-disciplinary Design Team (MDDT) led by GT3 Architects and the Employer's Agent Team (Pick Everard) who had both been separately appointed via OJEU competition by the Council following completion of a high-level RIBA stage 2 design (Concept Design), programme and cost plan in November 2017.
- 2.1.3 The cost plan included in the high-level RIBA stage 2 (Concept Design) identified that the design preferred by the Council could not be delivered for the previous total outturn cost at £14.2m in February 2017.
- 2.1.4 Pick Everard re-appraised anticipated costs at RIBA stage 2 with a total cost at £19,466,765 which excluded an additional £655,000 allowed separately by the Council for temporary facilities. Therefore, the total outturn cost at RIBA stage 2 (Concept Design) was £20,121,765, excluding VAT.

2.2 Progress since Council approval on 06.03.18

- 2.2.1 On 07.03.18, the RIBA stage 3 (Developed Design) commenced led by GT3 Architects and monitored by Pick Everard ensuring a collaborative engagement with both GLL as a key stakeholder and the Council.
- 2.2.2 In tandem, Pick Everard reviewed the initial OJEU process set out for procurement of a Principal Contractor considering that an OJEU compliant framework may offer 'added value' as an alternative.
- 2.2.3 On 17.04.18, presentations were given by the North West Construction Hub and Scape Group on their respective OJEU compliant frameworks.
- 2.2.4 Pick Everard produced a Procurement and Contracts Strategy, dated 05.05.18 with a recommendation that a two-stage design and build process is progressed using the Major Works UK framework through Scape Procure (Scape) with Wates Construction (Wates).
- 2.2.5 This Procurement and Contracts Strategy was subsequently approved on 19.06.18 following a Joint Management Team by the Deputy Chief Executive with required Portfolio Holders, who approved engagement with Wates.
- 2.2.6 An initial engagement meeting was held with Wates on 26.06.18.

- 2.2.7 On 19.07.18, GT3 Architects presented their RIBA stage 3 report (Developed Design) and Pick Everard outlined three associated stage 3 cost plans. Cost Plan 2 was recorded as an update of the 'high level' costs reported during RIBA stage 2 for the proposed scheme including the NHS (Option 3). This report included the updated costs for the provision of the NHS Physiotherapy facility at 300m2 identifying a total outturn cost at £19,556,965. This cost excluded any temporary facilities.
- 2.2.8 Due to later procurement of Wates through Scape than normal, effectively two processes were simultaneously progressed; the OJEU process by GT3 Architects (MDDT) with Pick Everard (EA Team) and Wates through their OJEU compliant framework.
- 2.2.9 Wates held a Best Value Workshop on 07.08.18. and produced a feasibility report on 28.08.18, aligned to their Scape process. The feasibility report produced by Wates identified the following key points based on the RIBA stage 3 design produced by GT3 Architects:
- Feasibility report included a construction cost of £21,838,546 excluding VAT will be required based upon the current design information;
 - The project will allow a public opening by 18th December 2020; and
 - Through Wates experience of working on live sites, Wates will guarantee the operation of the retained events centre with minimal disruption.
- 2.2.10 The Wates feasibility report also identified that the procured design was not affordable. The Council advised that they were unable to sign off Gateway 3 (Developed Design) based on the potential construction cost outlined by Wates.
- 2.2.11 It was then agreed that Wates would implement a 'route to affordability' process that considered how the design could be made more efficient without negatively impacting on the Councils agreed facility mix with GLL and Sport England.
- 2.2.12 With the cooperation and involvement of the MDDT, EA team and Council, Wates then produced a 'route to affordability' report, dated 19.09.18. This 'route to affordability' provided a cost summary that identified the following:

Summary	
Route to Affordability – Construction Cost	£17,875,478
Council held Inflation	£491,016
Council risk allowance	£200,306
Council design fees	£873,200
Total outturn cost	£19,440,000
Temporary facilities costs were excluded	

- 2.2.13 The 'route to affordability' report advised that although this is a more positive affordability position for the project, there remains additional pressures on the budget that need to be understood and included in the final reconciliation. The following was identified:
- Finalisation of the budget for temporary facilities;
 - Additional fixtures and fittings over and above those priced;
 - Additional increased Council design fees;
 - Additional increased Construction stage design fees; and

- Inflation.

2.2.14 On 02.10.18, the Council reinforced their financial position that it is imperative to protect the facilities mix agreed with GLL in a more efficient but durable building, whilst enabling the required capacity in a temporary and permanent basis to the retained events centre. The Council reinforced that the 'total outturn cost' needs to closer align to the overall approved Council budget at £19.4m inclusive of uplifted fees and development of an appropriate contingency pot ahead of redesign, further design and market testing.

2.2.15 In collaboration with the MDDT, EA team and Council , Wates implemented a further 'Revised Route to Affordability' process culminating in a further report, dated, 05.10.18.

2.2.16 The outcome of the 'revised route to affordability' identified a construction cost at £18,391,498. Wates recorded that after presentation of this further report and taking feedback from all team members, the following was agreed:

- Some items could not be taken as part of the 'route to affordability' process so will need to be added back into the scheme;
- Together with the above, there was agreement between all parties that there was still a need to further reduce costs; and
- The construction costs as the Council budget had not been achieved;

2.2.17 On 05.10.18, a further cost reduction meeting was held with representation from Wates, GT3 Architects, Buro Happold and Pick Everard. Several additional items were identified that needed to be added back into the scheme with some new omissions, resulting in the below summary.

Summary	
Route to Affordability – Construction Cost	£17,981,900
Council held inflation	£491,016
Council held pre-construction contingency	£200,306
Council already committed costs	£930,000
Additional pre-construction fees	£230,000
Council held construction contingency	£270,000
Total Outturn Cost	£20,103,222
Temporary facilities costs were excluded	

2.2.18 Wates advised that based on a Council budget of £19,440,000 the above remains £663,222 over budget. However, any further savings would now have an adverse effect on the required facilities mix in the leisure centre and therefore, any further reductions would not be acceptable to the Council or GLL.

2.2.19 Temporary facilities costs were excluded, and the Council agreed to lead on the development of options for the 'events' and 'leisure' temporary facilities.

- 2.2.20 On 16.10.18, Wates reiterated the above findings and GT3 Architects presented a reduced layout proposal having taken account of the 'route to affordability' and 'revised route to affordability' processes. GT3 Architects noted that the original RIBA stage 3 design, the gross internal floor area (GIFA) was 6246m². The revised GIFA at that time equated to 5855m², meaning a total area reduction of 391m².
- 2.2.21 On 16.10.18, the meeting concluded that the cost cannot be reduced any further without negatively impacting on the facilities mix and that the only way to obtain cost certainty now is to proceed with redesign and procurement exercise.
- 2.2.22 On 16.10.18, the following Council decisions were recorded:
- The Project Sponsor approved moving forward on the basis on revised design, adding back the extension to Street and reducing the Pool Hall: The Project Sponsor confirmed Council approval for GT3 Architects to proceed to the next phase, amending the RIBA stage 3 design based on the overall 'route to affordability' process;
 - The Project Sponsor confirmed Council approval to proceed to the next phase, subject to the cost queries raised by the Council's Client-side Project Manager being satisfactorily addressed;
 - The Project Sponsor approved moving forward on the preliminary Employers Agent recommendation including Wates pre-contract programme; and
 - The Project Sponsor confirmed approval in principle to appoint Wates for the pre-construction stage to enable submission of their tender offer and Contractors Proposals, subject to agreement terms and conditions.
- 2.2.23 GT3 Architects, supported by the MDDT commenced the redesign of the Sands that was completed on 26.11.18.
- 2.2.24 Wates prepared and circulated their Gateway 3 Report on 18.12.18 with the following key headlines:
- Wates produced the latest construction costs utilising market rates, benchmarking and market testing from their local supply chain. This demonstrated that Wates believed that the Sands could be delivered for a construction cost in the sum of £18,372,467, but there is further potential for this to reduce; and
 - To achieve the programme dates included within the Wates Gateway 3 Report, procurement of the proposed temporary facilities by the Council will be required, so it can be operational prior to Wates taking possession of the existing building.

Summary	
Construction Cost	£18,372,467
Remaining route to affordability items	£-268,432
TOTAL	£18,104,035
Feasibility Total	£17,981,900
Difference (over budget)	£122,135
Temporary facilities costs were excluded	

- 2.2.25 The next steps were to submit the Section 73 planning application that was submitted on 21.12.18 and has subsequently been approved.
- 2.2.26 It was agreed that the MDDT was to continue with the RIBA stage 4 (Technical Design) to assist Wates on some key elements of their procurement exercise to submit their tender offer based on RIBA stage 3 (Developed Design) with their Contractors Proposals.
- 2.2.27 Pick Everard issued an RIBA stage 3 cost plan, updated on 21.01.19 to address the cost queries raised by the Council's Client-side Project Manager, based upon an NRM elemental breakdown to conclude Gateway 3.
- 2.2.28 The design has continued to be progressed through RIBA stage 4a (Technical Design) to support Wates on their procurement exercise and submit their tender offer.

3.0 Personnel

3.1 Carlisle City Council

- Deputy Chief Executive; and
- Client-side Project Manager

3.2 Greenwich Leisure Limited

- Partnership Managers.

3.3 Sport England

- Relationship Manager; and
- Technical Advisor.

3.4 Employer's Agent (Pick Everard)

- Employer's Agent (Project Manager);
- Cost Consultant (Quantity Surveyor); and
- Clerk of Works.

3.5 Multi-Disciplinary Design Team – lead designer GT3 Architects

3.5.1 The Multidisciplinary Design Team (MDDT) consists of:

- GT3 Architects (Lead designer and Architects);
- Buro Happold (Civil & Structures, Mechanical and Electrical Engineers);
- OOBELAND (Landscape Architects);
- Design Fire Consultants (Fire Engineers);
- PACE consult (Acoustic Engineers);
- Sheerwater (Pool specialist); and
- CJ Consilium (Principal Designer).

3.6 Wates Construction team

- Bid Manager;
- Senior Planner;
- Principal Design Manager;
- Regional Commercial Manager; and
- Construction Director

4.0 Programme

- 4.1.1 On 06.03.18, Pick Everard included a high-level RIBA stage 2 (Concept Design) programme following the decision of the Council to proceed. It was based on an outline programme duration of 70-weeks as agreed with the Council, subject to collaborative development with a Principal Contractor.
- 4.1.2 Following engagement, Wates undertook an assessment of the project and subsequently provided a feasibility report on 28.08.18, which included a pre-construction programme that delivered the project in 80 weeks.
- 4.1.3 As previously advised, the temporary facilities have been separately led by the Council during the design development process on the Sands. Subject to contract, it is the Council's intention to separately appoint Wates to deliver the 'events' and 'leisure' temporary facilities in order that these works can be coordinated with the commencement of the main contract works, subject to Council approval to proceed on 25.06.19.
- 4.1.4 Therefore, Wates have developed an enabling works programme (Rev: P02.05.190424) collaboratively with the Council and Pick Everard for the temporary facilities. Subject to Council approval to proceed, contact and formal instruction by the Council by 09.07.19, this could achieve completion of the 'events' temporary facilities by 29.10.19 and 'leisure' temporary facilities by 06.11.19.
- 4.1.5 Pick Everard consider that the enabling works programme is reasonable, realistic and achievable, subject to final update and development by Wates.
- 4.1.6 Wates have also developed an early main contract works programme (Rev: P02.05.190424) collaboratively with the Council and Pick Everard. This programme details early works to facilitate required modifications and alterations to the retained events centre in terms of forming alternative access, egress, reception desk, staff and performance facilities, etc. This could enable the proposed early works to be undertaken from early August 19 subject to final development with GLL, ready to commence the main Sands Centre Redevelopment works from 30.10.19.
- 4.1.7 Pick Everard consider that this early main contract works programme is reasonable, realistic and achievable, although it is still subject to development in order to take account of a reduced events programme allowed by during August 19.
- 4.1.8 Wates Tender Response includes a construction stage summary tender programme (Rev: P02.00.190212). This programme needs to be considered as a point in time because it was developed to accompany Wates tender offer and needs to be updated to reflect the formal decision by Council taking place on 25.06.19. The construction period was 84 calendar weeks and excluded the temporary facilities. Crucially, it enabled completion of the Sands on 18.12.20, enabling GLL to open to the public on 04.01.21, with demobilisation works and final works to reform the new dressing rooms completed by 12.02.21.

- 4.1.9 The crucial element of the construction stage summary tender programme is that Wates had allowed for commencement of main construction works on 13.05.19 and due primarily to the temporary facilities, commencement of the main Sands works is now targeted for commencement from 30.10.19.
- 4.1.10 Furthermore, the construction stage summary tender programme allowed as a critical path activity for curing of the pool tanks over Christmas 2019 period (2 weeks). This will no longer be the case. With completion on 18.12.20, it meant that if the programme is delayed by 1 week, it will add 3 weeks to the duration. This will also impact on GLL's decant into the facility adding another 2 weeks to the opening date which had been allowed during the Christmas 2020 period.
- 4.1.11 Therefore, Wates are proposing that the main contract works are now 92 weeks subject to Wates updating the main contract programme and final commercial and contractual negotiations. Wates have been asked to update their main construction programme ahead of the Business & Transformation Scrutiny Panel on 30.05.19 in order to be able to determine the updated completion date for the Sands coordinated with their enabling works programme and early main contract works programme.
- 4.1.12 Pick Everard suggest that the following activities are identified as milestones in the main construction programme by Wates as follows:
- Power on, Gas on and Water on;
 - Pre-commissioning;
 - Final-commissioning; and
 - Centre Completion.
- 4.1.13 Additional milestones for monitoring purposes are to be added to the Wates updated detailed programme as follows:
- Structural steel frame lined and levelled;
 - Weathertight;
 - Building secure;
 - NHS access date;
 - GLL access date; and
 - Draft and final issues dates for both the Health and Safety File and O&M Manual.

5.0 Risk

5.1 Wates bid construction risk register

- 5.1.1 Pick Everard has undertaken a review of Wates bid construction risk register (last updated to revision 4, dated 30.04.19) initially included in Wates tender offer. Pick Everard and the Council have undertaken several reviews of this risk register with Wates. The risks have either been updated or closed. Fundamentally, we do not consider that the remaining risks present any show stoppers to the Council. Our view is that the risks can be dealt within the adjusted tender offer and the overall outturn cost. However, we will ensure that the remaining risks are brought into commercial and contractual negotiations ahead of the Council decision on 25.06.19.
- 5.1.2 As part of Wates tender offer, they issued 58no. clarifications, some of which are linked the Wates bid construction risk register. 17no. clarifications have currently been closed. Pick Everard and the Council has undertaken several reviews of the clarification register with Wates. Fundamentally, we do not consider that the remaining clarifications present any show stoppers to the Council. Our view is that the clarifications can again be dealt within the adjusted tender offer and the overall outturn cost. However, we will ensure that the remaining clarifications are brought into commercial and contractual negotiations ahead of the Council decision on 25.06.19.
- 5.1.3 We have agreed with the Council and Wates that a risk register will not be incorporated into the contract, however, any remaining open risks to the Council will be included in the contract data as additional employer's risks as set out in the NEC contract under clause 80.1. This will enable the Council to decide how to proceed in a clear and transparent manner, enabling the Council to take final advice from Pick Everard, as Employers Agent and the Councils legal advisors ahead of the Council decision on 25.06.19 on whether to proceed to contract.

5.2 Key Council risks to note from Wates bid construction risk register

- 5.2.1 Item 4.07: Additional asbestos found during Refurbishment & Demolition Survey to the retained events centre may lead to additional costs and or programme delay and will remain a Council risk; Wates have included costs in their clarifications to deal with the asbestos identified in a previous asbestos report.
- 5.2.2 Item 4.10: Chosen site is situated on a flood plain. Potential for flooding on the site during construction will remain a Council risk. However, Wates have recently reassured Pick Everard that they have included this risk in terms of a flood event and given reassurances that this risk is not to cover rain water runoff into excavations or typical ground water control in excavations. Initially, a potential solution maybe to utilise the demarcations on the nearby bridge over the River Eden, subject to final negotiation with Wates.
- 5.2.3 Item 5.01: Unknown ground conditions under the existing Sands leisure centre building. Unexpected ground conditions encountered will remain a Council risk. Site investigation works have been undertaken on which the design has been based.

5.3 Council actions and risks

- 5.3.1 Provision of temporary facilities in terms of the 'events' and 'leisure; temporary facilities has impacted on the main Sands programme. This has been addressed by the enabling and early works programmes developed by Wates, impacted upon by the Councils understandable approach not to incur temporary facilities works costs ahead of the formal Council decision on 25.06.19.
- 5.3.2 Agreement on 'heads of terms' and 'lease' with the NHS (Council risk and action owner); this is being progressed as a priority by the Council.
- 5.3.3 Agreement between the Council and GLL on their GLL's operating contract and funding position needs to be formalised.

6.0 Cost and Procurement

6.1 Commercial analysis of Wates Tender Cost Summary, updated 23.03.19

- 6.1.1 Wates have prepared a tender response based upon the revised RIBA stage 3 design with a defined set of stage 4 drawings provided by the MDDT. This information has allowed Wates to generate a tender offer (the construction cost) for this project in the sum of £19,331,465. This cost excludes VAT.
- 6.1.2 The tender price includes all costs associated with the remaining design development from the start of RIBA stage 5 (Construction) and also considers the risk of inflation to the project.
- 6.1.3 This is higher than the construction cost of £18,372,467 (pre-tender estimate), referred to in the Wates Gateway 3 Report issued on 18.12.18. The difference is £958,998 or an increase of approximately 5.2%.
- 6.1.4 In reviewing the tender response, it is confirmed that allowances are included within the cost for:
- The construction work;
 - Consequential Improvements;
 - Refurbishment works to the existing events centre; and
 - Provision of the NHS physiotherapy suite.
- 6.1.5 The construction cost comprises of building and external works, pre-construction services, build period preliminaries (construction staff, site accommodation, etc.), post contract design fees, inflation, contingency and direct fees.
- 6.1.6 The Wates Tender Cost Summary, updated 23.03.19 has been arithmetically checked by Pick Everard and no errors have been found.
- 6.1.7 Pick Everard have undertaken a compliance check and confirm their tender offer aligns to their Scape framework commercial model.
- 6.1.8 There is a total of 56nr. trade packages, with a minimum of 2-3 trade contractors pricing each work or trade package. All quotations together with individual works packages recommendations have been provided for review. Further inspection of the documentation provided indicates the work package content has been precisely detailed by the contractor, thus minimising the works that fall between packages and reducing risk on cost certainty.
- 6.1.9 In the Wates Tender Cost Summary, updated 23.03.19, there are several cost allowances for items which require further design development and market testing, with a total of value of £432,495.
- 6.1.10 Wates have also included separate cost allowances for areas of work that are not designed up to the end of RIBA stage 4 (Technical Design).

- 6.1.11 Pick Everard has also undertaken benchmarking of the construction cost against other similar projects.
- 6.1.12 Pre-construction services are aligned and costed in accordance with the Scape framework commercial model. The value band range utilised for calculation of these costs is fair and reasonable. These costs have been previously agreed and instructed by the Council for Wates to proceed to tender.
- 6.1.13 Build period preliminaries have been assessed with hourly rates as the Scape framework including the relevant inflationary adjustment. The detailed construction programme has been used to accurately determine preliminaries costs. The principles of assessing these costs is in accordance with the Scape framework commercial model.
- 6.1.14 In accordance with the Scape framework, the costs for 'build period staff' are subject to a regional adjustment factor for the site location. Pick Everard has confirmed that for Cumbria, the location adjustment factor has been correctly included in their tender offer.
- 6.1.15 Post contract design fees have been included within the Wates Tender Cost Summary, updated 23.03.19 from RIBA stage 5 (Construction) onwards. Pick Everard have verified the values used for calculation of these costs as fair and reasonable, substantiated by quotations received from the required professional consultants.
- 6.1.16 Direct fees are the final element of the Scape framework model, applicable to the tender offer at a rate of 2.6%, which aligns with the Scape framework agreement.
- 6.1.17 Pick Everard's initial findings are that the project building and external works cost, pre abnormal, fees and preliminaries is providing a comparable cost to that of an 'Affordable Sports Centre' model. Despite the increase in cost from the pre-tender estimate to the recent Wates tender offer, this is still providing a good value for money facility. This is partially due to the fact that the 'Route to Affordability' amendments and other project considerations through RIBA stage 3 assisted in driving value. Therefore, the tender offer in the sum of £19,331,465 essentially reflects the market place conditions for construction costs.
- 6.2 Wates Tender Cost Summary, updated 23.03.19.
- 6.2.1 Due to the continued refinement and allocation of supporting cost information from Wates, Pick Everard has not been able to complete the entire commercial review of the Sands project in full. However, Pick Everard has continued to collaboratively work with Wates to evaluate their tender offer for inclusion in the Council's total outturn costed Options 1 and 2, subject to Contract.
- 6.2.2 Post Council review, Wates have produced a 'Tender Cost Summary, updated 23.03.19', prepared from elements of cost from the tender clarifications and the additional scope recommendations. The Wates Tender Cost Summary also includes all known Council direct costs, not included within Wates tender offer.

- 6.2.3 The tender clarifications submitted by Wates have impacted on the tender offer. These clarifications have been reviewed and those with a cost to the project are identified herein for further instruction by the Council.
- 6.2.4 Post Council review, Pick Everard have established the tender cost, inclusive of the clarifications and additional scope, to be £20,242,736 (adjusted tender sum/construction cost). This cost excludes VAT.
- 6.2.5 The tender is summarised as follows:

Summary	
Wates tender offer	£19,331,465
Adjustment to tender offer – Value Engineering	-£25,800
Adjustment to tender offer – Works Packages	£31,361
Wates Schedule of Works – GLL Group I FF&E	£225,000
Wates clarifications (Leisure)	£189,296
Wates clarifications (Leisure-provisional)	£82,500
Wates clarifications (Events)	£203,916
Turnstiles (Infrastructure)	£5,000
Programme extension (3 to 4 months)	£200,000
Adjusted Tender sum (construction cost)	£20,242,736

- 6.2.6 Pick Everard have reviewed the updated construction cost and confirm it is in line with the agreed works included within Wates clarifications.

