Deloitte.

New Destination Sports and Leisure Facility for Coventry

Feasibility Study

24 July 2014 / Stephen Jepson

Contents

1 Executive summary

Background

1.1 Deloitte carried out a 'High Level Options Appraisal for City Centre Public Leisure Provision' for Coventry City Council (the Council) in 2013. Ten options were considered in relation to the future of public leisure provision in the city centre, and the Council requested that further feasibility work be carried out on Option 6b.

1.2 Deloitte were subsequently appointed by the Council to undertake a 'Feasibility Study' for the provision of a new city centre leisure centre on the existing Spire House and Christchurch House site and the outputs of this work are contained in this report. The proposed centre is referred to as the New Destination Sports and Leisure Facility (the Centre). Specifically, the outputs of this study are as follows:

- Indicative layouts and massing drawings.
- Design Brief.
- Indicative Cost Estimate.
- Project Execution Plan, including:
  - Design Brief.
  - Governance.
  - Procurement.
  - Consultant and contractor appointments.
  - Cost management.
  - Risk management.
  - Programme.

Confidentiality

1.3 This Draft Report is confidential to Coventry City Council ("the Client"), and has been prepared in accordance with the terms of our Contract with the Client dated 15 August 2013 ("the Contract"), and is subject to the restrictions on use specified in the Contract.

1.4 No party other than the Client is entitled to rely on this Report for any purpose whatsoever and we accept no responsibility or liability to any party other than the Client in respect of the contents of this Report.

Layouts

1.5 An indicative area schedule was prepared based on the facility mix agreed with the Council. Indicative floor plans were then prepared to see whether the building could be fitted on the proposed site. This is often referred to as a 'test of fit' exercise.

1.6 This exercise demonstrated that the proposed facility mix could be accommodated on the Spire House and Christchurch House site.

Costs

1.7 An indicative cost estimate has been prepared based on the area schedule, layouts, Design Brief, programme and procurement strategy contained in this report.

1.8 The estimated cost of the proposed centre is £33,616,000. This includes professional fees, contingency and FF&E, but excludes VAT, inflation, site acquisition costs and costs associated with the demolition or mothballing of the Coventry Sports & Leisure Centre. There are further assumptions contained within the Indicative Cost Estimate included in Appendix 2.

1.9 This cost is based on 4th quarter 2013 cost when the cost estimate was prepared, and no allowance is included for inflation as requested by the Council.

1.10 It should be noted that the construction market has been significantly 'depressed' for the last 5/6 years resulting in very competitive rates for labour/materials, and even deflation. However, recent increases in UK construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecasts of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk that will need to be managed accordingly.

Project Execution Plan

1.11 A Project Execution Plan (PEP) has been prepared to show how the project could be delivered. This sets out the following:

Design Brief

1.12 A Design Brief has been prepared to expand on the initial facility mix and to define the Council's requirements for the proposed centre in more detail.

1.13 This is an important document and will provide the baseline from which the design team develop the design. It is important therefore that the Council and other key stakeholders approve the Design Brief before the project is taken forward. Any changes to this should be subject to a formal approval process, including any cost or programme implications of making the change.

1.14 There are currently some areas that are 'in abeyance' and need to be confirmed as part of the ongoing assessment of need and business plan refinement. This includes the destination leisure water and day spa areas.

Governance

1.15 The successful delivery of the project will stem from clear direction and control, so establishing a project group with clearly defined roles and responsibilities is essential. The proposed roles, responsibilities and approvals structure is therefore set out in the PEP.

Procurement

1.16 An initial procurement review has been carried out with the Council's project team. This has arrived at the following recommendations:

- A 'Two Stage Develop and Construct' procurement route is adopted.
- The Project Manager, Cost Consultant and CDM Coordinator are procured together, through a framework or OJEU. A framework will however enable these consultants to be brought on board earlier and create float in the programme, which will reduce project risk. Regardless of the route chosen, selection will be based on a mixture of cost and quality criteria.

- The Design Team (e.g. the architect, civil/structural engineer and services engineer) are procured together through OJEU. Selection will be based on a mixture of cost, quality and a design competition.
- The architect, civil/structural engineer and services engineer are novated to the contractor. This will transfer design risk to the contractor and will help ensure design integrity. The Council will retain the Project Manager, Cost Consultant and CDM Coordinator to oversee the construction phase.
- The Contractor is procured through a framework. This is the first stage of the contractor procurement. An initial review of the available frameworks has identified the Contracting West Midlands (CWM) framework as a potentially suitable framework that contains four contractors, all of which have a track record of delivering leisure facilities. Alternatively the contractor could be procured through OJEU, although this will take longer and reduce the benefits of the two stage procurement route proposed for this project.
- The design is developed to a detailed stage (RIBA Stage 4: Developed Design) at which point the sub-contractor packages are tendered and a fixed price contract entered into with the main contractor. This is the second stage of the contractor procurement.

Risk Management

1.17 A project of this type comes with significant risks that will need to be managed, mitigated and transferred to the contractor where possible.

1.18 An initial Risk Register has therefore been prepared. This identifies risks and states the probability of occurrence and the likely extent of impact. The Council is currently shown as the risk owner for all of the risks, although this will change over time as consultants, contractors and other parties become involved in the project.

1.19 This will need to be reviewed and developed by the Council. Any Council specific risks will also need to be incorporated.

Programme

1.20 Two outline programmes have been prepared, which shows a potential opening date of end July 2019 as being achievable.

2 Scope

Deloitte Appointment

2.1 Coventry City Council appointed Deloitte to undertake a Feasibility Study for the provision of a new city centre leisure centre on the existing Spire House and Christchurch House site.

2.2 This builds upon the 'High Level Options Appraisal for City Centre Public Leisure Provision' carried out by Deloitte in 2013, and looks specifically at the ability to deliver Option 6b on the Spire House and Christchurch House site.

2.3 The outputs of the study are:

- Indicative layouts and massing drawings.
- Indicative Cost Estimate.
- Project Execution Plan (including Design Brief).

Facility Mix

2.4 The following facility mix was agreed with the Council, upon which outputs within this report are based:

- Reception / administration offices / staff rooms.
- Bar / café.
- 25m x 6 lane swimming pool.
- 'Destination' leisure water facility.
- 85 station fitness suite.
- Activity studio.
- Spin studio.
- 2 Squash courts.
- Day spa.
- Children's play / crèche.
- Indoor climbing wall.
- Wet and dry changing spaces.
- First aid room.

Consultant Team

2.5 The Deloitte team also included Appleyard & Trew to provide cost advice and Design Cubed to provide architectural services.

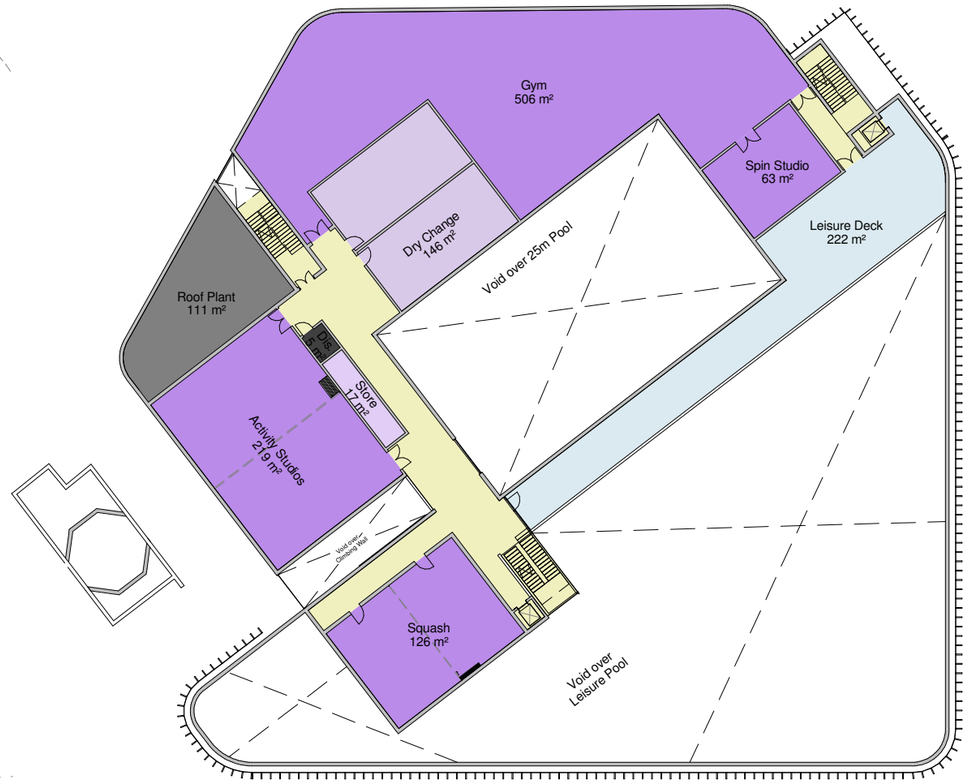
3 Deliverables

3.1 The feasibility study includes the following deliverables:

Output	Refer to	Comment
Massing Study, including: **- Spatial layouts.** **-- Area schedule.**	Appendix 1	The floor plans contained in this report was prepared to carry out a 'test of fit' exercise to see whether the building would fit on the site and to prepare an initial cost estimate. **The plans show that the proposed facilities can be accommodated on the site.** It is anticipated that the appointed design team will work up their own design based on their interpretation of the Design Brief contained in this report, rather than develop the plans contained in this report.
Cost Estimate	Appendix 2	An Indicative Cost Estimate has been prepared based on the layouts contained in this report. This contains a number of assumptions and exclusions, which the Council's attention is drawn to. **The cost of the proposed centre is estimated at £33,616,000**. This includes professional fees, contingency and FF&E, but excludes VAT and inflation. Other assumptions are contained within the Indicative Cost Estimate included in Appendix 2. This cost is based on 4th quarter 2013 cost and exclude inflation. It should be noted however that the construction market has been 'depressed' for some time and is now starting to show signs of recovery, which is likely to lead to an increase in construction prices over the next few years.
Project Execution Plan (PEP): **- Design Brief.** **- Governance structure.** **- Procurement strategy.** **- Risk register.** **- Programme.**	Appendix 3	The Project Execution Plan sets out how the project could be delivered. This will require further discussion and refinement with the Council before it is actioned. Outline programmes have been prepared. **These shows an opening date of end July 2019.**
Design Brief	Contained in Appendix 3 of the PEP	A Design Brief has been prepared to reflect the initial client brief and the layouts contained in this report. **The Design Brief will need to be developed and signed off by the Council and other key stakeholders before it is issued to the Design Team and other consultants.** In particular the brief for the day spa and the leisure water will need to be developed. It is important that the final Design Brief is cost checked to ensure it is deliverable for the Council's available budget.

Appendix 1: Massing Study

GROUND FLOOR



FIRST FLOOR

REV	DATE 15/11/13	DRAWN: SB	CHECK
KEY PLAN			

T +44 (0)7887 995595

designcubed

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+44 (0)7876 506076

PROJECT EMAIL ADDRESS
hello@design-cubed.co.uk

CLIENT

SITE ADDRESS

PROJECT
Coventry Central Baths

SCALE @ A3
1 : 500

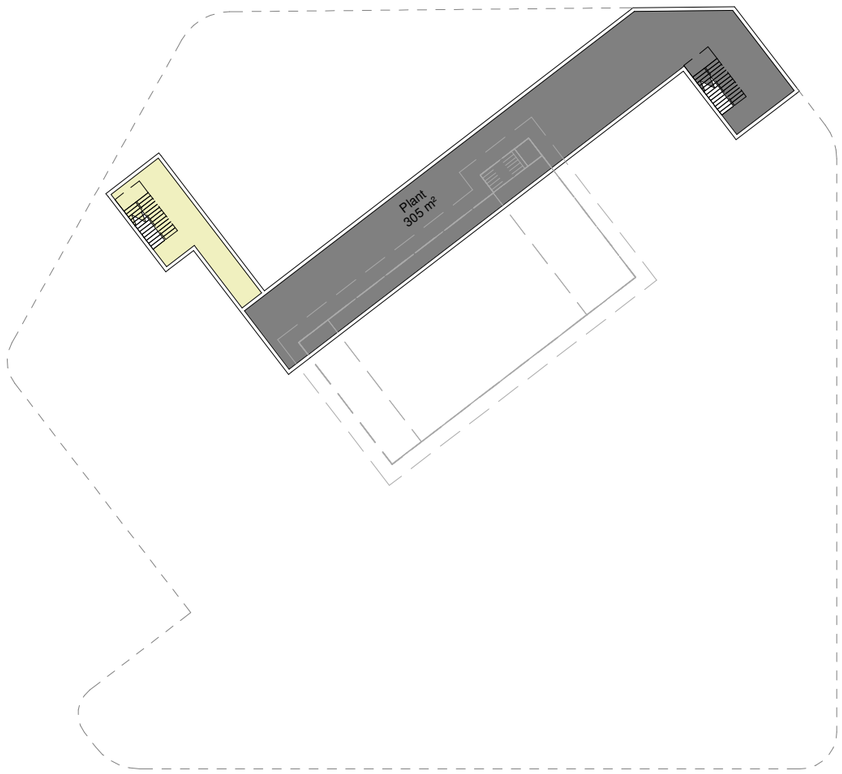
TITLE
Floor Plans (Ground / First)

Option 6B

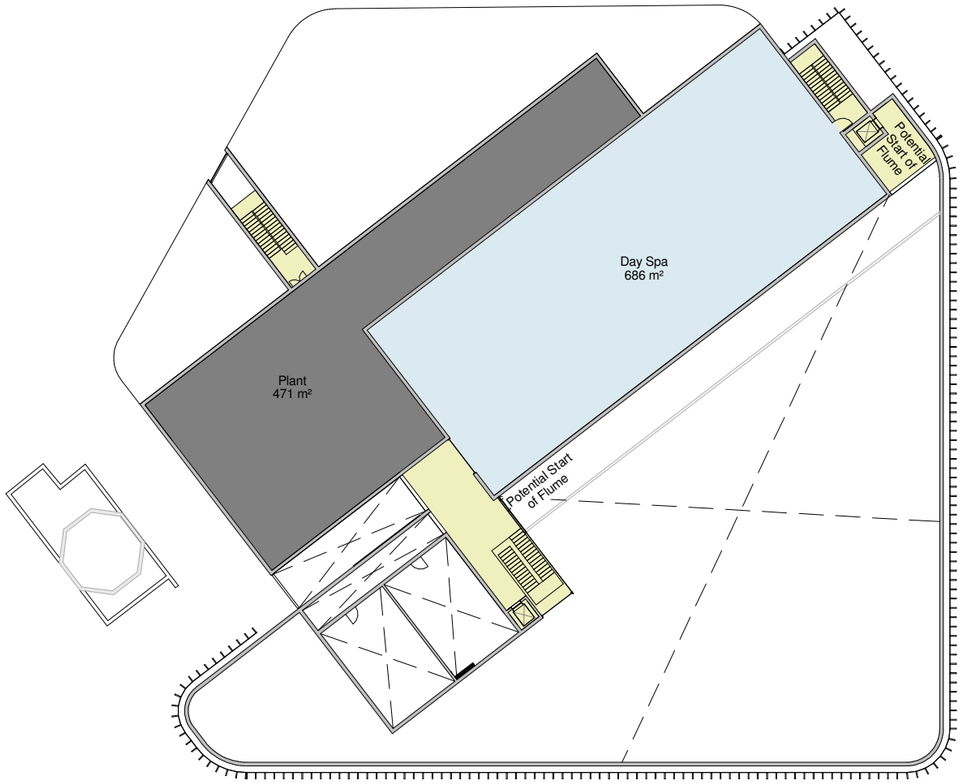
PROJECT NO
13007

DRAWING NO
A(SK6B)A3-001

REV



BASEMENT



SECOND FLOOR

REV	DATE 15/11/13	DRAWN: SB	CHECK

KEY PLAN

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hello@design-cubed.co.uk

CLIENT

SITE ADDRESS

PROJECT
Coventry Central Baths

SCALE @ A3
1 : 500

TITLE
Floor Plans (Basement / 2nd)

Option 6B

PROJECT NO
13007

DRAWING NO
A(SK6B)A3-002

REV

Area Schedule

Ground Floor	
Reception (inc. Admin Offices) / Café	435
Climbing Wall	46
Creche / Childrens Play	82
Circulation	64
Leisure Pool	1511
Lift	8
Lobby	23
Plant	86
25m Pool (6 lanes)	479
Wet Change	739
	3473
External Play	40

Level 1	
Activity Studios	219
Circulation	235
Dry Change	146
Gym (Fitness Suite)	506
Leisure Deck (part of Day Spa offer)	222
Lift	8
Roof Plant	111
Squash	126
Spin Studio	63
Store / Dis.	22
	1658

Level 2	
Day Spa	686
Circulation	135
Plant	471
Lift	8
	1300

Basement	
Plant	305
Circulation	49
	354

TOTAL	6785

Appendix 2: Indicative Cost Estimate

Coventry City Council

Coventry Leisure Water

Option 6b

Indicative Cost Estimate

July 2014

COVENTRY CITY COUNCIL

COVENTRY LEISURE WATER

OPTION 6b

INDICATIVE COST ESTIMATE

CONTENTS

COVENTRY LEISURE WATER

INDICATIVE COST ESTIMATE – OPTION 6b

1.00 Introduction

.01 Appleyard & Trew LLP were commissioned as part of the Deloitte Team on behalf of Coventry City Council to prepare high level budget costs associated with the Options Appraisal Document in relation to City Centre Public Leisure Provision within Coventry.

The study carried out in late 2013 considered a number of options for the provision of City Centre Leisure.

The current leisure provision within the City Centre is provided at Coventry Sports and Leisure Centre at Fairfax Street which comprises a Grade 2 listed swimming pool building in need of repair and an adjoining five storey dry sports centre; the total floor area of the existing facility has been calculated at approximately 17,000m^2 of which approximately 10,500m^2 is on the swimming pool site and the balance within the dry side building.

The options considered as part of the Cost Study were:

Option 1 - Do nothing and retain the existing city centre leisure facilities (CSLC);

Option 2a - Modernise the existing listed city centre leisure facilities (CSLC);

Option 2b - Modernise the listed 'wet side' only of the existing leisure facilities (CSLC);

Option 3a - Reconfigure, rationalise and modernise the existing listed leisure facilities (CSLC);

Option 3b - Reconfigure, rationalise and modernise the listed 'wet side' only of the existing leisure facilities (CSLC);

Option 4 - Provide a new build 'replacement' leisure centre on the existing city centre site;

Option 5 - Provide a new build leisure centre on the existing site as part of a wider urban redevelopment initiative;

Option 6a - Provide a new build leisure centre with split water provision (ie. between the 'lap pool' and leisure water) on the existing Spire House / Christchurch House site within the city centre;

Option 6b - Provide a new build leisure centre with split water provision (ie. between the 'lap pool' and leisure water), a larger fitness suite and day spa facility, on the existing Spire House / Christchurch House site within the city centre.

