

## LOWESTOFT SHARED ACCOMMODATION JOINT COMMITTEE

Tuesday 16 December 2014

### LOWESTOFT SHARED ACCOMMODATION PROGRAMME – PROGRESS AND UPDATE REPORT

#### EXECUTIVE SUMMARY

1. The report provides the Joint Committee with a thorough summary of the current progress made for the programme. It includes:
  - A summary of the key activities and decisions made post the previous Joint Committee meeting.
  - Key milestones and activities for the forthcoming period.
  - Programme financials and risks.
2. The Joint Committee is asked to endorse the content of the report in order to fulfil its role as overseeing satisfactory delivery of the programme on time and to budget.

Is the report Open or Exempt?	Open
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<b>Wards Affected:</b>	All
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<b>Cabinet Member:</b>	<p><b>Cllr Mike Barnard</b> WDC Cabinet Member for Resources</p> <p><b>Cllr Mark Bee</b> SCC Leader of the Council</p>
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<b>Supporting Officer:</b>	<p>Peter Revell Lowestoft Shared Accommodation Programme – Programme Director M - 07850 014035 Email: peter.revell@eastssuffolk.gov.uk</p>
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## **1 INTRODUCTION**

- 1.1 This is the latest progress/update report for the Lowestoft Shared Accommodation Joint Committee and is designed to provide the Committee with a thorough update on the progress made since its last meeting and the confidence that the programme is satisfactorily on track to be completed on time and within budget.
- 1.2 The Committee will be asked to endorse the progress made and the plans for the on-going activity for the forthcoming period at this and subsequent meetings.

## **2 BACKGROUND**

- 2.1 The Lowestoft Shared Accommodation Programme (LSAP) is a partnership programme between Waveney District Council (WDC) and Suffolk County Council (SCC) to create a new build office complex at Riverside Road, Lowestoft and a shared public access point in the Marina Customer Service Centre, located in the town centre, Lowestoft.
- 2.2 The current accommodation occupied by both authorities will be vacated and disposed of, or suitable alternative use identified as part of an associated work stream. They are deemed not fit for purpose to support 21<sup>st</sup> century public sector services. This includes the Town Hall and Mariners Street buildings for WDC and Clapham House, Adrian House, St Margaret's House and Alexandra Road for SCC.
- 2.3 The relocation is expected to provide an important catalyst for regeneration both at the Riverside Road site through the creation of new modern high quality public sector offices and by disposal of the current buildings by working together to create cohesive 'land packages' for developers in the town centre, additionally careful consideration will be given to provide alternative use for the Town Hall site, located at the North of Lowestoft High Street.
- 2.4 At its meeting on 24 April 2012 WDC Cabinet resolved that authority be delegated to the Cabinet Member for Resources in consultation with the Director of Resources and the Head of Commercial Partnerships & Strategic Commissioning to complete all necessary works associated with bringing a Strategic Business Case back via the Overview & Scrutiny Committee prior to Cabinet for consideration in September 2012.
- 2.5 At its meeting on 15 May 2012 the SCC Cabinet made the same resolution via delegated authority to the Head of Strategic Finance and Assistant Director for Corporate Property in consultation with the Cabinet Member for Resource Management & Transformation.
- 2.6 The Strategic Business Case was subsequently developed and was presented to both authorities' Cabinets at their September 2012 meetings. They approved in summary:
  - The capital expenditure of £13.65m (£6.825m per authority) as a budget sum to proceed with the project, and
  - Agreed to the establishment of a Joint Committee with delegated authority to manage and oversee the procurement and construction of the project and to ensure that the project remains within budget.
- 2.7 The Waveney Cabinet also resolved that the negotiations with SCC regarding contributions to recognise the value of the land at Riverside Road and the Marina Customer Service Centre be completed.
- 2.8 It should also be noted that the WDC Overview & Scrutiny Committee unanimously resolved at its 11 September 2012 meeting that the Cabinet should approve the recommendations.
- 2.9 The new office development on Riverside Road is due to be occupied by the end of March 2015. The refurbishment of the Marina Centre will follow on, and is expected to be in full operation by the end of 2015.

### **3 KEY ACTIVITIES AND DECISIONS MADE POST 27 AUGUST 2014 JOINT COMMITTEE MEETING**

#### Summary of General Progress

- 3.1 The main contractor activities on the Riverside Road site continue to great effect. The north and south elevation cladding frames are all complete with panel installations commencing. Windows and brickwork are nearing completion. The internal stairs are all cast and in-situ. The mechanical and electrical installation first fix is complete with second fix underway. The internal atrium walls are underway with all other internal walls completed. Externally the north car parking area of the site is being prepared to match the work completed in the south area
- 3.2 Appendix A attached provides some photographs of the works in progress..
- 3.3 As previously reported the ground remediation activities have been problematic and have taken longer than originally predicted and as a result overall progress is behind the contract programme. However, the contractor is currently working on regaining lost time and the current contract completion date is currently unchanged and remains as 23 March 2015. No extension of time requests have been received from the main contractor although the impacts of the above remain an approximate 3 week risk to the programme.
- 3.4 The causation of the enhanced ground remediation activities continue to be investigated by the main contractor and we are supporting them with that process.
- 3.5 Only minor variations to the contract agreement have been made since the last reporting period and have a net impact of less than £10k on the contract value. Changes include amendments to the disabled parking layout, external paint specification and the installation of satellite phone facilities for emergency planning purposes
- 3.6 The 'Topping Out' ceremony was successfully held on 10 September 2014 and good coverage was given in the local press.
- 3.7 The furniture procurement process has been completed and many of the orders have already been placed with the relevant suppliers. The installations are also on track to commence in the New Year.
- 3.8 The procurement and appointment of the move contractors has also been completed on schedule and they are currently working with us on the detailed planning of the actual moves.
- 3.9 The shared Intranet site remains as our primary source of staff communications. The e-newsletter for staff, which helps highlight key activities and events as the programme progresses, continues to be produced each month and has been well received. Further staff 'drop-in' sessions are also planned for mid-December
- 3.10 The Senior Manager User Group, supported by our Transformation Champions, hosted a series of managing change workshops aimed at all staff affected by the move. They were mainly well received and over 250 staff attended.
- 3.11 The Transformation Champions group have been continuing their work with the programme team to ensure they are fully prepared for the moves. This includes dealing with filing and equipment storage resolutions within their respective team areas as well as agreeing various principles of occupation to be maintained once we move in.
- 3.12 Detailed design work for the Marina Centre refurbishment is nearing completion with the contractor procurement due to commence in early January.
- 3.13 The temporary arrangements for housing the current Marina Centre activities while the refurbishment is being carried out have been agreed. The details are currently being finalised, including the extensive communications plans to the general public, in preparation for implementation early next year.
- 3.14 The final draft of the Operating Agreement between the two councils has been agreed and the associated service level agreements for facilities management services and ICT are also nearing completion.