6.3 Employer's Total Outturn Cost

6.3.1 Employer's Total Outturn Cost (Pre-Tender)

- 6.3.1.1 Following the conclusion of the Feasibility Report and Route to Affordability process undertaken by Wates, Pick Everard provided the Council with Cost Plan Nr 3, rev 2, which projected the total outturn costs for Contract and non-Contract costs for the project to be £22,962,938.
- 6.3.1.2 The Council has, in its preparation of the total outturn costs for the project taken into consideration other 'non-Contract' costs to the project that sit outside of the Contract works.
- 6.3.1.3 Therefore, the Council's total outturn costs pre-tender requirements for the project, are as follows:

Summary – Total Outturn Costs (A)	
Construction cost	£18,372,468
Fees	£1,938,312
Council contingency	£750,000
Temporary facilities	£1,465,579
Events centre roofing works	£276,579
Ancillary works to the events centre	£160,000
Total Outturn Costs – Pre-Tender (A)	£22,962,938

Additional Council Direct Cost (B)	
Sport England	£15,800
Planning/Planning Assessments	£7,783
Additional Council Direct Cost – Pre-Tender (B)	£23,583

Total Overall Outturn Costs (C)	
Total Overall Outturn Costs (C = A+B)	£22,986,521
(All costs exclude VAT)	

6.3.2 Employer's Total Outturn Cost (Post-Tender)

6.3.2.1 Following the issue of Wates Tender Cost Summary, updated 23.03.19, the current position for the projected total outturn costs for Contract and non-Contract costs needed to bring a project to a commercially operable status are summarised as follows;

6.3.2.2 **Option 1)** Deliver a compliant new Sport England leisure centre that achieves the required facility mix approved by the Council on 06.03.18, but undertaking the minimum works necessary to the retained events centre in order to carry out required demolition and construction works necessary to build the new leisure centre;

Option 1 – Total Outturn costs	
Adjusted Tender sum (construction cost)	£20,242,736
Fees	£1,559,447
Contingency	£750,000
Temporary facilities 'Events'	£672,000
Temporary facilities 'Leisure'	£956,396
Council Direct Maintenance Cost	£357,000
Sport England	£34,240
Planning/planning assessments	£7,783
BT Openreach	£5,000
Meter costs	£5,000
GLL digital signage	£10,000
GLL loose FF&E allowances	£341,840
Planning Fees	£39,000
Building Control	£15,548
Legal Fees	£19,750
Option 1 Total Overall Outturn Costs	£25,015,740

6.3.2.3 **Option 2)** Inclusive of option 1, also undertake additional Recommended Optional Ancillary works that have been subsequently identified:

Option 2 – Total Outturn costs	
Option 1 (as above)	£24,373,230
Recommended Optional Ancillary Works	£140,281
Events Centre – Capital Costs GLL	£172,238
Events Centre – Shopping List	£131,038
Events Centre – Direct Funded Council	£14,750
Option 2 Total Overall Outturn Costs	£25,474,046

6.3.2.4 The above costs are inclusive of all known expenditure to date.

6.3.2.5 The Wates Tender Cost Summary updated 23.03.19 has been arithmetically checked by Pick Everard and any known errors have been corrected.

6.3.2.6 Exclusions to total outturn costed options 1, 2 and 3 are noted as follows;

- Supply and installation of turnstiles;
- Events centre ceiling redecoration;
- Events centre temporary lift;
- Supply and installation of anti-drowning system; and
- Supply and installation of interactive score boards.

7.0 Sands Centre Redevelopment – Design

7.1.1 The Multi-disciplinary Design Team (MDDT), led by GT3 Architects was separately appointed by Carlisle City Council on the Sands following Council approval on 06.03.18 and has duly led the design development process from RIBA stage 2 (Concept Design) to RIBA stage 4a (Technical Design) aligned to the procurement of Wates.

7.1.2 The MDDT are to be novated over to Wates, subject to the Council decision on 25.06.19. This means that Wates, who subject to contract will have overall design and build responsibility on the Sands Centre Redevelopment and will therefore also become responsible for the coordination of the MDDT moving forward.

7.1.3 The MDDT has prepared a separate report on the design. Refer to Multi-disciplinary Design Team Report in Appendix D.

7.2 Value Engineering offered by Wates

7.2.1 On 26.02.19, Wates presented a value engineering proposal. This was commented on by Sport England on 28.02.19 and by the MDDT on 04.03.19. Pick Everard then reviewed and collated the responses and issued a recommended approach on 06.03.19.

7.2.2 Pick Everard's findings is that given the extensive 'Route to Affordability' process undertaken in RIBA stage 3, the further value engineering proposal submitted by Wates demonstrates limited potential as remaining items if omitted will impact on key design features that adversely affect either planning, natural light, connectivity between spaces, the future use by the operator (GLL) and their customers and or increase potential future maintenance requirements.

7.2.3 On 14.03.19, the Council' with support from GT3 Architects and Pick Everard accepted taking a saving on the following additional value engineering items:

- Item 7.0 – Omit 20mm levelling screeds, add latex £12,900;
- Item 12.0 – Omit fair face block in lieu of plaster and paint to escape stairs £5,700; and
- Item 21.0 – LV Switch boards – Form4b Type 6 in lieu Type 7 £7,200.

7.2.4 The agreed additional value engineering items add up to the total sum of £25,800 and have been commercially captured in the Cost and Procurement section.

7.3 Design – facilities mix compliance with Council Brief

7.3.1 The MDDT has confirmed that the tender offer put forward by Wates complies with the Council Brief in terms of the type and amount of facilities to be provided.

7.4 Design – Sport England compliance

7.4.1 The MDDT have ensured that the design complies with Sport England and maintains its accessibility focus for the community.

- 7.4.2 The current design is Sport England compliant and has been reviewed at key points. The Wates tender offer does not look to derogate against the current compliance and Sport England tracker document; therefore, it provides a compliant offer. Certain minor items require review moving through the ongoing design process to ensure compliance i.e. reception desk design. However, this is an accepted approach on this type of design and build project.
- 7.5 Design – Greenwich Leisure Limited compliance
- 7.5.1 GLL comments, dated 21.01.19 have been addressed by the MDDT.
- 7.5.2 The current design considers GLL ongoing comments throughout the design process. GLL have been an active stakeholder or consultee throughout the entire design process. The Wates tender offer does not look to derogate against the current comments therefore it provides a compliant offer. Certain minor items will require review moving through ongoing design process to ensure compliance i.e. reception desk design.
- 7.6 Stakeholder engagement:
- 7.6.1 The project team has ensured that GLL have been involved and consulted in the design development process from RIBA stage 2 to Gateway 4 and their comments incorporated subject to agreement by the Council.
- 7.6.2 Pick Everard has also ensured that the NHS have been consulted at key stages in the design development process from RIBA stage 2 to 4 and their comments incorporated subject to Council instruction.
- 7.6.3 A successful public consultation process and event was held on 20.07.18 as part of the preparation for submission of the planning application.
- 7.7 Planning permission
- 7.7.1 Planning permission was obtained on 26.11.18 with a subsequent section 73 application submitted on 21.12.18 reflecting the reduced GIFA which impacted on the previously approved planning drawings. The S73 application was granted planning permission on 06.02.19.
- 7.8 Building Regulations
- 7.8.1 The scheme has been formally submitted for initial Building Regulations discussions and ongoing dialogue is being maintained. The building control office's initial response is that there are no significant issues with the scheme. Building Regulations approval will be approved on an individual stage by stage basis.
- 7.9 Wates compliance with the Multi-disciplinary Design Team (MDDT) design
- 7.9.1 For the MMDT view on Wates compliance with the MDDT design, please refer to the MDDT report in Appendix D for further information.

8.0 Health and Safety.

- 8.1.1 The Principal Designer, CJ Concilium has been appointed by GT3 Architects as part of the MDDT.
- 8.1.2 CJ Concilium has advised that from a Construction (Design and Management) Regulations 2015 perspective as the appointed Principal Designer, we consider that the current design proposals offered by Wates are suitable provided that the general principles of prevention, specifically, a continued review of how all work at height when the building is in use can be safely carried out in respect of roof access, handrails, man safe systems and the like.
- 8.1.3 Please refer to the MDDT report in Appendix D for further information.

9.0 Conclusion

- 9.1.1 Since the decision by full Council on 06.03.18 to approve moving forward with the Sands, it is acknowledged that the total outturn cost has significantly increased to the total overall outturn costs now identified. This is primarily because the full extent and complexity of this Sands project could not have been established at RIBA stage 2 (Concept Design).
- 9.1.2 The uplift in the total overall outturn cost is due to several factors including but not limited to the following:
- The complexities of dealing with 'leisure' temporary facilities to facilitate business continuity for GLL now preferred at Newman School;
 - The complexities of dealing with 'events' temporary facilities that will remain operational with a significant number of events already planned;
 - The additional complexities of the retained events centre in terms of disconnecting it to facilitate demolition works and then reconnection at an appropriate stage of the construction phase;
 - The additional complexities of retaining the events centre following detailed assessment of its condition, coupled with the fact that it is over 30 years old, with key systems including life safety reaching the end of their life plus a recommended ancillary list of additional items to avoid further short to medium term costs being incurred by the Council after the Completion of the Sands project; and
 - Additional programme, associated preliminary costs and additional fees for the consultant team due to the requirements set out in the original OJEU notice;
- 9.1.3 The Wates tender offer achieves the required facilities mix outlined by the Council and the design complies with Sport England and GLL requirements, having both been comprehensively engaged in the design development process.
- 9.1.4 Therefore, whilst it is acknowledged that the Council will be disappointed that costs have significantly increased, the reality is that this is a complicated project that required the additional design development period to fully assess the numerous factors including a solution to provide a flood resilient leisure facility.
- 9.1.5 Due to the 'route to affordability' process, the leisure centre design is extremely efficient and remains aligned with the Sport England 'affordable sports centre' model.
- 9.1.6 Whilst the evaluation of Wates tender offer has demonstrated that there are still some risk, clarification, design and legal matters to conclude, significant progress has been made. Pick Everard consider that continued commercial and contract negotiations can be dealt within the adjusted tender offer and overall outturn cost.

10.0 Recommendations

10.1.1 Pick Everard's recommendation is that the Council proceed to subject to contract with the Sands Centre Redevelopment, subject to successfully concluding remaining risk, clarification, design and legal matters within the adjusted tender offer and overall outturn cost.

10.1.2 Specific assurance required from Wates as follows:

- Wates demonstrate that construction personnel have previous experience of constructing and detailing pool tanks;
- Wates agree to procure an ASA Pool Length Certificate as part of the Works Information; and
- Assurance that Wates will adopt and agreed procedure for any proposed specification material changes to the Works Information post contract.

10.1.3 It is recommended that the Council and Wates look to enter into an NEC3 Engineering and Construction Short Contract for delivery of the temporary facilities ahead of the agreement of the main NEC3 Building Contract ahead of delivery of the early main contract works programme for the Sands. This is in the unlikely event that the temporary facilities delay the commencement of the works to the Sands Centre Redevelopment.

11.0 Next Steps

- 11.1.1 Wates have been requested to provide an updated main construction programme, coordinated with the enabling and early main contract works programme.
- 11.1.2 The Council need to prioritise submission of the 'change of use' application for Newman School in terms of the 'leisure' temporary facilities.
- 11.1.3 The Council need to prioritise submission of the 'S73' planning application for 'events' temporary facilities.
- 11.1.4 The Council and Wates need to agree and enter into NEC3 Engineering and Construction Short Contract for delivery of the temporary facilities.
- 11.1.5 Pick Everard, Wates, the MDDT and the Council will now commence final contractual and commercial meetings to progress and close out remaining risk, clarification, design and legal matters ahead of the Council decision on 25.06.19.
- 11.1.6 Wates continue to develop and complete the Works Information for continued review by Pick Everard and the Council prior to incorporation into the NEC3 building contract.
- 11.1.7 Wates and the Council supported by their legal advisors and Pick Everard need to work towards drafting the NEC3 building contract, in readiness for engrossment ahead of the mobilisation works forming part of the early main contract works programme.

Appendix A

Wates Tender Response – 20.02.19 to 06.03.19



Appendix B

Pick Everard – Tender Report



Appendix C

Adjusted Tender Cost Summary



Appendix D

Multi-disciplinary Design Team Report



Appendix E

Appendix E - MDDT general arrangement drawings set





Tender Report
for
Sands Leisure Centre, Carlisle
Carlisle City Council

**CARLISLE
CITY COUNCIL**



www.carlisle.gov.uk

Issue Number 02
07.05.2019

Document History

Issue	Date	Comment	Author	Chk'd
01	24.04.2019	Initial Issue	MJK	JCP
02	07.05.2019	Updated following CCC comments and requests	MJK	MKD



Contents

1.0	Introduction.....	5
1.1	Introduction	5
1.2	Glossary	6
2.0	Scope of Works.....	7
3.0	Tender Process	8
3.1	Invitation to Tender	8
3.2	Form of Contract	8
4.0	Overview of Contractors Submission.....	9
4.1	Tenders as received	9
4.2	Compliance checking of submissions	9
4.3	Design and Specification Compliance	10
5.0	Analysis of Work Packages Tenders Received.....	11
5.1	Work Packages	11
5.2	0 – Facilitating Works and Demolition	11
5.3	1 – Substructure Works	12
5.4	2 – Superstructure Works	12
5.5	3 – Finishes	12
5.6	4 – Fixtures, Fitting and Equipment	12
5.7	5 – Mechanical and Electrical Services	13
5.8	6 – Swimming Pool Installations	13
5.9	7 – Consequential Improvements	13
5.10	8 – External Works	13
5.11	Comparison of tenders received against Previous Budget	14
6.0	Other Costs in Relation to Tender	15
6.1	Pre-Construction Services Agreement (PCSA)	15
6.2	Preliminaries	15
6.3	Design Team Fees and Surveys	16
6.4	Scape Framework Fee	16
6.5	Contractor Cost Allowance for Risks	16
6.6	Review Provisional Sums	17
6.7	Consequential Improvements	17
7.0	Summary of adjustment to Tender	18
7.1	Adjustments to Work packages after Tender Queries	18
7.2	Clarifications	19
7.3	Programme	20
7.4	GLL Wates Schedule of Works	20
7.5	Value engineering	21
7.6	Turnstile Infrastructure	21
8.0	Client Direct Maintenance Costs.....	22
9.0	Review of Adjusted Tender Sum Total	23
10.0	Recommendations	24

Appendix A

Wates Tender Response

Appendix B

Apportionment of Costs Across Elements

Appendix C

Clarifications Schedule

Appendix D

Value Engineering Schedule

Appendix E

Schedule of Works by Wates for GLL ('Group I FF&E' / 'GLL FF&E Schedule')

Appendix F

Wates Tender Cost Summary

Appendix G

Analysis of Provisional Sums

Appendix H

Overview of Work Packages and Tender Queries (rev 02)

Appendix I

Analysis of Works Packages

Appendix J

Adjusted Tender Sum Total Summary (rev 02)



I.0 Introduction

I.1 Introduction

Wates have prepared a tender response based upon the information, design and specification prepared by the Multi-Disciplinary Design Team (MDDT). This was issued and then a revised RIBA stage 3 design with a defined set of stage 4 drawings provided.

This information has allowed Wates to generate a Tender Response for this project. The Tender Sum as part of the Tender Response is in the sum of £19,331,465. This cost excludes VAT.

This includes, not limited to the following elements:

- The Construction Work;
- Consequential Improvements works to the existing events centre; and
- Provision of the NHS physiotherapy suite.

The apportionment of costs across the element in relation to the Tender Sum can be seen in Appendix B

The Tender Sum comprises of construction works including; building and external works, pre-construction services, build period preliminaries (construction staff, site accommodation, etc.), post contract design fees, inflation, contingency and direct fees.

Information used to get from the Tender Sum to the Adjusted Tender Sum Total is:

- Wates Tender Response (February 2019)
- Wates Tender Cost Summary 22.03.2019 v3
- Overview of TQ's 17.04.2019 rev 02
- Analysis of Works Packages
- Clarifications Sheet
- Value Engineering Schedule
- GLL Schedule of Works by Wates

After the adjustments to the Tender Sum have been included, the Adjusted Tender Sum Total is: £20,242,736

Exclusions to this report are the following:

- Temporary facilities – Leisure Facility
- Temporary Facilities – Events Centre
- Events centre reroofing
- Capital Costs to GLL
- Client other costs (optional extra / nice to have)
- Client Contingency
- Direct Council Costs

1.2 Glossary

For consistency, this report makes reference to various elements of cost that can be defined as per the below:

“Adjusted Tender Sum Total”: The reference for Adjusted Tender Sum Total is for the cost after tender review period has been undertaken and the clarifications, and tender queries raised, have been answered. This revised total comprises the Scope of Works and any necessary works to be undertaken by Wates. (£20,619,931.45)

“Contractor”: The Main Contractor; in this scenario is Wates Construction Limited.

“Cost Allowance”: The reference for cost allowances are for an amount of monies allocated for elements of works, that are not a ‘measured’ and are a lump sum that are a risk taken on by Wates

“FF&E”: The reference for FF&E included within this report for clarification are all those fitted within the building designed by GT3 as part of the Scope of Works.

“Provisional Sums”: The reference for Provisional Sums are for an amount of monies allocated for elements of works, that are identified for works required but does not have enough information to be able to price by Wates. Therefore, these have been proposed by Wates to be a Client risk item until a confirmed cost is available.

“Tender Response”: This is the full pack of information provided by Wates that is their offer to undertake the Works, inclusive of the Tender Sum, but no limited to: Tender Sum, Clarifications, and Value Engineering Schedule.

“Tender Return”: This is a quotation received from a Subcontractor for a specific Work Package that may form part of the Tender Response, and specifically the Tender Sum.

“Tender Sum”: This is the total amount returned by Wates prior to any alteration made through tender review. (£19,331,465.00)

“Subcontractor”: Each of the Works Packages will have a ‘subcontractor’ that is specialised in the specific work.

It is to be noted the Appendixes attached hereto in this Tender Report have been progressed from the Tender Response to achieve the Adjusted Tender Sum Total.

2.0 Scope of Works

The Tender Response received from Wates achieves the required facilities mix set out by the Council as follows:

- 25m x 17m 8 lane community pool with a sloping floor at 1.0m - 2m depth (Sport England);
- 20m x 8m learner pool with movable floor to max. 1.6m depth (tank 2.3m);
- 4 court sports halls (34.5m x 20m x 7.5m high) with associated storage;
- Street space including Coffee Corner / vending area with additional servery area and public WCs (sized for events);
- Coffee Corner has view into learner pool;
- Events Bar at L01;
- Wet changing village with associated accessible changing spaces and a full Changing Places facility;
- Dry change facilities for sports hall;
- Separate dry change facilities for fitness suite and studios with associated accessible changing provision;
- Fitness suite (120 stations based on 4.5sqm per station);
- Fitness studios (2no. 125sqm/25 person, 1no. 65sqm/30 bike spinning studio) with associated storage;
- Spectator viewing facilities to main pool with approx. 150 seats and accessible viewing bays;
- Gallery/viewing areas into the sports hall;
- Associated staff areas such as offices and welfare facilities; and
- Ancillary spaces such as storage and plant spaces.

The Tender Response received from Wates includes the provision of the NHS facility including fit out, but excludes loose FF&E

3.0 Tender Process

3.1 Invitation to Tender

Notwithstanding previous engagement, Wates were requested in December 2018 to undertake market testing and go out to tender on the works proposed at the Sands Leisure Centre in Carlisle.

This is based on RIBA stage 3 design information provided from the MDDT, with additional info at RIBA stage 4.

3.2 Form of Contract

Pick Everard prepared a procurement and contract strategy in May 2018 that was subsequently approved by the Council. Recommendation to use the Major Works UK framework through Scape Procure with Wates Construction due to the simplicity of the process enabling a timely engagement through a collaborative approach.

Scape Procure Frameworks utilise the New Engineering Contracts (NEC). The NEC3: Engineering and Construction Contract Option A priced contract with activity schedule (NEC3 Option A) is to be used under the Scape framework.



4.0 Overview of Contractors Submission

4.1 Tenders as received

Wates submitted a Tender Response between 20.02.19 and 06.03.19 for the Sands Centre Redevelopment.

Wates Tender Sum, as part of the Tender Response, is for the amount of £19,331,465.00

Contents of tender what the tender report included:

- Cost Plan
- List of Provisional Sums
- Build Period Staff breakdown
- Build Period Plant and Material Breakdown
- Design Fees Breakdown
- Additional Scope of Works for Additional Works to:
 - Events Space
 - Consequential Improvements
- Clarifications Schedule
- Value Engineering Schedule
- Risk Register

Pick Everard's initial findings are that; the project building and external works cost, pre-abnormals, fees and preliminaries, is providing a comparable cost to that of an 'Affordable Sports Centre' model.

Despite the increase in cost from the pre-tender estimate to the recent Wates tender offer, this is still providing a good value for money facility. This is partially due to the fact that the 'Route to Affordability' amendments and other project considerations through RIBA stage 3 assisted in driving value. Therefore, the tender offer in the sum of £19,331,465 essentially reflects the market place conditions for construction costs.

The tender clarifications and other documents submitted by Wates have impacted on the tender Sum. These clarifications have been reviewed and those with a cost to the project are identified herein for further instruction by the Council.

Following the Tender Review Period, the Adjusted Tender Sum Total is £20,242,736

4.2 Compliance checking of submissions

Pick Everard checked the document on tender return of 20.02.2019, however it was found that the submission did not include all necessary substantiation. This was subsequently issued by Wates in full on 06.03.2019

The Tender Response inclusive of the Tender Sum and Wates Tender Cost Summary, has been arithmetically checked by Pick Everard and no errors have been found.

Pick Everard have undertaken a compliance check on the Preliminaries, and confirm their Tender Response aligns to their Scape framework commercial model.

All quotations together with individual Works Packages recommendations have been provided for review. Further inspection of the documentation provided indicates the work

package content has been precisely detailed by the Contractor, thus minimising the works that fall between packages and reducing risk on cost certainty.

Wates have also included separate cost allowances for areas of work that are not designed up to the end of RIBA stage 4 (Technical Design).

4.3 Design and Specification Compliance

Wates have identified a list of drawings that are used within the Tender Response. However, through the Tender Review period, it has become apparent that amendments that have been made by Wates annotated on the drawings in relation to design and specification. The changes made have not been agreed with the MDDT, the EA or CCC.

It has been requested Wates to identify the items that have been changed so that these can be easily identifiable. These changes will need to be recorded, actioned and agreed prior to entering into Contract with Wates.

The costs associated with the above design and specification compliance have not been reviewed and has not been factored into the Adjusted Tender Sum Total.



5.0 Analysis of Work Packages Tenders Received

5.1 Work Packages

Over the 52no. Works Packages within Wates' Tender Response, there has been a mix of on average 2-3no. Tender Returns for each Work Package.

In some cases, there have been more than 3no. returns by which is beneficial for cost comparative purposes.

However, there are some packages that have only 1no. tender return that is not in accordance with the scape model, and subsequently makes the tender analysis of rates and total costs difficult for Wates to justify their costs.

Some of the Work Packages will be undertaken directly 'by Wates'. This may be by their own workforce or operatives instructed for that specific work with no provision of a Subcontractor.

