

## LOWESTOFT SHARED ACCOMMODATION JOINT COMMITTEE

Tuesday 17 February 2015

### 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.

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| 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><br/>Cabinet Member for Resources</p> <p><b>Cllr Mark Bee</b><br/>Leader</p> |
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| <b>Supporting Officer:</b> | <p>Peter Revell<br/>Lowestoft Shared Accommodation Programme –<br/>Programme Director<br/>M - 07850 014035<br/>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 16 DECEMBER 2014 JOINT COMMITTEE MEETING**

#### Summary of General Progress

- 3.1 The main contractor activities on the Riverside Road site continue at a rapid pace. Carpets have now been laid on the 2nd floor and the acoustic baffles installed and furniture commenced on 26th Jan. One of the two lifts is now in use. Carpets have commenced on 1st floor with furniture to follow. Curtain walling to the East elevation is almost completed. Cladding to the fire escape stairs 3 and 4 is complete with 1 and two ongoing. Floor vinyl is complete to the shower areas and upper floor toilets and sanitary wear is being fitted to all areas on all floors. Audio visual wiring and 2<sup>nd</sup> fix electrical is progressing well with the high level atrium lights now installed. External cladding to all elevations is now being completed and the remaining windows and doors are being fitted. Base course is now laid to all the car park areas with paving to footpaths and kerbing underway around the building.
- 3.2 As more valuable equipment is now being installed on site and within the building the security arrangements have been increased with the addition of monitored CCTV around the perimeter of the site.
- 3.3 Appendix A attached provides some photographs of the works in progress.
- 3.4 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. No formal extension of time requests have so far been received and therefore the current contract completion date remains as 23 March 2015. However, the impacts of the above remain an approximate 3 - 6 week risk to the programme.
- 3.5 The causation of the enhanced ground remediation activities continue to be investigated by the main contractor and we are supporting them with that process.
- 3.6 Since the last reporting period only minor variations to the contract agreement have been made and have a net impact of less than £10k on the contract value. Examples of these changes include amendments to the post room power and data, atrium lighting access, installation of Wi-Fi aerials, and external CCTV camera positioning.
- 3.7 Most of the procurement for our furniture and fit-out items is now complete. Many items are delivered and in the process of being installed with others programmed for installation over the coming weeks.
- 3.8 The Travel Plan has been completed and includes a mixture of disincentives to use cars for travelling to the office, such as charging staff for parking, and a mixture of incentives to use more sustainable forms of transport for travel to the office, such as discounted rates on public transport.
- 3.9 Our moves project team have developed the draft programme for inductions and moving into Riverside. We are awaiting certainty of the practical completion date for Riverside before publicising and committing to the final programme.
- 3.10 The shared Intranet site and associated e-newsletter remain as our primary sources of staff communications. At the end of last year we also held further staff 'drop-in' sessions where the draft seating plans and move programme were able to be discussed. Feedback from these events, and also further discussions with managers, has contributed to further revisions of both of those items and remain ongoing.
- 3.11 We have also held further sessions with both our Senior Managers Group and Transformation Champions Group. These are helping tailor further change management activities, which will focus on specific service area issues and concerns, as well as helping prepare teams for the move process itself.
- 3.12 Detailed design work for the Marina Centre refurbishment is now completed and the contractor procurement process has started. Once we have the contractor appointed we will have more certainty on the costs and project timescales.

- 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.
- 3.14 A presentation to WDC Councillors and SCC Councillors in Waveney wards, on the progress of the programme, took place on the 16 December 2014. It was well received and feedback was positive.

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

- 4.1 Continue construction activities on the Riverside Road site
- 4.2 Complete contractor procurement for the Marina Centre refurbishment.
- 4.3 Complete the operating agreement arrangements and service level agreements for both sites
- 4.4 Conclude space planning layouts
- 4.5 Carry out further change management activities
- 4.6 Finalise temporary arrangements for Marina Centre refurbishment
- 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;

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| 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  | <i>Complete</i> |
| Agree building maintenance arrangements | 31 December 2014  | <i>Complete</i> |
| Building Manager role in place          | 1 February 2015   | <i>Complete</i> |
| 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 costs remains within the parameters of the above budget having taken account of the apportionments to date. Current programme expenditure to 16 January 2015 amounts to £8.004m.
- 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.

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| <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. |

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| <b>BACKGROUND PAPERS</b>               |
| None other than published information. |

# Appendix A

## Site progress photographs Riverside Road Site, Lowestoft



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

**Photo 2** – View from the East, external brickwork complete along gridline 7, stair 2 metsec in progress.



**Photo 3** – View from the North side of Riverside Road, showing Trespa framework to fire escape stairs

**Photo 4** – View from the North, showing rain screen cladding now complete



**Photo 5** – View looking South East showing brickwork now complete, and framework ready to receive Trespa cladding.



**Photo 6** – View looking East on South Elevation, showing groundworks casting cycle shelter bases



**Photo 7** – View of 2<sup>nd</sup> floor office area with workstations now in place



**Photo 8** – View showing glazing being installed into East curtain wall