

**Time and Date**

2.00 pm on Tuesday, 6 September, 2016

Place

Council Chamber - Council House

Public Business

1. **Apologies**
2. **Minutes of the Meeting held on 12 July and of the Extraordinary Meeting held on 3 August 2016** (Pages 5 - 16)
3. **Exclusion of the Press and Public**
To consider whether to exclude the press and public for the items of private business for the reasons shown in the report.
4. **Coventry Good Citizen Award**
To be presented by the Lord Mayor
5. **Correspondence and Announcements of the Lord Mayor**
6. **Petitions**
7. **Declarations of Interest**

Matters Left for Determination by the City Council/Recommendations for the City Council

8. **Audit and Procurement Committee Annual Report 2015/2016** (Pages 17 - 24)

From the Audit and Procurement Committee held on 25 July 2016

It is anticipated that the following matter will be referred as recommendations from Cabinet, 30 August 2016. The report is attached. The relevant recommendations will be circulated separately.

9. **City Wide Public Leisure Provision** (Pages 25 - 186)

Item(s) for Consideration

10. **Appointments to the City Council - Change in Membership of the Finance and Corporate Services Scrutiny Board 1 and the Business, Economy and Enterprise Scrutiny Board 3** (Pages 187 - 190)

Report of the Executive Director of Resources

11. **Review of Gifts and Hospitality Section of Employees Code of Conduct** (Pages 191 - 204)

Report of the Executive Director of Resources

12. **Question Time** (Pages 205 - 206)

(a) Written Question – Booklet 1

(b) Oral Questions to Chairs of Scrutiny Boards/Chair of Scrutiny Co-ordination Committee

(c) Oral Questions to Chairs of other meetings

(d) Oral Questions to Representatives on Outside Bodies

(e) Oral Questions to Cabinet Members and Deputy Cabinet Members on any matter

13. **Statements**

14. **Debates**

14.1 To be moved by Councillor A Khan and seconded by Councillor P Akhtar

In September 2015, the Government pledged to resettle 20,000 Syrian refugees by 2020, yet huge parts of Britain have not taken in any Syrian refugees since the new government programme was announced last year. By March this year, 1602 people had been accepted under the scheme.

There is no excuse for those Councils which have taken in no Syrian refugees. The Government needs to step in and take action now if we are to meet the target of 20,000 people. At this current rate the target will not be met.

We can't continue to allow a two-tier system among local authorities to occur with some providing support to Syrian refugees and others not doing so at all. Only 68 local authorities (17% or 1 in 6) had taken any of the 1,602; the remaining five-sixths between them had not resettled a single person.

The voluntary scheme has so far demonstrated that it is not working and it will not be able to achieve its overall aim, therefore the City Council calls upon the Prime Minister to step in and set a quota system for all local authorities.

Private Business

Matters left for the determination of the City Council/Recommendations for the City Council

It is anticipated that the following matter will be referred as a recommendation from the Cabinet, 30 August 2016. The report is attached. The relevant recommendations will be circulated separately.

15. **City Wide Public Leisure Provision** (Pages 207 - 372)
(Listing Officer: D Nuttall, tel: 024 7683 2362)

Chris West, Executive Director, Resources, Council House Coventry

Friday 26 August 2016

Note: The person to contact about the agenda and documents for this meeting is Carolyn Sinclair/Suzanne Bennett 024 7683 3166/3072

Membership: Councillors F Abbott, N Akhtar, P Akhtar, R Ali, A Andrews, R Auluck, R Bailey, S Bains, L Bigham, J Birdi, J Blundell, R Brown, K Caan, J Clifford, G Crookes, G Duggins, D Gannon, M Hammon, L Harvard (Chair), J Innes, B Kaur, L Kelly, D Kershaw, T Khan, A Khan, R Lakha, R Lancaster, M Lapsa, J Lepoidevin, A Lucas, P Male, K Maton, T Mayer, J McNicholas, C Miks, K Mulhall, J Mutton, M Mutton, J O'Boyle, G Ridley, E Ruane, T Sawdon, P Seaman, B Singh, R Singh, D Skinner, T Skipper (Deputy Chair), H Sweet, K Taylor, R Thay, C Thomas, S Walsh, D Welsh and G Williams

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language please contact us.

Carolyn Sinclair/Suzanne Bennett
024 7683 3166/3072

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Coventry City Council
Minutes of the Meeting of Council held at 2.00 pm on Tuesday, 12 July 2016

Present:

Members:

Councillor L Harvard (Chair)

Councillor F Abbott	Councillor R Lancaster
Councillor N Akhtar	Councillor M Lapsa
Councillor P Akhtar	Councillor J Lepoidevin
Councillor R Ali	Councillor P Male
Councillor R Auluck	Councillor K Maton
Councillor R Bailey	Councillor J McNicholas
Councillor S Bains	Councillor C Miks
Councillor L Bigham	Councillor K Mulhall
Councillor J Birdi	Councillor J O'Boyle
Councillor R Brown	Councillor G Ridley
Councillor K Caan	Councillor E Ruane
Councillor J Clifford	Councillor T Sawdon
Councillor G Crookes	Councillor P Seaman
Councillor G Duggins	Councillor R Singh
Councillor D Gannon	Councillor D Skinner
Councillor M Hammon	Councillor T Skipper
Councillor B Kaur	Councillor R Thay
Councillor L Kelly	Councillor C Thomas
Councillor D Kershaw	Councillor S Walsh
Councillor T Khan	Councillor D Welsh
Councillor A Khan	Councillor G Williams
Councillor R Lakha	

Honorary Alderman

J Gazey

Apologies:

Councillor A Andrews, J Blundell, J Innes, A Lucas, T Mayer,
J Mutton, M Mutton, B Singh and K Taylor

Public Business

20. Minutes of the Annual Meeting held on 19 May and of the Extraordinary Meetings held on 26 and 31 May 2016

The Minutes of the Annual Meeting held on 19 May and the Extraordinary Meetings held on 26 and 31 May 2016 were signed as true records.

21. Exclusion of the Press and Public

RESOLVED that the press and public be excluded under Section 100(A)(4) of the Local Government Act 1972 relating to the private report headed "Development of Whitley South" on the grounds that the report involved the likely disclosure of information defined in Paragraph 3 of Schedule 12A of the Act, as it contained information relating to the financial and business affairs of a particular person (including the authority holding that information) and that in all circumstances of the case, the public interest in

maintaining the exemption outweighs the public interest in disclosing the information.

22. Coventry Good Citizen Award

On behalf of the City Council, the Lord Mayor presented Ms Reena Jaisaih with the Good Citizen Award. Her citation read:

“Reena Jaisiah is an inspirational, enterprising and dedicated volunteer and leader. She has been at the forefront of highlighting the issues of Caste based discrimination, and wrote a play to showcase real life British Asian’s experiences of caste prejudice. She has also worked with the Belgrade Theatre leading on an Asian youth theatre project tackling stereotypes of the Asian communities.

Reena has dealt with many sensitive issues including sexual exploitation of women and drug addiction. Her work has been recognised by several professional bodies and she was selected as one of the 100 most inspiring women in the Midlands.

Together with these activities Reena has also worked with children with Autism and Special Needs, young offenders, the Tamil Welfare Association and the homeless.

Reena’s tireless efforts to support and inspire the most vulnerable in our communities makes her a very deserving recipient of the Good Citizen Award.”

23. Correspondence and Announcements of the Lord Mayor

(a) Birthday Honours

The Lord Mayor referred to the awards made to the following people associated with the City in the recent Queen's Birthday Honours List:

- **CBE:** To David Burbidge DL, for his services to cultural philanthropy.
- **MBE:** To David Shortland, for his services to the community in Coventry and Warwickshire, including the redevelopment of the Belgrade Theatre.

Members noted that letters of congratulations had been sent, on behalf of the City Council, to all recipients.

(b) Congratulations on Awards

On behalf of the City Council, the Lord Mayor congratulated the recipients of the following awards:

The Queens Award for Voluntary Services:

- Carrier of Hope
- Coffee Tots
- Coventry City Centre Poppy Appeal Group

- Ekta - Unity Voluntary Organisation
- Masjid-E-Zeenat-ul-Islam
- Positive Images Festival
- Radio Plus 101.5FM (Coventry Spirit Radio)
- Sikh Union Coventry

The Queens Award for Enterprise (Innovation) to The Training Foundation Limited, part of the University of Warwick Science Park

(c) Condolences

The Lord Mayor referred to the recent deaths and terrorist attacks during the last couple of months.

On behalf of the City Council, joint letters of condolence had been sent by the Lord Mayor and the Leader of the Council to:

- President Obama asking for the City's condolences to be forwarded to the family of Muhammad Ali in recognition of the work he did to promote peace and reconciliation.
- The family of Jo Cox MP for her tragic and untimely death and her remarkable demonstration of democracy. Members of the City Council stood for a minute's silence as a mark of respect.
- The victims of the Orlando atrocity had also been recognised by the City Council with the lowering of flags as a mark of respect.
- The Mayor of Istanbul following the terrorist attack on Istanbul Ataturk Airport that claimed the lives of, and injured, so many people.

24. Petitions

RESOLVED that the following petitions be referred to the appropriate City Council bodies:

- (a) Request for improvements in broadband speeds in New Stoke Village – 26 signatures, presented by Councillor McNicholas.**
- (b) Request the closing of the alleyway in The Burgess in the City Centre – 40 signatures, presented by Councillor O'Boyle.**
- (c) Request investigation into anti-social behaviour in Cawthorne Close – 32 signatures, presented by Councillor Welsh.**
- (d) Request a 30 mph speed limit on Westwood Heath Road – 30 signatures, supported by Councillor Mayer and presented by Councillor Lapsa in his absence.**
- (e) Request for Rollason Road (from Grangemouth Road to Burnaby Road) to be made into a one-way street – 38 signatures, presented by Councillor Mulhall.**
- (f) Request for action to tackle anti-social behaviour in Swan Lane and Thackhall Street – 10 signatures, presented by Councillor O'Boyle.**

(g) Request for the Department of Transport to retain the current service between London and Coventry – 86 signatures, presented by Councillor Ridley.

(h) Objection to a planning application at 22 Beaconsfield Road – 26 signatures, presented by Councillor McNicholas.

25. Declarations of Interest

There were no declarations of interest.

26. Revenue and Capital Outturn 2015/16

Further to Minute 4/16 of the Cabinet, the City Council considered a report of the Executive Director of Resources, which outlined the final revenue and capital outturn position for 2015/16 and reviewed treasury management activity and 2015/16 Prudential Indicators reported under the Prudential Code for Capital Finance.

The report would also to be considered by the Audit and Procurement Committee at their meeting scheduled for 25th July 2016.

The overall financial position included the following:

- Revenue overspending of £1.3m which will be balanced to nil by a contribution from the General Fund Balance.
- £5.8m of costs incurred as a result of early retirement and voluntary redundancy decisions. This follows and is consistent with approval of the programme of staffing reductions agreed by Cabinet in November 2015.
- Headline variations including an over-spend of £5.4m within the People Directorate and an under-spend of £5.6m within the Asset Management Revenue Account.
- Capital Programme expenditure of £104m and capital spending of £10.9m rescheduled into 2016/17.
- Revenue reserve balances reducing from £84m to £83m. After taking into account capital grants received and capital receipts generated ahead of the need to spend, overall reserve balances have increased by £10m to £95m.

The report included a recommendation to approve the project costs of bringing forward the current relocation of staff from Christchurch and Spire Houses to allow early commencement of the new destination water-park, swimming pool and leisure centre. The £1.3m project costs will be self-financing and deliver a £0.1m saving.

At their meeting, the Cabinet had agreed to:

1. Approve the final revenue outturn position of £1.3m overspend, balanced to nil by a £1.3m contribution from the General Fund Balance.
2. Approve the final capital expenditure and resourcing position, incorporating expenditure of £104.1m against a final budget of £113.7m; £10.9m expenditure rescheduled into 2016/17 and over-spend of £1.3m.

3. Approve the additional costs of £1.3m in 2015/16 and 2016/17 financed by associated savings, of relocating staff earlier than planned from Christchurch House / Spire House to allow accelerated development of the new water-park, swimming pool and leisure centre.
4. Approve the outturn Prudential Indicators position detailed in section 2.4.4 and Appendix 3 of the report submitted.

RESOLVED that the City Council approves £3.4m in-year funding of redundancy and retirement costs.

27. Development of Whitley South

Further to Minue 7/16 of the Cabinet, the City Council considered a report of the Executive Director of Place, which set out proposals for the development of land at Whitley South.

A corresponding private report detailing confidential aspects of the proposals was also submitted to the meeting for consideration.

Whitley South was the site of a proposed Research and Development campus situated on land to the south of the A45 and to the north of Coventry Airport. Warwick District Council and Coventry City Council had resolved to grant planning consent for the scheme and the Secretary of State had agreed not to call in the application, allowing it to be determined locally. The scheme was predominantly on land in Warwick District Council's administrative area.

The site was previously part of the former Coventry and Warwickshire Gateway schema and, as such, was subject to an option in favour of the Coventry and Warwickshire Development Partnership LLP.

The report indicated that Coventry City Council was the freehold owner of the land south of the A45, which bordered Coventry Airport. The existing option provided that, on satisfaction of certain conditions, the land comprised in both phases would be let by the Council to the LLP by way of a long term 999 year lease and subject to payment of a premium. It was proposed that this option be varied to provide that the land be let in two phases at a fixed price for each phase. The Council understood that it had been agreed in principle that Jaguar Land Rover would, simultaneously with the grant of the long lease of Phase 1 to the LLP, acquire 29 acres from LLP for the expansion of their existing operation in the Whitley area.

Coventry City Council were close to securing external funding to help to facilitate the provision of public infrastructure to enable the development of Whitley South. This scheme would be critical to the current expansion plans of Jaguar Land Rover and would also accommodate a number of small medium enterprises, Jaguar Land Rover's local supply chain, together with a hotel and car show room.

It was proposed that the Council agree to procure the infrastructure required to deliver the development and approve terms under which the LLP would be granted a long leasehold interest in the site.

RESOLVED that the City Council:

- 1. Approve that the Council procure the construction of the infrastructure at Whitley South in accordance with the terms set out in the corresponding private report.**
- 2. Approve that the Council enters into an agreement (the “Infrastructure Investment Agreement”) whereby it will agree that LLP will procure (as agent of the Council) delivery of the infrastructure works up to the total value of the external funding secured.**
- 3. Delegate authority to the Executive Director of Place and the Executive Director of Resources to vary the Sale and Infrastructure Agreement between the Council and the LLP dated 2nd December 2014 to enable the delivery of Whitley South and to extend the existing Sale and Infrastructure Agreement for such period as is necessary to secure the Council’s position with regard to the Gateway scheme.**
- 4. Delegate authority to the Executive Director of Place and Executive Director of Resources to make modifications (if necessary) to the Infrastructure Investment Agreement between the Council and the LLP which takes into consideration all legal and financial implications.**
- 5. Delegate authority to the Executive Director of Place and Executive Director of Resources in consultation with the Cabinet Member for Jobs and Regeneration to serve all necessary notices on the existing tenant of the subject land so as to gain vacant possession of the land in order to allow the proposals in the report submitted to proceed.**
- 6. Approve the inclusion of the external funding, once secured, on the Council’ approved Capital Programme, delegating authority to the Executive Director of Resources to reflect as appropriate once the spend profile is known.**

28. Amendments to Outside Bodies

The City Council considered a report of the Executive Director of Resources which sought approval to appoint members to a number of outside bodies.

At the Annual General Meeting (AGM) of the City Council on 19 May 2016 the appointment of City Council representatives were made to the Board and Committees of the West Midlands Combined Authority (WMCA) for 2016/2017. The report sought approval of changes to the Council’s appointments to the WMCA Audit and Standards Committee (formerly the WMCA Audit Committee) and the WMCA Overview and Scrutiny Committee, in order to meet requirements to proposed changes to the Combined Authority’s draft Constitution.

This report also informed the City Council of the appointment of Members to the West Midlands Joint Committee for 2016/2017, the first meeting of the Committee for that Municipal Year being their AGM on 29 June 2016.

The report further sought to amend appointments made at the Annual General Meeting in relation to a City Council representative on Coventry Law Centre Limited and a representative on Culture Coventry Trust for 2016/2017.

RESOLVED:

- (a) That the City Council make the following appointments to the West Midlands Combined Authority Committees:**
 - (i) Councillor Bains be appointed as the City Council's representative on the West Midlands Combined Authority Audit and Standards Committee and Councillor N Akhtar as the substitute Member for 2016/2017.**
 - (ii) Councillor R Singh be appointed as the City Council's substitute representative on the West Midlands Combined Authority Overview and Scrutiny Committee for 2016/2017.**

- (b) That the City Council:**
 - (i) Notes the appointments of Councillor Duggins, Councillor A Khan and Councillor Blundell as the Authority's representatives on the West Midlands Joint Committee for 2016/2017, appointed by the Chief Executive in accordance with Paragraph 3.8 of Part 2M: of the Council's Constitution enabling him, under the Scheme of Functions Delegated to Employees and in consultation with the Leader, to make decisions in an emergency.**
 - (ii) Approves the appointment of Councillor A Andrews as a City Council representative on Coventry Law Centre Limited for 2016/2017.**
 - (iii) Approves the appointment of Councillor Lakha as a City Council representative on Culture Coventry Trust for 2016/2017.**

29. Appointments to the City Council - Change in Membership of the Licensing and Regulatory Committee

The City Council considered a report of the Executive Director of Resources which sought approval to amend appointments made at the Annual Meeting of the City Council in May 2016 in respect of membership of the Licensing and Regulatory Committee.

RESOLVED that the City Council appoint Councillor Julia Lepoidevin as a member of the Licensing and Regulatory Committee in place of Councillor Marcus Lapsa with immediate effect.

30. Scrutiny Annual Report 2015/16

The City Council noted the Scrutiny Boards' Annual report to the City Council for 2015/16 which highlighted examples of the wide-ranging scrutiny work undertaken during the year across all the Scrutiny Boards and the Scrutiny Co-ordination Committee.

31. Amendments to Titles of Cabinet Portfolios

The City Council noted a report of the Leader which set out changes in relation to the titles of Cabinet Portfolios.

The Council's Constitution enables the Leader of the Council to make alterations to Cabinet Portfolios.

Further to appointments made at the Council's Annual Meeting in May, in June 2016, the Leader, Councillor Duggins, amended the title of four Cabinet Portfolios as follows:

- Cabinet Member City Services (in place of Public Services)
- Cabinet Member Jobs and Regeneration (in place of Business, Enterprise and Employment)
- Cabinet Member Education and Skills (in place of Education)
- Cabinet Member Public Health and Sport (in place of Public Health)

32. Annual Report from the Leader to Council on Key Decisions made under Special Urgency Provisions 2015/16

The City Council noted the report of the Leader which reported on Key Decisions made in the previous year where the Special Urgency provisions were used. This applied where it was not practicable to give notice at least 5 clear days in advance of a Key Decision being made.

The Leader reported that there were no such cases during the 2015/16 municipal year.

33. Question Time

Councillor A Khan provided a written answer to the question set out in the Questions Booklet, together with oral responses to supplementary questions put to him at the meeting.

The following Members answered oral questions put to them by other Members as set out below, together with supplementary questions on the same matters:

No	Question Asked By	Question Put To	Subject Matter
1	Councillor Sawdon	Councillor Brown/Duggins	Road works in the area around the new Aldi Store in Cannon Park
2	Councillor Lepoidevin	Councillor Bigham	Impact on the Local Development Plan in light of the UK's decision to leave the EU
3	Councillor Lepoidevin	Councillor Caan	Coventry's high rate of abortions
5	Councillor Sawdon	Councillor Duggins	Land at Kingshill
6	Councillor Lapsa	Councillor P Akhtar	FGM

34. Statements

(a) The Leader made a statement in respect of “Progress on the Combined Authority.”

Councillor Crookes responded to the Statement.

(b) The Cabinet Member for Policing and Equalities, Councillor A Khan made a statement in respect of the “Godiva Festival”.

Councillor Crookes responded to the Statement.

(c) The Cabinet Member for Children and Equalities, Councillor Ruane, made a statement in respect of the “Children’s Services Improvement Plan”.

Councillor Lapsa responded to the Statement.

35. Debate: Councillor A Khan moved the following motion, which was seconded by Councillor Bigham

“We are proud to live in a diverse and tolerant society. Racism, xenophobia and hate crimes have no place in our Country. Coventry City Council condemns racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable in our City.

Coventry City Council will work with other Agencies to fight and prevent racism and xenophobia.

We reassure all people living in Coventry that they are valued members of our City.”

RESOLVED that the Motion as set out above be adopted.

36. Debate: Councillor Ridley moved the following motion which was seconded by Councillor Male

“This Council recognises the importance of the rail link between Coventry, Birmingham and London and the level of service that currently exists.

A good service is important for the future economic growth and aspirations of the city and its residents.

Council will make representations through the rail franchise consultation setting out this position and will, at every available opportunity, defend the current level of service.”

RESOLVED that the Motion as set out above be adopted.

37. Development of Whitley South

Further to Minute 27 above, the City Council considered a private report of the Executive Director of Place that set out confidential aspects of proposals for the development of land at Whitley South.

RESOLVED that the City Council:

- 1. Approve that the Council agree to be responsible for the grant allocation and utilises the funds received to procure the construction of the infrastructure required at Whitley South.**
- 2. Approve that the Council enters into an agreement (the “Infrastructure Investment Agreement”) whereby it will agree that the LLP will procure (as agent for the Council) delivery of the infrastructure works up to the value of the grant funding.**
- 3. Delegate authority to the Executive Director of Place and the Executive Director of Resources to vary the Sale and Infrastructure Agreement between the Council and the LLP dated 2nd December 2014 to enable the delivery of Whitley South and to extend the existing Sale and Infrastructure Agreement for such period as is necessary to secure the Council’s position with regard to the Gateway Scheme.**
- 4. Delegate authority to the Executive Director of Place and the Executive Director of Resources to make modifications (if necessary) to the Infrastructure Investment Agreement between the Council and the LLP which takes into consideration all legal and financial implications.**
- 5. Delegate Authority to the Executive Director of Place and the Executive Director of Resources, in consultation with the Cabinet Member for Jobs and Regeneration to serve all necessary notices on the existing tenants so as to gain vacant possession of the land in order to allow the proposals contained in the report submitted to proceed.**
- 6. Approve the inclusion of the sum indicated in the report submitted on the Council’s approved Capital Programme, delegating authority to the Executive Director of Resources to reflect at appropriate once the spend profile is known.**

(Meeting closed at 6.20 pm)

Coventry City Council

Minutes of the Meeting of Council held at 2.00 pm on Wednesday, 3 August 2016

Present:

Members:	Councillor L Harvard (Chair)
Councillor F Abbott	Councillor R Lancaster
Councillor N Akhtar	Councillor M Lapsa
Councillor P Akhtar	Councillor J Lepoidevin
Councillor R Ali	Councillor A Lucas
Councillor A Andrews	Councillor P Male
Councillor R Auluck	Councillor K Maton
Councillor S Bains	Councillor J McNicholas
Councillor L Bigham	Councillor C Miks
Councillor J Birdi	Councillor K Mulhall
Councillor J Blundell	Councillor J Mutton
Councillor R Brown	Councillor M Mutton
Councillor K Caan	Councillor E Ruane
Councillor J Clifford	Councillor T Sawdon
Councillor G Crookes	Councillor P Seaman
Councillor G Duggins	Councillor R Singh
Councillor M Hammon	Councillor H Sweet
Councillor J Innes	Councillor K Taylor
Councillor B Kaur	Councillor R Thay
Councillor L Kelly	Councillor C Thomas
Councillor T Khan	Councillor S Walsh
Councillor A Khan	Councillor D Welsh
Councillor R Lakha	Councillor G Williams

Honorary Alderman J Gazey

Apologies: Councillor R Bailey, D Gannon, D Kershaw, T Mayer, J O'Boyle, G Ridley, D Skinner and T Skipper

Public Business

38. Declarations of Interest

There were no declarations of interest.

39. Statement by Chair of Ethics Committee

Councillor Walsh, Chair of Ethics Committee, indicated that in relation to the matter contained in Minute 40 below, Members of the Ethics Committee who were present at the meeting were aware that comments made by Councillor Williams may be considered at a Code of Conduct hearing of the Committee in due course. To avoid any suggestion that the outcome of such a hearing had been pre-determined, those Committee Members present would not participate or vote on this matter.

40. **Councillor Glenn Williams**

Councillor Duggins moved the following Motion as set out in the requisition for an Extraordinary Meeting of the City Council signed by Councillors Duggins, A Khan, M Mutton, Seaman and Bains, which was seconded by Councillor A Khan:

“We call for an Extraordinary Meeting of the City Council to be held to call upon Councillor Glenn Williams to resign his Council seat in the Bablake Ward of Coventry”.

RESOLVED that the Motion as set out above be adopted.

(Note: Further to Minute 39 above, Councillors Andrews, Mrs Bigham, Mulhall and Walsh did not participate or vote on this matter.)

41. **Appointments to the City Council and Allocation of Seats to Political Groups**

The City Council considered a report of the Executive Director of Resources which sought approval to amend appointments made at the Annual Meeting of the City Council in May 2016 in respect of membership of Planning Committee and the Health and Social Care Scrutiny Board 5 and amendments to the allocation of seats subsequent to Councillor Glenn Williams’ resignation from the Conservative Group.

RESOLVED that the City Council approves:

1. **The allocation of seats to political groups in accordance with the political balance rules (attached at Appendix 1 to the report).**
2. **The appointment of Councillor Allan Andrews as a member of the Planning Committee in place of Councillor Williams with immediate effect.**
3. **The appointment of Councillor Miks as a member of the Health and Social Care Scrutiny Board 5 in place of Councillor Williams with immediate effect.**

(Meeting closed at 3.10 pm)



**Audit and
Procurement
Committee
Annual Report to
Council
2015-16**

To be considered at the City Council meeting
on the 6th September 2016

Audit and Procurement Committee Annual Report 2015-16

Foreword by Chair of Audit and Procurement Committee 2015-16



**Councillor Tony Skipper
Chair, Audit and Procurement
Committee 2015-16**

I am pleased to present this report, which outlines the Committee's work over the municipal year 2015-16.

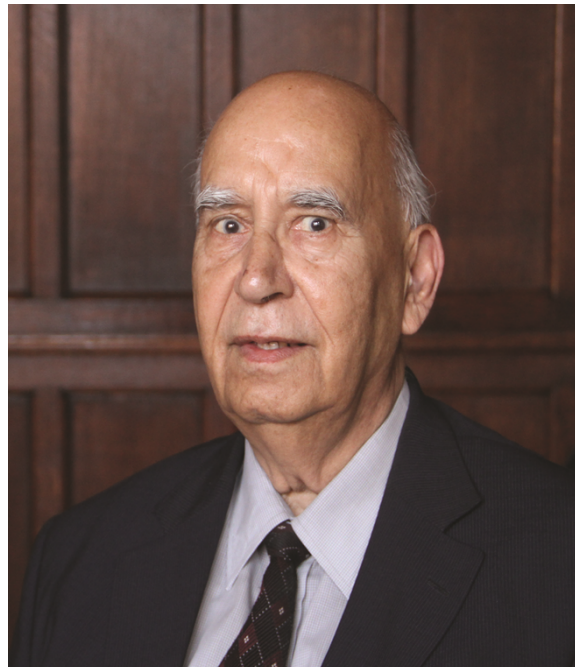
Over the last year, the Committee has discharged its key responsibility effectively, whilst at the same time, been able to consider other matters to support the Council including providing scrutiny and challenge over procurement activity and the Council's Corporate Risk Register.

I hope that this Annual Report helps to demonstrate to Coventry residents and the Council's other stakeholders the vital role that is carried out by the Audit and Procurement Committee and the contribution that it makes to the Council's overall governance arrangements.

Introduction by Chair of Audit and Procurement Committee 2016-17

In May 2016, the Council appointed me as the new Chair of the Audit and Procurement Committee. I am looking forward building on the good work done in 2015-16 and ensuring that the Committee continues to make a positive contribution to the overall governance arrangements within the Council. In terms of initial priorities for 2016-17 these include ensuring that:

- Action is taken in response to disclosures made in the Annual Governance Statement.
- Any issues raised by the external auditors in the audit of the Council accounts are addressed on a timely basis.
- Members of the Audit and Procurement Committee are appropriately supported through training and development.



**Councillor Sucha Bains
Chair, Audit and Procurement
Committee 2016-17**

1 Activity of the Council's Audit and Procurement Committee

During 2015-16, the Council's Audit and Procurement Committee met on six occasions. Meetings were held in June, August, October and December 2015 as well as in February and April 2016.

The Committee receives a range of:

- Routine reports based on the clearly defined expectations of services / functions that report to the Audit and Procurement Committee, e.g. internal / external audit and financial management.
- Ad-hoc reports which focus on either a specific concern or developments that impact directly on the Committee.

The details of the reports considered in 2015-16 are expanded upon below.

1.1 **Governance** - As part of the Annual Accounts process for 2014-15, the Chief Internal Auditor co-ordinated the development of the Council's Annual Governance Statement. The draft Statement was considered by the Committee in June 2015 and then in August 2015, when the audited Statement of Accounts were approved by the Audit and Procurement Committee. The statement highlighted the following significant governance issues which required the Council's focus in 2015-16; achievement of improvement in Children's Services, meeting the financial challenges faced by the Council, delivering the Kickstart Transformation Programme and continued implementation of the Education Improvement Strategy. The Statement also highlighted internal control issues for improvements in relation to the Council's processes for dealing with council tax discounts and exemptions, the administration of adult social care payments through the CareDirector system and review of the Council's Code of Corporate Governance.

1.2 **Financial Management and Accounting** - The unaudited Statement of Accounts (including revenue and capital outturn) was considered by the Committee in June 2015 and then in August 2015, when the audited Statement of Accounts were approved by the Audit and Procurement Committee. Additionally, the following reports were received in year:

- Quarterly monitoring reports of the Council's performance against its revenue and capital budgets during 2015-16 were considered in December 2015 and February 2016.
- Treasury Management activity updates were considered in August 2015 and December 2015. The report highlighted investment activity carried out by the Council and provided assurance that the Council was managing investments in accordance with its Investment Strategy.
- European Funding – A briefing note was considered in October 2015 and provided an update on the European funding the Council had received since 2010 and how it was managed.

1.3 **External Audit** - The following reports were received from the Council's external auditors, Grant Thornton in 2015-16:

- The Audit Findings for Coventry City Council - This report was considered in August 2015, and its purpose was to highlight the key findings arising from the audit of the Council's financial statements for the year ending 31 March 2015. The report conclusions were that, pending satisfactory clearance of outstanding matters:
 - An unqualified audit opinion would be provided on the Council's financial statements.
 - Whilst a final decision would be reached on the value for money conclusion once there had been further opportunity to evaluate evidence in relation to improvements in Children's Services, all other aspects of the Council's arrangements for securing value for money were satisfactory.

The report did identify issues which the external auditors thought required focus by the Council in the next year including ensuring that accruals and credit notes are raised on a timely basis, continuing to assess the adequacy of reserves and taking actions to maintain a sound financial position, and reporting on actual savings delivered against planned savings.

- Annual Audit and Inspection Letter - This was considered at the October 2015 meeting. The main focus being to summarise the findings from the 2014-15 audit and to formally document their conclusions in respect of the audit of the accounts and the Council's arrangements for securing value for money. The conclusions reached for both these areas were consistent with those indicated in the Audit Findings for Coventry City Council report considered in August 2015 and confirmed that an unqualified value for money conclusion had been issued.
- Certification of Claims and Returns Annual Report - This was considered in February 2016 and summarised the findings from the certification of 2014-15 claims and returns that were subject to review by the external auditors. The report highlighted that only the Housing Benefits subsidy claim was subject to external audit approval, which had been qualified due to errors identified, although the impact of this was estimated not to be significant. The external auditors' conclusion was that the Council has appropriate arrangements to compile complete, accurate, and timely claims / returns for audit certification.
- 2015-16 Audit Plan - This was also considered in February 2016 and set out the work that Grant Thornton would undertake in respect of the audit of the Council's financial statements for the year ended 31 March 2016. It also documented the expected outputs that the Committee would receive from the external auditors.

1.4 **Internal Audit** - During the year, the Audit and Procurement Committee received the following reports at the June, August and October 2015 meetings:

- Internal Audit Annual Report - This report had two main purposes:
 - To summarise the Council's Internal Audit activity for the period April 2014 to March 2015, against the agreed Internal Audit Plan for the same period.
 - To provide the Committee with the Chief Internal Auditor's opinion on the overall adequacy and effectiveness of Coventry City Council's internal control environment. Based on the work of Internal Audit in 2014-15, the Chief Internal Auditor concluded that 'moderate' assurance could be provided that there was generally a sound system of internal control in place to help the organisation meet its objectives.
- Annual Review of the Effectiveness of the System of Internal Audit - This review led by the Council's Chief Internal Auditor discharges a requirement of the Accounts and Audit Regulations that the Council "*at least once a year, conduct a review of the effectiveness of the system of Internal Audit*". Whilst the review is primarily focused on assessing the Council's Internal Audit Service against recommended practice and professional standards, it also considers how the Council's Audit Committee arrangements compare against recommended practice. This identified a number of areas for development to enhance current arrangements including Internal Audit Service staff development, reviewing how stakeholder feedback is obtained, and carrying out an assurance mapping exercise. Specifically in relation to the Audit and Procurement Committee, it was identified that there was a need to review / update the Committee's terms of reference and provide training for Members on the core areas that the Committee deals with.
- Internal Audit Plan for 2015-16 – This report considered the outcome of the Internal Audit planning process and provided the Committee as a key stakeholder of the Internal Audit Service, the opportunity to comment on scope and coverage outlined in the plan.

Other Internal Audit reports considered during the year include:

- Progress reports on Internal Audit work - Monitoring reports were received in October 2015 and February 2016. These reports provided updates on the performance of the Service, along with a summary of the key audits from a sample of high profile audit reviews carried out in the relevant periods. In considering these reports, the Committee agreed with the focus of improvements identified and the timescales agreed for implementation.
- Recommendation Tracking Report - In December 2015, a report on action taken by Council officers in implementing agreed audit recommendations was presented. This highlighted high levels of compliance with the implementation of agreed actions.
- Cyber Security - In response to specific concerns raised by the Committee, a briefing note was considered in February 2016 regarding

the Council's approach to cyber security and how risks are being managed, which includes a number of mitigation measures against attacks. The effectiveness of these arrangements are validated as part of the on-going ICT Audit Programme.

- Capital Receipts and Property Transactions – a briefing note was received in December 2015 which outlined the Council's approach to disposal of property including the approval process to ensure that capital receipts are maximised.

1.5 **Fraud** - The following fraud reports were considered in 2015-16:

- Annual Fraud Report - This report was considered by the Committee in August 2015 and summarised the Council's response to fraud activity for the financial year 2014-15, focusing on the work of both the Corporate Fraud and Benefit Fraud Teams. The report also provided an update on arrangements following the transfer of the Benefit Fraud Team to the Department of Work and Pensions in March 2015, with a Team of two officers established to respond to the risk of fraud and error in Council Tax.
- Half Yearly Fraud Update - A report was received in December 2015, focusing on the outcome of work by both the Corporate Fraud and Council Tax Fraud and Error Teams during 2015-16. It was highlighted that 90 exemptions had been removed from customer's Council Tax accounts since April 2015, which had resulted in revised bills being issued amounting to around £113k.

1.6 **Procurement** – The following reports were considered in 2015-16:

- Procurement was a standard agenda item at every meeting of the Committee during 2015-16 with the exception of June 2015. This area is considered under the private part of the agenda and is a progress report summarising procurement activity considered by the Procurement Board and Panels in the relevant period, as well as providing an update on progress made in delivering agreed procurement saving targets. The Committee in considering these reports noted the content of reports and sought assurance around specific activity highlighted.
- In October 2015, a report was considered on the Sub-Regional Procurement Strategy which detailed the proposals for the shared procurement service between Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council for 2015 to 2020. Progress against the strategy will be reported to Audit and Procurement Committee on an annual basis.

1.7 **Other** - The Audit and Procurement Committee also supports the Council in considering other areas and in 2015-16, this included the following:

- **2014-15 Annual Freedom of Information / Data Protection Act Report** - This report considered the Council's performance for responding to information requests through the different mechanisms as well as highlighting the outcome of internal reviews carried out by the Council and complaints considered by the Information Commissioners Office. The Council completed 79% of FOI requests on time and 69% of DPA requests. 8 Information Commissioner's Office complaints were received during the course of the year, none of which were upheld.
- **Regulation of Investigatory Powers Act 2000 Annual Report** – This report focused on providing oversight of the Council's compliance with this Act. 6 directed surveillance applications were granted and 7 authorisations to acquire communications data. There were no reported instances of the Council having misused its powers under the Act.
- **Ombudsman Complaint Annual Report** - This report provided information regarding the number and outcome of Local Government Ombudsman complaints received and investigated during 2014-15, along with outlining the actions taken by the Council where a complaint was upheld by the Ombudsman. Of the 110 complaints, only 27 were pursued and 9 upheld. The Ombudsman did not issue formal reports of maladministration for any of the complaints upheld.
- **Corporate Risk Register** – This report set out the current Corporate Risk Register with an overview of the Council's corporate risk profile and the controls in place to address these risks. The Committee noted the Risk Register having satisfied themselves that the corporate risks are being identified and managed.

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Public report Cabinet Report

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet
Council

30 August 2016
6 September 2016

Name of Cabinet Member:

Cabinet Member for Public Health and Sport – Councillor Kamran Caan

Director Approving Submission of the report:

Executive Director of Place

Ward(s) affected:

All Wards

Title:

City-Wide Public Leisure Provision

Is this a key decision?

Yes. The potential financial implications for the City Council of the recommendations for the operation and development of public leisure facilities in the city will exceed £1,000,000.

Executive Summary:

In September 2014, Coventry City Council unanimously approved investment in a new city centre destination sport and leisure facility. The Council further unanimously agreed to continue to work to explore all opportunities to enable Coventry to keep a 50m swimming pool if technically possible and within the current financial envelope available, by exploring opportunities with other stakeholders in and around the city.

Approval is now sought for the development of a new 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre, Allard Way, Coventry. Subject to planning approval, the meeting of conditions relating to existing planning applications on the site and the granting of consents for development at the Alan Higgs Centre, this proposed investment would form a central part of the creation of a 'Sports Village' complex at the site. The intention would therefore be to substantially enhance the facility provision of two sports, being swimming and rugby, through the development of a Community Swimming Development Hub and a Community Rugby Development Hub, to complement wider community sporting provision and the development of a separately funded, Wasps Training Centre.

Approval is further sought to negotiate terms for entering into a commercial lease for the new City Centre Destination Facility and to explore any benefit that could be derived from a formalised commercial partnership with Coventry and Warwickshire Award Trust (CAWAT). Approval is also sought to extend the existing leases between Coventry City Council and Coventry Sports Trust in respect of the operational management of the public leisure provision that they currently manage across the city.

The aim of these proposals is to provide high quality, accessible and sustainable city-wide public sports and leisure facilities, in accordance with the objectives of the Coventry Sports Strategy 2014-2024, the Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024.

Recommendations:

The Cabinet is requested:

- (1) To delegate authority to the Executive Director of Place and the Executive Director of Resources in conjunction with the Cabinet Member for Public Health and Sport to approve such variations to the Head Lease and legal permissions as are required to facilitate the development of the Wasps Training Ground Centre subject to:
 - (i) Planning consent being granted for the development
 - (ii) Legal agreements being entered into between the parties to secure the on-going community use of the facilities in accordance with the principles of the Head Lease
 - (iii) An independent Charities Act report recommending that the intended disposal between CAWAT and Wasps represents best value and officers being satisfied that the terms of the variation of the lease between the Council and CAWAT meets the Council's Section 123 best consideration requirements
- (2) To grant consent as landlord (in principle and subject to planning consent) for the future development of a 50m swimming pool and ancillary facilities on the Alan Higgs Centre site;
- (3) To recommend to Council that it approves, in principle, the addition of £10.5m to the capital programme for 2016/17 onwards, towards the development of a 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre. Within the £10.5m, £1.169m relates to management and design development costs as per paragraph 5.10;
- (4) To negotiate commercial terms with CAWAT for the grant of a lease for the new City Centre Destination Facility and also explore, if necessary and appropriate, any further benefit that could be derived from a more formalised commercial partnership with CAWAT;
- (5) To approve the extension of the term of the existing leases (by way of a lease renewal) for a further three years between Coventry City Council and Coventry Sports Trust (CST), in respect of the operational management of Coventry Sports and Leisure Centre, Brandon Wood Golf Club and Moat House Leisure and Neighbourhood Centre;
- (6) To approve the renewal of a grant award to CST to run concurrently with the above leases;
- (7) To delegate authority to the Executive Director of Resources and the Executive Director of Place, following consultation with the Cabinet Member for Public Health and Sport, to finalise and implement the proposals contained in recommendations 2, 4, 5 and 6.

The Council is requested:

- (1) to approve the addition of £10.5m, to the capital programme for 2016/17 onwards for the development of a 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre. Within the £10.5m, £1.169m relates to management and design development costs as per paragraph 5.10.

