 <b>Executive – 5<sup>th</sup> November 2014</b>		<b>Agenda Item No.</b>  <b>4</b>
<b>Title</b>	Sports & Leisure Options	
<b>For further information about this report please contact</b>	Rose Winship : <a href="mailto:rose.winship@warwickdc.gov.uk">rose.winship@warwickdc.gov.uk</a> Chris Charman: <a href="mailto:chris.charman@warwickdc.gov.uk">chris.charman@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No  Appendices will be P&C by virtue of commercially sensitive cost modelling data.	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive, 9 <sup>th</sup> October 2013, Agenda item no 5. Finance & Audit Scrutiny Committee, 1 <sup>st</sup> September, 2014. Overview and Scrutiny Committee, 1 <sup>st</sup> September, 2014	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes
<b>Equality and Sustainability Impact Assessment Undertaken</b>	No
Equality and Sustainability Impacts assessments will be integrated into the development of service specifications and design proposals and reported at the next stage.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	20/10/2014	Andrew Jones
Head of Service	20/10/2014	Rose Winship
CMT	20/10/2014	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	20/10/2014	Mike Snow
Monitoring Officer	20/10/2014	Andrew Jones
Finance	20/10/2014	Mike Snow & Jenny Clayton
Portfolio Holder(s)	20/10/2014	CLlr Susan Gallagher
Consultation & Community Engagement		
Final Decision?		No
Suggested next steps		
Programme of work to be initiated and managed via Programme Board, further decisions regarding a recommended way forwards will be brought before Members in the summer of 2015.		



## 1. SUMMARY

- 1.1 The District is growing; new families are welcomed; new businesses are arriving; and those already here are hoping to grow and prosper. There are exciting opportunities for the council to secure the right mix of facilities, fit for purpose, and which make a positive contribution to the health and wellbeing of the district for years to come.
- 1.2 This report brings together the outcomes from a number of previous work streams. Collectively these suggest there is scope to make a step change in the service provided; to modernise and expand; to reduce the annual subsidy the service requires; and to make a positive contribution to the overall financial health of the Council.
- 1.3 This previous work is brought to members' attention, alongside recommendations that further work be undertaken to progress the options to a point where members will have sufficient detail on which long term decisions can be confidently made.

## 2. RECOMMENDATIONS

- 2.1 That Members **note** work detailing the levels of customer demand for sports and leisure in the District and the projected maintenance needs of the Council's leisure centres required to continue the current service.
- 2.2 That Members **note** the recommendations of the Sports and Leisure options appraisal report (from Strategic Leisure) and how these relate to the Vision and Principles for the service approved by Executive in October 2013.
- 2.3 That Members also **note** the subsequent work of Strategic Leisure to develop concept design proposals, the soft market testing with potential operators which has been completed, and the modelling of potential investment scenarios to enhance sports provision in Kenilworth.
- 2.3.1 That members **agree** to work continuing to investigate opportunities to build a new wet and dry community sports facility co-located alongside any new Kenilworth School site and that officers continue discussions with Kenilworth Wardens sports club in respect of the possible transfer of Castle Farm Recreation Centre and associated playing fields, subject to the adoption of the Local Plan, clarification of the legal position, and the development of a community facility access agreement.
- 2.4 That Members **agree** the information referred to in 2.1 – 2.3 above provide a sufficiently compelling case for them to instruct officers to develop the Strategic Leisure recommended options in more detail, including:
  - 2.4.1 **agree** that investment plans for St Nicholas Park and Newbold Comyn are further developed to effectively evaluate feasibility and business case options.
  - 2.4.2 **agree** to the development of a service specification detailing the desired activity mix, quality and operational requirements against which both in-house and commercial partner costs could be evaluated
- 2.5 That Members **agree** up to £300,000 be allocated together with a contingency of up to £50,000 from the Service Transformation Reserve to enable the

commissioning of professional services, surveys, reports and associated details to support the above combination of work streams, the governance arrangements of which will require expenditure to be signed off by Chief Executive, S151 Officer, Portfolio Holders for Finance and Culture and regularly reported via Programme Board as outlined in section 8.5 below.