Wates have reported the reasons for receiving single tender returns for several of the Work Packages are as follows:

- Short tender period,
- Project location, and / or
- Limitations of local supply chain.

Notwithstanding the number of Subcontractors Tender Returns; the costs submitted within are relative and comparable to other similar projects as known from benchmarking exercises undertaken.

It should be noted, many of the Subcontractors that have issued a Tender Return are not 'local' to Carlisle. The main reasons are due to the following reasons:

- Local Subcontractors are not interested in the project,
- Local Subcontractors are not the most economical (post non-compliance adjustments by Wates),
- The Local subcontractors are not compliant with Wates' minimum requirements.

Pick Everards review consisted of analysing the rates, quotations and cost allowances included within each Work Package. This ensuring the costs included were correct, fair, and reasonable. Our review was undertaken using benchmarking analysis, SPONS, BCIS and knowledge on other similar projects in size and works.

An overview of the above and a summary of each Works Package received can be seen in Appendix G. This identifies the package, cost and some information of the tender Queries raised by Pick Everard, and responded to by Wates.

A more descriptive response for each Works Package can be seen in Appendix H. This highlights the recommended Subcontractor and some general package information including the Tender Queries raised by Pick Everard and the responses provided by Wates.

The following sections of this report (5.2 to 5.10), set out the Work Packages received into an Elemental basis.

5.2 0 – Facilitating Works and Demolition

The Work Packages related to Demolition and Facilitating Works are:

- 1220 Sundry building works,
- 2000 Demolition,
- 2020 MEP (event centre operational requirements), and
- 2050 Asbestos removal.

5.3 1 – Substructure Works

The Works Packages related to the Substructure Works are;

- 2100 Groundworks,
- 2140 Vibro-piling, and
- 2150 Piling attendance.

5.4 2 – Superstructure Works

The Works Packages related to the Superstructure Work are;

- 2800 Structural steelwork,
- 2800 Fire protection (Included in Steel Package),
- 3200 Cladding,
- 3205 Timber cladding,
- 3210 Curtain walling,
- 3260 SFS,
- 3550 External doors,
- 3600 Roofing,
- 3625 Rooflights,
- 3650 Syphonic drainage system,
- 3700 Masonry,
- 3800 Partitions, dry-lining, ceilings,
- 3850 Glazed screens,
- 3900 Builder's work, and
- 3999 Roller shutter doors.

5.5 3 – Finishes

The Works Packages related to the Finishes are;

- 4300 Ceramic tiling,
- 4310 Screed,
- 4325 Soft flooring,
- 4350 Sports flooring,
- 4395 Hygienic wall cladding,
- 4445 Joinery,
- 4450 GRP doors,
- 4500 Metalwork,
- 4600 Acoustic panelling, and
- 4950 Painting.

5.6 4 – Fixtures, Fitting and Equipment

The Fixtures Fittings and Equipment (FF&E) included within Wates Tender Sum are those that have been designed by GT3 as clarified in further detail within the Scope of Works and shown on the relevant Tender drawings.

The Works Packages related to the FF&E are;

- 5210 Signage - directional (PROV SUM),
- 5900 FF&E,
- 5901 Movable wall,
- 5902 Retractable seating,
- 5903 Lockers & benches,
- 5904 Reception Desk (PROV SUM),
- 5905 Sports equipment,
- 5906 NHS fittings,
- 5907 Mirrors,
- 5909 Domestic Kitchen,
- 5911 Cubicles, IPS, vanity units,
- 5912 Blinds, and
- 5914 Fix only FF&E items.

5.7 5 – Mechanical and Electrical Services

The Works Packages related to the Mechanical and Electrical Services are;

- 6000 M&E (New Build & NHS), and
- 7400 Lifts

5.8 6 – Swimming Pool Installations

This element of works has been renamed as “Swimming Pool Installations”.

The Works Packages related to the Swimming Pool Installations are;

- 6300 Swimming pool installation

5.9 7 – Consequential Improvements

The works to the existing building are encapsulated, on an elemental basis, within item 5.2 of this report.

As a result, this element of works has been renamed as “Consequential Improvements”.

Consequential Improvements have been described in further detail within item 6.7 of this report. At the time of the Tender Response, the Consequential Improvements were not clearly stipulated. Therefore, the costs have not been separated out.

5.10 8 – External Works

The Works Packages related to the External Works are;

- 8200 Soft landscaping,
- 8400 Macadam surfacing,
- 8500 Street furniture, and
- 8800 Incoming services

5.11 Comparison of tenders received against Previous Budget

Pick Everard Undertook a comparison between the Original Net BoQ as at 20.08.2018 in comparison to the Net BoQ forming the Tender Sum included within the Tender Response.

Queries have been raised on rates regarding to why they have changed and more commonly increased from original to Tender. Wates responded with it being due to the confirmation of costs from the Tender Return provided by Subcontractors, as the original was based upon budgetary figures.

Alongside the rates changing there were elements of the comparison whereby the quantity's used for various elements had changed also. This was down to the fact the design has progressed and therefore results in an element requiring a remeasure.

Many of the elements in the e original BoQ were cost budgets for elements of work and therefore could not be directly compared against the latest Net BoQ used in the Tender Sum / Tender Response.

In summary, the costs have increased, in accordance with the Tender Returns. This does result in a factor to why the costs have increased from the budget previously set, and to the Tender Sum (Net BoQ) issued in the Tender Response.



6.0 Other Costs in Relation to Tender

6.1 Pre-Construction Services Agreement (PCSA)

The Pre-construction services are aligned and costed in accordance with the Scape framework commercial model. The value band range utilised for calculation of these costs is fair and reasonable. These costs have been previously agreed and instructed by the Council for Wates to proceed to tender.

6.2 Preliminaries

Build period preliminaries have been assessed with hourly rates as the Scape framework including the relevant inflationary adjustment. The detailed construction programme has been used to accurately determine preliminaries costs. The principles of assessing these costs is in accordance with the Scape framework commercial model.

We have assessed the Preliminaries inclusions in line with the relevant clauses of the Framework Agreement; Pick Everards interpretation from reading the document is that Wates choose the most relevant model, with the inclusions from this model then being fixed based upon the actual programme duration.

There are elements of the Construction Staff, Equipment, and Plant and Material; (as identified in this report in sections 6.2.1, 6.2.2, and 6.3.3 respectively), that are above the Scape model, and do not comply. However, the Scape agreement allows the Contractor to adjust the inclusion of these elements relevant to the specific project, clarified by Wates.

Wates response clarifying the rates and costs used in their Tender Response are to the most relevant preliminary model. The quantity and utilisation is down to the specific requirements of the project in question which is the approach taken.

On this basis, the percentages and allowances included within the Construction Staff, Equipment, and Plant and Material, are fair and reasonable to the scope and nature of the project.

The information provided by Wates as part of the Tender Response can be seen in Appendix A page

6.2.1 Construction Staff

The Construction Staff included within this cost are for all those required that will manage the; Works, the Subcontractors and the Operatives on a time, cost and quality basis.

The staff included, but not limited to, are as follows:

- Construction Manager
- Commercial Manager
- Site Manager
- Site Engineer
- Project Planner

In accordance with the Scape framework, the costs for 'build period staff' are subject to a regional adjustment factor for the site location. Pick Everard has confirmed that for Cumbria, the location adjustment factor has been correctly included in their tender offer.

6.2.2 Equipment

The costs included for Equipment related to the main construction works are offices (modular) sized to suit 12 staff.

The costs included are suitable for the works proposed as part of the project.

6.2.3 Plant and Materials

The Plant and Materials costs are for, but not limited to:

- Site Set Up
- Hoists and Equipment
- Scaffolding
- Waste and Skips
- Temporary Services to Sit offices and the construction works

The costs for the Plant and Materials are Wates direct costs as all those that are subcontractor specific are included within the Works Package it relates to.

The costs included for these elements are relevant and reasonable to the works required.

6.3 Design Team Fees and Surveys

Post contract design fees have been included within the Wates Tender Sum. This is from RIBA stage 5 (Construction) onwards. Pick Everard have verified the values used for calculation of these costs as fair and reasonable, substantiated by quotations received from the required professional consultants.

The information provided by Wates as part of the Tender Response can be seen in Appendix A page

6.4 Scape Framework Fee

Direct fees are the final element of the Scape framework model, applicable to the tender offer at a rate of 2.6%, which aligns with the Scape framework agreement.

6.5 Contractor Cost Allowance for Risks

6.5.1 Inflation

Inflation has been included within Wates' Tender Sum as a lump sum amount calculated through percentages forecasted by Wates for inflation through the mid stages of each Works Package Subcontractor, in line with the Construction Programme.

This cost is part of the Tender Sum and has not been increased in the Adjusted Tender Sum. Further inflation allowance has been included as identified in item 7.3 programme extension.

6.5.2 Contingency

Wates have included a contingency allowance. This element of cost has not been broken down into any specific elements of work. However, due to the fact this project is RIBA stage 3 and some elements of the design at stage 4, this would be reasonable given there

are cost allowances included within the tender for elements of work unknown at the time of tender and a risk to Wates.

6.6 Review Provisional Sums

The items that Wates have identified at the time of tender that they propose is a Provisional Sum, and therefore a client risk identified below.

The total amount of Provisional Sums proposed is: £432,495.00

The reasons for the Provisional Sums are so that all necessary works required are included within the tender sum as a compliant tender to the scope of works proposed as mentioned above.

These items are not confirmed costs due to the following reasons;

- the design not up to a relevant stage that the designed items can be priced accordingly,
- the element of work is subject to design by GT3 prior to pricing,
- the requirements of the Provisional Sum were unknown at the time of tender due to late submittal of reports/surveys/information,
- or there are provisionally costs for quotations that require firming up prior to placing an order (e.g. Utilities)

Following a review of all Provisional Sums, we can confirm that the costs included appear reasonable given the works that it is deemed they allow for. A further detailed commentary on each inclusion can be seen in Appendix G.

6.7 Consequential Improvements

Wates Tender Response contains a Work Package (2020 MEP) that has been broken down into sections of works. E.g. Mechanical Works and Electrical works, as identified on page 10 of their response.

Pick Everard have raised several queries in relation to clearly identifying the allowances made for Consequential Improvements. The reason for this request is because some of the items included within the Work Package are not Consequential Improvements. Additionally, there were other Consequential Improvements that had not been included within the Tender Sum, but as a Clarification.

Therefore, as a result of our findings we recommend further development of a definitive list that captures the true extent of the Consequential Improvements. This is an ongoing action with Wates and requires confirmation by MDDT that are included within the Tender Sum.

7.0 Summary of adjustment to Tender

7.1 Adjustments to Work packages after Tender Queries

Following the Tender Queries raised through the post tender period, and subsequently receiving and analysing Wates' responses, as identified above and shown in more detail below, there are adjustments made to the Work Packages that is a factor resulting in an Adjusted Tender Sum Total.

An Overview of where these sums have been added in relation to the Works Package as submitted as part of the Tender Response can be seen in Appendix G.

This breakdown of how this sum is calculated is shown as follows:

2000 – Demolitions, 6F2 rate:	£	7,903.00
3550 – External Doors, Plugged figures:	- £	788.00
3800 – Partitions and Ceilings, Return Visit:	£	198.00
3800 – Partitions and Ceilings, Partitions:	£	10,220.36
3800 – Partitions and Ceilings, External Wall:	£	9,879.00
3850 – Glazed Screens, Blinds increase:	£	121.40
4310 – Screed, Recommended Contractor:	£	3,827.16
Total adjustment:	£	31,361.92

Please see below a commentary for each of the above costs, detailing what they include for.

7.1.1 2000 – Demolitions

A Query was raised regarding the Imported 6F2 within the 2100 Groundworks Work Package. This rate was wrong, and therefore is an increase of £7,903.53

7.1.2 3550 – External Doors

Following a query raised regarding a figure plugged, Wates identified this plugged figure was incorrect, and the correct plugged figure resulted in a decrease to the package of £788.00

Subtotal: - £788.00

7.1.3 3800 – Partitions and Ceilings

A query was raised why the allowance made for each tendering subcontractor inputted by Wates, was different. The response provided for this 'Return Visit' allowance resulted in a Cost Allowance increase of £198.00

No query was raised regarding the information inputted by Wates as all information was calculated and arithmetically checked and was correct. However, Wates identified an element of work priced by the subcontractor and inputted into the Work Package Contract Sum Analysis was incorrect.

The first item was to the partitions generally and results in a cost increase of £10,220.36

The second item was for linings to the external wall and results in a cost increase of £9,879.00

7.1.4 3850 – Glazed Screens

A query raised for the different plugged figure rates was used for blinds identified to Wates that they have used the incorrect rate for Blinds. As a result of this area changing and cost alteration, this resulted in a cost increase to the tender sum of £121.40

7.1.5 4310 – Screed

We raised a query with regards to the recommended subcontractor, as Wates had to plug the majority of the figures to allow and comparative tender analysis for this Work Package. As this query was raised, Wates realised they had made a mistake in the recommendation of Subcontractor. As a result of this they have changed their recommendation of Subcontractor however this results in a cost increase to the Tender Sum to £3,827.16

7.2 Clarifications

The Clarifications as submitted in the Tender Response have been reviewed. Following comment from; CCC, the MDDT, Pick Everard and Wates, the below sets out which Clarifications incur a cost. This as shown below is also identified in Appendix C.

This breakdown of how this sum is calculated is shown as follows:

Events Centre	£	203,916
Leisure	£	189,296
Leisure Provisional	£	82,500
Total adjustment:	£	475,712

Please see below a commentary for each of the above costs, detailing what they include for.

7.2.1 Events Centre

The areas of works identified required in the existing Events Centre, over and above the works identified in the Tender Sum are as follows:

- Replace radiators and AHU heating coils in events space £7,688
- mechanical services-strip out/alterations to the VRF £4,820
- electrical services-rewire the alarms within the events centre £10,469
- electrical services-Replace emergency lighting within the events centre £36,400
- electrical services- fire alarm alterations £21,001
- Mechanical and Electrical services to Events Centre corridors and dressing rooms £20,000
- Re-wire Emergency Lighting £14,208
- Strip out/alterations to BMS £3,100
- Switchgear £49,686
- Cabling £36,544

7.2.2 Leisure

The areas of works identified required in the Leisure Centre, over and above the works identified in the Tender Sum are as follows:

- Pool Scoreboard support steelwork £1,200
- Bird mesh to hit and miss brickwork £995

- Blinds to Pool Hall (potential reduction for glare report) £21,180
- Finish to existing separating wall to events centre £21,686
- Ceiling finish C05 - to the street area £6,500
- Roller Shutter to bar areas £14,475
- Brickwork PC £450 per 1000 bricks £10,000
- Plasterboard lining to Pool Hall external walls £75,310
- Ceramic Tiles - Receipt of spec and supply prices £35,000
- Option for clipped lay in grid suspended ceiling £2,950

7.2.3 Leisure Provisional

The areas of works identified required in the Leisure Centre, over and above the works identified in the Tender Sum, that are Provisional Sums suggested by Wates, are as follows:

- Additional Acoustic Requirements £50,000
- Builderswork to anti-drowning system £7,500
- UU infrastructure charges £25,000

7.3 Programme

Wates Tender Response is based on the programme between CCC and Wates.

As the programme has not been met in line with the above, the programme extension due to many factors will incur costs to Wates that are to be included within the Adjusted Tender Sum Total.

These costs for the programme extension are those including:

- Programme prolongation to the construction works,
- Cost inflation for the extension to completion for Subcontractors works
- Pre-Construction Services costs until contract award (date tbc)

We have had no breakdown of the above elements forming the £200,000.00 however this should be an action necessary for the next stages of the project.

These costs were included within Wates Tender Cost Summary as per Appendix F following submission of the Tender Response and following further discussion with Wates.

Programme Extension	£	200,000
Total adjustment:	£	200,000

7.4 GLL Wates Schedule of Works

The areas of work that are defined within this Tender Report, as described in the Glossy item 1.2; are works that Wates are to undertake part of the Construction Works that are needed for GLL, the existing and proposed tenant' to the building, to ensure their requirements are met. These are denoted as 'Group I FF&E works' in Appendix E.

The costs associated to this have been calculated by Wates putting costs against elements of work that are stipulated within the schedule as group I items. There are no designs for this work, and it is based upon educated assessment of what the works entails.

This Schedule has been prepared for costing purposes and to give an understanding on what is required and whom is to undertake the works.

The result of the above, and Wates budget costs allocated against their elements of work results in a total cost of £225,000.00. This is a high risk as elements of the works have not yet been priced and will remain a recommendation to confirm the requirements for cost certainty, prior to any contract award.

GLL Wates Schedule of Works:	£	225,000
Total adjustment:	£	225,000

7.5 Value engineering

There were many Value Engineering options that were put forward by Wates for the Project Team, Design Team and CCC to consider.

The schedule as per Appendix D identifies there are multiple areas of the building that can undergo Value Engineering exercise.

The breakdown of how this sum is calculated is shown as follows:

Changes to Screed	-	£	12,900
Change to fair faced finish in lieu of plaster	-	£	5,700
Changes to LV switchboard	-	£	7,200
Total adjustment:	-	£	25,800

Please see below a commentary for each of the above costs, detailing what they include for.

7.5.1 Changes to Screed

Omit 20mm levelling screeds, add latex suggested by Wates. Can be applied to all areas at ground floor level where 20mm screed is indicated. The MDDT advised "This removes the potential to work around site tolerance issues. Latex flood suitability to be reviewed. This is Wates risk if the decide to remove this on-site flexibility". Wates felt the VE should be taken. The Council agreed.

7.5.2 Change to fair faced finish in lieu of plaster

Fair face block in lieu of plaster and paint to escape stairs suggested by Wates. The MDDT had no adverse view. VE saving taken by the Council.

7.5.3 Changes to LV switchboard

LV Switch boards – Form4b Type 6 in lieu Type 7 proposal from SES. Buro Happold advised that this was acceptable. VE saving taken by the Council.

7.6 Turnstile Infrastructure

During the Post Tender review period, it had been agreed for a cost for the infrastructure for the turnstiles to be included within the Adjusted Tender Sum Total. This figure is a budget figure until further details and design have been finalised and can be costed.

Turnstile Infrastructure:	£	5,000
Total adjustment:	£	5,000

8.0 Client Direct Maintenance Costs

In addition to the tender sum, there are additional works considered separately for inclusion in the scheme that should be required by CCC.

These costs have not been included within the Adjusted Tender Cost Total as these are not a direct requirement as part of the Construction Works, but included in this report as they are costs that Wates have provided.

The breakdown of how this value has been calculated is shown as follows:

Events Centre Smoke Vents	£	47,000
Safe Roof Access	£	10,000
Reroofing Works	£	300,000
Total value:	£	357,000

Please see below a commentary for each of the above costs, detailing what they include for.

8.1.2 Events Centre Smoke Heads

A cost has been provided by Wates Total for the Events Centre smoke heads as these are for the existing system upgrades / alterations.

8.1.3 Ventilation Works

A cost has been identified in the Tender Response report in Appendix A on page 9 for works relating to the existing events space ventilation for system upgrades / alterations.

8.1.4 Safe Roof Access

The Safe Roof Access is required for providing safe access to the roof for maintenance and repairs, which allows for a means of escape but keeps maintenance and management costs to a minimum.

There have been design options proposed although no option selected and there requires further design input and consideration.

8.1.5 Reroofing Works

The reroofing works has been identified as a Consequential Improvement Works. This reroofing works has been identified as a budget for the roof insulation and coverings being replaced to the existing building.

This is identified in the Tender Response report in Appendix A on page 10, subject to 25% on costs for preliminaries and risk items.

9.0 Review of Adjusted Tender Sum Total

To summarise the above costs, as identified in further detail in Appendix I; see the below breakdown for the Tender Sum and the Adjusted Tender Sum Total:

Total Tender Sum Return:	£19,331,465
7.1 – Adjustments to Work packages after TQ:	£31,361
7.2 – Clarifications:	£475,712
7.3 – Programme Extension:	£200,000
7.4 – Value engineering:	- £25,800
7.5 – GLL Wates Schedule of Works:	£225,000
7.6 – Turnstiles Infrastructure	£5,000
Adjusted Tender Sum Total:	£20,242,736



10.0 Recommendations

Pick Everard would advise that it would be beneficial to confirm as many of the Provisional Sums up as possible prior to entering into Contract with Wates for the Works. The main elements that we would consider carry the highest risk and that carry the most cost uncertainty would be as follows. In all instances, further design works would assist in mitigating the risks.

1. Confirmation of the underground drainage requirements from the MDDT would assist in confirming the following elements:
 - 6.6.7 – Bio Retention Drainage – £10,564.00
 - 6.6.8 – Buried Filter Drain System – £25,430.00
 - 6.6.9 – Works to Existing Headwall – £5,000.00
 - 6.6.10 – Foul Water Pumping Station – £22,608.00
2. Given that the Acoustic Report was not available during the time of tender and has now become available; the confirmation from the MDDT of the requirements would allow Wates to confirm the cost implications of for the following items:
 - 6.6.11 – Acoustic Rafts – £50,000.00
 - 6.6.12 – Weights Areas Flooring and Skirting – £25,608.00
 - 6.6.14 – Acoustic Panels – £33,000

Pick Everard would suggest that the Adjustments made to the Work Packages as identified within section 7.1 of this report should be followed up to request from Wates if the errors made in their assembly of the Tender Response is included in their Tender Offer or not. It should be noted that these were not part of the Tender Sum but included as part of the Adjusted Tender Sum Offer as Wates identified these as errors within their original submission. It should be considered and agreed by both Wates and CCC whether these items should be included within the Contract Sum.

As identified in section 4.3 of this Tender Report, Pick Everard would recommend that there needs to be a full review undertaken by GT3 of the drawings to identify the changes that have been made by Wates included within their Tender Response. It has been clarified these changes are not significant and not a substantial cost alteration.

The Consequential Improvements as described in section 5.9 and 6.7 of this Tender Report needs further clarity from both Wates and the MDDT to ensure the Consequential Improvements are shown separately in the budget and all works are undertaken and approved by the MDDT, the EA and CCC.

The Programme Extension of the Construction works delay in issue of the contract award, should also be clearly identified within Wates Final Tender Offer and Contract Sum. Elements of this sum have been included (as identified above), for the following elements:

- Programme prolongation to the construction works;
- Cost inflation for the extension to completion for Subcontractors works;
- Pre-Construction Services costs until contract award.

It would be beneficial to confirm the amount for each element and ensuring that they can be fully substantiated with breakdowns; this will help ensure that the construction cashflow

is accurate as possible to allow and also ensure that the valuations can be adequately scrutinised.

The GLL Schedule of Works to be undertaken by Wates should be reviewed by both CCC and GLL to ensure that the works included within section 7.5 of this report accurately reflects GLL's requirements. In addition, several of these items are also included as Provisional Sums within Wates Tender Response. It would be prudent to ensure that there is no duplication of items between the GLL schedule of works and the list of Provisional Sums prior to CCC entering into contract with Wates.