List of Appendices included:

1. Alan Higgs Centre 'Sports Village' Concept Proposal – Site Plan
2. Coventry 50m Pool Options Appraisal – Final Version 4

Background Papers

None

Other useful documents:

In addition to those papers incorporated within the Appendices above, the following useful papers are posted for reference on the Coventry City Council website (www.coventry.gov.uk), Coventry Sports Strategy website (www.covsport.org.uk) and/or Coventry 'City of Rugby' website (www.cityofrugby.org):

1. 'Coventry Sports Strategy 2014-2024' Cabinet Paper (Coventry City Council, 5 August 2014)
2. 'City Centre Sports and Public Leisure Facility Development' Cabinet Paper (Coventry City Council, 5 August 2014)
3. Coventry Sports Strategy 2014-2024
4. Coventry Indoor Facilities Strategy 2014-2024
5. Coventry Aquatics Strategy 2014-2024
6. Joint Cabinet Member Meeting Report – Petition – Retention of a 50 Metre Swimming Pool in Coventry (Coventry City Council, 23 July 2014)
7. Coventry 'City of Rugby' Strategy
8. Planning Application FUL/2016/1255 - Demolition of existing office building (Spire House) and erection of new building for use within Class D2 (Assembly and Leisure), providing water-based recreation and associated facilities, new landscaped public realm, servicing including shared space turning area, and the removal of three trees adjacent to the site.
9. Planning Application FUL/2016/1458 - Land adjacent to the south of Alan Higgs Centre, Allard Way

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes

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Report title:

City-Wide Public Leisure Provision

1. Context (or background)

- 1.1 In September 2014, Coventry City Council unanimously approved a new ten-year partnership Sports Strategy for the city, underpinned by a new Indoor Facilities Strategy, Playing Pitch Strategy and Aquatic Strategy. The background work underpinning these strategies drew upon city-wide audits of indoor facilities and playing pitches; comprehensive desk-top research; local survey findings (1,532 responses); consultation with communities, clubs and sports network partners; benchmarked performance and financial data (nationally sourced); and industry modelling tools (e.g. Facility Planning Model, National Benchmarking Service, Active People Survey, Active Places Power).
- 1.2 The Coventry Sports Strategy 2014-2024 is structured around eight Vision Aims and 37 Strategic Objectives. Vision Aim 5 seeks:

“To provide a range of modern, accessible, and high-quality sports facilities”
- 1.3 Aligned to this Vision Aim, a strategic investment model has been developed by the city to recycle funding that was (and still is at a reduced level) being used to subsidise ageing public leisure facilities, and to redirect this into the delivery of a modern and strategically located portfolio of public sports and leisure facilities. This programme of strategic re-provisioning is already starting to provide a more efficient and attractive public leisure offer, which is better placed to provide for projected future population growth within the city and is increasingly financially sustainable without the need for local authority subsidy.
- 1.4 The strategic review and rationalisation of public leisure facilities has been shaped into an implementation programme that is structuring the modernisation and strategic re-provisioning of facilities into distinct phases. The first phases of this programme have already been achieved through the closure of the Arena Health and Fitness Club; the withdrawal of subsidised public leisure provision at two school sites; and the £7.85m aquatic extension to Centre AT7 in the north east of the city.
- 1.5 The aquatic extension at Centre AT7 was funded from recycled savings that were immediately realised from public leisure operational efficiencies, being the closures/withdrawals above and the closure of the Foleshill Sports and Leisure Centre.
- 1.6 In tandem with the strategic rationalisation and re-provision of facilities, the operation of the two Public Leisure Operators (PLOs) in the city – Coventry Sports Foundation and Coventry Sports Trust – have been brought under the overarching management and direction of Coventry Sports Foundation.
- 1.7 In addition to the direct operational savings brought about through the rationalisation of facilities to date (see 1.4 above), the operational alignment of the PLO’s has delivered further administration overhead savings (circa £0.164m per annum) along with considerable energy savings (circa £0.246m per annum) from the public sports and leisure subsidy – all of which have also been made available within the facilities investment model.
- 1.8 The approval from Council in September 2014 of the addition of £36.7m to the capital programme for 2014/15 onwards – for the development of a City Centre Destination Facility (CCDF) – represents the commencement of the next phase of the public leisure facilities implementation programme.

1.9 In line with provisions within the Coventry Aquatics Strategy, and following the decision of Council in September 2014 “to continue to work to explore all opportunities to enable Coventry to keep its 50m pool if technically possible and within the current financial envelope available”, work to explore and test the feasibility of re-providing a 50m swimming pool in Coventry has continued. This has included holding exploratory and strategic discussions with key stakeholders, including Sport England, the Amateur Swimming Association and a range of local partner organisations.

1.10 The proposed investment recommended in this paper would conclude the above exploratory work and represent a further (albeit concurrent) phase to the public leisure re-provisioning implementation programme.

2. Options considered and recommended proposals

2.1 Provision of a 50m x 8 Lane Swimming Pool at the Alan Higgs Centre (Recommended)

2.2 Subject to attaining planning approval conditional on the satisfactory fulfilment of planning conditions imposed by the Coventry City Council Planning Committee on 4 August 2016, Recommendation 1 of this report addresses the lease consents and approvals required from the Council to enable progression of the Wasps Training Ground Centre (WTGC) development at the Alan Higgs Centre, as outlined in Planning Application FUL/2016/1458. These conditions include the need to reach a resolution over Sport England’s concerns regarding the future use of the site and any consequential displacement of sport.

2.3 The further proposal for the development of a 50m pool at the Alan Higgs Centre is founded on the basis of a strategic connectivity of aquatic facilities across the public leisure re-provision model alongside the (separately funded) development of rugby training facilities at the site. The proposed development would create a Community Swimming Development Hub for the city and a Community Rugby Development Hub to complement the proposed new Wasps Training Centre.

2.4 The proposed facility mix for the two new Community Development Hubs at the Alan Higgs Centre is as follows:

- 50 metre Swimming Pool - including spectator seating for 500 people, 2 x moveable floors and a moveable boom (this replaces the existing indoor football pitch)
- Swimming Development Education Room and offices
- Extension of existing Fitness Suite from 65 stations to 100 stations
- 30% extension to Function Room space (to support aquatic events / galas)
- Rugby Development Education Room and Offices (to complement additional Wasps investment on site in the Training Centre, referenced above)

2.5 The proposed site development plan for the Alan Higgs Centre ‘Sports Village’ is outlined in Appendix 1: ‘Alan Higgs Centre ‘Sports Village’ Concept Site Plan’, which illustrates the development plan area for the Wasps Training Centre along with the proposed locations of the 50m swimming pool and the Rugby Development Hub.

2.6 The proposed development at the Alan Higgs Centre will significantly enable the development and enhancement of facilities designed to support and encourage growth in a range of forms of swimming and rugby participation across the city (e.g. leisure/fitness/training/competition) within a strategic, city-wide development approach to key sports and public leisure facilities.

Swimming

- 2.7 The Coventry Aquatic Strategy recognises that, even though swimming participation levels in Coventry are below regional and national averages, and the city has had comparably poor Key Stage 2 swimming attainment levels, it remains the most commonly cited sport in which local people would like to take part more frequently (42.4% – Coventry Sports and Leisure Survey 2012). Swimming is also the key activity that many people in the survey have an aspiration to take part in, and swimming pools are ranked as the number one facility (45.8%) that people would most like to use / have access to at their nearest or most used leisure centre.
- 2.8 Nationally, aquatic sports continue to exhibit consistently higher participation rates for women than many other sports, and this is reflected in Coventry, with six in 10 swimmers being women. Compared to many other sports, aquatics also have an even spread of participation across all age groups, reflecting the fact that it is a sport within which people can sustain their participation into later life, or find it easier to return to.
- 2.9 The Coventry Aquatics Strategy also recognises that Coventry is at a crossroads with its aquatics provision. With an inflexible, ageing and inefficient city centre competition facility (currently the only 50m competition pool in the region), set against a picture of national decline in swimming (with 729,000 fewer people swimming than a decade ago), and at a time of calls for greater innovation within the sport of swimming, the Coventry Aquatic Strategy and investment model proposes an innovative and targeted approach to sustaining and growing participation across different aquatic forms.
- 2.10 The proposed community Swimming Development Hub facility at the Alan Higgs Centre would, for example, enable the City of Coventry Swimming Club to plan for retaining its Beacon Club status and to continue to train and be able to compete across short and long-course swimming and water polo. The Club has over 600 members and fields competitive swim squads (from beginners through to national level), has disabled swimmers competing regionally and nationally and in recent years has extended its youth Swim Camps and Masters programmes.
- 2.11 The model of aquatic facility re-provisioning in Coventry has already been proven to greatly impact on participation in the city and to unlock the latent demand that was highlighted in Sport England Facility Planning Model (FPM) modelling. The closure of Foleshill Sports and Leisure Centre and the seamless re-provision of aquatic facilities at Centre AT7 in August 2014 resulted in over a 1,000% increase in weekly swims in the North East of the city, and over a 150% increase in health and fitness memberships in the Centre's first year of operation (over 80% of which were at concessionary rates, representing very significant participation from priority neighbourhoods for the Centre). This evidences the strength of demand for quality and accessible aquatic facilities in the city. FPM runs have further highlighted the Alan Higgs Centre as a good location for new water space in the south east of the city.
- 2.12 The Amateur Swimming Association has independently considered a strategic framework for regional competition facilities in the West Midlands Region. The ASA has concluded that the West Midlands can support several community 50m pools, but can only support one major regional competition pool (with adequate spectator seating for the targeted level of competition, warm-down pool and specified technical attributes).
- 2.13 The ASA has concluded that, whilst Coventry is not considered to be the preferred location for a major regional competition pool, it wishes to work with Coventry City Council and partners to deliver a 50m training facility to meet the demands of community and club level swimming.

- 2.14 The options for providing a 50m pool at the Alan Higgs Centre are examined in detail in Appendix 2, 'Coventry 50m Pool – Options Appraisal' (Hadron Consulting). The Appraisal considers seven options summarised in Table 1 below.

Community Rugby Development Hub - Rugby Union and Rugby League

- 2.15 The creation of a Community Rugby Development Hub at the Alan Higgs Centre, alongside the proposed development of the Wasps Training Centre at the site, builds on the significant grass roots rugby development investment (attracted through the development of the Coventry Sports Strategy) in the 'Engage!' sporting, social and educational enrichment programme, which has been founded on the Rugby values of Teamwork, Respect, Integrity, Discipline and Enjoyment.
- 2.16 In recent months, city-wide discussions have been taking place around the further opportunities presented within the sport of Rugby in Coventry (e.g. through Wasps, Coventry Rugby Club, strong community clubs, Engage!) to develop a city wide partnership approach to rugby that extends from the grass roots development, through Academy structures and into the elite European rugby infrastructure. This is articulated in the 'City of Rugby' initiative (see www.cityofrugby.org).

Displacement

- 2.17 If the swimming pool development is approved, the indoor football hall at the Alan Higgs Centre would be lost to construction of the new swimming pool from October 2017. This hall currently accommodates Coventry City Football Club Academy use and community programming.
- 2.18 If all of the conditions are met in relation to the recent planning application for the Wasps Training Centre proposal, it is the Council's understanding that all of the hours of indoor CCFC Academy use could, subject to negotiation, transfer to the new Training Centre as alternative provision. In addition, community use of the new Training Centre would need to be secured in accordance with the proposals outlined in Planning Application FUL/2016/1458.

Costs and Development Milestones

- 2.19 Detailed financial information on the recommended option is provided in Section 5 of this report and in Appendix 2. Table 1 below outlines the description of each option and the high-level capital costs for each option.
- 2.20 As Coventry is not the ASA's preferred location for a major regional competition pool for the West Midlands, and due to the financial strain that an additional warm-down pool will place on both the capital and revenue model for the Alan Higgs Centre, Options E-G are not considered as preferred options.
- 2.21 Of the remaining options above, Option D is the favoured option as, subject to securing external funding for the development of both the Community Swimming Development Hub and Community Rugby Development Hub, the facility mix can deliver the required specifications of a 50m training facility designed to meet the demands of community and club swimming; still facilitate a level of swimming and water polo competition; deliver a community rugby hub; and maximise programming into an expanded, but still efficient, mass of water space, as evidenced by Sport England FPM modelling.

Summary

- 2.22 If investment in a 50m pool is approved, there is an opportunity to demonstrate real innovation in city-wide aquatic provision. The £36.7m City Centre Destination Facility project would provide a central location for social, leisure and membership swimming whilst strategically and financially supporting the investment model for provision of a new 50m (500 seat) 'community and club' swimming pool in the south east of the city. If planning conditions for the Alan Higgs Centre site are met and approval for development attained, this would be part of the development of a 'Sports Village' site that would further combine Premier Rugby training with Academy and Community Rugby programmes, potentially across both codes (Union and League).
- 2.23 The above developments would be consistent with current and emerging national sports policy objectives to demonstrate innovation in addressing the national decline in swimming and the active collaboration between National Governing Bodies, sports codes, local authorities and community partners to deliver strong community outcomes in an urban locality and Marmot City. This further supports the Council's aspirations and 10-year Council Plan objectives to raise the profile of the city as 'a centre for arts and culture, sports and events'.

Table 1: 50m Pool Options Modelled

Option	Description	Total Modelled Capital Cost
A	50m x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of the reception area within the existing footprint of the football hall (maintaining the steel frame).	£14,897,695
B	50m x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of the reception area. The existing indoor football hall would be demolished and rebuilt.	£15,222,238
C	50m x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of the reception area. The modelling allows for the refurbishment and/or partial conversion of the ground floor area to accommodate a mix of changing and strength and conditioning facilities.	£15,576,402
D	50m x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of the reception area. The modelling allows for the refurbishment and/or partial conversion of the ground floor area to accommodate a mix of changing and strength and conditioning facilities, with the second floor developed into a Rugby Community Development Hub.	£16,944,591
E	As per the specification for Option B but with the addition of a 20 metre x 4 lane warm-down pool.	£17,731,570
F	As per the specification for Option C but with the addition of a 20 metre x 4 lane warm-down pool. This would require a small extension to the Alan Higgs Centre on the east elevation.	£18,085,734
G	As per the specification for Option D but with the addition of a 20 metre x 4 lane warm-down pool. This would require a small extension to the Alan Higgs Centre on the east elevation.	£19,453,923

- 2.24 The table above shows the capital costs for different options for 50m pool provision at the Alan Higgs Centre. Option D is the preferred option as this meets the requirements for a 50m pool, meets the needs for the Community Rugby Development Hub, maximises the external funding available and delivers an ongoing revenue surplus. There is no additional external funding available to deliver options E – G.

2.25 Provision of a 25m Swimming Pool at the Alan Higgs Centre (Not Recommended)

2.26 Financial modelling has been undertaken to consider the merits of providing a 25m x 8 lane indoor short course competition swimming pool and a range of options for extended indoor sports hall facilities at the Alan Higgs Centre, aligned to (separately funded) rugby Training Centre developments at the site.

2.27 The Alan Higgs Centre is considered within FPM modelling to be a good site for further aquatic provision in the city, due to the comparatively high levels of projected, future unmet demand for swimming in the east and south east sectors.

2.28 The provision of a 25m competition pool at the site (as an alternative to a 50m pool) would provide a short course training and competition facility, alongside extended indoor sports hall capacity at the site. The model would provide significant training and short course swimming competition facilities, but the pool would not be capable of hosting competitive water polo events and the City of Coventry Swimming Club would not be in a position to retain their Beacon Club status, due to having no ready access to a 50m swimming pool.

2.29 Financial modelling for a 25m pool with extended sports hall provision at the site is estimated to cost between £10.7m and £13.5m (depending on the mix of indoor facilities alongside the pool). However, initial discussions with potential external funders indicate that a 25m pool is significantly less likely to attract external capital funding into the model than the 50m pool proposed above. It is considered likely that this external funding could make a significant contribution to the difference in costs between the two proposals, particularly when presented in the context of a city-wide aquatic strategy including investment in the city centre facility and when aligned to a multi-sport development proposal at the Alan Higgs Centre site.

2.30 Revenue modelling for the 25m pool and sports hall option indicates a smaller annual surplus compared to the 50m pool model as outlined in the private report. This is due to the flexible programming options of the 50m pool (in an area of current and projected future unmet demand) aligned to the optimisation of the city centre destination model (achieved through reducing traditional water space and optimising leisure water at that site), which could only be fully achieved through the concentration of traditional swimming into an aquatic hub site.

2.31 Whilst the 25m pool development option does re-provide water space into an area of current unmet demand, the option is not recommended as it does not promote the optimisation of the aquatic model and leaves the city without a 50m pool and therefore without a Beacon Swimming Club and swimming pathway in the longer term.

2.32 No provision of a Swimming Pool at the Alan Higgs Centre (Not Recommended)

2.33 Subject to meeting planning conditions and attaining approval, the development of a rugby Training Centre at the Alan Higgs Centre can occur without the further development of aquatic provision in the city. However, within the Sport England FPM modelling, the east and south east of the city are currently shown to have some of the highest levels of unmet demand for swimming in the city, and the failure to re-provide facilities in this area of the city following the closure of the Ernesford Grange school pool leaves Coventry with an uneven distribution of accessible aquatic facilities in its neighbourhoods.

- 2.34 Investment in aquatic facilities at the Alan Higgs Centre would further support an efficient and accessible model of aquatic re-provision in the city, through aligning new aquatic provision to the proposed new 'Sports Village' model. The Sports Village model generates operational efficiencies and creates a multi-sport model which would not be possible at other sites in this area of the city. For the above reasons, the option of not providing a swimming pool at the Alan Higgs Centre site is not recommended.
- 2.35 To negotiate the terms with CAWAT of entering into a commercial lease for the new City Centre Destination Facility and explore, if necessary, any benefit that could be derived from a more formalised commercial partnership with CAWAT (Recommended)**
- 2.36 As a variation to a previous approval in 2014, it is now proposed that the Council enter into negotiations to agree terms with CAWAT for entering into a commercial lease for the new City Centre Destination Facility. The lease terms would be informed by an independent, commercial valuation for the facility to ensure that the Council obtains best value in monetary terms for the facility, now that the scheme has planning approval (subject to conditions). Through Recommendation 4 of this report, officers will also explore options which seek to ensure that some further income is delivered back to the Council as a consequence of the Council's investment into the proposed leisure facilities. The financial and legal considerations relating to this matter are considered further in Section 5 of this report.
- 2.37 Extension of Leases to Coventry Sports Trust (Recommended)**
- 2.38 In October 2016, the current grant agreement and leases from Coventry City Council to Coventry Sports Trust (CST) for the operation of Coventry Sports and Leisure Centre (CSLC), Moat House Leisure and Neighbourhood Centre and Brandon Wood Golf Club are due to expire.
- 2.39 As a result of the joint working between CST and CSF, operational efficiencies have been generated through this model and repatriated into the facility investment model. These operational efficiencies are considered in more detail in the Private Report.
- 2.40 Furthermore, in January 2016, the grant to Coventry Sports Trust was reviewed in the Council's review of grants to external organisations, and whilst no change to the level of grant to CST was initially proposed in the review, efficiency savings of £200,000 from within the wider sports funding model were offered and approved.
- 2.41 The new City Centre Destination Facility is due to open in late 2018, and the Council has committed funding to support Coventry Sports and Leisure Centre, until the new facility becomes available for use.
- 2.42 Extending the lease and grant arrangements with Coventry Sports Trust would provide continuity and certainty within the Trust's operating model and the joint management structure negotiated with Coventry Sports Foundation, until such a time as the Council makes final decisions as to the future of CSLC.
- 2.43 No Extension of Grant and Leases to Coventry Sports Trust (Not Recommended)**
- 2.44 If the grant and leases from Coventry City Council to Coventry Sports Trust are not extended, the Council will need to run a competitive exercise to tender for public leisure service operations from October 2016. This may mean dismantling the current joint management arrangements between the city's two current public leisure operators,

potentially thereby reducing or losing the efficiencies this has generated in recent years through more efficient management of the Council's leisure portfolio.

- 2.45 Disruption in the current collaboration across public leisure could undermine the seamless model of re-provision currently embarked upon. Tendering for services to operate the current facilities for a potentially uncertain period when the seamless transition from CSLC to the new CCDF is not assured, could prove unsuccessful as potential new operators would seek assurances around risk prior to accepting leases on the current facilities.

3.0 Results of consultation undertaken

- 3.1 A more detailed account of the consultation undertaken in developing the Coventry Sports Strategy 2014-2024 is included in the 'Coventry Sports Strategy 2014-2024' Cabinet Paper (Coventry City Council, 2014). This paper focuses only on those elements of the consultation that are particularly pertinent to the recommendations/considerations contained within this report.

Coventry Sports and Leisure Survey (2012)

- 3.2 Public consultation to inform the early development of the Sports Strategy was undertaken through the city-wide Coventry Sport and Leisure Survey, between 25 June 2012 and 26 August 2012. A total of 1,532 completed surveys were received from across the city.
- 3.3 Extensive desktop research and analysis was undertaken in order to consider the findings from the above survey in the context of wider data. The results of the Coventry Sports and Leisure Survey and desk top research were first published in 2013, and a detailed paper outlining these findings can be viewed at www.covsport.org.uk.
- 3.4 The headline findings from the above paper (at the time of publication) that are particularly relevant to subject matters of this paper are that:
- (i) in Coventry, the proportion of women regularly taking part in sport was less than half that of men
 - (ii) the proportion of disabled people taking part in sport in the city was less than both national and regional averages
 - (iii) the sports that people most took part in were keep fit / gym; football; swimming; athletics; and cycling
 - (iv) swimming and keep fit / gym were the sports that attracted the most participants from all backgrounds
 - (v) swimming was the activity most likely to encourage new participation
 - (vi) Coventry Sports and Leisure Centre, Xcel Leisure Centre and the Alan Higgs Centre were the most-used public sports and leisure centres
 - (vii) the Xcel Leisure Centre and Alan Higgs Centre were the public sports and leisure centres that drew the highest levels of satisfaction
 - (viii) cleanliness of changing rooms/toilets, friendliness of staff, enjoyment of the activity, feeling safe and secure, cost and being in a comfortable environment were factors which were most important to respondents when choosing a sports and leisure centre
 - (ix) although participation rates were generally lower in deprived areas of the city, a high number of members of Coventry Sports Trust and Coventry Sport Foundation came from lower income and social housing households

Subsequent to the above Survey, the addition of new aquatic facilities (including a 25m swimming pool) and additional / extended community facilities at Centre AT7 has, in the past two years, seen participation levels at the Centre rise by over 150%. In contrast to point (vi) above, Centre AT7 now enjoys more participant visits than the Alan Higgs Centre.

Emerging Vision for Sport in Coventry (2012)

- 3.5 The Emerging Vision for Sport in Coventry was developed through the review and detailed consideration of responses from the Coventry Sport and Leisure Survey; further direct consultation with local, regional and national sporting stakeholders; and extensive desktop research and analysis. This process culminated in the drafting of eight key Vision Aims designed to encapsulate the sporting aspirations for Coventry over the next ten years.
- 3.6 Within the eight Vision Aims of the Strategy, Vision Aim 5 seeks:
- “To provide a range of modern, accessible, and high-quality sports facilities.”
- 3.7 Accordingly, assessments of the city’s indoor sports facilities were also carried out, in collaboration with facility operators. These assessments provided a detailed picture of current indoor sports provision in Coventry, showing the number, location, quality and use of the city’s indoor facilities.
- 3.8 The key findings to emerge from this assessment were that:
- (i) the quality of indoor facilities varied greatly - from those that were of ‘very poor’ quality to those that were of ‘very good’ quality
 - (ii) many of the city’s indoor facilities were found to be located within schools, which offered varying levels of community use
 - (iii) Coventry Sports and Leisure Centre and Foleshill Sports and Leisure Centre were both adjudged to be no longer ‘fit for purpose’
 - (iv) funding being used to support these ageing public sports and leisure facilities could be used to invest in new, modern and more accessible sports and leisure facilities
 - (v) swimming pool provision across the city would need to be considered in light of the proposed closure of Coventry Sports and Leisure Centre
- 3.9 Further to the launch of the Emerging Vision for Sport in Coventry, work was undertaken with a range of stakeholders to develop the Strategic Objectives for the Strategy. Initially, 48 Strategic Objectives were drafted, although these were refined to 37 throughout the period of early stakeholder consultation.
- 3.10 In February 2014, the draft partnership ‘Sports Strategy 2014-2024’ was formally launched for a period of public consultation. In addition to considering the responses to the survey undertaken as part of public consultation on the draft Strategy, representations from the City of Coventry Swimming Club and the ASA resulted in the City Council, CSF and CST undertaking additional facility modelling focused on the feasibility of providing a new 50m swimming pool in the city centre.
- 3.11 During the above period of consultation, two petitions were also launched expressing opposition to the loss of a 50m pool in Coventry. These petitions were considered at the Joint Cabinet Member meeting of 23 July 2014.

Key Findings of the Consultation

3.12 A detailed paper outlining the results of the public consultation can be viewed at www.covsport.org.uk. The key findings of relevance to this paper are that:

- (i) the strategy was very well received and there was little opposition to either the Vision Aims or the Strategic Objectives. There was agreement to each of the Vision Aims from at least 82% of respondents
- (ii) the area attracting the most objections across survey responses was the proposed loss of 50m swimming pool provision in the city. Each Vision Aim invited comments and there was also a general comments section at the end. In total, 3,022 comments were received across all sections of the survey. Of these, 1,573 were objections to the loss of 50m pool provision
- (iii) the following issues were included amongst those identified in responses that referenced concern over the loss of 50m pool provision in the city: the destabilising the City of Coventry Swimming Club, specifically including the impact of the loss of Amateur Swimming Association National Beacon Status; reduced pool capacity for club training; the displacement of current pool users; the loss of competition facilities in the city; the loss of the only current 50m competition pool in the West Midlands region; the need to provide opportunities in swimming from Learn-To-Swim through to competition squads; need to make swimming a 'Key Sport' – it is the highest participation sport in the country
- (iv) there is a need to ensure sports provision and support for disabled people. In total, 101 comments were received supporting both the need to improve facilities for disabled people and to increase participation in sport and active recreation by disabled people and/or people with long-term limiting illness
- (v) many of the respondents commented on the need for high quality facilities for people of all sporting abilities. In total, there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods
- (vi) there is a need to ensure provision in the neighbourhoods. Comments on this included the need to provide a pool at the Alan Higgs Centre; sports hubs with free parking are essential; provision across central and neighbourhood facilities should be complementary
- (vii) the situation between the Council and CCFC was referenced, and the need to ensure support of CCFC Academy was raised
- (viii) linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport

3.13 *Higgs Centre Development Stakeholder Consultation*

It is anticipated that further consultation will be undertaken with stakeholders such as Sport England and relevant National Governing Bodies of Sport, the aim of which will be to inform the scope of the scheme, ensure compliance with relevant design guidance and to support design and planning approval processes.

4. Timetable for implementing this decision

- 4.1 If approved, Recommendation 1 will be progressed immediately on fulfilment of the planning conditions relating to Planning Application FUL/2016/1458.
- 4.2 The OJEU procurement and appointment (through a framework) for the design team and associated consultants for the development of a 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre will be completed by December 2016.

- 4.3 The designs of the 50m swimming pool and enhanced public leisure facilities will be developed to RIBA stage 3 for planning by May 2017.
- 4.4 Planning permission for the 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre will be sought in mid-June 2017 with an anticipated approval date of October 2017. A travel plan will be developed for the 50m swimming pool and enhanced public leisure facilities in accordance with planning processes, requirements and timescales.
- 4.5 The contractor procurement will be through an OJEU compliant process, commencing in April 2017 with the preferred contractor appointed in September 2017.
- 4.6 Construction of the 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre will commence in October 2017 and is scheduled to take 16 months with practical completion in February 2019.
- 4.7 The Defects Liability Period would commence on the date of practical completion of works (February 2019), as would the 12 year period of Latent Defects
- 4.8 The 50m swimming pool and enhanced public leisure facilities are scheduled to open to the public in February 2019.
- 4.9 The negotiation of terms with CAWAT relating to the proposed commercial lease for the new City Centre Destination Facility and exploration of a formalised commercial partnership, would be progressed immediately on approval of the recommendation, under delegated authorities.
- 4.10 The negotiation of the extension of leases for a further three-years between Coventry City Council and Coventry Sports Trust (CST) would be progressed on approval, to be effective from October 2016.

Comments from Director of Finance and Legal Services

5.1 Financial implications

Background

- 5.1. The collaborative work approved in the July 2011 Cabinet report resulted in the proposal of a new management and investment model for public leisure services and facilities within the city.
- 5.2. The aquatic development at Centre AT7 approved by Cabinet in March 2013 was funded through this investment model drawn from the collaborative work between Coventry Sports Foundation (CSF) and Coventry Sports Trust (CST).
- 5.3. The aims of the investment model are to deliver a more coherent and consistent leisure offer for the people of Coventry through service and organisational restructuring in order to drive greater efficiency, cost savings and opportunities for reinvestment in high-quality, public leisure facilities.
- 5.4. Within the Coventry Sports Strategy 2014-2024, Coventry's Vision Aim for 'Facilities' is outlined within Vision Aim 5. One of the key challenges for the city in successfully delivering this Vision Aim, is the extent to which any future public sport provision can meet the city's investment model for sports facilities.

- 5.5. The principles of the investment model are drawn from the following criteria:
- (i) Recycling of Council funding from financially unsustainable facilities and operating models.
 - (ii) Profitability of facilities to remove the need for additional subsidy.
 - (iii) Seeking grants to support capital developments.
 - (iv) 'Sweating' existing assets to maximise revenues.
 - (v) Investing further in neighbourhood provision, where there is proven demand.
- 5.6. A key element of the investment model is for facilities to become profitable enough not to require further subsidy from Coventry City Council and to enable the on-going operation of the sports and leisure facilities to contribute to any future neighbourhood investment where there is proven demand for services.
- 5.7. This report does not seek additional capital or revenue money for this proposal – it is proposed to use funding from within the current investment model, as outlined in the Private Report which provides tables setting out the Coventry Sports Trust Annual Budget and Sports Investment Model.
- 5.8. Within the financial modelling undertaken for the Alan Higgs Centre facility, the optimum / most affordable option from both a capital and revenue perspective is to have a 50m pool within a Sports Village complex. Whilst the capital costs for a 25m pool would be less, access to potential grant funding that is available for a 50m pool in the context of a wider aquatic strategy would not necessarily be available for a short-course pool. The provision of a 50m pool rather than a 25m pool in an area of identified need for water space provides additional revenue income as outlined in the private report.

Financial modelling assumptions

- 5.9. The assumptions that have been made within the context of the financial modelling are:
- (i) Capital Costs for the Alan Higgs Centre include all capital building costs including fees.
 - (ii) Capital Financing Costs have been based upon Prudential Borrowing at 2.82%, spread over a term of 42 years (based on 40 year asset life, and 2 year project development).
 - (iii) Financial Resource Available for all options is an annual grant. This is made up of the overall sport budget available, less the £0.266m required for capital repayment and financing costs for the Centre AT7 aquatic development and the resource required for the capital and repayment finance costs for the CCDF. It is assumed that there would be a small on-going subsidy required for Moat House Leisure and Neighbourhood Centre.
 - (iv) There would be a holistic, coherent and efficient approach to public leisure provision.
 - (v) The indicative surplus from the CCDF, which is to be derived from a commercial arrangement contributes to the overall wider sports investment model.
- 5.10. Capital

The proposed overall capital cost for the scheme is £16.94m. £10.5m of this will be funded through Prudential Borrowing, which will be repaid by recycling savings through previous operational withdrawals / closures (such as the CST withdrawal from Foxford School, the Arena Health and Fitness Club (Ricoh Arena), Foleshill Sports and Leisure Centre closure and the previously proposed closure of CSLC). This will be further funded

through the commercial rent realised from the CCDF and any further commercial arrangement. The balance is currently being sought from external third party funding.

The project will incur management and design development costs (which are already funded from within the sport investment model) in relation to the development of a 50m swimming pool and enhanced public leisure facilities at the Alan Higgs Centre. These costs will be at risk up until September 2017 when the contracts for construction would be anticipated to be signed and matched external funding has been secured.

5.11. Revenue

The provision of a 50m pool and enhanced leisure provision at Alan Higgs Centre would require no ongoing operational subsidy and would produce an assumed annual surplus of £0.147m, the details of which are outlined within the Private Report.

Legal implications

- 5.12. The Council will use its power under Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 (the Act) to implement the delivery of the Sport and Playing Pitch Strategies. Section 19 of the Act provides that local authorities have the discretion to provide, inside or outside their area, such recreational facilities as they think fit.
- 5.13. Section 3(1) of the Local Government Act 1999 (the 1999 Act) provides that as a best value authority the Council must “make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.
- 5.14. Section 3(4) of the 1999 Act provides that in deciding how to fulfil the duty the Council must have regard to any guidance issued by the Secretary. The Guidance issued by the Secretary of State issued in September 2011 states that authorities should consider overall value, including economic, environmental and social value when reviewing service provision.
- 5.15. The Council also has the power under Section 123 of the Local Government Act 1972 to dispose of land in any manner they wish including the granting of a lease. The only constraint is that a disposal must be for best consideration reasonably obtainable except in the case of short tenancy. It is likely that the lease for both the Alan Higgs Centre site and the new City Centre Destination Facility will be in excess of 7 years and thus not be a short tenancy for the purposes of the Act. As such, best consideration will need to be obtained and it is envisaged as stated in paragraph 2.36 of this report that for the city centre site this will be achieved through an independent valuation which will be commissioned.
- 5.16. The procurement of a contractor(s) to design and construct the 50 metre pool must comply with the Public Contracts Regulations 2015. The procurement process followed will depend on the extent to which the Council is able to define its requirements. Once a specification is produced Legal Services and the Procurement Team will advise on the appropriate process.
- 5.17. The consultation with local stakeholders must be conscientiously taken into account in finalising the scope of the scheme.

6. Other implications

6.1 How will this contribute to achievement of the Council Plan?

- ***A prosperous Coventry*** – Vision Aim 5 of the Coventry Sports Strategy outlines the need “to provide a range of modern, accessible and high quality sports facilities in the city”. The first Strategic Objective for this Vision Aim specifically concerns future city centre leisure provision and the need “to develop city centre sports and leisure facilities that are accessible, high-quality, sustainable and of significance to the Midlands“. The Sports Strategy thereby puts leisure at the heart of city centre regeneration and promotes the city centre as a key regional destination for leisure activities and leisure tourism. The commercial success of the City Centre Destination Facility will, through these proposals, further support investment in training and club competition facilities for swimming and water polo at the Alan Higgs Centre. It is anticipated that this will further increase external investment into the sporting infrastructure of the city.
- ***Healthier, independent lives*** – Public leisure facilities play a vital role in addressing social challenges, promoting active lifestyles, increasing physical activity, reducing isolation and improving outcomes for individuals and communities. Vision Aim 1 of the Sports Strategy sets the ambition “to develop a more active, inclusive and vibrant Coventry through positive experiences in sport”. Through encouraging and supporting engagement in regular sport and/or active recreation, the Strategy aims to positively influence and contribute to the physical and mental health and wellbeing of the residents of Coventry. In particular, public leisure facilities and their operation have a key role to play in supporting the Council to deliver its public health objectives, directly supporting action to address priorities within the Joint Strategic Needs Assessment for the city. The provision of enhanced community sports and leisure facilities in the south east of the city is intended to broaden and widen participation in sport and leisure in the neighbourhoods, develop community hubs for swimming and rugby, and promote sustainable sporting pathways within these sports.
- ***Ensuring that children and young people achieve and make a positive contribution*** – Investment in public leisure facilities enables and supports the provision of sporting opportunities through which many children and young people achieve and make a positive contribution. For example, the recommendations above support the City of Coventry Swimming Club in retaining Beacon Status through access to a modern 50m pool. The Club has a vibrant youth section and talent pathway, but also supports wider volunteering and opportunities through teaching, coaching and officiating. Similarly, the Community Rugby Development Hub will enable the development and delivery of opportunities for young people through partnership community programmes focused on the core values of rugby, such as those delivered by Engage! and through the City of Rugby initiative.
- ***Improving the environment and tackling climate change*** – The significant age and largely poor condition of Coventry Sports and Leisure Centre have resulted in it being adjudged as no longer ‘fit for purpose’. Whilst no decision has yet been made on the closure of CSLC, a modern 50m pool would offer greater energy efficiency and flexibility in usage. Furthermore, the development of such proposed facilities are predicated on a financially efficient model concerning the use of recycled savings from the closure and withdrawal of public leisure service provision from ageing and inefficient sites. This enables the existing resource to be moved from an inefficient model of subsidy to one of investment in quality, sustainable facilities

and a projected revenue surplus due to the Council over the duration of the funding model.

6.2 How is risk being managed?

6.2.1 Delivery of the Sports Strategy has been regularly reviewed via Coventry City Council Scrutiny Boards in the first two years of its implementation.

6.2.2 With regards to delivery of the City Centre Destination Facility, a Risk Register has been produced and maintained, which is reviewed regularly and managed by individuals throughout the process. A similar Risk Register would be established for the proposed Alan Higgs Centre project.

6.2.3 The most significant risks to proposed provision, along with the associated control measures have been identified to be:

- (i) the Alan Higgs Centre project costing is more than could be supported through the £10.5m that is being requested from Council. The control measures include the seeking of additional external funding to reduce the gap and cover contingencies, the appointment of project managers, costs consultants and contractors through competitive processes, and value engineering of the design where required. The capital projections also currently include sizeable contingencies
- (ii) the Council may not have the specific expertise or experience internally to project manage the client aspects of the 50m pool facility construction contract. The control measure is through the formation of a client-side project management group, led by a contracted Employer's Representative, who will have the necessary expertise experience to work alongside the Professional Project Management function, to ensure that the Council's brief is fulfilled through both of the design and construction phases.
- (iii) the risk of Contractor insolvency throughout the course of the contract. Through the tendering process, Coventry City Council will undertake a financial appraisal of the contractor that is successful
- (iv) the risk of installation failure of key elements of the project construction. The control measure would be the project management undertaken by the Employer's Representation, the Professional Adviser to the Employer's Representation; the 12 month defects period; Contractor warranties and collateral warranties; and (as a contract signed under deed) a 12 year latent defects period
- (v) the risk that the service provision from the building and the maintenance of the building might not be fulfilling the objectives of service and maintenance required by the Council. The Council as landlord will ensure compliance with the lease covenants and shall take enforcement action if there is any non-compliance

6.3 What is the impact on the organisation?

6.3.1 The Coventry Sports Strategy, Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024 are partnership documents developed through consultation with a range of stakeholders.

6.3.2 Approval and early implementation of the above strategies has given confidence to external funders that the city has clear objectives and priorities for sport to 2024. This should assist the Council in applying for external capital grant funding to deliver the new phases of the facilities investment programme, thereby increasing external funding investment into the city's public leisure infrastructure.

6.3.3 The report recommendations would deliver a new, sustainable 50m pool, further creating valuable water space in an area of the city with both lower than average participation in sport and active recreation and a significant level of unmet demand for swimming pool facilities. This would further fulfil the criteria outlined in the Council Motion of 2014 to seek to maintain a 50m pool within the city within the current financial and technical envelope.

6.3.4 There are no HR implications for the organisation as these proposals will not directly affect City Council employees.

6.4 Equalities / EIA

6.4.1 Following consultation and analysis of demographic, health, sport and leisure data and survey responses for the city, an Equality and Consultation Analysis (ECA) was produced for the Sports Strategy (see Coventry Sports Strategy 2014-2024 Cabinet Report, Coventry City Council, August 2014).

6.4.2 With regards to the current proposals, demographic, health, sport and leisure data and public survey responses highlighted the following considerations within the ECA concerning protected groups under equalities legislation:

Vulnerable Communities (disadvantage/poverty)

a) The pattern of participation in the city mirrors the city's deprivation patterns, with lower participation rates to be found in the north and east of the city and the higher participation rates to be found to the west and parts of the south.

Disability

a) 4.5% of the total population of Coventry are economically inactive due to a long term illness or disability.
b) The proportion of disabled people taking part in sport in the city is less than both national and regional averages.

Age

a) There is a correlation between age and inactivity rates which are the highest amongst those aged 55+ (67.9%) and lowest for young adults aged 16-25 (43.3%)
b) Cycling, swimming and athletics are characterised by an even spread throughout the age cohorts up to 64 years
c) Young people often struggle to afford to participate in sport and active recreation as youth unemployment remains high and students and young earners are often under financial pressure.

Gender

a) 50.3% of the local population are female.
b) In Coventry, female inactivity (61.3%) is significantly higher than the equivalent male rate.
c) In Coventry, the proportion of women regularly taking part in sport (15.2%) is less than half that of men (31.3%).
d) Just under nine in ten of those taking part in keep fit exercises and six in ten swimmers are women.

6.4.4 The Equality and Consultation Analysis contained as an appendix to the 'Coventry Sports Strategy 2014-2024' Cabinet Paper (Coventry City Council, 2014) indicated the following potential equalities impacts with regard to the protected groups under equalities legislation which are particularly relevant to this report:

- a) The strategy was very well received and there was little opposition to either the aims or the strategic objectives. There was agreement to all eight of the vision aims from at least 80% of all respondents.
- b) A need to ensure sport provision and support for people with disabilities was highlighted in the consultation. In total 25 comments (2.3% of all comments) were received supporting the need for increased participation from people with disabilities and for facilities for the disabled.
- c) Many of the respondents commented on the need for high quality facilities for all abilities. In total there were 250 comments relating to this, and many of these also referred to the need for facilities in neighbourhoods.
- d) Linking sport to public health received 51 comments, with respondents wanting to see more done to improve the health of local people through sport.
- e) Comments relating to age were made by 46 respondents. These were almost equally spread between a need for more sporting opportunities for children and young people and older people.
- f) Very few comments were received in relation to gender, although support for Vision Aim 1 – relating to increased participation for females – was very well supported.
- g) Five comments were received supporting sport provision within neighbourhoods and how this could help those with an economic disadvantage participate more in sport.