- 2.6 That subject to agreeing recommendations 2.4 – 2.5 Members **agree** that the cross- party Member Reference Group that has been working with officers continues with its work and also agrees that the Council's recognised Trades Unions are invited to join the programme governance structure.
- 2.7 That a Risk Register for the programme of works detailed in this report is presented to the Member Reference Group at their next meeting.
- 2.8 That Members agree that officers undertake a Support Services and corporate management review led by the Chief Executive, Deputy Chief Executive (AJ) and Section 151 Officers to ensure that Members have a complete picture of the impact of service change proposals on the broader organisation; and
- 2.9 Subject to agreeing recommendations 2.4 – 2.8, a report is brought to the Executive during the summer of 2015 to enable Members to consider the outcomes from the respective pieces of work and determine the way forward.

### 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The analysis of customer demand for sports and leisure across Warwick District has confirmed a very positive picture with high levels of participation and a propensity to take part in sport and physical activity. The current facility mix meets the needs of the district well, but the analysis has highlighted areas where provision will need to be increased as the population increases over the life of the local plan. This includes Health & Fitness provision, a Sports Hall in Leamington, and a small increase in pool space across the district.

The analysis of maintenance liabilities, reported via the Asset Review process, has identified the need for significant investment in the leisure centres to enable their continued operation. This generally relates to heating, ventilation and electrical items which are nearing or at the end of their serviceable lifespan.

Combined, these two factors indicate that we are at the optimum time to be considering investment and development at the centres to ensure they remain assets the district is proud to offer. Members' attention is drawn to these pieces of work to provide the context for the recommendations which follow.

- 3.2 The Options Appraisal, commenced in February 2014 by Strategic Leisure, undertook a detailed analysis of the service and the environment within which it operates. It evaluated current performance from a user and financial perspective and compared this with industry benchmarks. The potential options for future management arrangements for the service were evaluated alongside the opportunities to invest in the service to deliver the approved vision and objectives.

The recommendations received from Strategic Leisure, attached at Appendix 1, outline an exciting opportunity to transform the current service and bring it up to modern standards, fit for purpose for the future, and realise improved

financial returns. These recommendations together with advice from colleagues including the Procurement Manager, Asset Manager and appropriate Heads of Service have been used to form the basis of this report.

Investment in St Nicholas Park and Newbold Comyn are proposed, potential options for Kenilworth acknowledged, and opportunities for managing operations via a commercial partner proposed for further consideration.

This information was taken before Finance and Audit Scrutiny Committee and Overview and Scrutiny Committee on 2<sup>nd</sup> September 2014 for consideration. This included an evaluation of the cost modelling, alignment with vision and principles, potential management approaches and potential impacts on customers and the council.

- 3.3 The Options Appraisal included initial proposals for significant investment opportunities to improve Newbold and St Nicholas Park. (see Appendix 2) In order to develop these into more detailed concept designs further work has been undertaken via the architects and cost consultants who supported the options appraisal. This work is summarised in Appendix 3 for Members information. It is important to note that these proposals remain at concept stage currently for indicative costing and should not be considered as the final designs for investment at this stage.

The potential interest from operating partners who may have the capacity and expertise to manage and deliver the service was explored further via a soft market testing exercise managed by Strategic Leisure. A summary of the outcome of can be found in Appendix 5 and has indicated that a number of potential operators would be extremely keen to work with the council to deliver these services in the extended and improved facilities.

The situation with respect to Kenilworth was developing during the course of the options appraisal and as such was not within the scope of the initial work. The interest from the school to relocate to a green field site to the east of Kenilworth is one which opens up a potential opportunity to consider a new Sports and Leisure Centre co-located on the same site. Therefore further modelling of the potential scenarios for an enhanced offering and how these could impact on current facilities has been undertaken to inform members as part of this report. See Appendix 4 for outline of the potential impact of three possible future scenarios.

Recommendations 2.3.1 and 2.3.2 are required in order to provide the mandate for discussions and negotiations to continue around these opportunities in Kenilworth. Initial discussions with the Kenilworth Wardens sports club have been positive and allowed this option to be referenced in the local plan. Further discussions are required, and clarification is being sought on the legal position regarding the transfer and procurement implications. Recent discussions with Kenilworth School have also been useful and suggest there is merit in investigating this opportunity further.