- 3.15 A presentation to WDC Councillors and SCC Councillors in Waveney wards, on the progress of the programme, is due to take place on the 16 December 2014

#### **4 KEY ACTIVITIES FOR THE FORTHCOMING PERIOD**

- 4.1 Continue construction activities on the Riverside Road site
- 4.2 Finalise detailed design work for the refurbishment of the Marina Centre and carry out contractor procurement
- 4.3 Finalise the operating agreement arrangements and service level agreements for both sites
- 4.4 Prepare final space planning layouts
- 4.5 Carry out further change management activities
- 4.6 ICT installation detailed design
- 4.7 Complete detailed move project planning

#### **5 KEY MILESTONE DATES**

- 5.1 The design and construction programme has been altered to reflect the conclusions of the contract negotiations and our occupation targets remain on schedule. The overall programme detail is currently undergoing further review in line with the above.

- 5.2 Below are some of the key milestone dates;

Issue mini-competition contractor docs	06 June 2013	<i>Complete</i>
Submit planning application	20 June 2013	<i>Complete</i>
Appoint contractor team	22 July 2013	<i>Complete</i>
Planning approval	27 September 2013	<i>Complete</i>
Contractor agreement of GMP	11 October 2013	<i>Complete</i>
Commence enabling works	28 October 2013	<i>Complete</i>
Novation of consultants	24 January 2014	<i>Complete</i>
Sign off Contractors proposals	24 January 2014	<i>Complete</i>
Construction start	10 February 2014	<i>Complete</i>
Senior Manager User Group launch	31 March 2014	<i>Complete</i>
Transformation Champions mobilisation	31 March 2014	<i>Complete</i>
Complete temp' occupation 2 Canning Rd	15 June 2014	<i>Complete</i>
Final draft of Operating Agreement	30 June 2014	<i>Complete</i>
Final ICT detailed design solutions	31 August 2014	<i>Complete</i>
Furniture procurement process completed	30 September 2014	<i>Complete</i>
Complete Marina Centre design	31 December 2014	
Agree building maintenance arrangements	31 December 2014	
Building Manager role in place	1 February 2015	
Riverside Rd Construction completion	23 March 2015	
Riverside Road occupation	31 March 2015	
Complete occupation of Marina Centre	30 November 2015	

**6 PROGRAMME FINANCE**

- 6.1 The programme budget is £13.65m and is equally split between the two authorities (£6.85m each).
- 6.2 The current latest estimate for final out-turn cost remains within the parameters of the above budget having taken account of the apportionments to date. Current programme expenditure to 28 November 2014 amounts to £5.767m.
- 6.3 Further detail and analysis is provided within the exempt item on the meeting agenda.

**7 PROGRAMME RISKS**

- 7.1 There is a comprehensive programme risk register that is constantly monitored by the Programme Director and reviewed at each of the Joint Management Group meetings. Any risks that are deemed as high and need further mitigation are given special attention and appropriate actions put in place.
- 7.2 There are currently 26 open risks, all of which have suitable mitigation strategies in place, which means none of the risks are currently deemed as very high.
- 7.3 Further detail and analysis is provided within the exempt item on the meeting agenda

**8 REASONS FOR RECOMMENDATION**

- 8.1 The Programme has progressed according to approved timelines, budget and delegated authorities.
- 8.2 The Joint Committee has a responsibility to ensure that the programme progresses in line with all the above parameters and the contents of this report provides that assurance.

<p><b>RECOMMENDATION</b></p> <p>That the progress and update report be received.</p>
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<b>APPENDICES</b>	
<b>Appendix A</b>	Riverside Road site construction progress photographs.

<p><b>BACKGROUND PAPERS</b></p> <p>None other than published information.</p>
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## Appendix A

### Site progress photographs Riverside Road Site, Lowestoft



**Photo 1** – View from the South car park



**Photo 2** – View from the East, large birdcage scaffold in the foreground to be used to construct the entrance canopy.



**Photo 3** – View from the North side of Riverside Road, showing concrete pump Pouring internal stairs



**Photo 4** – View from the North, showing ribbon windows and rain screen cladding in progress.



**Photo 5** – View looking South East showing framework to Fire escape stair 1 and 4 ready to receive Trespa cladding

**Photo 6** – View looking East, with brickwork complete and windows nearing completion



**Photo 7** – View of 2<sup>nd</sup> floor office area looking West

**Photo 8** – View from Atrium Bridge on 2<sup>nd</sup> floor showing internal stairs being poured from concrete pump as seen in photo 3