 <p>CARLISLE CITY COUNCIL</p> <p>www.carlisle.gov.uk</p>	<h1>Business & Transformation Scrutiny Panel</h1>	<p>Agenda Item:</p> <h2>A.4</h2>
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Meeting Date: 18th February 2021
Portfolio: Leader, cross cutting
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: The Sands Centre Redevelopment Project
Report of: The Deputy Chief Executive
Report Number: CS 06/21

Purpose / Summary:

The Purpose of this report is to update the Business and Transformation Scrutiny Panel on the current progress of the redevelopment of the Sands Centre site, and to consider any feedback / questions from the Panel.

The report also provides an update of the measures undertaken to manage or adapt the existing project proposals to deal with:

- a) Progress with the main contract works
- b) provision of temporary accommodation for GLL's leisure offering and the NHS physiotherapy unit
- c) a requirement to update existing infrastructure in the events space to manage public safety systems to meet with current legislation.
- d) working practices evolving from the management of the risks associated with the COVID -19 pandemic
- e) working practices evolving from the management of the Brexit Agreement arrangements

Recommendations:

That Business and Transformation Scrutiny Panel review the report, note the progress made and respond with any feedback and / or questions.

Tracking

Executive:	-
Scrutiny:	-
Council:	-

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. Previous Council reports (6th March 2018, CS 16/18 and 25th June 2019, CS 17/19, and 17th September 2020 CS 22/20) provide detailed background commentary on the development of the project and its progress via Scrutiny and Executive committees.
- 1.2** At its meeting 25th June 2019 Council approved the redevelopment of the Sands Centre (including the delivery of temporary facilities) and agreed to re-profile the capital budget to deliver the £25.5 M scheme.
- 1.3** At the special council meeting (17th September 2020 covered by report CS 22/20) additional funding was agreed to cover the impact on the construction contracts in terms of delay and cost incurred in managing the impact of COVID-19 to date and the anticipated costs associated with managing the sites for the duration of the contract within these constraints. The reprofiled budget including the costs associate with COVID and provision for management of COVID-19 for the duration of the main works is £27.3 m

2. PROPOSALS UPDATE

2.1 Main Works Contract – progress update:

Since 17th September 2020 report the following progress has been made on the project:

- The main contract issues identified in the last report have been concluded or resolved in sufficient detail for the contract to be entered with Wates Construction Ltd (WCL) and for work commence on site on 23 November 2020.
- Work has taken place on site to complete the enabling works diversion of services, to allow the two halves of the building to be separated and for the Events space to remain operational. This was done in enough time to allow the Christmas pantomime to take place in carefully controlled conditions.
- The site establishment and welfare arrangements have been upgraded to accommodate an increase in the workforce whilst providing sufficient working space, ablution facilities and cleaning regimes to managed the risk of the transmission of COVID-19 within the site workforce, deliveries and visitors to site.

- The asbestos removal has been completed within the demolition zone, and the site cleaned and handed back to the main works contractor.
- The remaining activities associated with the removal or reinstatement of the “back of house” services adaptation for use as part of the temporary COVID recovery hospital have been completed.
- Soft strip work was completed before the Christmas shut down (i.e. removal of fixtures and fittings, ceiling grids and surface mounted services).
- The Environment Agency work to the wall at the north elevation and tarmac ramp was also completed in time for the Pantomime. There is further work scheduled for early April to replace the pedestrian flood gate in this area and the vehicle gate at the entry to Swifts Car Park.
- The roof slates within the demolition zone were salvaged and put into storage for use in future repair work on the events roof and, if required, other Council property.
- There has been further localised investigation work carried out once part of the superstructure had been removed to be able to determine how the building frame could be disconnected above ground and to see if any further work needed to be done to the existing party wall foundations to support the temporary external wall.
- The demolition of the superstructure, ground slab and leisure facility foundations has now been completed and the waste has either been segregated and removed from site to suitable recycling facilities or retained on site and crushed for re-use in the foundations for the new building work.
- The exposed party wall has been weather-proofed but further work will be needed in this area once the ground stabilisation work has been completed, to give durability to the wall covering used to close the exposed openings in the wall.
- Work has also taken place to connect the new sewer connections from the back of the Sands building into the existing UU main in the east car park, and re-routing of the disabled WC pipework inside the building to maintain the availability of the facility to the public attending performances within the building.

- Laying of a temporary piling mat to use as a platform for the vibro-compaction piling equipment due on site within the next two weeks. (This is a ground stabilisation technique which consolidated non-cohesive or weak soils by installing densely compacted columns of stone or gravel in the ground which in turn displaces and densifies the surrounding granular soils to give a firm surface to build on).
- Progress to the stage 5 specialist design elements to coordinate with the main work designs, and to allow the instruction of the associated provisional cost elements e.g. mechanical, electrical and plumbing (MEP) services and operational facilities which have a first fix element.
- Updated the COVID site risk assessment in line with the latest government and trade body guidance.
- Update the site Flood plan for the current site works.
- Update the site Brexit plan for the current site works.
- Assist WCL in obtaining permits from the Environment Agency (EA) for site work adjacent to the flood retaining wall structures.
- Assist WCL in managing the discharge of planning, building control and statutory undertaker conditions. This includes the development of the Consequential improvement strategy to comply with Part L of the Building Regulations. As explained in previous Sands Centre reports to Council, the development of the new facilities alongside the existing Events Hall places a responsibility on the Council to improve the energy efficiency (and CO2 footprint) of the existing building as part of a redevelopment project. This includes measures which improve the thermal insulation of the building or reduce energy consumption.
- Further survey work is currently being undertaken to establish the condition of existing life safety systems, post demolition, to review the longevity and obsolescence of the system components to maintain service during the construction works and their suitability for re-connection to the new systems on completion of the leisure works e.g. CCTV cameras and RAAC plank roof.
- The temporary accommodation provided for GLL and the NHS Musculoskeletal (MSK) treatment service in the ground floor Blessed Christopher Robinson House (the former Newman Catholic High School property at Lismore Place) has been well received by the users and has generated investment in the first floor accommodation by partner organisations. The leisure facility is not

currently open for public use due to the current COVID-19 restrictions. The NHS facility is fully operational.