1.00 Introduction (contd)

Option 7 - Close and mothball the existing city centre leisure centre and do not re-provide any replacement or relocated facilities in the city centre.

.02 In conjunction with the City Council and Deloitte the preferred option was 6b; this has been developed further and now forms part of the proposed Coventry Sports Strategy.

.03 This Cost Report redefines the Project Costs for Option 6b in line with Project Execution Plan and delivery programme prepared by Deloitte.

.04 The facilities being provided within Option 6b are defined within the Design Brief by Deloitte.

.05 No allowance is currently shown for inflation. Costings are calculated as of November 2013 rates (4th Quarter 2013) to be consistent with previous reports. We would again highlight that the construction costs have been significantly "depressed" for the last 5/6 years resulting in very competitive rates for labour/materials etc, and even deflation. However, recent increases in UK Construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecast of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk which will need to be managed accordingly.

2.00 Area Calculations

.01 The area calculations used in the preparation of this report are based upon the area schedule provided by Design Cubed (Architects) in 2013 for Option 6b and equate to 6,785m^2.

3.00 Assumptions/Clarifications

.01 The following assumptions/clarifications should be read in conjunction with this Cost Report:

1) Building costs calculated on basis of A&T benchmarked data and adjusted for specific site anomalies.

2) External works/drainage/incoming services based on site specific info or previously completed schemes.

3) No inflation included consistent with previous cost reports.

4) Professional fees generally included at 12% consistent with percentages included in the November 2013 Cost Report for new build.

5) New build rates inflated to account for city centre and iconic status.

6) Client FFE allowance varies depending on type of facility e.g. wet/dry/mixed. NB: assumed gym equipment is leased.

7) Risk included at 10% consistent with percentages included in the November 2013 Cost Report for new build.

8) VAT excluded.

9) Ongoing lifecycle costs are excluded.

10) Construction costs assumed the works will be competitively tendered to between 4-6 contractors depending on the six and value of individual projects. Should any of the projects be negotiated with only one contractor there could be a potential premium to pay.

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5.00 Inflation Commentary

.01 No inflation is currently shown for inflation. Costing are calculated as of November 2013 rates (4th Quarter 2013) to be consistent with previous reports. We would again highlight that the construction costs have been significantly "depressed" for the last 5/6 years resulting in very competitive rates for labour/materials etc, and even deflation. However, recent increases in UK Construction activity levels are widely forecast to continue over the next few years, leading to capacity issues of supply and demand. Current industry forecast of construction cost inflation indicate this rising above the level of general inflation over the medium term. This should be viewed as a significant risk which will need to be managed accordingly.

Appendix 3: Project Execution Plan

Deloitte.

New Destination Sport and Leisure Facility for Coventry

Project Execution Plan

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24 July 2014 / Stephen Jepson

Contents

1 Introduction

This Project Execution Plan sets out how Coventry City Council can best deliver the proposed New Destination Sport and Leisure Facility. In particular, this document sets out how the Council can procure the building, how long we expect these works to take and what risks the Council will be exposed to during the project.

Background

1.1 Coventry City Council (the Council) plan to deliver a proposed leisure facility for Coventry. The proposed centre is referred to as the New Destination Sport and Leisure Facility (the Centre) and will be built in Coventry city centre on the current site of the existing council building, Christchurch House and Spire House, at the junction of New Union Street and Greyfriars Lane.

1.2 The opening of the Centre will result in the closure of the existing Coventry Sports & Leisure Centre on Fairfax Street, which is also located in Coventry city centre.

1.3 The Council's objectives for the Centre are as follows:

The Vision

To provide an exciting, iconic, high quality facility that is accessible to everyone, draws people to Coventry, acts as a catalyst for the regeneration of the city centre and contributes to the Council's healthy living objectives.

Key Drivers/Objectives

The Council has identified the following key drivers/objectives for the Centre:

- It will be a high quality 'iconic' design that is highly visible. It has to be different and have the 'wow factor'.
- It will be 'cutting edge' and innovative in terms of the design, technology and the uses/features within it. The building will also need to be flexible to change with the times.
- It will be an exciting 'high octane' facility that draws people from Coventry and the surrounding regions.
- It provides a mix of 'Fun, Exercise and Relaxing' facilities,
- It appeals to all age groups.
- It achieves a return on the initial capital investment. This will be achieved by attracting and sustaining high numbers of visitors/users and by designing an efficient building in terms of layout, staffing and building services.
- It is a catalyst for regeneration of the City Centre, in conjunction with the proposed Friargate and City Centre South retail schemes.

1.4 The procurement strategy will need to balance the Council's desires to obtain a high quality 'iconic' facility within the available budget, with the aim of minimising the risks, especially in respect to cost and programme overrun.

1.5 Stringent cost control will be required to procure the Centre within the available budget. Risk management will play a key role in ensuring that unexpected costs are avoided.

1.6 This strategy considers how the Centre can be best procured to deliver a high quality facility in line with the critical objectives.

1.7 The Council will be undertaking a separate exercise to appoint an external operator to run the Centre, and this plan does not therefore cover operator procurement. However, early engagement with the operator will be critical in the design development stages to ensure that the facility is 'fit for purpose' and meets the business plan.

1.8 This will be a live document and will continue to be updated as the project progresses.

Terminology

1.9 Throughout this document the level of design development is referred to using the definitions provided by the Royal Institute of British Architects (RIBA) in the RIBA Plan of Work 2013. For ease of reference the main design stages are noted below for both the 2013 version, as well as the previous 2007 version, which is often still referred to.

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 LL Defect Liability Period	Duties under the Defect Liability Period
Stage 7 In Use	No stage in 2007 Plan of Work	Post occupancy review

2 Design Principles

Facility Mix

2.1 The facilities proposed for the Centre are as follows:

- Reception / administration offices / staff rooms.
- Bar / café.
- 25m x 6 lane swimming pool.
- 'Destination' leisure water facility.
- 85 station fitness suite.
- Activity studio.
- Spin studio.
- 2 Squash courts.
- Day spa.
- Children's play / crèche.
- Indoor climbing wall.
- Wet and dry changing spaces.
- First aid room.

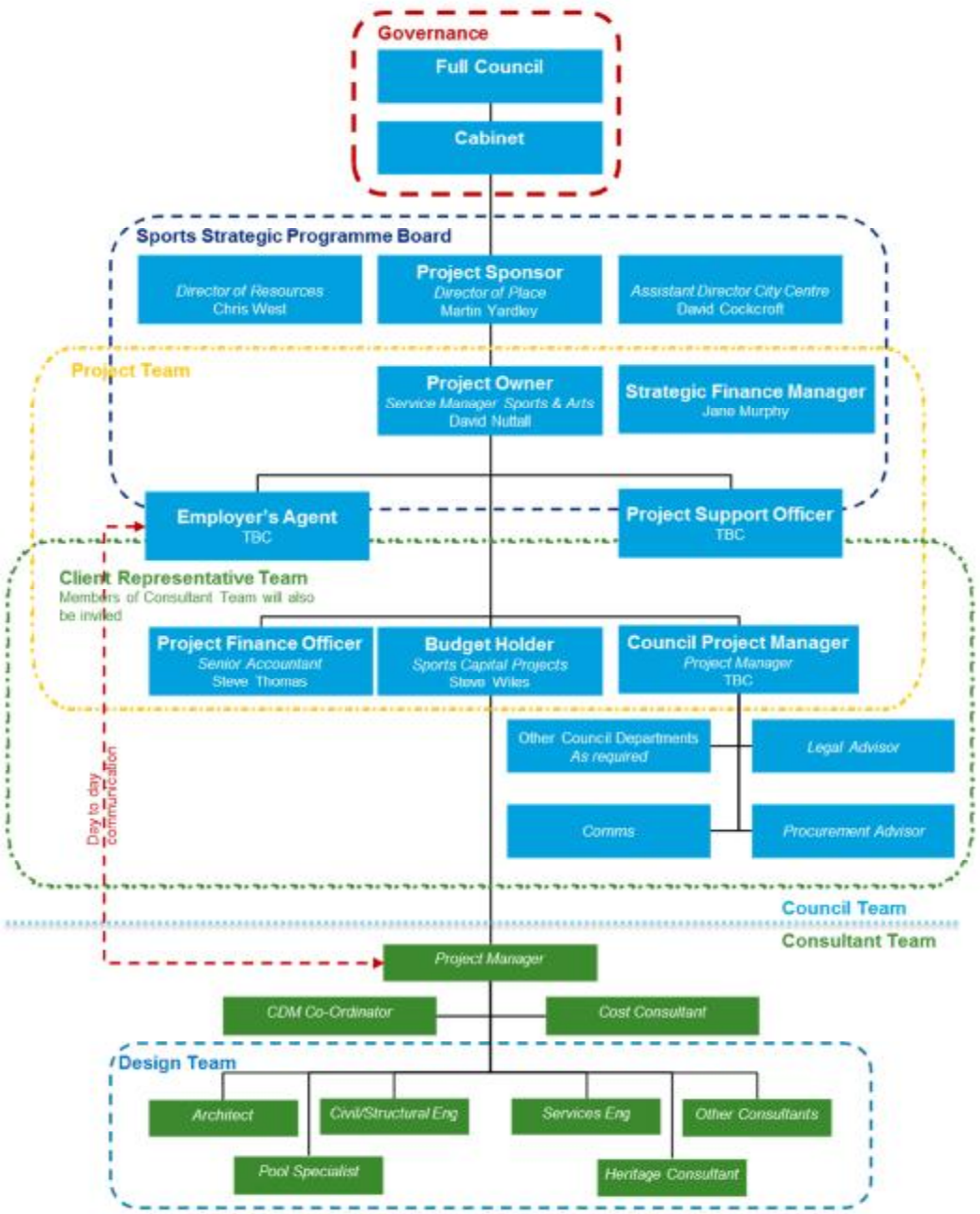
2.2 Where relevant, the facilities must meet the associated current standards set out by the Amateur Swimming Association (ASA) and Sport England.

2.3 An outline Design Brief has been prepared to capture the Council's requirements, a copy of which is included in **Appendix A**. The Design Brief will be updated and clarified in further detail as the design progresses and develops.

3 Governance

Roles and Responsibilities

3.1 The successful delivery of a project stems from clear direction and control, so establishing a project group with clearly defined roles and responsibilities is essential. For this project the following structure is proposed:



Executive Project Roles and Responsibilities

3.2 The Key Executive Roles and Responsibilities would be:

Role	Key Responsibilities
Governance	• Approve the overall scheme along with proposed procurement and development principles (Cabinet) and the funding of the scheme through the capital programme (Full Council). • Delegate the appropriate authorities to Council Directors in relation to specific procurement and appointment methodologies, capital spend approvals and project management and reporting structures.
Sports Strategic Programme Board	• Consider and manage the strategic context of the project in relation to other proposed sports projects and developments. • Approve the processes of procurement, appointments and capital spend through the delegated authority from Cabinet. • Provide strategic project guidance, especially in relation to the broader context of city wide strategies and developments. • Approve key budget milestones and ongoing capital spend variations beyond an agreed threshold. • Receive programme and budget reports from the Project Team.
Project Team	• Provide strategic context for the project as agreed with the Sports Strategic Programme Board. • Champion and assume overall responsibility for the delivery of the project against key milestones and budget parameters. • Provide an interface between the Consultant Team and the political level to ensure that all submissions seeking political approval are underpinned by a robust strategic and financial justification of need. • Continually monitor the progress of the project against strategic and budgetary goals and the expectations of the city wide sports strategy. • Provide connection into other client side, external consultants and Council resource as required and coordinate the interface of this resource into the Project Team as and when required. • Ensure that the project is suitably and appropriately resourced. • Make budget and resource recommendations to the Sports Strategic Programme Board. • Provide sign off for the project at key stages and against key milestones.
Client Representative Team	• Provide direction to the Consultant Team to ensure that the design and delivery of the project is consistent with the project objectives in relation to strategic context, programming and budget. • Manage and oversee the development and progress of the project at a detailed level. • Provide direct connection with relevant partners including other departments of the Council, other institutions, professional bodies and agencies. • Prepare the project for sign off at key stages. • Work directly with the Consultant Team to monitor the progress of the project and 'manage out' issues and challenges. • Manage and recommend all variations and applications for payment throughout the project.

Core Consultant Team (*Consultant Project Manager / Cost Consultant*)	• Responsible for the day to day detailed management of the project, providing delivery advice, guidance and management. • Manage the interface between the Council requirements / objectives and the technical, design and contracting side of the Consultant Team. • Oversee design and development of the project in line with the Project Execution Plan. • Responsible for direct management of the Contractors, the Design Team and other professional services as required. • Ensure that the delivery of the project is managed against programme and budget. • Monitoring the project costs and undertaking initial verification of all Applications for Payment from the Consultants and Contractor.

Key Responsibilities

3.3 The key responsibilities defined in this section correspond to the overall roles as defined above.

3.4 Where individuals are named, it is assumed that their successors will take over their project responsibilities in the event of any change, and that all parties will be properly notified.

Role	Key Responsibilities
Project Sponsor	• Manage and coordinate the presentation of the project to Cabinet and Full Council for approval. • Overall responsibility for the delivery of the project in accordance with the agreed strategy and the Cabinet / Full Council approvals. • Oversee and manage the involvement of the Sports Strategic Programme Board throughout the course of the project. • Define the overarching project management structure, responsibilities and associated processes. • Making budgetary decisions relating to proposed changes / variations to the project where such variations should exceed a defined cost threshold.
Project Owner	• Ensure that all project proposals are consistent with the wider strategic and development plans of the Council. • Report the performance and work streams of the Project Team to the Sports Strategic Programme Board. • Have overall responsibility for the on-going management of the Council's interests and investment in the project. • Work with the Strategic Finance Manager to ensure that the procurement strategies are approved within the Council's Procurement Board. • Work with the Employer's Agent and Council Project Manager to implement and embed the project management structures, responsibilities and associated processes. • Own the overall project budget and make budgetary decisions relating to proposed changes / variations to the project where such variations should exceed a defined cost threshold.
Strategic Finance Manager	• Ensure that all options and proposals are financially modelled to demonstrate relative viability against the availability of capital resource and future operational revenue resource. • Manage the Council's resources and contribution to the project business planning and ongoing financial management and monitoring of the project. • Ensure that the capital spend and profile of such spend is available within the Council capital budgets. • Work with the Project Owner to ensure that the procurement strategies are approved within the Council's Procurement Board. • Receive detailed project budget and cash flow updates from the Project Finance Officer and report these to the Sports Strategic Programme Board. • Report the overall budget of the project within the wider context of sports programmes and budgets within the city to the Sports Strategic Programme Board.
Employer's Agent	• Provide overall connection and consistency within the project, connecting the Sports Strategic Programme Board, Project Team, Client Representative Team, Consultant Team and Contractor. • Work with the Council Project Manager to develop and implement a communications strategy to ensure efficient communication within and between all layers of the project. • Coordinate and oversee the operational revenue business planning for the project to ensure that the project meets the user needs, provides the best value for money and

	meets revenue expectations. • Ensure that all proposals are consistent with the wider strategic and development plans of the intended operator. • Manage the performance of the Consultant Team and report the ongoing performance of the Consultant Team and Contractor to the Sports Strategic Programme Board. • Work between the Council and Consultant Team to ensure that the design development and subsequent construction meets the project objectives and is delivered within budgetary parameters. • Work between the Council and Consultant Team to ensure that all programme and project deliverables meet the agreed strategic objectives. • Work with the Budget Holder and Consultant Project Manager to ensure that the Employer's Requirement documentation is clear and detailed in its performance and product specifications. • Work with the Budget Holder to recommend proposed changes and variations to the Council Project Manager and Project Owner. • Work with the Council Project Manager, Consultant Project Manager and Budget Holder to manage the quality of the project. • Ensure that information and requests for information are provided promptly to the Council Project Manager to ensure timely responses to the Consultant Project Manager, Design Team and Contractor. • Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Team and Sports Strategic Programme Board accordingly.
Council Project Manager	• Oversee and provide the day to day management of the Council's interests and investment in the project. • Own and manage the overall project programme including work with the Consultant Project Manager and Employer's Agent on the contract and construction timelines and the relationship between these and other sports programmes / initiatives within the city. • Ensure that all local stakeholders are kept informed as to progress and issues and be a point of contact for day to day communications. • Manage and coordinate the involvement of other Council departments and advisors as and when required throughout the delivery of the project. • Work with the Project Owner, Strategic Finance Manager and Employer's Agent to develop and implement a specific procurement strategy. • Work with the Consultant Project Manager to refine and administer the terms of the construction contract and submit to the Project Sponsor for sign off. • Manage the Risk Register for the project and ensure that significant risks are reported through the Project Owner to the Sports Strategic Programme Board. • Lead and coordinate the work with the Employer's Agent, Project Owner and other members of the Project Team in the procurement of the Consultant Team. • Work with the Consultant Project Manager and Employer's Agent to continually update the Project Execution Plan to reflect any changes in overall programme. • Work with the Consultant Project Manager and Employer's Agent to ensure that a clear change control process is in place for the approval of variations and change requests. • Work with the Consultant Project Manager and Employer's Agent to ensure that all Consultant, Contractor and Sub Contractor warranties and collateral warranties are produced and executed. • Ensure that the Council is able to deliver timely decisions to the Employer's Agent and Consultant Project Manager to avoid any delays to programme. • Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Team accordingly.

Project Support Officer	• Work with the Employer's Agent and Council Project Manager to provide overall connection and consistency within the project, connecting the Sports Strategic Programme Board, Project Team, Client Representative Team, Consultant Team and Contractor • To provide all administrative support to the project to ensure a consistency of communication within and between all layers of the project.
Budget Holder	• Work with the Employer's Agent and the Project Finance Officer to ensure that user modelling is fully detailed and drawn from industry experience into realistic projections within the project business planning. • Work with the Employer's Agent to coordinate and direct the user input to ensure that the Design Brief meets the user demands and the expectations of the business planning. • Work with the Employer's Agent and Consultant Project Manager to ensure that the Employer's Requirement documentation is clear and detailed in performance and product specifications. • Review and recommend change orders and project variations to the Council with an assessment of programme and budget implications. • Work with the Consultant Project Manager and any Clerk of Works functions to oversee and manage the overall quality of the project. • Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and provide reports to the Project Team.
Project Finance Officer	• Work with the Employer's Agent and the Budget Holder to ensure that user modelling is fully detailed and drawn into realistic projections within the project business planning. • Manage cash flow profiles for the Council and report to Strategic Finance Manager accordingly. • Work with the Employer's Agent, Council Project Manager and Cost Consultant to ensure that all budget and cash flow information received from the Contractor is accurate. • Work with the Employer's Agent, Council Project Manager and Consultant Project Manager to understand the budget implications of any proposed changes and variations. • Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Team. • Verify and manage Applications for Payment from the Contractor and monitor against cash flow forecasts throughout the project.
Consultant Project Manager	• Manage all day to day requirements of the Council through the direct management of the Consultant and Design Teams and the Contractors. • Lead the work with the Employer's Agent, Council Project Manager and other members of the Project Team on the procurement of other Consultants and the Design Team. • Coordinate the individual consultants and collective Consultant Team to produce project reports, including cost plans and programmes as required. • Maintain the Design Brief for the project as it becomes more detailed through design development and agree changes with the Employer's Agent, Budget Holder and Council Project Manager. • Establish and implement processes that facilitate efficient management of the project and serve to highlight / rectify any issues. • Establish formal communication procedures for the Consultant Team and a hierarchy of responsibilities. • Work with the Cost Consultant to establish cost control procedures and monitor the design development to ensure that designs are being developed within budget. • Report to the Client Representative Team through an agreed process on the progress of the project in relation to design, programme and cost. • Work with the Consultant Team to coordinate the production of contract tender

documentation.

