

# Leisure Centre Complex and Bus Station Project

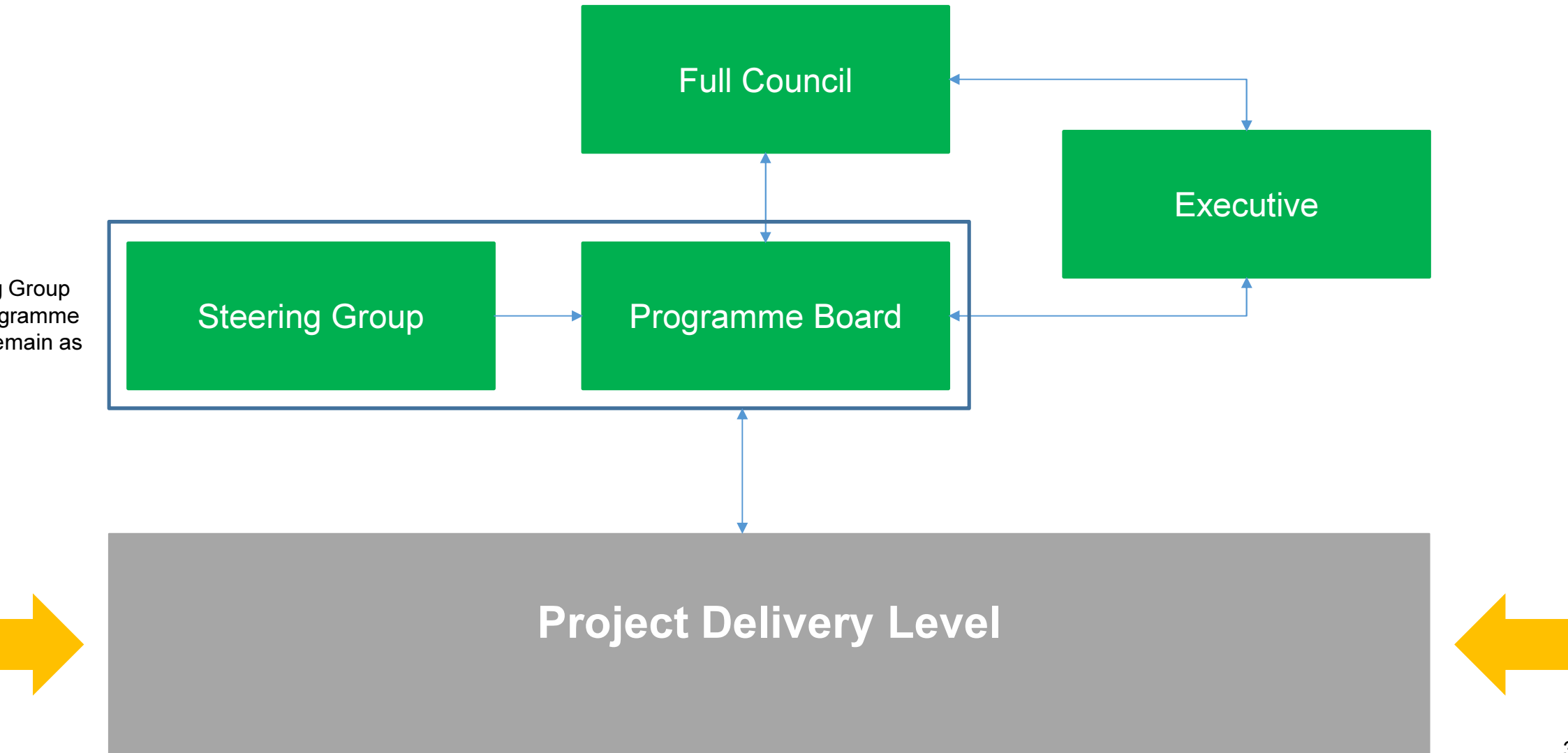
Project Delivery Level Governance

Establishment of Project Working Groups

Presentation to Steering Group and Programme Board

5<sup>th</sup> March 2018

- 1) What are we changing ?
- 2) Why are we changing ?
- 3) How will we change ?
- 4) Confirmation of Project Manager Authorisation Levels
- 5) Programme Board approvals required