- At the Sands Centre site, a fully accessible temporary events centre reception, bar and catering facility has been completed and has been put into use for the Christmas pantomime. Unfortunately, the facility is not currently in use and will not be re-opened to the public for use until COVID-19 restrictions are sufficiently reduced and a safe environment can be secured.

2.2 COVID-19 implications on the Main Contract

- Since March 2020 it has become clear that the COVID-19 pandemic has brought about serious implications for all economic sectors. The construction sector has needed to pay attention to areas of work such as material supply, travel to and from site, on site risks and working practice and the provision of enough, clean welfare facilities.
- Wates have responded to the pandemic by developing additional management and staff guidance to provide up to date information for all levels of the business. During the development of the Council's temporary facilities at Lismore Place and at the Sands Centre these new working arrangements were tested and monitored by Wates and the Council.
- The working arrangements developed by Wates during this period have followed the benchmarks laid out by the Construction Leadership Council (CLC). These CLC safe working procedures have been developed and updated to reflect the latest government guidance. The CLC has now produced Version 7 of this guidance and Wates have developed their onsite plans to reflect this.
- Provision has been made with the contract documents to building in an element of shared risk management for quantifiable risks in terms of cost and programme constraints.
- If further significant local or national or international restrictions are imposed which restrict the flow of the workforce to the site and/or materials to site, Wates are entitled to review the impact of such restrictions on the costs and programme. If a proven cost can be shown, Wates can make a claim for compensation under the terms of the Contract. This is an unquantifiable risk but through proper contract administration the mechanisms exist within the Contract to allow the Council to make representations as part of that process. This has already been demonstrated and used effectively on the provision of the facilities

at Newman School and the temporary accommodation on site for GLL's operations.

- WCL, CCC and the project team review the guidance and COVID management plan periodically to ensure that it remains up to date and relevant for the management of the risks as far as reasonably practicable.

2.3 Brexit Agreement implications on the Main Contract

- A Brexit plan had been developed with WCL prior to entering into Contract, to try and quantify the risk and manage the impact of a "No deal" Brexit or a restricted Brexit trade agreement, on time or cost, for something which was not published at the time of entering into the contract and is currently evolving. The plan was based on a review of the availability of key areas of the workforce, the location of the designers for some of the specialist design work, the ownership, source of the raw materials and finished products likely to be used to build and operate the project.
- The review of the Brexit plan, like the COVID and Flood plans, is an ongoing process to reflect the construction activities and programme. The plan is updated periodically to identify any emerging risks and mitigate them where possible.

2.4 Main contract - Programme

- The main works contract is currently in week 11 of 98. (w.c./1/21).
- The project is currently on programme.

2.5 Main contract - Budget

- The main contract work element of the project is valued at circa £21 m.
- The remainder of the budget is allocated to other costs associated with the delivery of the project.
- The contract has been let using an NEC form of contract. A key feature of this form of contract is the collaborative approach to identifying construction issues as they arise and agree a solution. Part of this process is issuing Early Warning Notices which is then followed by an administrative process which works

through potential solutions including any time or cost implications. There have been 17 Early Warning Notices, 11 Compensation Event Notices and 11 Project Manager instructions issued to date.

- The main contract and delivery costs are currently on target to stay within budget.

3. RISKS

- 3.1** 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.

This is an ongoing process which is managed through the NEC 3 form of contract using an Early Warning Notice system – where all parties to the contract have an opportunity to provide an input into the identification and management of risk in a collaborative setting. The Early Warning Notice is reviewed to confirm the merit of its content and the likely impact on the project. The result of this review will then determine what action should be undertaken to reduce, mitigate or remove the risk.

Appendix E contains the most up to date strategic risk register for the project.

4. CONSULTATION / PARTNERS - OTHER CONSIDERATIONS RELATED TO THIS PROJECT

- 4.1** 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.

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. Further to this Sport England approved an additional £200k of funding support prior

to the Council report in September 2020. Officers have now executed the funding agreement and are ready to draw down the funds.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1** 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 – Site Boundary Plan**
- Appendix B – Ground Floor Plan**
- Appendix C – First Floor Plan**
- Appendix D – Site Progress Photos**
- Appendix E – Project Risk Register**

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

- **None**

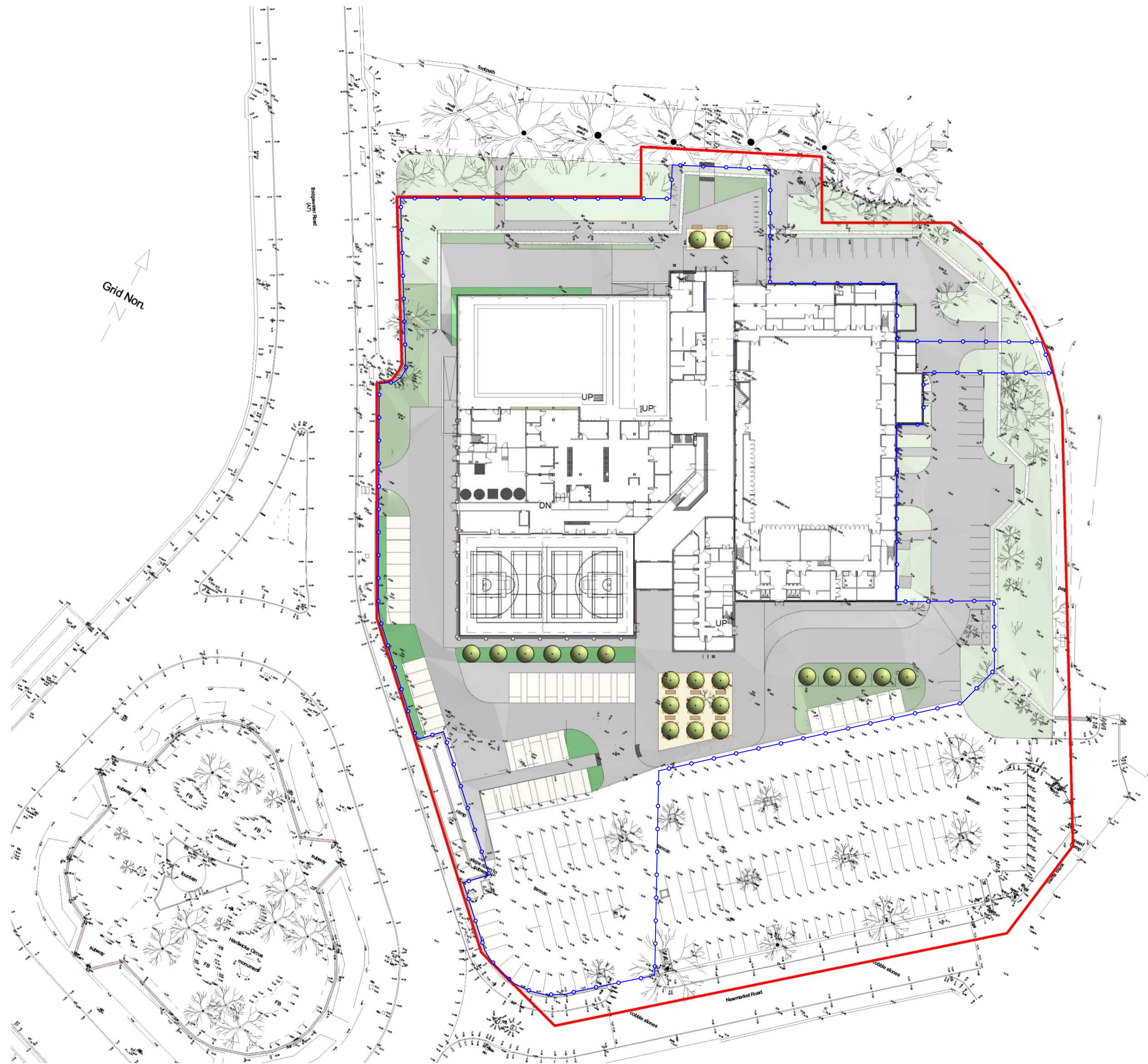
CORPORATE IMPLICATIONS:

