

Proposed New Sports and Leisure Centre
Coalville

Project Execution Plan

May 2017

1.0 Background / Information

- 1.1 This Project Execution Plan (PEP) is intended to outline how North West Leicestershire District Council ('NWL') will deliver a proposed new sports and leisure facility. It is specifically intended to set out how the Council will procure the varying disciplines and how it will manage risk from inception to completion.
- 1.2 NWL intend to replace the existing Hermitage Leisure Centre on a new site adjacent to the A511 with a new sports and leisure facility ('the Centre').
- 1.3 The Centre will, once fully operational, result in the closure of the existing Hermitage site with a subsequent demolition in readiness for disposal.
- 1.4 The key drivers behind the project are as follows:
- The provision of a long term solution to the identified current and future sporting needs of Coalville and the wider district.
 - The provision of a high quality new centre that provides a commercially viable sports and leisure offer for the District.
 - A step change in the quality of provision for the community, enhancing leisure facilities for the next 40 years.
 - A high quality design in line with the Council's aim to improve the quality of the built environment across the wider portfolio.
 - The delivery of wider health and wellbeing benefits for the local community, through increased participation
- 1.5 The Centre needs to be financially viable within the affordability envelope and generate additional income through an increased customer base and participation – which is reliant on the design and construction of an efficient building in terms of layout, flow, staffing and environmental controls.
- 1.6 The procurement strategy and delivery model will need to take account of NWL's desire for a high quality facility together with the overall budget to help minimise risk – especially in respect of programme and cost overrun.
- 1.8 Careful cost, programme and risk management will be required by all involved in the scheme.
- 1.9 The Council will deliver the new facility via a DBOM delivery approach.
- 1.10 This PEP is intended to be a live document and will be used by all, amended to suit the appropriate stage of the project

2.0 Design Requirements

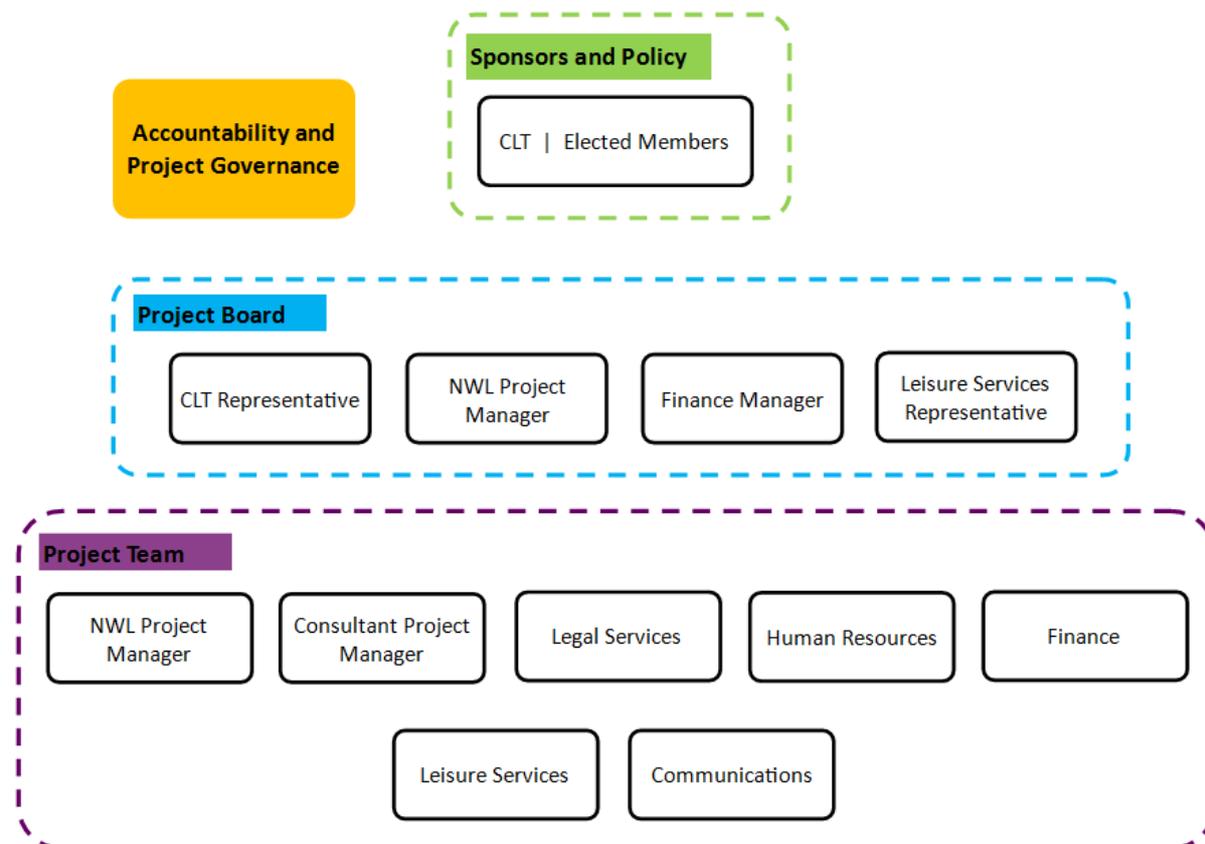
- 2.1 NWL, through The Sports Consultancy, have worked to establish an overarching business case together with a suggested mix of facilities.