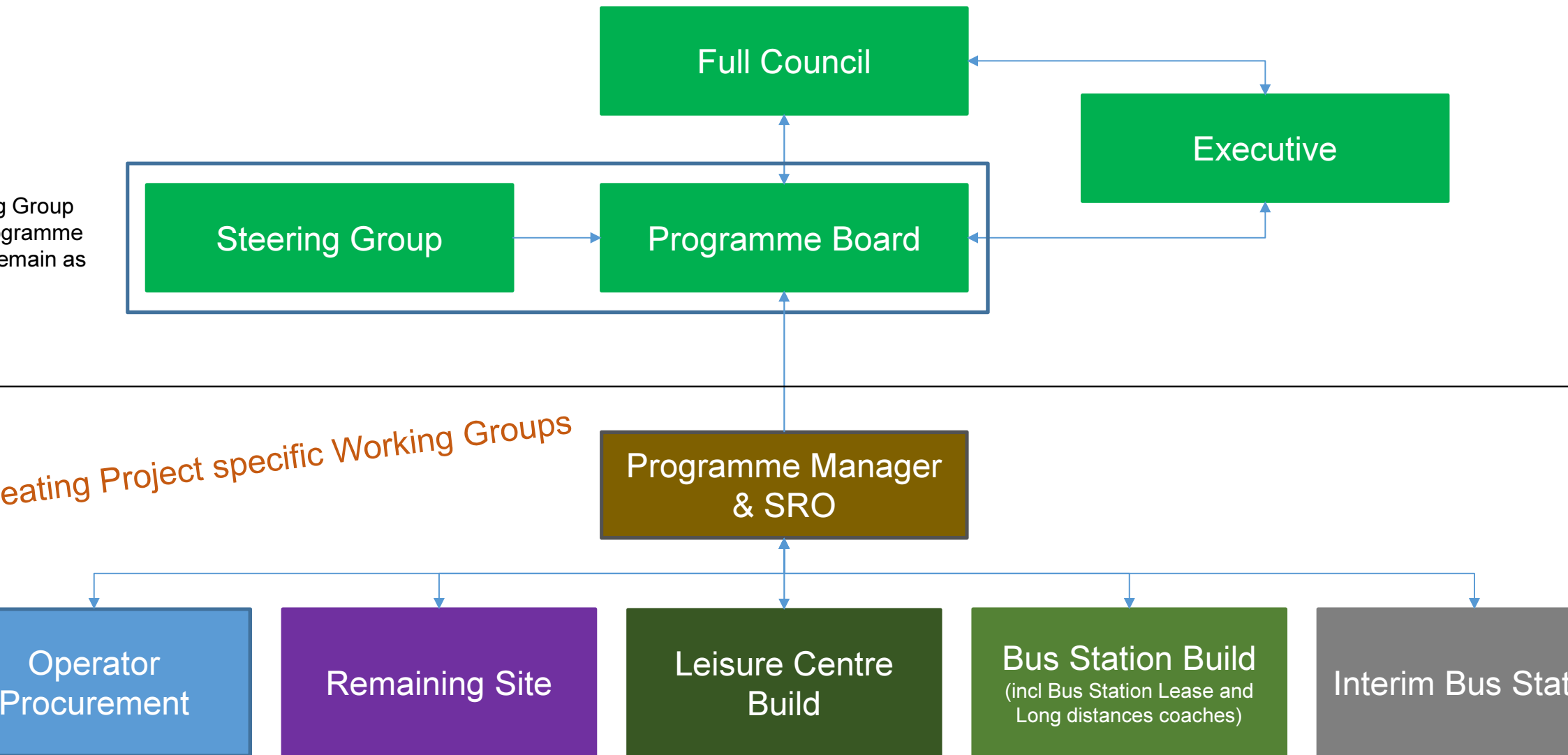
1) The Number of Workstreams / Projects within the Programme



2) Complexity of projects and forthcoming activities in the projects

3) Recognise the need to create project specific environments to focus on delivery & detailed progress

4) Preserving the role and efficient functioning of the Programme Board





Operator Procurement

Project Manager :  
Andrew Goulbourne

Client Lead :  
Jo Yelland

Programme Manager :  
Justin Pickford

Invited Members :

Cllr Edwards  
Cllr Bialyk  
Cllr Denham  
Cllr Pearson

Remaining Site

Project Manager :  
Mike Carson

Client Lead :  
Karime Hassan

Programme Manager :  
Justin Pickford

Invited Members :