LEGAL –

FINANCE – The project is part of the Council's capital programme and is monitored on a monthly basis with the Project Manager and key internal stakeholders through internal project meetings that ensure any financial implications of the project are brought to light as early as possible.

EQUALITY –

INFORMATION GOVERNANCE –



Proposed Site Plan
Scale:- 1:500

KEY

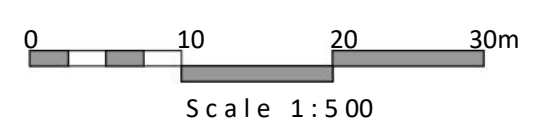
— PLANNING SITE BOUNDARY

— CONSTRUCTION SITE BOUNDARY

18009-SLC-WCL-ZZ-ZZ-W-0002 rev 01

CONSTRUCTION SITE BOUNDARY
PLAN

Rev	Date	Revision notes
00	13.03.2019	First issue
01	23.03.2020	Boundary extended to incorporate HV connections and hoardings



Linked Revit Model - Names / Version	
Discipline	Model Name
Existing Building	12292-Existing-The Sands 2018-SI-ZZ-M3
MEP	17024-BHE-XX-ZZ-M3-MEP-0001_WIP_P01.19
Structural	17024-BHE-XX-ZZ-M3-S-0001-P03.7-17.07.2020
Context	17024-GT3-00-ZZ-M3-A-LANDSCAPE-CENTRAL-2018
Landscape	GT1385-00B-SI-ZZ-M3-L-0001_P15

Denotes Environment Wall line from wet to dry Environments

Secondary means of entry / exit for temporary events state. To be managed by Operator.

Primary means of entry / exit for temporary events state. To be managed by Operator.

B	Issued For Contract	14/09/2020	SSe
A	Issued For Construction	15/04/20	SSe
P08	Updated To Reflect BCO Comments	25/02/20	JM
P07	Updated To Reflect BCO Comments	20/02/20	SSe
P06	Employers Requirements	08/02/19	MPH
P05	Stage 4A Issue - For Tender	18/01/19	SSe
P04	Stage 4A Issue	13/12/18	SSe
P03	Updated Stage 03 Following RTA & Client Comments	26/11/18	SSe
P02	Revised Stage 3 Design	25/10/18	SSe
P01	Stage 3 Issue	19/07/18	SSe

Stage 5

Carlisle City Council
The Sands Leisure Centre
Newmarket Rd, Carlisle CA1 1JQ

Level GF Proposed GA
GT3 JOB NO: 17024

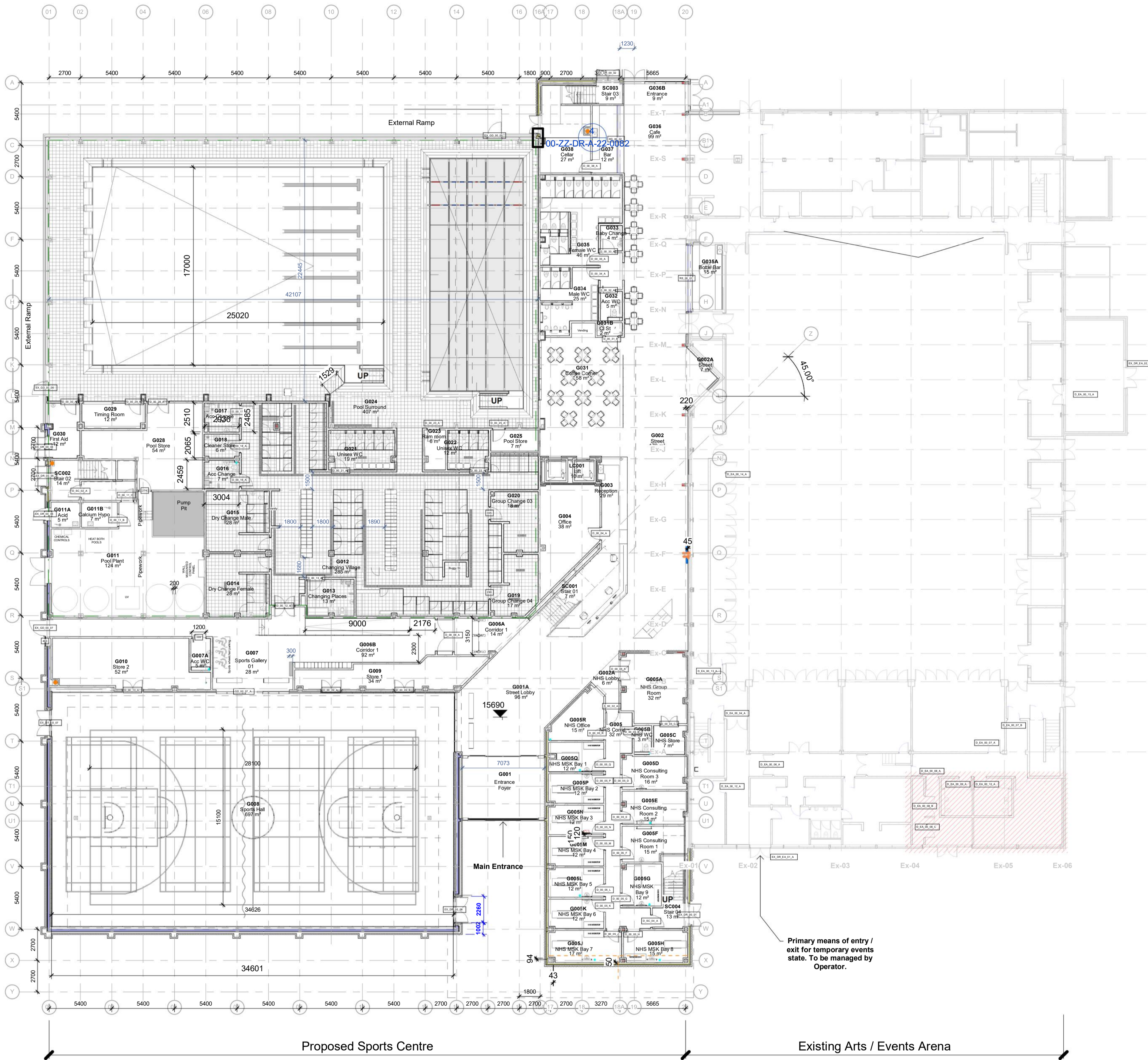
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SCALE: As indicated @A1
DRAWN BY: SSe
CHECKED BY: PRE

