

HELENSBURGH WATERFRONT DEVELOPMENT – PROJECT UPDATE

1. EXECUTIVE SUMMARY

- 1.1** The purpose of the report is to provide members with an update on the delivery of the Helensburgh Waterfront Development project, and the key tasks currently being taken forward.

2. RECOMMENDATIONS

- 2.1** It is recommended that the Area Committee:
- consider the work undertaken so far in relation to the development of the project and the next steps in progressing the project.
 - consider the proposal by the Helensburgh Regeneration Manager to arrange a site visit to the newly completed Clydebank Leisure Centre for Helensburgh & Lomond Elected Members and other stakeholders.

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2.0 INTRODUCTION

- 2.1 This paper provides an update on the delivery of the Helensburgh Waterfront Development, and the key tasks currently being taken forward.
- 2.2 At the Policy and Resources Committee, 18th August 2016, members approved the Helensburgh Waterfront PID and the drawdown of up to £1m development funding from the Helensburgh Waterfront capital allocation. The draw down allows the Waterfront proposals to progress to detailed design stage, secure statutory approvals and come forward with a Full Business Case

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Area Committee:
- consider the work undertaken so far in relation to the development of the project and the next steps in progressing the project.
 - consider the proposal by the Helensburgh Regeneration Manager to arrange a site visit to the newly completed Clydebank Leisure Centre for Helensburgh & Lomond Elected Members and other stakeholders.

4.0 DETAIL

4.1 BACKGROUND

- 4.1.1 The Waterfront development will deliver a high quality facility for residents and visitors in Helensburgh:
- a 6-lane by 25m long swimming pool;
 - capacity for 150 spectators, as required to host district swimming events;
 - a larger teaching pool with aquarobic instruction space;
 - enhanced dry side facilities with double the number of changing rooms, lockers, showers etc.;
 - a larger Health Suite;
 - a Gym Suite which is more than double the area of the existing one;
 - 2 new Studios for fitness and dance classes etc.
 - flood defence works around the perimeter of the site to prevent the area from flooding, as it currently does under certain conditions
 - coach and taxi drop-off facilities and car parking for 250 cars

- new layout of the road junction with the existing roads network
- 4.1.2 This design has been developed following feasibility studies and community consultations over a number of years, and was agreed by the Helensburgh and Lomond Area Committee at its meeting on the 14th June 2016.
- 4.1.3 Following a recommendation by the Helensburgh and Lomond Committee, the Policy and Resources Committee of 18 August 2016, approved the Helensburgh Waterfront PID and the drawdown of up to £1M development funding.