- 2.2 The proposed facilities for the Centre are as follows:
- 8 court sports hall
 - 8 lane x 25m pool
 - 15m x 8.5m learner pool with moveable floor
 - 150 station health and fitness suite
 - Multi-activity studio, large enough to be sub-divided to 2 x separate rooms
 - 1 spin studio
 - 3 squash courts
 - Vending area(s)
 - Café / bar
 - External area for 250 car park spaces
- 2.3 Where relevant, all designs will accord with and meet criteria set out by their associated representative body, i.e. Amateur Swimming Association (ASA), Sport England etc.
- 2.4 An Outline Design Brief has been prepared to help encapsulate NWL's requirements; this should not be seen as exhaustive and will be developed as the project progresses.
- 2.5 The centre must be specified and designed to best-meet the current and future needs of the District.

3.0 Governance / Delivery Structure

3.1 NWL are clear that properly established governance is paramount to the success of the project. Clear accountability is to be established from the outset and NWL, working alongside CBRE as their project managers, will be keen to ensure that all parties buy-in to and recognise the importance of the agreed delivery structure.

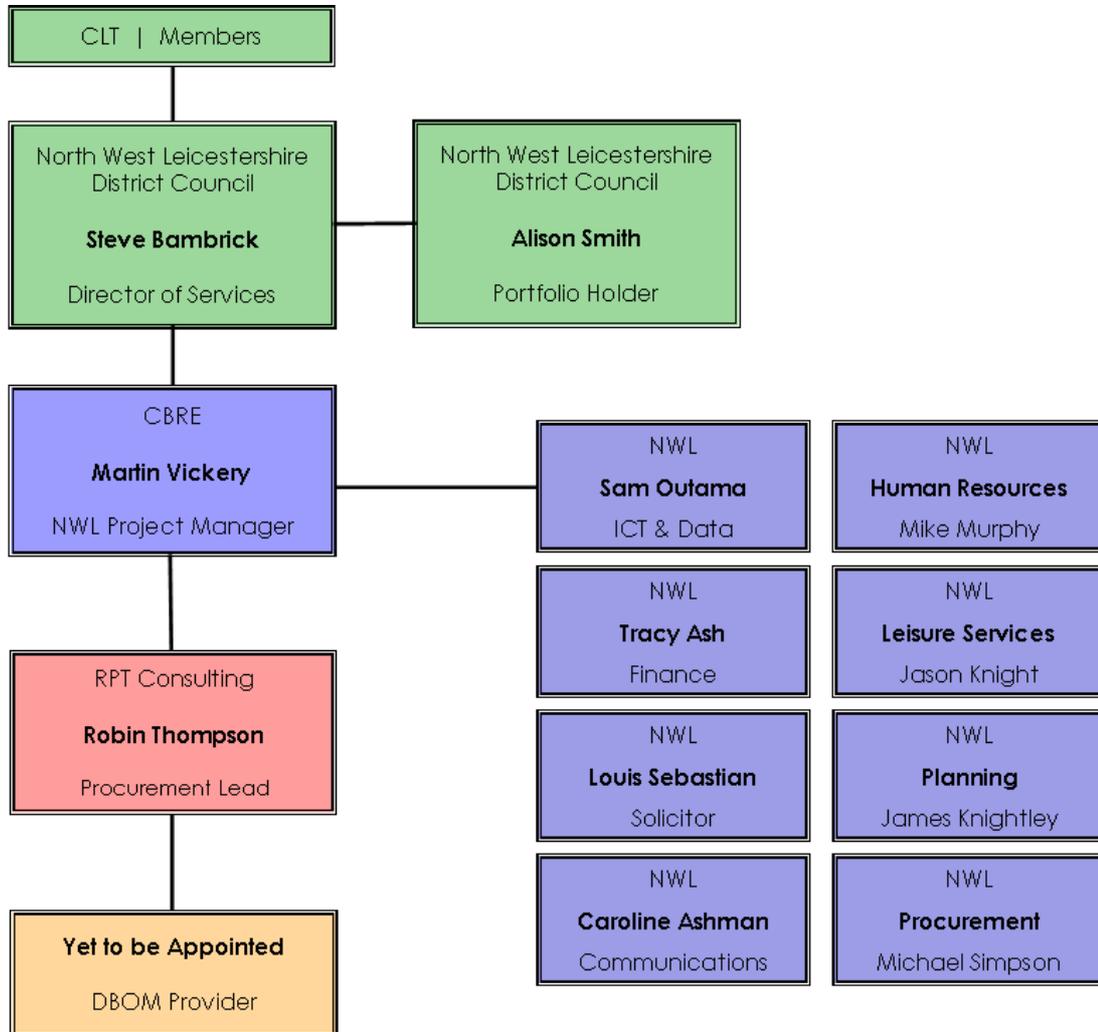
3.2 The intended governance is as follows:



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| Sponsors and Policy | <ul style="list-style-type: none"> • Approve the overall project together with the proposed procurement strategy and development principles. • Approve the funding of the project and accept it as a line within the NWL's capital programme. • Delegate approval to the Project Board in respect of the procurement strategy; appointment methodologies; spend approval and the project delivery structure. |
| Project Board | <ul style="list-style-type: none"> • Consider and manage the strategic context of the project in relation to other aspirations within Coalville and the wider area. • Approve the processes of procurement; appointments and capital spend through the delegated authority from CLT and Members. • Provide strategic project guidance in relation to the broader context of wider Coalville Project and other key developments. |