- Coordinate, issue and evaluate tender appraisals leading to the appointment of the successful Contractor.
- Administer the terms of the contract, implementing the full range of defined duties of the Consultant Project Manager.
- Prepare all necessary final documentation, including contractual certificates, contractor / consultant warranties and final accounts.
- Prepare a completion report for the Council including cost and programme achievements.

4 Procurement Route

Background

4.1 A Procurement Workshop has been carried out with Council officers and this section provides a summary of this.

Introduction

4.2 The choice of an appropriate procurement route is crucial to the success of any construction project. Every project has unique requirements and therefore potentially viable procurement options need to be appraised. In this section, a brief summary of the available options is provided and related to this project. These options will be familiar to many readers but are included to provide an overview for all interested parties.

4.3 Each of the commonly adopted procurement routes have different characteristics in respect of:

- The extent to which the client can control design
- Cost certainty
- Risk
- Ability to accommodate change
- Time
- Quality control

4.4 This section deals with contractor procurement only as the operator is being procured separately by the Council.

Procurement Routes

4.5 The table below provides an overview of the main procurement routes. These are reviewed in more detail in the following pages.

Route	Pros	Cons	OJEU	Framework
Traditional	• Complete control over design and product selection. • Reduction in post contract changes.	• Longest lead time before starting on site, therefore 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.	• Yes. • OJEU 'Restricted' route.	• No. This approach is rarely used under framework agreements.
Management Contracting / Construction management	• Client retains full control of the project. • Design and construction overlapped, reducing overall programme. • Flexibility to make changes. • Open book approach.	• 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.	• Unlikely an individual package will be over OJEU threshold.	• No.
Partnering	• Least adversarial. • Open book approach. • Early contractor input on buildability issues. • Should achieve a high quality product.	• 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 relationship.	• Yes, but not ideal.	• No. Although some frameworks do introduce an element of partnering.
Single stage Design & Build	• 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.	• 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, particularly the bigger contractors that would be more appropriate for this project.	• Yes. • OJEU 'Restricted' route.	• No. A single stage procurement route is not suited to a framework agreement.
Two stage Design & Build	• Can achieve a reduced programme over singe stage as design and tender stages can be overlapped to a greater extent. • Early contractor involvement where buildability is important. This is particularly relevant for this project which is on a tight city centre site. • 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.	• More expensive than single stage due to reduced competition. In our experience it is 7.5%-10% more expensive. • 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.	• Yes. • OJEU 'Restricted' route is normally used, although some legal advisors will advise that a two stage approach isn't strictly OJEU compliant.	• Yes. Although this depends on the frameworks available to the Council.

Traditional

4.6 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.

4.7 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.

4.8 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.

4.9 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.

4.10 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.

4.11 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.

4.12 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 will also delay the project by many months.

4.13 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 which could help keep costs down without compromising quality and improve buildability.

4.14 Under a traditional contract, the employer 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.

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

4.16 A traditional procurement route is not recommended for this project as residual risks cannot be transferred to the contractor, and time and cost certainty would be difficult to achieve.

Management Contracting

4.17 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.

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

4.19 Under this form of contracting, the management contractor bears very little risk. The management contractor has no design responsibility and is usually not responsible for the work carried out by the sub-contractors.

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

4.21 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.

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

4.23 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.

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

4.25 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 some of the problems that blighted the Scottish Parliament for example demonstrate some of the downsides of this procurement route.

4.26 Management contracting is not therefore recommended for this project due to the lack of cost certainty and the limited opportunity to transfer risk.

Construction Management

4.27 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.

4.28 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 borne by the employer.

4.29 Construction management is not therefore recommended for this project.

Partnering

4.30 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.

4.31 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.

4.32 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.

4.33 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.

4.34 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. There isn't the same incentive for a more complicated one-off project like the New Destination Sport and Leisure Facility project.

4.35 The other downside to partnering is that they rarely achieve 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 contractors 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.

4.36 Partnering is not therefore recommended for this project.

Design and Build / Develop and Construct

4.37 In a design and build project, 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.

4.38 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.

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

4.40 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.

4.41 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.

4.42 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.

4.43 Cost certainty is 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.

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

4.45 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.

4.46 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.

4.47 If the 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 (Developed Design) or 4 (Technical Design), 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.

4.48 Develop and Construct will allow the Council to ensure that the integrity of the design is maintained. However, some of the advantages of design and build are sacrificed as the contractor is not able to contribute to the buildability of the project at an early stage. This more relates to complex sites or phased projects. This can be mitigated by consulting main sub-contractors on the more complex aspects of the design, such as steelwork or by appointing an experienced design team.

4.49 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 change order procedure is adopted.

4.50 Develop and Construct has many of the advantages of design and build with regard to speed of design development, with the 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 closely prescribed in order to achieve a fixed price tender from the successful contractor for a defined product.

4.51 **A Develop and Construct procurement route is therefore recommended** for this project, with the design being developed to Stage 4 (Technical Design). It is proposed that the design is taken to a more advanced stage given the iconic nature of the project and the need to protect the design intent.

Contractor Involvement

4.52 With a Develop and Construct procurement route, it is important to decide at an early stage how much design work will be commissioned by the employer pre-contract and when to involve the contractor. The most common variances on the recommended procurement route are as follows:

- Single stage.
- Two stage.

Single Stage

4.53 The single-stage approach requires the design to be developed to a certain stage (for this project Stage 4 is proposed) at which point the work is tendered and a fixed price obtained for the works. A detailed set of Employer's Requirements will also be prepared along with other key information to set out exactly what the client requires and this will form part of the tender documentation.

4.54 The contractor is not involved in the design process prior to tendering the works. This is effectively a closed book tender.

Two Stage

4.55 As the title suggests, this involves two stages to the tender.

4.56 The first stage invites tenderers to confirm what their overheads, profit and prelims will be (the financial bid) and provide details on their proposed programme, site team, track record, health & safety, etc. (the quality submission), and the contractor is selected on a combination of these two aspects of their bid.

4.57 The design is then worked up with the appointed contractor to an agreed level of detail (again, RIBA Stage 4 is proposed for this project) at which point the contractor obtains costs from their sub-contractors, to which the agreed overheads, profits and prelims are added to provide a fixed cost for the works - this is the second stage. This is effectively an open book tender process.

4.58 Whilst this involves the contractor much earlier, e.g. following the first stage tender, a guaranteed fixed price is not obtained for the works until sub-contractor prices have been obtained, e.g. following the second stage tender.

4.59 The advantages of a two-stage tender, when compared to a single stage tender, are as follows:

- The contractor is brought on board much earlier in the design process and can therefore contribute to buildability and programme issues.

  This will be particularly important for this project given the iconic nature of the design and the constrained city centre site. This is probably the most compelling reason to adopt a two stage approach.

- The contractor is selected on both cost and quality and a better quality of contractor can be attracted to submit a tender.

  There are signs the construction market is picking up and in a buoyant market contractors, and in particular the higher quality/larger contractors, are more likely to choose a two stage procurement route over a single stage procurement route, with the latter being much more costly to bid.

- By tendering on an open book basis the contractor is paid a fair price for the works - this ensures quality as the contractor is less likely to cut corners.

  This is a fair statement. However, a two stage tender can be as much as 10% more than a single stage tender due to the lack of competition during the second stage. For this particular project, however, it is considered a price worth paying due to the iconic nature of the project, the buildability issues associated with this and the constrained nature of the site. It would also be prudent to allow time in the programme to retender the construction contract should an agreement not be reached with the two-stage contractor.

- The overall programme is reduced by involving the contractor earlier.

  By involving the main contractor early it is possible to involve the sub-contractors early too. Whilst this is to contribute to buildability issues, it will also ensure that they understand the project and are up to speed when the second stage tender is completed.

- Cost certainty can be obtained at an earlier stage.

  There are definitely benefits to involving a contractor at an earlier stage, and they will be able to provide guidance on the cost of the various sub-contractor packages. However, cost certainty won't be guaranteed until the second stage tender has been concluded. This is still much earlier than under other procurement route, such as traditional, management contracting or partnering.

- Risks can be mitigated earlier and passed to the contractor.

  A contractor appointed through a two stage tender process is less likely to take on risk. However by identifying the risk with the contractor it is possible to carry out survey work / further work to identify, mitigate, and ultimately quantify the risk. This will allow the risk to be minimised and transferred to the contractor.

- Better quality design teams will be attracted to the project.

  Whilst there are many good quality design teams who will be interested in this project, the more iconic signature architects tend to avoid single stage procurement routes.

4.60 On balance, and due to the iconic nature of the project and the constrained city centre site, it is felt more important to involve a contractor to provide advice on buildability issues, and accept the cost premium that comes with this. By closely monitoring the second tender stage the cost implications of this procurement route can be mitigated. **We therefore recommend a 'Two Stage' procurement route is adopted.**

4.61 It would be prudent however to allow sufficient time in the programme to go back out to the market if the costs received at the second tender stage are not considered to offer best value.

Recommendation on Procurement Route

4.62 Based on the above analysis of the various procurement routes, **it is recommended that this project is progressed using a 'Two Stage Develop and Construct' procurement route, with the design being progressed to RIBA Stage 4 (Technical Design).** This combines some of the benefits associated with 'design and build' and 'traditional' procurement routes. By progressing key elements of the design to a more detailed stage this will help ensure the design intent is captured and a high quality product is obtained.

4.63 To summarise, a 'Two Stage Develop and Construct' procurement route has the following benefits:

- Experienced contractors knowledge can be used from an early stage to refine the construction details, structural engineering and building services to improve buildability. This will be particularly important for this iconic project on a constrained city centre site.

- Early contractor and sub-contractor input on the programme and construction costs.

- A fixed price is obtained following the second stage tender, which is an earlier date than some other procurement routes, such as a traditional procurement route.

- Greater cost certainty when compared with other forms of contract. The contractor takes the risk on many of the factors, which could otherwise lead to increased cost such as construction detailing, compliance with statutory requirements and management of sub-contractors.

- Single point of responsibility for progress, design and construction will be passed onto the contractor following conclusion of the second stage tender.

- The design is progressed to a detailed stage to ensure quality.

- Construction can commence before all the construction detailing has been completed. This reduces the overall development timescales and provides the completed Centre at an earlier date than under a traditional procurement route.

- A two stage procurement route will ensure that larger construction companies are interested in an improving construction market. This will also be important to the involvement of a high quality 'iconic' design team.

5 Contractor Appointment

Introduction

5.1 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, which has been subject to OJEU.

5.2 This review will establish which procurement option is most appropriate to deliver the project using a Two Stage Develop and Construct route, at that moment in time.

OJEU

5.3 There are four possible OJEU routes that can be used to tender projects: Negotiated, Restricted, Open and Competitive Dialogue routes.

5.4 For a project of this nature the most suitable route is the Restricted procedure. This route will attract the most contractors to tender due to its efficiency. It is also recognised in the industry as the most suitable route because the outputs of a Develop and Construct tender package are very specific, leaving little room for manoeuvre.

5.5 There is however a legal view that a two stage procurement route isn't fully compliant with the OJEU Restricted procedures as there is an element of negotiation following the selection of the preferred contractor. This has however yet to be tested in court, and projects continue to be procured in this way.

5.6 Where the OJEU Restricted procedure is adopted, a Project Information Memorandum (PIM), which provides the project background, and a Pre-Qualification Questionnaire (PQQ) is prepared. The contractors would then be required to provide information in response to the PQQ including the following:

- Company information – size, location.
- Financial information – audited accounts, ability to provide a performance bond, Dunn and Bradstreet credit rating.
- Insurance details – including Professional Indemnity.
- Project team – experience of the team, track record, proposed sub-contractors.
- Experience – track record, working with public bodies, experience of procurement route.
- Health and Safety – health and safety policy, track record, ability to act as the Principal Contractor.
- Regulatory issues – Regulation 14 of the Public Works Contract Act 1991.

5.7 Interest would be generated in the project prior to the OJEU notice being released by contacting or meeting with contractors of suitable size and experience to run through the scheme in more detail. This would ensure that a good response is received to the OJEU notice from suitable contractors.

5.8 Ideally a maximum of five contractors would be 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.

5.9 Shortlisted tenderers will be invited to mid-tender meetings at which they can seek clarification of the Council'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.

5.10 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.

5.11 The whole process can take four months from the beginning to finally appointing a contractor. However, the tender process can be run in parallel with the design development, so that no time will be lost on the overall programme.

Contractor Frameworks

5.12 There are many contractor frameworks in place across the UK. The benefits of these are as follows:

- Frameworks are well suited to a Two Stage Develop and Construct procurement route.
- 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 New Destination Sport and Leisure Facility project where buildability will be important due to the iconic nature of the scheme and the constrained city centre 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.
- Most frameworks, with the exception of the Scape framework (see later section on this), include a selection of contractors, thereby introducing an element of competition in the selection of the contractor. This will consider not only cost (overheads, profit, management costs, etc.) but also quality aspects, such as track record, proposed team, methodology, etc.

5.13 Outlined below are the details of contractor frameworks that are most relevant to the Council and some initial comments on these frameworks.

Framework	Area covered	Companies on Framework	Comment
West Midlands Contractors Framework.	West Midlands, including Coventry.	Kier Construction Central. Speller Metcalfe (Malvern) Ltd. Thomas Vale Construction plc.	This framework was set up and managed by Worcester County Council and is focused on this location. Whilst Kier and Thomas Vale are national contractors, the competitive element is effectively limited to two suitable contractors.
Scape.	Set up to be an East Midlands framework, although it is used nationality.	Willmott Dixon.	Willmott Dixon have a good track record of delivering leisure centres. However Willmott Dixon are the only contractor on this framework.
Constructing West Midlands (CWM).	Midlands, including Coventry.	Thomas Vale. Mansell. Willmott Dixon. Morgan Sindall.	National contractors, all of whom have good leisure experience. This is more relevant to the City Leisure Water project and the West Midlands Contractors Framework.

West Midlands Contractor Framework

5.14 The West Midlands Constructor Framework was set up by four organisations - Worcestershire County Council, Herefordshire Council, West Mercia Police Authority and Hereford & Worcester Fire and Rescue Service - and is available to all public sector organisations within the geographic area of the Government regional office for the West Midlands.

5.15 The framework came into operation in September 2010 and will deliver up to £180 million of work over four years. It is to be used for projects over £1m million in value, but this threshold will be reviewed during the framework period.

5.16 Three contractors have been awarded a place on the framework - Kier Moss of Cheltenham, Speller Metcalfe Malvern Ltd, and Thomas Vale Construction of Stourport - following an OJEU advertised tendering process. As a result procurement time is reduced as OJEU tendering processes are not required again on individual projects.

5.17 With the three contractors all having demonstrated in the selection process capability, experience, strong personnel and good environmental attitudes, as well as good value, contracts are awarded on a rotational basis on most occasions rather than by competition. In return the contractors are expected to share knowledge with each other as well as with the client organisations. They are also required to provide and maintain good performance. The success (or failure) of process and delivery is monitored, and poor performance will cause contractors to miss allocations.

5.18 In the standard procedure, a contractor is appointed under an NEC Professional Services Contract (PSC) to join the design team, and awarded a construction contract only if and when a firm price and programme have been agreed. Construction contracts also use the NEC format (Option A).

5.19 Variations to the standard procedure are available, to accommodate for example unusual projects, design and build procurement, or the engagement of the contractor only for the construction stage. However, these are for exceptional use only.

5.20 We do not recommend the West Midlands Contractor framework is used, as the contracts are awarded on a ‘rotational basis’, not all of the contractors have leisure experience and it is coming up for renewal later this year.

Scape Framework

5.21 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.

5.22 The Scape framework has been used to deliver public sector projects such as leisure centres and schools for the past nine years. The framework term is on a four-year cycle and the latest edition was awarded in May 2013 to Willmott Dixon.

5.23 Willmott Dixon is the sole principal contractor under this framework for projects with a construction value over £2m. This was intentional, as Scape wanted to avoid replication of works and services to draw efficiencies in tendering costs and programme.

5.24 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. Alternatively the client appoints and manages the design team with the contractor sitting alongside to provide advice on buildability, programme, cost, risk, etc. as the design is developed.

5.25 The sub-contractor packages are then tendered at the second stage, once the design has reached an agreed level. At this point the cost of the work would be agreed based on the NEC contract, using either Option A (fixed price) or Option C (target cost with a risk share arrangement).

5.26 Willmott Dixon's profits and overheads are currently fixed at 3.5% under the Scape framework agreement, plus an additional payment to Scape, which is typically 0.5% (using a sliding scale fee by floor area) which Willmott Dixon pay to Scape. By way of comparison, the overheads and profit for a leisure centre in the current market can be 1.5% to 7%.

5.27 It should be noted that the Scape framework represents 10% of the current contractor, Willmott Dixon's, national turnover and is therefore seen as a key business stream, which is actively monitored by Scape who operate a "three-strike system", where 'three strikes' results in exclusion from the framework altogether.

5.28 One of the aims of the framework is to achieve efficiencies through shared learning and repetitive design, procurement and construction solutions, which will help build collaboration in the team.

5.29 The framework provider has contract documentation that is pre-agreed with the contractor. This should result in lower legal fees for the client team so that the programme and each project can proceed in the knowledge that legal agreements will not cause delay.

5.30 The client can cancel the contractor's appointment at any time during the preconstruction period when using the Scape procurement route.

5.31 The biggest drawback with the Scape framework is that there is only one contractor on the framework. However, this is offset to a degree by their competitive rates and Willmott Dixon's track record of delivering leisure facilities.

5.32 Whilst we wouldn't discount the use of Scape at this stage, we think it is worth exploring other frameworks, which have more than one contractor on them, such as the Constructing West Midland framework.

Constructing West Midlands (CWM) Framework

5.33 Constructing West Midlands (CWM) Framework was procured by Birmingham City Council, and is a delivery vehicle for capital building works and reactive / planned repair and maintenance works for public sector organisations throughout the West Midlands Region. The framework will run until 2019.

5.34 Contractors appointed to all lots under 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 in key areas such as: efficiency; supporting local communities; sustainability and environmental impact; supply chain; collaboration; innovation; cost and programme; and Health & Safety.

5.35 The framework currently comprises 7 lots, of which Lot 7 is for major capital projects or programmes of work above £500,000 in value.