It should be noted that elements of the clarifications included by Wates within their tender offer remain a risk to CCC given that they are excluded from Wates Adjusted Tender Sum Total. The residual risks have been identified within Appendix C. It would be prudent to continue to monitor these exclusions to mitigate against them where possible.

Pick Everards recommendation is to action and resolve the above outstanding items prior to entering into Contract with Wates, for the Adjusted Tender Sum Total amount.



Appendix A

Wates Tender Response



Appendix B

Apportionment of Costs Across Elements



Appendix C

Clarifications Schedule



Appendix D

Value Engineering Schedule



Appendix E

Schedule of Works by Wates for GLL ('Group 1 FF&E' / 'GLL FF&E Schedule')



Appendix F

Wates Tender Cost Summary



Appendix G

Analysis of Provisional Sums



Appendix H

Overview of Work Packages and Tender Queries (rev 02)



Appendix I

Analysis of Works Packages



Appendix J

Adjusted Tender Sum Total Summary (rev 02)



The Sands Centre

TENDER RESPONSE – FEBRUARY 2019



Introduction

A feasibility submission was made on the 28th August 2018 to Carlisle City Council based on a Stage 3 design report produced by GT3 and BuroHappold. The feasibility report indicated that the scheme was circa £3.3 million over the available budget. The report also included a route towards affordability based around ideas generated at the Best Value Workshop and DTMs. This was still showing a gap to affordability of £770k.

It was agreed during the Project Team Meeting of 4th September 2018 that a period of two weeks would be used to produce a viable route to affordability (RTA).

Following the route to affordability exercise and extensive re-design a revised set of stage 3 information has been produced. Although significant savings had been made the overall costs estimate provided in December 2018 Gateway 3 report still exceed the originally declared budget at £18,372,467.

The revised stage 3 information has been used to produce a full bill of quantities which has been used to carry out extensive market testing. Based on the findings of this exercise we confirm our tender sum for the project to be **£19,331,465**.

This total includes costs associated with design development and takes the risk of inflation into account, these were identified within our original Feasibility submission but later moved to sit outside our number but within the Carlisle costs.

The following offer is based on the information detailed in the contractor's works information listed in Appendix C.

COMMERCIAL

Cost plan

We have prepared a detailed Bill of Quantities for the proposed Sands Centre development based upon measurement of the revised Stage 3 and developing stage 4 design provided by the consultant team.

Following a very successful Meet the Buyer event we have engaged with members of our supply chain in order to market test all elements of the project. All quotations together with individual 'Works Package Recommendation' sheets are provided as part of this submission.

This has generated a Tender price for the project of **£19,331,465**.

Our elemental summary for The Sands Centre project is shown below.

The Sands Centre, Carlisle								
Item	Gross Internal Floor Area	5,881	m²		Element Costs £		Cost/gross int.	Cost/gross int.
		63,303	ft²				floor area £/m2	floor area £/ft2
	BUILDING							
0	Facilitating Works				231,069		39.29	3.65
1	Substructure				2,259,114		384.14	35.69
2	Superstructure				4,824,646		820.38	76.22
3	Internal finishes				1,215,552		206.69	19.20
4	Fittings, Furnishings and Equipment				289,677		49.26	4.58
5	Services				3,985,417		677.68	62.96
6	Swimming Pool Installations				672,103		114.28	10.62
7	Work to Existing Buildings				775,860		131.93	12.26
8	External Works				1,243,736		211.48	19.65
					BUILDING AND EXTERNAL WORKS SUB-TOTAL	£ 15,497,174	£ 2,635.13	£ 244.81
9	Pre Construction Service Period							
	9.1 Pre-Construction Staff Fee	scape model %			£ 69,882		11.88	1.10
	9.2 Pre Construction Additional Services based on Framework Rates				£ 52,164		8.87	0.82
	9.2 Consultant Design Team Fees and Surveys			0%	£ -		-	-
	9.3 Design Management Fee	scape model %			£ -		-	-
10	Build Period Preliminaries							
	10.1 Build Period Construction Staff				£ 1,293,801		220.00	20.44
	10.2 Regional Variance to item 10.1				-£ 10,868		- 1.85	- 0.17
	10.3 Build Period Equipment (Hutting Only)				£ 79,709		13.55	1.26
	10.4 Build Period Plant and Material				£ 814,137		138.44	12.86
11	Build Period - Design Team Fees and Surveys							
	11.1 Consultant Fees and Surveys				£ 468,253		79.62	7.40
12	Risks							
13	Inflation							
14	Contingencies							
	14.1 - Contractor Contingency post Gateway 4				£ 290,485		49.39	4.59
	14.2 - Project Contingency Feasability to Gateway 4				£ -		-	-
15	Direct Fee	2.60%			£ 502,727		85.48	7.94
	TOTAL				£ 19,331,465		£ 3,287.11	£ 305.38

COMMERCIAL

Within the cost plan a number of costs are deemed to be provisional pending further design development and/or market testing, namely:-

Package	Description	Provisional Allowance
1220	WC cubicles/IPS/vanity units - to dressing room toilets	7,500.00
1220	Lockers & benches - to dressing room toilets	3,000.00
1220	Sundry joinery	1,500.00
1220	Modifications to existing below ground drainage system to accommodate new/modified dressing/change areas	5,000.00
1220	Due to the roof height in the existing plant room it may be necessary to provide a secondary structure to provide support to the suspended ceiling <<no details>> to plant room area	5,418.00
1220	Alterations to roof edge at junction with new build; approx 65m long; unknown requirements	15,000.00
2100	Bio retention Drainage	10,564.00
2100	Buried Filter Drain System	25,430.00
2100	Works to the Existing Headwall	5,000.00
2100	Foul Water Pumping Station	22,842.40
3800	Acoustic Rafts	25,608.00
4350	Weights Area flooring and skirting	33,000.00
4600	Acoustic Panels (all building except Sports Hall)	50,000.00
4445	Spectator Seating - Timber	4,750.00
5210	Non Statutory Signage	25,000.00
5900	Hoist to Changing Places	10,000.00
5904	Reception Desk	25,000.00
5909	Domestic Kitchen	1,250.00
6000	External Lighting	30,000.00
8500	External Signage	5,000.00
8800	Water Trunk Main (UU) Diversion	16,073.00
8800	New Gas Service; connection in street	28,720.00
8800	Electricity substation works	76,840.00
	Net Total	432,495.40

Allowances for the new build centre, consequential improvements, works to the existing Sands Centre and fit out to the NHS area are identified separately as requested.

Our detailed construction programme has been used to accurately determine preliminaries costs.

Our cost plan excludes all costs associated with the provision of a temporary facility and all client direct fees, reports and surveys.

Further Value Engineering

As identified above the project is still over the proposed budget so we have reviewed the design and specifications and identified a number of items that could reduce the tender figure further. This is included as a separate document ref "ABC schedule" contained in Appendix 1.

COMMERCIAL

Framework model alignment

Utilising our Scape framework commercial model we have assessed the project characteristics to determine the complexity and value band. We have assessed The Sands Centre as a Complex Refurbishment Value band 2 project. This allows us to determine the appropriate commercial elements that can be applied to our feasibility cost.

Pre-construction fee

The first element is the Pre-construction fee. The table below shows the Value Band 2 range and we have circled the 'Complex' levels, as these have been utilised.

Table : PR2CM Value Band 2 Type													
REFURBISHMENT	Complex												
	All Categories - Refurbishment Elements												
	Number	1	2	3	4	5	6	7	8	9	10	11	12
	Building Type	Education	Further Education & Higher	Offices, Civic Bldgs & Community	Care Facilities	Health	Blue Light Facilities	Prisons	Sports & Leisure	Libraries, Museums & Art	Industrial, Commercial & Retail	Housing	Mixed use (over 30% multiple)
	RIBA Work Stages	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %	Fee %
	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	1	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%
	2	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%	0.03%
	3	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
	4	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%
	Total Fee %	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%	0.32%

From the above, the sum that appears in our feasibility cost plan is £69,883 and the calculation method is shown below.

Project cost £21,838,546 x 0.32% = £69,883.

We have also identified additional items of service during the preconstruction period to cover design management services. The cost of this service, based on framework rates, is £52,162.

The total pre-construction fee included in our feasibility cost plan is therefore the sum of the two items above:

Pre-construction fee, based on framework percentage =	£69,882
Additional services, based on framework rates =	£52,164
Pre-construction fee element total =	£122,046

Design management fee

Our feasibility cost plan made no allowance for any pre-contract design fees, surveys or reports and therefore we have not made any allowance for a design management fee.

Build period staff

The table below reflects the build period staff contained within our feasibility cost plan. It utilises the Value band 2, Complex model template with hourly rates as the Scape framework including the relevant inflationary adjustment. The total cost for build period staff is £1,293,801.

Framework rate adjustments

In addition to the above, people costs are subject to a regional adjustment factor for the site location. For a Cumbria location the adjustment factor is -0.84% and the calculation method is shown below.

People cost (construction period staff) = £1,293,801 x -0.84% = £-10,868.

This adjustment has been included in our cost plan.

Typical Contract		REFURB2		VALUE BAND 2												Complex						
Estimated Cost of Contract *		see table above		Estimated 'entire' project value																		
Estimated Period		see table above		Weeks																		
		People					Equipment				Plant & Materials		Sub total									
		No of WEEKS	hourly-rate (Construction-Hours-Staff-Rates)	HOURLY RATE (Construction Hours Staff Rates)	% of WEEK	WEEKLY COST £	No of WEEKS	WEEKLY COST-£	WEEKLY COST £	FIXED COST £	QUANTITY	RATE £/unit	People	Equipment	Plant & Material							
				Staff Rates 2nd Year June 2018 to May 2019					Equipment Rates 2nd Year June 2018 to May 2019	Equipment Rates 2nd Year June 2018 to May 2019												
PEOPLE COSTS (including management, supervisory, commercial and non-productive labour)													£ -									
PRODUCTION													£ -									
Construction Manager (Visiting)		84	£ - 49.82	£ 51.12	40%	£2,044.61							£ 68,698.99									
Project Manager		84	£ - 49.82	£ 51.12	100%	£2,044.61							£ 171,747.48									
Site Manager (Enabling / mobilisation)			£ - 39.96	£ 41.00	100%	£1,639.96							£ -									
Site Manager		90	£ - 39.96	£ 41.00	100%	£1,639.96							£ 147,596.26									
Site Manager		74	£ - 39.96	£ 41.00	100%	£1,639.96							£ 121,356.92									
Section Managers		62	£ - 29.43	£ 30.20	100%	£1,207.81							£ 74,884.05									
Section Managers		34	£ - 29.43	£ 30.20	100%	£1,207.81							£ 41,065.44									
ENGINEERING													£ -									
To be part of activity schedule													£ -									
													£ -									
													£ -									
COMMERCIAL													£ -									
Commercial Manager (Visiting)		84	£ - 49.82	£ 51.12	20%	£2,044.61							£ 34,349.50									
Project Surveyor (Contract Admin.)		94	£ - 39.96	£ 41.00	100%	£1,639.96							£ 154,156.09									
Site surveyor (Procurement)		26	£ - 39.96	£ 41.00	100%	£1,639.96							£ 42,636.92									
Site surveyor		84	£ - 39.96	£ 41.00	100%	£1,639.96							£ 137,756.51									
Assistant surveyor		84	£ - 47.85	£ 18.31	100%	£732.56							£ 61,535.38									
													£ -									
													£ -									
													£ -									
													£ -									
PLANNING													£ -									
Project Planner		84	£ - 39.96	£ 41.00	40%	£1,639.96							£ 55,102.60									
													£ -									
DESIGN MANAGEMENT (design and build projects only)													£ -									
Design manager		65	£ - 39.96	£ 41.00	100%	£1,639.96							£ 106,597.30									
													£ -									
													£ -									
													£ -									
DESIGN CO-ORDINATION													£ -									
													£ -									
M & E SERVICES													£ -									
To be part of activity schedule													£ -									
													£ -									
													£ -									
SUPPORT SERVICES													£ -									
													£ -									
Site secretary		84	£ - 47.85	£ 18.31	75%	£732.56							£ 46,151.53									
													£ -									
													£ -									
													£ -									
													£ -									
GENERAL SITE LABOUR (please specify)													£ -									
													£ -									
Welfare / office cleaner		84	£ - 8.76	£ 8.98	100%	£359.10							£ 30,164.40									
													£ -									
													£ -									
													£ -									
OTHERS (please specify)													£ -									
To be part of activity schedule													£ -									
													£ -									
EQUIPMENT													£ -									
													£ -									
Offices (Modular) - Sized to suit 12 staff		84					£739.00	£759.32	£15,926				£ 79,709.34									
Meeting Rooms - Included above													£ -									
Canteen - included above													£ -									
Stores - included above													£ -									
Drying Room - included above													£ -									
Toilets - included above													£ -									
Other (specify)													£ -									
Supply chain accommodation to be part of activity schedule													£ -									
													£ -									
Bringing to site and installing, including all temporary drainage, services and intruder alarms. (Included above)													£ -									
Adoptions / alterations during the works (included above)													£ -									
Dismantling and removing from site, including rectifying any damage (Included above)													£ -									
Maintaining (Included above)													£ -									
Cleaning (Included above)													£ -									
Changes (Included above)													£ -									
Off-site rented temporary accommodation (N/A)													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									
													£ -									

COMMERCIAL

Build period equipment

Our cost plan includes for site accommodation in the build period equipment section. It utilises the Value band 2, Complex model template as the Scape framework including the relevant inflationary adjustment.

Build period plant and material

The table below reflects the build period plant and material contained within our feasibility cost plan. The total for this section is £814,137.

The Sands Centre, Carlisle			
Build Period Plant and Material		DRAFT	
		COST	Total
Site Set Up			
Phones / IT		65,850	65,850
Hoists and plant			
Forklift		8,600	
Fire extinguishers / Fire Points		3,000	
Consumables allowance		4,200	
PPE		4,200	
Petty Cash		6,300	
Stationary		2,100	28,400
Scaffolding			
External and internal scaffolding		184,471	184,471
Logistics and waste management			
Waste management operatives / General		40,000	
Skips / Wheelie Bins - Canteen Waste		35,784	
Gateman / security guard		71,400	
Forklift driver		36,550	
General operatives		48,500	
Out of hours security guard		29,400	
Access control / Biosite (2nr)		2,520	
Security turnstile setup charge (2nr)		12,500	
Welfare equipment and consumables		4,200	
CCTV		16,800	
Hoarding		70,908	
Heras - hire		7,000	
Vehicle gates / pedestrian gates		3,750	
Corridor of compliance		10,000	389,312
Temporary services & Temporary works			
Temporary electrical installation		78,145	
Diesel / Gas		2,695	
Temporary plumbing / water		7,180	
Crossover		10,000	
Silo base		5,000	103,020
Other Costs			
Final clean		20,584	
O&Ms		5,000	
Acoustic test		10,000	
Air test		7,500	43,084
Total to summary			814,137

Construction fee

The final element of the framework model is the contractor fee percentage which is 2.6%. This is calculated as the final line entry on the feasibility cost model as a sum of £502,727.

Design Fees

The following lists the allowances made in our tender for post Stage 4 Design Fees. We have included the sum of £468,253

Fee Description		TOTAL	Paid By Client	Wates to Pay
The Fee shall be a percentage of the Total Project Cost ie the latest professionally prepared estimate approved by the Employer, calculated as at the pre-contract stage, the tender sum at post contract stage and the final account sum on project completion and included (without limitation) (for example) costs of new equipment and or materials to be provided by the Employer to a contractor, works carried out by or on behalf of the Employer, costs, expenses and outlays.				
The percentage fees are based on a current estimated Total Project Cost of £19,440,000.	£ 19,440,000			
Completion of RIBA Stage 0 - 2 (Concept Design)	0.76%	£ 147,744.00	£ 147,744.00	
Completion of RIBA Stage 3 (Developed Design) - 1.46% of Total Project Cost	1.46%	£ 283,824.00	£ 283,824.00	
Completion of RIBA Stage 4 (Technical Design) - 1.89% of Total Project Cost	1.89%	£ 367,416.00	£ 367,416.00	
Completion of RIBA Stage 5 (Construction) - 1.76% of Total Project Cost	1.76%	£ 342,144.00		£ 342,144.00
Completion of RIBA Stage 6 (Handover and Close Out) - 0.10% of Total Project Cost	0.10%	£ 19,440.00		£ 19,440.00
RIBA Stage 7 (In use) - 0.06% of Total Project Cost	0.06%	£ 11,664.00		£ 11,664.00
Total - £36,765 then 5.27%	6.03%	1,172,232.00	798,984.00	373,248.00
Total Lump Sum Fee for "Specialist Services"				
Concept Design - Stage 0-2		£ 36,765.00	£ 36,765.00	
Developed Design - Stage 3		£ 25,780.00	£ 25,780.00	
Technical Design - Stage 4		£ 14,850.00	£ 14,850.00	
Construction - Stage 5		£ 7,820.00		£ 7,820.00
Handover and Close Out - Stage 6		£ 2,250.00		£ 2,250.00
In Use - Stage 7		£ 300.00		£ 300.00
Total Lump Sum Fee for "Specialist Services"		£ 87,765.00	£ 77,395.00	£ 10,370.00
Other Items				
Buro Happold e-mail 27th October 2018 - Bar Schedules		£ 17,795.00		£ 17,795.00
Buro Happold e-mail 21st December 2018		As below		As below
Remediation Strategy and outline gas protection measures, co-ordination and production of a CLAIRE Waste Code of Practice submission to manage some of the site arisings		£ 6,540.00		£ 6,540.00
Cost for validation of the gas membrane installation as BH will be specifying that the contractor undertaking the installation completes the validation and submits to the council to discharge.		£ 5,000.00		£ 5,000.00
Costs for use of the CLAIRE waste code of practice scheme, these would be payable by the council directly once they are determined (dependant on volume of material).		TBA	TBA	
Secondary Steelwork Design		£ 19,250.00		£ 19,250.00
The Section 30 agreement is essentially a wayleave agreement between the Council/GLL [as operators] and Environment Agency which clarifies that the EA can have access to their Flood Walls at any given time. In our discussions to date with them they have suggested that they will not need to request this however, we need to be aware that if this is requested as part of the planning conditions then we will need to engage with EA and go through this process. The likelihood of this is low as to date there has been no suggestion that the EA will not be provided this access by CCC or GLL		Excluded		Excluded
UXO - Detailed assessment - AH e-mail 24/10/18		£ 3,000.00		3000
Section 106 applications		£ 500.00		£ 500.00
Fee proposal required from Gerald Eve for managing the discharge of planning conditions		£ 1,000.00		£ 1,000.00
Fee proposal required from Buro for production of the remediation strategy (our subcontractor will have to produce the validation report)		TBA		TBA
Sheerwater Construction Stage Fee - 07th January 2019		£ 7,050.00		£ 7,050.00
R&D Survey		By Client	By Client	
Delapidation Survey	est	£ 5,000.00		£ 5,000.00
EA Fees	est	£ 2,000.00		£ 2,000.00
Section 73 Re-Applications		By Client		
Façade Consultant		TBA		TBA
Principal Designer		By client		
Building Control		By Client		
Planning Fee		By Client		
Building Regs Fee		By Client		
Archeological		By Client		
Planning Fee - dishcharge fees only by Wates	By Client	£ 5,000.00		5,000.00
Ecological		By Client		
Flood Risk Analyses		By Client		
Breem		N/A		
CCTV of existing drains		By Client		
Highways Fees		By Client		
Clash Detection		£ 5,000.00		5,000.00
Peer Review of Current Design Proposals - Furness Partnerships		£ 7,500.00		7,500.00
Total		£ 84,635.00	£ -	£ 84,635.00
Total Design fee included in tender sum				
				£ 468,253.00

Risk & Contingency

As part of the feasibility and tender process we have developed a construction stage risk register for the project which has been priced to determine the overall level of contingency/risk allowance to be included within the tender price. The risk register is included in Appendix B.

Ref. Sands Centre Bid-010 Construction Risk Register 15-02-19 final

Additional potential scope

Additional Scope items - Leisure

In addition to the above we can confirm the following costs are **not included** in the above and can be considered separately for inclusion in the scheme should these be required by Carlisle City Council.

- | | |
|---|---------|
| • Turnstiles (IDL Fastlane glassgate 155) | £75,295 |
| • Roller shutters | £14,475 |

Additional Scope items – Events Space

In addition to the above we can confirm the following cost are **not included** in the above and can be considered separately for inclusion in the scheme should Carlisle City Council require them to be required.

Ref. Scope of works (reduced list from SoW 22.01.19).Retained Events Centre.v1.6.Draft Final.24.01.19 (SH1)

We confirm at this stage these prices are budgetary and will need further development once the exact scope is defined.

Additional Scope items – Events Space – M & E

In addition to the above we can confirm the following costs are **not included** in the above and can be considered separately for inclusion in the scheme should these be required by Carlisle City Council.

Items identified during the detailed survey works carried out by Wates on 8th -10th January 2019 (Survey results distributed at the Principles meeting 5th February 2109.

	Mechanical		
1	Strip out/alterations to LTHW	7,688	Cost to replace the existing radiators and AHU heating coils. Required to maintain the existing heat outputs.
2	Sanitaryware Upgrades	3,163	Cost for additional new sanitary ware/AGD highlighted by architects (our proposal is based upon retaining the existing sanitary ware)
3	Strip out/alterations to BMS	3,100	Consequential improvement cost of replacement BMS ancillaries to the 2no AHU's
4	Strip out/alterations to Vent	48,293	Cost for consequential improvement of extract ventilation
5	Strip out/alterations to VRF	4,820	Consequential improvement cost for de-greasing/servicing
	Electrical		
6	Re-wire fire alarms within the events centre	10,469	
7	Replace emergency lighting within the events centre	36,400	
8	Re-wire events centre emergency lighting in FP200 cable	14,208	
9	New LV Switchgear	49,686	
10	Extend Existing Submains	36,544	
11	Security Alterations	7,060	Supply and installation of a new security system with relocation of the cctv
12	Fire Alarm Alterations	21,001	Additional costs provided for supply and install of a new detectors/MCPs whilst retaining existing cabling
	Combined		
13	Mechanical and Electrical services to Events Centre corridors and dressing rooms	20,000	Provisional sum pending confirmation of scope and design. To include sanitary ware and builders work

Consequential Improvement Works

As part of the project scope there is a requirement to provide consequential improvements to the existing events space. The following are allowances **included in** the tender figure that make up this element of works.

