

## **LEISURE COMPLEX AND BUS STATION PROGRAMME BOARD**

Monday 5 March 2018

### **Present:-**

Councillor Bialyk (Chair)  
Councillors Denham, Edwards, Pearson, Mrs Henson and Wardle

### **Apologies:-**

Councillor Prowse

### **Also Present**

Chief Executive & Growth Director, City Surveyor, Communications Officer, Project Manager  
- Leisure Operations and Democratic Services Officer (Committees) (SLS)

Justin Pickford - Baker Ruff Hannon

Iain McNeill – WSP Group

Phil Lewis - Randall Simmonds

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### **MINUTES**

The minutes of the meeting held on 30 January 2018 were taken as read and signed by the Chair as correct, subject to the correction of the resolution in Minute 3 by the replacement of the word 'noted' with 'approved'.

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### **DECLARATIONS OF INTEREST**

No declarations of pecuniary interest were made.

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### **PRESENTATION - PROJECT DELIVERY GOVERNANCE**

Justin Pickford made a presentation which detailed proposals for the future project delivery for the Leisure Complex and Bus Station project through a number of work stream projects within the programme. He sought Members' approval for the establishment of five Project Working Groups to facilitate a more targeted approach to better address the changing activity through the project lifecycle. The Project Working Groups would offer a more focused environment for the project's delivery and progress vital elements of the project. The established governance of the Steering Group and the Programme Board would continue and all pertinent matters and decisions would continue to be presented to Members of the Programme Board.

Justin Pickford referred to his role as Programme Manager and identified the Project Managers who would oversee five specific Project Working Groups to pursue the various work streams which were detailed as follows:-

- Leisure Centre Build;
- Bus Station Build (to include Bus Station leases and Long Distance coaches);
- Remaining Site;
- Interim Bus Station Arrangements; and
- Leisure Operator Procurement

The presentation to Members included the governance arrangements and terms of reference for the Project Working Groups as well as details of the attendees. Each would include a core membership of Project Manager, Client Lead, and Programme Manager and invited Members with additional attendees including specialist consultants as required. It was the intention to draw on expertise from within Exeter City Council including officers from Estates; Communications, Legal, Procurement, Finance, City Development and Human Resources.

A Member expressed her disquiet about the lack of Conservative Members included and a potential lack of scrutiny. The Chair explained that the individual Project Managers would have specifically defined authority and he emphasised that this would not change the overarching role of the Programme Board. If there was a need to step outside of the authorisation parameters, a meeting of the Programme Board would be called to enable Members to be consulted. This would not change his role as Portfolio Holder for Health and Wellbeing, Communities & Sport, or that of the Leader and their respective responsibilities for the St Sidwells Point and Bus Station projects. The individual Project Working Groups would enable the increasingly heavy workload to be more appropriately shared, and create a much needed opportunity to allow more in depth and targeted discussion. He also referred to the positive current lead being taken on the project and the desire for it to continue in that way. It was confirmed that the Members invited to the Project Working Groups would be a sounding board for the Project Manager, they would not be making any decisions or granting any approvals.

Each of the Project Managers presented the scope of their work under the authorisation levels identified, the detail of which would be included in the presentation to be attached to the minutes.

The Project Manager Leisure Operator Procurement responded to a Member's comment on the anticipated energy cost savings created by the passivhaus standard. Leisure operators would need to take the necessary steps to satisfy themselves in relation to passivhaus and efficiency and performance. He stated that the tender document would include the detail of operation and likely energy consumption of the build. It was envisaged that a review would be made of energy efficiency after the first two years, with provision for an extension to extract the energy performance data in Year 3. The Project Manager Build also responded to the Member's comment on identifying suitable contractors and referred to the previous meeting when he advised that a number of contractors had been approached. The Project Manager Leisure Operator Procurement added that he had also carried out a soft market testing exercise with a number of leading leisure operators, who had shown genuine interest and communicated their intent to participate in the tender process. The process would ensure that the future operators would be able to embrace the passivhaus element and ensure the level of technical support was available. The Chair and a Member clarified that one of the most important factors was for the contractors to pay close attention to detail to gain the maximum efficiency.

The Communications Officer provided a brief update and stated that the Communications team would continue to update Exeter City Council's web site and liaise with Stagecoach over their future operations from the Bus Station and the extent of the interim on street bus arrangements. He anticipated carrying out increased publicity in the period from the end of March until the end of May 2018 to ensure that the changes were communicated to the public. This would include hard copy leaflets, social media, and information in the local press and the City Council's magazine The Citizen. He responded to a Member's suggestion and confirmed the inclusion of information available at travel centres such as St David's Station.