6.5 Implications for (or impact on) the environment

6.5.1 Environmental Management

The Alan Higgs Centre is operated by Coventry Sports Foundation, who currently manage the environmental aspects of the 80-acre site through a partnership with the Living Environment Trust (LET). LET are responsible for the environmental, ecological and habitat management of the site and would therefore be contracted by the Foundation to oversee and manage / mitigate the environmental impact of the proposed project through the pre-construction, construction and operational phases.

6.5.2 During Construction

Construction would be undertaken in accordance with Secured By Design principles. Modern construction materials would be utilised and would present a significantly lesser impact on the environment than materials that were historically used. Site Waste Management techniques would be utilised and off-site manufacture would be prioritised wherever possible, thereby reducing reliance on water, minerals and other natural resources. Local contractors would be prioritised where appropriate and local specialised sub-contractors, suppliers and labour sources would also be utilised, wherever possible. If approved, the demolition and disposal of building materials from the affected areas of the existing Alan Higgs Centre would require an approved risk management and methodology strategy.

6.5.3 In Use

Whilst no decision has yet been made on the closure of CSLC, it is anticipated that the operation of a modern 50m pool would deliver significant efficiencies in water and energy consumption compared to the current 50m pool at Coventry Sports and Leisure Centre. In comparison this would deliver an overall reduction in the carbon footprint. Energy saving controls would be incorporated into scheme to reduce the on-going impact on natural resources. The modern mechanical and electrical installations will provide improved energy use through more efficient plant and better controls, such as passive-infra red sensors and time-limited functions. Safe and secure management principles

would be adopted by the operator to ensure the safety and perceived safety of its users and those living and working around the proposed development. The operator would further be expected to deliver carefully selected activity programmes that are reflective of the needs of local users and the neighbourhoods they represent. Provision would be reviewed regularly to reflect changes in requirements and ensure efficiencies in centre operations.

6.6 Implications for partner organisations?

- 6.6.1 The Coventry Sports Strategy 2014-2024, Coventry Indoor Facilities Strategy 2014-2024 and Coventry Aquatics Strategy 2014-2024 are partnership documents developed through consultation with a range of stakeholders. Approval and early implementation of the above strategies have given confidence to external funders that the city has clear objectives and priorities for sport to 2024. Further commitment to investing in sport and the implementation of the Strategy should assist partners when applying for external grant funding to deliver sport in the city.
- 6.6.2 Notably, the provision of a new 50m pool and Community Swimming Development Hub for the city should positively impact on the City of Coventry Swimming Club's ability to retain its Beacon Club status and to host long-course training and club swimming and water polo events in the city.
- 6.6.3 Similarly, the provision of a Community Rugby Development Hub should positively benefit a number of rugby teams (and professional club community programmes) across potentially both codes of the sport (Union and League).
- 6.6.4 From a public leisure perspective, current lease and operational arrangements with the Coventry Sports Trust are due to expire in October 2016. Extending the lease and grant arrangements with Coventry Sports Trust would provide continuity and certainty within the Trust's operating model and the joint management structure negotiated with Coventry Sports Foundation.
- 6.6.5 Any implications for staffing arrangements across Coventry Sports Trust or Coventry Sports Foundation as a consequence of the above recommendations would be the subject of proposals presented by the organisation and would be managed independently by CST/CSF as the employer of affected staff. These changes will be monitored for the purposes of ascertaining equalities impact.
- 6.6.6 If the swimming pool development is approved, the indoor football hall at the Alan Higgs Centre would be lost to construction of the new swimming pool from October 2017. This currently accommodates Coventry City Football Club Academy use and community programming.
- 6.6.7 If all of the conditions are met in relation to the recent planning application for the Wasps Training Centre proposal, it is the Council's understanding that all of the hours of indoor CCFC Academy use could, subject to negotiation, transfer to the new Training Centre as alternative provision. In addition, community use of the new Training Centre would need to be secured in accordance with the proposals outlined in Planning Application FUL/2016/1458.

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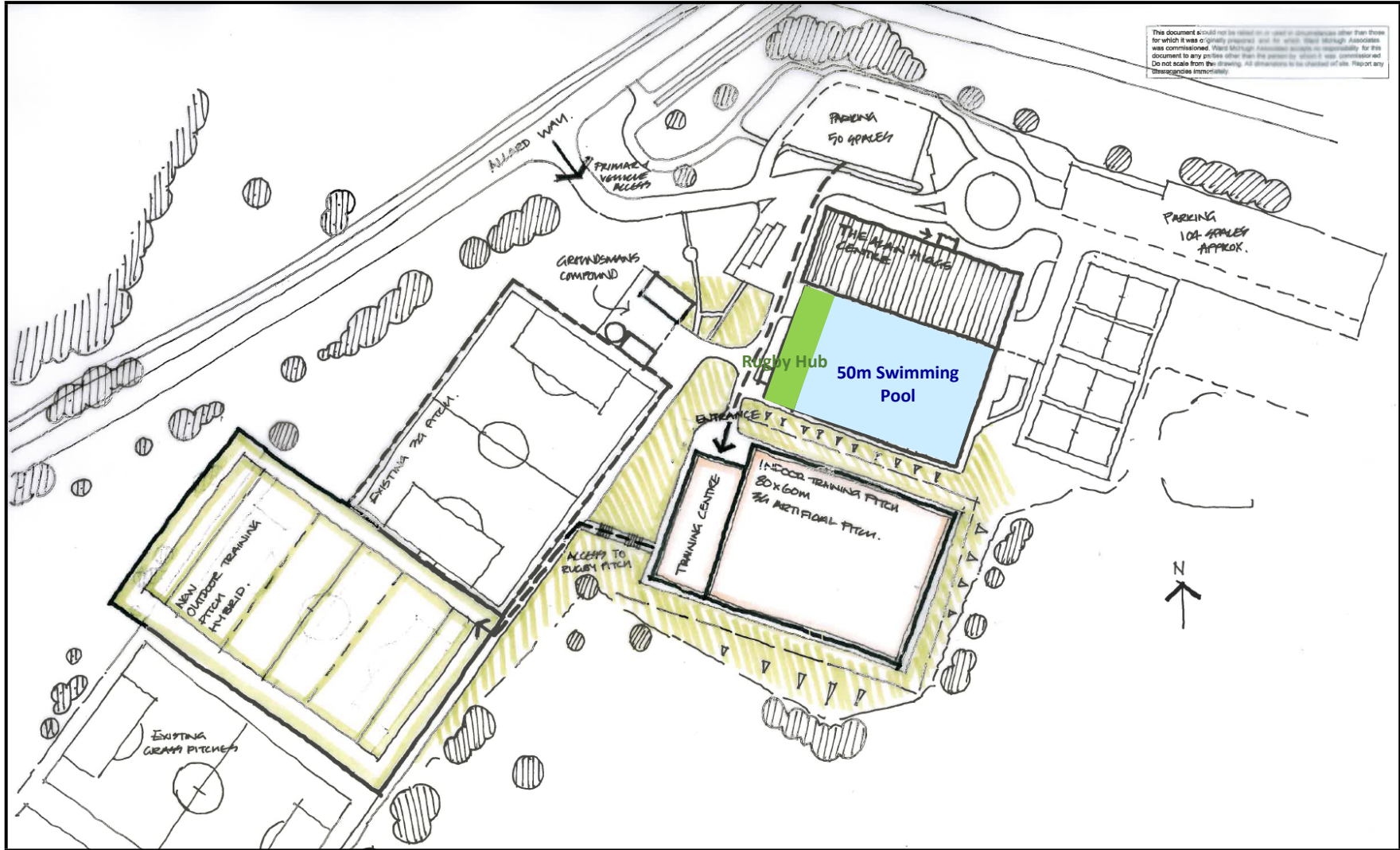
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This report is published on the council's website: www.coventry.gov.uk/meetings

Appendix 1 - Alan Higgs Centre 'Sports Village' Concept Proposal – Site Plan



Coventry 50m Pool

Options Appraisal – Final, Version 4

17 August, 2016

Strictly private and confidential © Hadron Consulting Ltd

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Appendix D – Cost report	

Document version

Version	Date	Description
1	6 June 2016	First draft
2	22 June 2016	Second draft
3	9 August 2016	Third draft
4	17 August 2016	Final version

Document authorisation

Name	Project role	Date
Peter Curtis	AHC 50m pool options appraisal lead consultant.	6 June 2016
Peter Curtis	AHC 50m pool options appraisal lead consultant.	22 June 2016
Peter Curtis	AHC 50m pool options appraisal lead consultant.	9 August 2016
Peter Curtis	AHC 50m pool options appraisal lead consultant.	17 August 2016

1. Introduction and background

1. Introduction Overview

1.1 Introduction

In September 2014, Coventry City Council unanimously approved investment in a new city centre destination sport and leisure facility. The Council further unanimously agreed to continue to work to explore all opportunities to enable Coventry to keep a 50m swimming pool, if technically possible and within the current financial envelope available, by exploring opportunities with other stakeholders in and around the city. As part of this work the Council are further exploring the feasibility of locating a new 50m pool at the Alan Higgs Centre, to the South East of the city.

This Options Appraisal considers the various options available in respect of the proposed facilities, how the facilities could be accommodated on the existing site, converting the existing indoor 3G football hall at the Alan Higgs Centre into a 50 metre x 8 lane swimming pool, how they could be linked to the existing building, the expected cost of constructing the facilities and the outline programmes for delivering the various options proposed.

1.2 The brief

Coventry City Council asked for seven options to be appraised. These options were as follows

- Option A - 50 Metre X 8 lane Swimming Pool including spectator seating for 500 people, 100 station gym, extension to the function rooms and remodelling of reception area within the existing footprint of the football hall (maintaining the main steel frame);
- Option B - 50 Metre X 8 lane Swimming Pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of reception area. The existing football hall is demolished and rebuilt in this option. Note this option is to be altered from the original option B, which demolished the outdoor changing areas. This revised option will maintain the existing changing rooms and only demolish the football hall;
- Option C - 50 Metre X 8 lane Swimming Pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of reception area. The modelling allows for the refurbishment and/or partial conversion of the ground floor area to accommodate a mix of changing and strength and conditioning facilities;
- Option D - 50m x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of the reception area. The modelling allows for the refurbishment and/or partial conversion of the ground floor area to accommodate a mix of changing and strength and conditioning facilities, with the second floor developed into a Rugby Community Development Hub;
- Option E – as per the specification for option B with the addition of a 20 metre x 4 lane warm up pool to the facility mix. The additional construction cost for both the warm up pool and extension should be clearly identified within the associated cost plan;
- Option F – as per the specification for option C with the addition of a 20 metre x 4 lane warm up pool to the facility mix. This will require a small extension to the Alan Higgs Centre on the east elevation. The additional construction cost for both the warm up pool and extension should be clearly identified within the associated cost plan; and
- Option G – as per the specification for option D with the addition of a 20 metre x 4 lane warm up pool to the facility mix. This will require a small extension to the Alan Higgs Centre on the east elevation. The additional construction cost for both the warm up pool and extension should be clearly identified within the associated cost plan.

2. Architectural review

2. Architectural review

Option plans

2.1 Option plans

On behalf of Hadron Consulting Ltd, Reiach and Hall Architects were appointed to review the architectural works required to support the Options Appraisal.

Reiach and Hall developed outline plans for each of the options, copies of which are included in **Appendix A**.

2.2 Design options

Option A

The design for Option A demonstrates that the facilities proposed could fit within the existing football hall footprint, which would allow the main steel frame to be retained. If the existing frame were retained it would provide efficiencies in the build programme, however, it would lead to an excessive volume for the pool hall that could be reduced if you were building the facility new.

The plans also show that a new double width corridor could be built through the existing centre to provide good access to the new pool hall. The existing health and fitness suite would be displaced to the pool side.

Whilst the margin to the south side of the pool hall is noted as being non-compliant, the pool surround could be increased in width if the plant room was reduced. It is felt that this is possible but the design would need to be developed further to confirm this is the case.

In all options that the Council requested 500 seats, it has been assumed that a further ten accessible seats would be provided on the top landing, to add to the 490 shown on the plans.

An additional fire escape would be required to serve the first floor spectator gallery.

Option B

The design for Option B interestingly demonstrates that even if the football hall was designed as a new structure, to be efficient, the new building would ideally be developed in a similar size and shape as the existing hall. Therefore, the footprint of this option is similar to Option A, but, the pool surrounds have been shown at the correct widths.

The advantage of this option is that the new design could seek to reduce the overall swimming pool hall volume, by having a lower roof. This would help reduce ongoing revenue costs.

Option C

The pool hall in Option C is the same design as in Option A, apart from the addition of a strength and conditioning suite, which is located on the ground floor, in part of the current outdoor changing area.

Option D

The pool hall and ground floor strength and conditioning suite are the same in Option D as in Option C. However, in Option D an additional rugby development hub has been added to first floor over the outdoor change and academy room. This new first floor accommodation would have to be built new as there is only a single storey of accommodation currently on site in this location.

In this option a new first floor fire escape would be required from the rugby development hub.

Option E

This option is the same as Option B except that it has an additional 20m x 4 lane warm up pool added to the facility mix. In this option the pool plant room area is increased to allow for the additional pool plant and the fire escape from the spectator seating area is moved to the end of the extension.

2. Architectural review

Option plans

The 20m pool could be partitioned off from the main pool if required and the changing could be segregated to allow for single sex swimming sessions to take place.

The addition of the 20m pool would enable the centre to hold regional swimming competitions.

It should be noted that the spectator seating in this option has been made narrower but longer, to cover the warm up pool area. This seating could be reconfigured if required, to provide a greater concentration of seating in the main pool hall.

Option F

This option adds a 20m x 4 lane warm up pool to the Option C design. The additional warm up pool design is the same as the one included in Option E.

Option G

This option adds a 20m x 4 lane warm up pool to the Option D design. The additional warm up pool design is the same as the one included in Option E.

2.3 Summary

In summary, all of the options are feasible to build on the site and the existing football hall structure appears to lend itself to creating a swimming pool within it.

Design development of the chosen option should focus on a number of key areas, for example:

- The aesthetics of the building;
 - Efficient changing layouts, including single sex segregated rooms if required; and
 - Development of the health suite brief and rugby development hub options (if applicable).
-
- The integration of the new centre with the old, and routes through the old section;
 - Fire egress;

3. Structural review

3. Structural review

Overview

On behalf of Hadron Consulting Ltd, Engenuiti, Structural Engineers, were requested to review the structural implications of retaining the existing football hall frame and building inside it. They also considered the challenges associated with building an additional storey on top of the existing outdoor changing area, to create the community hub, and extending the football hall frame for the 20m training pool.

Engenuiti have provided commentary below on the key challenges.

3.1 Extension of the existing hall

Options E – G require an extension to the existing football hall frame, to enclose the new warm up pool. This could be achieved by continuing the current roof profile with trusses to match the existing structure. This would be simple to achieve and would allow the current bracing to be extended out to the new final truss line. There is a risk that the existing plan bracing would need enhancing through new or additional members.

The learner pool could also have a lower level roof which would be independent of the old football hall roof. In this condition there would need to be some vertical bracing bays placed on the current façade line, which would need to be coordinated with the division between the main and warm up pools. With the suggested R&H scheme this appears to be a partition and it is presumed that some bracing could be located on this line.

If there was to be no dividing wall on the line of the existing façade there would be a need for a new truss line to replace the existing gable columns.

3.2 Plant room and balance tanks

Ideally these would be placed under the pool surround between changing village and the pool (opposite to how they are currently drawn). There are no foundations located in this area.

The current proposal would clash with and undermine the existing footings which should be avoided. Excavation between the proposed pool and existing external wall is possible, but a zone of 1.5m from the existing wall should be allowed, within which no excavation can take place, in order to protect the existing footings.

The footings are shallow and so the temporary and permanent retaining walls would have to be designed for the surcharge from the column loadings.

3.3 New pool tank

The pool tank will be excavated below the current ground floor level. Historical borehole records in the area suggest that the water table is well below any excavation and it would be feasible to dig down, in order to construct the pool tank (assuming normal depths).

However, feasibility reports suggest ground water at a shallow depth might be a problem both for constructing the pool (temporary de-watering) and uplift (additional mass to avoid floatation). It is not clear what information has informed the feasibility reports.

Further SI information (ideally from the construction of the existing centre) should be reviewed during the initial stages of design, to determine the extent of this risk.

3.4 Additional floor for Rugby Development Hub

It is possible that the existing footings can be used to support the additional storey. This needs detailed assessment, but a high level review suggests this could well be possible.

Additional perimeter columns (at mid span between the existing columns) onto the unreinforced strip footings would reduce the risk of needing to strengthen the existing footings. However, we would suggest that a new superstructure for first floor and above is developed and costed to be additional to, and coordinated with, the existing structure. Ideally new central columns would be integrated into the scheme to reduce spans and increase efficiencies, however, a column-free space is possible at an increased cost.

If a floor is to added to this part of the existing building, a new or enhanced stability system would be required for this block, since the (now taller) block will be subject to increased lateral loads. This would apply whether the adjacent existing hall is to be removed or not.

3. Structural review

Overview

3.5 Removal of the hall, retaining the outdoor change

The outdoor changing block is structurally independent of the main hall, and the main hall could therefore be removed without impacting the structure of the space. However, in the event that a further storey is added, this block would need a new stability system whether or not the hall is removed.

3.6 Summary

From an initial high level review of the as built information, Engenuiti have confirmed that re-use of the existing football hall frame is possible. They have also outlined ways the building could be extended.

The development of concept design information to further explore the options for the structure, and any risks / issues that may result in the development of these options, is to be progressed during the next design stage.

4. Mechanical and electrical services review

Page 60

4. Mechanical and electrical services review

Infrastructure

On behalf of Hadron Consulting Ltd, Desco, M&E Engineers, were appointed to review the current infrastructure on the site. Their role included advising on the statutory utility loads required to serve the various options, highlighting if any material upgrades or reinforcement would be required for each option.

4.1 Infrastructure commentary

Desco's confirmed the infrastructure implications are as follows:

Water

The water supply currently taken to the site is adequate in its current state to serve all options proposed. No changes are required.

Gas

For all options, the meter will need to be changed and a new 250mm MDPE pipe routed from it to the new boiler room on the ground floor to the rear of the building.

The existing 180mm pipe feeding the existing plant room will be connected into this close to the meter location. A budget cost for completing this upgrade is £60,000.

BT

The current BT cables will have to be re-routed around the proposed extension in options E-G. A budget cost for completing these works is £5,000.

Electricity

For options A-D the existing supply to the building is adequate (500kVA). For options E-G the supply does not have the capacity.

However, if the client decided to install a 120kVAe or slightly bigger CHP, this would provide the additional electricity required for all options. Desco propose that the Council could look to include load shedding within the design to take account of the times when the CHP is out for maintenance. A copy of the estimated load schedule is included at **Appendix B**. This schedule outlines the lighting types for the pools and where air conditioning has been included in the design.

4.2 Comment on plant space

With reference to the plans, if the basement plant room is the width indicated, the basement will only have the space for the filtration equipment. It is expected that the boilers, CHP, water tanks etc. would need to be located at ground floor level and the area above would be used for the AHU plant room.

The plant space on the pool side would therefore be on three levels - basement, ground and first floor.

5. Procurement options and timelines

5. Procurement options and timelines

Overview

5.1 Procurement

A detailed Procurement Paper is included at **Appendix C**.

The paper attached notes the following key next steps that should be progressed to deliver the 50m pool project:

- An initial outline decision should be made on the preferred procurement route, based on the desired outcomes and key aspirations of the project. This outline decision will be used to inform the professional team tender documents and scope of services;
- The Council should review the alternative procurement options for the consultants, set out in this paper, and develop an approach to procuring a professional and design team that will meet the required timescales. If the Council wish to appoint a separate PM/QS team first, the final decision on how to appoint a design team could be left until the PM/QS team is in place; and
- Once a professional team has been appointed, a further review of the procurement route and contractor tendering options should be undertaken. A detailed procurement strategy can then be developed for the project.

To develop the procurement options further it will be important for the Council to confirm how the project will be funded, and therefore, what procurement regulations may apply.

5.2 Estimated timelines

Estimated timelines for the seven options have been provided on the following pages. The timelines have been grouped into options that will have the same estimated programmes.

The timelines have been based on the assumption that the Council will use frameworks to appoint the professional team.

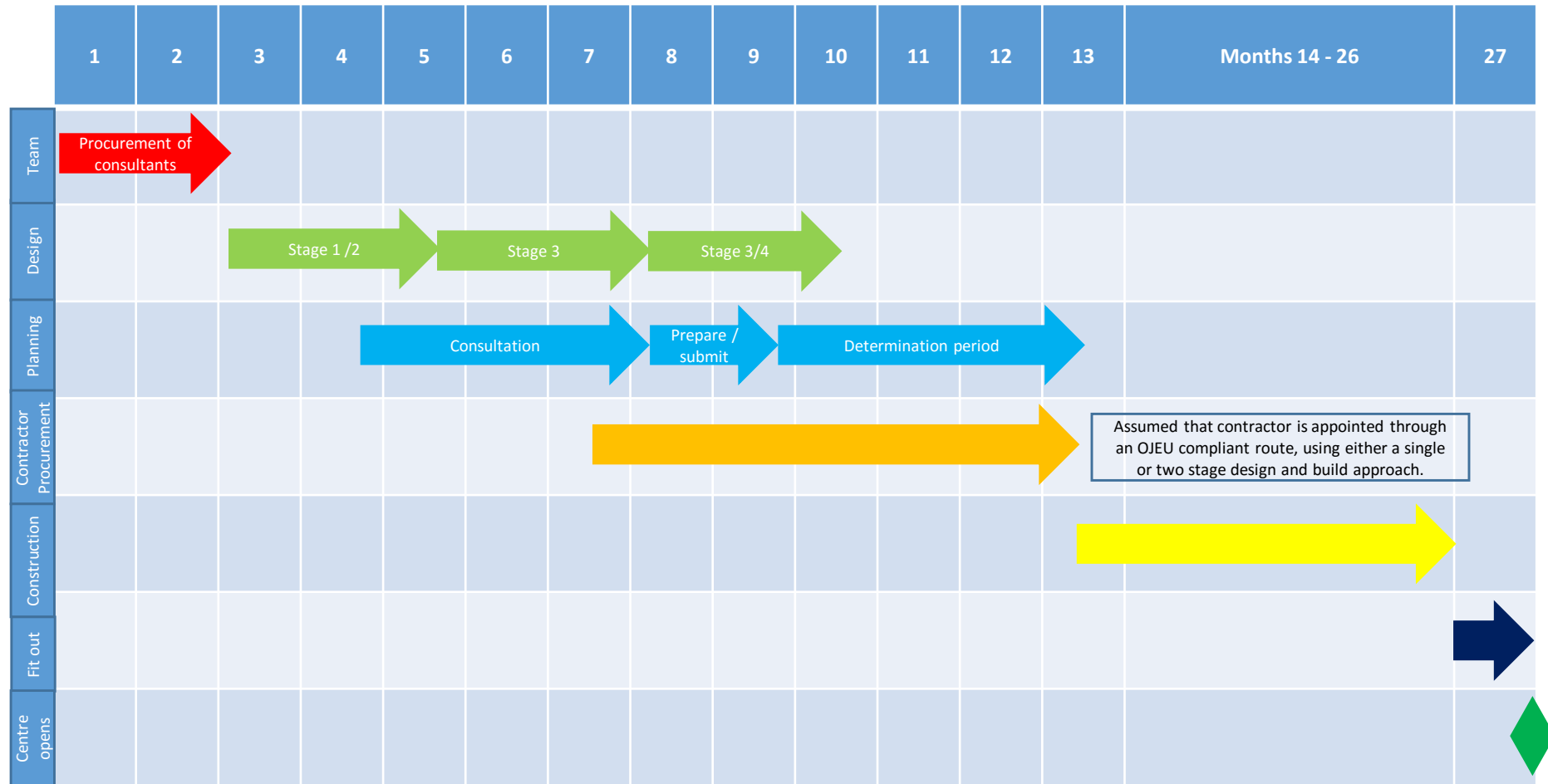
It should be noted that the timelines for all options are the same up until works commence on site. This is because the design and planning considerations are not expected to be that different in each of the options and, therefore, the critical path throughout these processes isn't expected to vary greatly between options.

In summary the timelines for each of the options are:

Option	Total project delivery duration
A	27 months
B	29 months
C	29 months
D	29 months
E	33 months
F	31 months
G	31 months

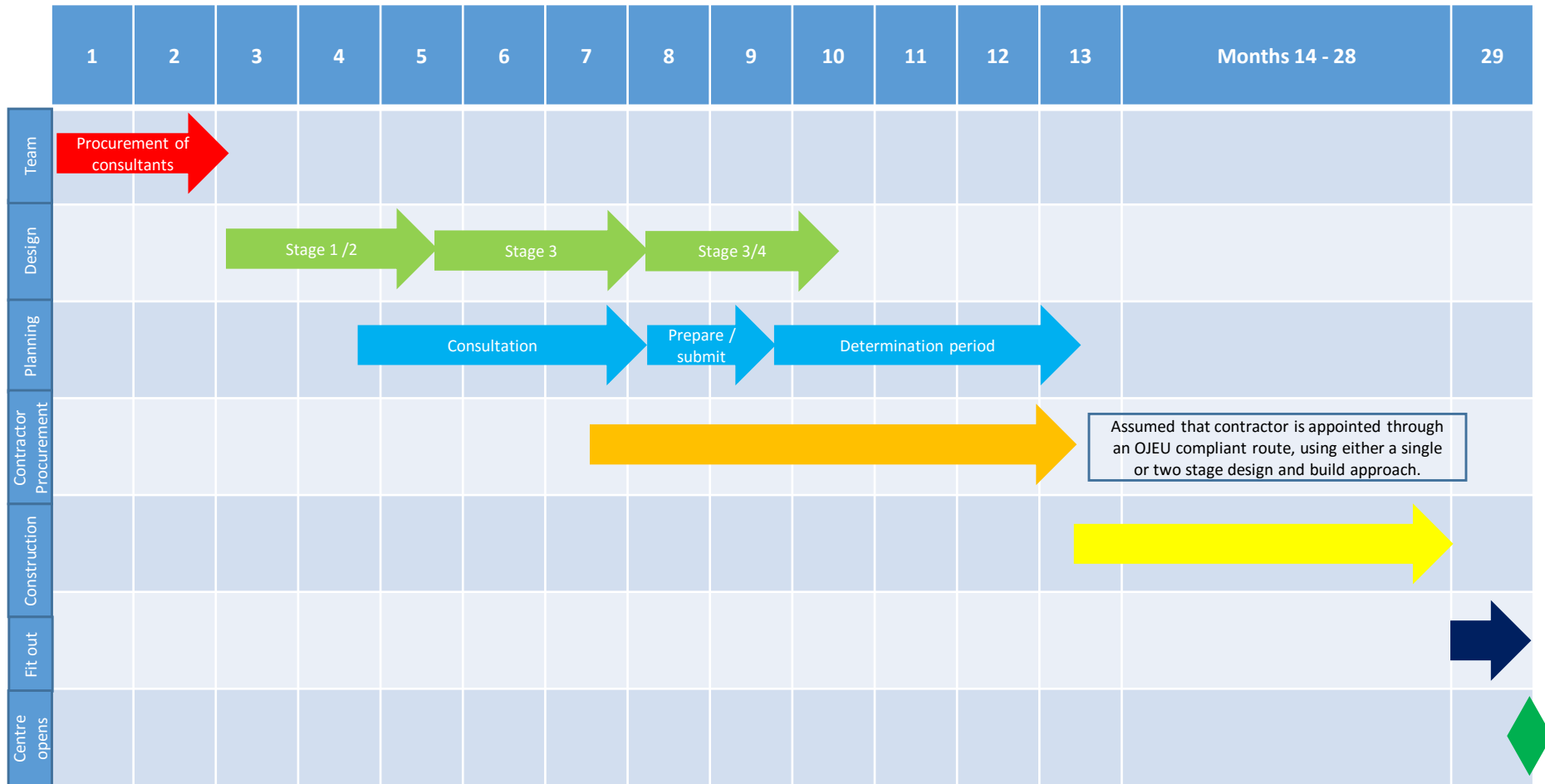
5. Procurement options and timelines

Estimated timeline for Option A



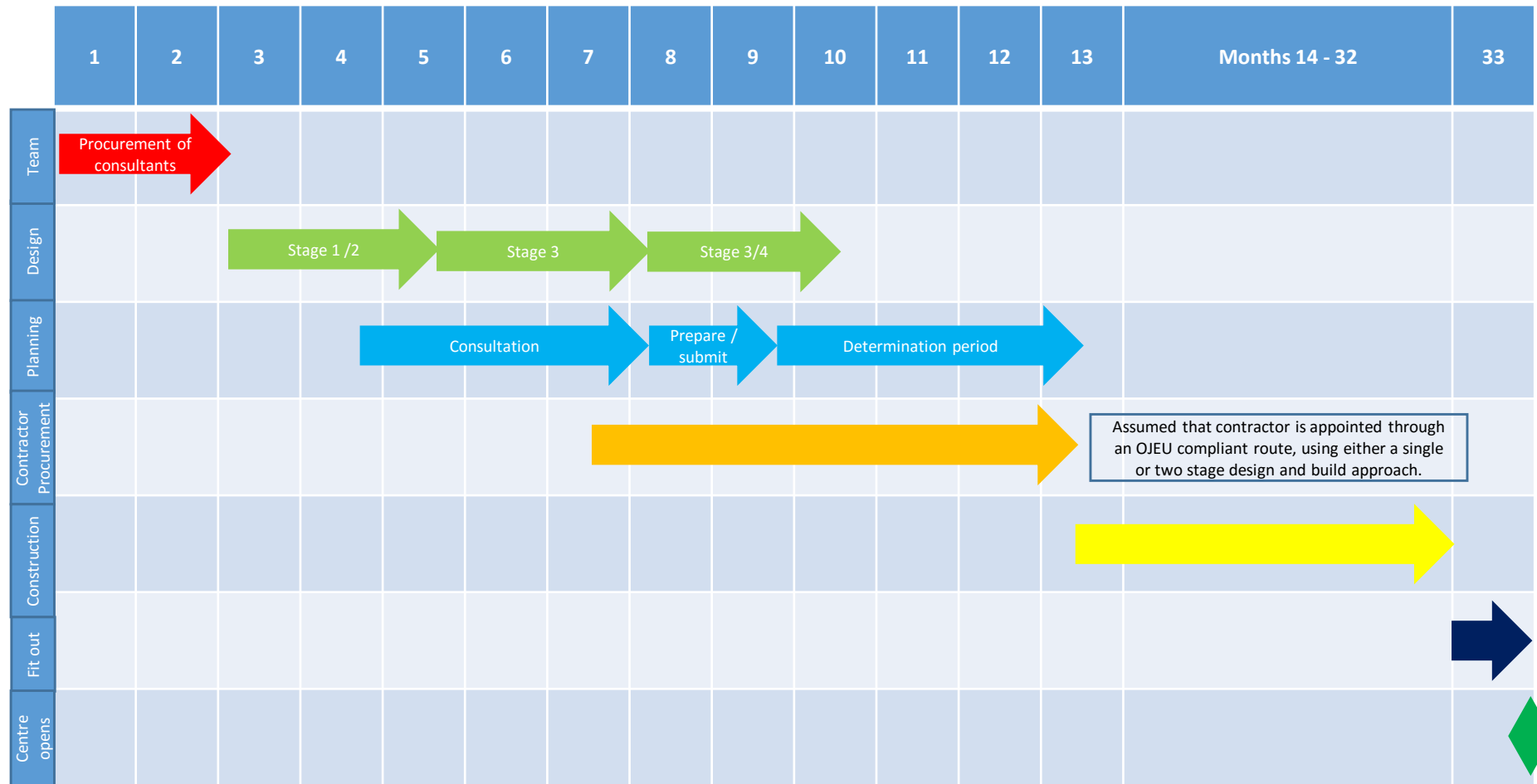
5. Procurement options and timelines

Estimated timeline for Options B, C and D



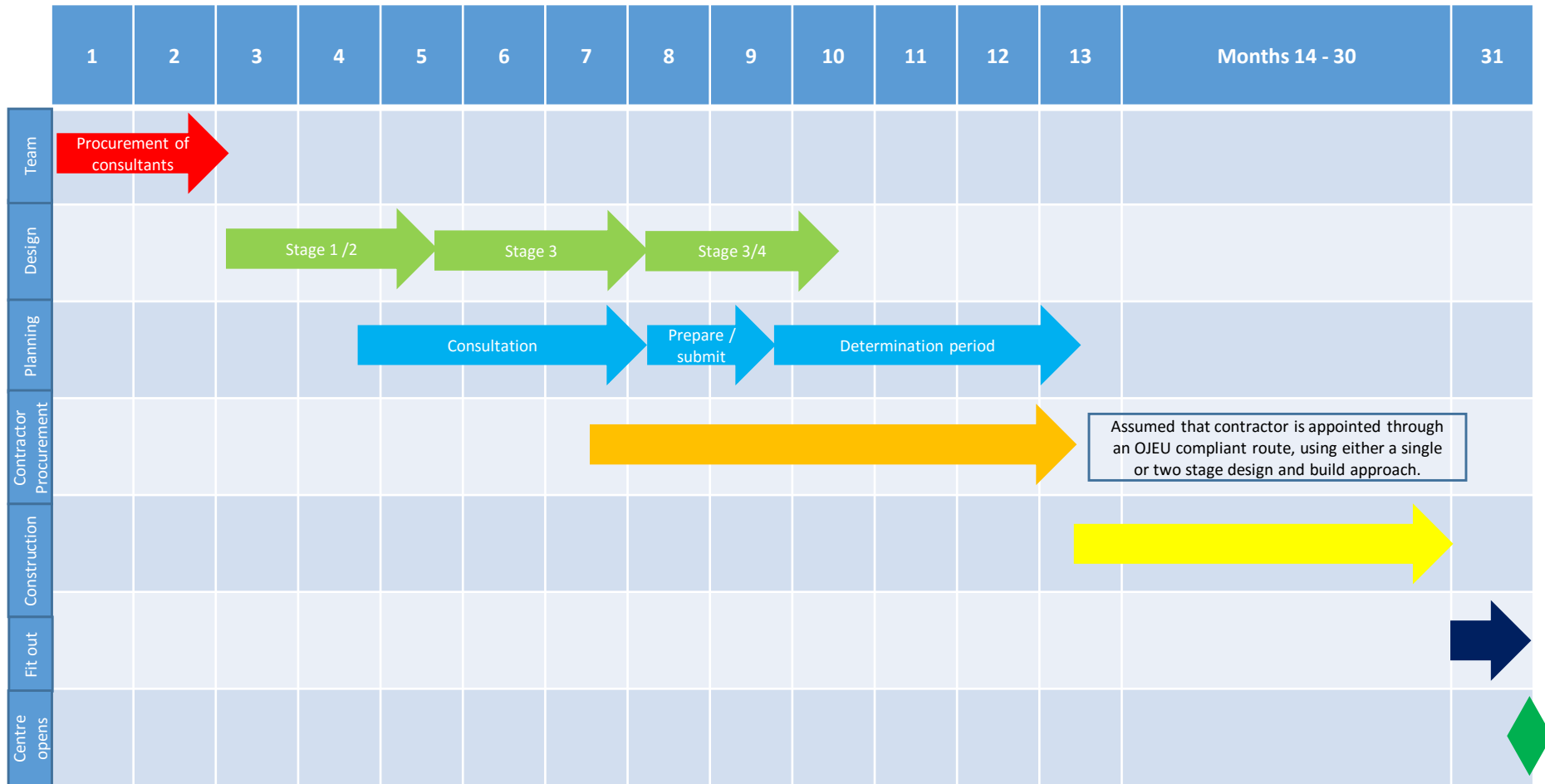
5. Procurement options and timelines

Estimated timeline for Option E



5. Procurement options and timelines

Estimated timeline for Options F and G



6. Option budgets

6. Option budgets Summary

On behalf of Hadron Consulting Ltd, Appleyard and Trew, cost consultants, were appointed to develop high level budgets for the seven options. A copy of Appleyard and Trew’s full cost report is included at **Appendix D**.

6.1 Exclusions, assumptions and clarifications

The following exclusions, assumptions and clarifications apply to the high level budget costs that have been developed by Appleyard and Trew.

- Building costs have been calculated on the basis of Appleyard and Trew’s benchmarked data for wet centres.
- Inflation has been projected to 1Q 2018, the mid-point of construction (assuming start on site mid 2017).
- Professional fees have been estimated at 12%.

- The allowance included for Client FF&E has been based on figures provided by Coventry City Council.
- Contingency has been included at 10%.
- VAT is excluded – it is assumed not to be paid or that it is reclaimable.
- Incoming services allowances have been based on the initial Feasibility Report prepared by Desco in November 2012, updated in May 2016.
- It is assumed that the works will be competitively tendered. There would be a premium to pay if a negotiated/two stage route were used.

6.2 Option budget summary

- A summary of Appleyard and Trew’s full cost report is included below.

Cost category	Option A	Option B	Option C	Option D	Option E	Option F	Option G
██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
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██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
██████████	██████████	██████████	██████████	██████████	██████████	██████████	██████████
Total	£14,897,695	£15,222,238	£15,576,402	£16,944,591	£17,731,570	£18,085,734	£19,453,923

7. Next steps

7. Next Steps

50m pool project delivery – early decisions to be made

To progress the 50m pool project, Coventry City Council should:

- Agree on the option to be progressed and how the option will be funded;
- Review the information in the procurement paper and follow the key next steps, which are:
 - An initial outline decision should be made on the preferred procurement route, based on the desired outcomes and key aspirations of the project. This outline decision will be used to inform the professional team tender documents and scope of services;
 - The Council should review the alternative procurement options for the consultants, set out in this paper, and develop an approach to procuring a professional and design team that will meet the required timescales. If the Council wish to appoint a separate PM/QS team first, the final decision on how to appoint a design team could be left until the PM/QS team is in place; and
 - Once a professional team has been appointed, a further review of the procurement route and contractor tendering options should be undertaken. A detailed procurement strategy can then be developed for the project.
- Once a professional team has been appointed, the design brief should be reviewed and a detailed feasibility study carried out on the options for delivering the brief. This review should be completed during Stages 1 and 2 of design.