Mechanical:

1. Strip out/alterations to LTHW	£84,061
2. Strip out/alterations to H&CW	£24,921
3. Strip out/alterations to BMS	£38,536
4. Strip out/alterations to VRF	£5,202
5. Strip out/alterations to External	£9,968
6. Strip out/decommission Gas	£3,077
7. Strip out/alterations to AGD	£4,983
8. Refurb of 2 No existing AHU's	£63,585

Electrical:

1. Isolate/Strip Out	£4,674
2. New Containment	£4,175
3. New Submains/Mains & DB's	£13,577
4. Small Power Alterations	£2,615
5. Security Alterations	£2,501
6. Fire Alarm Alterations	£6,918
7. IT Alterations	£2,221
8. Testing	£1,981
9. Lighting alterations	£20,834

Total **£293,809**

In addition to the above we can confirm the following budget costs are **not included** in the above and can be considered separately for inclusion in the scheme should these be required by Carlisle City Council.

1. Roof insulation and covering	£240,000
2. Extra over mechanical item 8 for full replacement of AHU's	£65,412
3. Add 25% on-costs (prelims/risk etc)	£76,353

Total **£381,765**

2.6 Clarifications

1. Due to late receipt of the Stage 4 Acoustic report we clarify that this will need to be reviewed against the current design and any implications will need to be priced and dealt with as a change.
2. Due to late receipt of the Stage 4 Fire Strategy report we clarify that this will need to be reviewed against the current design and any implications will need to be priced and dealt with as a change.
3. In the absence of full Stage 4 specifications we have worked to the Wates Outline Specification as contained in our tender.
4. No lift will be available for the events centre during construction works.
5. Allowance has been made for the relocation, connection and commissioning of PV panels but not for repair/replacement due to existing defects. No warranty will be provided for their future performance.
6. Swimming pool starter blocks are excluded.
7. Swimming pool timing systems, score boards etc are excluded.
8. We have made allowance for 1nr pool pod per pool.
9. No allowance for any loose seating or furniture.
10. FF&E allowances are included as included in our Provisional Sum schedule.
11. Sanitaryware priced as per schedule reference 17024-GT3-00-00-ZZ-SH-A-74-0000 rev P03.
12. Asbestos – we have included for removal works within the existing Events Centre to areas that Wates are carrying out works only.
13. Asbestos – Only items identified within Life Report dated 13th June 2017 Issue No 1 N-67002 are included, i.e. as below schedule. Any additional found asbestos will be classed as a Change.
14. We have not made any allowance for bird/vermin control or deterrent on the completed building; this is deemed to be a post-contract management issue.
15. Glare Risk – we have made no allowance for measures to deal with glare. This remains a client design risk.
16. Sports Wheelchair parking location – Wates have included balustrades only as indicated on the balustrade drawings, no floor markings have been included.
17. MSK Bay/Consulting rooms – treatment couches are not included, ceiling mounted inspection lamp supply by NHS.
18. Anti-Drowning system – ‘Pool view’ system by Client. Wates have not included for builders work or power and containment.
19. Any existing loose and fixed FFE is to be removed, prior to Wates taking possession, by the Client.
20. We have made no allowance for treatment of the Himalayan Balsam identified in the ecological assessment as it falls outside the development boundary.
21. We have allowed for the perforated metal decks to be pre-finished in the manufacturer’s standard white.
22. We have made no allowance for the perforated mesh internally where the spin studio overlooks the street. We have allowed for painted plasterboard walls only.
23. Any remedial works to the existing separating wall between the events centre and leisure centre to upgrade its air tightness, fire or acoustic performance are excluded.
24. We have made no allowance for upgrading of any life safety systems to the retained events hall.
25. Decoration to ceiling finish types C04, C05 and C06 is excluded.
26. We have made no allowance for Environment Agency contractors’ works to existing flood defences during our works.
27. Our tender is based on timely receipt of a full stage 4 design from the client appointed MDDT. Post novation fees are based on RIBA stage 5 onwards.
28. We have included a provisional sum of £15,000 for alteration works to the existing events centre roof where it interfaces with the new structure. All other works to the existing events centre roof are excluded.
29. Existing radiators and AHU heating coils to remain within the events centre with an additional option price for replacement to maintain the existing heat outputs.
30. Electricity: Our offer assumes the POC to the existing 11kV HV cable feeding the site will not change, should the POC change then the design will need to be revised and priced accordingly.
31. Please note that the current point of connection is for 1000kVA only, we have re-applied based on an increased load of 1,250kVA, should the POC change then we will need to revise our design and price.
32. Water: We have allowed for a 90mm water connection for the building based on a maximum usage of 5.5l/sec.
33. UU infrastructure Charges: Water infrastructure charges are excluded.
34. Gas: We have allowed for a load of 1000kW. Our price includes for the new supply pipework, U100 meter, chatterbox and GRP housing for the equipment.
35. BT Openreach: We have not included any BT Openreach works in our offer.
36. Utility Meter and Operator: Client to organise **meter and nominate operator**. Both costs for these are not included in Wates tender.

37. Wates will not accept responsibility for any glass failure due to nickel sulphide inclusions.
38. Any unknown live services that require diversion are not included in the Wates tender.
39. Entrance turnstiles/gates are excluded.
40. We have allowed a provisional sum for acoustic treatments and reverberation control.
41. We have included for all dug materials to be classed as inert, should the classification be different from this then this will be a Change and subject to a Compensation Event.
42. We have not included for any Roller Shutter doors, we will price these in conjunction with the Bar fit-out works when information received.
43. Brickwork – facing bricks have been priced at a PC sum for supply only of £350/1000 for general facing bricks (excluding the Umbra Sawtooth) and £4600/1000 for specials to projecting feature and hit-and-miss brickwork. Client/architect to select the preferred brick from this price range.
44. We have priced an alternative hygienic cladding system to the Altro Whiterock specified on the drawings.
45. With the exception of the sports hall we have not included for any internal timber wall panelling to any areas including the pool hall and street.
46. No inclusion has been made for blinds in the pool hall area. We have only included blinds to the sports hall and NHS areas.
47. We note that the Part L thermal model has not updated from the original stage 3. As a result there is no allowance for any design upgrade to achieve part L compliance.
48. We have allowed for the balance and backwash tanks as per the Buro Happold design. We note that this is in conflict with the Sheerwater specification.
49. There is a conflict between the Sheerwater specification and Buro Happold design for sizing of the plate heat exchangers which remains unresolved by the MDDT – any design change to overcome this will be treated as a Compensation Event.
50. We have made no allowance in our tender for BIM.
51. In line with the Buro Happold geotechnical interpretive report we have made allowance for localised sump pumping in shallow excavations however dewatering due to a high or rising water table is excluded.
52. PC Sums for ceramic tiles are as follows – Changing Room Wall Tiles - £15/m², Pool Wall Tiles £20/m², Floor Tiles £20/m².
53. Lockers included are 3-tier.
54. The architectural drawings show ceilings as “Concealed lay in grid”. We have included for “lay in grid” ceilings rather than “concealed” as these are two different systems.
55. We have made no allowance for the provision of any temporary accommodation or associated works for either the events centre or the leisure centre.
56. In line with the GT3 stage 2 report, our tender is based on “community” level of play for the sports hall and community standard for the main pool rather than competition standard (refer to Sport England guidance for definition of “community” and “competition”).
57. We have not received a movement and tolerance report for the project and any consequence of receipt of this report will be dealt with as a change.
58. Removal of the following asbestos is included in our tender – all other asbestos to be treated as a change:-
 - Remove and dispose asbestos containing materials from existing Leisure Centre:
 - Room 006 bar servery; sample 007; bitumen products to sink pad;
 - Room 006 bar servery; sample 008; bitumen products to sink pad;
 - Room 008 bar cellar; sample 009; bitumen products to sink pad;
 - Room 071 meeting room & creche; sample 039; beige tile & adhesive (5m²);
 - Room 093 bar servery; sample X008; bitumen products to sink pad;
 - Room 121 balcony plantroom; sample X034; gaskets to pipework & plant;
 - Room 121 balcony plantroom; sample X037; mastic ducting seals (30m);
 - Remove and dispose asbestos containing materials from existing Events Centre:
 - Room 001 kitchen store; sample 001; gaskets to gas pipework;
 - Room 031 electrical cupboard; sample 014; reinforced composites to electrical panel (1m²);
 - Room 057 boiler room; sample 024; gaskets to pipework and plant;
 - Room 057 boiler room; sample 025; textile rope & yarn to wall seal around pipe;
 - Room 108 balcony plant room; sample 034; gaskets to pipework and plant;
 - Room 108 balcony plant room; sample 037; mastic seals to ducting (50m).

Wates

wates.co.uk

Risk Register

Internal Risk Register for: The Sands Centre - Carlisle

Version: Revision 2
 Date: 15/02/2019
 Prepared by: D Roberts
 Approved by: S Hargreaves

18 - 25	High
9-17	Medium
1 - 8	Low

				Pre-mitigation							Post-mitigation						
Item	Cause	Risk Description	Effect	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Notes / Action / Comment / Mitigation Plan	Owner	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Change in Period	
1.0 TOP 5 RISKS																	
1.01	Design and installation of the Temporary accommodation	Design and procurement is not carried out in time to become operational in time for the decant of the existing centre	Delay to the start on site of the main construction works	5	5	25	5	50		CCC	5	5	25	5	50		
1.02	Delayed decision making within CCC	CCC do not make the decision to proceed in time to avoid the local election process	Delay/cancelation of the whole project	5	5	25	5	50	At this time a 1 week delay to the start of the programme delays the project as a whole by 5 weeks due to the 2 christmas periods being on the critical path	CCC	5	5	25	5	50		
1.03	Stage 4 Programme	Design team fail to maintain progress against the stage 4 design programme	Delay to project commencement or design is incomplete at contract award	4	5	20	5	50	Design team to provide a detailed design programme and deliverables list, aligned with WCL pre-construction programme. Monitor weekly and advise Employer's Agent immediately of any slippage.	CCC	3	4	12	5	50		
1.04	MEP stage 4a design only available in full after lump sum price required to be submitted to CCC	Unavailability of design detail to tender the M&E Packages accurately	Potential for additional risk being costed into the M&E packages to cover missing's/grey areas etc.	5	4	20	0	100	Develop a plan in conjunction with the MDDT to design key areas of the M&E design early in the 2nd stage process allowing accurate costing by supply chain.	CCC	3	4	12	0	50		
1.05	Project still being over the budget after all the RTA items have been incorporated into the design	Requirement for additional VE/scope reductions	Delay to overall programme, pushing decision making process into the election period, risk that the project may not proceed	4	5	20	0	0	Feed back to design team as soon as quotes are received to allow design or materials to be amended early	CCC	3	4	12	0	0		
2.0 SAFETY																	
2.01	Open water inside the pool hall during construction	Falling into open water during construction works	Drowning	4	5	20	1	5	Install adequate barriers and ensure life rings are deployed throughout pool edge	Wates	1	5	5	0	0		
2.02	Public interfaces around existing facilities, live environment	Injury to a member of the public	Delay in programme, increased cost and damage to reputation	3	5	15	0	10	Phisical barriers put in place to segregate public from any construction activities. Any works to the existing events centre carried out during times when no access by the public is allowed.	Wates	1	5	5	0	0		
2.03	working close to waterways	Falling into open water during construction works	Drowning	2	5	10	0	0	River Eden is outside site boundary	Wates	1	5	5	0	0		
2.04	Pool Hall not filled with water	Fall from height	Injury	3	5	15	0	10	Install adequate barriers	Wates	1	5	5	0	0		
2.05	Working at height - structural steelwork & Roofing works	Fall from height	injury	3	5	15	0	10	Ensure Safe Sytems of Work in place, edge protection and safety netting	Wates	1	5	5	0	0		
3.0 PRE-CONSTRUCTION / DESIGN																	
3.01	Inadequate end user specification - GLL	Missing items from the design/specification in the works information.	Potential for costs/programme items missing from the contract leading to client variations	3	3	9	0	30	Engagement through 2nd stage to ensure all essential stakeholder requirements are captured prior to completion of design/pricing	CCC	1	3	3	0	20		
3.02	Inadequate end user specification - NHS	Missing items from the design/specification in the works information.	Potential for costs/programme items missing from the contract leading to client variations	4	4	16	0	20	Engagement through 2nd stage to ensure all essential stakeholder requirements are captured prior to completion of design/pricing	CCC	2	3	6	0	10		
3.03	Missing's from the design team scopes	Incomplete/poorly coordinated design	Late identification of scope gaps, no cost allowance to complete the design	4	4	16	0	100	Develop robust scopes in conjunction with the design team, including detailed design responsibility matrix, procure additional fees for all missing's.	Wates	2	2	4	0	20		
3.04	Late agreement with building control and the fire service of the proposed fire strategy	Inadequate design to get agreement from the approving bodies	Re design required at a late stage with insufficient allowance in the price/programme.	4	5	20	2	30	Early engagement between all relevant parties. Advancement of the building regulation application. Stage 4 information to be advanced to clearly identify agreed requirements	CCC	2	4	8	0	5		
3.05	Insufficient development of the specification and method of application of the fire protection to the proposed structure.	Failure of the fire protection	Retrofitting additional/replacement bespoke solution, unplanned/uncoordinated, causing delay to programme and additional costs	4	5	20	3	50	Wates specialist (1706 team) to inform/peer review the proposed design solution. Selection of a low risk application solution.	Wates	1	5	5	0	10		
3.06	Insufficient coordination of the proposed design solution with the existing events centre.	Demolition scope is inadequate	Missing's from price and programme.	5	4	20	2	30	Identify the requirements for additional surveys of the existing building, instruction required from client for these to be completed within stage 2. The results being integrated into the design solution. All areas not available untill demo takes place - residue risk remains	CCC	2	3	6	1	10		

Item	Cause	Risk Description	Effect	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Notes / Action / Comment / Mitigation Plan	Owner	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Change in Period
3.07	Insufficient coordination of the proposed design solution with the existing events centre.	Unknown scope where new building interfaces with the existing building	Missing's from price and programme.	5	4	20	2	50	Identify the requirements for additional surveys of the existing building, instruction required from client for these to be completed within stage 2. The results being integrated into the design solution. All areas not available until demo takes place - residue risk remains	CCC	3	3	9	2	20	
3.08	Late issue of the Stage 3 acoustic report	Design is not coordinated with the acoustic requirements	Missing's from price and programme.	5	3	15	1	20	Acoustic report to include quantification of absorption treatment so allowance can be made - Provisional cost allowances made in tender - XXXXX	CCC	3	2	6	0	10	
3.09	Re introduction of RTA items by the design team	Increased scope	Cost increases	4	4	16	0	100	Continual review and challenge of the design information, exclude from final submission	CCC	2	2	4	0	0	
3.10	Design Development creep	Additional scope requirements from detailed design solution	Cost increases	5	3	15	0	50	Continual review and challenge of the design information, adequate stage 4 design contingency allowance	Wates	5	1	5	0	90	
	Design Development creep	Additional scope requirements from detailed design solution	Cost increases	5	3	15	0		any additional items identified shown as a shopping list to allow CCC to decide if required	CCC	5	1	5	0		
3.11	Windows in the west elevation of the pool hall	Pool glare from the evening sun	potential reduction of the vision of the life guards	3	5	15	0	10	MDDT to justify and agree approach with governing bodies and GLL and agree design solution	CCC	1	3	3	0	10	
3.12	Water vapour condensing on surfaces	Corrosion of metal surfaces, staining to finishes	Long term maintenance issue, potential reduction in the integrity of the structure.	4	4	16	0	50	Design and specification to be reviewed and must be robust (e.g.. No potential for ponding, correct grades of stainless steel, fixings and M&E specifications)	Wates	2	3	6	0	5	
3.13	CDP Packages	Design responsibility could fall between subcontractors and consultants	Additional costs for either the design team or subcontractors to undertake additional design works	5	4	20	2	50	Agree full extent of design responsibility prior to contract award and ensure subcontractors make allowance for necessary design works	Wates	2	4	8	0	20	
3.14	Stage 4 Programme	Design team fail to maintain progress against the stage 4 design programme	Delay to project commencement or design is incomplete at contract award	4	5	20	5	50	Design team to provide a detailed design programme and deliverables list, aligned with WCL pre-construction programme. Monitor weekly and advise Employer's Agent immediately of any slippage.	CCC	3	4	12	5	50	
3.15	Specifications	Products could be over specified and too expensive causing budget exceedance	Delay to project commencement and additional design fee to accommodate further value engineering	4	4	16	0	40	Ensure specifications are written without manufacturer reference or allow for contractor selection	Wates	2	3	6	0	10	
3.16	MEP stage 4a design only available in full after lump sum price required to be submitted to CCC	Unavailability of design detail to tender the M&E Packages accurately	Potential for additional risk being costed into the M&E packages to cover missing's/grey areas etc.	5	4	20	0	100	Develop a plan in conjunction with the MDDT to design key areas of the M&E design early in the 2nd stage process allowing accurate costing by supply chain.	CCC	3	4	12	0	50	
3.17	The project design does not meet the requirements of Sport England	Funding application is not approved	CCC do not obtain Sport England funding and will be required to further fund the project themselves.	3	4	12	0	0	Continued dialogue with SE throughout the design stages getting regular buy in to the proposals including any VE/cost saving proposals	CCC	1	4	4	0	0	
3.18	Project still being over the budget after all the RTA items have been incorporated into the design	Requirement for additional VE/scope reductions	Delay to overall programme, pushing decision making process into the election period, risk that the project may not proceed	4	5	20	0	0	Feed back to design team as soon as quotes are received to allow design or materials to be amended early	CCC	3	4	12	0	0	
3.19	Reliance on existing surveys not procured by Wates	Adequacy of existing surveys - Are they warranted?	Missing's in the design due to inadequate or wrong survey information	3	4	12	0	10	Qualify that reliance is being made on surveys commissioned by others and any redesign or abortive works due to their inadequacy is recoverable	CCC	3	1	3	0	5	
3.20	Missing Survey information relating to the existing building	Detailed design solution not available for accurate pricing, requirement for temporary works unknown	Missing's in price, damage to existing structure	3	5	15	2	30	Wates to carry out survey works, allowances for temporary support works made based on visual inspection of existing building	Wates	1	5	5	0	5	
3.21	Existing network capacity insufficient to serve new building/temporary buildings	Break in service of the facility	Damages and delay	4	5	20	4	30	Establish existing service availability and match to Utility loading requirements. Plan temporary supplies if required during construction and procure additional supply for permanent solution where required. Residual risk is that there may not be supply available locally	CCC	1	5	5	0	0	
3.22									Additional risk created as late information from BH advising the the electricity requirements have increased from 1000 to 1250KVa	CCC	2	5	10	0	20	
3.23	Assumption that we can use existing drainage outfall	suitability of existing drainage outfall unknown, may not be useable	Additional costs and programme implications having to take the drainage under the existing flood wall	3	3	9			Confirm condition of existing outfall and connecting pipework via CCTV survey	CCC	3	3	9	0	5	
3.24	Wayleaves and easements around existing services	Proposed building may be too close to existing retained utilities	Additional cost and delay for service diversions	4	5	20	0	25	Diversion plans to be marked up to identify zones for wayleaves to establish requirement for diversions. Early engagement with utility companies to agree requirements.	CCC	1	1	1	0	0	
3.26	Design and installation of the Temporary accommodation	Design and procurement is not carried out in time to become operational in time for the decant of the existing centre	Delay to the start on site of the main construction works	5	5	25	5	50		CCC	5	5	25	5	50	
3.27	Fire stopping and fire barriers, Coordination of builders work	poor coordination may lead to adoption of untested stopping solutions	Non-compliance with Building Regulations & failure to obtain completion certificate	4	5	20	2	30	Develop design based on approved/accredited details or obtain independent verification and agree details with Building Control prior to installation	Wates	1	4	4	0	3	
3.28	Lift shaft designed in advance of the lift car procurement	Lift shaft/car un-coordination	Potential for rework of lift/shaft leading to programme delay and costs	3	3	9	0	5	Design on a worst case scenario (largest plan size, pit depth and overrun) so that any manufacturer can be accommodated	Wates	1	3	3	0	2	
3.29	Environmental considerations post construction(birds, Bats, Rodents, river creatures) not considered in the design	Areas of the building are infested with birds/vermin	Maintenance issues and potential for health hazards from droppings etc..	4	3	12	0	5	Advance demolition as early in the project as possible and close up any areas at risk of colonisation prior to demolition commencing.	Wates	1	3	3	0	3	