DO NOT SCALE
ALL DIMENSIONS TO BE VERIFIED ON SITE



2nd Floor TWO
Jernwood Three Sixty
Newcastle Upon Tyne
NE2 1DB
1 0191 2817700
info@gt3architects.com

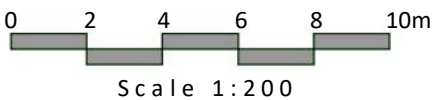
Stanford House
19 Castle Gate
Newcastle Upon Tyne
NE1 7AQ
1 0115 9470800
www.gt3architects.com



Level GF - Proposed.
Scale: 1:200

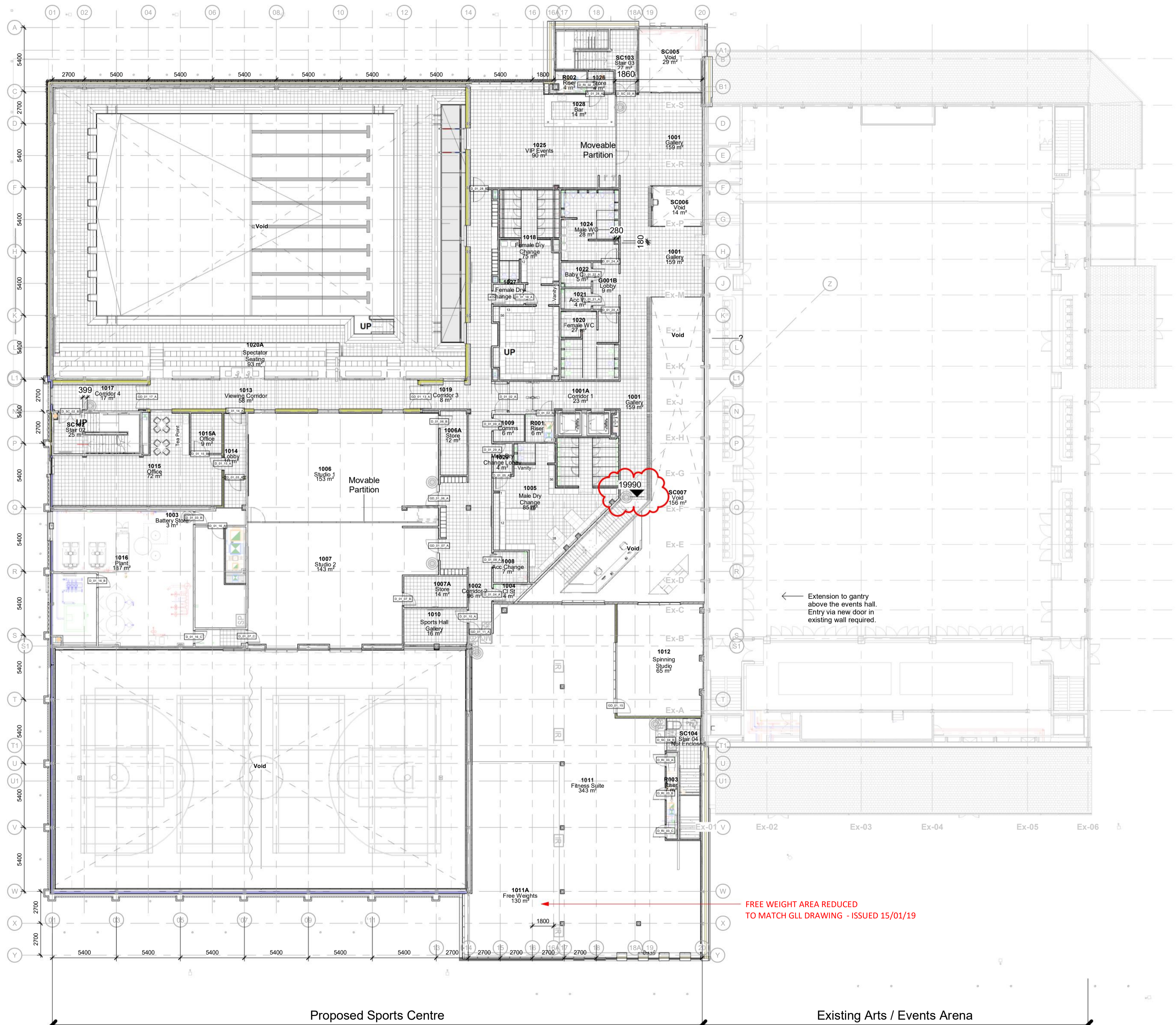
Proposed Sports Centre

Existing Arts / Events Arena

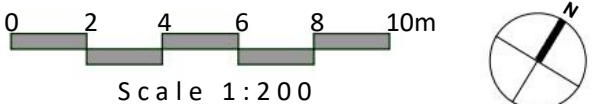


Linked Revit Model - Names / Version	
Discipline	Model Name
Existing Building	12292-Existing-The Sands 2018-SI-ZZ-M3
MEP	17024-BHE-XX-ZZ-M3-MEP-0001_WIP_P01.19
Structural	17024-BHE-XX-ZZ-M3-S-0001-P03.7-17.07.2020
Context	17024-GT3-00-ZZ-M3-A-LANDSCAPE- CENTRAL-2018
Landscape	GT1385-00B-SI-ZZ-M3-L-0001_P13