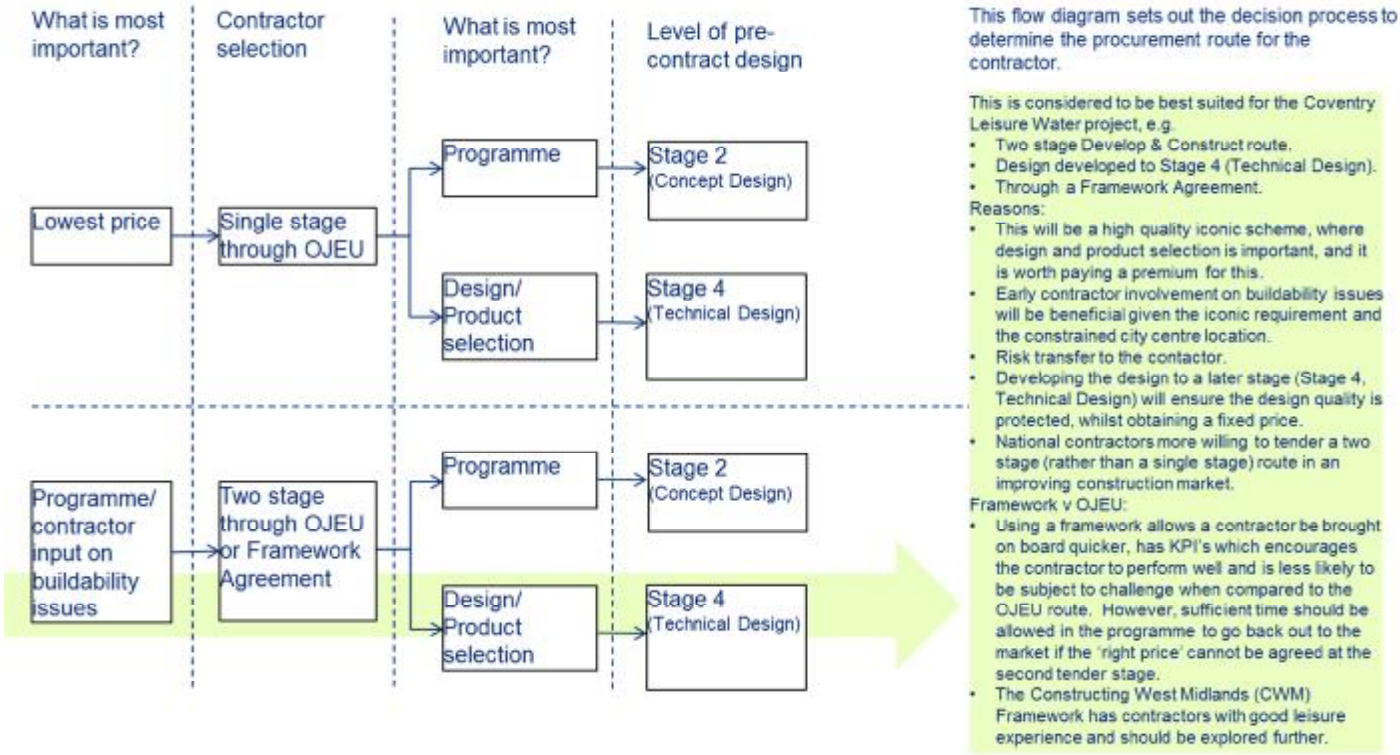
5.36 The contractors on Lot 7 are Community Solutions West Midlands (a consortium of Morgan Sindall plc and Lovell Partnerships Ltd), Mansell Construction Services, Thomas Vale Construction and Willmott Dixon. All of these contractors have a good track record of delivering leisure projects.

5.37 Appointment of the contractor can be by direct allocation or mini-competition.

5.38 **We recommend that the Constructing West Midlands (CWM) Framework is explored further**, as all of the contractors have good leisure experience and a mini-competition can be held to select the preferred contractor.

Recommendation

5.39 The flow chart below summarises the decision process in agreeing the procurement route and making a recommendation:



6 Consultant Team Appointment

Core Consultant Team

6.1 The following core Consultant Team will need to be appointed to deliver the project:

- Project Manager.
- Cost Consultant.
- CDM Coordinator.
- Architect (Inc. interior design).
- Structural/Civil Engineer.
- Services Engineer.
- Pool Specialist (filtration and filters).
- Heritage Consultant.

6.2 Other consultants and specialists will be required at various stages of the project to supplement the core Consultant Team. Surveys will also need to be instructed to inform the design team, for submission with the planning application and mitigate risks.

Combined Project Management and Design Team Appointment

6.3 The following table summarises the advantages and disadvantages of the following:

- Separate appointments – All members of the consultant team are separately tendered and appointed under separate contracts.
- Single appointment – The client enters into a contract with the lead consultant (typically the project manager) to provide full project management and design team services. The lead consultant then appoints the rest of the consultant team as their sub-contractors.
- Hybrid appointment – The client enters into two contracts with a) the project manager, who in turn appoints the cost consultant and CDMC, and b) the design team (typically the contract is with the architect, who in turn appoints the rest of the design team).

Type of Appointment	Pros	Cons	OJEU	Framework
Separate appointments	• Total flexibility and ability to appoint preferred team members.	• Very 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. Greater risk to Council.	• Some of the consultants will be above the OJEU threshold of £172,514.	• Whilst there are a number of frameworks the Council could potentially use, not all of them allow separate consultant appointments. • Frameworks are not as suitable for designers where an iconic design is called for as not all designers on the frameworks are appropriate for 'iconic' schemes.
Single appointment through PM	• Least time consuming option. • Single point of responsibility. • More likely to get a cohesive team. • PM has contractual control over other consultants.	• Unable to pick and choose team members – they come as package. • Can be difficult to change individual consultants if they don't perform. • PM is not completely independent of the Design Team and other consultants. • Not suited to a design competition where the architect is the focus.	• Yes. • Opens the opportunity to wider competition than a framework, although this is much more time consuming. Typically this can take 3-4 months.	• There are a number of frameworks the Council could potentially use. • However, tendering and appointing through the PM would limit the ability to influence the design team and ensuring they are appropriate for an 'iconic' scheme.
Hybrid - separate appointment for PM and Design Team. *See 'Single Design Team Appointment' section looking at Design Team appointment if this route is chosen.*	• Able to select preferred PM and Design Team. • PM is independent of the Design Team. • Could equally apply to Cost Consultant and CDMC if they are appointed separately, or they could be appointed through the PM, or visa versa. • PM can be brought on board quickly to put delivery strategy in place and run the design team tender. • Single point of responsibility for the design team.	• More time consuming than a single appointment. Ideally the PM 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.	• Yes where over £172,514. • More time consuming than frameworks (where available).	• There are a number of frameworks the Council could potentially use. These are however more suited to the PM and Cost Consultant appointment. • Frameworks are not as suitable for the design team where an iconic design is called for as not all consultants on the frameworks are 'iconic' architects.

6.4 **We recommend that a hybrid approach is taken with the project manager/cost consultant/CDMC being appointed separately from the Design Team**, for the following reasons:

- The project manager can be brought on board quickly to put delivery strategy in place and run the design team tender.
- The project manager, cost consultant and CDMC will be independent of the Design Team and will therefore be completely impartial and best placed to protect the Council's interests.
- The Council will have greater choice over the selection of the project manager and the design team, e.g. it avoids a situation where the Council is forced to select a project manager they don't like in order to get the design team they like, or visa versa.
- It reduces the management time and cost to procure and appoint the consultant team, as separate appointments for all of the consultants will be very time consuming.

6.5 In the following section we consider whether the Design Team should be appointed through a single appointment or separately.

Single Design Team Appointment

6.6 The following table summarises the advantages and disadvantages of the following approaches for the Design Team appointment:

- Separate appointments – All members of the design team are separately tendered and appointed under separate contracts.
- Single appointment – The client enters into a contract with the lead designer (typically the architect) to provide design team services. The lead designer then appoints the rest of the consultant team as their sub-contractors.

Type of Appointment	Pros	Cons	OJEU	Framework
Separate appointments	• Total flexibility and ability to appoint preferred team members.	• Very 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. Greater risk to Council.	• Some of the consultants, and in particular the architect will be above the OJEU threshold of £172,514.	• Whilst there are a number of frameworks the Council could potentially use, not all of them allow separate consultant appointments. • Frameworks are not as suitable where an iconic design is called for as not all consultants on the frameworks are 'iconic' architects.
Single appointment This would typically include an architect, civil/structural engineer, services engineer and pool specialist, with other consultants being added as required.	• Procurement is less time consuming than separate appointments. • Single point of responsibility • More likely to get a cohesive team. • Benefits a design competition where the architect requires the input of other design team members, and the design needs to be shown to be deliverable.	• Unable to pick and choose team members – they come as package. • Can be difficult to change individual consultants if they don't perform.	• Yes. • Opens the opportunity to wider competition, although this is much more time consuming than using a framework. Typically this can take 3-4 months. • Where a design competition is called for then OJEU is more appropriate than a framework as it opens it up to more designers.	• Whilst there are a number of frameworks the Council could potentially use, they are not as suitable for an iconic design/design competition.

6.7 Based on the above, **we recommend that a single design team appointment is made**, for the following reasons:

- This will provide a single point of responsibility.
- More likely to get a cohesive team as they have chosen to work together (usually based on their previous experience of working together) rather than being 'thrown' together.
- This suits a design competition (see section on design competitions) where the architect requires the input of other design team members, and the design needs to be shown to be deliverable.
- The timescales and cost to appoint the design team will be less than if they are all procured and appointed separately.

Design Competition

6.8 A design competition is often included in the selection process for the design team where an iconic building is required. This enables the client to 'see what they are buying'. The advantages and disadvantages of a design competition are summarised in the below table:

Pros	Cons	Other Considerations
• Helps achieve a high quality iconic design for the scheme. • Will attract high quality architects. • Design seen before the appointment of the design team. This provides a clear direction for the scheme.	• Architect can become 'protective' of their design and less willing to make change. • There aren't many iconic architects that also have leisure centre/pool experience so they would need to learn quickly and/or supplement their team. Also they don't tend to be as good at detailing. • Iconic architects are not as keen on design and build procurement route and being novated to the contractor. • Design submitted may be unrealistic and unaffordable, but is simply done to 'wow' the client. • Involvement of public in selection process, based on the designs submitted may see the selection of a team/bid which is weaker overall. Selection by a panel rather than opening it up to the public vote, and other criteria, including fees, experience, proposed team, methodology, etc. would help avoid this. • Tender and selection process will take longer than standard OJEU approach as time needs to be allowed for the shortlisted design teams to work up their design.	• A financial contribution could be made for the design development. Typically this is around £5k per tenderer. • Amount of design carried out needs consideration. Full RIBA competition can be very intensive and a 'watered down' version might be more appropriate. • If a design competition is chosen then it will be important to balance the design with other qualitative and price criteria. The selection of the scoring panel will also be important. • The size and make up of the selection panel for a design competition will be important. Usually this is no more than seven to ensure the selection process is manageable. • OJEU is the most appropriate approach for a design competition, rather than a framework approach which would exclude some 'iconic' designers.

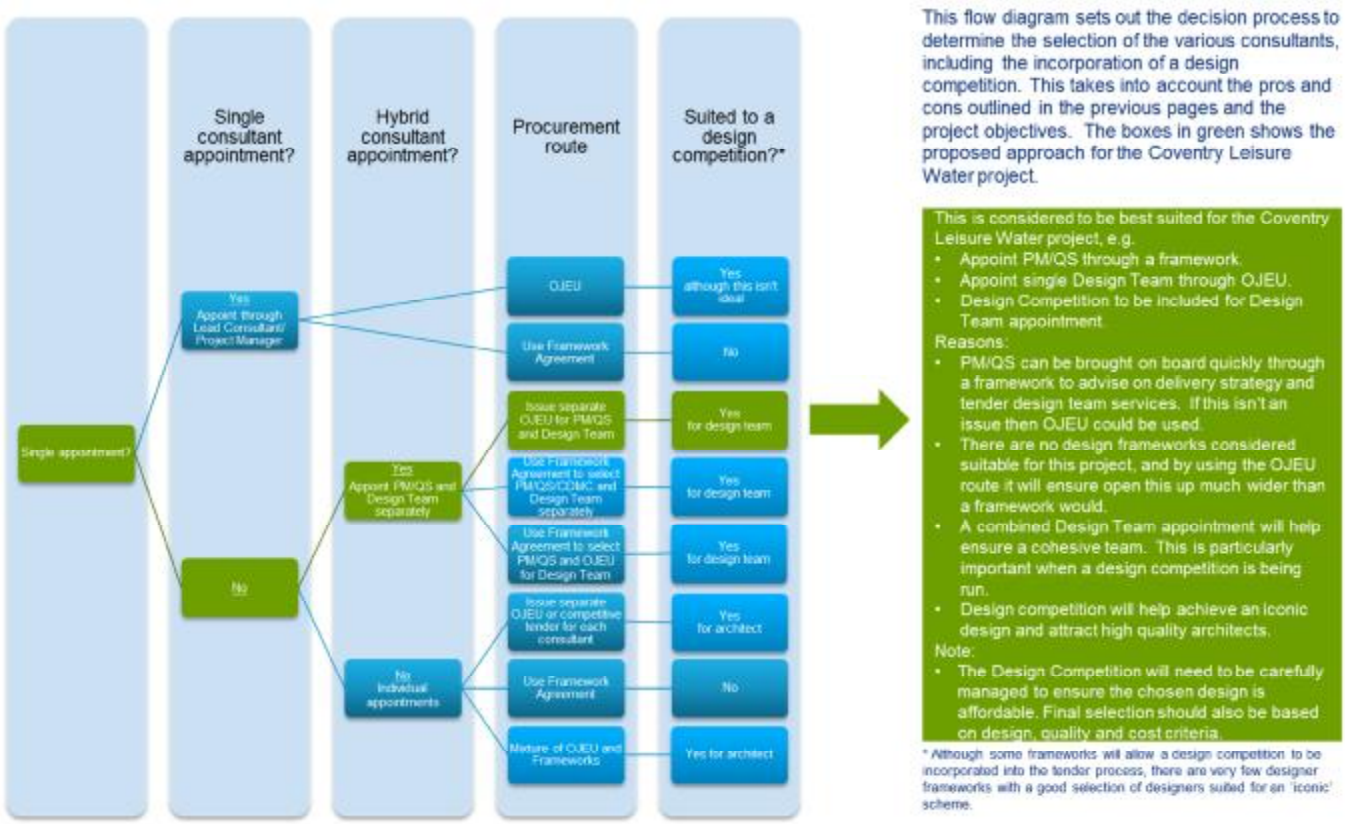
6.9 We are of the view that the advantages of a design competition outweighs the disadvantages for this project, for the following reasons:

- The project is more likely to achieve a truly iconic design.
- High quality designers are more likely to be attracted if a design competition is incorporated.
- The design concept is seen prior to the appointment of the design team. This will provide a clear direction to the project and ensure 'buy-in' from both the Council and the design team.

6.10 We therefore **recommend that a design competition is incorporated into the design team procurement process**. If a design competition is chosen we would recommend that this only forms part of the selection criteria and other qualitative questions, such as demonstrating a track record of working together before, approach, proposed team, etc., and cost is taken into account. We would not therefore recommend that a traditional RIBA design competition is run, which focuses almost entirely on the design concept.

Recommendation

6.11 The flow chart below summarises the decision process in agreeing the procurement route and making a recommendation:



Novation

6.12 **It is proposed that the Architect, Structural / Civil Engineer and Services Engineer are novated to the contractor** which will help to ensure design integrity. This also transfers the design risk associated with the pre-contract design to the contractor.

6.13 Specialist technical knowledge will however be required to supplement the Council's team to monitor the contractor's compliance with the Employer's Requirements, including:

- **Project Manager** – Ongoing role. This should include Contract Administrator for the construction contract.
- **Services Engineer** - The services and specialist swimming pool installations (such as filtration and moveable floors) are two of the most critical and specialist elements of the construction phase of the project and it is important to ensure that this work is carried out in strict accordance with the contract. It is therefore recommended that a Services Engineer (including IT) and Pool Specialist are appointed by the Council for the post-contract phase of the project to monitor the contractor's design development and quality of installation. This should be a separate / independent appointment from the company's novated / appointed by the contractor.
- **CDM Coordinator** - The CDM Co-ordinator will be retained by the Council for the construction phase. This will ensure that there is no conflict of interest that might otherwise occur if the CDM Co-ordinator were appointed by the contractor.
- **Cost Consultant** – The Cost Consultant will carry out valuations and variations under the building contract.
- **Architect** – This role may be required on the Council side following the novation of the architect, to monitor design development and quality on behalf of the Council.

- **Clerk of Works** – A clerk of works may be appointed to monitor the quality of works on site during the construction phase.

7 Design Development

7.1 The principle aims of the design development phase are as follows:

- Refine the brief. This will include development with the Council, together with consultation review with the key stakeholders and end-users.
- Contribute to value engineering exercises to achieve the optimum design within the budget.
- Assist with development of a detailed Design Brief, which will stipulate the spatial, technical and functional requirements of the Centre.
- The designers will be required to prepare detailed specifications for incorporation into the Employer's Requirements document.
- Finishes schedules will be prepared and sample boards produced for the Council's approval.

7.2 The Consultant Team will be expected to progress the design in line with the programme, and produce formal stage reports for signed off by the Council.

7.3 The approach commonly taken under a Develop and Construct procurement route is for the design to be developed only to the planning stage prior to tendering. This strategy is feasible for common building types where technical requirements are well defined and understood, however, in our experience, specialist buildings such as swimming pools are best developed in greater detail prior to tendering.

7.4 There is also an opportunity to progress the design during the planning review period. This will ensure that the design is developed to a more detailed stage and more accurately defines the Council's requirements prior to both tendering and entering into contract. There is a risk of abortive design if planning consent is not obtained, however this can be mitigated by reviewing the design with the planners before it is formally submitted.

7.5 By taking the design to Stage 4 (Technical Design) as proposed earlier in this report, any elements with long lead-in times will be designed in sufficient detail to allow orders to be placed to meet the overall programme and to protect the design intent to ensure the contractor cannot 'down-spec' key elements.

7.6 Council officers have already carried out case study visits to similar facilities. However, it may be appropriate to visit other schemes and take members of the Executive as the project progresses. Visits should also be carried out with the Consultant Team so they can see first-hand what is important to the Council.

7.7 A BREEAM assessor will need to be appointed to provide advice as to the viability of targeting BREEAM and if desired by the Council, a suitable, achievable target will be agreed.

7.8 The services design will be progressed in sufficient detail to permit accurate estimates of service capacities to be produced. This will allow any infrastructure improvements which could have lengthy lead-in times to be identified and programmed.

7.9 By the end of the pre-contract stage a comprehensive Employer's Requirements document will have been produced, which defines the project requirements in terms of spatial, functional and quality standards.

7.10 Following the second stage tender and appointment of the contractor, the project manager and post-contract consultant team will ensure that the quality of final design and workmanship is delivered throughout the construction phase. This will be done as follows:

- Review and comment on all design documents by the consultant team before passing it to the Council for comment.
- Regular design and progress meetings.
- Identify any unsatisfactory workmanship on a defect sheet and monitor the remedial works.