Item	Cause	Risk Description	Effect	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Notes / Action / Comment / Mitigation Plan	Owner	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Change in Period
4.0 CONSTRUCTION / DELIVERY																
4.01	Vibro consolidation close to existing structure's and services	Vibration causing damage to existing services/structures	Damage to structures/services - delays, cost and reputation	3	5	15	2	40	Develop a ground treatment/foundation solution in conjunction with the subcontractor and BH that is suited to working next to the existing building	Wates	1	5	5	0	10	
4.02	Tree removal - Seasonal	cannot remove/prune trees as programmed	programme delay	3	4	12	0	5	Minimise the scope of work and carry out outside the nesting season	Wates	1	3	3	0	2	
4.03	Invasive species on/around site	Invasive species found and treatment required prior to construction works progressing	Delay to project start, costs associated with the removal/treatment	2	3	6			None currently known on site. Excluded from our works.	CCC	1	3	3	0	2	
4.04	Re-use of existing building foundations	Foundation not suitable for the additional load from new structures	Requirement to provide additional foundations. Damage to existing structure and settlement damage to new and existing buildings	3	4	12	0	20	Confirmation required on site after demolition that the existing foundations are suitable. BH stage 4 design needs to take account of potential differential settlement	CCC	3	4	12	0	20	
4.05	Stability of existing structure that remains after Demolition of existing Structure	Collapse of building	Delay and enforcement notice	4	5	20	4	100	Undertake structural check and ensure any demolition is in line with defined MS. Temporary works solution priced to support the structure in a temporary nature.	Wates	1	5	5	0	2	
4.06	Existing Utility services on site	Service strikes	Cost increases, extended programme, negative reputation	4	3	12	1	10	GPR survey has been carried out. This discovered a 315mm water main and a drain that will need to be diverted. Quotations have been procured and adequate allowances to be made in cost and Programme	Wates	1	5	5	0	10	
4.07	Additional asbestos found during R&D survey	Unforeseen removal required	Additional costs and programme required for removal	2	4	8	5	85	Carry out Survey - risk remains	CCC	2	4	8	5	35	
4.08	Cracks in pool tank	leaks occur when the pool is tested	repairs and a re test is required	2	5	10	4	60	Method statements and high quality control procedures in place with a regime of constant inspection of works on site in place	Wates	1	4	4	0	20	
4.09	Deep excavations near flood defence wall	Instability of wall during flood even	collapse of wall	3	5	15	2	50	Design a temporary works solution to retain any area of wall that may be effected by the excavation works	Wates	1	4	4	0	5	
4.10	Clients chosen site is situated on a flood plain.	Potential for flooding on site during construction due to site being in flood plain.	Project delay and increased costs	2	5	10	12	100	Pre-construction risk assessment required from contractor to mitigate issues, insurance covers financial losses but not time	CCC	2	5	10	12	0	
4.11						0							0			
4.12						0							0			
5.0 COMMERCIAL																
5.01	Unknown ground conditions under the existing building	Unexpected ground conditions encountered	Additional cost and programme to deal with obstructions, soft spots, contamination and further ground improvement	3	4	12	1	50	Pricing allowances to be made for unexpecteds - residual risk remains for under provision	CCC	3	4	12	0	10	
5.02	Un-predictable market conditions	Inflationary pressures	increased costs over and above that expected at tender stage	4	5	20	0	100	Liaise with the supply chain to ensure known and potential price increases are factored into the tender sum. Fix costs with the supply chain for the project duration.	Wates	3	4	12	0	20	
5.03	Brexit	Changes in legislation; negative impact on the flow of goods and services from the EU	Increased cost and programme over and above that expected at tender stage	5	3	15	2	30	Implement a "Project Brexit Plan". Identify any potential materials, products, components or design sourced outside of the UK and seek UK based alternatives or procure early and store off site. Programme contingency may be required for potential delays around deliveries. Consider incentive schemes for securing site labour.	CCC	3	4	12	0	10	
5.04	Unpredictable movements in Exchange rates	cost of imported materials change during construction	increased costs over and above that expected at tender stage	2	4	8	0	10	As above	Wates	2	3	6	0	5	
5.05	Unknown local supply chain abilities, Subcontractor performance - insolvency of supply chain	Poor performance of untested subcontractors	Delays to the construction programme, reduced quality of work, costs associated with defects	3	4	12	1	20	Bonding strategy, Prequalification, financial checks	Wates	2	4	8	0	3	
5.06	Un-availability of resource due to location	Limited competition at tender stage. Reduction in productivity on site	programme delay	4	4	16	2	20	Engage supply chain early so that resources can be planned and secured	Wates	3	3	9	0	10	
5.07	Quality of stage 3 information and reduced time allowance at preconstruction stage for bill production	BoQ measurement errors	Under/un-priced elements of scope. Contract sum inadequate to deliver the project	4	4	16	0	50	Thorough check of scope against BQ to ensure items not yet designed are captured. Cost risk allowance to be made?	Wates	2	3	6	0	30	
5.09	Delayed decision making within CCC	CCC do not make the decision to proceed in time to avoid the local election process	Delay/cancellation of the whole project	5	5	25	5	50	At this time a 1 week delay to the start of the programme delays the project as a whole by 5 weeks due to the 2 christmas periods being on the critical path	CCC	5	5	25	5	50	
5.10	Condition of existing building	Additional works required to bring existing building up to current regs	Potential delay to programme and disruption to the operation of the events centre together with increased costs	4	4	16			Early detailed surveys to establish scope and requirements	CCC	3	3	9	0		
5.12	Agreement of terms with specialist subcontractors.	Onerous / unacceptable terms	Unable to trade with specialists	2	3	6	2	20	Low risk - work with preferred supply chain where possible. New supply chain - look to engage early and agree terms in advance	Wates	2	3	6	0	5	

Item	Cause	Risk Description	Effect	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Notes / Action / Comment / Mitigation Plan	Owner	Probability (1:5)	Impact (1:5)	Total Prob x Imp	Time Weeks	£ (1,000)	Change in Period
5.13																
6.0 REPORTING & CONTRACT ADMINSTRATION																
6.01						0							0			
6.02						0							0			
6.03						0							0			
6.04						0							0			
7.0 OTHER																
7.01						0							0			
7.02						0							0			
7.03						0							0			
7.04						0							0			
Total unmitigated risk value								1,820			Total Mitigated risk value				682	
CCC held Unmitigated Risk								890			CCC held Mitigated Risk				392	
Wates held Unmitigated Risk								930			Wates held Mitigated Risk				290	

Appendix C

Works Information

Works information

- i. Clarifications/derogations – See above
- ii. Design standards
- iii. Design life
- iv. Drawings, schedules and specifications
- v. Programme
- vi. Logistics

DESIGN STANDARDS

All elements of the works, materials and workmanship will be designed and constructed generally in accordance with the listed editions of the following 'Standards' where relevant, applicable and current at the time of contract award:

- Building Regulations
- Relevant British Standards and Approved Codes of Practice
- Specific requirements of the Utility Supplier, Local Authority and Local Planning Authority
- Health & Safety at Work Act 1974
- Local Acts of Parliament and Local Authority Bylaws and/ or Regulations
- The Clean Air Act 1993
- The Factories Act 1961
- Construction Design & Management Regulations 2015
- The Fire Precautions Act 1971
- The Building Act 1996
- The Gas Safety (Installation and Use) Regulations 1998
- The Housing Act 1996
- The Party Wall Act etc. 1996
- The Construction Products Regulations 2013
- The Disabled Discrimination Act 1995
- The Water Industry Act 1999
- The Environmental Protection Act 1990
- The Electricity Supply Regulations 1988
- The Gas Act 1995
- CIBSE Guidelines
- Health Building Notes (HBN) *
- Health Technical Memorandums (HTM) *
- Sport England guidance

Specific derogations to HBNs and HTMs

Reference	Title	Applicable to this scheme
Health building Notes (HBN)		
HBN 00-01	General design guidance for healthcare buildings	Y
HBN 00-02	Sanitary spaces	Y
HBN 00-03	Clinical and clinical support spaces	Y
HBN 00-04	Circulation and communication spaces	Y
HBN 00-07	Planning for a resilient healthcare estate	N
HBN 00-08 part A	Strategic framework for the efficient management of healthcare estates and facilities	N
HBN 00-08 part B	Supplementary information for Part A	N
HBN 00-08 addendum 1	A guide to the healthcare system in England for local planning authorities	N
HBN 00-08 addendum 2	A guide to town planning for health organisations	N
HBN 00-09	Infection control in the built environment	Y
HBN 00-10 part A	Flooring	Y
HBN 00-10 part B	Walls & Ceilings	Y
HBN 00-10 part C	Sanitary Assemblies	Y
HBN 00-10 part D	Windows & Associated Hardware	Y
HBN 01-01	Cardiac facilities	N
HBN 02-01	Cancer treatment facilities	N
HBN 03-01	Adult acute mental health units	N
HBN03-02	Facilities for child and adolescent mental health services	N
HBN03-02 supplement A	Facilities for child and adolescent mental health services (CAMHS) case studies	N
HBN 04-01	Adult in-patient accommodation	N
HBN 04-01 supplement 1	Isolation facilities for infectious patients in acute settings	N
HBN 04-02	Critical care units	N
HBN 6 vol 1	Facilities for diagnostic imaging and interventional radiology	N
HBN 6 vol 2	Diagnostic imaging: PACS and specialist imaging	N
HBN 07-01	Satellite dialysis unit	N
HBN 07-02	Main renal unit	N
HBN 08-02	Dementia-friendly Health & Social Care Environments	N
HBN 09-02	Maternity care facilities	N
HBN 09-03	Neonatal units	N
HBN 10-02	Surgery - day surgery facilities	N
HBN 11-01	Facilities for primary and community care services	Y
HBN 11-01 supplement A	Resilience and emergency planning in primary and community care	N
HBN 12	Out-patients department	N
HBN 12-01 A	Consultation, examination and treatment facilities - supplement A: sexual and reproductive health clinics	N
HBN 13	Sterile services department	N
HBN 14-01	Pharmacy and radiopharmacy facilities	N
HBN 15	Facilities for pathology services	N
HBN 15-01	Accident and emergency departments: planning and design guidance	N
HBN 23	Hospital accommodation for children and young people	N
HBN 26 (vol 1)	Facilities for surgical procedures. Volume 1	N
Health Technical Memorandum (HTM)		
HTM 00	Policy and principles of healthcare engineering	N
HTM 01-01 part A	Management and decontamination of surgical instruments (medical devices) used in acute care. Part A: management and provision	N
HTM 01-01 part B	Management and decontamination of surgical instruments (medical devices) used in acute care. Part B: common elements	N
HTM 01-01 part C	Management and decontamination of surgical instruments (medical devices) used in acute care. Part C: steam sterilization	N
HTM 01-01 part D	Management and decontamination of surgical instruments (medical devices) used in acute care. Part D: washer-disinfectors	N
HTM 01-01 part E	Management and decontamination of surgical instruments (medical devices) used in acute care. Part E: alternatives to steam for the sterilization of reusable medical devices	N
HTM 01-04	Decontamination of linen for health and social care: management and provision	N
HTM 01-05	Decontamination in primary care dental practices	N
HTM 01-06	Decontamination of flexible endoscopes	N
HTM 02-01 part A	Medical gases - medical gas pipeline systems - part A: design, installation, validation and verification	N
HTM 02-01 part B	Medical gases - medical gas pipeline systems - part B: operational management	N
HTM 03-01 part A	Specialised ventilation for healthcare premises - design and validation	N
HTM 03-01 part B	Specialised ventilation for healthcare premises - operational management and performance verification	N
HTM 04-01 part A	Safe water in healthcare premises - part A - design, installation and commissioning	Y
HTM 04-01 part B	Safe water in healthcare premises - part B: operational management	N
HTM 04-01 part C	Safe water in healthcare premises: part C - Pseudomonas aeruginosa - advice for augmented care units	N
HTM 05-01	Managing healthcare fire safety	Y
HTM 05-02	Firecode - guidance in support of functional provisions (fire safety in the design of healthcare premises)	Y
HTM 05-03 part A	Firecode - fire safety in the NHS. Operational provisions - part A: General fire safety	N
HTM 05-03 part B	Firecode - fire safety in the NHS. Operational provisions - part B: fire detection and alarm systems	N
HTM 05-03 part C	Firecode - fire safety in the NHS. Operational provisions - part C: textiles and furnishings	N
HTM 05-03 part D	Firecode - fire safety in the NHS. Operational provisions part D: Commercial enterprises on healthcare premises	N
HTM 05-03 part E	Firecode - fire safety in the NHS. Operational provisions - part E: escape lifts	N
HTM 05-03 part F	Firecode - fire safety in the NHS. Operational provisions part F: Arson prevention in NHS premises	N
HTM 05-03 part G	Firecode - fire safety in the NHS. Operational provisions - part G: laboratories on healthcare premises	N
HTM 05-03 part H	Firecode - fire safety in the NHS. Operational provisions part H: Reducing false alarms in healthcare premises	N
HTM 05-03 part J	Firecode - fire safety in the NHS. Operational provisions - part J: guidance on fire engineering of healthcare premises	N
HTM 05-03 part K	Firecode - fire safety in the NHS. Operational provisions part K: Guidance on fire risk assessments in complex healthcare premises	N
HTM 05-03 part M	Firecode - fire safety in the NHS. Operational provisions part M: Guidance on the fire safety of atria in healthcare buildings	N
HTM 06-01	Electrical services supply and distribution	Y
HTM 06-02	Electrical services - electrical safety guidance for low voltage systems	Y
HTM 06-03	Electrical services - electrical safety guidance for high voltage systems	N
HTM 07-01	Safe management of healthcare waste	Y
HTM 07-02 part A	Encode 2015 - making energy work in healthcare. Environment and sustainability. Part A: Policy and management	N
HTM 07-02 part B	Encode 2015 - making energy work in healthcare. Environment and sustainability. Part B: Procurement and energy considerations for new and existing building facilities	N
HTM 07-03	NHS car-parking management: environment and sustainability	N
HTM 07-04	Water management and water efficiency - best practice advice for the healthcare sector	N
HTM 07-07	Sustainable health and social care buildings. Planning, design, construction and refurbishment	N
HTM 08-01	Acoustics	Y
HTM 08-02	Lifts	N
HTM 08-03	Bedhead services	N
HTM 66	Cubicle curtain track	Y
HTM 67	Laboratory fitting out system	N

DESIGN LIFE STRATEGY

The table below sets out the minimum life expectancy of key building elements, the purpose of which is to reduce the frequency at which the asset lifecycle replacement takes place for overall replacement of each element.

Component	Proposed Design Life (Years)
Substructure	60
Frame, upper floors, roof and stair structure	50
Intumescent coatings	50
External walls/cladding	40
Roof coverings	25
Rainwater disposal systems	25
Windows and external doors	25
External sealants	15
Blockwork Construction	25
Dry Lining	25
Floor screeds	25
Internal render	25
Glazed Internal Partitions	20
Int. Aluminium coatings	20
Handrails & balustrades	25
Underground Drainage	50
Precast Concrete Slabs	50
Asphalt & Bitmac	25
Street Furniture	15

Component	Proposed Design Life (Years)
Lifts (including controls)	15
Floating Floor System	25
WC Cubicles & Access Panels	15
Sanitary Fittings	20
Timber fittings (e.g. skirtings)	25
Internal door sets	20
Ironmongery	15
Timber Wall Linings	20
Mirrors	15
Signage	15
Ceramic Tiling	25
Pool Tank Grout	15
Carpet Tiles	10
Epoxy Floor Paints	10
Rubber/Vinyl/PVC floor finishes	7
Paintwork (General)	5

DRAWINGS SPECIFICATIONS & SCHEDULES

Our tender offer is based on the following drawings, specifications and schedules:

DESIGN TEAM DRAWINGS & SPECIFICATIONS (ANNOTATED)		
Architect – GT3		
Name	Revision	Description
17024-GT3-00-XX-DR-A-02-9002	P05	Proposed Site Plan
17024-GT3-00-GF-DR-A-05-0000	P05	Ground Floor Demolition Plan
17024-GT3-00-01-DR-A-05-1000	P03	Level 01 Demolition Plan
17024-GT3-00-RF-DR-A-05-0000	P03	Roof Demolition Plan
17024-GT3-00-ZZ-DR-A-05-0010	P03	North Elevation-Demolitions
17024-GT3-00-ZZ-DR-A-05-0011	P03	East Elevation-Demolitions
17024-GT3-00-ZZ-DR-A-05-0012	P03	South Elevation-Demolitions
17024-GT3-00-ZZ-DR-A-05-0013	P03	West Elevation-Demolitions
17024-GT3-00-ZZ-DR-A-05-0014	P04	West Elevation-Demolitions - Street Threshold
17024-GT3-00-GF-DR-A-20-0000	P05	Level GF Existing
17024-GT3-00-GF-DR-A-20-0001	P05	Level GF GA Plan
17024-GT3-00-GF-DR-A-20-0002	P03	Level GF Zone 01 Internal Wall Type Strategy
17024-GT3-00-GF-DR-A-20-0003	P03	Level GF Zone 02 Internal Wall Type Strategy
17024-GT3-00-GF-DR-A-20-0004	P03	Level GF Zone 03 Internal Wall Type Strategy
17024-GT3-00-GF-DR-A-20-0005	P04	Level GF Zone 06 Internal Wall Type Strategy
17024-GT3-00-01-DR-A-20-1000	P05	Level 01 Existing
17024-GT3-00-01-DR-A-20-1001	P07	Level 01 GA Plan
17024-GT3-00-01-DR-A-20-1002	P03	Level 01 Zone 01 Internal Wall Type Strategy
17024-GT3-00-01-DR-A-20-1003	P03	Level 01 Zone 02 Internal Wall Type Strategy
17024-GT3-00-01-DR-A-20-1004	P04	Level 01 Zone 03 Internal Wall Type Strategy
17024-GT3-00-RF-DR-A-20-2000	P04	Roof Plan - Existing
17024-GT3-00-RF-DR-A-20-2001	P06	Roof plan - proposed
17024-GT3-00-XX-DR-A-21-0000	P04	Existing Elevations
17024-GT3-00-XX-DR-A-21-0001	P07	Proposed Elevations
17024-GT3-00-ZZ-DR-A-22-0021	P06	Building Section 1
17024-GT3-00-ZZ-DR-A-22-0022	P06	Building Section 2
17024-GT3-00-ZZ-DR-A-22-0023	P06	Building Section 3
17024-GT3-00-ZZ-DR-A-22-0024	P06	Building Section 4
17024-GT3-00-ZZ-DR-A-22-0025	P05	Building Section 5
17024-GT3-00-ZZ-DR-A-22-0051	P04	Detailed Strip Section - Sports Block
17024-GT3-00-ZZ-DR-A-22-0061	P04	Detailed Strip Section - Core Block
17024-GT3-00-ZZ-DR-A-22-0071	P03	Detailed Strip Section - Pool Block
17024-GT3-00-ZZ-DR-A-22-0081	P03	Detailed Strip Section - Street 01
17024-GT3-00-ZZ-DR-A-22-0084	P02	Detailed Strip section - Street 04
17024-GT3-00-ZZ-DR-A-22-0086	P02	Detailed Strip Section - Environmental Wall 1
17024-GT3-00-ZZ-DR-A-24-0001	P02	Stair 1 Plans & Section
17024-GT3-00-ZZ-DR-A-24-0002	P02	Stair 2 Plans & Section
17024-GT3-00-ZZ-DR-A-24-0003	P02	Stair 3 Plans & Section
17024-GT3-00-ZZ-DR-A-24-0004	P03	Stair 4 Plans & Section
17024-GT3-00-ZZ-DR-A-24-0006	P02	Spectator Seating Plans & Elevation

COMMERCIAL

17024-GT3-00-ZZ-DR-A-24-0007	P02	Spectator Seating Details
17024-GT3-00-GF-DR-A-30-0000	P04	Level GF Screed Plan
17024-GT3-00-01-DR-A-30-1000	P04	Level 01 Screed Plan
17024-GT3-00-GF-SH-A-31-0000	P03	Ground Floor External Opening Schedule
17024-GT3-00-01-SH-A-31-1000	P03	External Opening Schedule
17024-GT3-00-ZZ-DR-A-31-0010	P02	External Opening Component Elevations
17024-GT3-00-ZZ-SH-A-32-0000	P01	Internal Opening Schedule
17024-GT3-00-GF-DR-A-34-0001	P04	Ground Floor Balustrades Types Strategy
17024-GT3-00-GF-DR-A-34-0002	P07	Ground Floor Internal Glazed Screens
17024-GT3-00-01-DR-A-34-1000	P04	First Floor Balustrades Types Strategy
17024-GT3-00-01-DR-A-34-1002	P05	First Floor Internal Glazed Screens
17024-GT3-00-02-DR-A-34-2001	P04	Roof Plan Balustrades and Guarding Type Strategy
17024-GT3-00-GF-DR-A-35-0001	P04	Ground Floor Reflected Ceiling Strategy Plan
17024-GT3-00-GF-DR-A-35-0002	P05	Ground Floor Finishes Strategy
17024-GT3-00-01-DR-A-35-1002	P05	First Floor Finishes Strategy
17024-GT3-00-01-DR-A-35-1010	P04	First Floor Reflected Ceiling Strategy Plan
17024-GT3-00-GF-DR-A-40-0050	P02	Sports Hall Court Markings
17024-GT3-00-ZZ-DR-A-40-0018	P02	Sports Hall Elevations Sheet 1
17024-GT3-00-ZZ-DR-A-40-0019	P02	Sports Hall Elevations Sheet 2
17024-GT3-00-00-ZZ-SH-A-74-0000	P03	Sanitary Schedule
17024-GT3-00-ZZ-DR-A-74-0010	P02	Mirror Schedule - Level GF & 01
Landscape architect - OOB		
Name	Revision	Description
GT1385-OOB-SI-ZZ-DR-L-0100	P05	Site Location Plan
GT1385-OOB-SI-ZZ-DR-L-0110	P05	General Arrangement Hardworks Overview
GT1385-OOB-SI-ZZ-DR-L-0111	P05	General Arrangement Hardworks Sheet 1 of 2
GT1385-OOB-SI-ZZ-DR-L-0112	P05	General Arrangement Hardworks Sheet 2 of 2
GT1385-OOB-SI-ZZ-DR-L-0150	P05	Kerb Plan
GT1385-OOB-SI-ZZ-DR-L-0300	P05	Existing and Proposed Indicative Levels
GT1385-OOB-SI-ZZ-DR-L-0301	P05	Existing and Proposed Indicative Levels
GT1385-OOB-SI-ZZ-DR-L-0302	P05	Existing and Proposed Indicative Levels Sheet 2 of 2
GT1385-OOB-SI-ZZ-DR-L-0350	P05	Existing Trees to be Retained or Removed
GT1385-OOB-SI-ZZ-DR-L-0400	P05	Planting Strategy
GT1385-OOB-SI-ZZ-DR-L-0401	P05	Planting Strategy Sheet 1 of 2
GT1385-OOB-SI-ZZ-DR-L-0402	P05	Planting Strategy Sheet 2 of 2
Civil & structural engineer – Buro Happold		
Name	Revision	Description
17024-BHE-XX-XX-DR-S-0001	P02	General Notes Sheet 01
17024-BHE-XX-XX-DR-S-0002	P02	General Notes Sheet 02
17024-BHE-XX-XX-DR-S-0003	P02	General Notes Sheet 03
17024-BHE-ZZ-00-DR-S-0010	P02	Site Plan & Grid Setting Out
17024-BHE-ZZ-00-DR-S-0050	P02	Site Constraints General Arrangement
17024-BHE-ZZ-ZZ-DR-S-0020	P02	Stability Design Strategy