Appendix A – Architectural plans

DRAWING INFORMATION

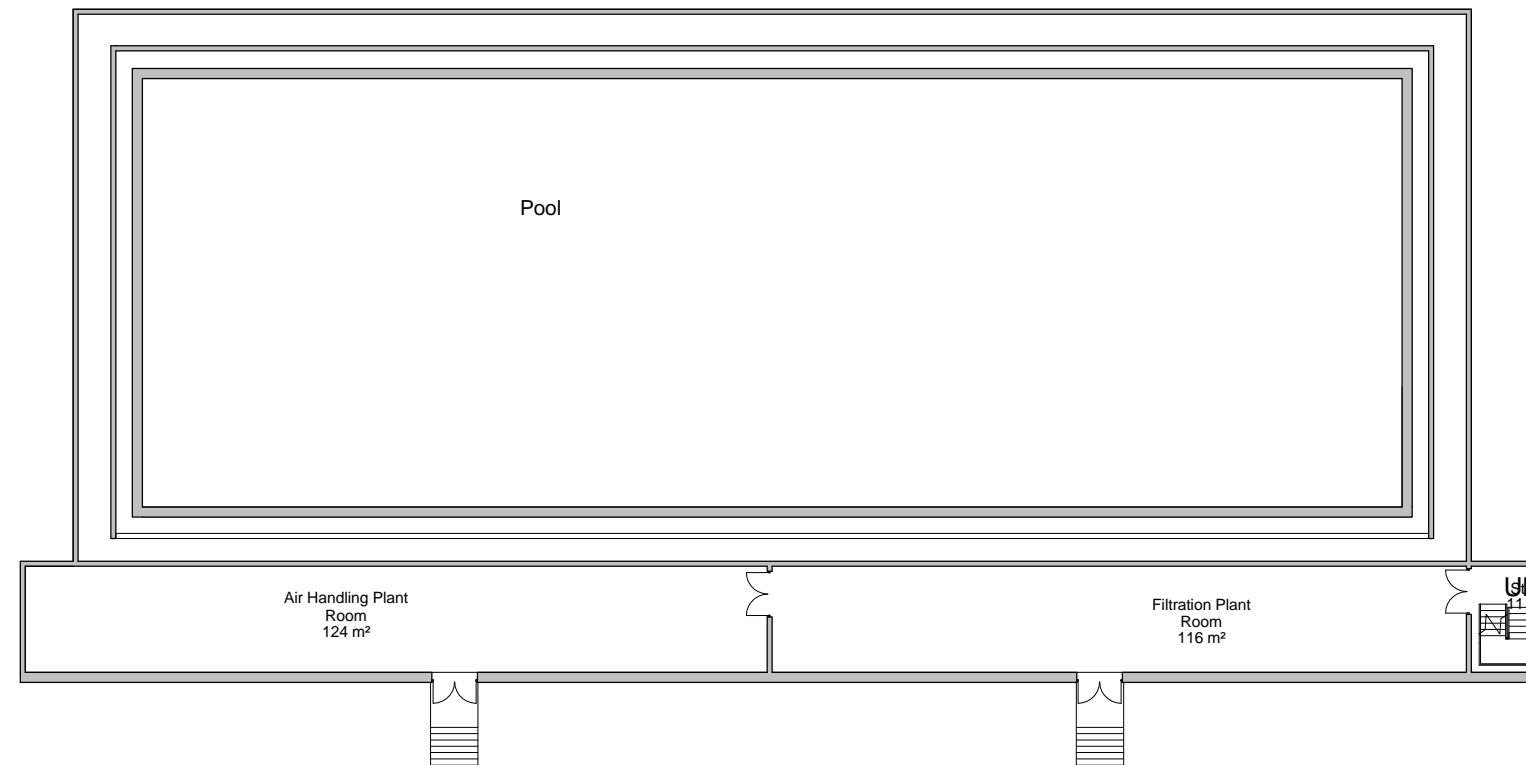
NOTE

All dimensions should be checked on site.
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Revision

A - 17/06/2015 - Spectating area relocated above changing village
Please note that due to the space required to enable viewing angles, there is now insufficient space between the swimming pool and the plant room wall

B - 31/05/2016 - Drawing Issue



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION A - Level -1

Level -1 Plan

4270 (SK) 011B

Date: 13/6/15 Drawn: JG Scale: 1:300 300@A3

6 Darnaway Street
Edinburgh EH3 6BG

Tel: 0131 225 8444
www.reiachandhall.co.uk

DRAWING INFORMATION

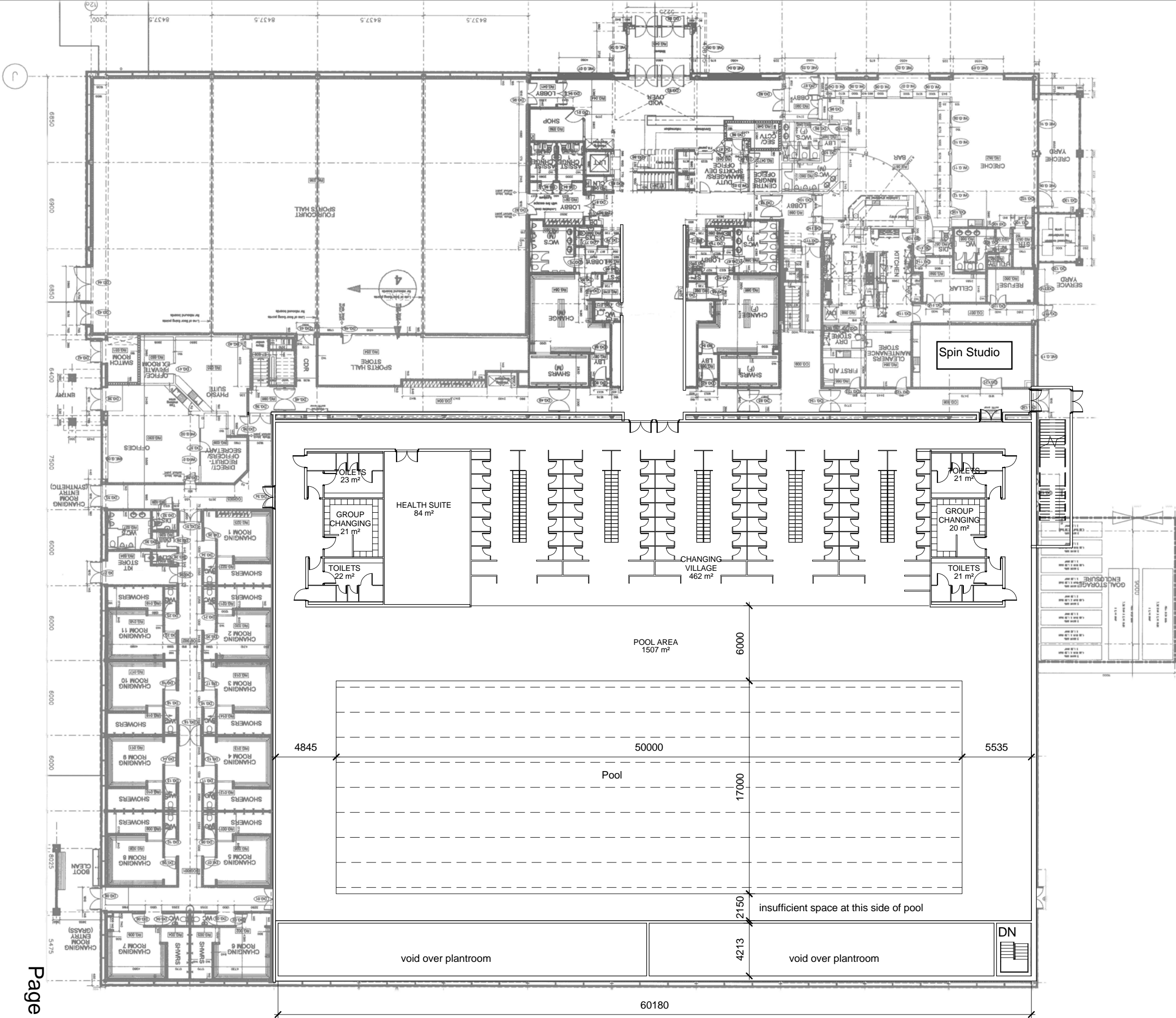
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Revision

A - Not used

B - 31/05/2016 Drawing issue



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

Option A - Level 0

Level 0 Plan

4270 (SK) 010B

Date: 14/07/15 Drawn: JG Scale: 1:300 A3

6 Darnaway Street
Edinburgh EH3 6BG

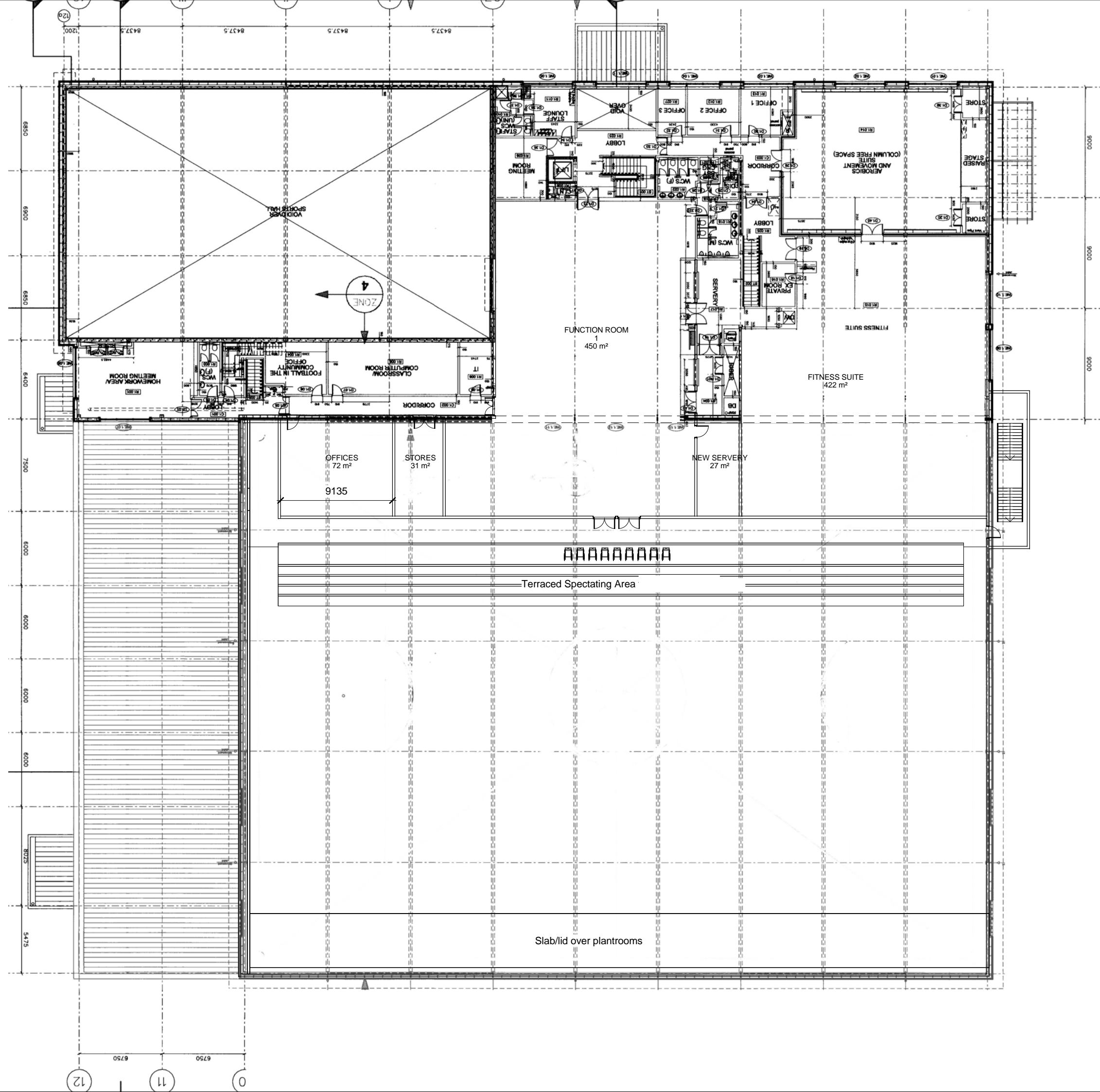
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Revision

- A - Not used
- B - 31/05/2016 Drawing issue



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION A - Level 1

Level 1 Plan

4270 (SK) 012B

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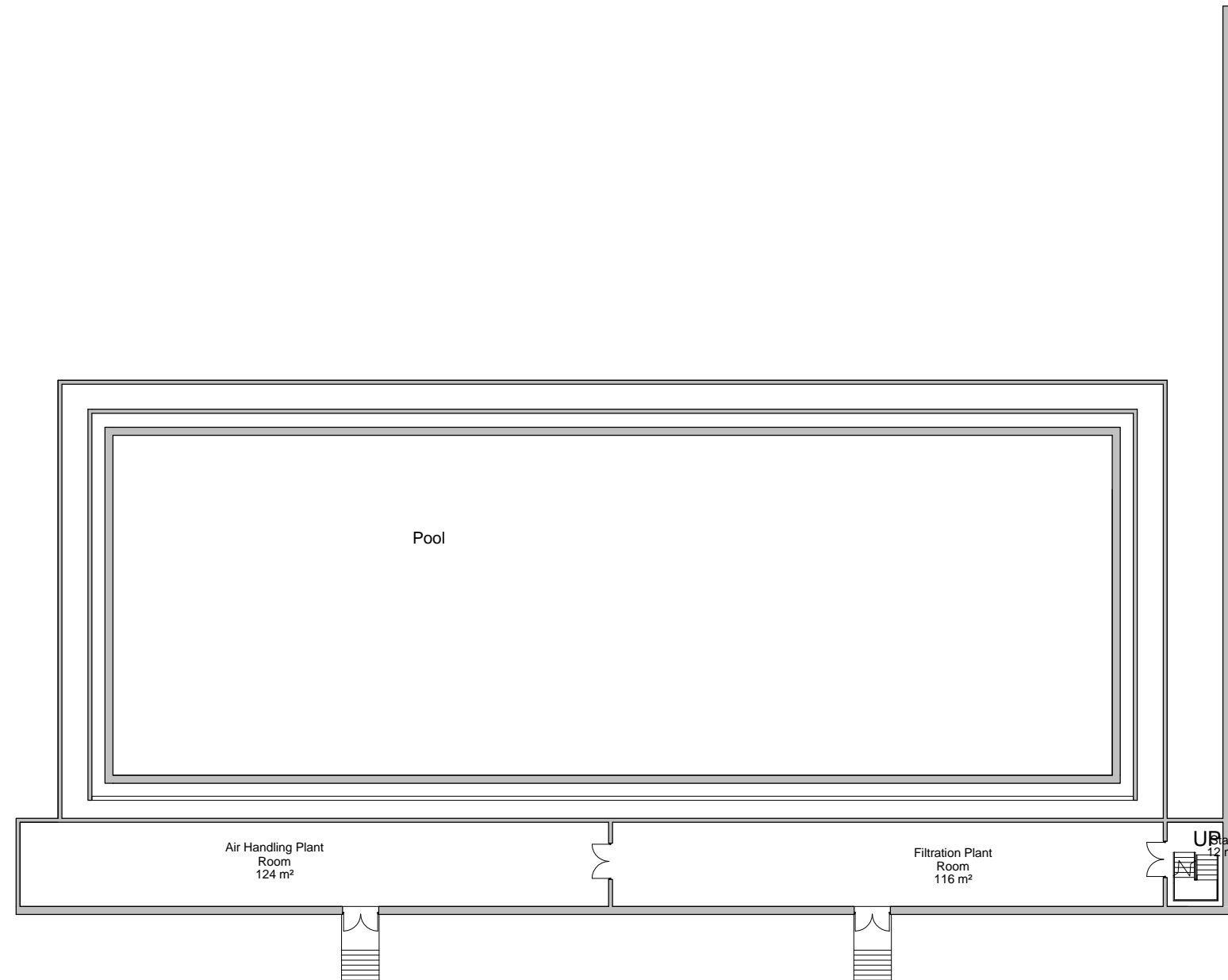
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Revision

A - Not used

B - 31/05/2016 Drawing issue



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION B, C and D - Level -1

Level -1 Plan

4270 (SK) 110B

Date : 14/07/15 Drawn : JG Scale : 1 : 300 300@A3

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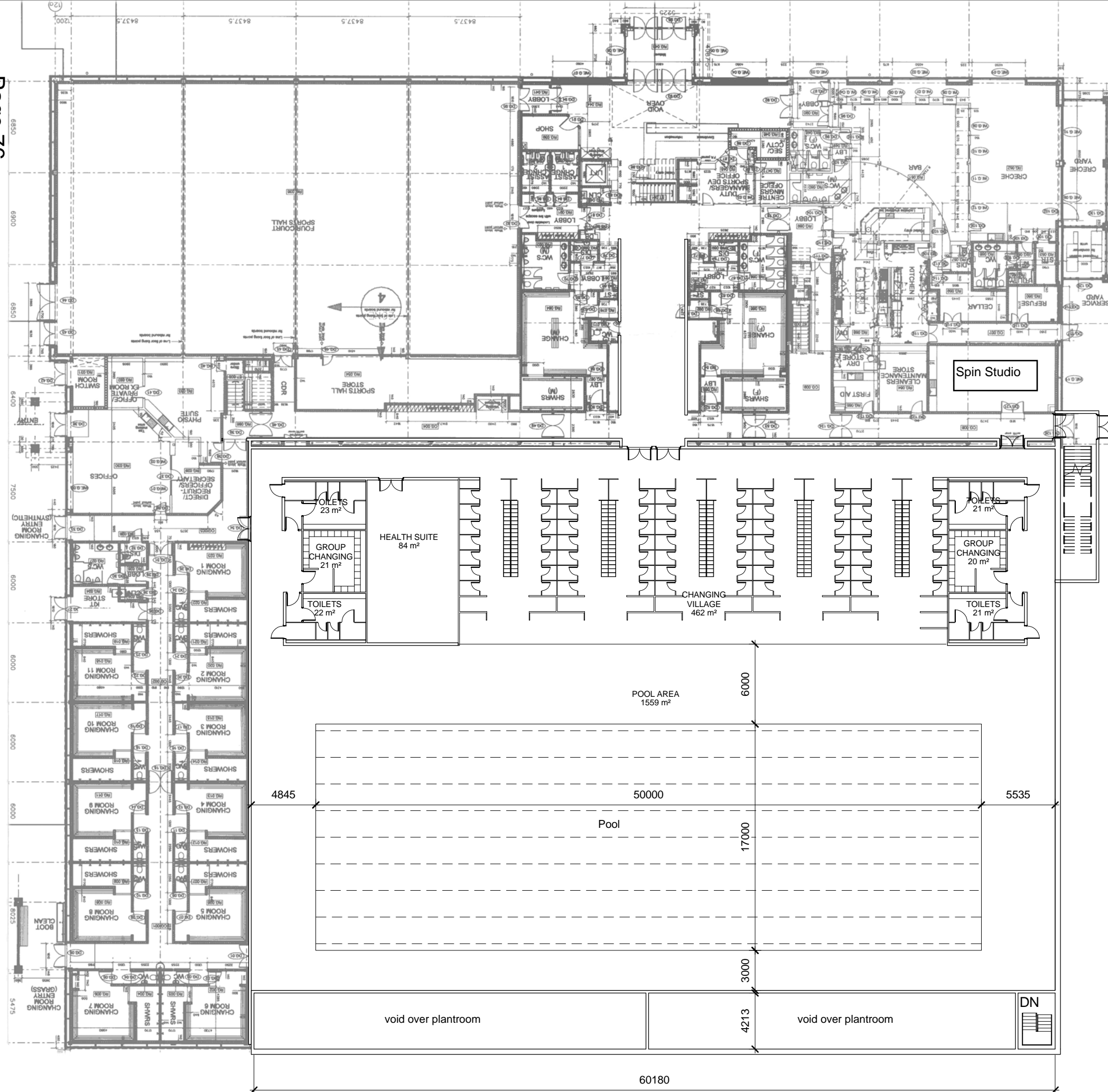
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Revision

A - Not used

B - 31/05/2016 Drawing issue



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

Option B - Level 0

Level 0 Plan

4270 (SK) 110B

Date: 14/07/15 Drawn: JG Scale: 1:300 A3

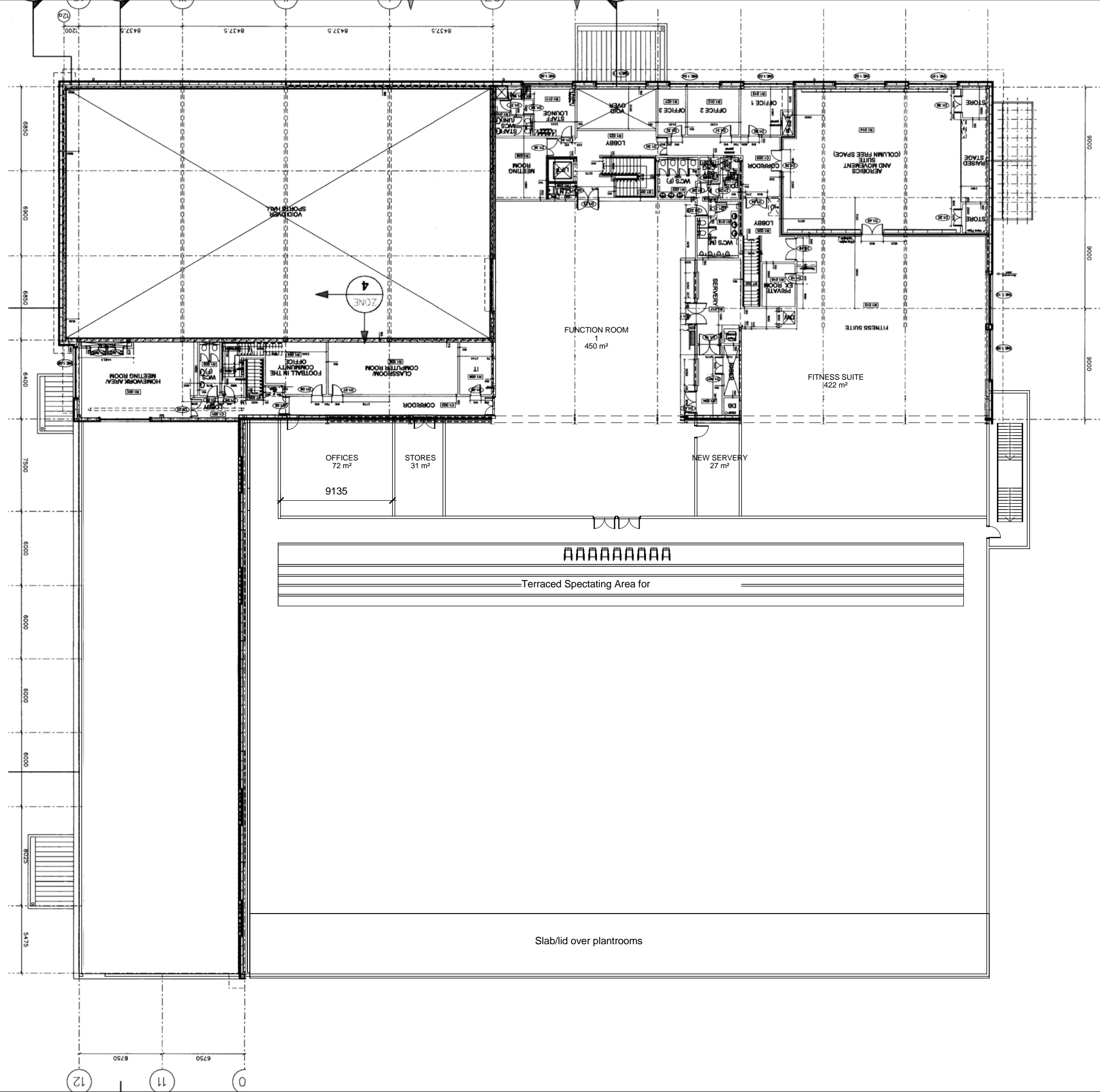
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Revision

- A - Not used
- B - 31/05/2016 Drawing issue



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION C - Level 1

Level 1 Plan

4270 (SK) 212B

Date: 14/07/15 Drawn: JG Scale: 1:300 300@A3

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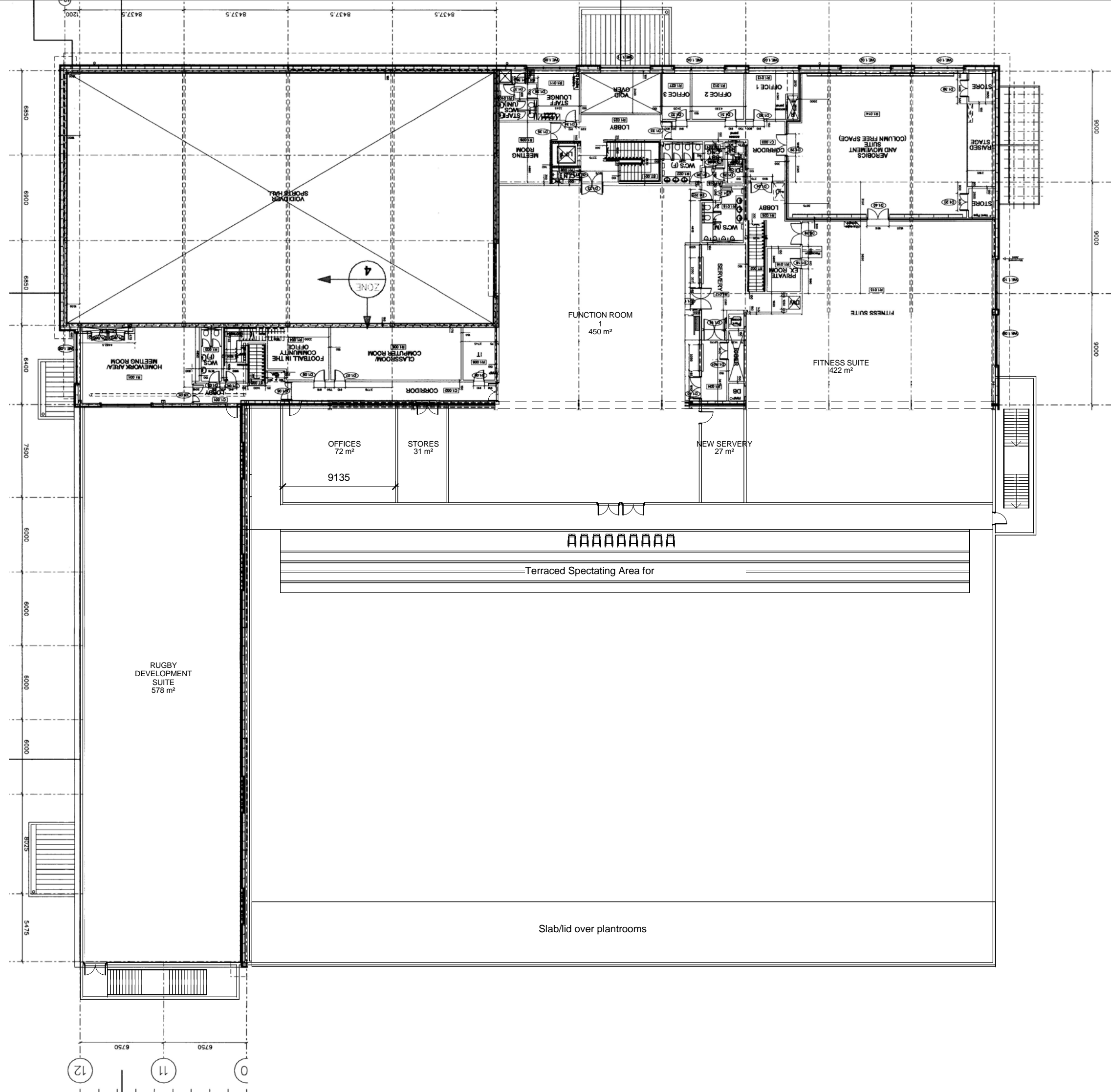
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Revision

A- Not used

B - 31/05/2016 Issued for information



Information

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION D - Level 1

Level 1 Plan

4270 (SK) 312B

Date: 13/6/15 Drawn: JG Scale: 1:300 300@A3

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Edinburgh EH3 6BG

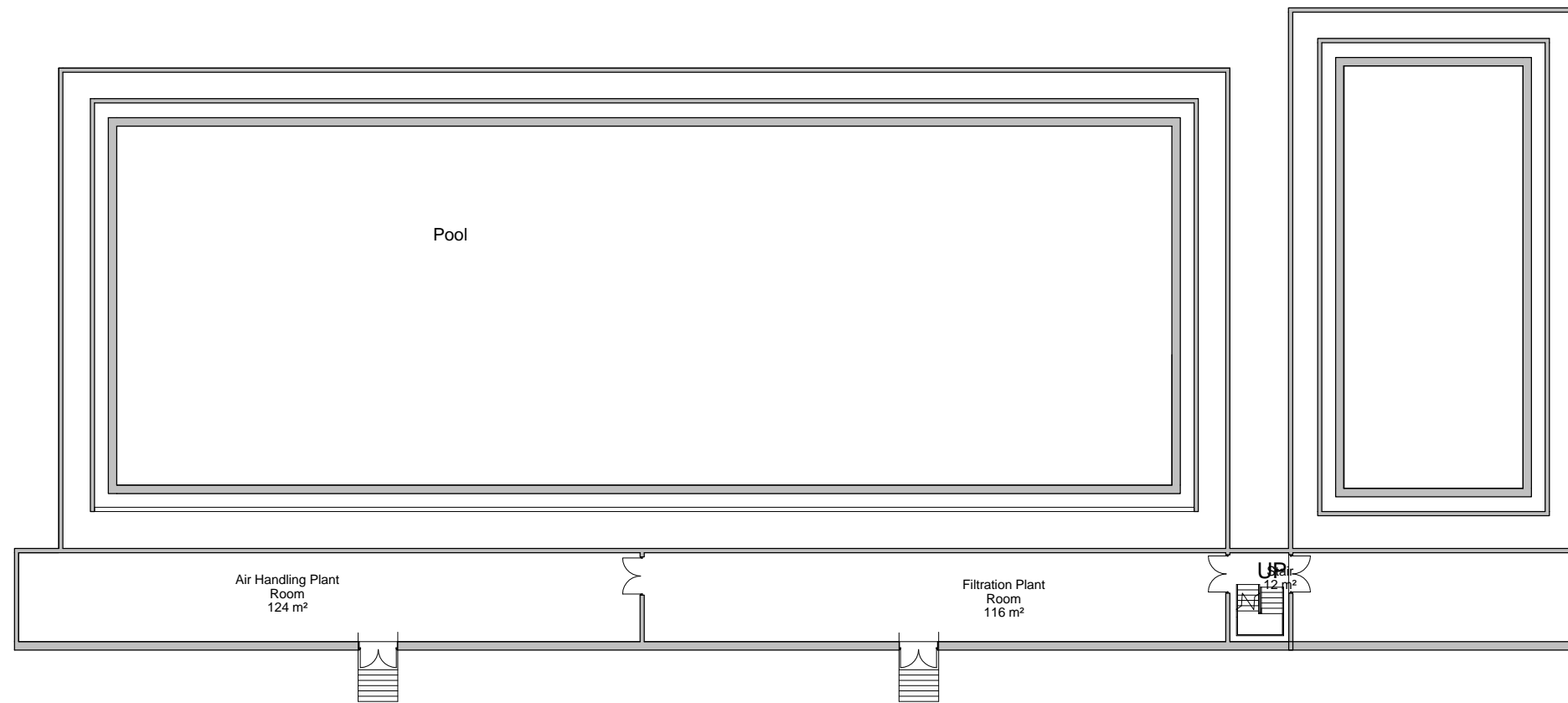
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Revision



Preliminary

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION E,F,G, Level -1

Level -1 Plan

4270 (SK) 410

Date : 14/07/15 Drawn : JG Scale : 1 : 300 @A3

6 Darnaway Street
Edinburgh EH3 6BG

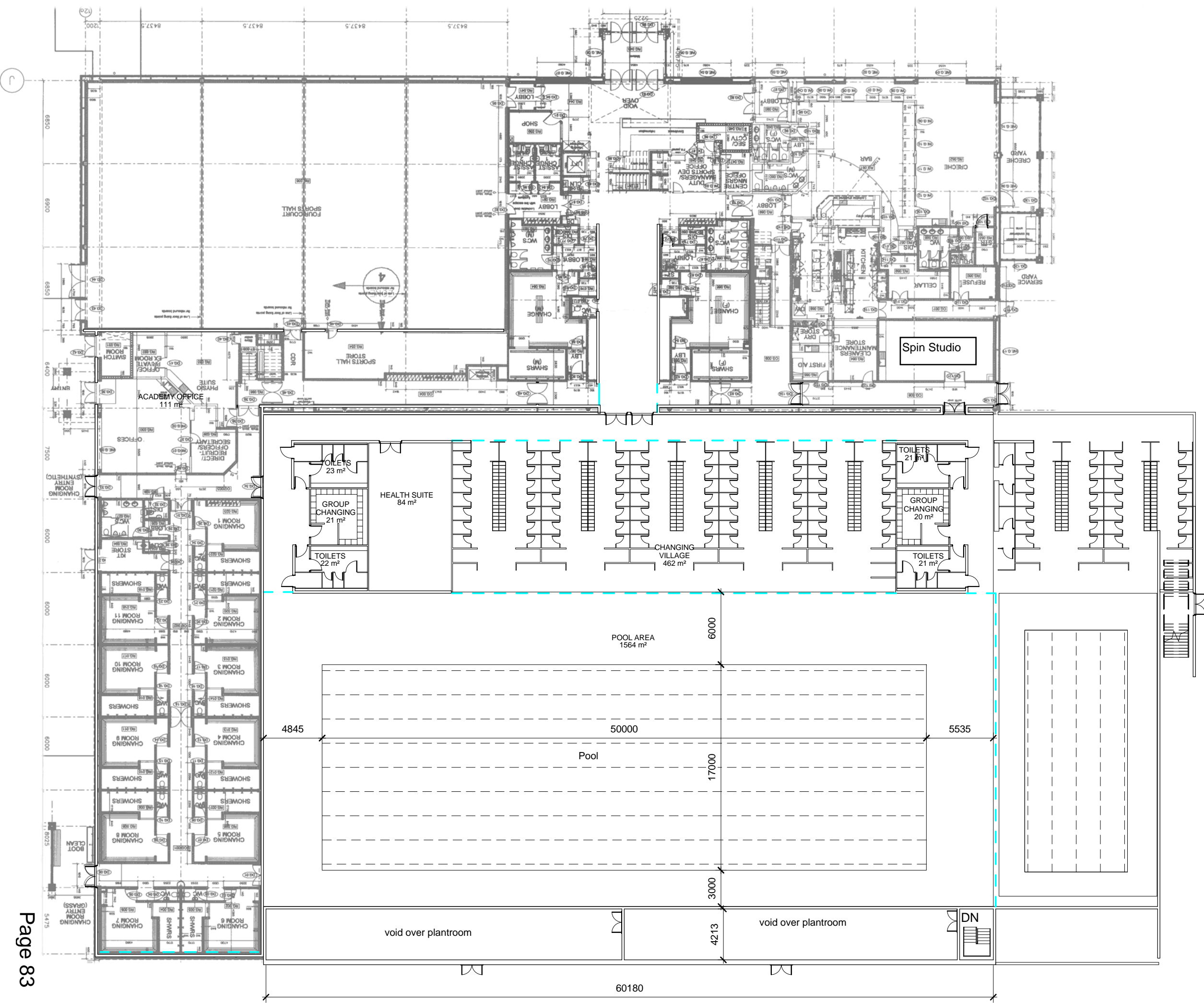
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Revision



Preliminary

Reiach and Hall Architects

Alan Higgs Centre 50m Pool

OPTION E

Level 0 Plan

4270 (SK) 411

Date: 13/5/16 Drawn: JG Scale: 1:300 @A3

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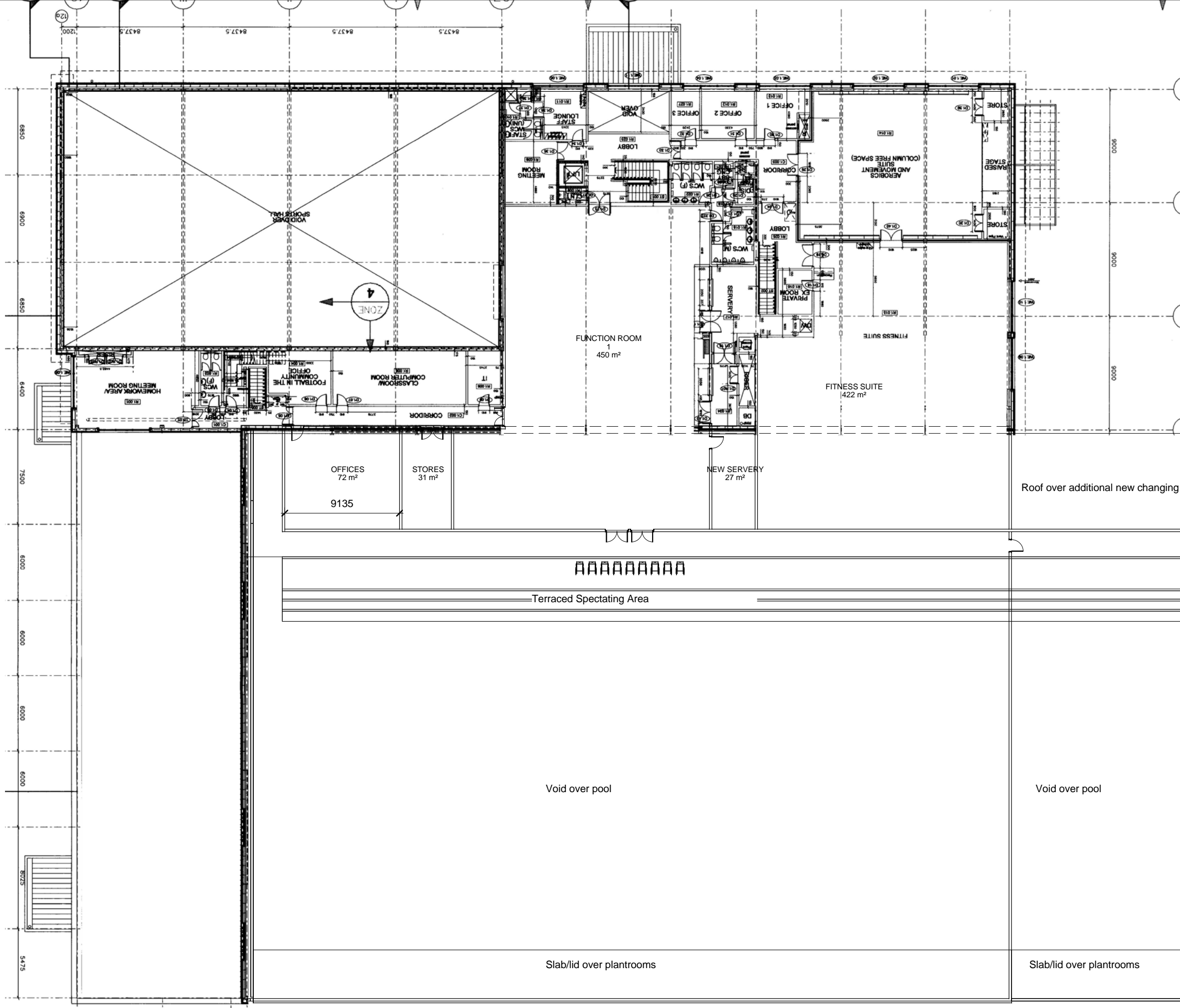
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Preliminary

Reiach and Hall Architects

Alan Higgs Centre 50m Pool
OPTION E & F - Level 1
Level 1 Plan

4270 (SK) 412

Date: 14/5/16 Drawn: JG Scale: 1:300 @A3

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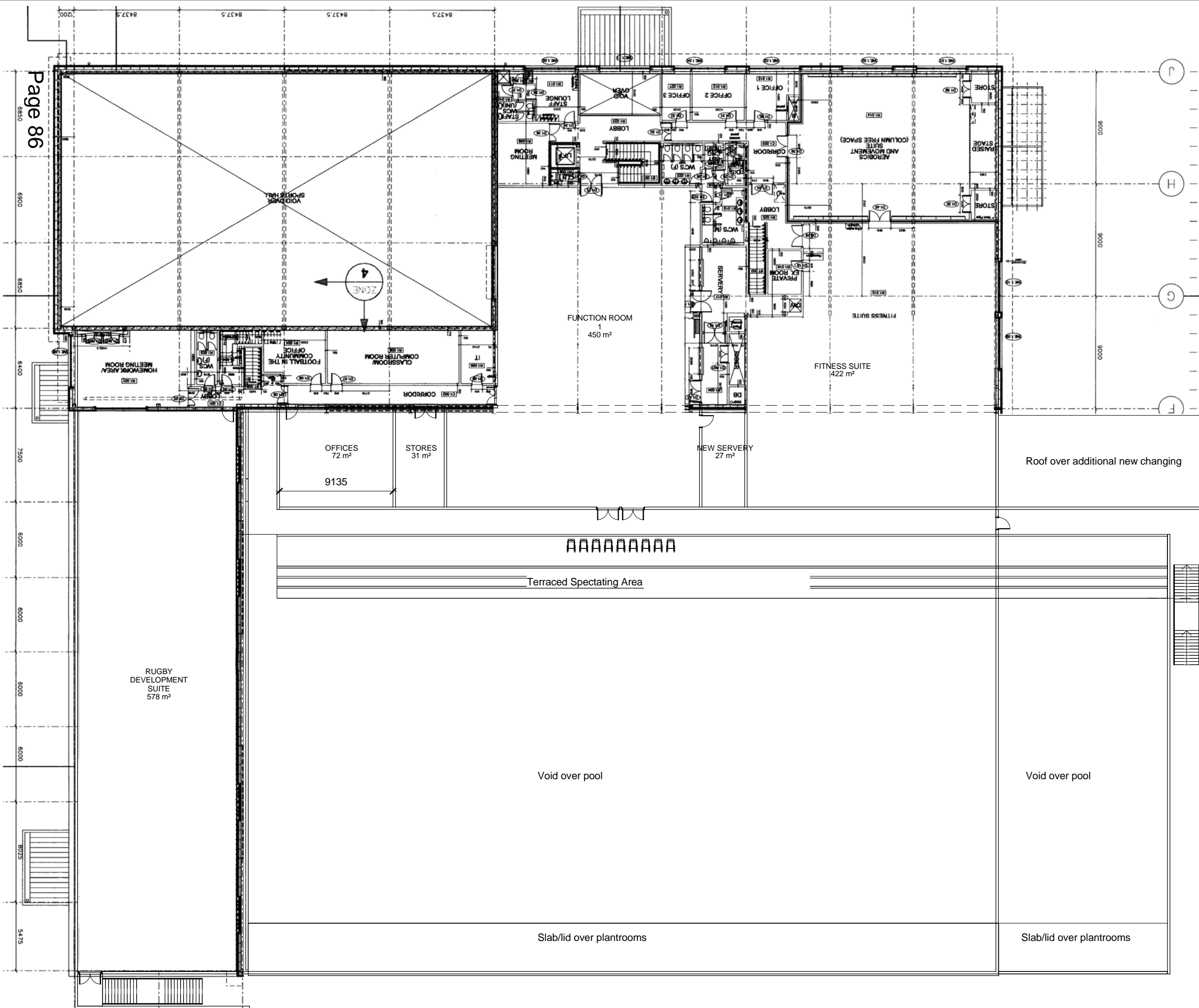
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1 Level 1 Sheet

1 : 300

Preliminary

Reiach and Hall Architects

Alan Higgs Centre 50m Pool
OPTION G - Level 1
Level 1 Plan

4270 (SK) 612

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Appendix B – Estimated electrical load schedule

Options A-D	Units	W/m2	Total kW	Div	Div Load
Lighting GF					
Academy Office	111	12	1332	0.7	932.4
Academy Office As Was 3	-111	9	-999	0.5	-499.5
Academy S&C	322	12	3864	0.7	2704.8
Old Outside Change	-322	8	-2576	0.4	-1030.4
New Corridor	63	6	378	0.8	302.4
50m Pool Hall (Direct Lighting) 500Lux	1517	15	22755	0.8	18204
50m Wet Change	888	12	10656	0.7	7459.2
50m Plant Space (Filtration)	250	12	3000	0.2	600
50m Plant Space (Boilers)	250	12	3000	0.2	600
Football Barn	-2664	3	-7992	0.5	-3996
					<u>25276.9</u>
Lighting FF					
Office	72	12	864	0.5	432
Store	31	12	372	0.5	186
Ext. to Function Room	163	12	1956	0.5	978
New Servery Counter	27	12	324	0.1	32.4
Ext. to Fitness Suite	165	12	1980	0.8	1584
Corridor	136.5	12	1638	1.5	2457
Spectator Seating	290	12	3480	2.2	7656
Rugby Development Office	578	12	6936	2.9	20114.4
50m Plant Space (AHU's)	250	12	3000	0.2	600
					<u>34039.8</u>
Small Power GF					
Academy Office	111	25	2775	0.7	1942.5
Academy Office As Was 3	-111	15	-1665	0.5	-832.5
Academy S&C	322	10	3220	0.7	2254
Old Outside Change	-322	5	-1610	0.1	-161
New Corridor	63	5	315	0.1	31.5
50m Pool Hall	1517	5	7585	0.2	1517
50m Wet Change	888	5	4440	0.3	1332
50m Plant Space (Filtration)	250	5	1250	0.5	625
50m Plant Space (Boilers)	250	5	1250	0.5	625
Football Barn	-2664	0	0	0	0
					<u>7333.5</u>
Small Power FF					
Office	72	25	1800	0.7	1260
Store	31	5	155	0.1	15.5
Ext. to Function Room	163	5	815	0.1	81.5
New Servery Counter	27	250	6750	0.3	2025
Ext. to Fitness Suite	165	5	825	0.5	412.5
Corridor	136.5	5	682.5	0.1	68.25
Spectator Seating	290	5	1450	0.1	145
Rugby Development Office	578	25	14450	0.7	10115
50m Plant Space (AHU's)	250	5	1250	0.1	125
					<u>14247.75</u>
Mechanical Loads					
Pool AHU 50m & Change			30000	1	30000
Rugby Dev. AHU			5000	1	5000
Academy Office Air Conditioning (AC)	111	40	4440	0.8	3552
Academy S&C AC	322	80	25760	0.8	20608
Rugby Dev. Office AC	578	40	23120	0.8	18496
Function Ext. AC	163	40	6520	0.4	2608
Fitness Ext. AC	165	80	13200	0.8	10560
					<u>90824</u>
Filtration Plant					
50m Pool			90000	1	90000
					<u>90000</u>
Existing Building Recorded Max Demand					
					<u>217000</u>
Options A-D Diversified Load				kW	479
Pf Corrected to	0.95		kVA	504	

Option A-D Additions	Units	W/m2	Total kW	Div	Div Load
Lighting					
20m Wet Change	209	12	2508	0.7	1755.6
20m Pool Hall (Up Lighting) 300Lux	342	20	6840	0.8	5472
20m Plant Space (Basement)	250	12	3000	0.2	600
Small Power					
20m Wet Change	209	5	1045	0.3	313.5
20m Pool	342	5	1710	0.2	342
Mechanical Loads					
Pool AHU 20m & Change			10000	1	10000
Filtration					
20m Pool			30000	1	30000
Options A-D Additions Diversified Load				kVA	48.4831
Pf Corrected to	0.95		kVA	51	

Total Load with Extension **kVA** **555**

Appendix C – Procurement paper

An underwater photograph showing a swimmer's legs and fins in a pool. The water is clear blue, and the swimmer is wearing green and black fins. The perspective is from below, looking up at the swimmer's legs.