Denotes Environment Wall line from wet to dry Environments



Level 01 - Proposed.
Scale:- 1 : 200



FREE WEIGHT AREA REDUCED
TO MATCH GLL DRAWING - ISSUED 15/01/19

C	Issued For Contract	14/09/2020	SSE
B	Updated to Reflect WCL comments	18/05/2020	SSE
A	Issued For Construction	15/04/20	SSE
P08	Updated to suit WCL W1 set comments	27/03/20	SSE
P07	Employers Requirements	08/02/19	MPE
P06	Stage 4A Issue - For Tender	18/01/19	SSE
P05	Stage 4A Issue	13/12/18	SSE
P04	Updated Stage 03 Following RTA & Client Comments	26/11/18	SSE
P03	Stage 03 Following RTA	12/11/18	SSE
P02	Revised Stage 3 Design	25/10/18	SSE
P01	Stage 3 Issue	19/07/18	SSE

STAGE 5

Carlisle City Council
The Sands Leisure Centre
Newmarket Rd, Carlisle CA1 1JQ

Level 01 Proposed GA
GT3 JOB NO: 17024

DWG NO: 17024-GT3-00-01-DR-A-20-1001-S2-C
SCALE: As indicated @A1
DRAWN BY: SSE
CHECKED BY: PRe

DO NOT SCALE
ALL DIMENSIONS TO BE VERIFIED ON SITE



APPENDIX D – SANDS CENTRE REDEVELOPMENT progress photos

1) Work on the flood retaining wall on the north elevation of the site



2) Additional COVID ablutions



3) Investigating the existing building foundations:



4) Demolition work – gym area



5) Demolition – front entrance area



6) Recycling demolition materials



7) Demolition - secondary sports halls



8) Forming the sacrificial piling mat layer



9) Recycling the demolition arisings

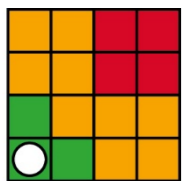
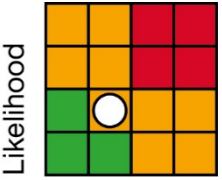


10) Forming the pile mat



APPENDIX E - Sand Project Risk Register – 31st December 2020

SECTION 1 – ENABLING WORKS

Delivering the enabling works at the Sands and former Newman School site – CONTRACTUAL (COVID 19)				
There is a risk that (TIART) the terms of the enabling works contract at the Sands and former Newman School cannot be adhered to and this leads to additional work and cost related to compensation and early warning events and / or contractor or client relying on verbal exchanges as instruction.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
 Likelihood Impact	31 March 2020 3 rd June 2020 31st December 2020	9 4 1	<ul style="list-style-type: none"> - Identified key persons for client (including Pick Everard) and contractor are nominated and agreed as project leads (decision makers) DONE - Client and contractor identify and agree key clauses to be used for the management of this enabling works contract under ‘force majeure’ or a similar clause. NOT REQUIRED - A schedule of meetings arranged to provide early warning of potential deviations from the enabling works contract. DONE <p>Both sites are now complete with minor snags being attended to. Newman S is in use by GLL and NHS.</p> <p>RISK CLOSED</p>	 Likelihood Impact

Impact Score	1		Target Risk Date	April 2020
Likelihood Score	1		Target Risk Score	4
Risk Score	1			
			Lead Officer	Darren Crossley

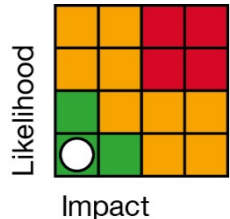
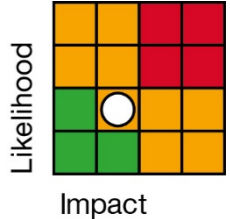
Delivering the enabling works at the Sands and former Newman School site – CONSTRUCTION PROGRAMME (COVID 19)				
TIART the lead contractor and their subcontractors cannot provide enough labour and materials to complete the enabling works to the required programme date.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div> <div>Likelihood</div> <div>Impact</div> </div>	March 2020 3rd June 2020 August 2020 31 December 2020	9 4 4 1	<ul style="list-style-type: none"> - The lead contractor and sub-contractors provide the client with an assessment of labour and materials supply and indicate any significant deviations from the project plans WAS ONGOING - DONE - The lead contractor and sub-contractors identify and communicate any proposed variations to the contract duration or methods. DONE - The client reviews any proposals in a timely manner and responds to the lead contractor. DONE - The client reviews the impact on programme regarding the impact on current hire agreements (Portacabin) and rent-free period (Newman School) <p>As at 3rd June Newman School site and Sands (portacabin) works are almost complete (target 2nd week in June). Still some risk relating to the rent-free period of occupation should the main contract be delayed.</p> <p>Both sites are now complete, with Covid delay impacts being handled via the compensation events processes.</p> <p>The Contract completion certificates have been issued. RISK CLOSED.</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>

Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	4

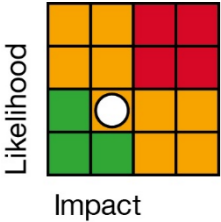

Delivering the enabling works at the Sands and former Newman School site – FINANCIAL (COVID 19)

TIART the impact of Covid 19 on the enabling works contract causes the projected costs to exceed the identified budget for this part of the project.