17024-BHE-Z1-XX-DR-S-0901	P02	Zone '1' Structural Foundation Layout
17024-BHE-Z2-XX-DR-S-0902	P02	Zone '2' - Structural Foundation Layout
17024-BHE-Z3-XX-DR-S-0903	P02	Zone '3' Structural Foundation Layout
17024-BHE-Z1-00-DR-S-1001	P02	Zone '1' - Level 00 Structural Ground Slab Layout
17024-BHE-Z2-00-DR-S-1002	P02	Zone '2' - Level 00 Structural Ground Slab Layout
17024-BHE-Z3-00-DR-S-1003	P02	Zone '3' - Level 00 Structural Ground Slab Layout
17024-BHE-Z1-00-DR-S-1011	P02	Zone '1' - Level 00 Structural Steelwork & Timber Layout
17024-BHE-Z2-00-DR-S-1012	P02	Zone '2' - Level 00 Structural Steelwork & Timber Layout
17024-BHE-Z3-00-DR-S-1013	P02	Zone '3' - Level 00 Structural Steel & Timber Layout
17024-BHE-Z1-01-DR-S-1101	P02	Zone '1' - Level 01 Structural Steelwork & Timber Layout
17024-BHE-Z2-01-DR-S-1102	P02	Zone '2' - Level 01 Structural Steelwork & Timber Layout
17024-BHE-Z3-01-DR-S-1103	P02	Zone '3' - Level 01 Structural Steelwork & Timber Layout
17024-BHE-Z1-01-DR-S-1111	P02	Zone '1' - Level 01 Structural Slab Layout
17024-BHE-Z2-01-DR-S-1112	P02	Zone '2' - Level 01 Structural Slab Layout
17024-BHE-Z3-01-DR-S-1113	P02	Zone '3' - Level 01 Structural Slab Layout
17024-BHE-Z1-02-DR-S-1201	P02	Zone '1' - Level 02 Structural Steelwork & Timber Layout
17024-BHE-Z2-02-DR-S-1202	P02	Zone '2' - Level 02 Structural Steelwork & Timber Layout
17024-BHE-Z3-02-DR-S-1203	P02	Zone '3' - Level 02 Structural Steelwork & Timber Layout
17024-BHE-Z1-02-DR-S-1211	P02	Zone '1' - Level 02 Structural Slab Layout
17024-BHE-Z2-02-DR-S-1212	P02	Zone '2' - Level 02 Structural Slab Layout
17024-BHE-Z3-02-DR-S-1213	P02	Zone '3' - Level 02 Structural Slab Layout
17024-BHE-Z1-RF-DR-S-1301	P02	Zone '1' - Level Roof Structural Steelwork & Timber Layout
17024-BHE-Z2-RF-DR-S-1302	P02	Zone '2' - Level Roof Structural Steelwork & Timber Layout
17024-BHE-Z3-RF-DR-S-1303	P02	Zone '3' - Level Roof Structural Steelwork & Timber Layout
17024-BHE-Z1-RF-DR-S-1311	P02	Zone '1' - Level Roof Structural Slab & Purlin Layout
17024-BHE-Z2-RF-DR-S-1312	P02	Zone '2' - Level Roof Structural Slab & Purlin Layout
17024-BHE-Z3-RF-DR-S-1313	P02	Zone '3' - Level Roof Structural Slab & Purlin Layout
17024-BHE-Z1-RF-DR-S-1401	P02	Zone '1' - Level Roof Structural Steelwork Parapet Layout
17024-BHE-Z2-RF-DR-S-1402	P02	Zone '2' - Level Roof Structural Steelwork Parapet Layout
17024-BHE-Z3-RF-DR-S-1403	P02	Zone '3' - Level Roof Structural Steelwork Parapet Layout
17024-BHE-XX-ZZ-DR-S-2000	P02	Structural Building Elevations Sheet 01
17024-BHE-XX-ZZ-DR-S-2001	P02	Structural Building Elevations Sheet 02
17024-BHE-XX-ZZ-DR-S-2002	P02	Structural Building Elevations Sheet 03
17024-BHE-XX-ZZ-DR-S-3000	P02	Structural Building Sections Sheet 01
17024-BHE-XX-ZZ-DR-S-3001	P02	Structural Building Sections Sheet 02
17024-BHE-XX-ZZ-DR-S-3002	P02	Structural Building Sections Sheet 03
17024-BHE-XX-XX-DR-S-3003	P02	Structural Building Sections Sheet 04
17024-BHE-XX-XX-DR-S-4000	P02	Substructure General Details Sheet 01
17024-BHE-XX-XX-DR-S-4005	P01	Substructure Level 00 Details
17024-BHE-XX-ZZ-DR-S-4010	P02	Substructure Pool Area Details Sheet 01
17024-BHE-XX-ZZ-DR-S-4011	P02	Substructure Pool Area Details Sheet 02
17024-BHE-XX-ZZ-DR-S-4012	P01	Substructure Pool Area details - Sheet 03
17024-BHE-XX-ZZ-DR-S-4013	P01	Substructure Pool Area details - Sheet 04
17024-BHE-XX-ZZ-DR-S-4014	P01	Substructure Pool Area details - Sheet 05
17024-BHE-XX-XX-DR-S-4020	P01	Structural Pool Setting Out - Sheet 01
17024-BHE-XX-XX-DR-S-4021	P01	Structural Pool Setting Out - Sheet 02
17024-BHE-XX-XX-DR-S-4025	P02	Superstructure Steelwork Details Sheet 01
17024-BHE-XX-XX-DR-S-4030	P01	Superstructure Level 01 Details - Sheet 01
17024-BHE-XX-XX-DR-S-4040	P02	Superstructure Blockwork Details Sheet 01
17024-BHE-XX-XX-DR-S-4050	P02	Connection Details Sheet 01
17024-BHE-XX-XX-DR-S-4060	P02	Baseplate Details Sheet 01

17024-BHE-ZZ-00-DR-S-7000	P02	Level 00 Structural Loading Layout
17024-BHE-ZZ-01-DR-S-7100	P02	Level 01 Structural Loading Layout
17024-BHE-ZZ-02-DR-S-7200	P02	Level 02 Structural Loading Layout
17024-BHE-ZZ-RF-DR-S-7300	P02	Level Roof Structural Loading Layout
800100-48-36-DRA-FW-GA-003-04	4	Proposed Foul Sewers General Layout
800100-48-36-DRA-SW-GA-003-04	4	Proposed Surface Water - General Layout
Mechanical, electrical and public health engineer – Buro Happold		
Name	Revision	Description
17024-BHE-Z1-00-DR-M-1001	P03	LTHW/Cooling - Level 00 - Zone 1
17024-BHE-Z2-00-DR-M-1002	P03	LTHW/Cooling - Level 00 - Zone 2
17024-BHE-Z3-00-DR-M-1003	P03	LTHW/Cooling - Level 00 - Zone 3
17024-BHE-Z6-00-DR-M-1006	P03	LTHW/Cooling - Level 00 - Zone 6
17024-BHE-Z1-00-DR-M-1051	P01	Under floor Heating Layout Level 00 Layout - Zone 1
17024-BHE-Z2-00-DR-M-1052	P01	Underfloor Heating Layout Level 00 Layout - Zone 2
17024-BHE-Z3-00-DR-M-1053	P01	Under floor Heating Layout Level 00 Layout - Zone 3
17024-BHE-Z1-01-DR-M-1101	P03	LTHW/Cooling - Level 01 - Zone 1
17024-BHE-Z2-01-DR-M-1102	P03	LTHW/Cooling - Level 01 - Zone 2
17024-BHE-Z3-01-DR-M-1103	P03	LTHW/Cooling - Level 01 - Zone 3
17024-BHE-Z1-02-DR-M-1201	P03	LTHW/Cooling - Level 02 - Zone 1
17024-BHE-Z2-02-DR-M-1202	P03	LTHW/Cooling - Level 02 - Zone 2
17024-BHE-Z3-02-DR-M-1203	P03	LTHW/Cooling - Level 02 - Zone 3
17024-BHE-XX-XX-DR-M-2000	P03	Ventilation Typical Details
17024-BHE-Z1-00-DR-M-2001	P03	Ventilation - Level 00 - Zone 1
17024-BHE-Z2-00-DR-M-2002	P03	Ventilation - Level 00 - Zone 2
17024-BHE-Z3-00-DR-M-2003	P03	Ventilation - Level 00 - Zone 3
17024-BHE-Z1-01-DR-M-2101	P03	Ventilation - Level 01 - Zone 1
17024-BHE-Z2-01-DR-M-2102	P03	Ventilation - Level 01 - Zone 2
17024-BHE-Z3-01-DR-M-2103	P03	Ventilation - Level 01 - Zone 3
17024-BHE-Z1-02-DR-M-2201	P03	Ventilation - Level 02 - Zone 1
17024-BHE-Z2-02-DR-M-2202	P03	Ventilation - Level 02 - Zone 2
17024-BHE-Z3-02-DR-M-2203	P03	Ventilation - Level 02 - Zone 3
17024-BHE-ZZ-ZZ-DR-M-4000	P03	Ventilation Strategy - Level 00 & Level 01
17024-BHE-ZZ-ZZ-DR-M-4001	P03	Heating Strategy - Level 00 & Level 01
17024-BHE-XX-01-DR-M-6004	P03	Plant Room Layout - Level 01
17024-BHE-XX-XX-DR-M-7001	P01	Mechanical Typical Details
17024-BHE-XX-XX-DR-M-7201	P01	Ventilation Schematic Sheet 1
17024-BHE-XX-XX-DR-M-7202	P01	Ventilation Schematic Sheet 2
17024-BHE-Z1-00-DR-E-4001	P02	Electrical Containment - Level 00 Layout - Zone 1
17024-BHE-Z2-00-DR-E-4002	P02	Electrical Containment - Level 00 Layout - Zone 2
17024-BHE-Z3-00-DR-E-4003	P02	Electrical Containment - Level 00 Layout - Zone 3
17024-BHE-Z4-00-DR-E-4004	P02	Electrical Containment - Existing - Level 00 Layout - Zone 4
17024-BHE-Z1-01-DR-E-4101	P02	Electrical Containment - Level 01 Layout - Zone 1
17024-BHE-Z2-01-DR-E-4102	P02	Electrical Containment - Level 01 Layout - Zone 2
17024-BHE-Z3-01-DR-E-4103	P02	Electrical Containment - Level 01 Layout - Zone 3
17024-BHE-Z1-02-DR-E-4201	P01	Electrical Containment - Level 02 Layout - Zone 1
17024-BHE-Z2-02-DR-E-4202	P02	Electrical Containment - Level 02 Layout - Zone 2

17024-BHE-Z3-02-DR-E-4203	P02	Electrical Containment - Level 02 Layout - Zone 3
17024-BHE-Z1-00-DR-E-6001	P02	Lighting Control Zones - Level 00 Layout - Zone 1
17024-BHE-Z2-00-DR-E-6002	P02	Lighting Control Zones - Level 00 Layout - Zone 2
17024-BHE-Z3-00-DR-E-6003	P02	Lighting Control Zones - Level 00 Layout - Zone 3
17024-BHE-Z1-01-DR-E-6101	P02	Lighting Control Zones - Level 01 Layout - Zone 1
17024-BHE-Z2-01-DR-E-6102	P02	Lighting Control Zones - Level 01 Layout - Zone 2
17024-BHE-Z3-01-DR-E-6103	P02	Lighting Control Zones - Level 01 Layout - Zone 3
17024-BHE-XX-XX-DR-E-7000	P02	Main LV Schematic
17024-BHE-XX-XX-DR-E-7001	P02	Earthing Schematic
17024-BHE-XX-XX-DR-E-7002	P02	Fire Alarm and PAVA Schematic
17024-BHE-XX-XX-DR-E-7100	P01	Electrical Schematic Downtakings
17024-BHE-Z1-00-DR-P-1001	P03	Domestic Water Services - Level 00 Layout - Zone 1
17024-BHE-Z2-00-DR-P-1002	P03	Domestic Water Services - Level 00 Layout - Zone 2
17024-BHE-Z3-00-DR-P-1003	P03	Domestic Water Services - Level 00 Layout - Zone 3
17024-BHE-Z6-00-DR-P-1006	P03	Domestic Water Services - Level 00 Layout - Zone 6
17024-BHE-Z1-01-DR-P-1101	P03	Domestic Water Services - Level 01 Layout - Zone 1
17024-BHE-Z2-01-DR-P-1102	P03	Domestic Water Services - Level 01 Layout - Zone 2
17024-BHE-Z3-01-DR-P-1103	P03	Domestic Water Services - Level 01 Layout - Zone 3
17024-BHE-Z1-02-DR-P-1201	P03	Domestic Water Services - Level 02 Layout - Zone 1
17024-BHE-Z2-02-DR-P-1202	P03	Domestic Water Services - Level 02 Layout - Zone 2
17024-BHE-Z3-02-DR-P-1203	P03	Domestic Water Services - Level 02 Layout - Zone 3
17024-BHE-Z1-00-DR-P-2001	P03	Above Ground Drainage - Level 00 Layout - Zone 1
17024-BHE-Z2-00-DR-P-2002	P03	Above Ground Drainage - Level 00 Layout - Zone 2
17024-BHE-Z3-00-DR-P-2003	P03	Above Ground Drainage - Level 00 Layout - Zone 3
17024-BHE-Z1-01-DR-P-2101	P03	Above Ground Drainage - Level 01 Layout - Zone 1
17024-BHE-Z2-01-DR-P-2102	P03	Above Ground Drainage - Level 01 Layout - Zone 2
17024-BHE-Z3-01-DR-P-2103	P03	Above Ground Drainage - Level 01 Layout - Zone 3
17024-BHE-Z1-02-DR-P-2201	P03	Above Ground Drainage - Level 02 Layout - Zone 1
17024-BHE-Z2-02-DR-P-2202	P03	Above Ground Drainage - Level 02 Layout - Zone 2
17024-BHE-Z3-02-DR-P-2203	P03	Above Ground Drainage - Level 02 Layout - Zone 3
17024-BHE-XX-XX-DR-P-7001	P01	Domestic Water Services Typical Details
17024-BHE-XX-XX-DR-P-7201	P01	Above Ground Drainage Schematic Sheet 1
17024-BHE-XX-XX-DR-P-7202	P01	Above Ground Drainage Schematic Sheet 1
17024-BHE-ZZ-ZZ-DR-ME-8000	P01	External Services - Diversions
17024-BHE-ZZ-ZZ-DR-ME-8001	P01	External Services - New Supplies
Pool filtration – Sheerwater		
Name	Revision	Description
Specification 17.01.19	C	Pool filtration specification
Outline Specification – Wates		
Name	Revision	Description
18009-SLC-WCL-ZZ-ZZ-W-0001	v.01	Outline Specification

Construction Programme

We have developed a construction programme that enables the public opening of the new Sands Centre on 4th January 2021.

Our initial Feasibility programme delivered the project in 80 weeks. Taking into account the design changes during the RTA process the construction programme reduced by 2 weeks. However the Refurbishment and Demolition Asbestos survey has been moved from a preconstruction to a construction activity adding 6 weeks at the start of the scheme. The resulting overall duration change is 4 additional weeks taking the construction programme for the new leisure centre to 84 calendar weeks commencing on 13th May 2019 and completing on 18th December 2020. Once the new boilers are fully running and supplying the existing events centre the existing events centre plant room can be altered to form the new dressing rooms. This will start on 4th January 2021 and complete on 12th February 2021.

We have assumed there will be unrestricted access to the events centre during normal working hours to carry out the consequential improvements works, upgrades and works associated with the new build within the events centre. 6 consecutive weeks commencing in July have been identified in 2019 to shut the events centre. Similarly in 2020 8 consecutive weeks where the events centre is closed will be required in the summer months to carry out the works.

We have developed the construction stage programme based on the works information contained within our tender. Sequences and durations have been developed based upon drawing measure with output rates, specialist supply chain input and benchmarked data with project specific variations.

The construction programme 'SLC-WCL-W-PR-ZZ-ZZ-001 Construction P02.00.190212' and summary programme 'SLC-WCL-W-PR-ZZ-ZZ-001 Construction Summary P02.00.190212' illustrate the main programme sections and how we can progress through the project to completion of the new Sands Centre.

Programme key dates and durations:

	Period (Weeks)	Duration (Weeks)	Stat Date	Finish Date
Mobilisation	-6 to -1	6	1 st April 2019	13 th May 2019
Main Construction	1 to 84	84	13 th May 2019	18 th December 2020
Operator Fit Out	83 to 86	4	7 th December 2020	1 st January 2021
New Centre Completion				18th December 2020
Public Opening				4 th January 2021
Support and Aftercare	87 to 92	6	4 th January 2021	12 th February 2021
Events Centre Existing Plant Room Alterations	87 to 92	6	4 th January 2021	12 th February 2021
Project Completion				12th February 2021

As can be seen from the table above and the summary programme, to allow the public opening of the centre on 4th January 2021 the 4 week Operator fit out will need to run concurrently with the last 2 weeks of construction. There will then be 2 weeks clear, albeit over the 2020 Christmas break, to complete fit out and decant equipment. Details and further coordination of these works will be carried out during the construction stage to smooth the process.

A key feature of the programme is the critical path activities running over the Christmas 2019 period (curing of pool tanks). This means that if we are 1 week late it will add 3 weeks to the duration. This will also impact on the client decant into the facility thus adding another 2 weeks to the opening date.

COMMERCIAL

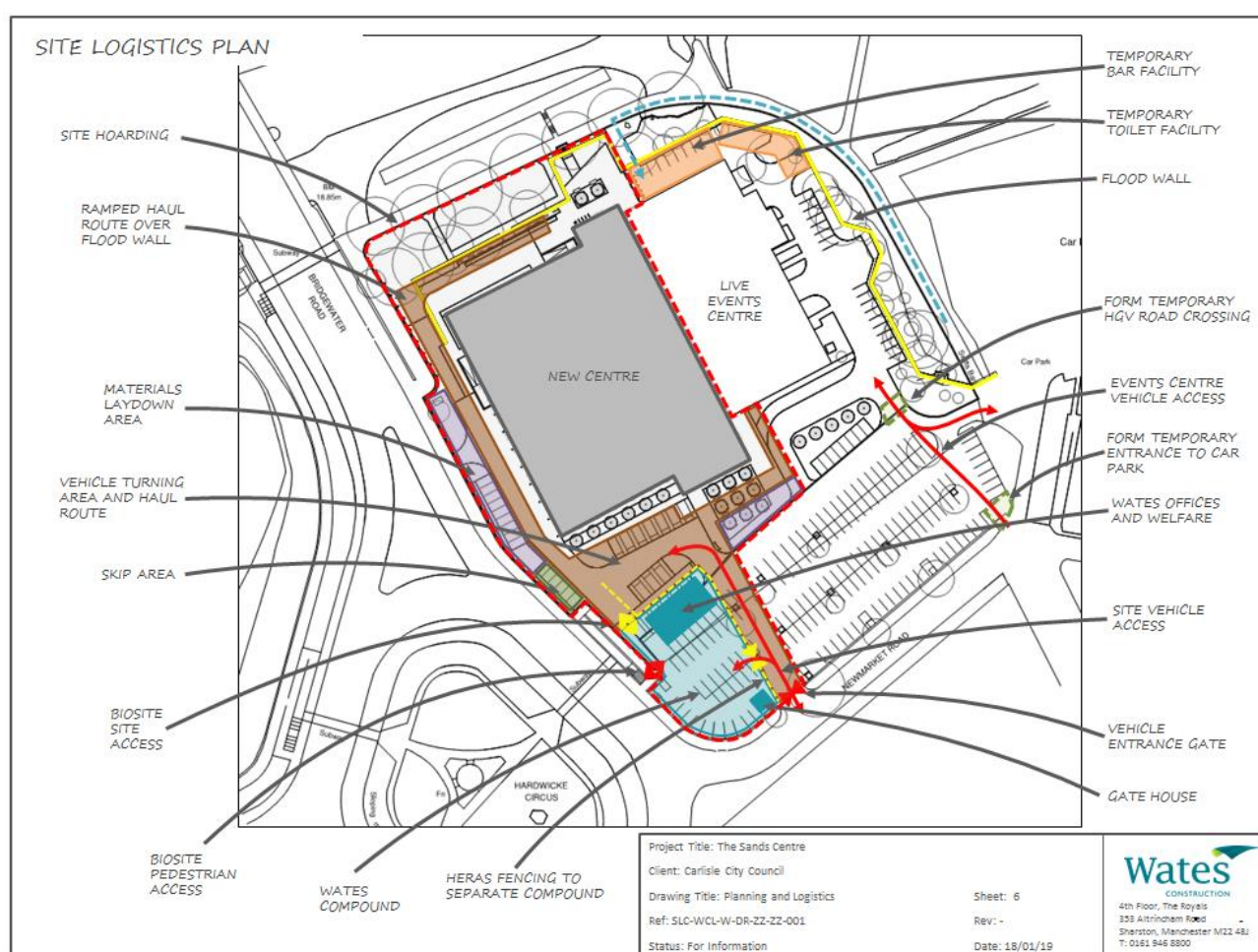
Site Logistics

Fundamental to the success of this project are the following goals:

- Access to the operational events centre and any temporary sports facilities provided by CCC for the general public
- Maintained access along the Hadrian's Wall footpath for the general public
- The provision of safe, secure and efficient access to and around the site of the materials and labour required to construct the project.
- Consideration of the restricted access to the rear of the site adjacent to the river
- The provision of safe and secure access around the site for the general public.
- The protection of the existing boundaries.
- Good standard of accommodation and welfare

Additional to this we believe that our visual standards are paramount in creating the right image and behaviours.

With this in mind our preliminary logistics strategy has been developed to with the aim of ensuring that these goals will be met.



Site Accommodation and Access

The proposed arrangement for the site is shown on the logistics drawing.

Office accommodation and welfare facilities will be located within the existing car park. This section of the car park is not due to have any works carried out so the compound can be set up and removed easily. From this location we can manage pedestrian and vehicle access to the site effectively. We envisage setting this up so that it is fully ready for the start of the main construction works. We will not be removing this compound set up until the construction works are completed.

Pedestrian access to the site will be adjacent to the subway entrance to Hardwicke Circus as this avoids the heritage listed railings and is on the primary footpath to the centre but still set back from the main road.

COMMERCIAL

Pedestrian egress and ingress will be through a controlled security station and turnstile barrier with a biometric access control.

Where practicable all vehicles will operate to a FORS Silver standard and we will implement CLOCS methods. We will undertake vehicle safety checks when vehicles arrive and depart site. Access routes within a 3 mile radius of the site will be assessed to identify sensitive receptors and a considered access route to nearby primary trunk roads will be developed.

Vehicle access to the site will be via the existing main entrance on Newmarket Rd, access will be operated by a competent traffic marshal. Once inside the site boundary traffic routes will be physically segregated from pedestrians. Traffic routes will be one- way to avoid reversing where practicable.

Maintaining Public access

Public access to the events centre during the construction phase of the new sports centre will be from the top end Newmarket Road where a new vehicle and pedestrian entrance will be formed. Access will also be available from the Hadrian's Wall footpath to the rear of the events centre. During events it is envisaged that both of these access routes will be operational. During the next stage we will work with GLL to fully define the temporary facilities and the detailed access solutions to the spaces.

Deliveries

Materials and Plant delivers to site will be booked in with 24hrs notice with the Site Logistics Coordinator. We will consider Lifting, Hoisting and Delivery Zone to efficiently manage the safe, secure and efficient delivery and movement of plant and materials on a daily basis.

This strategy will be developed from our current proposals into a Materials Management Strategy. The purpose of this Strategy will be to ensure safety, coordination, prioritisation and timeliness of deliveries to meet the Construction Programme.

Site Materials Transportation

The adequate provision and effective control of site material movement, hoisting and craneage is a key factor in ensuring that a safe and efficient programme is achieved.

In developing our preliminary proposals we have considered the following factors:

- *Restricted access to the rear of the site*
- *Minimising manual handling*
- *Safe / Segregated materials distribution routes*
- *Crane requirements*
- *Proximity of adjacent buildings and public highways*
- *Minimising openings in the building envelope*
- *Erecting and dismantling on the site.*
- *Waste collection points*

Elevational Access

Access proposals have been influenced by the design and materials selection. Our proposals are that access to the external elevations will be by:

- *Scaffold for brickwork*
- *Mobile Elevating Works Platforms for all other elevational materials*

Temporary Services

We have assumed temporary drainage, water, electricity and telephone connections will be made to the existing services and supplies available in the vicinity of the site and surrounding areas.

