

Report to Health & Wellbeing Scrutiny Panel

Meeting Date: 2nd September 2021
Portfolio: Leader, cross cutting
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public
Title: SANDS CENTRE REDEVELOPMENT – PLANNING PROGRAMMES
Report of: The Deputy Chief Executive
Report Number: CS 35/21

Purpose / Summary:

The Purpose of this report is to update the Health and Wellbeing 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) Working practices evolving from the management of the risks associated with the COVID -19 pandemic
- c) Working practices evolving from the management of the Brexit Agreement arrangements
- d) Social value management
- e) Developing health and wellbeing programmes

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.

2. PROJECT UPDATE

2.1 Main Works Contract – progress update:

Since commencement of the project the following points represent the key stages completed in the construction contract with Wates Construction Limited:

The project (at the time of writing this report) was in week 36 of 98 for the main works programme. The following represents a summary of the progress made to this point and builds on previous Scrutiny update reports:

- The site establishment, cleaning staff and welfare arrangements have been upgraded to accommodate an increase in the workforce whilst providing sufficient working space, ablution facilities and cleaning regimes to manage the risk of the transmission of COVID-19 within the site workforce, deliveries and visitors to site. The site is working to Site Operating Procedures version 7 standard of Construction industry COVID guidance. Consideration has also been given the issues arising from the so called ‘pingdemic’ and how best to manage these in this contract.
- The Environment Agency work to the flood gates at the Sands and Swifts Bank have now been completed, with only the handrailing and grass-seeding to complete, which are not critical to the level of flood protection.
- The vibro-compaction ground stabilisation has been completed and temporary pile matting removed. (This is a ground stabilisation technique which consolidate 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).
- The excavation for the two swimming pools and the foundations for the building frame and the street have been completed. The site is very limited in space for plant, so all of the deep excavations have been dug out first and deep foundations

and drainage work completed, so that some areas can be backfilled to use as a working platform for the building work.

- Work on the RIBA stage 5 specialist subcontractor design elements to coordinate with the main work designs is ongoing. The subcontractors are currently working on filter equipment, fire detection, Changing Places hoist fitment and air handling plan
- Work on the discharge of planning, building control and statutory undertaker conditions, is ongoing. 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 fire safety for a public building.
- At the Sands Centre site, a fully accessible temporary events centre reception, bar and catering facility is due to reopen to the public when government restrictions are lifted. GLL are preparing the site in readiness for reopening the site to the public.
- Concreting work for the swimming pools and building foundations are underway. The base is now cast and the walls are up to first lift level (concrete pour sequence terminology meaning first round of concrete pours)
- The primary steel frame has been erected on the pool hall and the street areas
- The secondary frame cladding rails are now being installed and first floor decking, cladding and roofing sheeting are on site and being fitted in sequence
- The lift shaft has been installed within the street area to tie in with the structure
- The support structure for the pool spectator gallery and stairs are now in place
- The first of two access periods for the installation of a new substation started on 19/7/21 for 8 weeks. Work will also take place to renew or replace some of the life safety and security systems and block in the existing glazed wall. We have encountered an issue on site with a delay by ENWL in delivering the substation to site and issuing the supply spiking certificate (confirmation that the old substation supply cabling has been isolated, is no longer live and is safe to work on and cut through). This has now been resolved.

- Work continues on the development of 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.
- 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.
- The programme is reported three days behind because of the effects of COVID and BREXIT on the workforce and supply chain. However, the contractor expects to rectify this during the remaining programme.

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. 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 within the contract documents to ensure 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 were 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.

- 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 Contract, to try and quantify the risk and manage the impact of Brexit on time or cost, for something which was not published at the time of entering 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.
- We are currently experiencing challenges to availability, delivery times and costs on cement-based produces and cladding materials. It isn't clear at this stage whether the cause has its origin in the COVID pandemic or Brexit. Measures have been put in place to source alternative supplies or purchased materials in advance and store them where possible.

2.4 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.
- The main contract and delivery costs are currently on target to stay within budget.

3.0 Social Value Management

An important part of the Sands construction programme relates to the social value created by the project. Wates Construction Limited (WCL) generate a regular tracker of social value achieved. Below is a snapshot of this tracker:

- 1 Gateman employed and 2 x cleaners from English Rose employed on site. The Gateman was retained as a part of the government Kickstart programme.
- WCL provided CV mentoring support for Young Women's Trust Candidates in Jan, Feb and March 2021.
- 15 - 19th Feb 2021 - Build Yourself at Wates event delivered with 33 candidates and 6 staff.
- Total amount (£) spent in LOCAL supply chain through the contract – spend to date, £7,664,334 (83% of total spend to date).

4.0 Development of the Sands health, wellbeing and leisure programme

A further important part of the new facilities development is the work currently underway with GLL, NHS providers and other key partners.

Although the project is still over 14 months away from completion preparation work is underway to ensure the new facilities are maximised and that these facilities and services support local need and demand. This is particularly important in a post-pandemic environment. The following is an overview of work currently being developed:

- Former Newman School site provision and development. The City Council continues to work with GLL, NHS musculoskeletal (physiotherapy) services and other integrated care services to develop a pathway for patients to receive treatment and take the opportunity of using the facilities on this purpose built temporary site. This work will prepare the teams for moving to the new Sands site and scaling up services.
- Discussions have commenced (although are at an early stage) with Carlisle College on the future use of the former Newman School site. Carlisle College are currently using other classroom and sports hall facilities on site for their curriculum and pastoral activities. The Council is exploring the potential for future collaboration between the North East and North Cumbria integrated care service (NHS), GLL and the college for a legacy site focused on health and wellbeing training, teaching and treatment.
- Again, at an early stage, the Healthy City Team are working with the city engineer and projects teams to establish the potential for cycle and walking routes adjacent

to the Sands facility. These would join existing routes within Bitts and Rickerby Park and compliment the wider Cycling and Walking Infrastructure Plans for Carlisle.

- Finally (for now), development work is taking place on delivering a wider and fully inclusive social prescribing programme. This work will span cultural, arts and physical activity programmes and the Sands will provide indoor space and services to meet the demands of this programme.

Over the next period these discussions will be developed a refined to ensure they compliment and support the existing programmes operated by GLL for aquatics and other indoor sports and health activities.

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:

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 – None

FINANCE – None

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

INFORMATION GOVERNANCE – None at this stage.