Present Matrix	Assessment Date	Present Risk Scores	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 3 rd June 2020 August 2020 31 December 2020	9 4 4 1	<ul style="list-style-type: none">- Pick Everard ongoing assessment responsibilities of cash flow and projected costs are circulated to the client team in a timely manner with enough detail to identify key areas of risk. SOME ISSUES WITH PERFORMANCE TO BE DETERMINED WITH PE.- All supply and financial concerns arising from Covid 19 impacts are reported to the client in a timely manner to allow for potential mitigating actions / decisions. A more specific register of ‘at risk’ suppliers of materials and / or labour should be developed and monitored. COVERED VIA ONSITE MGMT ARRANGEMENTS.- The client should work with the lead contractor to try to establish if improvements can be made to cash flow arrangements to support contractors in the supply chain. DONE- The contractor should explore any government grant funding programmes that may assist contractors in the supply chain. <p>As at 3rd June still some minor risks on budget related to asbestos removal and COVID-19 related time extension.</p> <p>Final costs for both sites are now being attended to with COVID-19, asbestos, portacabin relocation (due to EA) and NHS recovery site being assessed.</p> <p>The final accounts have been settled with the contractors and consultants. RISK CLOSED.</p>	

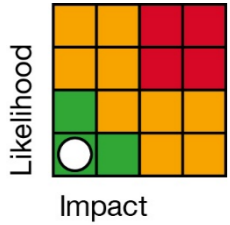
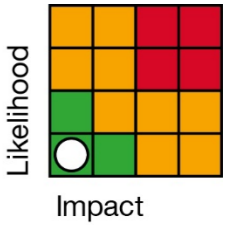
Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	4

Delivering the enabling works at the Sands and former Newman School site – LEISURE CONTRACT (COVID 19)				
TIART the impact of Covid-19 (or other project delivery issues) may place additional cost strain on the Carlisle CC and GLL leisure contract				
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/ Mitigating Actions	Target Risk Matrix
	March 2020	9	<ul style="list-style-type: none"> - A client / contractor meeting should be arranged to establish the key service delivery, financial and other issues. (First meeting Wednesday 1st April – TR to follow up with GLL position) Decision taken to manage the Covid impact until end of June with an open book approach to establish actual costs to GLL. - This work should include monitoring of the current government requirement for leisure facilities to remain closed. DONE and ongoing (4th July new arrangements for leisure centres are to come into place) - The client should assist the contractor with timely advice regarding any locally delivered business grants available to offset the ongoing costs of remaining closed. N/A 	
	3 rd June 2020	9		
	August 2020	4		
	31 December 2020	4		

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	April 2020
Target Risk Score	4

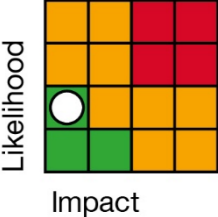
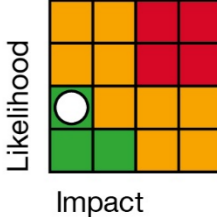
Delivering the enabling works at the Sands and former Newman School site – HEALTH & SAFETY				
TIART the requirement to continue delivering the enabling works contract at the Sands and former Newman School compromises the health and safety of contractors, client employees and / or other parties (i.e. GLL staff, NHS workers)				
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 3rd June 2002 August 2020 December 2020	12 1 1 1	<ul style="list-style-type: none"> - Lead contractor and Pick Everard work with the Client Project Manager to review and monitor all health and safety risks assessments, particularly those related to the Covid 19 pandemic. (Heath and Safety RA’s received from Wates and reviewed) DONE - All parties to the contract work ensure compliance with these RA’s and mitigating actions, notifying the named individuals from each party of any breaches and / or practise that deviates from the new arrangements. DONE <p>As at 3rd June Wates and their sub-contractors have largely completed the project under new Covid-19 Health and Safety procedures. These have worked well and protected on site staff and visitors.</p> <p>Both temporary works projects are now complete. RISK CLOSED.</p>	

Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	1

Delivering the enabling works at the Sands and former Newman School site - REPUTATIONAL

TIART parties engaged in this enabling works contract fail to communicate between each other and consequently risk reputational damage due to poor management of public messages regarding the project.

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 June 2020 August 2020	4 2 2	<ul style="list-style-type: none">- An assessment should be undertaken of the key cross partner and external communication requirements during this period DONE- Agreement should be reached on the key project communications and who and when will be responsible for managing these communications DONE <p>As at 3rd June 2020, this risk has not materialised as good communication has been maintained between all parties.</p> <p>Both projects are now complete, and this risk has been closed.</p>	

Impact score	1
Likelihood score	2
Risk Score	2

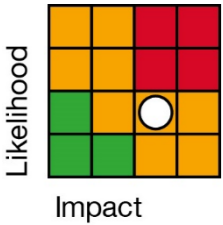
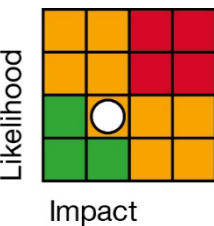
Target Risk Date	October 2020
Target Risk Score	2

Delivering the enabling works at the Sands and former Newman School site – NHS REQUIREMENT (RECOVERY CENTRE)				
TIART the requirement to support the NHS locally and provide ‘bed space’ at the Sands will significantly impact on the delivery of the agreed enabling works project.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div>Impact</div></div></div>	March 2020 June 2020 August 2020	9 2 1	<ul style="list-style-type: none">- Liaison with the military planners and NHS (including GLL, Wates, Council) needs to clarify the extent of the planned operation (scale and duration). (Completed except for duration) DONE- Clarity is required on the management of the site (City Council, GLL and / or NHS) and any implications for Wates. (Work ongoing to ensure enough clarity for all parties) DONE- Clarity is required on the extent that on-site works can continue as required under the enabling works contract. DONE <p>As at 3rd June, the Recovery Centre is now to be removed for site, a minor risk remains regarding any additional works required to ‘make good’ after removal and any time delay impact on the main contract works.</p> <p>All issues related to the removal of the recovery site have now been addressed. RISK CLOSED.</p>	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div>Impact</div></div></div>