Temporary power and water distribution schemes will be designed to include all the necessary associated equipment to ensure continuation of supply to all required areas of the site.

Control Noise and Nuisance

We recognise the sensitivity of the surrounding area and will develop our methods with particular attention to plant selection and use to enable work to be carried out with the minimum effect on the environment and the requirements of the Client's neighbours.

COMMERCIAL

With this in mind we will ensure that all works follow best working practice which will include items such as:

- Quiet construction methods are adopted where possible
- Plant and equipment will be fitted with silencers
- Hoardings and screens will be installed around noisy plant where possible during normal working periods
- All site plant will be returned to designated secure areas within the secured site at the end of each day
- Locating noisy plant away from the site boundaries
- Not allowing vehicles to track mud onto adjacent roads
- Dust control measures such as selecting correct cutting methodology, damping down where there is a risk of dust within the site area etc.

We will pay particular attention to activities where there is a potential for noise during operations:

- *Demolition*
- *Piling operations*
- *Concreting operations*

By adopting these policies we will minimum of disruption to neighbours.

Waste Management and Removal of Waste

We will develop a project waste management strategy as the design develops which will consider:

- *Types and quantities of waste likely to be produced*
- *Ways to minimising waste (eg. Standardisation, prefabrication, pre-cutting of materials, choice of materials etc.)*
- *Recycling*
- *Management of waste movement on site and collection.*

Liaison and Good Neighbour Policy

As a Partner of the Considerate Constructor Scheme, with over 1000 sites registered we outperform the industry average. of 35.6. Wates topped the CCS league table for awards in 2017 and we will commit to achieving a minimum score of 41 for this project.

What this means to you is that we are committed to demonstrating industry leading standards that will enhance the reputation of the Client team, Scape, Wates the project and the wider construction industry.

[illegible]

[illegible]

<div data-bbox="94 1694 439 1915">  <p>© Wates Construction Limited 2015</p> </div> <div data-bbox="507 1694 825 1915"> <p>Wates Construction 4th Floor, The Royals 353 Altrincham Road Sharston, Manchester M22 4BJ T: 0161 946 8800</p> </div>	<div data-bbox="1308 1694 1638 1915"> <p>The Sands Centre Carlisle City Council</p> <p>Construction Stage Tender Programme</p> </div>	<p>Programme No: SLC-WCL-W-PR-ZZ-ZZ-001 Rev: P02.00.190212 Revision Date: 12/02/2019 Comment: Tender Programme Planner: Will Langford</p>
--	---	---

[illegible]

Wates Construction
4th Floor, The Royals
353 Altrincham Road
Sharston, Manchester M22 4BJ
T: 0161 946 8800

The Sands Centre

Construction Stage Tender Programme

Rev: P02.00.190212

Comment: Tender Programme

Thanner, Will Langford

[illegible]

Wates Construction
4th Floor, The Royals
353 Altrincham Road
Sharston, Manchester M22 4BJ
T: 0161 946 8800

The Sands Centre

Carlisle City Council

Construction Stage Tender Programme

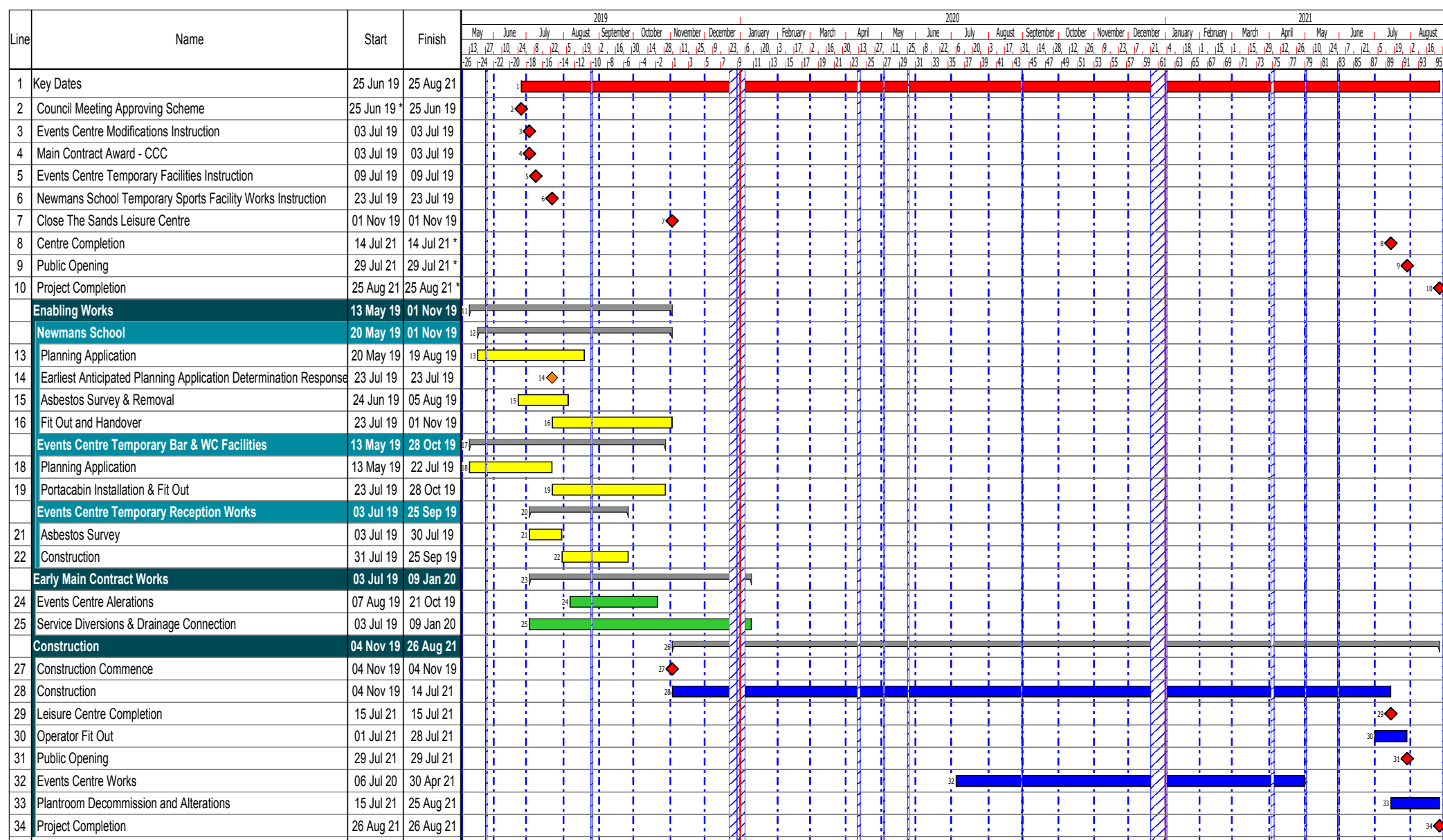
Programme No: SLC-WCL-W-PR-ZZ-ZZ-001

Rev: P02.00.190212

Revision Date: 12/02/2019

Comment: Tender Programme

Planner: Will Langford



Wates Construction
4th Floor, The Royals
353 Altrincham Road
Sharston, Manchester M22 4BJ
T: 0161 946 8800

© Wates Construction Limited 2015

The Sands Centre

Carlisle City Council

Project Summary

Programme No: SLC-WCL-W-PR-ZZ-ZZ-001
Rev: P02.08.190510
Revision Date: 10/05/2019
Comment: Enabling Works Programme
Development
Planner: Will Langford

CARLISLE CITY COUNCIL
SANDS CENTRE REDEVELOPMENT (“the Project”)
SCHEME OF DELEGATION TO OFFICERS (“the Scheme”)

Subject to the Council having approved the redevelopment of the Sands Centre, including funding thereof, the Executive, as authorised to carry out such functions on behalf of the Authority, hereby delegates decisions to Officers as set out in Section 1 of the Scheme. The purpose of the Scheme is to facilitate the delivery of the approved Project on behalf of the Council.

This sub-delegation scheme sets out:

- Which functions have been sub-delegated by the Executive in relation to the Project;
- Which officers have been authorised by the Executive to carry out functions and make decisions in relation to the Project; and
- Any terms and conditions attached to the Executive’s sub-delegation.

Any decision taken by an officer acting under the authority from the Executive remains the responsibility of the Executive;

Officers with sub-delegated authority under this scheme

An officer to whom authority has been sub-delegated under this scheme may decide not to exercise their authority in relation to a particular matter. They should refer any such matter to the Deputy Chief Executive¹. In the case of any dispute between officers with delegated powers then, as necessary, the matter should be referred to the Deputy Chief Executive for a decision.

An officer to whom authority has been sub-delegated under this scheme must follow the employee code of conduct and any other rules or requirements in relation to personal conflicts of interest which apply to them.

Decisions, as appropriate, must be recorded in an Officer Decision Notice. A copy should then be forwarded to the Democratic Services Section.

When contemplating a decision under delegated powers, officers should consider whether the proposed decision:

¹ The Deputy Chief Executive may in turn decide to refer such a matter to the Council, Executive or relevant Committee as appropriate.

- Is sufficiently important and/or sensitive so that it is reasonable for a member of the public to expect it to be taken by an elected, decision-making body (in which case the officer should arrange for it to be taken by that body)?
- Is purely administrative and is only remotely connected with the Executive function/relevant committee (in which case an officer decision notice is unlikely to be required)?
- Is so minor or routine that it is reasonable to consider it to be of no interest to a member of the public (in which case an officer decision notice is unlikely to be required)?

If in doubt, seek advice from the Corporate Director of Governance and Regulatory Services or Legal Services Manager.

Absence of the Deputy Chief Executive

In the absence of the Deputy Chief Executive from illness or leave, where a decision cannot be reasonably delayed until his return all of the relevant delegated powers in this Scheme of Delegation may be exercised by the Town Clerk and Chief Executive.

SECTION 1

	Function of the Project	Officer to whom Sub-Delegated	Terms and Conditions
	Routine decisions in deliverance of the project, such decisions being administrative in nature or an on-site delivery decisions.	Client Side Project Manager	<ol style="list-style-type: none"> 1. The delegation is to the Client Side Project Manager for decisions up to an estimated value of £10,000. 2. For decisions with an estimated value of £10,001 to 35,000 the delegation is to the Client Side Project Manager following consultation with the Property Services Manager. 3. All decisions to be within the approved budget.
	Routine decisions in deliverance of the project, such decisions being administrative in nature or on-site delivery decisions.	Pick Everard – Council's Agent	As per the terms of their Appointment
	Any decision to facilitate delivery of the Project.	Deputy Chief Executive	<ol style="list-style-type: none"> 1. The delegation is to the Deputy Chief Executive for any decision up to an estimated value of £70,000. 2. For decisions with an estimated value of £70,001 to £250,000 the delegation is to the Deputy Chief Executive following consultation with the relevant Portfolio Holder and the Corporate Director of Finance and Resources. 3. For decisions with an estimated value in excess of £250,000 the delegation is to the Deputy

			<p>Chief Executive following consultation with the relevant Portfolio Holder, the Leader and the Corporate Director of Finance and Resources.</p> <p>4. Any decision to be within the approved budget.</p> <p>Note: decisions in excess of £70,000 may be subject to call-in by Overview and Scrutiny.</p>
	Agree the Works Information and Site Information for inclusion in the NEC Contract	[Deputy Chief Executive]	
	Agree variations to Wates Appointment in accordance with the terms of the Contract	[Deputy Chief Executive]	[cap on amount variations led to?]
	Agree variations of the NEC Contract and Temporary works contract in line with the terms of the relevant Contract	[Deputy Chief Executive]	[cap on amount variations led to?]
	Apply for any planning permission in relation to the Project (including the Temporary Works and any variations to the redevelopment of the Sands Centre as required), including but not limited to variations to implement agreed variations at [3./4.] above	[Deputy Chief Executive]	
	Enter in any property documents, including but not limited to Agreement for Lease, Lease and licences, with the Diocese of Newman School in order to implement the Temporary Works contract and regularise the occupation of Newman School by the Authority	Property Services Manager	Subject to finalisation of the terms and conditions to be agreed by the Corporate Director of Governance and Regulatory Services following consultation with the Portfolio Holder for Finance, Governance and Resources.
	Enter into Property Documents, including but not limited to a licences and/or subleases to regularise GLL's occupation of any temporary facilities	Property Services Manager	

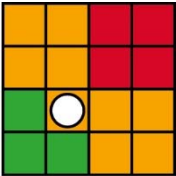
	Enter into Lease/Licence/sublease (as appropriate) with Carlisle Collage for the use of the Sports Hall at Newman School	Property Services Manager	
	Enter into any property documents, including but not limited to Agreement for Lease, Lease and licences, for the occupation of the of the redeveloped space at the Sands Centre with the NHS (or other tenant if necessary)	Property Services Manager	Subject to finalisation of the terms and conditions to be agreed by the Corporate Director of Governance and Regulatory Services following consultation with the Portfolio Holder for Finance, Governance and Resources.
	Enter into surrender documentation of space at the Sands Centre to allow occupation of NHS (or other tenant if necessary)	Property Services Manager	
	Enter into Supplementary Concession Agreement with GLL to mitigate delay in delivery of Sands Centre Development	Deputy Chief Executive	<ol style="list-style-type: none"> 1. The delegation is to the Deputy Chief Executive for any decision up to an estimated value of £70,000. 2. For decisions with an estimated value of £70,001 to £250,000 the delegation is to the Deputy Chief Executive following consultation with the relevant Portfolio Holder and the Corporate Director of Finance and Resources. 3. For decisions with an estimated value in excess of £250,000 the delegation is to the Deputy Chief Executive following consultation with the relevant Portfolio Holder, the Leader and the Corporate Director of Finance and Resources.

			<p>4. Any decision to be within the approved budget.</p> <p>Note: decisions in excess of £70,000 may be subject to call-in by Overview and Scrutiny.</p>
--	--	--	--

APPENDIX F

Carlisle City Council - Sands Centre Risk Register May 2019 (updated from February 2019) - Developed via a team workshop facilitated by Zurich Municipal

Description of risk
<p>1. Risk of delays to project delivery or increase in costs caused by one or more of: delays to start date, delays in Council decisions, 3rd party failures, design not keeping pace, or mission / scope creep, under estimating the scope of work, variations in costs of raw materials, supplies or workforce, or supplier insolvency.</p> <p>This could result in increased costs, impact on business case, impact on funding model, project becoming unaffordable, loss of stakeholder confidence, & reputational damage.</p>

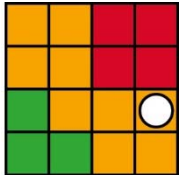
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Score
<p>Likelihood</p>  <p>Impact</p>	May 2019	4	<p>The Project Team and City Council officers have (since December 2018) been focused on the issues identified above. Delays to the decision and consequently the works commencement have been managed with all parties and costs associated with any delays are understood and factored into the Business Case section of this report.</p> <p>The current risk score reflects the still urgent need to take a decision (post City Council elections) on the way forward.</p>	4

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	June 2019
Target Risk Score	4

Lead Officer	Deputy CEO & Project Man.
--------------	---------------------------

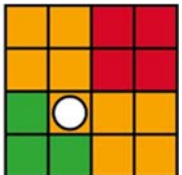
Description of risk
2. Risk of site flooding during construction. Flood defences will temporarily be changed during the construction phase, therefore any flood event during construction could result in damage to site & equipment, delays to works, disruption to centre users, & reputational damage.

Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; flex-direction: column; align-items: center;"> <div>Likelihood</div>  </div> <div>Impact</div> </div>	February 2019	8	<p>Control arrangements for this risk are currently being developed with Wates construction, Environment Agency (EA), City Council, Zurich Municipal via the Project Team.</p> <p>These include:</p> <ul style="list-style-type: none"> - Achieving clarity on insurance coverage and division of liabilities (via NEC Contract) - Clarity between EA and Wates on construction programmes, intermediate works and flood mitigation measures. 	4

Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	July 2019
Target Risk Score	4
Lead Officer	Project Man.

Description of risk
3. Risk of delay in agreeing or implementing temporary facilities during construction phase. This could be caused by delays in sourcing a bespoke solution, negotiations with 3 rd parties (e.g. school), or the Council making a decision. This could result in reputational damage, loss of revenue for GLL, increased costs for Council, and impact on Wates project plan.

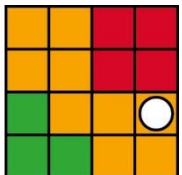
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</div>  </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</div> </div>	May 2019	4	<p>Events temporary facilities are now procured. Building control requirements and a variation to the planning agreement continue to be monitored and progressed. Orders for the temporary solution will be placed post 25th June, should Council agree to proceed.</p> <p>Leisure temporary facilities are now designed and costed. The project will be managed by Wates under an enabling works contract and progress is being made with this agreement. Lease arrangements with the Diocese of Lancaster are underway with Heads of Terms being agreed.</p>	4

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	July 2019
Target Risk Score	4

Lead Officer	Deputy CEO & Project Man.
--------------	---------------------------

Description of risk
4. Risk of a key contractor or the operator suffering an insolvency event. This could result in delays, increased costs.

Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</div>  <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact</div> </div>	May 2019	8	<p>Throughout the project life financial assessments of the key contractors and operator (GLL) will be monitored on a regular basis.</p> <p>The Scape framework arrangements are also being monitored.</p> <p>To date no concerns have been raised.</p>	4

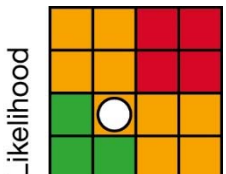
Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	June 2019
Target Risk Score	4

Lead Officer	Financial Services
--------------	--------------------

Discription of risk

5. Risk NHS withdraw from their lease. This could be caused by lack of funding or changes to their service delivery model. This could result in a temporary loss of revenue, having to redesign space, and potential reputational damage to overall business case.

Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
 <p>Likelihood</p> <p>Impact</p>	February 2019	4	<p>Regular dialogue and the development of lease arrangements is ongoing with our MSK and NHS partners.</p> <p>North Cumbria University Hospitals NHS Trust Board support has been received for the project and Heads of Terms for a lease are developed. Should the NHS seek to withdraw from a future lease GLL are primed to review all commercial opportunities for this space.</p>	2

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	July 2019
Target Risk Score	2

Lead Officer	Deputy CEO
--------------	------------

Employers Agent key risks monitor:

Version:	Revision 4			
Date:	30.04.19			
Item	Cause	Risk Description	Effect	Notes / Action / Comment / Mitigation Plan
1.01	Design and installation of the Temporary accommodation	Design and procurement is not carried out in time to become operational in time for the decant of the existing centre	Delay to the start on site of the main construction works	Review the alternatives
1.02	Stage 4 Programme	Design team fail to maintain progress against the stage 4 design programme	Delay to project commencement or design is incomplete at contract award	Design team to provide a detailed design programme and deliverables list, aligned with WCL pre-construction programme. Monitor weekly and advise Employer's Agent immediately of any slippage.
1.03	Public interfaces around existing facilities, live environment	Injury to a member of the public	Delay in programme, increased cost and damage to reputation	Physical barriers put in place to segregate public from any construction activities. Any works to the existing events centre carried out during times when no access by the public is allowed.
1.04	Insufficient coordination of the proposed design solution with the	Demolition scope is inadequate	Missing's from price and programme.	Identify the requirements for additional surveys of the existing building, instruction required from client for these to be completed within stage 2. The results being integrated into the design solution. All

	existing events centre.			areas not available until demo takes place - residual risk remains
1.05	Re introduction of RTA items by the design team	Increased scope	Cost increases	Continual review and challenge of the design information exclude from final submission
1.06	Design Development creep	Additional scope requirements from detailed design solution	Cost increases	Continual review and challenge of the design information, adequate stage 4 design contingency allowance. Any additional items identified shown as a shopping list to allow CCC to decide if required
1.07	Stage 4 Programme	Design team fail to maintain progress against the stage 4 design programme	Delay to project commencement or design is incomplete at contract award	Design team to provide a detailed design programme and deliverables list, aligned with WCL pre-construction programme. Monitor weekly and advise Employer's Agent immediately of any slippage.
1.08	MEP stage 4a design only available in full after lump sum price required to be submitted to CCC	Unavailability of design detail to tender the M&E Packages accurately	Potential for additional risk being costed into the M&E packages to cover missing's/grey areas etc.	Develop a plan in conjunction with the MDDT to design key areas of the M&E design early in the 2nd stage process allowing accurate costing by supply chain.

1.09	Wayleaves and easements around existing services	Proposed building may be too close to existing retained utilities	Additional cost and delay for service diversions	Diversion plans to be marked up to identify zones for wayleaves to establish requirement for diversions. Early engagement with utility companies to agree requirements.
1.10	Vibro consolidation close to existing structure's and services	Vibration causing damage to existing services/structures	Damage to structures/services - delays, cost and reputation	Develop a ground treatment/foundation solution in conjunction with the subcontractor and BH that is suited to working next to the existing building
1.11	Stability of existing structure that remains after Demolition of existing Structure	Collapse of building	Delay and enforcement notice	Undertake structural check and ensure any demolition is in line with defined MS. Temporary works solution priced to support the structure in a temporary nature.
1.12	Existing Utility services on site	Service strikes	Cost increases, extended programme, negative reputation	GPR survey has been carried out. This discovered a 315mm water main and a drain that will need to be diverted. Quotations have been procured and adequate allowances to be made in cost and Programme
1.13	Deep excavations near flood defence wall	Instability of wall during flood even	collapse of wall	Design a temporary works solution to retain any area of wall that may be effected by the excavation works
1.14	Clients chosen site is situated on a flood plain.	Potential for flooding on site during construction due to	Project delay and increased costs	Pre-construction risk assessment required from contractor to mitigate issues, insurance covers financial losses but not potential time lost

		site being in flood plain.		
1.15	Unknown ground conditions under the existing building	Unexpected ground conditions encountered	Additional cost and programme to deal with obstructions, soft spots, contamination and further ground improvement	Pricing allowances to be made for unexpected - residual risk remains for under provision
1.16	Brexit	Changes in legislation; negative impact on the flow of goods and services from the EU	Increased cost and programme over and above that expected at tender stage	Implement a "Project Brexit Plan". Identify any potential materials, products, components or design sourced outside of the UK and seek UK based alternatives or procure early and store off site. Programme contingency may be required for potential delays around deliveries. Consider incentive schemes for securing site labour.
1.17	Condition of existing building	Additional works required to bring existing building up to current regs	Potential delay to programme and disruption to the operation of the events centre together with increased costs	Early detailed surveys to establish scope and requirements