7.11 We would recommend the appointment of a client side architect and a clerk of works to monitor the design and quality of works on site on behalf of the Council. This will supplement the services provided by the consultant team.

8 Consultation

8.1 A comprehensive Consultation Strategy will need to be developed. This should capture the methodology and programme for consultation with the internal Council departments, Planning, English Heritage, National Governing Bodies, any external funders, the general public, and any other key stakeholders.

9 Cost Management

9.1 Cost plans will be prepared at specific stages of the design development process and updated as the design is advanced. These cost plans will be produced by the cost consultant.

9.2 Once the initial cost plan is agreed, it will be updated on each occasion that changes to the brief are instructed. Where appropriate a full cost benefit analysis will be carried out of proposed changes before implementation.

9.3 A Pre-Tender Cost Plan (PTE) will be prepared to ensure that tenders returned will comply with the project budget.

9.4 The cost plan will make an allowance for design risk and include a Council contingency for any unforeseen circumstances. This will then be reviewed as the design progresses and specific risks have been identified or mitigated.

9.5 A strict Change Order system should be implemented to ensure that any changes to the works are fully costed and the programme implications identified prior to instructions. The cost consultant will agree the cost of any changes with the contractor prior to instruction.

9.6 A similar approach should be adopted pre-contract once the Design Brief has been signed off by the Project Board and the final design options have been clarified.

10 Risk Management

10.1 An initial Risk Register has been prepared and is included in **Appendix B**. The schedule identifies risks and states the probability of occurrence, the likely extent of impact on cost, programme or quality, and the parties who will be liable should the event occur.

10.2 The initial risk register has been prepared based on our understanding of the critical objectives for the project. Currently this shows the Council as the risk owner, although this will change as consults the contractor are appointed and other key stakeholders become involved in the project.

10.3 This register deals with design and construction risks and will need to be augmented with the Council's own risks.

10.4 The risk register should be used to identify risks, to enable the risk to be managed by the risk owner, mitigated and / or transferred to the contractor wherever possible. By their nature, some risks will need to be retained and managed by the Council.

10.5 The risk register should be updated regularly as the design development progresses, during tender stage and post-contract.

11 Programme

11.1 Two programmes have been prepared for the project and are included in **Appendix C.**

11.2 The key difference between the two programmes is that Option 1 assumes that the PM/QS/CDMC, Design Team and the Main Contractor are all procured through OJEU, whereas Option 2 assumes that the PM/QS/CDMC and the Main Contractor are procured through a framework.

11.3 The Contractor Appointment section of the Project Execution Plan recommends that a framework be used to procure the contractor. This allows the contractor to be brought on board at the earliest possible date to take full advantage of the proposed two stage procurement route. This will ensure contractor input on buildability from the initial design phases and help reduce project risk.

11.4 The main benefit of procuring the PM/QS/CDMC through a framework is time, and they could be appointed just over two months early than if they were procured through OJEU. This will create float within the programme to deal with any issue that arise, and therefore help de-risk the programme.

11.5 There are variations to both programmes depending on the Council's key drivers, particularly in respect of risk and programme. This will therefore require further discussion with the Council before confirming the delivery programme.

11.6 Early discussion will need to take place with contractors to ensure the period allowed for the demolition and construction phase is realistic.

11.7 The programme should continue to be developed as the project progresses, and updates issued each month to monitor progress.

Appendix A
Design Brief

Deloitte.

New Destination Sport and Leisure Facility for Coventry

Design Brief

24 July 2014 / Stephen Jepson

Contents

1 Overview

Development Overview

1.1 The Design Brief for the New Destination Sport and Leisure Facility (the Centre) has been prepared for consultation with Coventry City Council (the Council) who will fund the new centre

1.2 The Design Brief will be amended as the project progresses to reflect feedback from the Client team and key stakeholders and a schedule of revisions will be included. The Design Brief also needs to reflect the available budget and this will influence the development of the brief.

1.3 Case study visits have been undertaken to similar facilities and initial discussions have been held with water feature providers/designers, and the Design Brief will need to reflect feedback from this.

1.4 The Brief will be developed and expanded by the Design Team to meet the Client requirements. The Design Team will be responsible for ensuring that the Design Brief meets the minimum criteria set out by sporting bodies, such as Sports England, the Amateur Swimming Association (ASA) and other relevant user groups.

1.5 The type, level and number of users for each area have been included in the Design Brief to provide the basis upon which the spatial requirements are worked up by the Design Team. This should reflect the business planning assumption that have been made within the modelling and will be subject to further review with the Client team. All user numbers will be subject to final confirmation as the design is developed, and through agreement with the Client team.

1.6 The Client team has indicated that the building should deliver industry leading standards for energy efficiency achieving BREEAM rating 'Excellent'. The project is of architectural significance due to its prominent city location and the fact that it is replacing the existing listed 50m pool. An iconic and well thought out design is therefore required.

1.7 The design should demonstrate that thought has gone into the impact that the building will have on its surroundings, including the High Street Conservation Area and Grade II Listed Christchurch Steeple, and where possible the design should look to minimise this impact and provide an environmentally friendly alternative. It should however be recognised that this will be difficult to achieve in this type of building and there will be cost implications (initial capital) associated with this approach.

1.8 It is anticipated that a two stage 'develop and construct' procurement route will be adopted, with the Design Team taking the design to at least RIBA Design Stage 4 (previously referred to as Stage E), providing sufficient design information and documentation to conclude the second tender stage and obtain a fixed price from the contractor and transfer risk where possible.

Design Guidance

1.9 This brief is to be read in conjunction with the relevant design guidance available from the following organisations. This is not an exhaustive list:

- Sport England Design Guidance Notes.
- Amateur Swimming Association (ASA) guidelines.

- National Governing Bodies (SBGs).
- Institute of Sport and Recreational Management.
- SAPCA guidance.
- All relevant British and European Standards.
- Building Regulations.
- PWTAG 'Swimming Pool Water' guidelines.

- Coventry City Guidance, including Coventry City Planning Policy Guidance, Conservation and Listed Building Guidelines.

Budget

1.10 The budget for the complete scheme is £33.6m.

1.11 This includes the following:

- Demolition.
- Construction Works.
- External Works.
- Inflation.
- Contingency.
- Professional fees.
- Fit out.

1.12 This excludes the following:

- Inflation.
- VAT.
- Site acquisition costs and costs to decant existing buildings.
- Costs associated with the old centre, such as demolition or mothballing.

Revisions

1.13 This section notes any changes made to the Design Brief by the Client team, or the Design Team once it has been signed-off by the Client team.

2 General Requirements

		Comments
The Site		
2.1	The new New Destination Sport and Leisure Facility (the Centre) will be built in Coventry city centre on the current site of the existing council buildings, Spire House and Christchurch House, at the junction of New Union Street and Greyfriars Lane.	
2.2	'Christchurch Spire' is a Grade II* listed building and adjoins the site. This is of significant national importance and therefore the design for the new Centre will need to take this into account. This could be incorporated into the site if it was considered that this would enhance the scheme.	
2.3	The site is located in close proximity to the 'High Street' conservation area and the new centre will affect views into and out of the conservation area. Therefore, any development on the site would need to preserve or preferably enhance the character and appearance of the area.	For more information on the conservation area refer to http://www.coventry.gov.uk/downloads/511/conservation_areas
2.4	Also situated close to the site is the locally listed, Methodist Central Hall, which will need to be taken into consideration when developing proposals for the site.	Also refer to Coventry City Council's Historic Landscape Characterisation report http://www.coventry.gov.uk/download/downloads/id/11670/coventry_historic_landscape_characterisation_report
2.5	Close liaison will therefore be required with English Heritage, the Local Planning Authority and the Conservation Officer.#	
2.6	Careful consideration of the design, materials and construction methods will be required to reflect the constrained city centre location.	

The Building

2.7 The building should be designed to achieve, and where possible exceed, the following design life (excluding routine maintenance):

- Structural elements: 50 years
- Exposed steelwork first maintenance 15 years
- External elevations 25 years
- Roof finishes 20 years
- Windows and doors 20 years
- Mechanical plant 20 years
- Electrical installation 20 years
- Other equipment, plant and finishes 25 years (excluding internal finishes, fixtures and fittings)

2.8 Planning Consent, and potentially Listed Building Consent, will be required with any subsequent conditions discharged prior to practical completion of the facility.

2.9 The Design Team and subsequently the Contractor will also be expected to liaise with the Fire Officer in respect of associated risk assessments and agreements.

2.10 The completed project must be fully compliant with Building Regulations, including the provisions for disabled access as specified in Part M.

2.11 The design of the Centre should meet and exceed the minimum requirements set out by the Disability Discrimination Act 2005, BS: 8300 and Sport England's guidance note, titled: Accessible Sports Facilities Design Guide 2010 (formally known as Access for Disabled People). Consideration must also be given to the safe and unassisted evacuation of disabled users from any upper floors.

2.12 The external elevations should utilise quality, low maintenance finishes, and be sympathetic to the surrounding environment avoiding being prone to physical damage by vandals and addressing the needs for protection against attack by vandals.

2.13 All finishes are to be robust and suitable for the location of the facility and the nature of its use. Therefore consideration should be given to the use of a hard material up to door height levels.

2.14 The use of natural daylight should be maximised where possible. Measures should however be incorporated to avoid overheating and glare to the swimming pools and leisure water, and to ensure privacy.

2.15 The building fabric and services should be cost effective but energy efficient with low maintenance costs and incorporate anti-vandal fittings to public areas.

2.16 Services should be economic and environmentally friendly, allowing operational running costs to be minimised. Full life cycle cost analysis will be required when considering the building fabric and services.

2.17 The required demand and provision of all statutory services will need to be assessed by the Design Team and the resultant cabling and housings incorporated into the design of the new centre.

2.18 Dedicated access is to be provided to all parts of the building that require routine maintenance (such as internal roof areas, the gutters etc.) without the need to hire in access equipment. Ease of maintenance will be an important consideration.

2.19 Access for deliveries will need careful consideration given the constrained city centre location.

2.20 The Centre is to have wireless data capability to all areas.

2.21 Security of the facilities and the users is a key requirement and the Centre is to be 'Secure by Design'.

2.22 The design should include for the complete installation of CCTV systems throughout the building and all external areas, with due consideration to privacy and security issues.

Environment

2.23 The Centre should be designed to be sustainable, being considerate of environmental issues such as the use of energy and non-sustainable resources and the control of pollution. Consequently sustainable materials should be utilised in the design and construction of the Centre wherever possible.

2.24 The Centre should be designed to take into account the following considerations:

Architectural Design

- Passive Design Solutions – building orientation; heat gain; solar shading; pre-heat air; building massing.

Energy / On Site Renewables

- Energy Supply – Use should be made of the Council's district heating system.

• On Site Generation of Renewable Energy – More than 10% of the Centre's energy requirements should be provided through the on-site regeneration of renewable energy to meet the Council's planning requirements. These could include solar thermal, photovoltaics, ground source heat pumps, water source heat pumps, air source heat pumps, wind turbines, hydro turbines, biomass boilers, combined heat and power systems (CHP, mains gas or renewable), anaerobic digesters, district heating systems. Other new technologies such as fuel cells could be considered.	Refer to Coventry City Council's Planning Technical Advice Note: Renewable/Low Carbon Energy Requirement for New Development, February 2012 Note that some of these technologies, such as CHP and biomass may not be required if use is made of the district heating system
• Renewable Energy Supply – consider using a sustainable source supply chain wherever external energy is required.	
• Reuse - consider rainwater and grey water harvesting.	
• Thermal Performance of Envelope – consider air tightness, insulation values, external wall design, etc. to reduce heat loss through the building fabric.	
• Heat Loss – consider the use of pool covers to reduce heat loss where possible.	
• Carbon Footprint – consider the use of low energy lighting, PIR detection, zoned lighting, energy rating of appliances, secure cycle storage, etc. to reduce the carbon footprint of the operation.	
Materials	
• Green Guide Rating – all materials should be reviewed in accordance with the Green Guide.	
• Review recycled content and recyclability of materials and propose where they could be used.	
• Materials should be sourced responsibly with FSC (Forest Stewardship Council) certification for timber, local supply chains, etc.	
Water	
• Surface water and rainwater run-off should be reduced by attenuation. Rainwater harvesting and attenuation should be considered.	
• External hard landscaped materials should consider the use of Sustainable Urban Drainage Systems (SUDS). The external landscaping design should also give due consideration to attenuation.	SUDS opportunities are likely to be limited due to the constrained nature of the site.
Waste	
• Internal Waste – consideration should be given to how the waste streams in the building can be separated and stored on site once it is operational.	

- Construction Waste – the contractor will be required to provide a Construction Waste Plan to demonstrate the management of waste separation and recycling.

- Design Out Waste – consideration should be given to using the Waste and Resources Action Plan (WRAP, www.wrap.org.uk**)** initiative to aid designing out waste. Further measures should include the use of standard component sizes, pre-fabrication and modular construction.

Refer to the Waste and Resources Action Plan (WRAP, www.wrap.org.uk)

Equality and Race

2.25 The Centre should be designed to cater for all age ranges, abilities and races, in accordance with the Equality Act 2012 and the Council's published guidance.

3 Facilities

Reception, Café & Circulation

Entrance & Reception Area

3.1 The main entrance to the Centre should be clearly visible from the main pedestrian and vehicles approaches to the site.

3.2 Easy and convenient access should be provided to the centre, to ensure that no temporary ramps or mechanical aids are required. This should be suitable for both abled body persons and people with disabilities.

3.3 The entrance to the reception should be through a comfort/draft lobby, created between two pairs of automatic sliding doors, with an effective dirt removing entrance mat.

3.4 The entrance foyer should be a light and welcoming foyer that makes good use of natural light and encourages height and open space.

3.5 The reception area should provide a focal point for customers entering the building, and consider the means by which customer's access either the wet or dry side facilities.

3.6 There should be sufficient space to assist with the management of the significant volumes of people who will be using the centre.

3.7 The reception area should create an 'active ambience', perhaps through a view into the swimming pool, the climbing wall or other facilities that can be visually obscured if required.

3.8 The reception area should be openly connected with adjacent café facilities and should also have quality vending provision.

3.9 Buggy storage, complete with a low fixing rail for security, is to be provided in the reception area.

3.10 Sufficient queuing space should be provided between the point of entry and the reception desk based on the estimated number of users. Cross circulation, in front of the reception desk or through queuing areas, should be avoided.

3.11 The design of the reception area should provide space for the installation of wall mounted information/ television screens, which will be provided by the operator.

Reception

3.12 The reception counter should be located so that people entering the building can be greeted and monitored both when using the public area and the restricted access areas beyond the barriers/ control points.

3.13 The reception counter should pay particular attention to detailing and material choice so as to create a professional and welcoming ambience to set the quality standard feel for the remainder of the facility.

3.14 The design of the reception counter should incorporate a lower portion for ease of use by members of the public and staff who use wheelchairs.

3.15 The design of the reception back counter should be bespoke to meet the design requirements and counter installations (IT; telephony; cash drawers, etc.) of the operator. Suitable and adequate storage is to be provided within the reception area.

Currently it is assumed there will be a total of 7Nr. receptionists and 4Nr. computer positions behind the main reception.

3.16 Provision of retail facilities are required for the display and sale of sports and associated equipment.

3.17 Access to the reception should be through a door not a flap in the reception desk.

3.18 The reception desk area should be directly connected to an administration office and a separate secure cash room.

3.19 The circulation space beyond the reception area should be controlled using turnstile barriers and/ or swipe card controlled entry booths. The method of operation for these is to be agreed with the operator, but cabling to serve these shall be concealed and run behind or beneath the finishes.

3.20 Fast-track swipe card/proximity card turnstiles to speed up access for members.

Reception Administration Office

3.21 The reception administration facilities should consist of a single open plan office.

3.22 The office should be directly accessible from reception through a lockable door and be of sufficient size to accommodate four people along with desks, filing cabinets, a floor mounted day safe and a photocopier.

3.23 The office accommodation should be air conditioned / comfort cooled to $20^{o}C$ – $22^{o}C$.

3.24 Secure cash room to be accessed directly of the reception administration office.

IT Server Room

3.25	IT Server Room should be provided adjacent to the Reception Administration Office to accommodate the IT, comms equipment, CCTV outpost / controls and head end equipment.	This could be located elsewhere in the centre if necessary.
3.26	The comms room should be air-conditioned / comfort cooled to 16^{o}C or to the IT consultant recommendations.	

Café

3.27	Café facilities should be openly integrated and accessible from the reception area with segregation of the area being achieved more through circulation and furnishings rather than any physical barrier.	
3.28	Café to be dual aspect with access on the public side of the turnstiles (dry side) and also from within the pool areas (wet side).	
3.29	Café facilities should be sized to accommodate 50 Nr. users seated at tables and chairs on both sides, e.g. 100 Nr. in total. This is to be a mix of formal and relaxed seating.	
3.30	Café to be located such that viewing is available into the pool spaces.	
3.31	Café should be designed to serve coffee and 'light bites' that require simple preparation and heating only (i.e. soups, panini's, toasted sandwiches, etc.) i.e. those that do not require the provision of any significant bespoke ventilation.	Catering strategy to be confirmed.
3.32	Café to be licenced to serve alcohol.	
3.33	The design of the front counter should allow for the incorporation of hot and cold food display counters, counter top sandwich/ food server, cash collection and serving space.	
3.34	The front counter should allow for a lower portion for use by people in wheelchairs.	
3.35	The back counter should allow for the provision of counter top with sink(s), heating facilities (i.e. for making soups, panini / toasted sandwiches, etc.), and include space for one or two microwaves, an industrial coffee machine, hand washing facilities, storage, under counter refrigerators, dishwasher, and waste disposal.	Final layout, specification and design for the fit out of the cafe/ servery area will need to be agreed with the operator.
3.36	Café to be comfort cooled	
3.37	Holding area for refuse/rubbish, wheelie bins, etc. to be located close to the café/preparation area, with suitable access through non-public or public areas (out of hours) to deposit in main refuse area to external compound.	

Public Toilet Provision

3.38	Toilet provision is to be provided to serve Café users (dry side).	Café users on the wet side will use the wet side changing village.
3.39	The number of toilets to be provided should meet the British Standards.	Unisex toilets could be considered.
3.40	One ambulant cubicle is to be provided in both the male and female toilets.	
3.41	Baby change facilities to be provided.	
3.42	Changing Places facility to be provided in close proximity to the Reception and Café.	