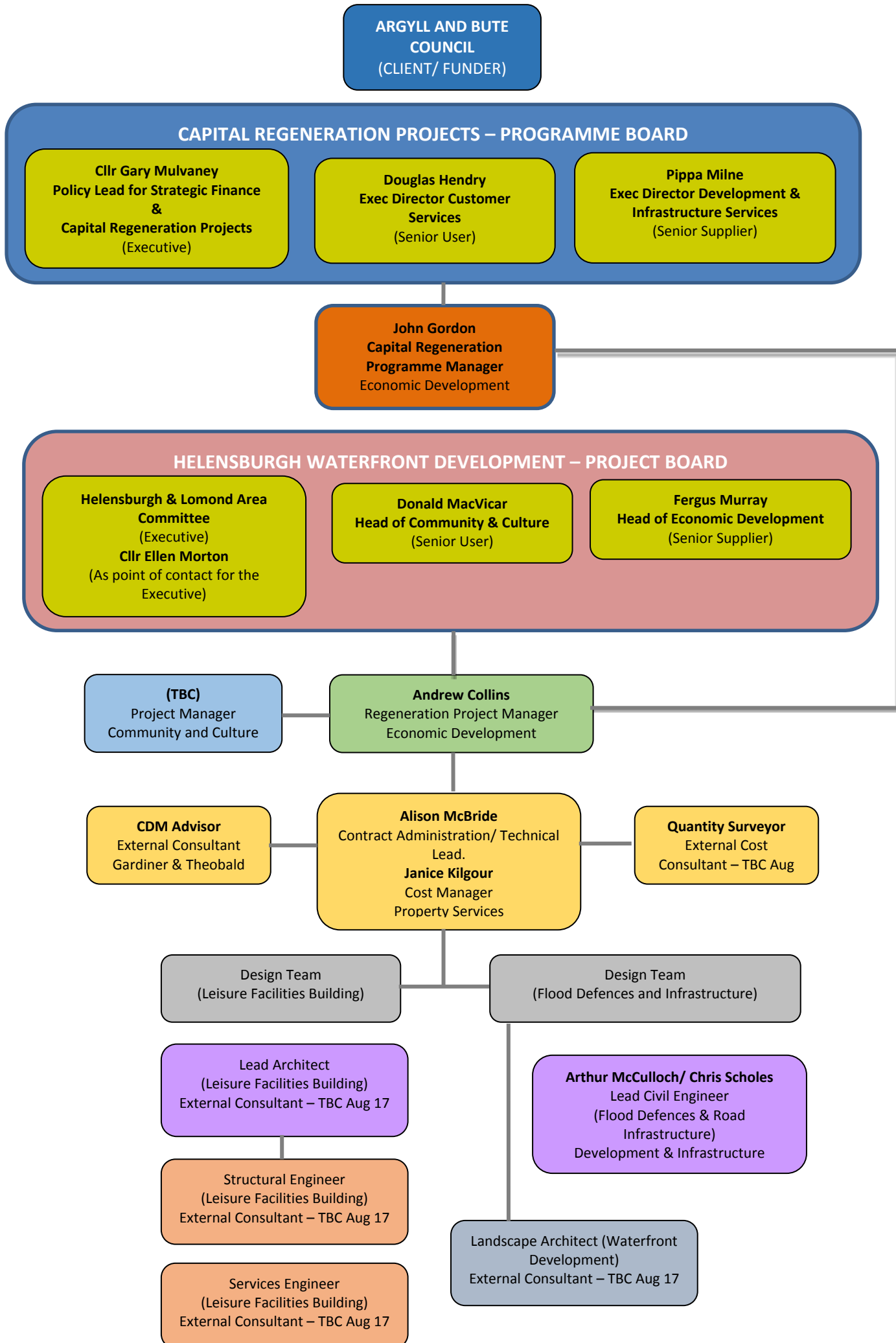
4.2 PROJECT GOVERNANCE STRUCTURE

Project Management Resource

- 4.2.1. Complex projects such as this one will as a rule require expenditure on external consultants with specialist skills. However, a review of the project's governance structure in Dec 16/ Jan 17 confirmed that we had developed it to a stage where the expertise required is matched in various roles to the experience of the Council's in-house services.
- 4.2.2 In order to keep expenditure on consultants to a minimum, and to benefit from the expertise gained by Council staff on other projects such as the Helensburgh & Lomond Civic Centre, we took the opportunity to revise the governance structure and draw upon these internal resources. This approach means that we reduce reliance on external consultants, and we safeguard local jobs (with the Council).
- 4.2.3. The project will draw upon expertise from services across the Council as shown below. Externally appointed consultants will be used only where necessary.
- **Project Manager:** Andrew Collins – Economic Development (D&IS)
 - **Design Team Lead** (subsequently Contract Administrator): Alison McBride – Property Services
 - **Lead Architect Leisure Facilities Building:** External Consultant – TBC – August 2017
 - Lead Mechanical Engineer – External Consultant – TBC
 - Lead Electrical Engineer – External Consultant – TBC
 - Lead Structural Engineer – External Consultant – TBC
 - Lead Civil Engineer (Buildings) – External Consultant – TBC
 - **Lead Civil Engineer Flood Defences:** Arthur McCulloch/ Chris Scholes - Infrastructure Design Team (D&IS)
 - **Roads Engineer:** Technical Officer (Roads) Infrastructure Design Team (D&IS)
 - **Principal Designer** (CDM 2015 Regulations): Argyll and Bute Council
 - **External Lighting:** External Consultant – TBC
 - **Cost Manager:** Janice Kilgour – Property Services

- **CDM Advisor:** External Consultants – Gardiner & Theobald

4.2.2 The key project roles and responsibilities are:



4.3 KEY TASKS BEING PROGRESSED

4.3.1. We are at an advanced stage in procuring the external consultancy support services to assist with the ongoing design development and cost management for the project: Contract award for both of these contracts is expected during early August 2017.