**RESOLVED** that the Leisure Complex and Bus Station Programme Board approved the following:-

- (1) the authorisation of the respective Project Managers to progress with their projects, as per the Authorisation Levels set in the presentation made at the meeting; and
- (2) that the Leisure Centre and Bus Station Complex Steering Group and Leisure Complex and Bus Station Programme Board continue to meet as and when required to suit the needs and demands of the projects within the programme.

A Member abstained from the voting.

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**DATE OF NEXT MEETING**

A further meeting of the Leisure Complex and Bus Station Programmes Board would meet as and when required to suit the needs and demands of the projects within the programme.

(The meeting commenced at 3.10 pm and closed at 4.10 pm)

Chair

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# Leisure Centre Complex and Bus Station Project

## Project Delivery Level Governance

### Pages 5 Establishment of Project Working Groups

## Presentation to Steering Group and Programme Board

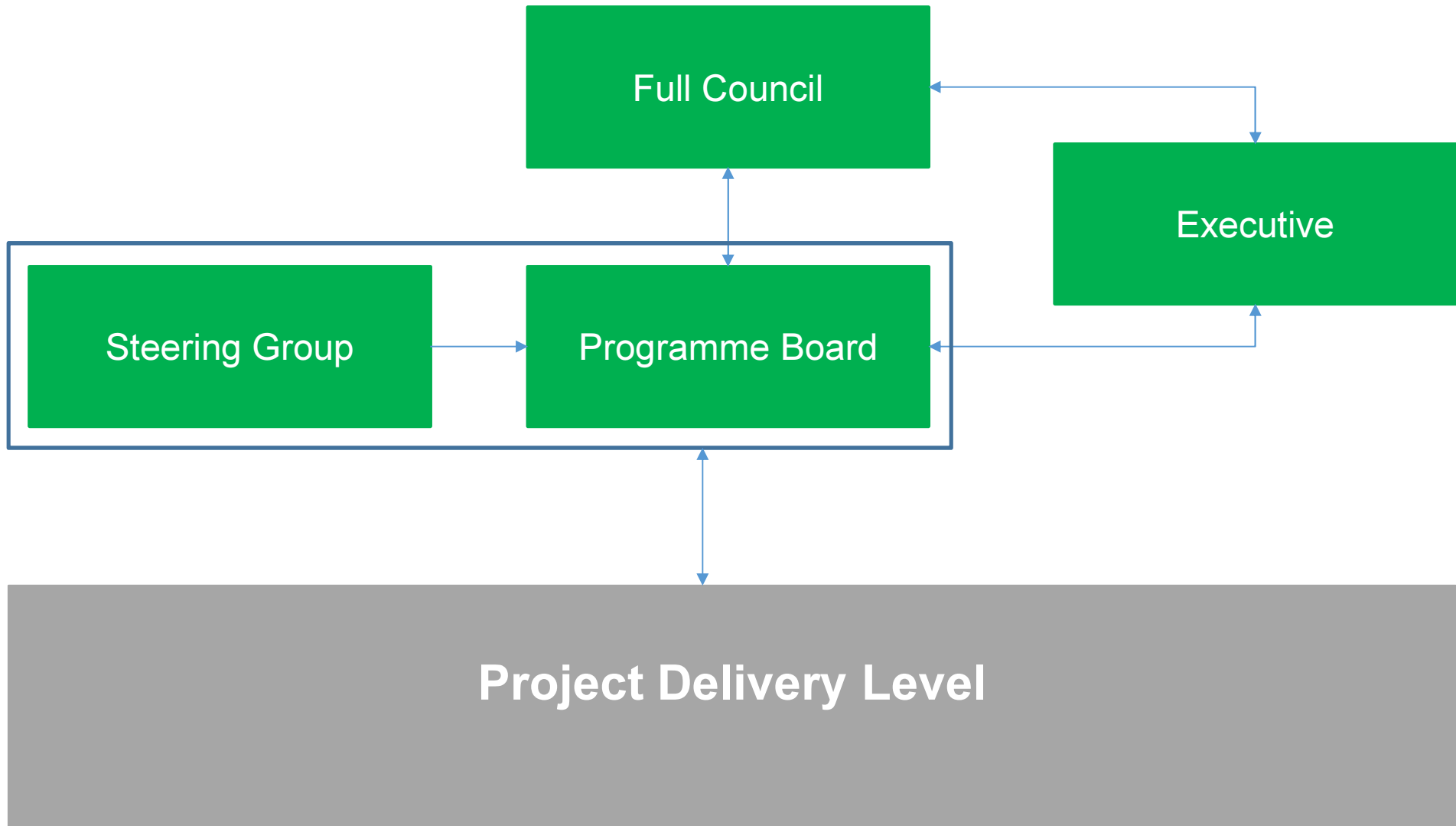
5<sup>th</sup> March 2018



- 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



Programme  
Group  
remains





1) The Number of Workstreams / Projects within the Programme



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2) Complexity of projects and forthcoming activities in the projects