Coventry 50m Pool

Procurement Paper – Final, Version 3

22 June, 2016

Strictly private and confidential © Hadron Consulting Ltd



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2. Procurement routes	6
3. Consultant appointments	14
4. Contractor appointment	25
5. Next Steps	32

Appendix A – Consultant framework information

Appendix B – Contractor framework information

Document history

Version	Date	Description
1	1 May 2016	First draft
2	7 May 2016	Second draft
3	22 June 2016	Final version

Document authorisation

Name	Project role	Date
Peter Curtis	AHC 50m pool options appraisal lead consultant.	1 May 2016
Peter Curtis	“ “	7 May 2016
Peter Curtis	“ “	22 June 2016

1. Introduction

1. Introduction Overview

1.1 Overview

This paper has been prepared to provide an overview of the available, and suitable, procurement options, for delivering a new 50m swimming pool in Coventry.

The paper outlines the available procurement routes for the project, options for appointing the core consultant team, e.g. Project Manager, Cost Consultant, Principal Designer, Architect, Civil/Structural Engineer and Services Engineer, and options for appointing a contractor.

The information contained in this paper will enable Coventry City Council to make an informed decision on how to progress the initial stages of the 50m pool project.

1.2 Project background

In September 2014, Coventry City Council unanimously approved investment in a new city centre destination sport and leisure facility. The Council further unanimously agreed to continue to work to explore all opportunities to enable Coventry to keep a 50m swimming pool if technically possible and within the current financial envelope available, by exploring opportunities with other stakeholders in and around the city. As part of this work the Council are further exploring the feasibility of locating a new 50m pool at the Alan Higgs Centre, to the South East of the city.

The project is scheduled to be completed by early 2019. This timescale puts pressure on the Council to use efficient forms of consultant procurement, to avoid delays.

1.3 Procurement requirements

A structured and systematic approach is required in order to select the most suitable procurement route for the project. The client's project objectives, especially in terms of cost, time, quality, risk and control, must be clearly defined. And, the options included in this paper should be reviewed against these. This will enable the most appropriate form of procurement to be determined for the project.

1.4 Procurement considerations

The aim of this paper is to outline the various procurement routes and options in relation to the procurement of the contractor and core consultant team, with a view to the Council deciding on:

- **The procurement route**
 - The most appropriate procurement route to deliver the Council's objectives for the delivery of the project;
 - The approach to tendering i.e.. single stage versus two stage; and
- **The consultant appointments**
 - Single appointment, separate appointment or a hybrid approach;
 - Framework, OJEU or selected shortlist; and
- **The contractor appointment**
 - Use of a framework or via OJEU.

The key influences on how to proceed, will be the Council's views on:

- Programme – time to centre opening;
- Cost certainty;
- Risk transfer;
- Price versus value;
- Competition in the market;
- Flexibility of contract terms; and
- Procurement costs.

1. Introduction Terminology

1.5 Terminology

The level of design development is referred to using the definitions provided by the Royal Institute of British Architects, the “RIBA”, and for ease of reference the main design stages are noted in the following table. The latest definitions from the

RIBA Plan of Work 2013 are also noted compared to those in the previous version, the RIBA Outline Plan of Work 2007, which is still referred to in the construction industry.

RIBA Stages RIBA Plan of Work 2013	RIBA Stages RIBA Outline Plan of Work 2007	Summary (based on information to be provided by the architect)
Stage 0 - Strategic Definition	No stage in 2007 Plan of Work	Review feasibility
Stage 1 - Preparation and Brief	Stage A (Appraisal) and B (Strategic Brief)	Preparation and development of the Client Brief and initial design solutions
Stage 2 - Concept Design	Stage C - Outline Proposals	Site master plan, floor plans, elevations, typical sections, indicative material schedule
Stage 3 - Developed Design	Stage D+ - Detailed Proposals	Development of floor plans, elevations, sections, room data sheets, building materials. Fully coordinated with other consultants.
Stage 4 - Technical Design	Stage E - Final Proposals	Detailed design and specification.
	Stage F - Production Information	Construction details
	Stage G and H - Tender	Preparation of tender documents and tender period.
Stage 5 – Construction	Stage J (Mobilisation) and K (Construction Period)	Tasks to be performed under the construction contract.
Stage 6 - Handover and Close Out	Stage L - Defect Liability Period	Duties under the Defect Liability Period
Stage 7 - In Use	No stage in 2007 Plan of Work	Post occupancy review

2. Procurement routes

2. Procurement routes

Options for delivering the Coventry 50m Pool

2.1 Traditional

With traditional contracting, design is clearly and definitely separated from construction. There are three key teams in the procurement process: the employer, the design team and the contractor.

Having developed a Design Brief from the employer, the architect produces detailed drawings and specifications, with advice taken from other specialist consultants. Bills of quantities are usually drawn up by the quantity surveyor and an estimated cost produced once the design is complete.

Contractors are invited to price the works, quantifying every specific work item from the bills or a specification. Tenders are submitted and a preferred contractor (usually the cheapest) is selected. The contractor agrees to produce exactly what has been specified in the documents and therefore has no design liability.

Traditional contracting is a slow method of procurement as the detailed design and specification needs to be completed prior to tendering the works and a long tender period is required to accurately price the works.

Once on site, the employer with the project manager must manage the contract efficiently to avoid problems associated with issuing instructions and information. It is to the contractor's advantage if information is insufficient or issued late, as this will establish grounds for extensions of time and claims for loss and expense.

Traditional contracting can provide a good level of cost certainty based on a defined product however, as the employer remains responsible for the design, any design defects have to be corrected at the employer's expense.

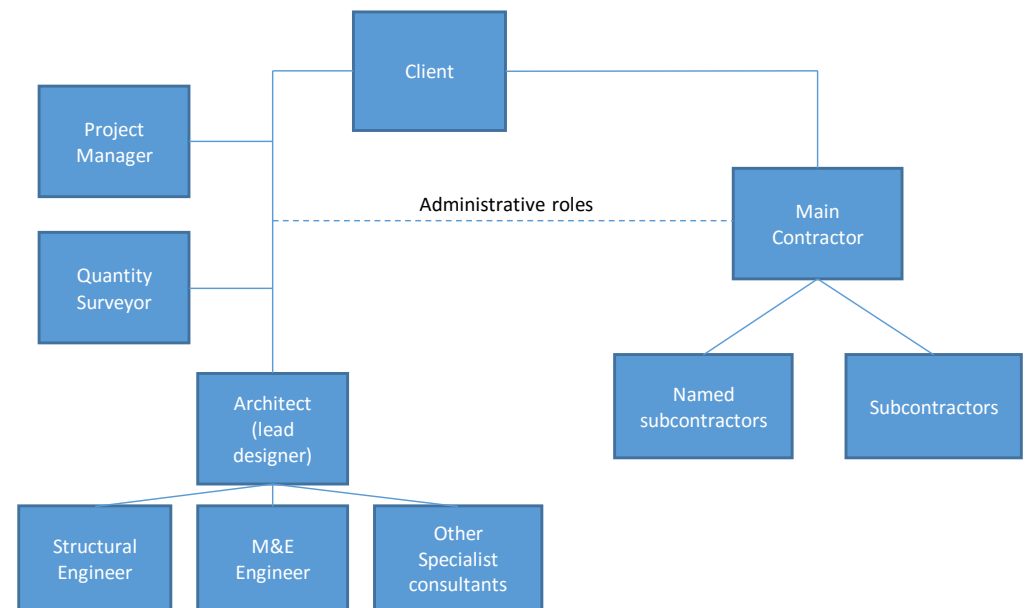
Cost certainty can however only really be attained once the works have been tendered, which takes place once the design is substantially complete. Should the submitted tenders be significantly higher than the cost estimate prepared by the quantity surveyor, thus requiring a significant redesign to reduce costs, then there will be a substantial amount of abortive design and cost. This could also delay the project by many months.

Traditional contracting should deliver a quality building, as the standards can be precisely described in the specification. However, the designers may not be aware of similar more cost effective products that could help keep costs down, without compromising quality and improving buildability.

Under a traditional contract, the client can change an element of the design during construction. However, as the employer will have to bear all direct and associated costs, such flexibility comes at a high price.

The Employer is liable for any defects due to poor design and specification whilst the contractor is liable for defective construction.

Traditional contracting key contractual relationships:



2. Procurement routes

Options for delivering the Coventry 50m Pool

2.2 Management contracting

In management contracting, the employer engages a management contractor at an early stage of the project to act as a professional consultant, advising on the design and managing the construction works. The management contractor is not employed to undertake any of the construction works, they are all sub-contracted. The client pays the contractor a fee for the management service.

Management contracting is claimed to reduce the conflict between the design team and contractors, which can occur on construction projects.

Management contracting can deliver projects quickly as works can commence on site before the design is completed.

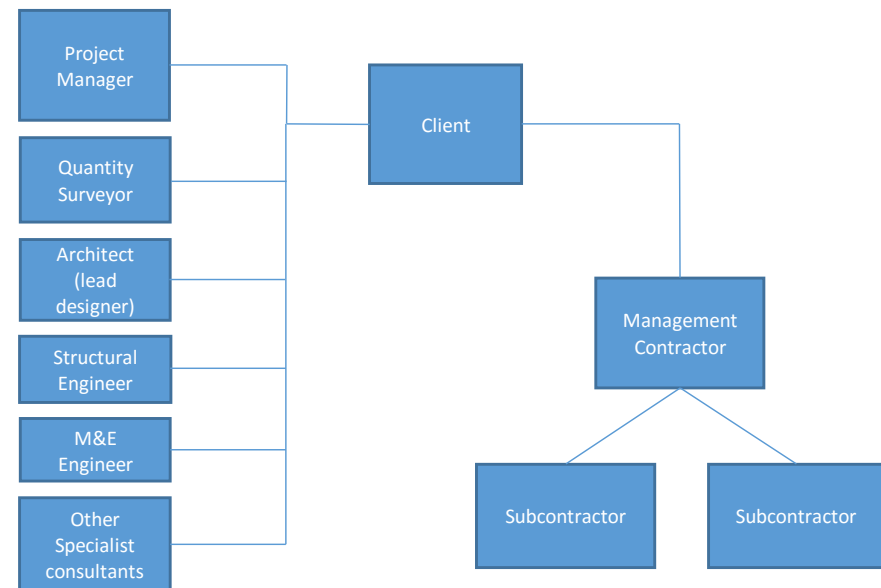
However, there is very little cost certainty in management contracting as it is impossible to be confident of the final project cost until all of the sub-contracts are entered into.

It should be possible to achieve high quality standards. However, the designers may be under great pressure to keep pace with construction and, therefore, design decisions may suffer.

Liability for design defects usually remains with the employer and the sub-contractors are liable for construction defects.

Management contracting should only be considered if the employer is in a position to fully appreciate, control and mitigate the risks inherent in construction. This is very much the preserve of experienced developers and major projects, and the problems that blighted the Scottish Parliament demonstrate some of the downsides of this procurement route.

Management contracting key contractual relationships:



2. Procurement routes

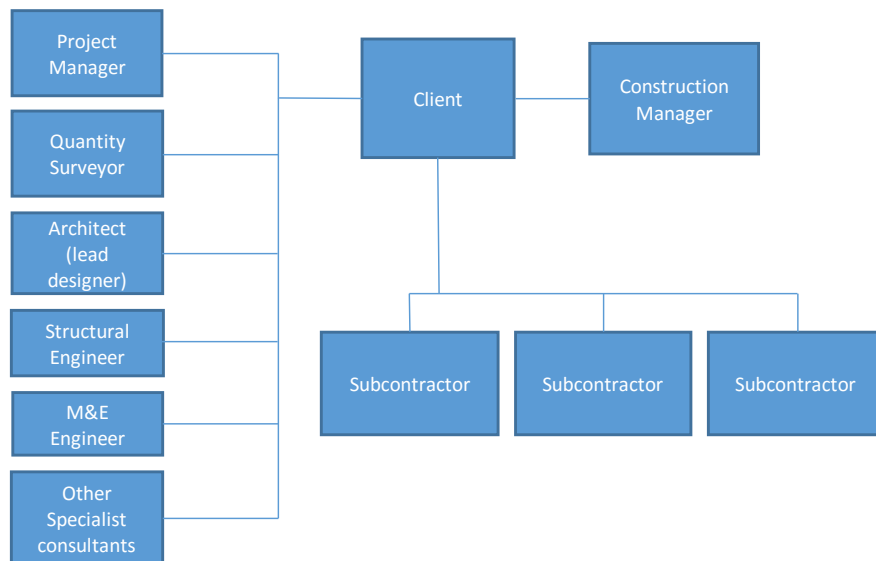
Options for delivering the Coventry 50m Pool

2.3 Construction management

Construction management is very similar to management contracting. However, with construction management, the employer has a direct contract with each of the works sub-contractors. A consultant construction manager is employed by the employer to oversee the project and co-ordinate each of the contracts. Construction management provides flexibility in that additional works/changes to the brief can be introduced at an advanced stage however, the cost and programme implications of any changes will be born by the employer.

Construction management offers a great deal of flexibility for altering the construction works. However, all alterations to the works during construction are more expensive than if the design is right first time.

Construction Management key contractual relationships:



2.4 Partnering

Originally promoted in the Egan Report ('Rethinking Construction') in 1998, partnering was seen as a method of integrating the different facets of the project process to deliver best value to the client and user.

It aims to deliver this by ensuring that the full project team, including the contractor, act co-operatively and make decisions in a blame-free environment of trust. This seeks to raise the collective performance and aids more effective working, with a focus firmly on agreed common goals. It does this through setting parameters whereby all contracting parties work towards shared goals and objectives, and often share any penalties and/or rewards as a result.

The efficacy of partnering is most prominent when embracing the combined talents of the full project team (including client, design team and contractor) as early as possible. For partnering to work best, the team must therefore be in place from concept to completion and be wholly focused on the needs of the client and users.

There are clear benefits to a partnering approach where relationships have been built up over a period of time, and a mutual trust has developed, and many partnership arrangements have grown out of formal contractual arrangements.

Good examples would be a supermarket chain or housing association rolling out a fairly simple building type, whereby the contractor is incentivised to do a good job otherwise they would lose significant volumes of future work available from that organisation.

The other downside to partnering is that it rarely achieves best/lowest price, or is a fixed price obtained any earlier, than it would under other procurement routes. Partnering lends itself to a 'cost plus' arrangement (e.g. the actual cost of the work, plus the contractor's pre-agreed overheads and profit) and is not best suited to a lump sum or fixed price contract. There is also limited opportunity to transfer risk to the contractor, and risk is often shared between the parties.

The key contractual relationships when partnering can vary greatly, depending on how the project is set up. If the Council wish to consider this approach it is recommended that any proposed project governance structure is reviewed and agreed with the Council's legal team prior to embarking on the project.

2. Procurement routes

Options for delivering the Coventry 50m Pool

2.5 Design and build

In design and build, the employer provides the contractor with a set of performance requirements defining what is to be provided. The contractor responds with a proposal, including prices for construction and design works. The employer and contractor negotiate to ensure the contractor's proposals accurately reflect the employer's requirements and agree a mutually acceptable specification.

Under this form of contract, the contractor is solely responsible for design, fabrication and co-ordination of the works as described in the contractor's proposals, including the appointment of specialist consultants and sub-contractors.

The employer will usually utilise a consultant to prepare the employer's requirements and to monitor the progress and quality of the works.

Under design and build, the contractor is responsible for all aspects of the work. This single point responsibility can be highly attractive and advantageous to employers.

Design and build has a time advantage as design work does not have to be completed before construction can begin. The development is therefore complete much sooner than under more traditional forms of contract.

Design and build offers high cost certainty as the contractor is obliged to do whatever is necessary to comply with the contractual requirements. All risk of the cost exceeding the price lies with the contractor and as a result design and build contracts offer the highest level of cost certainty. Tendered costs may be slightly higher than with other procurement routes in order to cover the contractor's liability or risk.

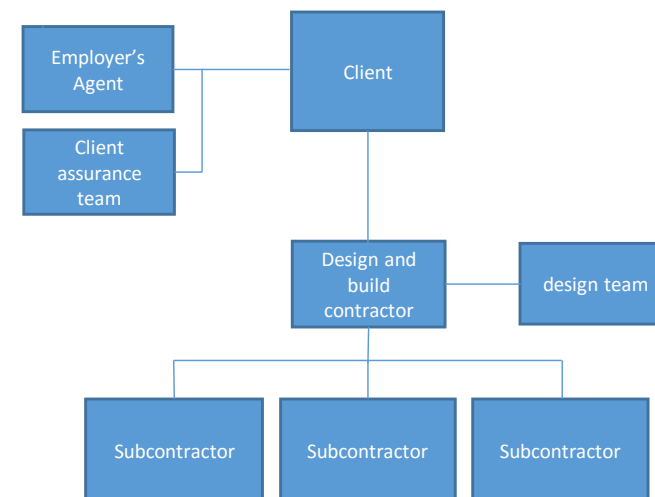
Cost certainty can be attained at an early stage in the design and abortive costs are therefore less should the contractor tenders be more than the cost estimate prepared by the cost consultant and a redesign required.

It is especially important to provide the design and build contractor with accurate information on site conditions and ecology at tender stage to avoid additional costs or delay.

Quality control problems are often given as a reason for not selecting design and build. However, provided the employer's requirements document is sufficiently detailed and quality is closely monitored on site, it is possible to achieve a good quality building.

With design and build contracts, it is difficult to vary the works significantly once the contractor is appointed. Variations can be awkward to deal with and are best avoided. This can best be done by ensuring that an accurate and comprehensive employer's requirements document is prepared and agreed with all parties before the contract is let.

Design and build key contractual relationships:



2. Procurement routes

Options for delivering the Coventry 50m Pool

2.6 Develop and construct

Develop and construct is a variation of a standard design and build approach. If an employer wants to be closely involved in the development of the concept design it is advisable to adopt an employer led design approach. The employer's design team works up the design in some detail, typically to RIBA Stage 3/4, to ensure that the brief can be met and that a unique design is achieved. The design team may subsequently be appointed by, or novated to, the successful design and build contractor. This procurement route is often referred to as 'Develop and Construct', as opposed to design and build, as the contractor is only required to carry out limited elements of the detailed design.

Develop and Construct allows changes in the brief to be integrated into the design for an extended period prior to tendering, which will be important where there are several key stakeholders and funders. Although changes post tender should ideally still be avoided, essential changes may be accommodated without penalty, if a disciplined contract instruction procedure is adopted.

Develop and Construct has many of the advantages of design and build, with regard to speed of design development, and residual risks associated with shortcomings in the design and temporary works being transferred to the contractor. However, the design and quality of workmanship can be more closely prescribed, in order to achieve a fixed price tender from the successful contractor for a more defined product.

The key contractual relationships for this approach are the same as those shown on the previous page for a design and build route.

2. Procurement routes

Tender options

2.7 Single-stage tender

Single-stage tendering requires full and complete tender information to work most effectively, and assumes requirements will not change substantially. Thereafter, it relies upon the tendering process to drive competition and, hopefully, an economical price.

In a buoyant construction market, many contractors decline single-stage tenders – partly because it typically provides less visibility of risks or unknowns, and partly because it is more expensive to undertake than two-stage tendering.

Over the past couple of years, many of the larger contractors have been unwilling to tender on a single stage basis. However, we are starting to see a slight shift in this as they look to secure their forward orders, and a single stage approach could be appropriate.

To successfully pursue this route, clear and comprehensive tender information, an effective market warm-up and mid-tender consultations are pre-requisites. Soft market testing with key contractors is also recommended.

A restricted single stage approach is currently being used for the procurement of the contractor on the Destination Water and Leisure Facility.

2.8 Two-stage tender

Two-stage tendering provides an opportunity to capture contractors' ideas on buildability, programming and design, and is particularly relevant for complex projects.

There is competition in the first stage of procurement, where staff, overheads and profit, preliminaries and even some early packages are fixed.

Once the design has been progressed in detail and major packages of work procured, the second-stage fixed price, guaranteed maximum price (GMP) or target price can be agreed.

It is often perceived as being a more expensive option than single-stage, but the premium can sometimes be recovered through a more cost-effective design and enhanced programme following the contractor's input. This option is not without its challenges, however.

Although overhead, profits and prelims are fixed, and the work packages procured on an open-book basis, the contractor will include contingencies for design development and project risks, often amounting to 10% or more of the contract sum. As these provisions are negotiated during the second stage, they are not typically subject to market competition and can involve extensive negotiations, which can increase both cost and programme.

To make best use of a two stage tender, the contractor should be brought on board as early as possible so they can input into the design development and risk mitigation, and maximise the benefit of early contractor involvement on buildability issues.

2.9 Form of contract

The form of contract is one of the final outputs of the procurement planning process, and can only be considered in the context of all previous stages. For example, some frameworks stipulate specific contracts are used.

It is anticipated that the Council will use either a JCT or NEC form of contract. This would be amended by the Council and their legal advisors, with input from the consultant team on project specific matters.

2. Procurement route summary

Route	Pros	Cons	OJEU	Framework
Traditional	<ul style="list-style-type: none"> Complete control over design and product selection. Reduction in post contract changes. 	<ul style="list-style-type: none"> Longest lead time before starting on site, resulting in longer overall programme. Design risk sits with client. No price certainty until much later in project. No sub-contractor input. No incentive for contractors to solve problems. Rarely used for this type of project. 	<ul style="list-style-type: none"> Yes. OJEU 'Restricted' route. 	<ul style="list-style-type: none"> No. This approach is rarely used under framework agreements.
Management contracting / construction management	<ul style="list-style-type: none"> Client retains full control of the project. Design and construction overlapped, reducing overall programme. Flexibility to make changes. Open book approach. 	<ul style="list-style-type: none"> Client unable to transfer design and project risks. Increased contract management. No price certainty until very late in the construction phase. Very resource intensive for Client team. More suited to large complex projects. 	<ul style="list-style-type: none"> Unlikely an individual package will be over OJEU threshold. 	<ul style="list-style-type: none"> No.
Partnering	<ul style="list-style-type: none"> Least adversarial. Open book approach. Early contractor input on buildability issues. Should achieve a high quality product. 	<ul style="list-style-type: none"> More costly. Client unable to transfer design and project risks. No price certainty until end of construction phase. Not suited to one off projects where there is little opportunity to benefit from long term relationships. 	<ul style="list-style-type: none"> Yes OJEU Competitive Negotiation or Competitive Dialogue. 	<ul style="list-style-type: none"> No. Although some frameworks do introduce an element of partnering.
Design and build - single stage	<ul style="list-style-type: none"> More likely to achieve lowest price. Early cost certainty. Contractor takes on design liability. Risk transfer to the contractor. Design and construction can be overlapped reducing the overall programme. Client can choose extent of design carried out prior to commencing on site. 	<ul style="list-style-type: none"> Loss of control over product selection (this depends on the level of design carried out prior to tender and how detailed the Employer's Requirements are). Post contract changes often more expensive. Quality can suffer (this depends on the completeness of the design and Employer's Requirements and how well the construction phase is monitored). Contractors are less willing to participate in a single stage tender in a buoyant market, however, the market is starting to favour this route again. 	<ul style="list-style-type: none"> Yes. OJEU Competitive Negotiation route. 	<ul style="list-style-type: none"> Not usually. A single stage procurement route is not suited to a framework agreement.
Design and build - two stage	<ul style="list-style-type: none"> Can achieve a reduced programme over single stage as design and tender stages can be overlapped to a greater extent. Early contractor involvement where buildability is important. More likely to receive a quality product as the contractor margins aren't as tight. Contractors more willing to tender this route in a buoyant construction market. 	<ul style="list-style-type: none"> More expensive than single stage due to reduced competition. Conclusion of second stage tender can be protracted. Loss of control over product selection (this depends on the level of design carried out prior to tender and how detailed the Employer's Requirements are). Post contract changes often more expensive. 	<ul style="list-style-type: none"> Yes. OJEU Competitive Negotiation route should be used. 	<ul style="list-style-type: none"> Yes. A two stage procurement route is ideally suited to a number of frameworks.

3. Consultant appointments

3. Consultant appointments

Approaches to tendering

3.1 Approaches to Tendering

In the table below, we have summarised the most appropriate approaches to appointing a consultant team to design, and deliver, the 50m Pool project. For the purposes of this paper, the options set out below only refer to the procurement of the key disciplines of Project Management, Quantity Surveying, Architecture, Structural/Civil Engineering and M&E Engineering.

Type of Appointment	Pros	Cons	OJEU	Framework
Separate appointments	<ul style="list-style-type: none"> Total flexibility and ability to appoint preferred team members. 	<ul style="list-style-type: none"> More time consuming to tender, put legal agreements in place and manage. No guarantee the individual consultants will work well as a team. No single point of contact/responsibility for consultant team. 	<ul style="list-style-type: none"> Most key consultants likely to be above the OJEU threshold of £164,176. 	<ul style="list-style-type: none"> Whilst there are a number of frameworks the Council could potentially use, not all of them allow separate consultant appointments.
Single appointment through lead consultant	<ul style="list-style-type: none"> Least time consuming option. Single point of responsibility. Lead consultant has contractual control over other consultants and can exert more control over the performance of the team. 	<ul style="list-style-type: none"> Not as much opportunity to pick and choose team members, although some frameworks do provide this option. Can be difficult to change individual consultants if they don't perform. Project manager and cost consultant are not completely independent of the design team and other consultants. 	<ul style="list-style-type: none"> Will be above OJEU threshold. Opens the opportunity to wider competition than a framework, although this is much more time consuming. Typically an OJEU process could take 3-4 months. 	<ul style="list-style-type: none"> There are a number of frameworks the Council could potentially use. These are explored further on the following pages.
Hybrid - separate appointment for PM/QS team and design team	<ul style="list-style-type: none"> Able to select preferred PM/QS team and separate design team. PM and QS are independent from the design team. PM can be brought on board quickly to put delivery strategy in place and run the design team tender. Single point of contact for the design team once on board. 	<ul style="list-style-type: none"> More time consuming than a single appointment. Ideally the PM/QS team would be appointed first, which lengthens the overall timescale to appoint the entire consultant team. Design team still comes as a package. No guarantee PM and design team will work well together, but this is improved if the PM is involved in the selection of the design team. 	<ul style="list-style-type: none"> PM/QS team likely to be above the OJEU threshold. Combined design team appointment will definitely be over threshold. More time consuming than frameworks (where available). 	<ul style="list-style-type: none"> There are a number of frameworks the Council could potentially use. These are explored further on the following pages.

Options continued on following page.

3. Consultant appointments

Approaches to tendering

Type of Appointment	Pros	Cons	OJEU	Framework
Appointment through a contractor	<ul style="list-style-type: none"> The contractor will help ensure that the design is coordinated and input on buildability The contractor will manage the design team. Some flexibility to select the preferred design team. 	<ul style="list-style-type: none"> The client can feel removed from the design process, and unable to influence the design team. Contractor will often add a mark up to the design fees. Difficult to separate contractually if changes are required to the contractor or the design team. 	<ul style="list-style-type: none"> Only really suited to a true design and build procurement route, where the design is to be fully developed by the contractor. 	<ul style="list-style-type: none"> The option for the contractor to appoint and manage the design team is available on most contractor frameworks.

3. Consultant appointments

Tendering options

3.2 Tendering options overview

Once the Council have decided which approach they wish to take in appointing a consultant team, a team will need to be procured in line with relevant procurement regulations. Due to the scale of the 50m Pool development, a number of the key disciplines in the professional team may have to be procured using an OJEU compliant process.

The default option would be to use either an OJEU Restricted Procedure or an OJEU Competitive Negotiation route. However, the Council have access to a number of other options that will comply with OJEU and may be more suited to the proposed project, considering the tight timescales required for delivery.

We have not provided details on the Default OJEU routes as these are well understood by the Council. However, we have summarised the most appropriate OJEU compliant consultant frameworks for this project on the following page. We have also included a non-OJEU option below, which relies on a number of the key consultant team fees being below the OJEU threshold.

Non - OJEU and third party routes

Overview	Pros	Cons
Direct tenders for each discipline completed in accordance with the Council's own procurement rules	<ul style="list-style-type: none"> This approach could potentially be used for a number of the consultant appointments. The OJEU threshold is £164,176, and it is expected that the PM, QS and maybe the Structural / civil and M&E engineer fees may be below this threshold, depending on the final development option chosen. 	<ul style="list-style-type: none"> There would be at least one appointment that would have to be procured through an OJEU compliant route, the Architect, as their fees would be well above the threshold. The chosen route for this appointment could inform the approach that is sensible for the other key appointments. Each discipline would have to be tendered separately, the Council could not request a single appointment through a lead consultant.
Procurement carried out by a third party	<ul style="list-style-type: none"> This approach could provide greater flexibility in procuring the consultants. For example, a private sector body could access consultants through (all of the following routes could procure teams of consultants or individual appointments): <ul style="list-style-type: none"> An OJEU route (if this was insisted upon by the Council); A framework route (if the Council agreed this was a suitable way to demonstrate value. Appointments could be direct or through a mini competition) A mini competition held by the private entity, with a select group of consultants invited to tender; Direct appointments of consultants. Value could be demonstrated through benchmarking of fees and the efficiencies gained through having a team on board far sooner. The resource the Council would have to use to manage the procurement process/es and legal input, would reduce considerably, or maybe even reduce to nothing. 	<ul style="list-style-type: none"> Depending on how much control the Council would want over the final procurement route, managed through obligations attached to the grant funding, the flexibility may not be any greater than if the Council procured the works themselves.

3. Consultant appointments

Tendering options – frameworks overview

3.3 Frameworks overview

Summarised below are the perceived most appropriate OJEU compliant consultant frameworks for this project. Further information on each framework can be found in Appendix A. It should also be noted that the frameworks listed are being used across the public sector but, final checks on the ability for Coventry City Council to access the frameworks should be made by your procurement and legal teams.

With any framework it will be important to ensure that the people proposed have a track record of delivering sports and leisure facilities, particularly with pools.

Framework	Areas Covered	Companies on Framework	Services Covered (of relevance to this project)	Comment
Scope National Asset Management, Surveying and Design Services Framework (AMSandDS).	National	Faithful+Gould (F&G)	Master Planning Whole Service Delivery Building Surveying Architectural Design Structural M&E Consultancy Health and Safety Services	<p>Faithful+Gould are the sole framework partner, supported by Tier 1 and Tier 2 supply chain. The current version of the Framework is due to end 30 September 2016. It is possible to appoint specific companies directly through the Framework, which would enable a team to be appointed quickly. Alternatively F+G can administer a mini-tender for each discipline.</p> <p>The framework covers the appointment of the design team, e.g. architect, engineer, etc. However, other members of the consultant team can also be appointed through F+G, including PM and QS, where this is required. It should be noted though that this wasn't strictly the purpose of the framework when it was established.</p> <p>For a project of this type and size, the fees and scopes of service would be bespoke to the project, and would need to be developed and agreed, as the tendered framework rates are not relevant to this type of project.</p> <p>The framework is quick and simple to use and to appoint a team but, the Council would likely be required to pay F&G a 10% mark up on all design consultant fees, a 5% scape levy (on any fees that were not F&Gs) and, if F&G did not have a material role, they would likely require some form of overseeing consultancy role (often a design coordinator role) that may cost a further fee, plus they would charge for running a mini tender competition for the designers.</p>

3. Consultant appointments

Tendering options - frameworks overview

Framework	Areas Covered	Companies on Framework	Services Covered (of relevance to this project)	Comment
Scape Project Management & Quantity Surveying	National	Pick Everard	Project Management, Cost Management Client Representation and Employer's Agent Programme Management Procurement Strategy and Contractor Advice Risk Management Cost Estimating and Planning Lifecycle/Whole Life Costing Value Management and Engineering BIM Integration and Management Tendering Docs, Evaluation and Management	Pick Everard are the sole supplier. The current version of the Framework is due to end 30 September 2016. Whilst this would enable the PM and QS to be quickly appointed, the design team would need to be procured separately, using either of the default OJEU routes, Scape AMSandDS framework, NHS framework or NEPRO. The Scape levy of 5% is included in Pick Everard's agreed rates on the framework.
NHS Construction Consultancy Services Framework (Ref: SBS/13/DM/PZR/8369)	The framework is broken down geographically into Lots. Lot 5 (West Midlands) is relevant to this project.	A mix of SME and national providers.	Architectural Service (Offer 1) Project Management (Offer 2) Civil and Structural Engineering (Offer 3) Quantity Surveyor (Offer 4) Mechanical and Electrical Services (Offer 5) CDM Coordinator (Offer 6) Health and Safety (Offer 9) A full schedule of the Offers, Lots and companies on each is attached at Appendix A.	Framework runs 1 April 2014 to 31 March 2018 and is available to Local Authorities. Originally set up for all NHS Shared Business Services Members and Associate Member Trusts. The framework contains pre-agreed rates for different types and sizes of projects. It is possible to select direct from the list of suppliers or to run a mini-competition. Where a mini-competition is run it is possible to include other services, but not where a company is appointed direct without competition. The scope of services are fairly high level and need to be further defined for each project. It is unclear what mark ups the council would have to pay on this framework. If the appointments were made directly for each discipline we would expect them to be minimal. However, if the Council wished to proceed along the route of appointing a Project Manager who was also responsible for full design team services, it is expected that the mark up by the lead consultant of sub-consultant fees, would likely be between 10% - 12%. This is similar to F&G's mark up under Scape.

Options continued on following page.

3. Consultant appointments

Tendering options - frameworks overview

Framework	Areas Covered	Companies on Framework	Services Covered (of relevance to this project)	Comment
NEPRO	National framework	Unclear, although preferred suppliers can be approached and added.	The services are bespoke to each project and very flexible.	<p>Direct call off or mini competition. Process is managed by NEPRO.</p> <p>It is possible to appoint specific companies directly through the Framework, which would enable a team to be appointed. Alternatively a preferred shortlist can be selected for a mini-competition. This does of course assume that the Council's preferred team or shortlist is an approved supplier on NEPRO or is prepared to become one, and meet the minimum requirements.</p> <p>Flexible, enabling single appointment, separate appointment or a mix. The scope of services can be defined for each specific project.</p> <p>NEPRO enters into contracts with the buyer (the Council in this case) and the supplier(s). Payments are also made through NEPRO.</p> <p>NEPRO charge a 5% uplift on all fees that pass through the framework.</p>
Fusion 21	National framework	A mix of SME and national providers.	<p>Lot 1 – Programme and Project Management (including quantity surveying services)</p> <p>Lot 2 – Housing Stock Monitoring and Appraisal</p> <p>Lot 3 – Environmental</p> <p>Lot 4 – Architectural</p> <p>Lot 5 – Structural</p> <p>Lot 6 – Building Engineering Services</p> <p>Lot 7 – Database Support and IT Services</p> <p>Lot 8 – CDM Coordinator duties</p> <p>Lot 9 – Asbestos Surveying, Testing and Analysis</p> <p>Lot 10 – Renewable technologies, Insulation and Micro Generation Technologies Consultancy</p>	<p>Direct call off or mini competition. Process is managed by Fusion 21.</p> <p>Any organisation within the public sector can access the Fusion21 frameworks in order to meet its commercial and residential stock requirements for improvement works and investments. Public sector organisations can also use Fusion21 procurement services to manage both planned and responsive maintenance commitments. The framework has also been used to deliver projects outside of the housing sector.</p> <p>The mini-competition process involves an individual project plan and takes between 4-8 weeks to implement.</p> <p>Could appoint PM and QS team then other consultants separately, or could use it in conjunction with another framework to appoint a full team.</p> <p>Agreed rates on the framework include circa a 4% mark up that is paid to Fusion 21. This fee is already built into the agreed framework fee rates.</p>

3. Consultant appointments

Tendering options summary

3.3 Tendering options summary

The table below summarises the approaches to tendering that can be used with each available procurement method, and the financial and programme implications associated with using them.

A number of the options outlined below could be used on their own, or together with other frameworks / OJEU routes, to appoint a full professional and design team. The Council will need to assess the options being cognisant of the programme aspirations.