4.3.3. We are procuring specialist skills required to carry out the following steps which will provide additional information required to develop our design and make the necessary statutory applications e.g. Planning and Marine Licences

- Topographical Survey - which is the arrangement of the natural and artificial physical features of an area, provides information in relation to the existing levels of land and features so that we can tie our development in with them.
- Bathymetric Survey – the underwater equivalent of topography, this is required to enable us to develop the design for the flood defences as it will indicate how far out into the River Clyde the flood defences have to extend.
- Transport Assessment – this looks at the volume and types of traffic in the area of the site and its' approaches. This enables us to develop our design for the car parking, coach and taxi drop-off facilities, and the road junction/junctions from the site onto the existing road network
- Flood Defence Design support
- Environmental Impact Screening – this is a process to determine whether our project is likely to have a significant effect on the environment and therefore requires a full Environmental Impact Assessment (EIA) in support of the Planning Application

4.3.4. The Project Team is working with the Council's Property Development Manager to progress the development of the commercial/retail opportunity on the site. A priority is to ensure that the infrastructure requirements for commercial/retail development are considered alongside those of landscaping/car parking design to prevent unnecessary works, and develop as attractive an investment opportunity as possible.

4.4 STAKEHOLDER ENGAGEMENT

4.4.1. Community engagement has made important contributions to the development of this project and we wish to continue to involve the views of our communities as progress continues.

4.4.2 The next stage of stakeholder engagement is expected to begin by November 2017, subject to the appointment of consultants mentioned in this report. This engagement will enable the local community to assist us to develop the detail of the design and to ensure that the building is fit-for purpose in terms of meeting the requirements of the various building users.

4.4.3 We will arrange a session with the Full Project Team and the members of the Area Committee as the first part of our stakeholder engagement process.

4.4.2. As part of the Planning Application process there is a requirement to have a formal 12 week Pre Application Consultation (PAC), which will start in **April 2018**. This is a statutory requirement, however we hope that the stakeholder engagement leading up to this would have let us resolve any fundamental issues with stakeholders.

4.4.3. The Clydebank Leisure Centre, which opened only recently, is a comparable example of a multi-disciplinary and multi-use building in that it incorporates facilities including: 6-lane x 25m swimming pool; a 13m x 8m learner's pool; large fitness suite; dry and wet village changing areas; dance and aerobics room (multi-purpose). It is located on the riverfront alongside the new further education college, the Enterprise Centre and surrounded by a new housing development. It would provide an excellent opportunity to meet with a neighbouring local authority that has just gone through a design, procurement and construction exercise and to learn from their experiences. It is proposed that any visit could include a representative from key stakeholder organisations, subject to Area Committee agreement.

4.5. INDICATIVE PROGRAMME MILESTONES

4.5.1. The project's development is proceeding on the basis of the following key milestones:

Project Programme		
Stage	Milestone/ Product/ Activity	Target Date
1	Procurement of external consultants	Mar-17 – Jul-17
2	External Cost Consultant Appointment	4-Aug-17
3	External Design Team Appointment	18-Aug-17
4	Stage 3 – Developed Design	Aug-17 to Apr-18
5	Planning Approval Process	Apr-18 to Aug-18
6	Stage 4 – Technical Design	Aug-18 to Jan-19
7	Building Warrant Process	Aug-18 to Jan-19
8	Full Business Case Approval	Feb-19
9	Procure Main Works Contractor	Jan-19 – May-19
10	Main Works Contractor Appointment and Mobilisation period	May-19 – Jun-19
11	Construction Period	Jul-19 – Jun-21
12	New Swimming Pool Opens	Jul-21

Project Programme		
Stage	Milestone/ Product/ Activity	Target Date
13	Demolition of Existing Pool and Completion of Landscaping/Car Park	Dec-21

4.5.2. The following milestone dates for the Opening of the new swimming pool have been reported to the Area Committee:

- In June 2016 when approval was given to draw down £1M development funding – **April 2020**
- In March 2017 when we presented the new delivery model to the Area Business Day – **April 2020**
- June 2017, in this report we are advising a revised date of **July 2021**.