- 3.4 Recommendations 2.4.1 and 2.4.2 outline the primary areas of work which the current information suggests should be further developed, tested and costed in order to bring further detail around the options and their comparative costs and merits back before members. The initial cost modelling for investment at St Nicholas Park and Newbold Comyn , set against an in house operation and

potential commercial partner, is attached at Appendix 2 for members information.

Approving 2.4.1 would see further work being undertaken to test the indicative modelling against a number of site based constraints which are known to be present in both locations and complete RIBA Level 2 - Concept Design). This would include: the impact of additional traffic movements on junctions, car parking and other users; ecological and environmental impacts, archaeological investigations and a number of other initial feasibility checks which could potentially result in a significant shift in the current cost modelling. This work will not deliver detailed designs and specifications as these would follow in RIBA Level 3. The work would however enable greater cost certainty to be brought before members at the next stage.

Approving 2.4.2 will enable the improved service which is to be delivered from the enhanced facilities to be developed and specified. This will enable officers and members to ensure that the key ingredients to protect the principles of community recreation are embedded from the outset. This work will be needed to detail the base requirements against which both an in house and commercial partner option can be evaluated via modelling and tendering should members subsequently wish to test the market.

- 3.5 The programme of work outlined above has the potential to total c£25m of capital investment to secure the long term future of the built facilities in the district. Capital projects of this magnitude will generally involve additional professional fees covering design, surveys and planning consultations of 10-15% of the total cost – potentially amounting to £2.5m - £3m in this case.

Permission is being sought for up to £350k, (£300k plus potential £50k contingency) to be allocated from the Service Transformation Reserve (STR) to facilitate the early feasibility and business case work prior to asking members to commit to the full proposals. The alternative at this stage would be to secure quotations for each specific piece of work as it is specified and developed and then bring these back before the Executive for approval one at a time. Due to reporting deadlines and meeting timetables this would insert a 6-8 week delay each time a piece of work needs to be commissioned.

The proposed approach is considered to be a pragmatic solution to make most effective use of resources and time. Governance arrangements will be put in place based on the Managing Successful Programmes (MSP) methodology, Prince 2 Project Management for applicable specific projects, and RIBA staged approaches for applicable construction elements. The Programme Board, comprising senior officers from relevant service areas, will receive regular updates; expenditure from the allocated sum from the STR to be signed off by Head of Culture, S151 Officer, in consultation with the Portfolio Holders for Culture and Finance.

- 3.6 Member contribution and engagement in these multiple strands of work will be key in ensuring robust decision making at future meetings. Officers are keen to work with Members and understand the priorities which they will wish to see integrated into the process. Previous experiences with Member Working groups have demonstrated that this can be an effective way to achieve this.
- 3.7 The Sports & Leisure Service currently carries significant central support costs as an “internal customer” of many support services. Any proposals which could

either increase or decrease the level of demand on these support services need to be fully understood. It is also considered an appropriate time to consider the impact of any changes to the overall corporate management structure in order for members to be appraised of the full corporate impact of the decisions they are asked to make and the impact on the Medium Term Financial Strategy.

- 3.8 The potential for significant investments to be agreed and options for management arrangements to be decided will require further consideration by Members prior to decisions being taken. This recommendation proposes the outcomes of the detailed work agreed via this report will be brought back to a future meeting of the Executive during June or July 2015 to determine the way forwards. It will not be until all this work has been undertaken that members will be asked to commit to making investment in the capital enhancements or to agree the principle of any change to the management arrangements of the leisure centres.

#### **4. POLICY FRAMEWORK**

##### **4.1 Policy Framework**

The recommendations contained within this report directly contribute to Fit For the Future and the Infrastructure Delivery Plan which form part of the Local Plan. They are also in alignment with the councils overall Corporate Asset Management plan and will seek to realize efficiencies in addressing maintenance liabilities where possible. The continued provision of quality Sports & Leisure services also directly contributes to the Warwickshire Health & Wellbeing Strategy.