Tendering options	Approach to tendering	Financial Implications	Programme implications
Non-OJEU Direct tenders for	<p>A non-OJEU route could be used with the following approaches:</p> <ul style="list-style-type: none"> Separate appointments for each discipline. 	<ul style="list-style-type: none"> This approach would use less resource than an OJEU route. However, the Architect would still have to be tendered through an OJEU compliant route, so there may be economies of scale in running more than one OJEU compliant process. 	<ul style="list-style-type: none"> The direct tenders could be completed within 2 weeks with a further two weeks would be required to assess them. Due to the Architectural appointment still needing to be completed through an OJEU compliant route, this appointment is likely to dictate the overall timescale for using this approach.
OJEU – Either Restricted or Competitive Negotiation	<p>An OJEU route could be used with all approaches, i.e.:</p> <ul style="list-style-type: none"> Separate appointments for each discipline; A single appointment for the whole team through a lead consultant; A hybrid, with separate appointments for a PM/QS team and then designers appointed separately or as a team; or A PM/QS team appointed separately with the main design team then appointed through a main contractor. 	<p>The cost of using an OJEU approach is hard to quantify but, the impact can be assessed on a qualitative basis:</p> <ul style="list-style-type: none"> An OJEU approach would take three to four months to run. During this period the Council would have to use procurement and legal resource, plus the client team would have to spend far more time reviewing and approving documentation. All of this time will have a cost; If a PM and QS team were appointed to run an OJEU process for the design team they would inevitably charge more to run an OJEU process than a mini competition through a framework. This is due to the amount of documentation that has to be produced and the period of time the process would run over; and The extended programme could increase the overall project programme by 8-12 weeks, which in the current market, would have a significant impact on inflation costs. 	<p>An OJEU approach would take approximately 8-12 weeks longer, from the beginning of a process to the end, than the average framework approach.</p>

3. Consultant appointments

Tendering options summary

Tendering options	Approach to tendering	Financial Implications	Programme implications
Scape (AMSandDS) – Faithful and Gould	<p>The Scape AMSand DS route could be used with the following approaches, for example:</p> <ul style="list-style-type: none"> • Separate appointments for each discipline (as long as F&G are appointed in a design coordinator role); • A single appointment for the whole team through a lead consultant (F&G); or • A hybrid, with separate appointments for a PM/QS team (F&G) and then designers appointed separately or as a team. 	<p>Use of the framework attracts a 10%-12% mark up by F&G on any sub-consultant fees, plus a further 5% Scape levy that would be applied to any sub-consultant fees (F&Gs agreed framework rates already include the levy).</p> <p>In addition, if the framework were used as a conduit for the Council to access designers, F&G would want to play a role in the design process to oversee and quality assure their designers. This role is often a design coordinator role, which could cost an estimated £50,000.</p> <p>F&G would also require a fee for running the mini tender competition for any designers (estimated at £10,000).</p>	<p>Faithful and Gould could be appointed to carry out PM/QS services or to act as a design coordinator on the project. If they acted as a design coordinator this would allow the Council to access designers through F&G and the framework. Either of these appointments (PM/QS or design coordinator) could be made within 1-2 weeks once the Council had signed the Scape access agreement.</p> <p>It would then take a further 2-4 weeks to run a mini competition for the designers through F&G.</p>
Scape PM and QS – Pick Everard	<p>The Scape PM and QS route could be used with the following approaches:</p> <ul style="list-style-type: none"> • A hybrid, with separate appointments for a PM/QS team and then the designers would have to be appointed through an alternative framework or via OJEU. 	<p>A 5% Scape levy is built into the agreed framework rates, so there is no additional cost to the Council of using the framework.</p> <p>Lack of competition results in fees being negotiated based on the agreed framework rates. This is because unfortunately the standard projects and fee scales on this framework do not reflect a project of this scale and complexity.</p>	<p>Pick Everard could be appointed to act as PM and QS directly through the Scape framework within 1-2 weeks once the Council had signed the Scape access agreement.</p> <p>A further appointment of designers would then need to be made though OJEU or another framework.</p>
NHS	<p>The NHS Framework could be used with the following approaches:</p> <ul style="list-style-type: none"> • Separate appointments for each discipline; • A single appointment for the whole team through a lead consultant; or • A hybrid, with separate appointments for a PM/QS team and then designers appointed separately or as a team. 	<p>Unknown. It is expected that NHS fees would be built into the framework rates but that a mark up would be applied to any sub-consultant fees passed through a lead consultant. These would probably be in the range of 10-12%.</p>	<p>A mini tender for a PM and full design team service could be run in 4-6 weeks.</p> <p>If individual tenders were run, it is estimated that each process would take 4-6 weeks.</p> <p>If direct appointments were made it is estimated that the process would take 2-4 weeks.</p>

3. Consultant appointments

Tendering options summary

Tendering options	Approach to tendering	Financial Implications	Programme implications
NEPRO	<p>The NEPRO framework could be used with the following approaches:</p> <ul style="list-style-type: none"> • Separate appointments for each discipline; • A single appointment for the whole team through a lead consultant; or • A hybrid, with separate appointments for a PM/QS team and then designers appointed separately or as a team. 	<p>Use of the framework attracts a 5% levy on all fees passed through the framework.</p>	<p>A direct appointment could be made within 1-2 weeks.</p> <p>If the Council would like to run mini tenders for a number of the roles, these could be completed within 3-4 weeks.</p>
Fusion 21	<p>The Fusion 21 framework could be used with the following approaches:</p> <ul style="list-style-type: none"> • Separate appointments for each discipline; or • A hybrid, with separate appointments for a PM/QS team and then designers appointed separately or as a team through the framework or another framework / OJEU. 	<p>A 4% levy is built into the agreed framework rates so there is no additional cost to the Council of using the framework.</p>	<p>Fusion 21 could be used to appoint each of the design disciplines separately as well as the PM and QS team.</p> <p>The programme is estimated as 4-8 weeks by Fusion 21, to make an appointment through the mini competition process. A direct appointment could be completed within 1-2 weeks.</p>
Appointment through a contractor	<p>An appointment of the key design disciplines through a main contractor would require a PM/QS team to be appointed separately to begin with (using OJEU or a framework noted above), and then the main design team would be appointed through a main contractor.</p>	<p>Depending on which framework, or if OJEU were used, the mark ups and potential framework levies would vary.</p> <p>For example, the Scape Major Works framework would generally mark up sub-consultant fees by 10% and the scape levy is included in Willmott Dixon's agreed rates of overheads and profit.</p> <p>The financial implications of using other suitable contractor frameworks, such as Constructing West Midlands or the West Midlands Construction Framework, are unknown at this stage. However, it is estimated that these would be similar to the Scape Major Works fees.</p> <p>If a contractor were appointed through OJEU it is estimated that they would mark up their sub-consultant fees by approximately 10-12%.</p>	<p>Taking the example of Scape, Willmott Dixon could be appointed within 1-2 weeks of a PM/QS team being appointed. A mini competition for the designers could then be concluded within 2-4 weeks.</p> <p>Timescales for using other suitable frameworks to appoint a design team are unknown at this stage. However, it is expected that appointments through either Constructing West Midlands or the West Midlands Constructing Framework, would take longer than Scape, as they require a mini competition to be run between the contractors on the frameworks. Therefore, it is estimated that these routes would take approximately 4-6 weeks to the appointment of designers, following a PM/QS team being appointed.</p> <p>If an OJEU route were used, a PM/QS team would have to be appointed first and then an OJEU process could be run. The OJEU process would take approximately 12-16 weeks following the appointment of a PM/QS team.</p>

3. Consultant appointments

Tendering options summary

Tendering options	Approach to tendering	Financial Implications	Programme implications
<p>Procurement carried out by a third party</p>	<p>Depending on what restriction the Council may place on a private entity that was tasked with delivering the project, a private landlord / operator could potentially pursue all approaches, through a variety of tendering approaches, i.e.:</p> <ul style="list-style-type: none"> • Separate appointments for each discipline; • A single appointment for the whole team through a lead consultant; • A hybrid, with separate appointments for a PM/QS team and then designers appointed separately or as a team; or • A PM/QS team appointed separately with the main design team then appointed through a main contractor. 	<p>The resource the Council would have to use to manage the procurement process/es and legal input, would reduce considerably, or maybe even reduce to nothing.</p> <p>The financial implication of any agreement with the third party are unknown. Once an indication of costs is available, these should be taken into account and compared alongside the costs of the other options.</p>	<p>Depending on the tendering route chosen, timescales for appointing consultants could be very quick. For example, if direct appointments were pursued, a team could be on board within one week.</p> <p>The timescales would otherwise be in accordance with whichever route was chosen from the options listed above.</p>

4. Contractor appointment

4. Contractor appointment

Approaches to tendering

4.1 Introduction

The appointed Consultant Team will facilitate the procurement of a contractor. The contractor will have to be appointed in line with OJEU procedures due to the scale of the project. This will either require a full OJEU procedure or the use of a framework that is OJEU compliant.

This paper sets out the procurement options available. A final decision on which option to use should be made once a Project Manager has been appointed, and when the final timescales for delivery are agreed.

4.2 OJEU

There are four possible OJEU routes that can be used to tender projects like the new 50m Pool: Open; Restricted; Competitive Dialogue; and Competitive Negotiation.

For a project of this nature the most suitable route is the Competitive Negotiation procedure. This route is the most suitable for tendering a single or two stage construction contract as it allows flexibility in how the process is run to ensure that, for example, contractor feedback and clarifications can be fed into the process as it proceeds. The Restricted procedure has historically been used for most design and build construction projects. However, it is now felt that the new Competitive Negotiation route provides a more suitable fit to how most tendering exercises are managed.

It is important that when using the Competitive Negotiation procedure, the proposed shortlisting / down-selection of contractors is clearly set out at PQQ stage, along with any negotiation points.

The Open procedure invites an unlimited number of interested parties to tender against defined parameters. This is not normally recommended for construction projects as the number of tenders received can inhibit a timely appointment of the contractor. In addition to this, there will also be certain contractors who will not bid under this procedure as the likelihood of appointment is diminished due to the number of bidders.

The Competitive Dialogue procedure is a much more involved process and is best suited to complex development projects where the bidders will be required to develop a design as part of their proposals, and the design is refined, along with the financial proposals, through dialogue with the client.

If an OJEU procedure is adopted, a Pre-Qualification Questionnaire (PQQ) should be developed when required. The PQQ would be issued to interested contractors upon request, once an OJEU notice is published. The PQQ should be drafted in accordance with the Crown Commercial Services Standardised PQQ or the PAS 91 Construction Pre-Qualification questionnaire.

If an OJEU procedure is used, it is recommended that a maximum of five contractors are shortlisted to tender from the expressions of interest received in response to the OJEU notice (this is also the minimum allowed). In our experience, contractors are not prepared to commit significant resource and cost to prepare a tender if more than five contractors have been asked to tender for the works. This approach is in line with OJEU procurement rules.

The approach that has been adopted on the City Centre Destination Water and Leisure facility, where the shortlisted contractors will be further shortlisted to two, for the second stage of the tender process, could also be considered. This may help to increase interest in the project, as the five shortlisted contractors would only have to develop first stage tender returns prior to knowing if they have been shortlisted to tender for the second stage. The second stage can then be run as a “restricted” single stage tender process, with two contractors in competition until final tender prices are received. Having two contractors tendering in parallel to the end of the process, will improve the competition during the tender. This will ultimately result in a more competitive final contract price / better value.

The tender procedure should also be run in accordance with the Council’s procurement regulations and should follow the Code of Procedure for Selective Tendering for Design and Build published by the NJCC.

4. Contractor appointment

Approaches to tendering

Shortlisted tenderers would be invited to mid-tender meetings at which they can seek clarification of the client's requirements and discuss the priorities and critical objectives. Responses to contractor's questions would be circulated to each of the contractors tendering. This would also give the Council an opportunity to meet the individuals who will be responsible for delivering the construction of the project.

A contractor would be appointed on the basis of them scoring the highest overall tender score based on both quality and cost criteria, and the other tenderers would be notified accordingly.

The whole process can take four months to finally appoint a contractor. However, the time for completing the process would not impact the overall programme as the OJEU procedure could run in parallel with the design development.

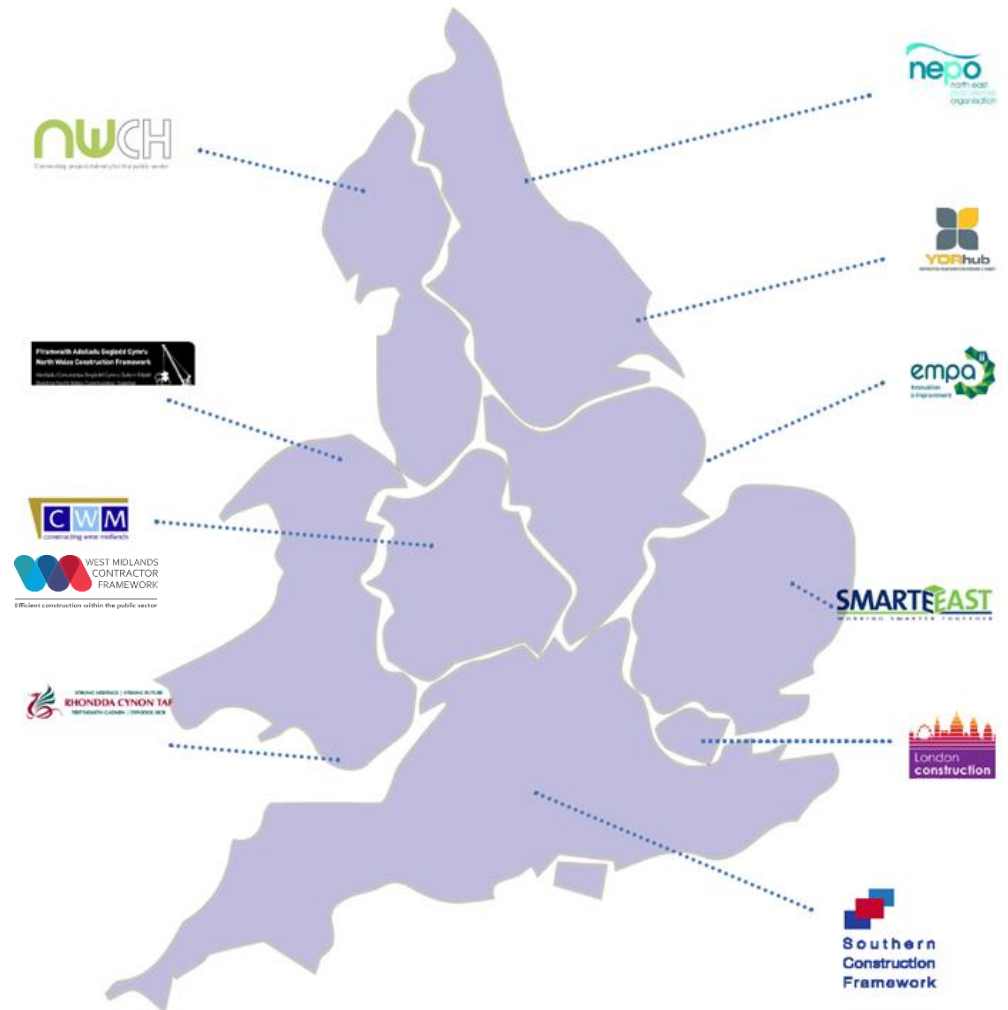
Using the OJEU procedure carries a higher risk of challenge from unsuccessful contractors compared to frameworks. This is in part due to the costs associated with responding to an OJEU tender. Additionally, a contractor is less likely to jeopardise their standing, on a framework.

4.3 Contractor frameworks

There are a number of national and regional contractor frameworks which are shown in the adjacent graphic. Although in theory it is possible for the Council to access any of these frameworks, it is common practice for them to be chosen on location. This is because the framework for that region will be most relevant with regards to the selection criteria and KPI's. It should also be noted that this paper does not comment on a number of contractor frameworks such as EMPA, MOJ, EFA and SID. These frameworks were discounted by the Council on the city centre pool project, as they were deemed unsuitable. As the 50m pool is a similar type of project, they have not been reviewed as part of the following options.

The most relevant regional frameworks for the Council are Constructing West Midlands and the West Midlands Contractor Framework. The West Midlands Contractor Framework is not deemed suitable for this project as the framework is not as well set up and supported as others.

The other framework the Council could make use of is the **Scape Framework**, which is a national framework.



4. Contractor appointment

Approaches to tendering

The main benefits of using a framework are:

- Avoids the need to OJEU the project, as the framework has been put in place using the OJEU procedures. This is becoming ever more desirable in a climate where contractors are more likely to challenge the decision where they have not been selected. This also reduces the overall programme and management costs.
- A contractor can be appointed much quicker. This is particularly relevant for the 50m Pool project where buildability will be key due to complicated refurbishment nature of the scheme and the constrained site location.
- A framework can be selected that includes contractors with a track record of delivering similar projects.
- Frameworks include KPI's that the contractors are assessed against, which incentivises them to perform well. This is particularly important where a one off project is being delivered. KPI's also incentivise the contractor to use local labour and suppliers.

Whilst Frameworks can be used for single stage procurement routes, they are best suited to a two stage design and build procurement route.

4.3.1 Scape

Scape is a contracting authority in its own right, comprised of six local authority shareholders, with the agreed aim to procure services and works packages in an efficient and timely manner. The current framework is national with an annual spend of around £350m across all industry sectors.

The Scape framework has been used to deliver public sector projects for around 10 years. The currently framework has a four-year cycle, which ends in May 2017. However, it is likely that the framework will be re-tendered prior to May 2017, as the maximum contract value for the framework has already been reached.

Kier is appointed as the sole principal contractor under this framework for projects up to £2m, and Wilmott Dixon for projects above £2m. The sole appointments was intentional, as Scape wanted to avoid replication of works and services to draw efficiencies in tendering costs and programme.

Scape is effectively an 'open book' two stage procurement route, with a 'target cost' being agreed at the first stage along with the contractor's overheads and profits, plus the design costs (and other associated costs) to develop the design prior to entering into the building contract.

The claimed benefits of using the Scape Framework are:

- Process - The framework has an easy and flexible process map, which can be adapted to suit all procurement routes;
- Cost - The majority of costs are open book, market tested;
- Quality - The framework has improvement & employment skills targets in place, which are monitored by Scape on a "Three strikes and you're out!" basis;
- Accountability - A single point of contact / project manager is provided to ensure effective communication and management of responsibilities;
- Fixed price - guaranteed maximum price (GMP) or target price can be agreed;
- Buildability - Experienced construction staff and planning manager assist with buildability, phasing, risk management, planning, programmes, highways etc.; and
- Managing Cost - The senior estimator and quantity surveyor along with their supply chain manager will assist the project team with live up to date advice to ensure accuracy at all stages.

4. Contractor appointment

Approaches to tendering

4.3.2 Constructing West Midlands

The Constructing West Midlands (CWM) Framework currently has £400m of live projects being delivered through the framework.

Acivico, Birmingham City Council's design and contract delivery partner, is responsible for managing the framework. The framework can be used by Local Authorities, education bodies, health organisations, blue light services and any other public bodies.

The claimed benefits of the framework are:

- Value for money – no direct tender costs, lower procurement costs, cumulative volume discounts;
- Faster procurement – completed OJEU process, established contractor selection process, defined costs;
- Flexibility – choice of direct allocation or mini-competition, choice of contractor and call-off options;
- Corporate social responsibility – local consultation, engagement, employment and training;
- A tried and tested one stop shop – a second generation framework with a holistic approach to construction and maintenance;
- Buildability and delivery – early involvement, Key Performance Indicators, established processes; and
- Continuity – a framework that can run to 2019.

Lot 7 is for 'major capital works' in excess of £500k. There are four contractors appointed to Lot 7 including Mansell/Balfour Beatty, Morgan Sindall, Thomas Vale (now part of Bouygues) and Willmott Dixon.

This framework has facilitated some significant value projects, many of which have been for higher/further education clients, and is quickly becoming a viable alternative to the Scape Framework, particularly as it can incorporate an element of competition for the selection of the contractor. Whilst a single stage procurement route could be adopted, a two stage approach is encouraged, and there have been situations where the framework contractors have declined to tender projects for smaller projects or single stage procurement routes.

Appointment can be made directly where it is below the OJEU threshold or through a mini competition where it is above this. A mini-competition is typically run by the client team rather than by the framework manager, although they can do it for a fee.

The framework is able to freeze contractors from the framework where they aren't performing, and there has been an instance of this happening. Also Birmingham City Council, as the owner of the framework, use it for most of their projects and therefore have a 'stick to beat' the contractors with.

The framework has been written with the NEC contract in mind, but it is flexible and contract amendments can be incorporated but, only if this adds to the existing terms, and existing terms cannot be taken out.

A Pre-Construction Services Agreement (PCSA) can be used where contractor involvement is required and this can either be for an agreed fee or at the contractors risk.

4. Contractor appointment

Tendering options summary

4.4 Tendering options summary

Following review of the most suitable tendering approaches for procuring a contractor to deliver the new 50m pool, this summary focusses on the differences between the three most suitable options:

1. OJEU – Competitive Negotiation;
2. The CWM framework; or
3. The Scape framework

The table below summarises the key attributes of each contractor procurement option. It should be noted that the costs associated with each framework are, for the purposes of this paper, compared on the basis of the expected construction budget. The final fees and costs associated with all routes, will be determined by the agreed contract value.

Other key considerations which are harder to define and quantify include:

4.4.1 Competition

Both the OJEU and CWM routes would include an element of competition during the first stage tender process. Whilst Scape would include competition within the second stage tender, for the subcontractor packages (this is similar to the other two approaches), Scape is a single source supplier framework, resulting in no competition at the first stage tender, although the initial framework was awarded through competition on the open market.

4.4.2 Quality of contractors willing to tender

All three approaches will attract good quality contractors with the capability of delivering the project to a high standard. However, the OJEU and CWM routes would offer greater choice to ensure the project personnel proposed are competent to deliver the project.

Tendering option	Access cost	Programme	Overheads and profit
OJEU - Competitive Negotiation	The key costs associated with running an OJEU procedure will be resource costs, and procurement and legal advice.	The OJEU approach would be the slowest option. It is expected that this approach would take 12-16 weeks to procure a contractor through a first stage tender, in a two stage approach.	Estimated to be 3.25%.
CWM framework	CCC would have to pay £2,000 to sign up to the framework and £2,000 for the project. The Council would also have to pay a project fee of 0.15% of the construction value.	The CWM framework is the second fastest approach to appointing a contractor through a first stage tender. It is estimated that it will take approximately 8 weeks months to appoint a contractor using this framework.	Estimated to be 3.00 – 7.00 %.
Scape framework	CCC would pay 0.5% of the construction cost to Scape to access the framework (known as the Scape Management fee). Half of this management fee is due on completion of the initial stage of the contractor’s involvement, and the other half is due on signing the contract.	The Scape framework is the fastest route to procure a contractor, due to it being a single source supplier framework. A contractor could be appointed through this framework within two weeks.	1.75%

4. Contractor appointment

Tendering options summary

4.4.3 Preliminary costs

It is hard to establish comparable preliminary cost rates across the three procurement options.

Whilst Scape has defined preliminary cost rates for a project of this scale, CWM does not, which would mean the preliminaries would need to be tendered by each of the framework contractors. A similar approach would be taken with the shortlisted contractors in an OJEU approach.

Because the Scape rates were tendered at a low point in the market they are likely to be cheaper than rates that could be procured in the market today. However, it is difficult to confirm this, therefore, comparing the three options on this basis is not possible.

4.4.4 Incentive to perform

Frameworks such as Scape and CWM include KPI's that the contractors are assessed against. These are expected to incentivise the contractors to perform well. This is particularly important where a one off project is being delivered. Whilst the new 50m pool is a one off project, the opportunity to work with Coventry City Council and to form a trusted relationship, will encourage contractors to bid.

Therefore the KPIs and desire to perform well on frameworks is still important but perhaps less so on this project, resulting in all three procurement options presenting a strong incentive for the contractors to perform.

5. Next steps

5. Next Steps

Procurement route, consultant and contractor appointments

To progress the 50m pool project, Coventry City Council should review the information in this procurement paper and follow the key next steps, which are:

- An initial outline decision should be made on the preferred procurement route, based on the desired outcomes and key aspirations of the project. This outline decision will be used to inform the professional team tender documents and scope of services;
- The Council should review the alternative procurement options for the consultants, set out in this paper, and develop an approach to procuring a professional and design team that will meet the required timescales. If the Council wish to appoint a separate PM/QS team first, the final decision on how to appoint a design team could be left until the PM/QS team is in place; and
- Once a professional team has been appointed, a further review of the procurement route and contractor tendering options should be undertaken. A detailed procurement strategy can then be developed for the project.

Appendix A

Consultant framework information

National Asset Management, Surveying and Design Services Framework



Bringing excellence, innovation and collaboration to every project

Scape has been created to deliver public sector construction projects and programmes with unprecedented economy and efficiency


Scape | Procure

Scape's complete range of National and Regional Frameworks is available to you through Scape Procure. Each Framework is pre-procured through an OJEU tender process which enables your scheme to commence immediately, without mini competition, whether a new build, maintenance or refurbishment programme. All public bodies can access any Scape Framework with just one signature.



Scape National Frameworks improve efficiency

The public sector needs to do more with less. Harsh financial realities have forced every public authority to justify every piece of their expenditure and demonstrate they are providing even better value for money.

Scape has the agility to respond to your requirements and has created Frameworks that improve processes and enable you to direct money to services and not on time-consuming procurement. Framework partners provide objective evidence of performance through KPIs, with contractual commitments to annual improvements on quality and value for money.

As a Local Authority controlled company, Scape offers the advantages of over 50 years' experience to combine public sector values with private sector skills, energy and experience.

Scape National Frameworks

Scape Project Management and Quantity Surveying Services

Scape Asset Management, Surveying and Design Services

Scape Major Projects:
£2m and above

Scape Minor Works:
£25k – £2m projects

Introducing the National Asset Management, Surveying and Design Services Framework



Efficiency and excellence in design

Faithful+Gould are one of the largest specialist construction consultancies in the UK providing surveying, project management and design services for construction and maintenance projects. We pride ourselves on delivering excellence on every commission and were proud to receive the accolade of Construction Consultant/Surveyor of the Year 2012 at the National Building Awards.

Experienced teams

Selecting Faithful+Gould through the Asset Management, Surveying and Design Framework ensures your project is enhanced by teams of property professionals who have vast experience in public sector surveying, design and construction.

Delivered by a local team

Faithful+Gould combines the expertise and resources of a global company with local delivery. 95% of Faithful+Gould's professional services are delivered using local resources either from our own in house resource of over 2000 staff or by our supply chain of SME's

Scape has acknowledged your requirement for a cost effective collaborative solution for providing support to your organisation to help in the management, operation and improvement of your property portfolio. This framework for Asset Management, Surveying and Design Services is available to all public sector organisations in England, Scotland and Wales.

What does it cover?

The National Asset Management, Surveying and Design Services Framework enables these services to be provided individually or as part of a multidiscipline package:

- **Strategic Asset Management**
- **Building Surveying**
- **Architectural Design**
- **Sustainability & Carbon Management**
- **Building Services**
- **Structural & Civil Engineering**
- **Health & Safety**
- **Other Design Support Services**
- **Whole Service Delivery**

Minimising time and costs

The Scape National Asset Management, Surveying and Design Services Framework enables Faithful+Gould, or a member of our supply chain to be selected to plan, design and enable excellent, modern and cost effective solutions.

Following competitive tendering through OJEU the Framework was awarded to Faithful+Gould on quality (50%) and price (50%). By removing the need to go through a traditional OJEU process, public bodies can benefit from immediate engagement whilst adhering to financial regulations saving time and money.

Faithful+Gould uses our experienced in house local teams to deliver commissions with the support of local SME's from our supply chain partners if required. This approach ensures the highest level of customer care delivered and managed locally.



Success Story

The construction of a new swimming pool at Gayton Community Junior School required the demolition of the existing learning pool and changing facilities. This involved the separation of the changing rooms from the adjoining Community Centre and construction of a new gable wall. The replacement building was designed in keeping with the original building, whilst ensuring a modern, sustainable and welcoming environment. To minimise design, fabrication, construction time and build cost, the Scape lightweight steel frame system was utilised. This enabled the scheme to be completed and handed back to Derby City Council in just 37 weeks.



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Beeston, Nottingham NG9 2HF

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www.fgould.com

Key Contact:

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Scape System Build Ltd
4th Floor, Pearl House, 5 Friar Lane,
Nottingham NG1 6BT

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www.scapebuild.co.uk

Key Contact
Steve Elkin
E: SteveE@scapebuild.co.uk



Delivering certainty and efficiency benefits for all

The integrated services of Scape



Design

Component-based construction solutions

Best of the best

The most successful designs, methods and materials deliver buildings that work.



Procure

The simple and fast route to cost efficiency

Do more with less

Make your construction programme a faster, simpler and more efficient process.



Consult

Adding value through strategic advice and knowledge

Expert advice

Independent expertise, specialist advice and 50 years' experience adds real value.

Project Management & Quantity Surveying - Scape Group

The National Project Management and Quantity Surveying Framework is led by Pick Everard, one of the UK's leading independent project and cost management consultancies.

The framework allows public sector organisations to secure project management and quantity surveying services rapidly and at competitive rates. Using the Project Management and Quantity Surveying Framework will make appointing consultants more straightforward, less stressful and significantly quicker.

The team believes in bringing a strong partnership approach to projects, combining the acumen gained through 150 years of experience.

This delivers an integrated solution to our clients' property, construction and infrastructure requirements.

Our services include:

- Project Management
- Cost Management
- Client Representation and Employer's Agent
- Programme Management
- Development and Relocation Strategy
- Site Acquisition Advice
- Procurement Strategy and Contractor Advice
- Strategic Asset Management
- Risk Management
- Cost Estimating and Planning
- Lifecycle/Whole Life Costing
- Value Management and Engineering
- BIM Integration and Management
- Tendering Documentation, Evaluation and Management

Cumulative value:

£10m

Expiry date:

30 September 2016

Framework partner:

Pick Everard

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Contract Information

Construction Consultancy Services

Reference: SBS/13/DM/PZR/8369/1-95

Potential saving opportunities 10% - 15%

When does it start?

01 April 2014 until 31 March 2018

Who can take advantage?

All NHS Shared Business Services Members and Associate Member Trusts

What does it cover?

To provide Estate, Facilities and Capital teams with a compliant route to market for the provision of Consultancy Services from a wide range of specialism's utilising both SME and national providers. The framework delivers a range of pricing options for both Traditional and Design and Build Options and New and Refurbished projects.

Consultancies available:

- Architectural Service
- Project Management
- Civil and Structural Engineering
- Quantity Surveyor
- Mechanical and Electrical Services
- CDM Coordinator
- Building Surveyors
- Building Services
- Health and Safety
- Environmental
- Ancillary Services

Why should I use it?

- **FLEXIBILITY**

The ability to utilise a number of model contracts through the compliant framework enabling users to mix and match their requirements and tailor individual requirements via the use of mini competitions.

- **CASH SAVINGS**

A range of pricing options and discount structures. Settlements and volume spend rebates. Delivery of innovation and industry standard cost savings through the use of BIM technology.

- **CHOICE**

A wide range of suppliers to suit all requirements capable of delivering a "One Stop Shop" solution

- **OPTIONS**

A range of additional ad-hoc consultancy options available via the Ancillary Services provision option.

Find out more

0161 212 3732

E: NSBS.contractenquiries@nhs.net

For more contracts see our [Contract Portfolio](#)

Contract Information

Construction Consultancy Services

Reference: SBS/13/DM/PZR/8369/1-95

Supplier Details					
Geographical lots					
Lot 1	North East	Lot 7	London		
Lot 2	North West	Lot 8	South East Coast		
Lot 3	Yorkshire and Humber	Lot 9	South Central		
Lot 4	East Midlands	Lot 10	South West		
Lot 5	West Midlands	Lot 11	Scotland		
Lot 6	East of England	Lot 12	Wales		
Supplier	Lot	Supplier	Lot	Supplier	Lot
Addison Project Plc SBS/13/DM/PZR/8369/01	2	AECOM Ltd SBS/13/DM/PZR/8369/02	ALL	AECOM Professional Services LLP SBS/13/DM/PZR/8369/03	ALL
AHR (Formally Aedas Architects Ltd) SBS/13/DM/PZR/8369/04	ALL	Ainsley Gommon Architects Ltd SBS/13/DM/PZR/8369/05	2-5, 12	Arcus Consulting LLP SBS/13/DM/PZR/8369/06	1-9
Atherden Fuller Leng Ltd SBS/13/DM/PZR/8369/07	2	Auburn Ainsley SBS/13/DM/PZR/8369/08	1-6	Avanti Architects Ltd SBS/13/DM/PZR/8369/09	ALL
Baily Garner LLP SBS/13/DM/PZR/8369/10	2, 4-9	Building Design Partnership Ltd SBS/13/DM/PZR/8369/11	ALL	Bolton Priestley Ltd SBS/13/DM/PZR/8369/12	7
Boon Brown Architects Ltd SBS/13/DM/PZR/8369/13	10	Bp Architecture SBS/13/DM/PZR/8369/14	2, 4-5	Capita Symonds Ltd SBS/13/DM/PZR/8369/15	ALL
Castons SBS/13/DM/PZR/8369/16	4-9	CBRE Ltd SBS/13/DM/PZR/8369/17	ALL	Couch Perry & Wilkes LLP SBS/13/DM/PZR/8369/18	1-10, 12
CPC Project Services LLP SBS/13/DM/PZR/8369/19	2,5,7, 8-11	Currie & Brown UK Ltd SBS/13/DM/PZR/8369/20	ALL	Curtins Consulting SBS/13/DM/PZR/8369/21	ALL
Cyril Sweett Ltd SBS/13/DM/PZR/8369/22	ALL	DAY Architectural Ltd SBS/13/DM/PZR/8369/23	ALL	Deloitte LLP SBS/13/DM/PZR/8369/24	ALL
DSSR Consulting Engineers SBS/13/DM/PZR/8369/25	7-9	Environmental Design Associates Ltd SBS/13/DM/PZR/8369/26	4-10	The Tooley & Foster Partnership LLP (FDE) SBS/13/DM/PZR/8369/27	4-9
Floyd Slaski Partnership SBS/13/DM/PZR/8369/28	7-9	Focus Consultants 2010 LLP SBS/13/DM/PZR/8369/29	3-6	Frank Shaw Associates Ltd SBS/13/DM/PZR/8369/30	ALL
Frankham Consultancy Group Ltd SBS/13/DM/PZR/8369/31	4-9	Gardiner & Theobold LLP SBS/13/DM/PZR/8369/32	ALL	Gilling Dod Architects SBS/13/DM/PZR/8369/33	ALL
Hazle McCormack Young LLP SBS/13/DM/PZR/8369/34	7-9	HDR International Inc SBS/13/DM/PZR/8369/35	ALL	Henderson Green Ltd SBS/13/DM/PZR/8369/36	8-10
Hewshott International SBS/13/DM/PZR/8369/37	ALL	Hoare Lea & Partners SBS/13/DM/PZR/8369/38	1-10, 12	Holbrow Brookes Construction Consultants SBS/13/DM/PZR/8369/39	1-10
Howarth Litchfield Partnership SBS/13/DM/PZR/8369/40	ALL	IBI Nightingale SBS/13/DM/PZR/8369/41	1-5, 12	idpmidlands Architects SBS/13/DM/PZR/8369/42	1- 10
Archial NORR Ltd SBS/13/DM/PZR/8369/43	ALL	IngletonWood LLP SBS/13/DM/PZR/8369/44	6,7	Innov8 Safety Solutions Ltd SBS/13/DM/PZR/8369/45	2

Contract Information

Construction Consultancy Services

Reference: SBS/13/DM/PZR/8369/1-95

Supplier	Lot	Supplier	Lot	Supplier	Lot
Interserve Construction Ltd SBS/13/DM/PZR/8369/46	ALL	Jackson Coulson Partnership SBS/13/DM/PZR/8369/47	1-6, 7,11	jmarchitects Ltd SBS/13/DM/PZR/8369/48	ALL
John Cooper Architecture SBS/13/DM/PZR/8369/49	ALL	JRB Environmental Design Ltd SBS/13/DM/PZR/8369/50	2	Keelagher Okey Klein SBS/13/DM/PZR/8369/51	1-5, 12
Lend Lease Consulting (EMEA) Ltd SBS/13/DM/PZR/8369/52	1-10	Llewelyn Davies SBS/13/DM/PZR/8369/53	7-9	LSI Architects LLP SBS/13/DM/PZR/8369/54	1-5 7-10
Mace Ltd SBS/13/DM/PZR/8369/55	ALL	Mersey Design Group Ltd SBS/13/DM/PZR/8369/56	1-5, 7,12	Michael Hyde and Associates Ltd SBS/13/DM/PZR/8369/57	1-5, 12
Moreton Hayward Ltd SBS/13/DM/PZR/8369/58	7-8	Nationwide CDM SBS/13/DM/PZR/8369/59	ALL	Northmore Associates Ltd SBS/13/DM/PZR/8369/60	4-9
NPS Property Consultants Ltd SBS/13/DM/PZR/8369/61	ALL	Oander Ltd SBS/13/DM/PZR/8369/62	7-9	O'Neill and Partners SBS/13/DM/PZR/8369/63	2
Ove Arup & Partners International Ltd SBS/13/DM/PZR/8369/64	ALL	Oxford Architects LLP SBS/13/DM/PZR/8369/65	9	Paddock Johnson Partnership SBS/13/DM/PZR/8369/66	2
Parsons Brinckerhoff Ltd SBS/13/DM/PZR/8369/67	1-8, 10	Penoyre & Prasad SBS/13/DM/PZR/8369/68	1-10	Pick Everard SBS/13/DM/PZR/8369/69	ALL
Pierce Hill Ltd SBS/13/DM/PZR/8369/70	4-9	Pinnegar Hayward Design LLP SBS/13/DM/PZR/8369/71	2,4,5 ,9,10 ,12	QMP SBS/13/DM/PZR/8369/72	3-9
Rider Levett Bucknall SBS/13/DM/PZR/8369/73	ALL	Robert Potter and Partners LLP SBS/13/DM/PZR/8369/74	ALL	S I Sealy & Associates Ltd SBS/13/DM/PZR/8369/75	1-7, 12
Scott Tallon Walker Architects SBS/13/DM/PZR/8369/76	1-10, 12	Services Design Associates Ltd SBS/13/DM/PZR/8369/77	1-6	Set Square Surveyors Ltd SBS/13/DM/PZR/8369/78	4-9
Sonnemann Toon Architects SBS/13/DM/PZR/8369/79	4-10	Space Architecture (Europe) Ltd SBS/13/DM/PZR/8369/80	1-3, 11	Stewart Associates SBS/13/DM/PZR/8369/81	2-10, 12
Stewart Morris Partnership Ltd SBS/13/DM/PZR/8369/82	ALL	Stride Treglown Ltd SBS/13/DM/PZR/8369/83	1,4,5 7-10, 12	Studio Four Architects Ltd SBS/13/DM/PZR/8369/84	8-10
T.A.D. Architects SBS/13/DM/PZR/8369/85	1-7	The Manser Practice Ltd SBS/13/DM/PZR/8369/86	ALL	Thomasons SBS/13/DM/PZR/8369/87	1-9
Todd & Ledson LLP SBS/13/DM/PZR/8369/88	ALL	Aitken Turnbull Todd Architects + Planners SBS/13/DM/PZR/8369/89	7,9	Triangle Architects Ltd SBS/13/DM/PZR/8369/90	1-5
Turner & Townsend Plc SBS/13/DM/PZR/8369/91	ALL	URS Infrastructure & Environment UK Ltd SBS/13/DM/PZR/8369/92	ALL	WT Partnership SBS/13/DM/PZR/8369/93	ALL
Waterman Transport & Development Ltd SBS/13/DM/PZR/8369/94	ALL	WYG Engineering Ltd SBS/13/DM/PZR/8369/95	ALL		

		Offer 1	Offer 2	Offer 3	Offer 4	Offer 5	Offer 6	Offer 7	Offer 8	Offer 9	Offer 10	Offer 11
Service Provider	Sub- Consultants	Architectural Services	Project Management	Civil & Structural	Quantity Surveying	Mech & Elect	CDM Co-Ordinator	Building Survey	Building Services	Health & Safety	Environmental	Ancillary Services
Addison Projects PLC			2	2	2	2	2			2		
Aecom Limited				ALL		ALL					ALL	
AECOM Professional Services			ALL		ALL		ALL	ALL		ALL		ALL
AEDAS Architects Limited		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Ainsley Gommon Architects Ltd		2 3 4 5 12						2 3 4 5 12				
Arcus Consulting LLP		1 2 3 4 5 6 7 8 9	1 2 3 4 5 6 7 8 9		1 2 3 4 5 6 7 8 9		1 2 3 4 5 6 7 8 9	1 2 3 4 5 6 7 8 9				
Atherdorn Fuller Leng Limited		2	2	2	2	2	2	2	2	2	2	2
Auburn Ainsley			1 2 3 4 5 6		1 2 3 4 5 6		1 2 3 4 5 6					
Avanti Architects Ltd		ALL										
Bailey Garner LLP		2 4 5 6 7 8 9	2 4 5 6 7 8 9		2 4 5 6 7 8 9	5 6 7 8 9	ALL	2 4 5 6 7 8 9		ALL		
Building Design Partnership Ltd		ALL		ALL		All					ALL	
Bolton Priestly Ltd				7								
Boon Brown Architects Limited		10										
BpArchitects		2 4 5 6										2 4 5 6
Capita Properies Ltd		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Castons			4 5 6 7 8 9		4 5 6 7 8 9							
CBRE Limited			ALL					ALL				
Couch Perry Wilkes						1 2 3 4 5 6 7 8 9 10 12			1 2 3 4 5 6 7 8 9 10 12			
CPC Project Services LLP			2 5 7 8 9 10 11									
Currie & Brown UK Limited			ALL		ALL		All	ALL				
Curtins Consulting				ALL								
Sweett Uk			ALL		ALL		All	ALL		ALL	All	ALL
Day Architectural Ltd		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Deloitte LLP			ALL					ALL				
DSSR Consulting Engineers						1 2 3 4 5 6 7 8 9 11 12						
Environmental Design Associates						Type equation here. 4 5 6 7 8 9 10						
The Tooley & Foster Partnership		4 5 6 7 8 9										
Floyd Slasski Partnership		7 8 9										
Focus Consultants 2010 LLP		3 4 5 6	3 4 5 6	3 4 5 6	3 4 5 6	3 4 5 6	3 4 5 6	3 4 5 6			3 4 5 6	
Frank Shaw Associates Limited		ALL										
Frankham Consultancy Group Ltd		4 5 6 7 8 9		4 5 6 7 8 9	6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	
Gardiner & Theobald LLP		All	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Gilling Dodd Architects		ALL										
Hazel McCormick Young LLP		7 8 9										
HDR International Inc		ALL										
Hendersons Green Ltd						8 9 10						
Hewshott International												ALL
Hoare Lea & Partners						1 2 3 4 5 6 7 8 9 10 12						
Holbrow Brookes Construction Cons			1 2 3 4 5 6 7 8 9 10		1 2 3 4 5 6 7 8 9 10		1 2 3 4 5 6 7 8 9 10					
Howarth Litchfield Partneship		ALL						ALL				
IBI Nightingale		1 2 3 4 5 12	1 2 3 4 5 12	1 2 3 4 5 12	1 2 3 4 5 12	1 2 3 4 5 12	1 2 3 4 5 12					
IdpMidlands Architects		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10									
Ingenium Archial Ltd		ALL	ALL	ALL	ALL	ALL	ALL	ALL		ALL	ALL	ALL*****
Ingelton Wood LLP		6 7	6 7		6 7	7 8	6 7	6 7	6 7			
INNOV8 Safety Solutions Limited							2					
Interserve Construction Ltd		ALL	ALL		ALL		ALL	ALL		ALL	ALL	ALL
Jackson Coulson Patnership						1 2 3 4 6 7 11			1 2 3 4 6 7 11			
Jmarchitects		ALL										
John Cooper Architects		ALL										
JRB Environment Design Limited						2			2			
Keelagher Okey Klien					1 2 3 4 5 12		1 2 3 4 5 12	1 2 3 4 5 12				
Lend Lease Consulting (EMEA) Ltd			1 2 3 4 5 6 7 8 9		1 2 3 4 5 6 7 8 9		1 2 3 4 5 6 7 8 9 10					
Llewelyn Davies		7 8 9										
LSI Architects LLP		1 2 3 4 5 6 7 8 9 10										
Mace Limited			ALL		ALL		ALL			ALL	All	
Mersey Design Group Ltd		1 2 3 4 5 7 12	1 2 3 4 5 7 12		2		2	1 2 3 4 5 7 12				1 2 3 4 5 7 12
Michale Hyde & Associates Ltd		1 2 3 4 5 12										
Moreton Hayward Limited					7 8							
Nationwide CDM							ALL					

Northmore Associates Ltd		4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9	4 5 6 7 8 9			1 2 3 4 5 6 7 8 9 10 ****
NPS Proerty Consultants Limited		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Oander Limited			7 8 9		7 8 9		7 8 9		7 8 9		7 8 9	7 8 9
Oneil and Partners					2							
Ove Arup & Parners International			ALL	ALL	ALL	ALL			ALL		ALL	ALL*****
Oxford Architects LLP		9										
Paddock Johnson Partnership		2	2				2	2				
Parsons Brinckerhoff Ltd		7 8 9 10 12	1 7 8 9 10 11 12	1 7 8 9 10 12	7 8 9 10 12	1 7 8 9 10 12	1 7 8 9 10 11 12	1 7 8 9 10 12	1 7 8 9 10 12	1 7 8 9 10 11 12	1 7 8 9 10 12	7 8 9 10 12
Penoyre & Parsad		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10		1 2 3 4 5 6 7 8 9 10		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10		1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Pick Everard		All	All	All	All	All	All	All	All	All	All	
Pierce Hill Limited					4 5 6 7 8 9							
Pinnegar Hayward Design LLP		2 4 5 9 10 12					4 5					
QMP		3 4 5 6 7 8 9	3 4 5 6 7 8 9		3 4 5 6 7 8 9	3 4 5 6 7 8 9		3 4 5 6 7 8 9				
Rider Levett Bucknall		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Robert Potter and Partners Ltd		ALL	ALL									
S I Sealy & Associates Ltd						1 2 3 4 5 6 7 12			1 2 3 4 5 6 7 12			
Scott Talon Walker Architects		1 2 3 4 5 6 7 8 9 10 12										
Services Designs Associates Ltd						1 2 3 4 5 6						
Set Square Surveyors Ltd		4 5 6 7 8 9	4 5 6 7 8 9				4 5 6 7 8 9	4 5 6 7 8 9				4 5 6 7 8 9
Sonnemann Toon Architects		4 5 6 7 8 9 10		7	4 5 6 7 8 9 10 11	4 5 6 7 8 9 10						
Space Architecture (Europe) Ltd		1 2 3 11										
Stewart Associates									2 3 4 5 6 7 8 9 10 12			
Stewart Morris Partnership Ltd		4 5 6 7	ALL	ALL	ALL	3 4 5	ALL	All		ALL		
Stride Treglown Limited		2 4 5 7 8 9 10 12					2 4 5 7 8 9 10 12	2 4 5 7 8 9 10 12				2 4 5 7 8 9 10 12 ***
Studio Four Architects Ltd		8 9 10					8 9 10	8 9 10				
T A D Architects		1 2 3 4 5 6 7	1 2 3 4 5 6	1 2 3 4 5 6 7	1 2 3 4 5 6	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7			
The Mancer Practice Limited		ALL										
Thomason				1 2 3 4 5 6 7 8 9								
Todd & Ledson LLP			ALL		ALL							ALL
Aitken Turnbull Todd Architects		7 9 11										
Triangle Architects Limited		1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5				
Turner & Townsend PLC		ALL	ALL	ALL	ALL	ALL	ALL	ALL		ALL		
URS Infrastructure & Environment Ltd		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	
W T Partnership			ALL		ALL		1 2 3 4 5 6 7 8 9 10 12					
WYG Engineering Ltd		ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	
Waterman Transport & Development				ALL		ALL	ALL		ALL	ALL		
		Offer 1	Offer 2	Offer 3	Offer 4	Offer 5	Offer 6	Offer 7	Offer 8	Offer 9	Offer 10	Offer 11
		Architectural Services	Project Management	Civil & Structural	Quanity Surveying	Mech & Elect	CDM Co-Ordinator	Building Survey	Building Services	Health & Safety	Environmental	Ancillary Services

LOTS
Lot 1 North East
Lot 2 North West
Lot 3 Yorkshire and Humber
Lot 4 East Midlands
Lot 5 West Midlands
Lot 6 East of England
Lot 7 London
Lot 8 South East Coast
Lot 9 South Central
Lot 10 South West

Lot 11 Scotland (non-NHS organisations only)
Lot 12 Wales (non-NHS organisations only)



NEPRO ● Bringing value, control and collaboration to public sector procurement of professional services in a new and innovative way.