Impact score	1
Likelihood score	1
Risk Score	1

Target Risk Date	April 2020
Target Risk Score	6

SECTION 2 – MAIN CONTRACT WORKS

Delivering the main works at the Sands Centre – <i>NON COVID-19 REQUIREMENTS</i> / CONTRACTUAL				
TIART the main contract works at the Sands Centre will be delayed causing significant operational and financial impact on the Council and partners (GLL and Wates)				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020	12	<ul style="list-style-type: none"> - Project team to meet and itemise all delay issues before determining a priority order for resolution. DONE - Project team to sign off all currently agreed clauses in the main works contract (therefore leaving more contentious items for final discussion) DONE - Project team to review all documents required as appendix to the main contract and sign off those completed. Still to complete 3rd June 2020. Still to be completed. DONE - Project team to sign off (ready for novation) agreed RIBA Stage 4a drawings and works requirements. Still to complete 3rd June 2020. Still to be completed. DONE - Project team to agree any other design and architecture items still not at RIBA 4a and approve a way forward to achieve client and novation position pre-contract signing. Still to complete 3rd June 2020. Still to be completed. DONE - Project team to review and agree specific additional clauses e.g. flood, Covid-19. Still to complete 3rd June 2020, flood clause agreed, Covid-19 to be agreed. Covid clause still to be agreed (along with cost implications) DONE - Project team to review and take steps to resolve all 'significant' provisional sums in the contract. Still to complete 3rd June 2020. Resolved. Itemised sums have been refined pending subcontract design work (RIBA stage 4B and 5) and added to the Contract documents and included in the contract programme as key dates or milestone - Project team to resolve contractual position on the event centre roof replacement. Still to complete 3rd June 2020. See separate risk tables below. Removed from the contract pending further investigation, design, and programming. Further consideration to be given to the provisional sums set aside for the renewal or replacement of plant and equipment affected by suspension of work on the RAAC plank roof. 	
	June 2020	9		
	August 2020	9		
	31 December 2020	6		

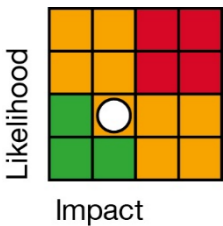
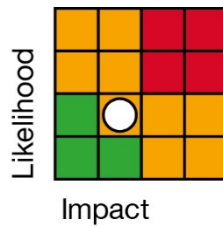
Impact score	3
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Target Risk Date	
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Likelihood score	2		Target Risk Score	4
Risk Score	6			

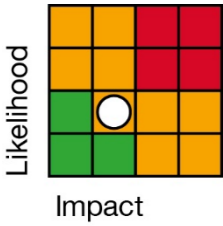
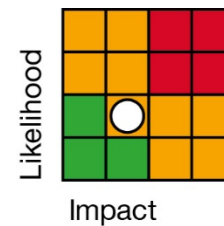
Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / CONTRACTUAL

TIART the impact of the COVID-19 virus is not fully understood and accounted for in the Sands Centre main works contract

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020	12	<ul style="list-style-type: none"> - Project team and legal advisors should meet to identify the specific concerns arising from COVID-19 impact and assess these considering the current contract draft DONE - Project team should detail potential contract drafting issues arising from this exercise e.g. supply chain, payments, insolvency, variations, etc...DONE <p>As at 3rd June, the project team and legal advisors have considered the actions above and reviewed the NEC contract terms and Scape procurement position. The clauses within the NEC contract do allow for such eventualities as a pandemic to be reviewed as contract variations. However, the contractor wishes to insert an additional 'z' clause to cover this pandemic. This proposal is being considered.</p> <p>A final position on the proposals for dealing with Covid potential extra costs is now ready for Executive and Council consideration.</p> <p>Additional accommodation and procedures have been put in place on site to manage the risk of the transmission of COVID 19 associated with a mobile work force. CLC SOP Version 7 of the industry guidance is currently in place and has been adopted by the Main Contractor</p>	
	June 2020	9		
	August 2020	4		
	31 December 2020	4		

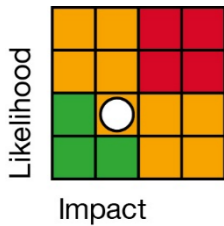
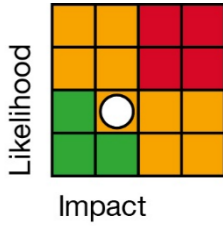
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	
Target Risk Score	4

Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / CONSTRUCTION				
TIART COVID-19 impact on the construction sector effects and / or delays the delivery date of the Sands project				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	<p>March 2020</p> <p>June 2020</p> <p>August 2020</p> <p>31 December 2020</p>	<p>12</p> <p>9</p> <p>4</p> <p>4</p>	<ul style="list-style-type: none"> - Project team seek clarity from Wates and sub-contractors / supply chain on the following areas: material, labour, utilities, technical support during and post COVID-19 crisis with a view to clearly (via open book) establishing project impact. PART DONE but without the clarity required yet - Project team consider any options arising regarding procurement, storage and transport of critical materials for the project, those that may be secured from outside of the UK e.g. pool tiles. Considered, but without resolution at present. - Project team explore issues relating to the loss of key personnel to other projects, to ensure that staff turnover does not affect delivery timelines, or the quality of the project DONE - Project team consider the delay timescales and any impact on seasonal construction challenges already highlighted e.g. winter foundations work DONE - Project team to determine the most appropriate means to identify roof RAAC panel replacement design, costs and programme impact DONE but the results are not yet known / clear. <p>As at 3rd June 2020 the Project Team still require more clarity from the contractor regarding the project delivery under current and anticipated Covid-19 restrictions. The contractor has suggested a 10% productivity loss due the restrictions (equating to an 8-week extension) however this is not accepted as a clear enough guide to impact.</p> <p>See above – the Covid clause proposals are designed to deal with these likely additional costs.</p> <p>See above note regarding the adoption of the CLC SOP version 7 guidance</p>	

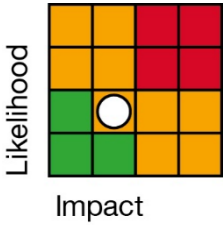
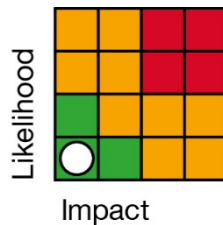
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	4

Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / FINANCIAL				
TIART the delayed start to the Sands Centre main contract and the additional pressures arising from Covid-19 virus cause the projected costs of the project to exceed Council budget approvals.				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020	12	<ul style="list-style-type: none"> - Agree with PE the current spend position regarding PCSA and enabling works contract DONE - Assess the financial impact of a delayed enabling works contract (on the main contract costs) and map this to the contractual and construction risks identified above DONE but still to receive further evidence required. - Form a final view of total project spend and main works sum (including the design issues covered above and the RAAC panel replacements) Underway - Ensure ongoing clear tracking of the project and reporting of current and projected costs Measured being put in place to adapt Council cost reporting systems to suit Capital works projects. A board has been set up for the Sands project to manage this and the development of other Council processes to provide appropriate information for all significant elements of larger capital works projects <p>As at 3rd June the Council is in receipt of proposal to extend the PCSDA to cover preparatory works in the main contract. This will allow further time to appraise the RAAC roof replacement costs and agree a way forward on Covid-19 proposals.</p> <p>Project costs will exceed Council budget approval and a further report is under development to address this issue.</p> <p>The costs associate with the proposals tabled for managing the risk associated by COVID-19 have been adopted and put in place.</p>	
	June 2020	9		
	August 2020	9		
	31 December 2020	4		

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	4

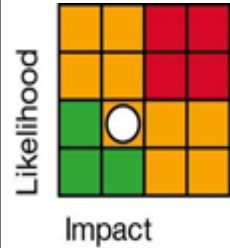
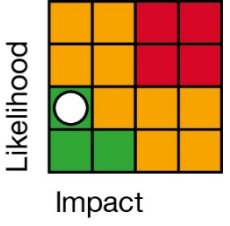
Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / HEALTH AND SAFETY				
TIART the requirement to deliver the main works contract at the Sands compromises the health and safety of contractors, client employees and / or other parties (i.e. GLL staff, NHS workers)				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 June 2020 August 2020 31 December 2020	12 6 4 4	<ul style="list-style-type: none"> Lead contractor and Pick Everard work with the Client Project Manager to review and monitor all health and safety risks assessments, particularly those related to the Covid 19 pandemic. All parties to the contract work ensure compliance with these RA's and mitigating actions, notifying the named individuals from each party of any breaches and / or practise that deviates from the new arrangements. <p>As at 3rd June the risk assessments and mitigating actions for the main contract are still to be reviewed. However, these are under development and will closely follow the enabling works arrangements.</p> <p>Risk assessments and methods of working continue to be reviewed and assessed against industry guidelines.</p> <p>Risk assessment and methods of working have been updated to reflect more recent government and industry guidance. Further work is needed to modify or adapt existing Council Health and Safety policy and procedures to manage construction specific health and safety legislation.</p>	

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	1

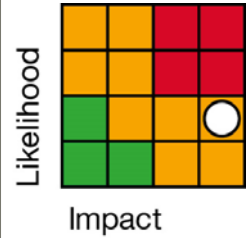
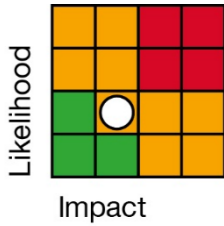
Delivering the main works at the Sands Centre – COVID-19 REQUIREMENTS / REPUTATIONAL

TIART parties engaged in the main works contract fail to communicate between each other and consequently risk reputational damage due to poor management of public messages regarding the project.

Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
	March 2020 June 2020 August 2020 31 December 2020	4 4 4 4	<ul style="list-style-type: none">- An assessment should be undertaken of the key cross partner and external communication requirements during this period- Agreement should be reached on the key project communications and who and when will be responsible for managing these communications <p>As at 3rd June this exercise is still to be undertaken to establish key communication issues relating to the pandemic and other significant risk issues e.g. roof replacement.</p> <p>The Council report under development will seek to address this risk area.</p> <p>The first stages of the development of a communication strategy is now in place.</p>	

Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	September 2020
Target Risk Score	2

Delivering the main works at the Sands Centre – RAAC Roof Panels report				
TIART the status of the RAAC roof panels in the Sands Centre Events Hall roof is not fully understood and unseen deterioration leads to a cracking or more serious failure of these structural elements leading to a potential partial or collapse. [This could lead to an unplanned closure of the hall or a more serious evacuation post collapse]				
Present Matrix	Assessment Date	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div>  </div>	August 2020 31 December 2020	8 8	<ul style="list-style-type: none"> - Three structural reports have now been conducted (two for the spanning panels and one focused on the mansard elevation supporting panels) these have been visual inspections, limited to only a small element of each panels surface. However, each inspection has reported no signs of deterioration, bowing, deflection or cracking. - The first two reports (concerning the spanning panels) also noted the age of this structure and informed the Council that these elements had reached the end of their design life (35 years). - Further investigations have shown that the Events Hall roof was recovered approximately 20 years ago. Water ingress onto the internal panels is thought to have the greatest impact on structural integrity. - A continued timetable of visual inspections is planned, together with further assessment of the condition and durability of these structures. - A further visual inspection is planned for February 2021 on completion of the demolition and vibro-compaction work to check the condition. 	<div>  </div>

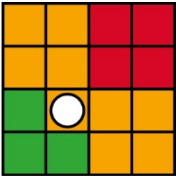
Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	October 2020
Target Risk Score	4

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

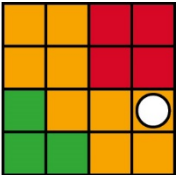
Impact score	2
Likelihood score	2
Risk Score	4

Target Risk Date	June 2019
Target Risk Score	4

Lead Officer	Deputy CEO & Project Man.
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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> <div>Likelihood</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

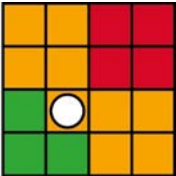
Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	July 2019
Target Risk Score	4

Lead Officer	Project Man.
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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 3rd 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.

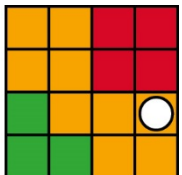
Present Matrix	Assessment Dates	Present Risk Score	Control Strategy/Mitigating Actions	Target Risk Matrix
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: 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.
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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> <div>Likelihood</div>  <div>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

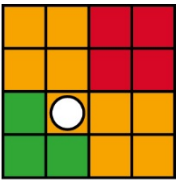
Impact score	4
Likelihood score	2
Risk Score	8

Target Risk Date	June 2019
Target Risk Score	4

Lead Officer	Financial Services
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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
<div> <div>Likelihood</div>  <div>Impact</div> </div>	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.</p> <p>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
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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