##### **4.2 Fit for the Future (FFF)**

The recommendations directly contribute to achieving the three strands of Fit for the Future (Service, People and Finance), and the current Sustainable Community Strategy themes on Prosperity and Health & Wellbeing. This piece of work was also specifically requested by Members as part of Fit For the Future in February 2013.

##### **4.3 Impact Assessments**

The potential investments, changes and upgrades along with potential new operating approaches will require full impact assessments for each element. This will be built into the project specifications for each area to ensure the potential for any adverse impacts is managed appropriately.

#### **5. BUDGETARY FRAMEWORK**

- 5.1 The current total cost of the Council's leisure centres is in excess of £1.3m.

- 5.2 With the Council still needing to make savings currently estimated to be in excess of £1m over the next 5 years on a net budget of £15m, it is important that all options are considered.

- 5.3 The work undertaken by Strategic Leisure indicate that it should be possible to make substantial savings by investing in the Council's leisure centres, and for them to be operated by a private contractor. Details are included within Appendix 2. This includes the current costs, the potential figures of operating the centres with investment in the centres, and a change in their management. Detailed work on the design of the proposed leisure centre enhancements and

the specification for the service should enable these figures to be refined. It is also intended to undertake a full review of the in house operations, and develop a business case to demonstrate how a revised in house operation would compare with an external operator. Surety around the full financial picture can only be available following the required tender processes.

- 5.4 The cost of operating the leisure centres under new arrangements will need to be evaluated alongside any other costs that may result. These are likely to include:-

- Client side costs in managing the contractor
- Central support service costs – considering what residual requirements there will be, and to what extent it is possible to reduce the costs charged to the leisure centres.

- 5.5 The report includes a request for up to £350,000 is funded from the Service Transformation Reserve. Details of the balance on the Service Transformation Reserve are included within the Budget Review report elsewhere on this agenda.

5.6 **Current Maintenance costs**

	Average Annual Responsive Maintenance	Planned Preventative Maintenance – next 5 years	Planned Preventative Maintenance – following 25 years
Newbold Comyn Leisure Centre	£24k	£247k	£1.3m
St Nicholas Park Leisure Centre	£15k	£313k	£1m
Abbey Fields Swimming Pool	£18.5k	£290k	£0.7m
Castle Farm Recreation Centre	£4.6k	£89k	£1.1m
	<b>£62.1k</b>	<b>£939k</b>	<b>£4.1m</b>

5.7 **Anticipated Spend over 24 months (from STR ref recommendation 2.5)**

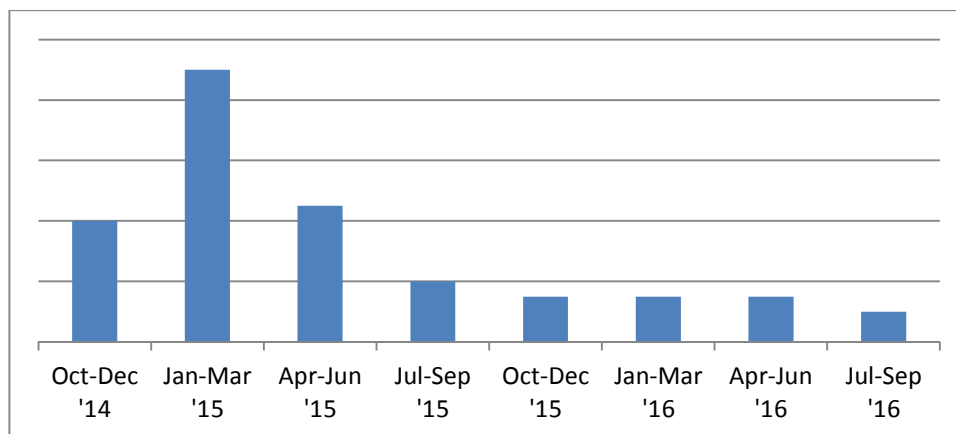
Surveys and assessments	£190,000
Service Specification	£30,000
Programme Management	£85,000
	£300,000
Other project costs/Contingency	£50,000
<b>Total</b>	<b>£350,000</b>

- 5.7.1 The request for up to £300,000 is based on estimates received for the work streams outlined above. In addition to these work streams there will be various other pieces of work required to inform the programme including procurement and legal advice, communications, site visits etc for which no estimates have been established. It is proposed that a contingency of up to £50,000 is approved to cover these costs.