Cllr Edwards  
Cllr Sutton

Leisure Centre Build

Project Manager :  
Phil Lewis

Client Lead :  
Jo Yelland

Programme Manager :  
Justin Pickford

Invited Members :  
Cllr Bialyk  
Cllr N Vizard

**Bus Station Build** (Incl Bus  
Station Lease & Long distance coaches)

PM & Prog Man : As above  
(Supported by Mike Carson)

Client Lead :  
Karime Hassan  
Invited Members :  
Cllr Bialyk  
Cllr Wardle

Interim Bus Station

Project Manager :  
Iain McNeill

Client Lead :  
Karime Hassan

Programme Manager :  
Justin Pickford

Invited Members :

Cllr Bialyk  
Cllr Wardle



### **Objective of the Project Working Group**

**The working group is a tool for the Project Manager to proactively drive progress of the project, within their authority levels.** The working group will promote the discussion & consideration of delivery options and the undertaking of actions required to successfully deliver the project.

The working group will also act a means for reporting progress to the Programme Manager and the identification of matters to be elevated to Programme Board for consideration / approval / resolution.

### **Constitutional Authority of the Project Working Group**

**The project working group itself does not have any constitutional powers or delegated rights / authority.** The decisions undertaken at project working group level are those within the delegated authority levels and approvals of the Project Manager.

The Programme Board provides delegated authority to the Project Manager, who is to deliver within such delegated authority. Should any matters fall outside the authority levels of the Project Manager or 'exceptional' matters arise outside the delegated authority, the Project Manager is to report such to the Programme Manager for consideration at the Programme Board.

## **Attendees of the Project Working Group**

The working group will comprise a 'core' membership as noted below, supplemented by 'additional' attendees as deemed appropriate by the Project Manager during the course of the project life cycle.

### **Core attendees :**

- Project Manager
- Client Lead
- Programme Manager
- Invited Members

### **Additional attendees :**

- |                                      |                   |
|--------------------------------------|-------------------|
| • Specialist Consultants as required | • ECC Procurement |
| • ECC Estates                        | • ECC Finance     |
| • ECC Communications                 | • ECC Development |
| • ECC Legal                          | • ECC HR          |



---

## **Chair, Agenda and Meeting Notes**

**The Project Manager will Chair the meetings, set the Agenda and issue any meeting notes / actions.** The Agenda is to be issued 5 working days before each meeting, with any reports required for the meeting also issued at the same time.

## **Frequency of Meetings**

It is initially the intention that the project working group meets monthly, although the frequency of meetings may alter over the life cycle of the project.

## **Reporting to Programme Board**

In addition to planned approvals being sought from Programme Board, the Project Manager will produce a monthly progress report, which will be issued to the Programme Manager. The Programme Manager (in consultation with the Project Manager) will consider if any exceptional matters within the progress report need to be brought to the attention of the Programme Board for consideration / approval / resolution. Should any 'conflicts' arise due to differing requirements of projects within the programme, the Programme Manager may bring such to the Programme Board for resolution.



**Exeter**  
City Council

# Confirmation of Project Manager Authorisation Levels

# Leisure Centre and Bus Station Build - Project Manager authorisations received

1. the procurement of the main contractor/builder in accordance with the strategy outlined in this presentation to proceed, (Programme Board 30<sup>th</sup> Jan 2018)

This will include:

- The use of the SCF framework to engage with contractors to procure the Bus and Leisure Centres based upon the agreed design
- To obtain, in the professional opinion of the PM, the best value cost, programme and risk profile for the construction available in the current market (including entering into a Pre Construction Activity Agreement with the preferred contractor to collaboratively agree outputs) as deemed necessary by the PM.
- To prepare a recommendation to Board in Oct 2018 to enter into a build contract highlighting cost, potential cost and required contingency, risks and programme
- Any proposed changes to the building designs previously tendered, as subsequently amended by the previous tender exercise and agreed interface works, will need to be brought to the Programme Board for consideration and approval.