Managing your professional services and consultancy requirements

NEPRO ● We procure professional services on behalf of the UK public sector. We provide complete choice of large and small suppliers in a quick, efficient, controlled and compliant way.

Our focus is on driving value for money with output driven engagements giving you greater control of your budget and the confidence that risks are managed in the process.

We also believe in the principle that you should use your own internal teams and talent to bring about change, however, there are times when you simply don't have the capacity or necessary skills in-house. We're here to help you.








Benefits to you

- Value for money – a quick, efficient process focused on output driven engagements.
- Reduced risk.
- OJEU compliant* route where you only pay for suppliers on delivery and performance.
- The process stands up to scrutiny. From development of the business case, sign-offs, selection of your chosen supplier – each step is auditable.
- Local economy – we give you a greater choice and access to suppliers that may not have been available before, helping you to make Government business more accessible to SMEs.
- Collaboration – with over 50 customers across the public sector, we're sharing ideas and best practice which can ultimately lead to significant savings for you.
- Visibility and control – designed for public sector buyers, our cloud software 'PRO-VIDE' enables: simplicity, visibility, efficiencies and collaboration.
- Proven track record – we've managed over 700 procurements for our 50 plus customers in the past three years.
- Choice – over 650 accredited suppliers from multi-national to micro and covering a broad range of services.

*Our neutral vendor service was set up in September 2012 and we provide this service as a supplier to the North East Procurement Organisation (NEPO). It is open for use by all NEPO member and associate member organisations. Any public sector body can become an associate member. To find out more, contact NEPO on 0191 261 3940.

NEPRO ● A single route for all your consultancy and professional services requirements. You benefit from a clear, consistent and transparent process with management information reporting.

-  Quotations – approved suppliers
-  Direct Appointment
-  Framework
-  Dynamic Purchasing System
-  OJEU



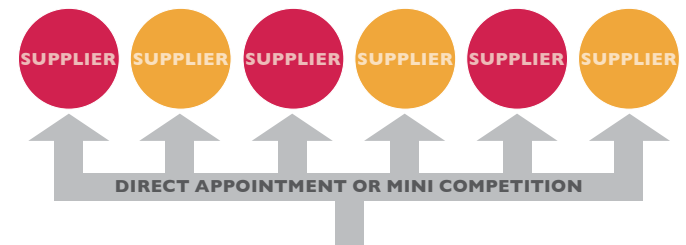
A quick and transparent way of buying professional and consultancy services

Typically public sector organisations procure consultants and professional services using a variety of different routes such as: direct appointments, quotations, dynamic purchasing systems; frameworks and OJEU.

This can result in hundreds of individual procurements and a myriad of contractual and invoicing arrangements. Keeping track of overall spend and the outcomes delivered can be very challenging.

NEPRO provide an alternative and simple solution. As a neutral vendor, we manage all consultancy and professional services requirements on behalf of our clients. You have the choice of route i.e. direct appointment or mini competition and we manage the contracts and invoices with all of your appointed suppliers.

You have one contract and an option of one consolidated monthly invoice – reducing risk, time and effort. Monthly management information also enables timely reporting ensuring visibility and control of spend.



nepro



NEPRO ● The service is designed specifically for public and third sector organisations to buy specialist professional services across a broad range of categories. If you have a particular requirement not listed, then do contact our team.

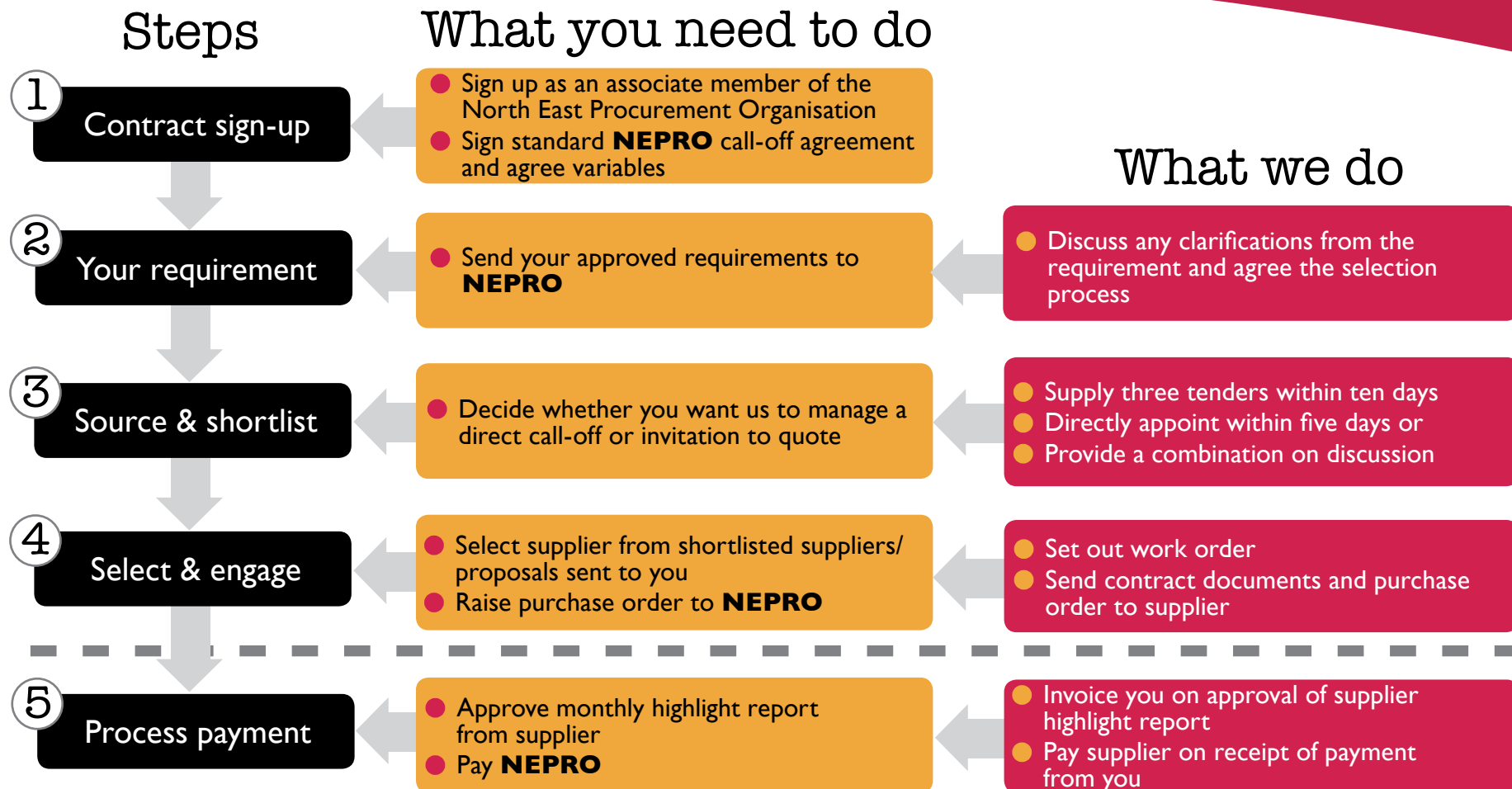


Buying from a broad range of services

- Finance, audit and accounting
- Asset management and delivery
- Facilities management
- Construction, design and engineering
- Regeneration
- Environment, sustainability and waste
- Community and housing
- Education and learning
- Information, communication technology (ICT)
- Highways and transport
- Marketing, media and public relations
- Social care (adults and children)
- Health and wellbeing
- Leisure, culture and heritage
- Health professionals
- Safeguarding
- Environmental health and consumer protection
- Translation and interpretation services
- Planning and development control
- Organisational advice and support
- Training

How we meet your needs

NEPRO ● The end-to-end process for meeting your requirement is simple, with four steps to go through before your supplier is ready to start.



Delivering the right solution for you

At the outset

Our Service Manager will contact you to discuss any clarifications from the requirement and agree the selection process. For example:

- If your requirement is for a specialist consultancy, you may wish to invite the shortlisted suppliers to meet with you and present their approach and credentials; we will arrange this with you.

Whatever you choose, we are happy to manage the process on your behalf.

Selecting the supplier

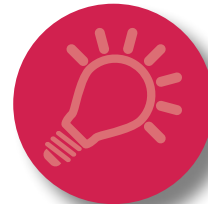
When you have selected the supplier, we will process all of the necessary documentation and provide a supplier briefing pack so that the supplier fully understands the role and comes prepared to carry out the required project for you. The briefing pack will cover:

- Overview of your organisation.
- Your location and project sponsor.
- Dress and professional code.
- Health and safety requirements.

What you can be assured of before a supplier begins an assignment

We will fully pre-screen all suppliers before their engagement commences. This will include:

- Two written references.
- A copy of the company certificate of incorporation and professional indemnity insurance.
- Contractual signed paperwork in place with the supplier which back-to-backs with the call-off agreement between your organisation and **NEPRO**.



What are the options for using our service?

There are three ways of using **NEPRO** for sourcing your consultancy and professional services needs:

- 1. Ad-hoc requirements**
- 2. Whole department or directorate take-up** (this can also be approached by category area e.g. design, construction and engineering)
- 3. Whole organisation take-up**

Ad-hoc requirements

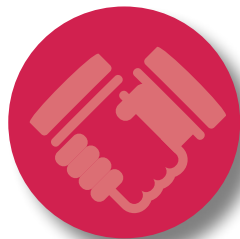
Any member or associate member of NEPO can place their requirements for specialist professional services with us.

Whole department or directorate take-up

Some organisations opt to have a consistent and coordinated approach for all external resources across a directorate or category area such as construction, design and engineering. We will work with you to ensure consistent policies and procedures, embed these changes, and ensure all stakeholders are engaged. We then on-board suitable existing suppliers using our cloud software, PRO-VIDE, which manages the end-to-end process and provides transparency and real-time reporting on all projects involving external resource.

Whole organisation take-up

We also offer those organisations wanting an organisation-wide approach to mandating and procuring specialist professional services a fully supported implementation. This provides consistency across the whole organisation and a fully-auditable system for tracking spend on external resource and the outputs and benefits delivered. This is particularly effective for tracking return on investment and enabling efficient management reporting as well as dealing with FOI enquiries and scrutiny.



Currently working with:

- Aylesbury Vale District Council
- Bath & North East Somerset Council
- Bedford Borough Council
- Blackburn with Darwen Council
- Boston Borough Council
- Cardiff City Council
- Central Bedfordshire Council
- Cheshire East Council
- City of Lincoln Council
- City of London Corporation
- City of York Council
- County Durham Housing Group
- Cumbria County Council
- Darlington Borough Council
- Dorset County Council
- Durham County Council
- East Lindsey District Council
- Eden District Council
- Elmbridge District Council
- Gateshead Council
- Hartlepool Borough Council
- Herefordshire Council
- Homes and Communities Agency
- Lichfield District Council
- Liverpool City Council
- Local Government Association
- London Borough of Hammersmith & Fulham
- London Borough of Havering
- London Borough of Merton
- London Borough of Redbridge
- Metropolitan Police
- Middlesbrough Council
- Neath Port Talbot County Borough
- Newport City Council
- North East Combined Authority
- North Kesteven District Council
- North Tyneside Council
- Northumberland County Council
- Police & Crime Commissioner for Greater Manchester
- Redcar & Cleveland Borough Council
- Salford City Council
- Sanctuary Housing
- Sheffield City Council
- South Holland District Council
- South Kesteven District Council
- South Lakeland District Council
- South Tyneside Council
- Stockton on Tees Borough Council
- Sunderland City Council
- Thurrock Council
- West Lindsey District Council
- West Sussex County Council
- Wirral Council



Contact us

If you would like to discuss the possible options with one of our team then please contact us:

☎ **0191 300 1410**

@ **tellmemore@nepro.org.uk**

🌐 **www.nepro.org.uk**

in **NEPRO Limited on LinkedIn**



Fusion21 Procurement Services



Delivering efficiencies, creating social value

Operating in increasingly challenging environments is placing businesses under greater pressure to deliver more for less – but we are here to help. Fusion21 can make your procurement process more efficient through the use of our frameworks.

We are an award winning social enterprise that has gained national recognition for the way we collaborate with our members.

Our commitment to promoting compliant and socially responsible public procurement ensures we generate value for money and cashable savings.

Fusion21's procurement and community regeneration services meet the unique requirements of both public sector and third sector organisations.

Why work with us?

Our team of experienced chartered surveyors and procurement specialists provide a fully managed procurement service for all of your asset management and property needs - and we are there to support members throughout the duration of any contract.

All organisations within the public sector can access our OJEU compliant frameworks to meet commercial or residential stock requirements for improvement works and investments.

Delivering cost efficiency savings for our members

We work closely with our members to deliver cost efficiency savings, sustainable products, project management services and value within the supply chain – and we also offer members the opportunity to get involved in focus and advisory groups, so we can keep driving continuous improvement.

Fusion21 frameworks can typically save our members as much as 30% on market prices, in addition to indirect savings related to procurement processes. Accessing any of our frameworks generates social value for our members – and our Community Regeneration team works alongside our members to create social outcomes on their own procurement projects and investments.

We also offer a range of tailored programmes designed to support sustainable growth for businesses and communities, and to tackle social exclusion in disadvantaged areas.

Unlike other procurement consortiums we do not operate for the commercial gain of stakeholders, and you will not have to pay any annual membership fees or have any joining costs.



Fusion21 frameworks

Frameworks are a pre-completed route to market providing a vehicle to centralise procurement spend. Using a Fusion21 framework will enable you to avoid the high cost of running your own procurement exercises.

Choosing to access one of our frameworks means your organisation will be able to call upon procurement expertise – in addition to sourcing from a supply chain that is continuously monitored, and has undertaken rigorous cost and quality assessments. This approach helps to avoid any duplication in the procurement process.

Advantages of using a Fusion21 framework

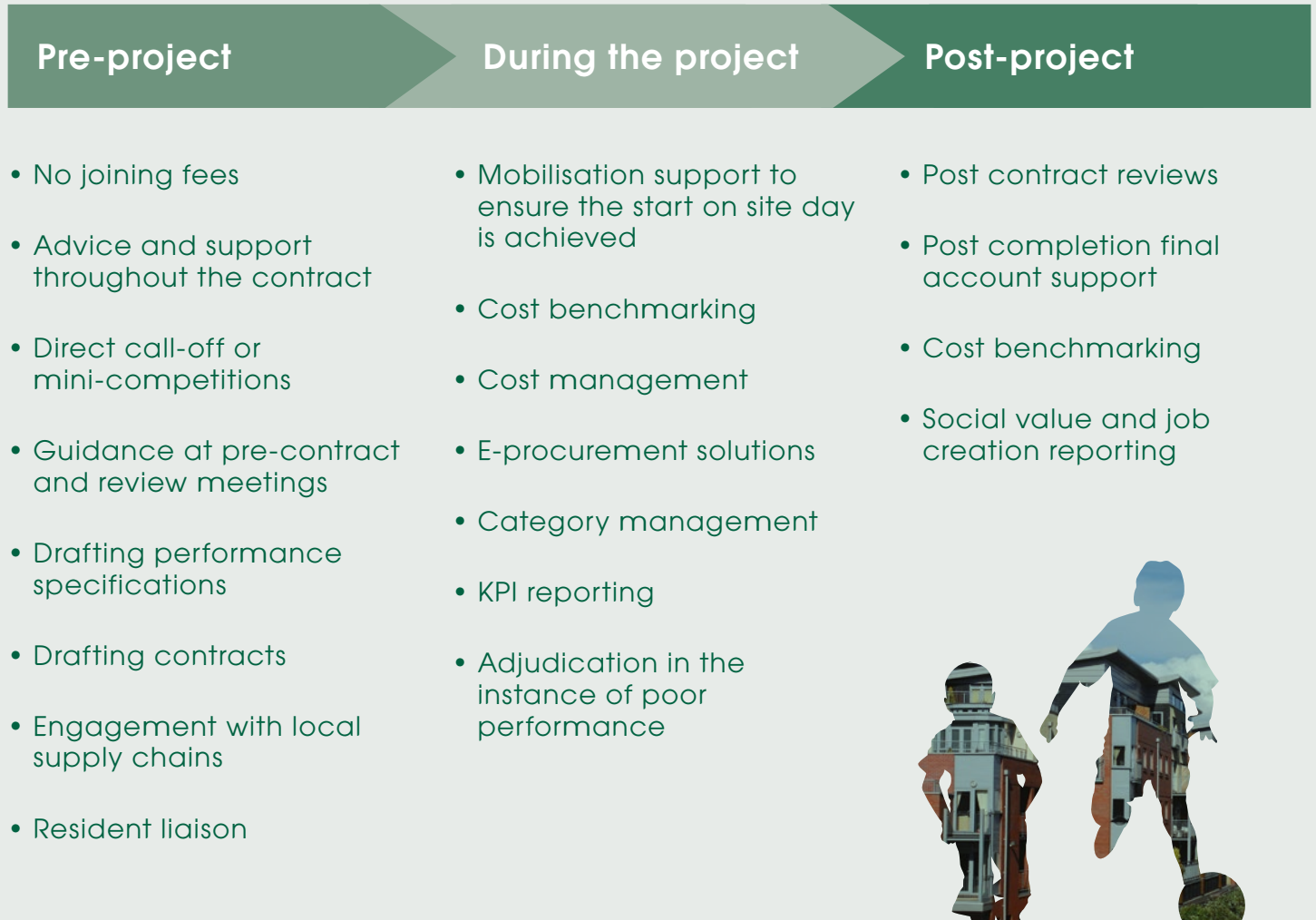
Using a Fusion21 framework will offer you huge benefits including:

- The ability to monitor contractor performance, quality and service delivery during the contract;
- Efficiency savings in terms of cost, time and resource;
- Advice on any required TUPE considerations;
- Access to a supply base rigorously assessed on capability, experience and cost models;
- Shared risk – our frameworks provide buyers with added protection;
- Key Performance Indicators (KPI's) that will enable you to monitor your desired outcomes;
- Legal compliance of contracts;
- Leveraged spend and greater economies of scale through increased buying power;
- Compliance with the Social Value Act 2012.



Accessing Fusion21 frameworks:

Accessing Fusion21 frameworks ensures your organisation is complying with OJEU principles and regulations. To help you decide if working with Fusion21 is the right option for you, we've outlined the processes involved in using a framework.



Meeting procurement rules

Public procurement rules require any purchase or contract over a certain threshold value to adhere to a strict process as laid out in the Public Contracts Regulations 2015. The threshold values, stated net of VAT, are updated every two years and currently stand at the figures highlighted in the far column.

Frameworks are most often used to procure individual contracts above the threshold values, however, UK policy and EU Treaty now requires that for all contracts – including those below the EU thresholds – the tender process must adhere to the principles of openness, fairness and non-discrimination. Pre-tendered frameworks are often used to ensure these principles are upheld.

Works
£4,104,394.00

Services
£164,176.00

Supplies
£164,176.00

What processes are involved in calling off a framework?

There are two ways to award call-offs (individual contracts) under a framework agreement, and we've summarised the processes involved:

Direct award

You may opt for a direct award – this is when the terms given in the framework agreement are sufficient enough to cover a particular requirement of a client. Call-off contracts may be awarded without reopening the competition.

Mini-competition

A mini-competition can take place between all suppliers appointed on a framework who are able to meet your particular need.

This approach is often the best way of making sure your organisation generates the highest possible efficiencies – whilst importantly ensuring the right supplier is selected to reflect your requirements. It's important to note the basic terms of the framework cannot be renegotiated when conducting a mini-competition, and the main specification cannot be substantially changed.

The mini-competition process involves an individual project plan and takes between 4-8 weeks to implement.

The process for the mini completion involves:



Our frameworks

High Rise Refurbishment

External Painting & Repairs

Voids & Associated Works

Roofing

Planned Maintenance Installation Works

Lifts

Retrofit

Lot 1.
Void Security & Associated Works

Lot 2.
Clearance Works & Ground Maintenance

Lot 3.
Minor Repairs, Refurbishment & Decoration Works (including vouchers)

Lot 1.
Roofing & Associated Works

Lot 2.
Supply & Distribution of Materials

Lot 1.
Kitchen Replacements

Lot 2.
Bathroom Replacements

Lot 3.
Windows & Doors

Lot 4.
Communal Door Installations

Lot 1.
Passenger Lift Service & Maintenance

Lot 2.
Lift Installation Service & Refurbishments

Lot 3.
Domestic Lift Installs & Service Maintenance

Lot 4.
Consultancy

Lot 1.
Total Retrofit

Lot 2.
External Wall Insulation

Lot 3.
Cavity Wall & Loft Insulation

Lot 4.
Internal Wall Insulation Measures & Air Tightness

Lot 5.
Cladding - Thermal Performance Improvement

Lot 6.
Photo Voltaic Installation

Lot 7.
Solar Hot Water Systems

Lot 8.
Heat Pumps

Lot 9.
Biomass

Lot 10.
Wind Turbines

Lot 11.
Energy Efficient Lighting including Street Lighting

Lot 12.
Mechanical Heat & Ventilation Recovery Systems & Flue Gas Heat Recovery

Lot 13.
High Performance Window & Doors

Lot 14.
High Performance Electrical Heating

Lot 15.
Combined Heat & Power Systems

Lot 1.
Programme & Project Management

Lot 2.
Housing Stock Monitoring & Appraisal

Lot 3.
Environmental

Lot 4.
Architectural

Lot 5.
Structural

Lot 6.
Building Engineering Services

Lot 7.
Database Support & IT Services

Lot 8.
CDM Co-ordinator Duties

Lot 9.
Asbestos Surveying, Testing & Analysis

Lot 10.
Renewable Technologies, Insulation & Micro Generation Technologies Consultancy

Lot 1. Fire Risk Assessments, Fire Alarm Systems, Emergency Lighting, Fire Fighting Equipment, Sprinkler Systems & Smoke Alarms.

Lot 2. Door Entry Systems, Access Control, Warden Call Systems, CCTV Systems, Auto Security Gates/ Doors/Barriers, Communal TV Aerials, Domestic Burglar Alarm Systems.

Lot 3. External Lighting Systems including Security Lighting, External Car Park/Street Lighting, External Address Box Signs.

Lot 4. Periodic Fixed Wire Testing & Inspection, Appliance Testing Lamp & Tube Replacement Service, Storage Heaters, Lightning Conductors & Property Rewiring

Lot 5. Legionella Testing, Servicing, Inspection & Water Hygiene, Thermostatic Mixing Valves & Cold Water Boosting Systems

Lot 6.
Cleaning Service, Window Cleaning Service

Lot 7.
Pest Control Service

Lot 8.
Asbestos Removal

Lot 9.
Commercial Catering & Laundry Equipment Service

Lot 10.
AC Comfort Cooling Systems, Automatic Control Systems, General Ventilation Systems, Roof Extract Fan Systems

Lot 11.
Total FM

Lot 1.
Grounds Works

Lot 2.
Grounds Maintenance

Lot 3.
Drainage Works

Lot 1.
Whole House

Lot 2.
Roofing

Lot 3.
External Decoration

Lot 4.
Windows & Doors

Lot 5.
Kitchens

Lot 6.
Bathrooms

Lot 7.
Environmental Works

Lot 8.
Heating

Lot 9.
Electrical

Lot 10.
External Repairs

Lot 11.
Internal Repairs

Lot 1.
Domestic Servicing & Maintenance

Lot 2.
Domestic Installations

Lot 3.
Commercial Servicing & Maintenance

Lot 4.
Commercial Installations

Lot 5.
Gas Consultancy

Lot 1.
Boilers & Associated Items

Lot 2.
Radiators & Associated Items

Lot 3.
Valves

Lot 4.
Water Treatment

Lot 5.
Heating Timer & Controls

Lot 6.
Smart Heating Systems

Lot 7.
Fires & Surrounds

Lot 8.
Kitchen Units

Lot 9.
Bathroom Sanitary Ware

Lot 10.
Bath Panels & Toilet Seats

Lot 11.
Taps

Lot 12.
Flooring

Lot 13.
Tiles

Lot 14.
Wall Panels

Lot 15.
Extractor Fans

Lot 16.
Electric Showers

Lot 17.
Adaptations Sanitary Ware

Lot 18a.
UPVC Windows & Doors

Lot 18b.
Aluminium Windows

Lot 18c.
Timber Windows

Lot 18d.
Fire Doors & Frames

Lot 18e.
Communal Entrance Doors

Lot 18f.
GRP Canopies

Consultancy

Facilities Management

Ground Works

Whole House

Servicing, Maintenance & Installation of Heating Systems

Planned Maintenance Supply of Materials

The Social Enterprise
providing leading
Procurement and
Regeneration Services



 0845 308 2321

 [fusion21.co.uk](https://www.fusion21.co.uk)

 info@fusion21.co.uk

 @Fusion21SocEnt

FUSION²¹

Appendix B

Contractor framework information

100%

of projects delivered on time and on budget

AN EFFICIENT PARTNER, WITH THE RIGHT VALUES

Founded in 1852, Willmott Dixon is the UK's second largest family owned contracting, residential development and property company.

Delivering sustainable solutions for the public sector



Time savings

200 days are saved compared to traditional procurement. 100% of projects have been delivered on time and on budget since 2006.



Cost savings

A current average of 14p for every £1 spent is saved across all projects through procurement, supply chain and early risk reduction savings.



Robust validated costs

Your cost plan will be market tested 65% at feasibility, 85% at planning and 100% at contract to ensure robustness. 100% of the final price is market tested and independently verified as a current market price and value for money.



Demonstrable performance

Performance is monitored and captured by Scape on your behalf at all stages of the project. Audited KPIs are reported direct to you via MiProject, a live performance and PM portal.



National delivery, local growth

Procured nationally, the framework secures huge economies of scale. Delivered locally, it also drives social and economic benefits for communities throughout the UK.



Low contractor fees

Low contractor fees, set at 1.75%, along with low management costs ensure your project benefits from being part of over £1 billion of Scape workload.

Innovation in reporting KPIs

Driven by the ethos of continuous improvement, Willmott Dixon has developed MiProject, a one-stop-shop, performance and project management portal that efficiently captures and reports project KPIs and documents actions. Audited by Scape, this information is both robust and accurate. This live online portal allows you to report on progress and demonstrate results when it suits you.



A choice of national frameworks

Scape offers a full suite of complementary national framework agreements that are designed to support the entire lifecycle of the public sector built environment.

Each Scape framework agreement is designed to deliver a total of at least £1 billion of construction work. This makes Scape one of the most established public sector framework providers in the UK.



Major Works



Asset Management
Surveying & Design Services



Minor Works



Project Management &
Quantity Surveying



Civil Engineering
& Infrastructure



Facilities Management

CONTACT US

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Tollhouse Hill, Nottingham NG1 5FS
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E: samb@scapegroup.co.uk
www.scapegroup.co.uk



Scape is a Local Authority controlled company.



ROUTE TO SUCCESS

This step-by-step guide supports the successful delivery of all your Scape Major Works projects.

Following the RIBA Plan of Work 2013, this management tool will ensure value for money and performance are guaranteed on your project.

200 DAYS
saved compared to traditional procurement methods

100%
market tested OJEU compliant frameworks



A NATIONAL FRAMEWORK DELIVERING LOCAL SUCCESS

The Major Works Framework is one of Scape's national construction frameworks.

This framework can be used for any type of construction building project with a value of £2 million and above.

Projects are delivered by Willmott Dixon using the NEC form of contract; it covers new build, refurbishment, extensions and adaptation projects. It can be accessed by any public sector organisation within the UK.

Awarded to Willmott Dixon in 2013, the framework can be used to deliver multi-sector projects of any nature, including:



Building Construction Projects:
Where full capital funding is available.



Asset Transfers:
When your assets can be input as a contribution towards contract sum negotiations.

EFFECTIVE ACROSS ALL SECTORS...

Scape can improve how you deliver your capital programme across all sectors including:



Housing



HE & FE



Health



Leisure & Recreation



Commercial



Local Authority



Blue Light



MoD

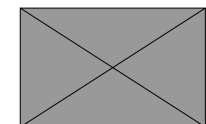


Education



Heritage

THE MAJOR WORKS FRAMEWORK PROJECTS £2 MILLION AND ABOVE...



START

14P IN EVERY £1
saved through engaging Scape & WD early

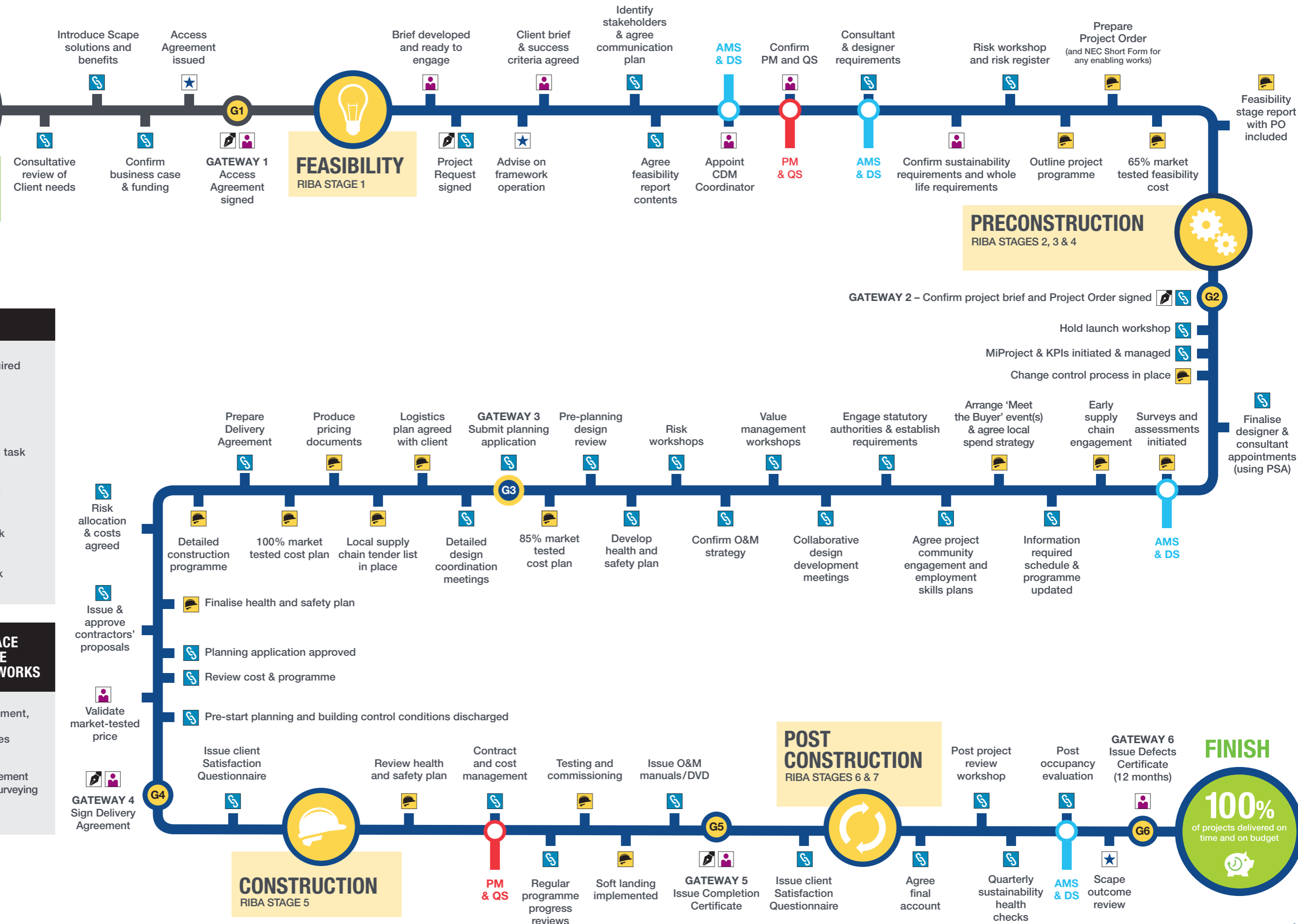
INCEPTION
RIBA STAGE 0

KEY

- Signature required
- Gateways
- Contractor-led task
- Client-led task
- Jointly-led task
- Scape-led task

POSSIBLE INTERFACE WITH OTHER SCAPE NATIONAL FRAMEWORKS

- Asset Management, Surveying and Design Services (AMS & DS)
- Project Management and Quantity Surveying (PM & QS)



Constructing West Midlands



quick-start guide



“

CWM is one of the best of the new generation frameworks; in particular the commitment to performance measurement and continuous improvement for the benefit of particularly of citizens stands out, as does the focus on local employment.

”

Don Ward
Chief Executive of Constructing
Excellence



why use cwm ?

Constructing West Midlands is a ready-made delivery vehicle for capital building works, reactive and planned repair and maintenance works, for public sector organisations throughout the West Midlands.

By working together, we can keep investment in the Midlands, and pioneer the path to greater efficiency.

Pooling the expertise of seven market tested contractors, CWM offers:

- Benefit from significant **procurement savings**, particularly on high value projects
- **Reduce procurement time** by an average of 100-200 days
- Secure cumulative **volume discounts**
- Achieve a **significant saving** on design and technical services costs
- Deliver a **5-10% saving** on maintenance and construction costs
- Continue to **invest in our communities** and boost skills, training and employment

“Every year, the public sector spends millions on construction procurement processes. It doesn’t have to be this way.”

Other benefits include:

- A one-stop shop for all building, repair and maintenance requirements
- Access to some of the most experienced contractors in the UK
- Pre-vetted contractors with a commitment to integrated team working & delivering best value
- An integrated approach to construction and maintenance of buildings delivering whole-life costing and building management benefits
- A competitively tendered pricing structure
- Streamlined procurement processes obviating the need to embark on costly and time consuming OJEU processes
- Opportunities to reduce reactive maintenance costs through planned, preventative maintenance



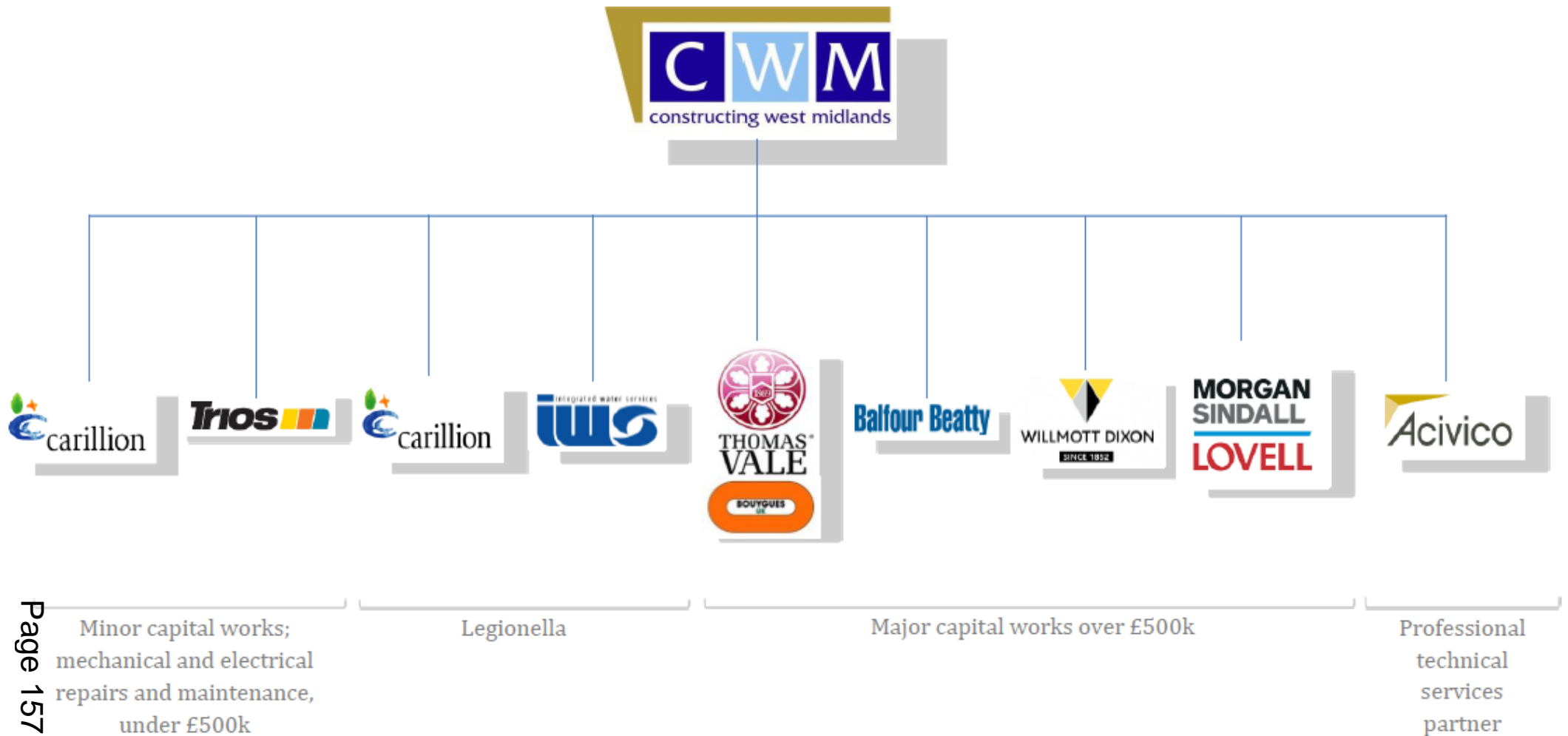
All Contractors appointed to the Framework have demonstrated their ability and commitment to work collaboratively with public bodies and other framework contractors to deliver tangible benefits and continuous improvement:

- **Efficiency** - reducing construction waste; optimising capital costs versus whole life costs; year on year cost reductions; volume discounts
- **Supporting communities** by creating local business opportunities, local jobs and delivering on contractual requirements in terms of Targeted Recruitment and Training
- **Achieving exemplary outcomes** in terms of sustainability and environmental impact in both design and construction
- **Encouraging Excellence** throughout the supply chain
- **Supporting Collaborative Initiatives** between public sector organisations across the region
- **Driving innovation** in construction processes and use of materials
- Providing **cost and programme certainty**
- Ensuring the **highest possible standards** of Health & Safety

our partners

The Constructing West Midlands framework is comprised of seven national Contractors, each with extensive experience across a wide range of client sectors providing potential users of Constructing West Midlands with a one-stop solution for all of their construction, repair and maintenance requirements.