4.5.3. We ask members to note that the date presented in March 2017 was incorrect, it should have been December 2020 to take account of further work that had been undertaken on the project since the wider Project Team was put in place in January. It is appreciated that members and the local community wish to see this important project delivered swiftly. We therefore offer our apologies to the Area Committee for the inclusion of these timescales in the previous report.

4.5.4. Since January this year we have been developing the detail of the project, which includes for example:

- a thorough review of the work which has gone before in developing the design to ensure that where there have been any changes in relevant legislation, design standards or best practice, that these have been taken account of;
- Determining the additional information, skills and expertise required to progress with detailed design development;
- As we develop the detail of the design and the complexity of the various relationships between the key elements of the project, we have been looking again at the time that we had allowed for the next stage of the project, as well as the order in which the various elements could be built and how long that would take e.g. we have a statutory duty under the Construction (Design and Management) Regulations, to ensure that we 'allow sufficient time for each stage of the project;
- looking at how project aligned with our internal governance and approvals processes; and
- assessing the potential commercial/retail development opportunity. This flagged up some immediate considerations in terms of our proposals for this project, which has enabled us to look at more efficient ways of sequencing the works to minimise disruption to the local community and overall cost of the project.

4.5.5. As can be the case with projects of this complexity, issues which need to be addressed sometimes only reveal themselves as the project develops. This is a complex, multi-disciplinary project that will include a number of: design and construction interfaces; statutory approvals; construction logistics; and utility

diversion and upgrading issues that can only be considered and developed in detail as the project progresses.

- 4.5.6. As we progress the project we will consider any options, such as advances in swimming pool construction methods or materials, to bring about an earlier delivery date. However this will need to be balanced against the key quality criteria for the project and the cost of delivering it.
- 4.5.6. The programme will be subject to regular reviews and further detailed development, and the Project Team will continue to provide regular reports to the Project Board, which includes the elected members of the Area Committee, as well as other Committee and the Council. .

5.0 CONCLUSION

- 5.1 The project is progressing on the basis of a revised model which draws upon in-house expertise and keeps the use of consultants to a minimum.
- 5.2 The Regeneration Project Manager will continue to lead the overall project, with the Property Services Team utilising in-house architectural and engineering (civil, structural, electrical and mechanical) resources, including from our Roads and Amenity Services teams, to deliver the detailed design of specific elements of the works such as: flood defences; public realm improvements; and road layouts and car parking. External Consultants will be procured by the Property Services Team to deliver the key Leisure Facilities Building, which will require specialist experience in respect of the design of the swimming pool, its filtration system, overall building acoustics etc.

6.0 IMPLICATIONS

- 6.1 **Policy** – The delivery of this project fits with the Council’s Corporate Plan, Single Outcome Agreement, Economic Development Action Plan and approved Local Development Plan key actions and policy for safeguarding our built heritage and town Centre regeneration.
- 6.2 **Financial** – The financial projection has taken account of the optimism bias, inflation etc. and has demonstrated that the project can be delivered within the available budget.
- 6.3 **Legal** – Legal Services will provide support as and when required.
- 6.4 **HR** – The Regeneration Project Manager will continue to lead the overall project, with the Property Services Team utilising in-house architectural and engineering (civil, structural, electrical and mechanical) resources, to deliver the detailed design of specific elements of the works.
- 6.5 **Equalities** – None
- 6.6 **Risk** – A costed Risk Register has been drawn up and will be regularly monitored with update reports provided to members at key project milestones

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May, 2017

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