# Leisure Centre and Bus Station Build - Project Manager authorisations received

2. placing orders as necessary to progress the 'Enabling Works' for the Leisure Centre & Bus Station site to proceed. (Programme Board 30<sup>th</sup> Jan 2018)

Enabling works objective is to reduce the risks associated with the project for both the Client and the contractor. Identified works are likely to be, but not limited to the following:

- Tree felling
- Installation of a new electrical substation
- Provision of services to site and diversions of existing
- Potential de-contamination and archaeological works
- Further site and ground investigation
- Engineering design and management of the above works
- Demolition of the waiting room

The final scope of enabling works will be those deemed necessary by the PM to reduce significant risk within final contract scope, deliverable within the programme. The PM will then return to Programme Board in October with recommendation for final construction contract award.

# Remaining Site - Project Manager Authorisation Levels

To explore and consider what could be possible and viable on the remaining site, taking into account :

- Market Conditions
- Commercial Viability

[ The possibilities and options reviewed shall be those considered appropriate in the professional opinion of the Project Manager – unless direction for specific opportunities / uses is provided at Programme Board on 5<sup>th</sup> March 2018 ]

Appoint consultants and specialists as necessary to help build an understanding of the viability and identification of potential values / gains which could be achieved on the remaining site.

Return to Programme Board in Autumn / Winter 2018 with :

- a) Recommendation on the way forward for the remaining site
- b) Outline of the Next Steps at that stage.

Undertake the above within the budget allocated to the workstream by the Chief Finance Officer – such budget as may be adjusted from time to time by the Chief Finance Officer (all within the budget approved by Council)

## Interim Bus Arrangements - Project Manager Authorisation Levels

- ) To deliver the closure of the Bus Station to a date agreed between the Chief Executive, Leader and Portfolio Holder.
- ) To ensure that the interim arrangements are in place to provide for a continuous bus service, as well as bus layover spaces, facilities for long distance and touring coaches and other highway works as are necessary for the acceptable operation of the highway network.
- ) Tie in changes to the interim arrangements with the programme for other site works, including 'de-risk' and advance works as well as the main contract.
- ) Undertake the above within the budget allocated to the workstream by the Chief Finance Officer – such budget as may be adjusted from time to time by the Chief Finance Officer (all within the budget approved by Council)

# **Leisure Operator Procurement - Project Manager Authorisation Levels**

**Devise and deliver a programme to procure a leisure operator for St Sidwells Point and the existing ECC leisure facilities portfolio, in accordance with the requirements of PCR 2015**

**Inclusive of the following elements, using the professional judgement of the project manager:**

**Establish the key deliverables**

**Design and deliver the procurement programme in coordination with other PM's and the Project Coordinator**

**Lead on the identification and management of project risks, liaising with colleagues/risk owners as necessary**

**Manage the delegated budget for the project, and maintain a cost plan, whilst remaining accountable for effective financial control**

**Appoint consultants and legal advisors as necessary to deliver the project, in accordance with ECC procurement rules**

**Oversee the drafting of a bespoke high quality leisure contract, inclusive of a detailed service specification, in line with stakeholder expectations (based upon the SE template, as best practice)**

**Produce the tender documentation to accompany the tender, inclusive of baseline commercial terms, tender evaluation methodology and appointment of individuals to the tender evaluation process.**

# Leisure Operator Procurement - Project Manager Authorisation Levels

- **Act as lead negotiator on behalf of ECC during the dialogue stage of the procurement exercise.**
  - **Seek to add additional value for ECC from the successful leisure operator in terms of improving energy efficiency and capital investment at Riverside Leisure Centre**
- 2) **Return to Programme Board in Summer 2018 for consent to go to the market, with the draft tender pack**
  - 3) **Update the steering group regarding the progress of the multi stage procurement exercise, at project gateways, or as otherwise necessary**
  - 4) **Return to the Steering Group/ Programme Board (Programme Board/Executive/Council) with the outcome of the procurement exercise, in order to obtain the necessary approval to appoint the preferred bidder**
  - 5) **Lead on the deliver of the point appointment processes, mobilisation plans, communications processes, establishing baseline positions, handovers, facilities inductions etc.**





**Exeter**  
City Council

**Programme Board Approvals Required**

**The following approvals are being sought from Programme Board :**

1. That the Project Managers are authorised to progress with their respective projects, as per the Authorisation Levels tabled in this presentation and any further clarifications obtained during the Programme Board meeting
2. That the Leisure Centre and Bus Station Complex Steering Group and Programme Board shall meet as and when required to suit the needs and demands of the projects within the programme.