Circulation

3.43	The design of the Centre should keep circulation space and corridors to a minimum, and be as simple and straightforward as possible with no significant changes of floor levels on each floor.	
3.44	The circulation design should create a seamless link between the dry side provision and the wet side provision, with clear routes between the two being evident to users. Access to the facilities must be controllable to ensure that customers only have access to the facilities that they have paid for.	
3.45	Corridor widths to main circulation routes should be maximised to allow two wheelchair users to use the corridor at the same time.	
3.46	Corridor widths should not to be compromised by any projections such as lockers, radiators or door frames, which should all be accommodated within recesses in the wall line.	
3.47	All single doors should have a minimum clear width of 800mm and double doors should have a minimum clear width of 1810mm (or leaf and a half) to suit disabled access.	Based on Sport England guidance.
3.48	All doors (single or double), where they are required in corridors for fire protection, should be recessed into the wall spaces so as to finish flush with the corridor walls and be held in the 'normally open' position by magnetic release devices.	
3.49	All corners to corridors and low level finishes should be robust and corner protection provided to minimise damage.	
3.50	Vertical circulation will be provided via accommodation stairs and escape staircases.	
3.51	Two suitably sized lifts should be provided to serve the upper floor. These should be evacuation lifts and able to accommodate two wheelchairs at a time. Lifts to be located close to reception and main circulation routes.	Based on Sport England guidance. To ensure users are no inconvenience if one of the lifts breaks down. Final size and number to be determined by occupancy modelling.

3.52 Doors to be provided with finger trap protection.

Wet Side

Swimming Pools

Need to review access control/measures when payment structures for different pool areas and facilities confirmed.

General Requirements

3.53 The 25m Pool and Leisure Pool are to be divided into two separate environments with a glazed partition, to form acoustic and thermal separation of the spaces.

3.54 Careful attention should be given to the avoidance of glare from both sunlight and internal light fittings, along with the control of humidity, air and pool temperatures and comfort levels as recommended by PWTAG.

3.55 The pool surrounds shall be designed to avoid contamination of the pool water by water flowing on the floor (e.g. water dripping from the users, floor/gutter washing water, chemicals in washing water) in accordance with BS EN 15288-1:2008 Swimming Pools Park 1, Safety Requirements for Design. This should be achieved by either sloping the pool surround away from the transfer channel or using a double channel.

3.56 All weir / deck side gratings should be heavy duty and robust, using contrasting floor tile colours and texture to highlight the pool edges.

3.57 The tiling of the pools should conform to industry specifications in relation to the adhesive, recommended bedding requirements and installation of expansion joints.

3.58 Tiling, grout and associated fitting should be resistant to industrial cleaning chemicals and processes such as pressure washing in the case of the pool surround areas.

3.59 Tiling to the pool basins below the water line should be white, with all tiles in the pool basins to be those specifically manufactured for such a location / use.

Different colour tiles could be used to the Leisure Pool, but these should be light in colour.

3.60 All ladders and hand rails should be constructed out of heavy duty plastic or 316 grade stainless steel.

3.61 Consideration must be given within the specification of the pool plant, to ensuring that the running and maintenance costs are low and as efficient as possible.

3.62 Quality of the water should be controlled by the use of a UV disinfection system to the 25m Pool and an Ozone system to the Leisure Pool.

Pool specialist to set out options for discussion and agreement with the Council and the operator.

3.63 Access to the pool plant and all isolation switches and controls should allow for ease of use/maintenance and also allow for the eventual replacement of the largest plant items.

3.64 The balance tanks should be located to provide ease of access and maintenance.

3.65 The design of lighting and other services within the pool and leisure water areas should allow for installation and maintenance from the pool side without the necessity for access into the pool tanks.

3.66 Poolside and changing room services should include taps and low voltage sockets/ outlets for connection of cleaning equipment.

3.67 The design should incorporate industry recommended pool alarm facilities for use by lifeguards for use in an emergency situation.

Exact requirements to be agreed with operator.

3.68 Consideration should be given to the provision of a drowning detection system and underwater CCTV to the two pools with associated underwater lighting and connectivity to the lifeguard chairs.

3.69 Allowance should be made for the provision of the appropriate number of lifeguard observation chairs and/or towers to be positioned around the pool areas. There are to be located to maximise the areas viewable to optimise the number of lifeguards.

3.70 Reverberation times within the pool areas to be controlled by the use of suitable finishes to ensure that intelligibility of instructions given by the lifeguards or teaching staff is not compromised, and should be between 1.5 and 2.0 seconds at 500Hz.

Refer to Appendix 3 Acoustics of Sport England's Swimming Pool Design Guidance Note.

3.71 The pools should incorporate large external doors to provide access for large pieces of equipment.

25m Pool

3.72 The 25m pool will be suitable for the following user groups:

- Recreational swimmers
- Health and fitness members
- Children's swimming parties
- School classes
- Learner swimmers
- Club swimmers (for training)
- Sub-aqua training
- People / groups of people with disabilities
- Older people
- Single sex groups
- Ethnic groups

This is not a competition pool nor will it accommodate diving, advanced synchronised swimming or advanced sub-aqua training, all of which require a deeper pool.

3.73	The main pool should be a 25m x 6-lane tank with dimensions that are 25.02m x 13.00m. The pool will have a fixed profile (running shallow to deep end) of: 1.0m depth at the shallow end for a distance of 6.01m; 17m @1:17 gradient to a depth of 2.0m; and 2.01m @1:10 to a final depth of 1.8m.	Refer to current Sport England 'Swimming Pools' Design Guidance Note.
3.74	It should be assumed that the pool capacity will be in the region of 108 persons. Bather load should be determined using the PWTAG guidelines.	Based on the Sport England guidelines of $3m^2$ per person.
3.75	The dimensions of the poolside surrounds should be: • 3m at sides and entrance wall to pool • 2m at turn-end • 2m at start end	
3.76	The pool water should have the capacity to be heated to 30^oC, but will normally operate at a range of 28^oC – 29^oC.	30^oC recommended for babies and disabled people
3.77	The space heating and humidity control for the pool hall should have the capacity to heat to a temperature 1^oC – 2^oC higher than the pool water temperature.	
3.78	Electrically assisted permanent pool cover is required for the 25m pool and provision should be made for this to be stored at high-level.	
3.79	The line markings and distance markers on the pool floor should be tiled in a contrasting colour.	
3.80	The deep water level will be marked at 1.2m by a conspicuous band of tiles down the walls and across the floor of the pool tank.	
3.81	Access to the pool should be via wall ladders and hand railings, submersible platform lift and easy access steps, all of which are to be recessed into the pool walls without any projections into the pool basin, so that entry into the pool is away from the water.	
3.82	Disabled access to the pool to be via a submersible platform lift at the shallow end of the pool, formed as an extended recess to side of the pool basin (e.g. not at the ends) and located adjacent to one set of easy access steps.	
3.83	Submersible platform lift and easy access steps to be located on one of the sides at the shallow end of the pool (not on the pool ends themselves).	
3.84	An accessible hoist and trackway will be provided to the pool from a discrete changing area. The exact location of this shall be discussed and agreed with the operator.	
3.85	The pool surround distances should be maintained around the perimeter of the overall pool tank.	
3.86	Poolside fittings for two fixed hoist locations should be provided for use by manual hoists in case of a mechanical failure to the submersible platform lift.	

3.87	Other pool fixings should include lane anchors at either end of the pool for all lanes, along with poolside fixings for back stroke and false start markers, etc.	
3.88	Combined analogue/second (lap) clock required at both ends of the pool.	Electronic touch pad timing not required
3.89	Informal pool seating should be provided on poolside at deck level, with a minimum of 80Nr positions. Such seating should be bench designed with hinged tops to allow for local storage of floats, arm bands and other teaching aids. This should not reduce the width of the pool surround width.	
3.90	Provision should be made for an integrated acoustic / music / PA system for 'Aquafit' classes and other sessions.	
3.91	Electrically operated blinds/shutter to be provided to any windows to create complete privacy to the 25m pool.	This is not required to the Leisure Pool, although direct views from outside to be restricted.

Leisure Pool

3.92	A new 1,500m^2 (minimum) destination 'water experience' should be provided. This will have fun and innovative water facilities that will create a unique offer and draw people to the Centre.	The final brief and facilities to be incorporated shall be developed and agreed with the Council and the operator. The design needs to strike a balance between bather loads and queue times.
3.93	Listed below are some initial thoughts as to what could be incorporated in the Leisure Pool:	
	• A range of features that would appeal to a broad range of users in relation to age, ability and water confidence – including various depths of water and challenge of the features themselves.	Features to be designed for a two hour experience, rather than a full day experience.
	• A number (2-3) 'drawcard' facilities that would be the features most likely attract the sub-regional / regional usage.	
	• The ability to segregate areas of usage at different times and for different abilities (i.e. slides could be segregated for access within a tower whereby difficulty increased upwards and could therefore allow for 'shut down' segregation through the stairwell heading up the tower).	
	• The volume of space that would be available not just at floor level, but within the proposed height of the building, should encourage a 'multi-level' approach within the hall – creating beaches and access to features at a whole range of different levels.	
	• Genuine and innovative consideration for use by disabled participants.	

- Innovative use of features and water space to deliver multi functionality (wherever possible) within single features. For example slide catchment areas being capable of use for mother and baby teaching sessions.

- Features, layout and circulation design would be required to meet high volume use / participation as opposed to specialist participation where relatively few people would enjoy access at any one time.

- The features would need to be principally contained inside (particularly where they are facing the spire) but could include some outdoor aspects if only within the overall envelope design (i.e. by creating central atriums etc.?).

- Consideration of future life cycling / commercial replacement of features in cycles that would justify new and more modern rides to sustain the commercial demands of the financial modelling.

- The ability to theme the water park innovatively and with appeal that would add to the sub-regional / regional significance.

3.94 Features could include:

Consider possible outdoor features to add interest. This could include 'open air' features or slides/rides which go beyond the external evelope.

- Interesting/free form pool shapes.
- Varying water depths, with extensive shallow or beach areas.
- Wave pools and surfing pools.
- Water slides and flumes
- Lazy rivers
- Falling rapids (with rubber rings).
- Fast moving water e.g. rapids, whirlpools.
- Warm spa pools.
- Water features, e.g. water jets and canon, geysers, water sprays, rain showers.
- Children's wet play equipment, e.g. small slides, pirate ships, mushrooms, kinky snake, etc.
- Feature lighting and sound, to introduce a more theatrical environment.
- Use of colour, shapes, internal planting, exciting design.
- Theming, to increase excitement and appeal.

3.95 The following needs to be confirmed by the specialist pool consultant in conjunction with the agreement of the feature mix:

- Ride and queue times.
- Bather load.
- Minimum pool surround dimensions.
- Access arrangements.
- Movement of equipment required for the ride, e.g. transporting rings, mats, etc. from the bottom to the top of the ride.
- Provisions for people with disabilities.
- Lifeguard requirements and positions.
- Storage.
- Pool fixing, ropes, etc.
- Water temperature.
- Pool hall air temperature.
- Lighting.
- PA and music systems.
- Clocks.

Pool Storage and Cleaners Stores

3.96 Pool storage and cleaners store accessed off of the pool surround.

3.97 Sufficient pool storage and cleaners stores to be provided to all pool areas.

3.98 The pool store should have the capacity to store all pool non-fixed equipment e.g. lane ropes, pool vacuum, inflatables and fun kids session equipment, access equipment for people with disabilities, floats, etc.

This is no storage/access required for canoes or sub-aqua equipment

3.99 Store to be tiled with drainage.

3.100 Double width access doors to be provide at either end of the store to allow for easy access.

Wet Side Changing

General

3.101 The design of the wet side changing facilities should include the following:

- Communal unisex ‘changing village’, capable of subdivision into dedicated zones for male and female use.
- Single sex changing rooms.
- Group changing rooms.
- Assisted changing rooms.
- A ‘Changing Places’ facility.
- Male and Female toilets, including provision for people with disabilities.
- Pre / post shower provision.
- Buggy storage area, complete with low fixing rail for security.

Separation of users of different areas to be considered.

3.102 The wet side changing should give detailed and appropriate consideration to the circulation through the changing area, toilets, wash basin, pre/post swim showering and access to poolside.

3.103 The entrance to the wet side changing area should be through two pairs of double doors controlled either manually or by press plate control for disabled users.

3.104 Views into the changing village from the pools should be maximised if possible to assist with the management and security of this area.

3.105 Fixed seating should be provided to allow people to remove/put on their shoes at the entrance to the wet side changing.

3.106 The floor finishes to all wet side changing areas should be designed to be consistent with the pool surround area, in that they should be tiled to a suitable specification for this area and resistant to continual cleaning with pressure washers.

3.107 Services to the area should include taps and low voltage sockets that are suitable for connection of cleaning equipment.

3.108 Separate entrance(s) to poolside should be provided to the 25m pool and Leisure Pool. The entrance shall be at the shallow end of the 25m pool and shallow water space to the Leisure Pool. A safety barrier shall also be provided at the entrance to prevent people falling into the pool.

3.109 Suitable doors/security shutters/gates should be fitted between the changing area and poolside to prevent unauthorised access to the pool hall when not in use.

3.110 Lockers, cubicles, vanity units and panels to be heavy duty and constructed from solid grade laminate with an impervious plinth / pilaster base.

3.111 All doors and frames to wet areas should use proprietary glass reinforced polyester (GRP) encapsulated non-timber cored doorsets. Hinges and screw fixings should be stainless steel or powder coated.

3.112 Underfloor heating to all wet side changing areas.

Wet Side Changing

3.113 The wet side changing area should be designed with a unisex 'village changing' and single sex changing rooms.

3.114 The village changing should be capable into subdivision into dedicated zones for male and female use for particular programme sessions.

3.115 The number of changing spaces (benches and hooks), locker provision and sanitary ware should be based on 'Standard Method' of changing room calculation contained in Sport England's Swimming Pool Design Guidance Note.

This should be taken as the maximum requirement and could be reduced based on the Design Team's experience at other centres and through discussion and agreement with the operator.

3.116 The changing cubicles should include a mixture of single, double and four person family / disabled cubicles. All cubicles should incorporate the appropriate provision of fixed bench seating, clothes hooks and privacy bars.

3.117 Hooks should also be provided either in the corridor leading to the pool from the changing area or close to the showers to enable swimmers to store their towels off of the floor.

3.118 The wet side changing should incorporate vanity/grooming stations to include robust and secured hair dryers, a shelf at least 300mm deep, well lit mirrors and a lowered area with facilities for use by wheelchair users. Vanity/grooming areas should be spacious enough to prevent congestion and for use by wheelchair users.

3.119 The changing village should incorporate all of the lockers for the wet side.

3.120 The lockers provided should be of various sizes to facilitate all users groups, including disabled users who may need to store artificial limbs or equipment.

3.121 All lockers should be industry specified for use within a wet environment and should be secured through a coin deposit mechanism, with the key being retained by the bather by means of a rubber wrist band.

Coin or electronic operation to be confirmed.

3.122 Baby changing facilities should be provided.

Group Changing Rooms

3.123 Four group changing rooms should be provided to accommodate 15Nr. people per changing room, for use by school groups, single sex changing and other groups.

3.124 Benches to be cantilevered to allow easy cleaning of the floor.

3.125 Dedicated shower provision to be provided to each Group Changing Room.

Assisted Changing

3.126 Minimum of two assisted changing rooms should be provided in the wet side.

3.127 The assisted changing rooms should be located adjacent to the group / team changing rooms and of sufficient size as to accommodate wheelchair turning space along with the necessary fittings.

3.128 The fittings to the assisted changing room should include a changing bed, hoist, toilet and flexi shower fitted to the wall along with a fixed / foldable shower chair.

3.129 One Changing Places facility is to be provided including all fixtures and fittings as outlined on the Changing Places website, www.changing-places.org. This is in addition to the Changing Places facility off the Reception and Café area.

Refer to Changing Places website for standards http://www.changing-places.org/install_a_toilet/design/changing_places_standards.aspx

Toilet and Shower Provision

3.130 Separate male and female toilet facilities should be located with direct access from the changing area and should include immediately adjacent handwash basins with the provision of low level basins for disabled users and children.

3.131 Toilets should be located in a prominent position on the access route to the pool.

3.132 The pre / post swim showers should be a mixture of communal showering and private cubicles and should be located as the last point of entry onto poolside / exit from poolside.

3.133 The pre / post swim showers should include a mixture of fixed shower heads with one fixed flexi shower head and fixed foldable shower chair in both the communal area and one of the private cubicles.

3.134 Private shower facilities are also to be provided in the single sex changing.

3.135 Showers should be planned without thresholds and use appropriate falls and water drainage channels to remove water.

First Aid Room

3.136 The wet side first aid facilities should be positioned in a room that has direct access from the Leisure Pool and direct access to the exterior for use by the ambulance services.

3.137 The room should be sufficiently sized to accommodate a medical bed / stretcher trolley with access to all sides, stretcher, chair, sink, lockable wall cupboard, general storage facilities and resuscitation equipment. In addition the room must allow for manoeuvrability of a portable hoist as well as stretcher beds that may need to be used by the ambulance services.

3.138 Doorways should provide a minimum clear width of 1.1m and be positioned to allow stretcher access.

3.139 The temperature of the room should be set and maintained taking into consideration the need to care for swimmers taken directly from the pools.

Dry Side

Fitness Suite

3.140 The Fitness Suite should provide an area sized for 85 individual workstations.

Assume 5m^2 per workstation as per Sport England Guidance

3.141 Dedicated areas for free weights and stretching. Free weights are to be carefully positioned to avoid been located above sensitive/quite spaces below. Structure and floor to be acoustically separated to prevent vibration transfer. Floor build-up to be reinforced to cope with weights being dropped.

3.142 To be fully accessible to people with disabilities, and be capable of meeting the requirements of the IFI Mark.

For further information on the IFI Mark refer to http://www.efds.co.uk/inclusive_fitness/the_ifi_mark

3.143 Room should provide 4m clear headroom and wall mirrors are to be provided up to 2.4m on the walls adjacent to the free weights and stretching areas.

3.144 The Fitness Suite should have a suitably sized reception point by the entrance, with a desk and services for use by staff.

3.145 50 valuables lockers (coin deposit) are to be provided either in the Fitness Suite by the reception point or nearby.

Numbers to be confirmed

3.146 The room is to be cooled to 18^{o}C and have a minimum air change rate of 20 litres/sec/person.

3.147 Natural light should be maximised and views of the fitness suite externally and from the front entrance are encouraged to provide a ‘shop window’ effect.

3.148 A private consultation room 8m^2 should be provided adjacent to the reception area.

3.149 The Fitness Suite is to be provided with TV points to suit the client’s requirements and the setting out of the fitness equipment.

3.150 Floor boxes to be provided for power and data to provide a flexible, rewirable space to suit alternative equipment layouts.

3.151 Floor mounted chilled water drinking fountains should be provided in the space. The fountain should be suitable for both drinking out of and filling bottles. A wall mounted paper towel dispenser should be provided alongside the fountain.	Numbers to be confirmed

Activity Studio

3.152 The Activity Studio should be sized for 40 users.

3.153 The space is to be column free and 4.0m in height.	No specific martial art use requirement.

3.154 The space is to be sub-dividable into two separate rooms, using an acoustic moveable partition.

3.155 The studio should have a timber floor that meets BSEN 14904.

3.156 50% of the perimeter walls are to have wall mirrors to 2.4m height with ballet bar.

3.157 Natural light into the space should be maximised and lighting levels should be variable from 100 to 300 lux at floor level to facilitate relaxation classes as well as classes using equipment.