5.7.2 It should be noted that further procurement and legal advice will be required should the programme progress to the implementation/tender stage. It is anticipated that this advice could be provided from the internal WCC Legal team and within existing resources. Members should also note that additional external support may be required in the evaluation of tenders in the event of the project progressing to the next stage.

## 5.8 Anticipated Spending Profile



The estimated programme costs outlined in 5.4 and the indicative spending profile above, reflect our current understanding of the scale of expenditure which may be required. The request to spend up to £300,000 plus contingency, should not suggest that the full amount will be required, confirmed expenditure cannot be provided at this stage. Subject to the governance arrangements referred to in recommendation 2.5, it is proposed that there will be flexibility over the use of this funding over the headings within paragraph 5.7.

## 5.9 Procurement Processes

Advice is being taken from the Procurement Manager regarding the most efficient and effective procurement options to follow for the various work streams this programme will entail. Where possible, framework agreements with known suppliers will be used to avoid delays and cost. In certain cases there will be limited options regarding the organisations able to undertake the work – eg bat surveys, ecological or archeological surveys for which “a mini competition exercise” can be carried out.

The Council’s code of Procurement Practice will be adhered to in all cases and procurement options will be a recurring item on the programme board agendas.

The recommendations prepared for future committee reports regarding a proposed way forward will also bring detailed information regarding the procurement processes which would need to be followed with each option. See Appendix 7 for potential procurement routes which may be considered in future.

## 5.10 Developer contributions to investment in facilities

Over the last year the Council has secured financial contributions specifically towards the improvement of indoor sports facilities in the District through the

use of s106 agreements. The total amount already agreed is £1,197,314. Subject to planning consent, it is possible that another £1,004,300 could be secured prior to the end of this financial year. Furthermore, up to an additional £2,004,678 could be potentially secured subject to planning consent and compliance with s106 regulations coming into force in April 2015. This last sum is also dependent in part on whether the Council considers indoor sports facilities should be part of the Community Infrastructure Levy regulation 123 list (i.e. the schedule of infrastructure that the Council is willing to direct CIL funds towards) or whether it can continue to be collected via s106 agreements.

## **6. RISKS**

- 6.1 There are risks associated to members not approving the recommendations included in the report. Without approval, the project cannot progress, and the opportunities to make savings, improve the service for customers, and make the necessary improvements to the facilities cannot be realised.
- 6.2 Should members approve the recommendations, there is a risk that delivery of the programme could impact on other work in the service area. The proposal to appoint some external programme management recognises this risk and looks to provide additional resource to ensure that this complex programme progresses in accordance with the timescales without impacting on the ongoing work within the sports and leisure team.
- 6.3 Construction elements of the programme will follow the approved RIBA staged methodology which also includes close management of associated risks. See Appendix 8 for initial risk register associated with these elements.
- 6.4 Regular monitoring of risks will be via the Programme Board, with clear routes to escalate to Executive attention if appropriate. Liaison will be integrated with the council's risk management officer, S151 Officer and Monitoring Officer to ensure transparency and accountability.

## **7. ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 The alternatives to investing in, and considering the most appropriate delivery options, for the service would be to retain the status quo and / or disinvest in the service. This could potentially have the following consequences:
  - Insufficient sporting and leisure opportunities offered to an increasing district population.
  - Significant maintenance and repair liabilities retained with no potential to increase revenue
  - Centres continue to age and on-going maintenance needs continue to increase
  - Less attractive centres become less popular generate less income, less compliant to modern standards and falling customer satisfaction
  - Subsidy levels increase whilst service quality decreases.
- 7.2 On the basis of the potential for the service to decline, costs increase and demands not to be met if proposals are not developed, it was considered inappropriate not to begin to plan for the future of the service.
- 7.3 An alternative to proposing a number of strands of additional work prior to committing to a future direction would be to make recommendations now based on the information we have received thus far. Whilst we are confident this

information has complied fully with the briefs we issued and has helped us develop our ideas, we are wary of making bold recommendations for significant investment without further consideration. It is therefore considered that this is the most appropriate and professional approach to take.