- Approve key milestones in terms of budget and ongoing spend together with variations throughout the life of the project
 - Receive programme and budget reports from the Project Team.
- Project Team
- Provide strategic input to the project and provide the link to the Project Board.
 - Champion and lead the delivery of the project against the agreed milestones and budget parameters.
 - Provide the interface between the consultants and contractor and NWL's internal team.
 - Continually monitor the progress of the project against the agreed deliverables and the expectations of the wider Coalville Project.
 - Provide connection into other 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 Project Board
 - Provide sign off for the project at key stages and against key milestones.
 - Manage and oversee the development and progress of the project at a detailed level.
 - 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.

3.4 The operational project structure, which is also intended to reflect communication lines, is to operate as follows:



- 3.5 Project Owners
- Manage and coordinate the presentation of the project to CLT and Members for approval.
 - Overall responsibility for the delivery of the project in accordance with the agreed strategy and the associated approvals.
 - Oversee and manage the involvement of the Project Board throughout the duration of the project.
 - Define the overarching project management structure, responsibilities and associated processes.
 - Make budgetary decisions relating to changes / variations as part of the project where such variations should exceed a defined cost threshold.
 - Report the performance and provide regular updates to CLT and organisation-level programmes as required.
 - Have overall responsibility of NWL's interests and investment in the

project.