3.158 The room is to be cooled to 18^{o}C, with a minimum 20 litres/sec/person fresh air based on peak occupancy.

3.159 Heating and ventilation systems need to be acoustically controlled to minimize interference with quiet uses, such as yoga.

3.160 The room should have high performance music speakers that are fed from a mobile rack, housed in the adjacent store. The rack should have inputs for a roving microphone, CDs and an Ipod which are accessible from within the room.

Activity Studio Store

3.161 A store of 10% of the studio area should be provided that is accessed directly from the Activity Studio.

Spin Studio

3.162 A spin studio to house minimum 20 bikes is to be provided.

3.163 The studio is to have music and lighting systems that can provide high intensity spin class experiences.

3.164 Studio to have high levels of acoustic separation from the surrounding spaces (including the floors above and below) to prevent breakout noise and disturbing other users/activities.

Squash Courts

3.165 2Nr. squash courts to be provided. To be 'black box with glass backs' with no natural light, except possible transmission at high level from viewing to corridor.

3.166 Moveable wall to be provided to allow squash courts to be combined to create large dance studio.

3.167 Viewing to be provided at first floor level from the corridor for general spectator viewing and refereeing

Glass backs will not be acceptable if the courts back directly onto a main circulation corridor.

Dry Side Changing

General Requirements

3.168 The dry side changing should give detailed and appropriate consideration to the circulation through the changing area, toilets, wash basin, showering and access to the various dry side facilities.

3.169 The entrance to the dry side changing area should be through a lobby arrangement, and be designed to avoid sight lines from corridors or lobbies.

3.170 Services to the area should include taps and low voltage sockets for connection to cleaning equipment.

3.171 Lockers, cubicles, vanity units and panels to be heavy duty and constructed from solid grade laminate with an impervious plinth / pilaster base.

3.172 Acoustics must be controlled between the changing areas and they should take account of 'cross talk.'

3.173 All showers should be drained to a slot drain that runs the length of the shower area. The floors are to be laid to fall to the drains.

Male and Female Changing

3.174 The changing rooms should be sized as per Sport England recommendations.

3.175 The dry side changing should incorporate vanity/grooming stations to include robust and secured hair dryers, a shelf at least 300mm deep, well lit mirrors and a lowered area with facilities for use by wheelchair users. Vanity/grooming areas should be spacious enough to prevent congestion and for use by wheelchair users.

3.176 Lockers are to be provided within the changing rooms.

Some lockers to be provided to the corridors as well for people who don't use the changing rooms

3.177 The lockers provided should be of various sizes to facilitate all user groups, including disabled users who may need to store artificial limbs or equipment.

3.178 All lockers should be secured through a coin deposit mechanism, with the key being retained by means of a rubber wrist band.

Coin or electronic operation to be confirmed.

3.179 Each changing station is to be 500mm wide and be provided with two single hooks.

3.180 Small number of individual changing cubicles and showers to be provided.

3.181 Lighting to the changing rooms is to be switched by PIRs.

3.182 Ratio to be 50% male, 50% female.

3.183 To be located in close proximity to the Fitness Suite and Activity Studios, although direct access is not essential.

Toilet and Shower Provision

3.184 The toilet provision for male and female changing should be provided out of the changing area, located off a communal lobby and be designed to avoid sight lines from lobbies.

3.185 The number of toilets to be provided should meet the British Standards.

3.186 Ambulant and accessible cubicles should be provided in both the male and female toilets to meet British standards.

3.187 The number of showers to be provided should be a minimum of 1 per 6 changing spaces, based on Sport England recommendations.

3.188 Each shower room is to have an ambulant position with a drop down seat, a shower head on a flexible hose and grab rails.

3.189 Baby changing facilities should be provided.

Assisted Changing Rooms

3.190 Two assisted changing facilities should be provided on the dry side. One of these should be compliant with the 'Changing Places' requirements.

3.191 The assisted changing facilities should be located in the lobby areas so that they can be used by either sex. They must be of sufficient size as to accommodate wheelchair turning space along with the necessary fittings.

3.192 The assisted changing rooms should include a toilet and flexi shower fitted to the wall along with a fixed / foldable shower chair.

3.193 Accessible lockers to be located directly outside the changing rooms.

Day Spa

Brief for Day Spa needs to be worked up in conjunction with spa specialist.

Location of the Day Spa need careful consideration, e.g. does it link to the wet side facilities or is it a standalone facility.

3.194 Standalone 700m^2 destination Day Spa facility.

For comparison purposes, the day spa at Westminster Lodge Leisure Centre in St Albans is 600m^2 over two floors.

3.195 Area to be acoustically and thermally insulated from the surrounding areas with differing uses, particularly around 'wet' facilities, such as spa pools, saunas, steam rooms, etc.

3.196 All activities to be accessible by wheelchair users.

3.197 Dedicated manager's office, store and staff room (including changing room).

3.198 Underfloor heating to any wet areas, including changing rooms.

3.199 Male, female and accessible changing rooms and toilets including locker/bench area, showers and toilets. These are to be dedicated to the Day Spa.

3.200 Laundry/cleaners store.

3.201 Reception including desk, merchandising area and waiting/seating area.

3.202 Theming, decoration, lighting, sounds, music, ambience, etc. of the Day Spa should be carefully considered to make it a relaxing exclusive spa experience.

3.203 Consider the provision of an area overlooking the Leisure Pool for break out, relaxation, etc.

3.204 Spa treatments/facilities could include (but not be limited to):

Final facilities to be confirmed in conjunction with spa specialist

- Café area, including servery and seating area, in close proximity to the reception and the treatment rooms.
- Relaxation lounge.
- Nail bar and pedicure.
- Treatment rooms, with internal shower areas. To be a mixture of single and two person treatments.
- Built in heated beds/benches (ideally using under floor heating system) in Tepidarium area.
- Aroma steam room.

- Hot rooms including Laconium and Calderium.
- Sauna (various types available).
- Monsoon showers.
- 1No or bucket shower.
- Rasul mud treatment chambers, including rain-like shower and kneipp hoses.
- Ice fountain.
- Dedicated swimming pool
- Walk-in Hydro Spa Pool, including button operated water/pummel jets, nossles, etc. (located above and below the water line), jacuzzi, whirlpool, etc.

Crèche

3.205 The design should incorporate a Crèche for 25 children and should be suitably designed for OFSTED registration and meet the National Standards for Crèches 2001 (The Child Minding and Day care Regulations)

3.206 A separate soft play space is to be provided in close proximity to the crèche. Dimensions for the structure are to be agreed with a specialist manufacturer during design and development.

3.207 The Crèche should have unisex toilets accessed directly from the Crèche, suitable for use by children, including nappy changing facilities.

3.208 Adjacent to the toilets should be a wash up room including a sink, drainer and worktop, along with a general store room.

3.209 The Crèche should be located by the Café on the ground floor, on an exit route from the building.

3.210 The Crèche should have a secure external Crèche yard with direct access from the Crèche. The yard is to be screened off with hit and miss fencing made from planed and sanded hardwood, and the flooring should be rubberised. Drainage should be provided to the yard for wash down purposes.

Climbing Wall

3.211 12m high climbing wall with variety of routes from beginner to expert level.

3.212 Bouldering area to be provided next to climbing wall with crash mats to allow introduction to climbing. | If sufficient space.

3.213 Floor to be fitted with anchors for each section of wall.

3.214 Area to be capable of being secured with screening or barriers to prevent unauthorised use.

3.215 The area around the climbing wall should include resting areas and space for climbers to leave kit whilst climbing. Sufficient space should also be provided for staff to brief lessons/groups of climbers.

3.216 Dedicated storage to be provided within the user/spectator benching within the climbing wall area.

Staff Room and Changing

3.217 The staff are to be provided with a dedicated staff room that they can use on their breaks, to eat meals and to relax. This is to be independent from public facilities, easily accessible and located so that staff can respond quickly in an emergency.

3.218 The space should provide a mixture of formal and informal seating at any one time for 10 people. The space should include a tea point, sink/drainer, cupboards, microwave, fridge and worktop space.

3.219 Male and female changing rooms, including bench seating, lockers, and individual shower cubicles. Dedicated accessible changing provision should also be provided.

Ancillary Accommodation

Storage

3.220 The design should ensure that there is adequate storage provision throughout the Centre.

Cleaners Stores

3.221 The design should ensure that there are adequate and appropriately located cleaning stores

3.222 Materials used within the Cleaners Store should be durable and resistant to impact damage. The floor should be non-slip when wet.

3.223 Each Cleaners Store should include storage space for supplies and equipment, Belfast Sink, water supply and drainage.

Plant Rooms

3.224 Plant space is to be sufficiently sized and located to meet the building service requirements.

3.225 Location of the plant rooms and the access arrangements should consider:

- Proximity to spaces to be serviced from the plant room.
- Integration with other elements of the building plant.
- Plant layout for maintenance and operational ease.
- Eventual replacement of the largest pieces of plant.
- Drainage locations.
- Electric, gas, water and IT/comms intake locations.
- Access for chemical deliveries.

Refuse Storage

3.226 Refuse storage/bin storage to be sufficiently sized on the assumption there are two collections per week. This should be external to the building and consider potential fire risk.

3.227 To be provided in a position that allows for easy use, whilst also providing easy access for refuse collection. The area should be located on the public side of any security lines, to facilitate collections outside work hours.

Electric sub-station

3.228 Location of the sub-station to be agreed with local electric company.

Ideally this will be incorporated into the building rather than a standalone facility.

External Areas

Vehicle Access, Parking & Lighting

3.229 No parking to be provided on site.

There is parking locally to the Centre in the city centre.

3.230 Cycle parking should be provided within close proximity to the reception area. This should be under cover and a mixture of hoops and lockers.

Final numbers to be confirmed by highways engineer.

3.231 Emergency vehicle access to be provided to the perimeter of the centre.

3.232 Access for the delivery of goods including café deliveries will be required.

3.233 The design should incorporate the installation of footpaths to the external perimeter of the building.

3.234 The design should include the provision of external illuminated signage to the front of the building and roadside.

External Landscaping

3.235 All external areas should be landscaped to complement and enhance the existing environment.

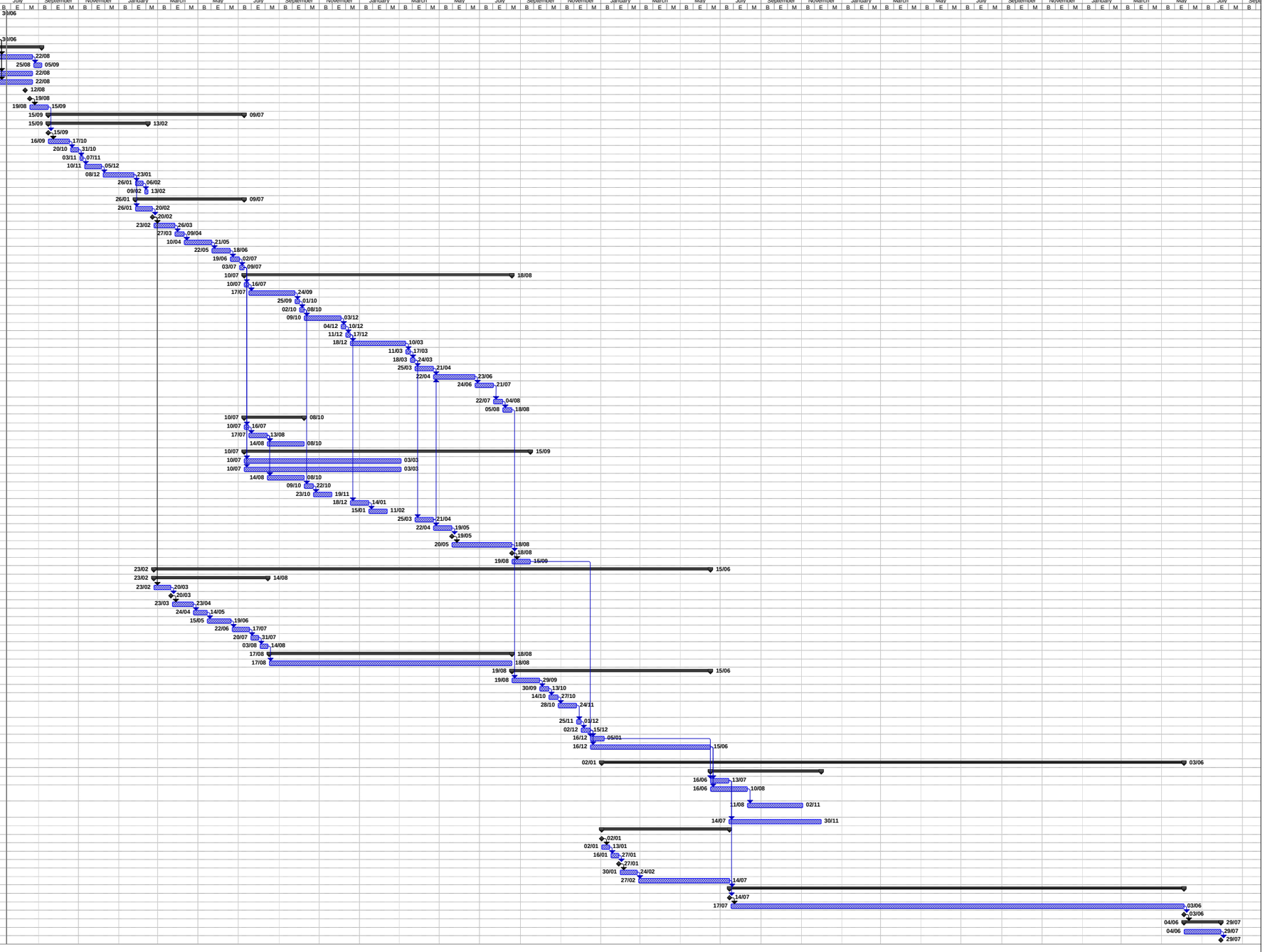
Appendix B
Risk Register

This page has intentionally been removed as to redact commercially sensitive private information would make the page unreadable and meaningless

Appendix C
Programme

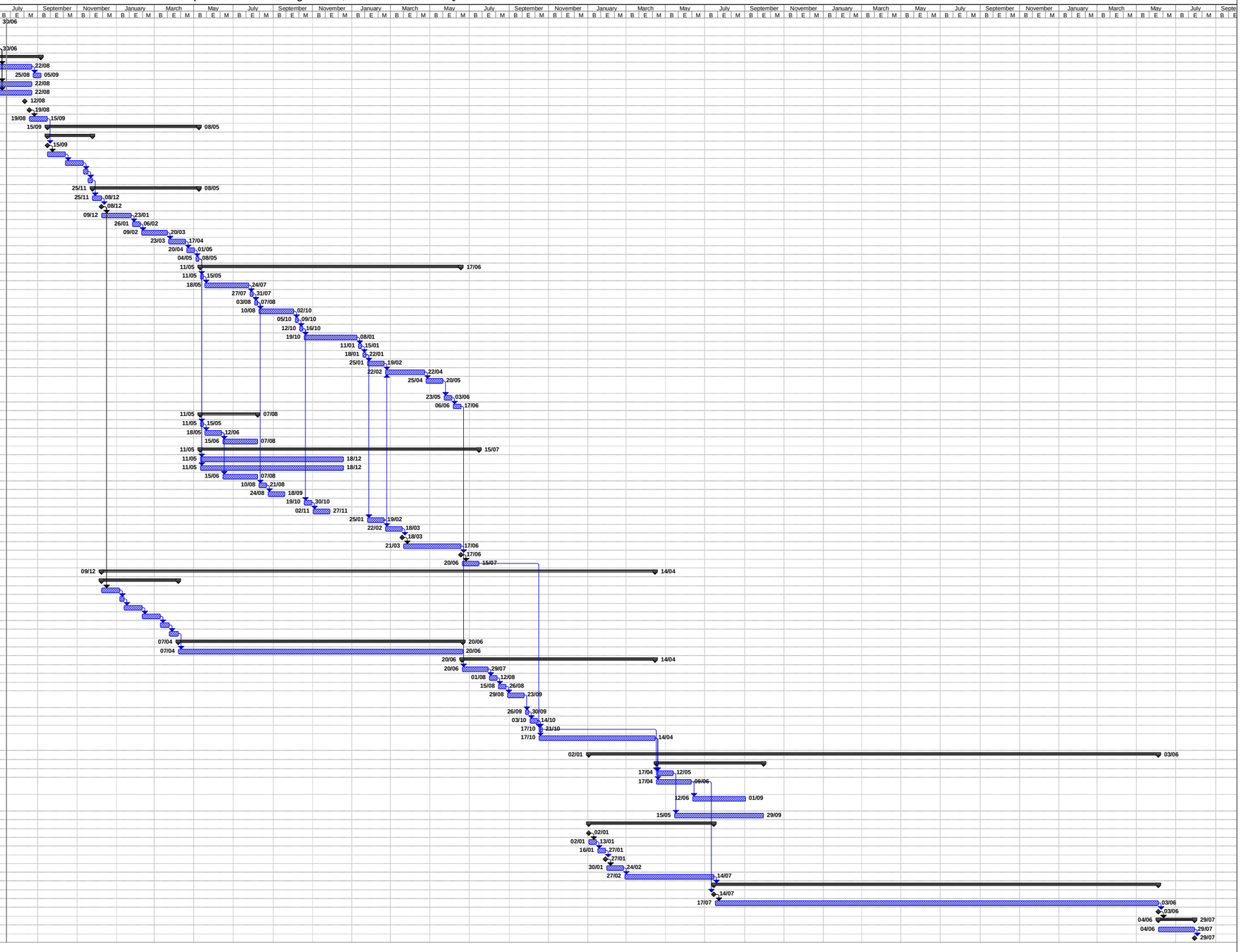
New Destination Leisure Facility for Coventry
Outline Programme
Option 1 - OJEU Contractor, PM/QS/CDMC/Consultant, Design Team