Acivico, as Birmingham City Council's design and contract delivery partner, is responsible for managing the framework and can also offer a wide range of professional consultancy services to all Constructing West Midlands clients.



works that can be delivered

The Framework Covers a wide range of repair & maintenance and construction activity including but not limited to:-

- **Capital Projects**
 - New Build
 - Extensions
 - Refurbishments
 - Renovations
 - Infrastructure
- **Legionella**
 - Testing, Servicing and Cleansing
- **Building Repair and Maintenance works**
- **Mechanical and Electrical services**
 - Planned preventative and statutory maintenance
 - 24/7 reactive call out service
 - Gas servicing/testing
 - Electrical testing
 - Emergency lighting
 - Fire alarms
 - Boiler replacement

contractor design input on capital projects

The level of design input required from the Contractor can be varied according to the clients' requirements on a project by project basis.

The CWM framework has been structured in such a way that the level of design input required from the Contractor generally falls into 3 classifications:-

No Design:- the Clients' team takes full responsibility for design from inception to completion. The Contractor will not be required to provide any design documentation but will be expected to fully contribute to the design process, value engineering and other "Pre-Construction Activities".

Part Design:- the Clients' team will develop the project design to RIBA Stage D (submission of Planning Application). This will be done in collaboration with the Contractor and the Contractor's design team. The Contractor will take receipt of the "part design" handover information and develop the detailed design for the project and obtain all statutory approvals (except for full planning permission).

Full design:- the Contractor will provide a full design service for all elements of the project from inception through to completion. The Contractor will comply with the Employers design requirements and will be responsible for obtaining all statutory consents.

pre-construction activities for capital projects

Pre-Construction Activities which the Contractor will be expected to provide/ contribute to on **every scheme** will include:-

Buildability
Programming
Value Engineering
Whole Life Planning
Sustainability

Cost Advice
Design Quality Advice
Integrated Design Processes
Client Liaison
Risk Management



framework pricing

As part of the CWM tender process each of the Contractors within the Minor Capital Work, repair and maintenance category, competitively tendered discounts against pre-priced schedules of rates. This included:-

Separate discounts for various priority bands:

- Emergency
- Same Day
- Two Day
- Five Day
- Planned Works

- Regional adjustments
- Efficiency savings
- Volume discounts

Provisions have also been made within the framework agreement for annual adjustments to be applied to the rates by reference to BCIS indices.

Generally, for works delivered by those contractors in the Major Capital Works category, the establishment of net construction costs or prices for contract purposes will be arrived at through an open book process or, where applicable, through mini-competition (see 'selection process' page).

Additionally, a number of key elements have also been competitively tendered by each of the Major Capital Works Contractors.

Tendered Pricing Elements

Pricing Element	Basis of Tender
Standard Preliminaries	<ul style="list-style-type: none"> ● 142 different scenarios priced based on project type, complexity and value ● Includes site staff, accommodation, welfare, storage, general site running costs, etc. ● Quick and Easy to administer ● Encourages efficient/lean working practices ● Excludes some high value, project specific preliminaries
Contractor's Design Fee	<ul style="list-style-type: none"> ● Based on project type, complexity and value ● Separate rates for different levels of Contractor design ● Separate rates for design associated with Building Services work
Contractor's Fee	<ul style="list-style-type: none"> ● Based on Project Value ● Includes Contractor's pre-construction costs (other than design) ● Volume discounts separately priced, applicable to Contractor's fee once gross turnover through CWM has exceeded pre-determined thresholds
Housing Improvement Programme	<ul style="list-style-type: none"> ● Schedule of rates ● Discounts factored in where multiple operations are being undertaken on the same property

access arrangements

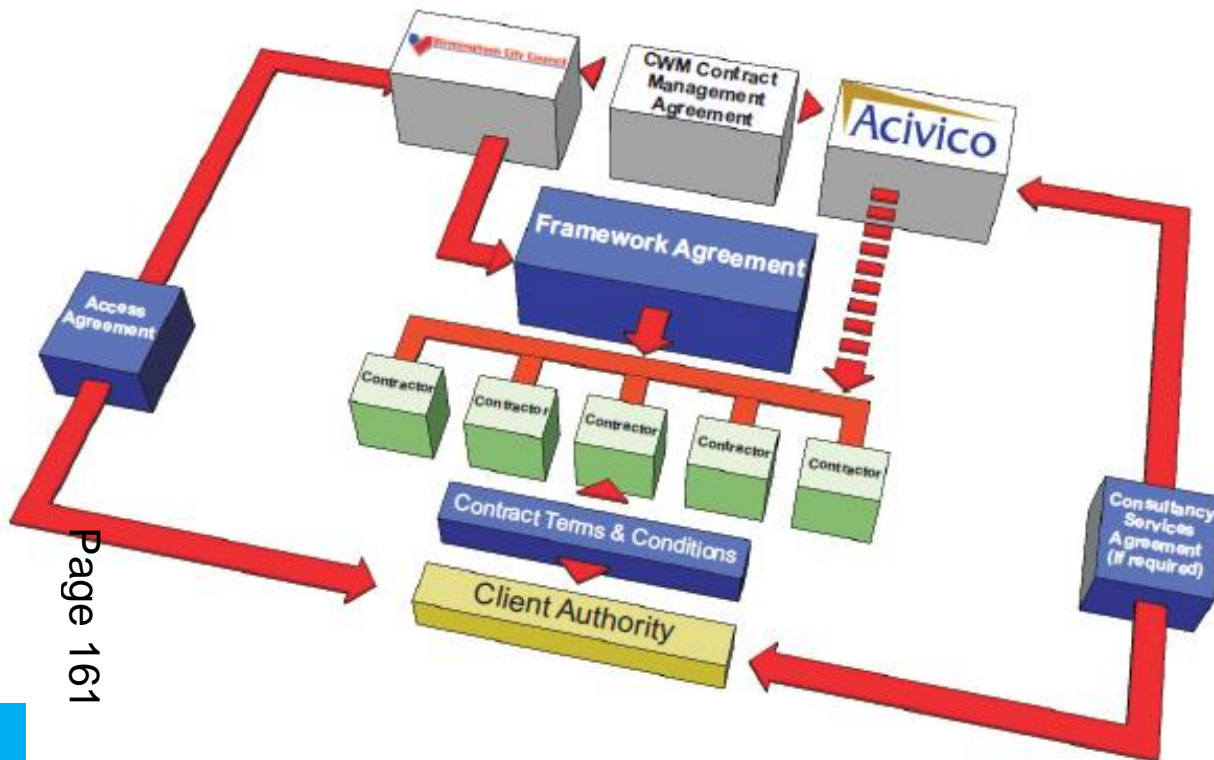
The CWM framework was procured by Birmingham City Council for use by any public body across the wider West Midlands region. All Contractors were appointed to the framework following a fully compliant OJEU tender process meaning any prospective client has the benefit of an 'off-the-shelf' arrangement designed to negate the need for lengthy and costly procurement processes.

Any public body wishing to benefit from use of the framework will be invited to join CWM as a member and required to enter into an access agreement. This will give the client authority the opportunity to 'call-off' under the framework and benefit from the overarching framework arrangements, terms and conditions. Subsequent call-off contracts can then be entered into by the Client authority and the selected CWM Contractor directly.

Fees for accessing the CWM services are as detailed in the tables below:

Proactive and reactive repairs and maintenance				
CWM Service	Initial Corporate Membership Fee	Annual Membership Fee		
		Fixed Annual Charge	Variable Charge (based on annual throughput)	Maximum Annual Membership Fee per Service Category
Legionella inspection and testing including water hygiene works	£2,000.00	£2,000.00	0.5%	£8,000.00
Mechanical and Electrical works	£2,000.00	£2,000.00	0.5%	£8,000.00
Building	£2,000.00	£2,000.00	0.5%	£8,000.00

Individual Project Fees for Capital Works Projects		
Initial Corporate Membership Fee	Individual Project Fee	
	Fixed Charge	Variable Charge (based on final outturn cost of project)
£2,000.00	£2,000.00	0.15%



Where a member of CWM also uses Acivico for professional services, consideration will be given to reducing, or in certain instances waiving, the fees outlined above.

selection process



Prospective clients will be given opportunity to select the Contractor that best suits their specific requirements. Where necessary this may be facilitated by providing selected elements of the Contractors' tender returns to the prospective client, subject to the client entering into a confidentiality agreement with Birmingham City Council. Additional data held by Acivico, such as performance scores may also be provided, where available, to assist with the selection process.

Where the Client is looking to access one of the Major Capital Works Contractors, they will also have the opportunity to invite all of the Contractors in this category to enter a mini-competition.

The Mini-Competition can take place at any point throughout the pre-construction process depending on the Clients' key drivers and can be based on quality, price or a combination of both.

Main Contractor Selection Through Mini-Competition						
Call-off option	Assessment Method					Recommended stage of Appointment/Selection: RIBA Stage...
	Quality	Pre-Tendered Rates/ Percentages	Adjustments to Tendered Rates/ Percentages	Cost Plan	Target Price or Contract Sum	
3A	✓	✗	✗	✗	✗	A-C
3B	✓	✓	✗	✗	✗	A-C
4A	✓	✗	✓	✗	✗	A-C
4B	✓	✗	✓	✓	✗	B-D
4C	✓	✗	✓	✗	✓	H

what our customers say about us

"Professional service provided, good price secured and the services of a company who worked well on site. We look forward to continuing to work together on future projects."

"Project was managed really well, communications with school were excellent, all workmen were exceptionally well co-ordinated and led, the partnership was a dream team. Best project to date re partnership work"

"Excellent project completed to time to very tight deadlines. Thanks for professional work carried out."

"The project was delivered on time and within budget, excellent on-site management and quality of work"

"A magnificent job. The situation has no doubt been challenging, due to time-scale, available budget, expectations etc"

"Many thanks for all the professional works carried out by the Team. The Team worked well together and always kept us informed of schedules."



For all CWM enquiries, please ring 07880 180261

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Appendix D – Cost report

Coventry City Council

**Alan Higgs Centre
Proposed 50m Swimming Pool**



Feasibility Cost Report

May 2016

COVENTRY CITY COUNCIL

ALAN HIGGS CENTRE, PROPOSED 50M SWIMMING POOL

FEASIBILITY COST REPORT – MAY 2016

CONTENTS

- Section 1.00 - Introduction
- Section 2.00 - Information Used
- Section 3.00 - Floor Areas
- Section 4.00 - Exclusions/Assumptions/Clarifications
- Section 5.00 - Basis of Costings
- Section 6.00 - Cost Summary Options A- G

APPENDICES

- Appendix A - Cost Breakdown Options A - G

1.00 Introduction

.01 Appleyard & Trew LLP have been commissioned as part of the Hadron Consulting Team on behalf of Coventry City Council to prepare high level budget costings associated with the proposed redevelopment of the Alan Higgs Centre, Coventry and construction of a new 50m swimming pool.

.02 The current Alan Higgs Centre is a dry side Sports Centre; incorporated to the rear of the centre is a full size indoor football pitch which is the area being considered for redevelopment.

.03 The options considered as part of this feasibility study are as follows:-

Option A - 50 metre x 8 lane swimming pool including spectator seating for 500 people, 100 station gym, extension to the function room and remodelling of reception area within the existing footprint of the football hall (maintaining the main steel frame)

Option B - 50 metre x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness suite, extension to the function rooms and remodelling of reception area. The existing football hall is demolished and rebuilt on this option.

Option C - 50 metre x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness suite, extension to the function rooms and remodelling of reception area. The modelling allows for the refurbishment and/or partial conversion of the ground floor area to accommodate a mix of changing and strength and conditioning facilities.

Option D - 50m x 8 lane swimming pool including spectator seating for 500 people, 100 station Fitness Suite, extension to the function rooms and remodelling of the reception area. The modelling allows for the refurbishment and/or partial conversion of the ground floor area to accommodate a mix of changing and strength and conditioning facilities, with the second floor developed into a Rugby Community Development Hub.

Option E - as per the Specification for Option B with the addition of a 20 metre x 4 lane warm up pool to the facility mix.

Option F - as per the Specification for Option C with the addition of a 20 metre x 4 lane warm up pool to the facility mix.

1.00 Introduction (contd)

.03 (contd)

Option G - as per the Specification for Option D with the addition of a 20 metre x 4 lane warm up pool to the facility mix.

.04 A detailed summary of the facilities provided under each of the above options is included elsewhere within the Hadron Consulting Report.

.05 Option E - G include a separate cost for a 20 x 4 lane warm up pool which is identified separately on the summary sheet for each of these options.

2.00 Information Used

.01 The following information has been used in the preparation of this report:-

- **Reiach and Hall Architects**

Layout Options A - G for new 50m pool

- **Desco (M&E Consultants)**

Original Building Services Feasibility Report dated 23 November 2012 updated via email dated 29 April 2016

.02 Briefing meetings (various dates) with Coventry City Council and Coventry Sports Foundation.

3.00 Floor Areas

.01 The gross floor areas associated with each option have been calculated as follows:-

Area Location	Option A	Option B	Option C	Option D	Option E	Option F	Option G
New Build	3,691	3,691	3,691	4,337	3,691	3,691	4,337
Existing Building	697	697	1,358	1,358	697	1,358	1,358
Training Pool	N/A	N/A	N/A	N/A	659	659	659
Totals	4,388m²	4,388m²	5,049m²	5,695m²	5,047m²	6,354m²	6,354m²

4.00 Exclusions/Assumptions/Clarifications

- .01 The following exclusions/assumptions/clarifications should be read in conjunction with this Cost Report.
- a) Building Fee Costs calculated on basis of Appleyard & Trew benchmarked data wet centres.
 - b) Inflation taken to 1Q 2018 as mid-point of construction (assuming start on site autumn 2017).
 - c) Professional Fees taken as 12%.
 - d) Allowance for Client FF&E based on figures provided by Coventry City Council.
 - e) Risk included at 10%.
 - f) VAT excluded - assumed not paid or reclaimable.
 - g) Incoming services allowances based upon the Feasibility Report prepared by Desco.
 - h) Assumed works competitively tendered - premium to pay if negotiated/two stage which could represent an uplift of between 15 - 20%.

5.00 Basis of Costings

- .01 The budget costings have been prepared by Appleyard & Trew LLP based upon experience of the leisure industry and benchmarking data obtained from other projects.
- .02 A cost summary for each of the Options is included in Section 6.00 supplemented with a breakdown for each Option within Appendix A.
- .03 The cost category headings identified within Appendix A for each of the options should be read in conjunction with the following cost commentary:-

Demolition/Site Clearance

Costs have been included against each option as appropriate for general demolition and site clearance in preparation for the new 50m pool.

Building Costs

Building Costs have been calculated on the basis of the following:

Option A

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness/function suite
- Remodelling of existing Higgs Reception
- Existing frame retained

Option B

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness/function suite
- Remodelling of existing Higgs Reception
- Existing frame demolished

5.00 Basis of Costings (contd)

Building Costs (contd)

Option C

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness suite/reception
- Remodelling of existing Higgs reception area
- Retention and conversion of existing ground floor outdoor changing into a ground floor area to accommodate a mix of changing and strength and conditioning facilities

Option D

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness suite/reception
- Remodelling of existing Higgs reception area
- Retention and conversion of existing ground floor area to accommodate a mix of changing and strength and conditioning facilities.
- New 2nd floor extension to existing outdoor changing to provide rugby development hub.

Option E

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness/function suite
- Remodelling of existing Higgs Reception
- Existing frame demolished
- 20m x 4 lane warm up pool with associated changing

5.00 **Basis of Costings (contd)**

Building Costs (contd)

Option F

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness suite/reception
- Remodelling of existing Higgs reception area
- Retention and conversion of existing ground floor area to accommodate a mix of changing and strength and conditioning facilities
- 20m x 4 lane warm up pool with associated changing

Option G

- 50m x 8 lane pool with 500 people spectator seating
- Extension of existing fitness suite/reception
- Remodelling of existing Higgs reception area
- Retention and conversion of existing ground floor area to accommodate a mix of changing and strength and conditioning facilities
- New 2nd floor extension to existing outdoor changing to provide rugby development hub
- 20m x 4 lane warm up pool with associated changing

5.00 **Basis of Costings (contd)**

Building Costs (contd)

External Works/Drainage etc.

An allowance is included within all options for providing a further 100 spaces of additional car parking.

A further allowance of £100k is included for external works around the building (Option A - D) and £15k for (Options F-G)

Drainage is included as an allowance of £250k

Incoming Services

A separate report has been prepared by Desco which identify the proposed incoming services allowances.

Inflation

Inflation is calculated from 3Q 2015 to the midpoint of construction 1Q 2018 in line with current RCIS Indices. It has been agreed with CCC that inflation would be calculated from 3Q 2015 (at the time of the previous report) rather than readjust all previous rates to include to present day.

Professional Fees

Professional Fees are included at 12% of construction cost across all options.

Client FF&E (Loose Furniture/Equipment)

Allowances have been calculated in conjunction with Coventry City Council and are based on allowances from previous similar type projects.

5.00 Basis of Costings (contd)

Client Contingency/Risk

Contingency/Risk allowances have been calculated upon a straight line calculation of 10% across all projects.

VAT

Assumed wither not paid or any VAT paid is reclaimable.

6.00 Cost Summary Options A - G (contd)

.02 A breakdown of the associated cost calculations for Options A- G is included in Appendix A.

Appendix A

Cost Breakdown Options A - G



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Public report

Council

Council

6 September 2016

Name of Cabinet Member:

Not applicable

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title: Appointments to the City Council – Change in Membership of the Finance and Corporate Services Scrutiny Board (1) and the Business, Economy and Enterprise Scrutiny Board (3)

Is this a key decision?

No

Executive Summary:

This report seeks approval to amend appointments made at the Annual Meeting of the City Council in May 2016 in respect of membership of the Finance and Corporate Services Scrutiny Board (1) and the Business, Economy and Enterprise Scrutiny Board (3).

Recommendations:

That the City Council approves with immediate effect:

1. The appointment of Councillor Gary Ridley as a member of the Finance and Corporate Services Scrutiny Board (1) in place of Councillor Tim Mayer and;
2. The appointment of Councillor Tim Mayer as a member of the Business, Economy and Enterprise Scrutiny Board 3 in place of Councillor Gary Ridley.

List of Appendices included:

None.

Other useful background papers:

Minutes from the meeting of the City Council held on 19 May 2016

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes – 6 September 2016

Report title: Appointments to the City Council

1. Context (or background)

At the Annual Meeting of the City Council on 19 May 2016, Councillor Gary Ridley was appointed to the Finance and Corporate Services Scrutiny Board (1) and Councillor Tim Mayer was appointed to the Business, Economy and Enterprise Scrutiny Board (3). At the request of the Conservative Group, the following changes are now proposed:

- That Councillor Ridley is replaced by Councillor Mayer on Scrutiny Board 3 and Councillor Mayer is replaced by Councillor Ridley on Scrutiny Board 1.

2. Options considered and recommended proposal

It is proposed that the City Council with immediate effect:-

- (a) Approves the appointment of Councillor Gary Ridley as a member of the Finance and Corporate Services Scrutiny Board (1) in place of Councillor Tim Mayer;
- (b) Approves the appointment of Councillor Tim Mayer as a member of the Business, Economy and Enterprise Scrutiny Board (3) in place of Councillor Gary Ridley.

3. Results of consultation undertaken

3.1 Not applicable

4. Timetable for implementing this decision

4.1 If approved, the appointments will take effect from the date of the Council Meeting (6 September, 2016).

5. Comments from Executive Director of Resources

5.1 Financial implications

Not applicable

5.2 Legal implications

Not applicable

6. Other implications

Not applicable

Report author:

Name and job title:

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Resources Directorate

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Names of approvers for submission: (Officers and Elected Members)				
Chris West	Executive Director	Resources	15/08/16	15/8/16
		-		

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Council

6 September 2016

Name of Cabinet Member:

Not applicable

Director Approving Submission of the report:

Executive Director of Resources

Ward(s) affected:

None

Title: Review of Gifts and Hospitality Section of Employee Code of Conduct

Is this a key decision?

No

Executive Summary:

The terms of reference of Ethics Committee includes “monitoring the operation of the Code of Conduct for Employees and making appropriate recommendations to the relevant body.” Part of the Committee’s regular work programme is to monitor and review declarations of gifts and hospitality by employees.

Ethics Committee on 24 March 2016 raised concerns that the section in the Employee Code of Conduct dealing with gifts and hospitality no longer reflected common business practice and the changing role of employees, particularly senior officers. It resolved that the section of the Employee Code of Conduct, which sets out the Council’s rules on gifts and hospitality for employees should be reviewed. (Minute 24-2015/16).

At its meeting on 15 July 2016, the Ethics Committee considered proposals to amend the Code of Conduct with regard to gifts and hospitality. The Committee resolved to recommend to full Council that the proposed amendments be approved, subject to consultation with the Trade Unions. The results of that consultation are set out in Section 3 of this report.

An extract from the current Employee Code of Conduct dealing with gifts and hospitality is attached at Appendix 1. At Appendix 2 is the proposed replacement for the current guidance. This is based on gifts and hospitality guidance issued to staff by other local authorities, guidance from the government on the Bribery Act 2010 and from the Institute of Business Ethics. It is an attempt to give clear guidance to employees while at the same time recognising that some officers have a legitimate need to network with outside organisations in order to promote the interests of the Council and the City of Coventry.

Recommendations:

Council is recommended to:

- (1) Approve the changes to the Gifts and Hospitality section of the Code of Conduct for Employees; and
- (2) Authorise the Executive Director of Resources to amend Section 13 of Part 4B of the Constitution (Code of Conduct for Employees) accordingly.

List of Appendices included:

Appendix 1: Extract from Code of Conduct for Employees: Gifts and Hospitality

Appendix 2: Proposed New Gifts and Hospitality Provisions of Employee Code of Conduct

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes

Report title: Review of Gifts and Hospitality Section of Employee Code of Conduct

1. Context (or background)

- 1.1 The terms of reference of Ethics Committee includes “monitoring the operation of the Code of Conduct for Employees and making appropriate recommendations to the relevant body.” Part of the Committee’s regular work programme is to monitor and review declarations of gifts and hospitality by employees every six months.
- 1.2 Ethics Committee at its meeting on 24th March 2016, raised concerns that the section in the Employee Code of Conduct dealing with gifts and hospitality no longer reflected common business practice and the changing role of employees, particularly senior officers. It resolved that this section of the Employee Code of Conduct should be reviewed. (Minute 24-2015/16).
- 1.3 At its meeting on 15 July the Ethics Committee considered proposals to amend the Code of Conduct with regard to gifts and hospitality. The Committee resolved to recommend to full Council that the proposed amendments be approved, subject to consultation with the trade unions. The results of that consultation is set out in section 3 of this report.

2. Options considered and recommended proposal

- 2.1 The rules relating to hospitality were introduced at a time when the roles of the public and private sector were more clearly delineated and it was rarely appropriate for Officers to accept particular kinds of hospitality such as sporting/music events as part of their role with the Council.
- 2.2 However, the nature of local authority business has changed over recent years. Councils are required to operate more commercially, and in a far greater range of partnerships other sectors. Increasingly, the Council is becoming an enabler rather than a provider of services, which means a different kind of relationship with partners. This may involve networking in a way that acceptance of hospitality not currently permitted under the existing Code, may in certain circumstances be appropriate and necessary. Failure to accept hospitality may result in disadvantage to the Council, particularly where other local authorities, public bodies and stakeholders are represented. Refusing hospitality can also in some circumstances damage relationships with partners.
- 2.3 This review seeks to update the Code to reflect modern business practices/need but to still ensure that hospitality is not accepted if it is intended to corrupt or influence Officers/the Council or could be perceived as intended to corrupt or influence.
- 2.4 The Council’s current guidance on gifts and hospitality is set out in Appendix 1 to this report.
- 2.5 Appendix 2 sets out a revised version of the section of the Employees Code of Conduct on gifts and hospitality. This has been expanded to include more information about the general principles and policy underlying the guidance. In particular paragraph 13.1.5 acknowledges that some officers, as part of their duties and responsibilities will need to represent the Council at occasions such as community events and functions, meetings and visits with outside bodies, negotiations and meetings with contractors and business partners and conferences and courses. As gifts or hospitality may be offered on such occasions,

employees are required to establish the purpose of the event and identify an outcome or benefit to the Council of attendance.

- 2.6 There is also a short reference to the Local Government Act 1972 and Bribery Act 2010 and the consequences of breach of those provisions.
- 2.7 The section on Gifts is largely unchanged from the current version except that the requirement to obtain a manager's approval for, and to register receipt of, minor business gifts such as mugs, pens, mouse mats and other stationery, is removed. This is because such gifts are commonplace and provided they are used in the office environment, there is no reason why they should have to be registered. All other gifts must be registered and no gift valued at over £25 can be accepted.
- 2.8 With regard to Hospitality, the revised provisions allow attendance at purely social or sporting functions where these are part of the life of the community or where the Council should be seen to be represented. Prior authorisation is required and the reasons as to why it is appropriate to accept the hospitality recorded on the register. Under the current Code, attendance at sporting functions is not permitted. More lavish events will normally not be permitted unless there are discernible benefits to the Council and prior approval is obtained. Incidental hospitality, such as light refreshments, provided in connection with a visit, conference, meeting or promotional exercise need not be registered.

3. Results of consultation undertaken

Trade union representatives have been consulted on the proposals to amend the rules around gifts and hospitality. No substantive comments were made about the changes.

4. Timetable for Implementing the Decision

- 4.1 The changes, if approved, will take effect immediately.

5. Comments from Executive Director, Resources

5.1 Financial implications

There are no specific financial implications arising from the recommendations within this report.

5.2 Legal implications

There are no specific legal implications arising from this report. However, reviewing and amending the guidance given to employees on gifts and hospitality will help to demonstrate that the Council continues to monitor and review ethical standards within the Council.

6. Other implications

None

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Not applicable.

6.2 How is risk being managed?

Reviewing guidance on gifts and hospitality received by employees will help to reduce the risk of acceptance of inappropriate gifts or hospitality and ensure that the Council's policy is fit for purpose.

6.3 What is the impact on the organisation?

Keeping matters such as this under review will help to promote high standards amongst elected members and employees in accordance with the Localism Act.

6.4 Equalities / EIA

There are no public sector equality duties which are of relevance.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None at this stage

Report author(s):

Name and job title: Carol Bradford

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Directorate: Resources

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Names of approvers for submission: (officers and members)				
Julie Newman	Legal Services Manager (People)	Resources	26.8.16	26.8.16
Chris West	Executive Director, Resources	Resources	26.8.16	26.8.16

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APPENDIX 1

Extract from Current Code of Conduct for Employees

13. Gifts and Hospitality and Sponsorship

13.1 Gifts

13.1.1 The City Council expects the conduct of all of its employees to be of the highest standard. Employees' actions must not be influenced by offers of gifts or hospitality and their actions must not give the impression that they are influenced in this way. Acceptance of any gift should be the exception. The City Council recognises that there are some items, of token value, which may be accepted.

13.1.2 You must not accept personal gifts of any kind, unless they are modest and are of token value (less than £25). Items such as coffee mugs, diaries, calendars or other promotional materials can be retained if your Manager agrees. However, these gifts must be recorded in the relevant hospitality register unless your Manager tells you otherwise. If your Manager does not allow you to accept any small gifts, you must return them politely, but firmly, telling the person who gave it why and recording it in the Hospitality Register.

13.1.3 Without causing offence, you should discourage service users or other organisations from offering gifts. However, where small gifts, such as chocolates, are given as thanks for a service provided, then these can be accepted if they are shared within the Team or raffled for charity. No gift of alcohol or tobacco should ever be accepted.

13.1.4 If gifts have a higher value than £25, then you should tactfully refuse them. If gifts of this value are delivered, they should be returned with an appropriate explanation. If gifts cannot be returned, then the Assistant Director, or his nominee, should dispose of them to charity and record this fact in the Hospitality Register.

13.1.5 Under no circumstances, should gifts of cash, or tokens or vouchers of a monetary value, be accepted.

13.2 Hospitality

13.2.1 In relation to the acceptance of hospitality, special care should be taken so as to ensure there can be no suggestion that an employee was influenced by such hospitality.

13.2.2 You should never accept a gift of hospitality from anyone who is, or may be in the foreseeable future, tendering for any contract with the Council, seeking employment with the Council, seeking any form of consent of grant, or is in dispute with the

Council. You should always decline any gift or hospitality if you think the giver has an ulterior motive. You should always be sensitive to the possibility that the giver may think even small gifts or simple hospitality may elicit a better service or preferential treatment in their dealings with the Council.

- 13.2.3 The definition of "hospitality" includes drinks, meals, entertainment, sporting events, overnight accommodation, travel and holidays.
- 13.2.4 The following standards apply to hospitality:-
- (a) If you are offered hospitality, you should tell your Manager immediately and record the offer in the Directorate Hospitality Register, whether it is accepted or not. If you refuse the hospitality, it must be recorded in the Register.
 - (b) You should never accept hospitality unless you genuinely need to give or receive information or to represent the City Council in your work.
 - (c) Your Manager must agree, beforehand, wherever possible.
 - (d) You should never accept any hospitality if it is meant to corrupt or influence, or could be seen to corrupt or influence or as being against the City Council's interests.
 - (e) The timing of hospitality is an important factor. For example, hospitality should never be accepted from a contractor who is about to put in a tender for City Council work.
- 13.2.5 You may accept incidental hospitality, such as light refreshments, working lunch or other meals which is part of a visit, conference, meeting or promotional exercise.
- 13.2.6 Invitations to social events offered as part of normal working life, such as opening celebrations, annual dinners, may be accepted if authorised in advance by the appropriate Assistant Director.
- 13.2.7 Invitations to other types of hospitality which are not directly linked to the City Council's functions, such as attendance at sporting events, theatrical or musical performances, "corporate days", paid holidays or concessionary travel rates, should not be accepted.
- 13.2.8 Where visits are required to inspect equipment, sites etc, you must ensure that the City Council meets all the costs of such visits to avoid jeopardising the integrity of any subsequent purchasing decision. Where anything other than incidental hospitality is offered by an existing contractor, or by an organisation likely to be involved in a contract, the hospitality should be refused. You should avoid socialising with organisations and should pay your own bills for meals, travel etc, (claiming any expenditure back under the Council's procedures for reimbursement as appropriate).
- 13.2.9 Similar rules apply to those instances where employees are offering hospitality on behalf of the City Council. The following guidelines must be observed on all occasions. For the purpose of these guidelines "hospitality" excludes the normal tea, coffee and other refreshments provided at meetings:-
- (a) any hospitality must be provided on a modest scale.
 - (b) so far as is practicable, hospitality must be provided in the workplace.

- (c) soft drinks only must be provided in the workplace, alcoholic drinks must not be available.
- (d) if it is necessary to provide hospitality outside the workplace, this must be on a model scale appropriate to the occasion. The cost must not be excessive.
- (e) the number of employees involved on any occasion when hospitality is provided must be restricted, and in any event, must not extend beyond those directly involved with the matter in hand.
- (f) the provision of all hospitality must be personally approved by your Manager, and an Assistant Director, Deputy Director or Director.
- (g) bills for hospitality provided must be certified for payment by your Manager, and an Assistant Director, Deputy Director or Director.
- (h) each service will maintain in their hospitality register, a record of all occasions on which hospitality has been provided, the number of persons involved, and the costs incurred.

APPENDIX 2

Proposed Section on Gifts and Hospitality

13. Gifts and Hospitality and Sponsorship

13.1 General Principles and Policy Statement

13.1.1 Coventry City Council is funded almost entirely from public funds, either through grants from central government, or through council tax and it is essential that the Council can demonstrate the highest standards of probity in general, and specifically in relation to its dealings with third parties.

13.1.2 The Council is committed to the highest standards of ethical conduct and integrity in its business activities. In particular it expects its elected members and employees to comply with the Seven Principles of Public Life, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership. This policy builds on those principles and sets out the Council's position if situations arise where employees or managers are offered gifts and hospitality in connection with their employment.

13.1.3 The aim of the policy is to ensure transparency in the activities of the Council and consequently protect employees from accusations of misconduct. All employees are required to familiarise themselves and comply with this procedure, including any future updates that may be issued from time to time by the Council.

13.1.4 Acceptance of gifts or hospitality by employees could be construed by others as influencing decisions made by those employees. The basic principle of this policy is that you should not behave in a way that might give the impression that a gift or hospitality could influence your decision. It is not enough for you to be satisfied that you would not in fact be influenced, or that it was not the intention of the person offering the gift or hospitality to influence you. You should consider whether a member of the public with all the relevant facts would think that the gift or hospitality could influence your decision.

13.1.5 The following general rules should apply:

- Always refuse where you think there may be an ulterior motive;
- Be sensitive to the possibility that the giver may consider that even small gifts or modest hospitality will elicit prompt service or preferential treatment;
- Never accept gifts or hospitality from anyone who is tendering for a contract with the Council, seeking planning consent from the Council or who is in conflict with the Council, where you are directly involved in the process and/or may be seen to have influence over the process. The Chief Executive or his nominee may accept hospitality in these circumstances where they are not directly involved in the matter at issue and provided there is a clear business case for acceptance, after consultation with the Monitoring Officer.
- All gifts or hospitality, whether accepted or declined, must be entered onto the Directorate Register within 28 days of the date of the offer.

13.1.6 Offers of hospitality and/or gifts should normally be declined. However, it is acknowledged that some employees may, as part of their duties and responsibilities, be called upon to represent the Council for example at:

- functions within the community;
- meetings/visits with outside bodies;
- meetings/negotiations with contractors or business partners;
- conferences/courses

where hospitality and gifts may be offered. Before attending any of the above, you should establish the purpose of the event, be able to justify your attendance and identify an outcome/benefit to the Council. Further guidance on when acceptance of gifts and/or hospitality may or may not be appropriate is set out below.

13.2 Bribery and Corruption

13.2.1 The Local Government Act 1972 makes it an offence for employees to accept any fee or reward (including gifts) for their employment other than proper pay. On conviction employees are liable to be fined.

13.2.2 There is a responsibility, organisationally and individually, to adhere to the provisions of the Bribery Act 2010. Where there are significant breaches of the Act, the penalties for the organisation, senior officers, employees or associated parties are severe, with up to ten years imprisonment for individuals or unlimited fines.

13.3 Gifts

13.3.1 In general, acceptance of any gift should be the exception. The City Council recognises, however, that there are some items, of token value, which may be accepted.

13.3.2 You must not accept personal gifts of any kind, unless they are modest and are of token value (less than £25). Items such as coffee mugs, diaries, calendars, pens or other promotional materials can be retained if they are in use in the office.

13.3.3 Without causing offence, you should discourage service users or other organisations from offering gifts. However, where small gifts, such as chocolates, are given as thanks for a service provided, then these can be accepted if:

- refusal would cause needless offence; and
- the giver is not seeking a business decision; and
- they are shared within the Team or raffled for charity.

No gift of alcohol or tobacco should ever be accepted. Where it is not possible to refuse a gift of alcohol without causing offence or it is difficult to return it, it should be donated to the Lord Mayor's charity or raffled for charity.

13.3.4 Gifts other than those described in 13.3.2 and 13.3.3 may only be accepted if they have a value of £25 or less and your manager agrees that it is appropriate to accept. These gifts must be recorded in the Directorate register of gifts and hospitality, and potentially can be donated to the Lord Mayor's charity. If your Manager does not allow you to accept any small gifts, you must return them politely, but firmly, explaining why you cannot accept it. It is advisable that employees record the offer of a gift on the register, even if it is refused.

13.3.5 If gifts have a higher value than £25, then you should tactfully refuse them. If gifts of this value are delivered, they should be returned with an appropriate explanation. If gifts

cannot be returned, then the Assistant Director, or his nominee, should donate them to charity and record this fact in the Gifts and Hospitality Register.

- 13.3.6 Under no circumstances, should gifts of cash, or tokens or vouchers of a monetary value, be accepted.

13.4 Hospitality

- 13.4.1 The Council needs to maintain effective relationships with a wide range of partners. The giving and receiving of hospitality may form part of this activity.

- 13.4.2 You should only accept offers of hospitality if there is a genuine need to impart information or represent the Council. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where the Council should be seen to be represented. Employees attending such functions must be authorised by their Executive Director and a record of that permission, details of the hospitality and reasons why it is appropriate to accept must be entered into the Directorate register of gifts and hospitality. Authorisation must be sought prior to any hospitality being accepted.

- 13.4.3 However, in their role as a representative of the Council, it is not appropriate for employees, either during or outside working hours, to accept lavish entertainment (e.g. banquets, drinks parties, fashion shows, sporting events, dinner/drinks receptions at conferences and other events), except where there are discernible benefits to the Council and the appropriate Executive Director (or nominee) has given approval (which must be recorded in the register). Any such offers should be declined courteously but firmly. It is anticipated that accepting such hospitality will only be appropriate in limited circumstances and for a limited number of Senior Officers.

- 13.4.4. When hospitality is declined, the offer should be courteously but firmly refused and the organiser informed of the procedures and standards operating within the Council. It is advisable for any hospitality which has been declined to be recorded in the register of gifts and hospitality.

- 13.4.5 You must not accept hospitality that you would feel unable to report openly to a superior, a Cabinet Member or a Committee. If you feel acceptance would be open to misinterpretation in any way then the hospitality must be declined as tactfully as possible.

- 13.4.6 You must be alert to circumstances which might give rise to criticism, such as the forthcoming award of or tender for a contract or the determination of a planning application. Any offer of a gift or hospitality during a tender process must be reported to the Executive Director.

- 13.4.7 Where visits are required to inspect equipment, sites as part of a tender or application process etc., you must ensure that the City Council meets all the costs of such visits to avoid jeopardising the integrity of any subsequent purchasing decision. Where anything other than incidental hospitality is offered by an existing contractor, or by an organisation likely to be involved in a contract, the hospitality should be refused. You should avoid socialising with such organisations and should pay your own bills for meals, travel etc., (claiming any expenditure back under the Council's procedures for reimbursement as appropriate).

- 13.4.8 You may accept incidental hospitality, such as light refreshments, working lunch or other meals, which is part of a visit, conference, meeting or promotional exercise. There is no requirement to register receipt in these circumstances.

- 13.4.9 Invitations to social events offered as part of normal working life, such as opening celebrations, annual dinners, may be accepted if authorised in advance by the appropriate Assistant Director (or nominee). You are more likely to be able to accept hospitality of this sort where it is clear that it is corporate rather than personal. In addition acceptance of this type of hospitality is more likely to be justified in the case of senior managers than more junior employees, where there is an expectation on the part of the Council that they network with current and potential partners. You must be very cautious about accepting hospitality where it is clear that it is being offered to you as an individual.
- 13.4.10 Where an employee is invited to speak at a conference, seminar or similar event, an offer to reimburse or cover travel and other reasonable out-of pocket expenses by the organisers or sponsors of the event, may be accepted. This must be approved and entered onto the register.

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Council Meeting

6 September, 2016

Booklet 1

Written Questions

1.	<p>QUESTION SUBMITTED BY: Councillor Williams</p> <p>TO BE ANSWERED BY: Councillor Innes , Cabinet Member for City Services</p>
	<p>TEXT OF QUESTION:</p> <p>“Would the Cabinet Member provide the following information – 1) How much has the Council spent so far in the present financial year on clearing Fly-tipping across the City? 2) How much has been raised so far this financial year from residents booking the ‘disposal of large items service’?”</p>

2.	<p>QUESTION SUBMITTED BY: Councillor Williams</p> <p>TO BE ANSWERED BY: Councillor Maton, Cabinet Member for Education and Skills</p>
	<p>TEXT OF QUESTION:</p> <p>“Would the Cabinet Member confirm how many times between January 1st 2016 and August 26th 2016 the libraries in Earlsdon, Coundon, Cheylesmore, Finham, Caludon Castle, Arena Park and the Mobile library, have been used for: 1) Borrowing books; 2) Using a computer.”</p>

3.	<p>QUESTION SUBMITTED BY: Councillor Mayer</p> <p>TO BE ANSWERED BY: Councillor J Mutton, Cabinet Member for Strategic Finance and Resources</p>
	<p>TEXT OF QUESTION:</p> <p>“Could the Cabinet Member for Strategic Finance and Resources (John Mutton) explain to me the rules around business rates, and any possible sanctions against an elected member, if they are involved in a business that ends up in arrears?”</p>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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