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| <p>NWL
Project
Manager</p> | <ul style="list-style-type: none"> • Oversee and provide the day to day management of NWL’s interests and investment in the project. • Own and manage the overall programme including the contract and construction timelines. • Ensure that all key 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 Owners and NWL’s Solicitor to develop and implement procurement strategies as required. • Manage the Risk Register for the project and ensure that significant risks are reported to the Project Board. • Continually update the Project Execution Plan, in concert with the Project Owners, to reflect any key changes. • Establish and own a clear change control process for the approval of variations and change requests. • Ensure that all Consultant, Contractor and Sub-Contractor warranties and collateral warranties are produced and executed. • Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Board accordingly. |
| <p>Finance
Manager</p> | <ul style="list-style-type: none"> • Ensure that all options and proposals are financially modelled to demonstrate viability against the available capital resource and future operational revenue requirements. • Manage NWL’s resources and contribution to the project including ongoing financial management and monitoring. • Ensure that the capital budget and profile of expenditure is available within NWL’s capital budgets. • Receive detailed project budget and cash flow updates from the Lead Project Manager and report these to the Project Board as required. |

4.0 Procurement Route

- 4.1 The new sports and leisure centre, including the outsourcing of the associated service, will be delivered via a DBOM delivery route.

5.0 Consultation and Engagement

- 5.1 A detailed and robust communications and engagement strategy has been produced as part of the project. This identifies the methodology for stakeholder engagement and ongoing involvement with key partners and is intended to be a live document for the duration of the project.

6.0 Cost Management

- 6.1 An overarching cost management tool will be prepared and used by NWL's Project Manager for regular updates to the Project Owners.
- 6.2 Cost plans will be prepared at specific stages of the design development process and updated as the design advances.
- 6.3 Once the initial cost plan is agreed, it will be updated on each occasion that changes to the brief are approved and instructed. Where appropriate, a full cost benefit analysis will be carried out of proposed changes before implementation.
- 6.4 All cost plans will make allowances for design risk and include a NWL contingency for any unforeseen circumstances. This will then be reviewed as the design progresses and specific risks have been identified or mitigated.
- 6.5 A strict change control system will be implemented to ensure that any changes to the works are fully costed and the programme implications identified prior to instruction. The cost consultant will normally agree the cost of any changes with the contractor prior to instruction.
- 6.6 A similar approach will be adopted pre-contract once the Outline Design Brief has been signed off by the Project Board and the final design options have been clarified.

7.0 Risk Management

- 7.1 A project risk register has been prepared and is included in Appendix A. 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.
- 7.2 The risk register deals with project-level risks only although they will need to be augmented with the Council's wider risk management strategy.
- 7.3 There must be an acceptance that not all risks can be mitigated / designed-out and instead, they need to be retained and managed by NWL.
- 7.4 The risk register will be a live document and must be updated regularly throughout the duration of the project.

8.0 Programme

- 8.1 A project programme has been prepared which highlights the key decision gateways; procurement timeframe and critical path items for which the project team will be responsible.

Phase 1 - Outline Feasibility / Viability Study (complete)

Sports Consultancy engaged; site / needs analysis carried out; out line affordability model prepared

Phase 2 - Stakeholder Engagement (ongoing)

Cabinet approval in principal; Comms & Engagement strategy agreed; workforce engagement commenced; local ward Councillors group established

Phase 3 - Business Case Approval (planned September 2017)

Project team established; legal and technical advisors engaged; detailed funding strategy agreed; HR implications understood

Phase 4 - Procurement and Operator Negotiation (planned September 2018)

Procurement process; supplier interest; negotiation; contract & operator agreements; site surveys and investigations; TUPE implications

Phase 5 - Operational (Q2 2020)

Once new facility opens NWL will close and decommission Hermitage site; service continuity to be maintained; soft-landing intent with careful transition required