## 8. **BACKGROUND**

### 8.1 **Demand Studies and Stock Condition**

8.1.1 The analysis of sports participation undertaken by Neil Allen Associates sets out a very positive picture across Warwick:

- There is an increasing population, which is generally healthy and active
- Warwick District has a population with a propensity to participate in sport and physical activity
- The updated and new participation measures (Active People Survey (APS 6) reflect an even more active population
- The participation profile is generally matched to community recreation and activity based opportunities, i.e. swimming and health and fitness, as opposed to formal sport
- There is a need to focus on improving the quality of all existing provision e.g. pools, sports halls, all weather pitches, changing facilities, circulation space, given its age and current condition
- Lifecycle maintenance should be a priority to address
- Additional sports hall facilities are needed to meet future demand; priorities are at Newbold Comyn, and in the designated population growth areas, where new housing will be developed
- Access to school sports facilities should be extended wherever possible
- There is significant potential to develop increased provision of fitness facilities, given the relative lack of a commercial sector in the district, and the revenue generating opportunities this would deliver.

8.1.2 Stock condition analysis has concluded that the building are all structurally sound and in a good state of general repair. However, there is a need for investment in much of the internal plant and operating equipment as outlined below:

#### **St Nicholas Leisure Centre**

The primary building services generally date back to the original construction (1983) and whilst generally in good order, are getting close to their end of life. Replacing the plant also gives opportunities for energy efficiency.

**Gas Boiler Plant, Cold & Hot Water** - The existing gas boilers have a life expectancy of 1 to 5 years and they are generally significantly less efficient than new condensing boilers.

**Ventilation Plant** - Both air handling units are in reasonable condition for their age but are close to their end of life and opportunities exist for improved heat recovery.

**Pool Filtration Plant** - The two pools are served from a single filtration plant with two steel shell filters, constant speed circulation pumps and steel shell and tube heat exchanger. The filters are scheduled for refurbishment with new access manholes, lining and filter media.

**Electrical Services** - The current distribution and section panels are in a poor condition and may need to be increased in capacity to accommodate future developments. The switch cabinets are also in a poor condition and their life cycle is coming to an end. The distribution board has mixed

old and new. New all in-one section boards would be a requirement to capture the current regulations. The cable containment is in good/fair condition supported on the Plant Room walls and can be reused although the current usage is showing signs of overcrowding which would have a fire risk for future installations

### **Newbold Comyn Leisure Centre**

The main plant room space is located at the opposite end of the building from the entrance foyer and is a two storey construction .

**Gas Boiler Plant, Hot & Cold Water** - The existing gas boilers consist of three original gas boilers one of which is not functioning. A supplementary gas fired condensing boiler has been connected to the system approximately 5 years ago but this boiler has suffered from operational problems.

Hot water is generated by two calorifiers in a remote plantroom and it is reported they struggle to meet the hot water demands of the centre.

**Ventilation Plant** - All three air handling units are working at present but are close to end of life. Opportunities exist for improved energy efficiency in terms of heat recovery

**Pool Filtration Plant** Two filtration systems serve the main pool and the leisure pool. The filters on this site have recently been refurbished with new manholes, lining and media.

**Electrical Services** - The electrical intake section panels are very similar to St Nicholas and are also in need of replacing. The swimming pool lighting and emergency suspended spot fittings are in good condition although they also are showing signs of wear.