ID	Task Name	Duration	Start	Finish
1	**Delivery Strategy**	**95 days**	**Mon 17/02/14**	**Mon 30/06/14**
2	Design Brief	4 wks	Mon 17/02/14	Fri 14/03/14
3	Project Execution Plan	6 wks	Mon 17/02/14	Fri 28/03/14
4	Issue final Feasibility Report	0 days	Mon 30/06/14	Mon 30/06/14
5	**Early works**	**50 days**	**Mon 30/06/14**	**Fri 05/09/14**
6	Prepare consultant tender documents	8 wks	Mon 30/06/14	Fri 22/08/14
7	Client review and sign off documents	2 wks	Mon 25/08/14	Fri 05/09/14
8	Business plan/design brief refinement	8 wks	Mon 30/06/14	Fri 22/08/14
9	Other preparation work	8 wks	Mon 30/06/14	Fri 22/08/14
10	Cabinet Approval	0 days	Tue 12/08/14	Tue 12/08/14
11	Full Council Approval	0 days	Tue 19/08/14	Tue 19/08/14
12	Judicial Review Period (20 days)	20 days	Tue 19/08/14	Mon 15/09/14
13	**Consultant Appointments**	**203 days**	**Mon 15/09/14**	**Thu 09/07/15**
14	**PM, QS, CDMC Appointment (OJEU)**	**99 days**	**Mon 15/09/14**	**Fri 13/02/15**
15	Issue OJEU Notice (electronically)	0 wks	Mon 15/09/14	Mon 15/09/14
16	OJEU period (30 days)	24 days	Tue 16/09/14	Fri 17/10/14
17	PQQ assessment and shortlist	2 wks	Mon 20/10/14	Fri 31/10/14
18	Issue tender documents	1 wk	Mon 03/11/14	Fri 07/11/14
19	Tender period	4 wks	Mon 10/11/14	Fri 05/12/14
20	Tender assessment, interviews and letter issued	5 wks	Mon 08/12/14	Fri 23/01/15
21	Standstill Period (10 days)	2 wks	Mon 26/01/15	Fri 06/02/15
22	Appoint PM, QS, CDMC	1 wk	Mon 09/02/15	Fri 13/02/15
23	**Design Team Appointment (OJEU)**	**119 days**	**Mon 26/01/15**	**Thu 09/07/15**
24	Prepare tender documents	4 wks	Mon 26/01/15	Fri 20/02/15
25	Issue OJEU Notice (electronically)	0 days	Fri 20/02/15	Fri 20/02/15
26	OJEU period (30 days)	24 days	Mon 23/02/15	Thu 26/03/15
27	PQQ assessment and shortlist	2 wks	Fri 27/03/15	Thu 09/04/15
28	Tender period (assuming design comp)	6 wks	Fri 10/04/15	Thu 21/05/15
29	Tender assessment, interviews and letters issued	4 wks	Fri 22/05/15	Thu 18/06/15
30	Standstill period (10 days)	2 wks	Fri 19/06/15	Thu 02/07/15
31	Appoint Design Team	1 wk	Fri 03/07/15	Thu 09/07/15
32	**Design**	**280 days**	**Fri 10/07/15**	**Thu 18/08/16**
33	Design Team lead in	1 wk	Fri 10/07/15	Thu 16/07/15
34	Stage 1 (Preparation and Brief) - design	10 wks	Fri 17/07/15	Thu 24/09/15
35	Stage 1 - cost check and stage report	1 wk	Fri 25/09/15	Thu 01/10/15
36	Stage 1 - client sign off	1 wk	Fri 02/10/15	Thu 08/10/15
37	Stage 2 (Concept Design) - design	8 wks	Fri 09/10/15	Thu 03/12/15
38	Stage 2 - cost check and stage report	1 wk	Fri 04/12/15	Thu 10/12/15
39	Stage 2 - client sign off	1 wk	Fri 11/12/15	Thu 17/12/15
40	Stage 3 (Developed Design) - design	10 wks	Fri 18/12/15	Thu 10/03/16
41	Stage 3 - cost check and stage report	1 wk	Fri 11/03/16	Thu 17/03/16
42	Stage 3 - client sign off	1 wk	Fri 18/03/16	Thu 24/03/16
43	Preparation of Detailed Planning Application	4 wks	Fri 25/03/16	Thu 21/04/16
44	Stage 4 (Final Proposals) - design	9 wks	Fri 22/04/16	Thu 23/06/16
45	Stage 4 (Tender) - Prepare Employer's Requirements / Specifications	4 wks	Fri 24/06/16	Thu 21/07/16
46	Stage 4 - cost check and amendments	2 wks	Fri 22/07/16	Thu 04/08/16
47	Stage 4 - client sign off	2 wks	Fri 05/08/16	Thu 18/08/16
48	**Site Information and Surveys**	**65 days**	**Fri 10/07/15**	**Thu 08/10/15**
49	Review available information	1 wk	Fri 10/07/15	Thu 16/07/15
50	Agree surveys to be carried out and procure	4 wks	Fri 17/07/15	Thu 13/08/15
51	Survey period	8 wks	Fri 14/08/15	Thu 08/10/15
52	**Planning**	**300 days**	**Fri 10/07/15**	**Thu 15/09/16**
53	Consult with planners (ongoing dialogue)	8 mons	Fri 10/07/15	Thu 03/03/16
54	Consult with English Heritage (ongoing dialogue)	8 mons	Fri 10/07/15	Thu 03/03/16
55	Traffic Assessment and other surveys	8 wks	Fri 14/08/15	Thu 08/10/15
56	Prepare for Public Consultation (initial consultation)	2 wks	Fri 09/10/15	Thu 22/10/15
57	Public Consultation	4 wks	Fri 23/10/15	Thu 19/11/15
58	Prepare for Public Consultation (second phase)	2 wks	Fri 18/12/15	Thu 14/01/16
59	Public Consultation	4 wks	Fri 15/01/16	Thu 11/02/16
60	Prepare Detailed Planning Application	4 wks	Fri 25/03/16	Thu 21/04/16
61	Pre-planning period	4 wks	Fri 22/04/16	Thu 19/05/16
62	Submit detailed Planning Application	0 days	Thu 19/05/16	Thu 19/05/16
63	Planning review period	13 wks	Fri 20/05/16	Thu 18/08/16
64	Obtain Planning Consent and Listed Building Consent	0 days	Thu 18/08/16	Thu 18/08/16
65	Judicial Review	4 wks	Fri 19/08/16	Thu 15/09/16
66	**Contractor Procurement (OJEU)**	**584 days**	**Mon 23/02/15**	**Thu 15/06/17**
67	**Stage 1 Tender**	**125 days**	**Mon 23/02/15**	**Fri 14/08/15**
68	Prepare tender documents	4 wks	Mon 23/02/15	Fri 20/03/15
69	Issue OJEU Notice (electronically)	0 days	Fri 20/03/15	Fri 20/03/15
70	OJEU period (30 days)	24 days	Mon 23/03/15	Thu 23/04/15
71	PQQ assessment and shortlist	3 wks	Fri 24/04/15	Thu 14/05/15
72	Tender period (35 days)	26 days	Fri 15/05/15	Fri 19/06/15
73	Tender assessment, interviews and letters issued	4 wks	Mon 22/06/15	Fri 17/07/15
74	Standstill period (10 days)	2 wks	Mon 20/07/15	Fri 31/07/15
75	Appoint Contractor	2 wks	Mon 03/08/15	Fri 14/08/15
76	**Contractor Input**	**254 days**	**Mon 17/08/15**	**Thu 18/08/16**
77	Buildability and cost input - exact scope tbc	12.7 mons	Mon 17/08/15	Thu 18/08/16
78	**Stage 2 Tender**	**205 days**	**Fri 19/08/16**	**Thu 15/06/17**
79	Tender sub-contractor packages	6 wks	Fri 19/08/16	Thu 29/09/16
80	Pricing	2 wks	Fri 30/09/16	Thu 13/10/16
81	Tender assessment and interim report	2 wks	Fri 14/10/16	Thu 27/10/16
82	Negotiate with contractor to agree final price and contract documents	4 wks	Fri 28/10/16	Thu 24/11/16
83	Final tender report	1 wk	Fri 25/11/16	Thu 01/12/16
84	Client approval	2 wks	Fri 02/12/16	Thu 15/12/16
85	Appoint contractor	1 wk	Fri 16/12/16	Thu 05/01/17
86	Allowance to go back out to market if price cannot be agreed with preferred contractor	6 mons	Fri 16/12/16	Thu 15/06/17
87	**Construction**	**620 days**	**Mon 02/01/17**	**Mon 03/06/19**
88	**Design and procurement**	**120 days**	**Fri 16/06/17**	**Thu 30/11/17**
89	Lead in	4 wks	Fri 16/06/17	Thu 13/07/17
90	Stage 4 - Technical Design / Construction Details (initial works packages)	8 wks	Fri 16/06/17	Thu 10/08/17
91	Stage 4 - Technical Design / Construction Details (all other packages)	12 wks	Fri 11/08/17	Thu 02/11/17
92	Appointment of initial works packages	20 wks	Fri 14/07/17	Thu 30/11/17
93	**Demolition works**	**140 days**	**Mon 02/01/17**	**Fri 14/07/17**
94	Hand over date for Spire House and Christchurch House	0 days	Mon 02/01/17	Mon 02/01/17
95	Lead in	2 wks	Mon 02/01/17	Fri 13/01/17
96	Type 3 Asbestos survey	2 wks	Mon 16/01/17	Fri 27/01/17
97	Demolition start	0 days	Fri 27/01/17	Fri 27/01/17
98	Asbestos removal	4 wks	Mon 30/01/17	Fri 24/02/17
99	Demolition works	20 wks	Mon 27/02/17	Fri 14/07/17
100	**New build**	**480 days**	**Fri 14/07/17**	**Mon 03/06/19**
101	New build start on site	0 days	Fri 14/07/17	Fri 14/07/17
102	Construction works	24 mons	Mon 17/07/17	Mon 03/06/19
103	Practical Competion for building contract	0 days	Mon 03/06/19	Mon 03/06/19
104	**Fit out**	**40 days**	**Tue 04/06/19**	**Mon 29/07/19**
105	Client fit out and familiarisation	8 wks	Tue 04/06/19	Mon 29/07/19
106	Centre open	0 days	Mon 29/07/19	Mon 29/07/19



New Destination Leisure Facility for Coventry
Outline Programme
Option 2 - OJEU Design Team, Framework for PM/QS/CDMC and Contractor

ID	Task Name	Duration	Start	Finish
1	**Delivery Strategy**	**95 days**	**Mon 17/02/14**	**Mon 30/06/14**
2	Design Brief	4 wks	Mon 17/02/14	Fri 14/03/14
3	Project Execution Plan	6 wks	Mon 17/02/14	Fri 28/03/14
4	Issue final Feasibility Report	0 days	Mon 30/06/14	Mon 30/06/14
5	**Early works**	**50 days**	**Mon 30/06/14**	**Fri 05/09/14**
6	Prepare consultant tender documents	8 wks	Mon 30/06/14	Fri 22/08/14
7	Client review and sign off documents	2 wks	Mon 25/08/14	Fri 05/09/14
8	Business plan/design brief refinement	8 wks	Mon 30/06/14	Fri 22/08/14
9	Other preparation work	8 wks	Mon 30/06/14	Fri 22/08/14
10	Cabinet Approval	0 days	Tue 12/08/14	Tue 12/08/14
11	Full Council Approval	0 days	Tue 19/08/14	Tue 19/08/14
12	Judicial Review Period (20 days)	20 days	Tue 19/08/14	Mon 15/09/14
13	**Consultant Appointments**	**159 days**	**Mon 15/09/14**	**Fri 08/05/15**
14	**PM, QS, CDMC Appointment (framework)**	**50 days**	**Mon 15/09/14**	**Mon 24/11/14**
15	Issue tender documents	0 days	Mon 15/09/14	Mon 15/09/14
16	Tender period	4 wks	Tue 16/09/14	Mon 13/10/14
17	Tender assessment, interviews and letter issued	4 wks	Tue 14/10/14	Mon 10/11/14
18	Standstill Period	1 wk	Tue 11/11/14	Mon 17/11/14
19	Appoint PM, QS, CDMC	1 wk	Tue 18/11/14	Mon 24/11/14
20	**Design Team Appointment (OJEU)**	**109 days**	**Tue 25/11/14**	**Fri 08/05/15**
21	Prepare tender documents	2 wks	Tue 25/11/14	Mon 08/12/14
22	Issue OJEU Notice (electronically)	0 days	Mon 08/12/14	Mon 08/12/14
23	OJEU period (30 days)	24 days	Tue 09/12/14	Fri 23/01/15
24	PQQ assessment and shortlist	2 wks	Mon 26/01/15	Fri 06/02/15
25	Tender period (assuming design comp)	6 wks	Mon 09/02/15	Fri 20/03/15
26	Tender assessment, interviews and letters issued	4 wks	Mon 23/03/15	Fri 17/04/15
27	Standstill period (10 days)	2 wks	Mon 20/04/15	Fri 01/05/15
28	Appoint Design Team	1 wk	Mon 04/05/15	Fri 08/05/15
29	**Design**	**280 days**	**Mon 11/05/15**	**Fri 17/06/16**
30	Design Team lead in	1 wk	Mon 11/05/15	Fri 15/05/15
31	Stage 1 (Preparation and Brief) - design	10 wks	Mon 18/05/15	Fri 24/07/15
32	Stage 1 - cost check and stage report	1 wk	Mon 27/07/15	Fri 31/07/15
33	Stage 1 - client sign off	1 wk	Mon 03/08/15	Fri 07/08/15
34	Stage 2 (Concept Design) - design	8 wks	Mon 10/08/15	Fri 02/10/15
35	Stage 2 - cost check and stage report	1 wk	Mon 05/10/15	Fri 09/10/15
36	Stage 2 - client sign off	1 wk	Mon 12/10/15	Fri 16/10/15
37	Stage 3 (Developed Design) - design	10 wks	Mon 19/10/15	Fri 08/01/16
38	Stage 3 - cost check and stage report	1 wk	Mon 11/01/16	Fri 15/01/16
39	Stage 3 - client sign off	1 wk	Mon 18/01/16	Fri 22/01/16
40	Preparation of Detailed Planning Application	4 wks	Mon 25/01/16	Fri 19/02/16
41	Stage 4 (Final Proposals) - design	9 wks	Mon 22/02/16	Fri 22/04/16
42	Stage 4 (Tender) - Prepare Employer's Requirements / Specifications	4 wks	Mon 25/04/16	Fri 20/05/16
43	Stage 4 - cost check and amendments	2 wks	Mon 23/05/16	Fri 03/06/16
44	Stage 4 - client sign off	2 wks	Mon 06/06/16	Fri 17/06/16
45	**Site Information and Surveys**	**65 days**	**Mon 11/05/15**	**Fri 07/08/15**
46	Review available information	1 wk	Mon 11/05/15	Fri 15/05/15
47	Agree surveys to be carried out and procure	4 wks	Mon 18/05/15	Fri 12/06/15
48	Survey period	8 wks	Mon 15/06/15	Fri 07/08/15
49	**Planning**	**300 days**	**Mon 11/05/15**	**Fri 15/07/16**
50	Consult with planners (ongoing dialogue)	8 mons	Mon 11/05/15	Fri 18/12/15
51	Consult with English Heritage (ongoing dialogue)	8 mons	Mon 11/05/15	Fri 18/12/15
52	Traffic Assessment and other surveys	8 wks	Mon 15/06/15	Fri 07/08/15
53	Prepare for Public Consultation (initial consultation)	2 wks	Mon 10/08/15	Fri 21/08/15
54	Public Consultation	4 wks	Mon 24/08/15	Fri 18/09/15
55	Prepare for Public Consultation (second phase)	2 wks	Mon 19/10/15	Fri 30/10/15
56	Public Consultation	4 wks	Mon 02/11/15	Fri 27/11/15
57	Prepare Detailed Planning Application	4 wks	Mon 25/01/16	Fri 19/02/16
58	Pre-planning period	4 wks	Mon 22/02/16	Fri 18/03/16
59	Submit detailed Planning Application	0 days	Fri 18/03/16	Fri 18/03/16
60	Planning review period	13 wks	Mon 21/03/16	Fri 17/06/16
61	Obtain Planning Consent and Listed Building Consent	0 days	Fri 17/06/16	Fri 17/06/16
62	Judicial Review	4 wks	Mon 20/06/16	Fri 15/07/16
63	**Contractor Procurement (Framework)**	**584 days**	**Tue 09/12/14**	**Fri 14/04/17**
64	**Stage 1 Tender**	**75 days**	**Tue 09/12/14**	**Mon 06/04/15**
65	Prepare tender documents	2 wks	Tue 09/12/14	Mon 05/01/15
66	Client review and sign off tender documents	1 wk	Tue 06/01/15	Mon 12/01/15
67	Tender period	4 wks	Tue 13/01/15	Mon 09/02/15
68	Tender assessment, interviews and letters issued	4 wks	Tue 10/02/15	Mon 09/03/15
69	Standstill period (10 days)	2 wks	Tue 10/03/15	Mon 23/03/15
70	Appoint Contractor	2 wks	Tue 24/03/15	Mon 06/04/15
71	**Contractor Input**	**305 days**	**Tue 07/04/15**	**Mon 20/06/16**
72	Buildability and cost input - exact scope tbc	15.25 mons	Tue 07/04/15	Mon 20/06/16
73	**Stage 2 Tender**	**205 days**	**Mon 20/06/16**	**Fri 14/04/17**
74	Tender sub-contractor packages	6 wks	Mon 20/06/16	Fri 29/07/16
75	Pricing	2 wks	Mon 01/08/16	Fri 12/08/16
76	Tender assessment and interim report	2 wks	Mon 15/08/16	Fri 26/08/16
77	Negotiate with contractor to agree final price and contract documents	4 wks	Mon 29/08/16	Fri 23/09/16
78	Final tender report	1 wk	Mon 26/09/16	Fri 30/09/16
79	Client approval	2 wks	Mon 03/10/16	Fri 14/10/16
80	Appoint contractor	1 wk	Mon 17/10/16	Fri 21/10/16
81	Allowance to go back out to market if price cannot be agreed with preferred contractor	6 mons	Mon 17/10/16	Fri 14/04/17
82	**Construction**	**620 days**	**Mon 02/01/17**	**Mon 03/06/19**
83	**Design and procurement**	**120 days**	**Mon 17/04/17**	**Fri 29/09/17**
84	Lead in	4 wks	Mon 17/04/17	Fri 12/05/17
85	Stage 4 - Technical Design / Construction Details (initial works packages)	8 wks	Mon 17/04/17	Fri 09/06/17
86	Stage 4 - Technical Design / Construction Details (all other packages)	12 wks	Mon 12/06/17	Fri 01/09/17
87	Appointment of initial works packages	20 wks	Mon 15/05/17	Fri 29/09/17
88	**Demolition works**	**140 days**	**Mon 02/01/17**	**Fri 14/07/17**
89	Hand over date for Spire House and Christchurch House	0 days	Mon 02/01/17	Mon 02/01/17
90	Lead in	2 wks	Mon 02/01/17	Fri 13/01/17
91	Type 3 Asbestos survey	2 wks	Mon 16/01/17	Fri 27/01/17
92	Demolition start	0 days	Fri 27/01/17	Fri 27/01/17
93	Asbestos removal	4 wks	Mon 30/01/17	Fri 24/02/17
94	Demolition works	20 wks	Mon 27/02/17	Fri 14/07/17
95	**New build**	**480 days**	**Fri 14/07/17**	**Mon 03/06/19**
96	New build start on site	0 days	Fri 14/07/17	Fri 14/07/17
97	Construction works	24 mons	Mon 17/07/17	Mon 03/06/19
98	Practical Competion for building contract	0 days	Mon 03/06/19	Mon 03/06/19
99	**Fit out**	**40 days**	**Tue 04/06/19**	**Mon 29/07/19**
100	Client fit out and familiarisation	8 wks	Tue 04/06/19	Mon 29/07/19
101	Centre open	0 days	Mon 29/07/19	Mon 29/07/19



Deloitte LLP
Project: 100527 - Programme
Date: Tue 15/07/14

Task · Milestone · Project Summary · External Milestone · Inactive Task · Inactive Summary · Duration-only · Manual Summary · Finish-only · Deadline
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