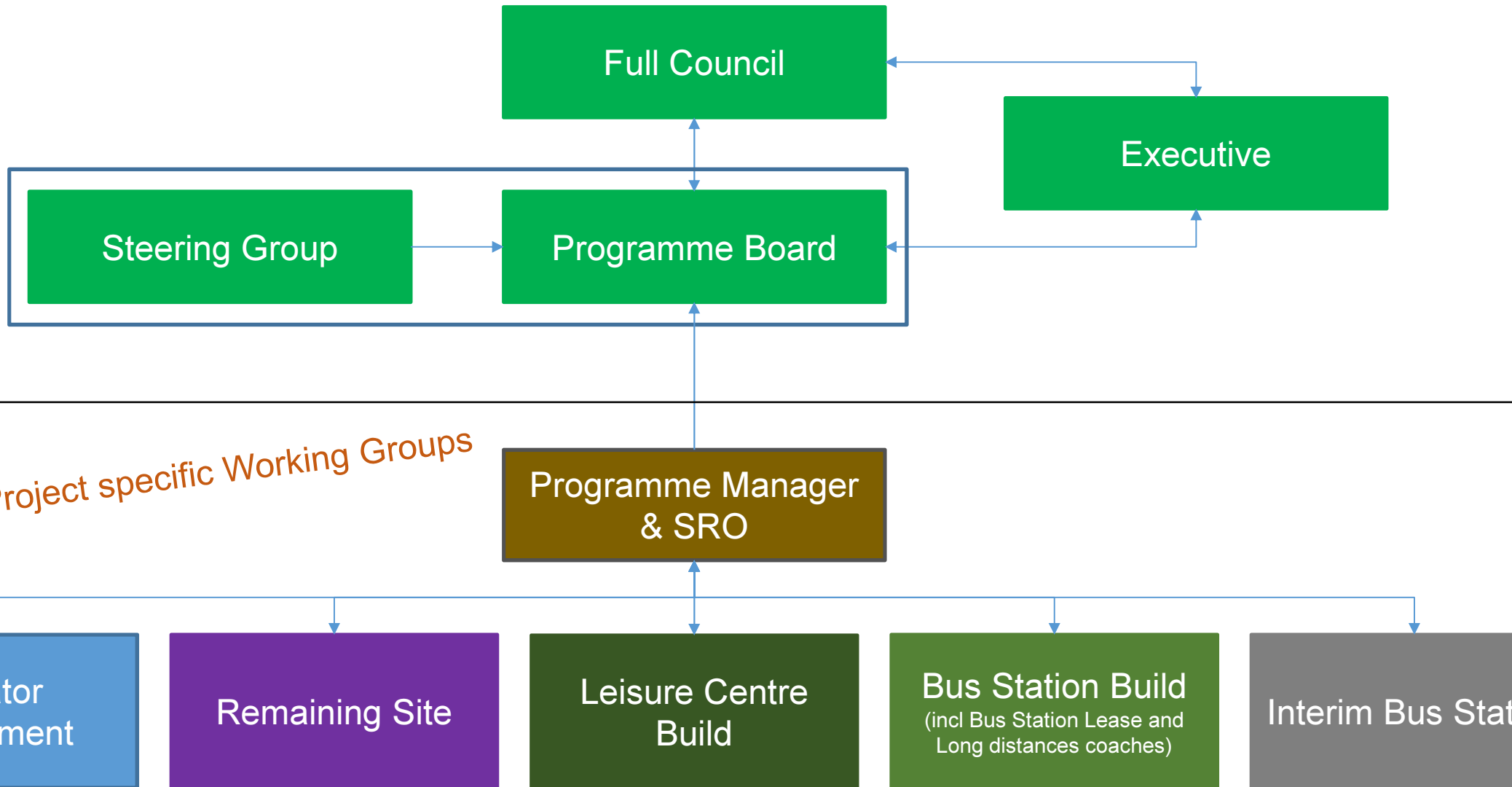
3) Recognise the need to create project specific environments to focus on delivery & detailed progress

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





g Group  
programme  
remains as  
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Operator Procurement

Project Manager :  
Andrew Goulbourne

Client Lead :  
Jo Yelland

Programme Manager :  
Justin Pickford

Invited Members :

Cllr Edwards  
Cllr Bialyk  
Cllr Denham  
Cllr Pearson

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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 :**

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

### **Additional attendees :**

- Specialist Consultants as required
- ECC Estates
- ECC Communications
- ECC Legal
- ECC Procurement
- ECC Finance
- ECC Development
- 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.



# 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:

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- 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

- 0) To deliver the closure of the Bus Station to a date agreed between the Chief Executive, Leader and Portfolio Holder.
- 1) 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.
- 2) 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.
- 3) 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.**



# Programme Board Approvals Required



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

- Page 22
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.