## **8.2 Options Appraisal**

8.2.1 The scope of the Options Appraisal included the whole of the sports and leisure function of the Council with the exception of the events management roles. In order to meet the brief supplied to Strategic Leisure, the following activities were undertaken:

- Site visits to all facilities in study scope
- Visual condition appraisals of each facility
- Review of all background data and available information
- Stakeholder consultation – internal to WDC and external
- Review of existing operational structures
- Review of current operational performance
- Identification of opportunities to improve the existing facility portfolio
- Development of options, and outline plans for facility improvements
- Provision of capital costs for facility improvements
- Assessment of all available operational management delivery options
- Identification of those most appropriate for WDC and the rationale for this
- Development of bespoke WDC options for operational management and delivery, including service 'groupings'
- Analysis of physical and service delivery options and their inter-relationship
- Development of conclusions and recommendations
- Draft and Final reports

8.2.2 The key recommendations developed during this work (see appendix x) included significant investment in the existing centres at St Nicholas Park and

Newbold Comyn combined with further consideration of potential management options.

On 2<sup>nd</sup> September 2014 the investment cost modelling was taken before Finance and Audit Scrutiny Committee with details around the assumptions, modelling and sensitivity. The committee was also given an overview of the potential management options (see Appendix 6) which could be considered. A summary of the investment modelling is contained within Appendix 2 attached to this report

Overview and Scrutiny Committee also received a report on 2<sup>nd</sup> September which referenced the relationship between the Options Appraisal and the Vision and Principles for the service previously approved by Councillors in October 2013. This report detailed further the potential management options to be considered further and outlined the potential impacts on customers, staff and the remainder of the council.

To be clear the potential management options which are to be considered further have been narrowed down to just two:

- An in house operation, redesigned to deliver an improved service within the improved facilities post investment
- Operation via a commercial partner who would deliver against the same service specification as an in house option.

### **8.3 MSP Programme Management**

Officially launched in 1999, "Managing Successful Programmes" (MSP®) is an approach that provides and maintains a strategic view over a set of projects, aligning and co-ordinating them within a programme of business change in support of specific business strategies.

Complimentary to Prince 2 Project Management which may be applicable to some of the individual projects which make up the programme, MSP takes a logical and structured approach which ensures the strategic direction is set, has a clear mandate and that the benefits anticipated are known and managed.

### **8.4 RIBA Stages**

**See next page**



# RIBA

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

www.ribaplanofwork.com

	0	1	2	3	4	5	6	7
Stages	Strategic Definition	Preparation and Brief	Concept Design	Developed Design	Technical Design	Construction	Handover and Close Out	In Use
Tasks								
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and on-site Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services.
Procurement *Variable task bar	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.			Administration of Building Contract, including regular site inspections and review of progress.	Conclude administration of Building Contract.	
Programme *Variable task bar	Establish Project Programme.	Review Project Programme.	Review Project Programme.	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning *Variable task bar	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments. Agree Schedule of Services, Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments. Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Plan. Consider Construction Strategy, including offsite fabrication, and develop Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan, including Change Control Procedures. Review and update Construction and Health and Safety Strategies.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan. Review Construction Strategy, including sequencing, and update Health and Safety Strategy.	Review and update Sustainability Strategy and implement Handover Strategy, including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing compilation of 'As-constructed' Information. Update Construction and Health and Safety Strategies.	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation, review of Project Performance, Project Outcomes and Research and Development aspects. Updating of Project Information, as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges (at stage completion)	Strategic Brief.	Initial Project Brief.	Concept Design including outline structural and building services design, associated Project Strategies, preliminary Cost Information and Final Project Brief.	Developed Design, including the coordinated architectural, structural and building services design and updated Cost Information.	Completed Technical Design of the project.	'As-constructed' Information.	Updated 'As-constructed' Information.	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

\*Variable task bar – in creating a bespoke project or practice specific RIBA Plan of Work 2013 via www.ribaplanofwork.com a specific bar is selected from a number of options.

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**APPENDICES** (To be available via P&C Report submitted to same meeting)

**APPENDIX 1 – Options Appraisal Recommendations – Strategic Leisure**

**APPENDIX 2 – St Nicholas Park & Newbold Comyn initial modelling**

**APPENDIX 3 – Design Summary – B3 Architects**

**APPENDIX 4 - Kenilworth Modelling**

**APPENDIX 5 - Soft Market Testing**

**APPENDIX 6 – Potential Management Options**

**APPENDIX 7 – Potential Procurement Routes**

**APPENDIX 8 – Initial Risk Register**