

Agenda Item 16

REPORT TO: Cabinet

DATE: 3rd September 2009

SUBJECT: Proposed Southport Cultural Centre

WARDS AFFECTED: All

REPORT OF: Graham Bayliss, Leisure Director

CONTACT OFFICER: Steve Deakin, Assistant Leisure Director. Tel: 0151 934 2372
John Taylor, Head of Arts & Cultural Services. Tel: 0151 934 2374

**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

Following the meeting of Cabinet on 6th August 2009, to provide an update to Cabinet on all aspects of the proposed Southport Cultural Centre Project

REASON WHY DECISION REQUIRED:

To allow officers to continue to develop the project to it's next stage in order to satisfy external funding arrangements.

RECOMMENDATION(S):

That Cabinet:-

1. Note the work completed to date on the Cultural Centre and the current status of the project.
2. Agree to the undertaking of further pre-development works in the current financial year as outlined in the body of the report, within the existing approved budget.
3. Note the issues with regard to the relocation of the library, and authorise officers to continue to seek alternative provision.
4. Approve, in principle, the establishment of an interim arts service, subject to a further and detailed report on the nature of the service and the staffing consequences
5. Allow the Arts & Cultural Services and Library & Information Services budgets to be reformatted to meet the needs of the interim service, subject to formal approval by Cabinet at a later date.
6. Agree to officers bringing forward a proposal to phase the works programme to match the availability of external funding.
7. Agree to receive a further report on the outcome of the bid to the North West Development Agency.
8. Notes the potential increased revenue costs in 2012/13 and 2013/14, and agrees to receive at further report on the Business Plan, before committing the Council to any additional costs.

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KEY DECISION: Yes

FORWARD PLAN: Yes

IMPLEMENTATION DATE: Following the expiry of the “call in” period for the minutes of this meeting

ALTERNATIVE OPTIONS:

If no remedial work is undertaken, the estimated lifespan of the buildings before some aspect of the structure or services becomes critically inoperable is in the region of 4 to 5 years. Were this to happen, the Council could be faced with a significant loss of services, one of which is statutory, and the prospect of a boarded up, unusable facility in a prime location. The cost of avoiding this situation is estimated to be £8.3m and therefore the only alternative option is to plan for the closure of the site at some time in the future.

Having Council owned, listed buildings in a poor state of repair will make it very difficult to enforce the maintenance of listed buildings in the private sector which could then put the Council’s Conservation Area Strategy at risk. In addition, the Council may be subject to legal action by English Heritage for not fulfilling their obligations to maintain listed buildings.

IMPLICATIONS:

Budget/Policy Framework:

Financial:

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources	0.7m	3.3m	3.3m	
Specific Capital Resources	4m	4m		
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal:

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Risk Assessment:

If nothing is done, the buildings could close with the consequent loss of service one of which is statutory. The Council could be at risk of prosecution for not maintaining its listed buildings. The condition of the buildings gives rise to some concerns over health and safety not just for users but also for people on the public highway.

Asset Management:

The three buildings at the heart of this project will be substantially refurbished with consequential reductions in maintenance and energy costs

CONSULTATION UNDERTAKEN/VIEWS

The Finance Director has been consulted and his comments have been incorporated into this report – FD Comments 132

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	✓		
2	Creating Safe Communities	✓		
3	Jobs and Prosperity	✓		
4	Improving Health and Well-Being	✓		
5	Environmental Sustainability		✓	
6	Creating Inclusive Communities	✓		
7	Improving the Quality of Council Services and Strengthening local Democracy	✓		
8	Children and Young People	✓		

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

Locum Destination Consulting – Southport – Classic Resort
 NWDA Regional Development Plan
 Southport Investment Strategy
 Levitt Bernstein – Southport Cultural Centre – Final report

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1.0 BACKGROUND

1.1 The concept of a high profile Cultural Centre was first highlighted in the 2004 "Vision for Southport" agreement between Sefton Council and the North West Development Agency (NWDA). It made specific mention to three large transformational projects; Lord Street public realm improvements, the Southport Theatre and Convention Centre development and the Cultural Centre.

1.2 The 2007 Locum Consulting's report 'Southport - Classic Resort' said that such a Cultural Centre would be:

'The single project with the greatest potential to anchor Southport and Lord Street'.

1.3 Members agreed to the concept of a Cultural Centre, based on the redevelopment of the existing Arts Centre, Art Gallery and Library when they approved the Southport Investment Strategy. This strategy has now been endorsed by the Regional Development Agency (RDA) and the Cultural Centre is listed as a significant 'destination' in the RDA's current tourism development plan. A new Cultural Centre has the potential to make a significant contribution to the economic and social regeneration of Southport town centre both as a local community resource and as a major visitor attraction. In addition, it could improve its role in supporting other economic initiatives including tourism-focused events, hotel and conference development and the retail expansion going on in its immediate surroundings.

2.0 CULTURAL CENTRE - DESCRIPTION OF PROPOSED SERVICES AND FACILITIES

2.1 The proposed new Centre will be fully DDA compliant. It will include an art gallery capable of borrowing any work of art from any of the national collections, a hi-spec theatre, large popular music venue, new digital library, local history centre, museum capable of borrowing items from any museum in the world and space for local people to enjoy participating in arts and cultural activities.

3.0 INITIAL PROGRESS OF THE PROJECT

3.1 In order to ascertain if a Cultural Centre could be viable, a market needs analysis and feasibility study had to be undertaken. Following a competitive tender exercise, consultants Levitt Bernstein were appointed in June 2008. They were asked to produce these two pieces of work together with 4 architectural options ranging from maintaining the status quo and ensuring all buildings were 'warm, safe, dry' and DDA compliant through to the full-scale refurbishment of the existing facilities and the incorporation of the museum onto the town centre site. This work was completed in September 2008.

3.2 The report findings were presented to Cabinet on 27th November 2008, outlining the 4 options available. The status quo option to keep the buildings warm, safe, dry and DDA compliant would cost the Council an estimated £8.3m, with little prospect of attracting external funding. Cabinet chose option 4 - the full scale refurbishment valued (then) at £20.3m, for which the Council's contribution would be £7.3m and resolved: -

- 3.3 That an “in principle” sum of £7.3m be included in the Council’s Capital Programme from 2009/10 for the development of the Southport Cultural Centre, subject to the successful draw down of external funding to complete the full refurbishment of the buildings.
- 3.4 Given the current financial situation, Members will obviously have concerns about committing such a large sum of money to a single project. Unfortunately, deciding not to commit this sum will have its own consequences. The buildings require immediate capital investment in the order of £200,000 to resolve a number of issues, including a replacement lift to meet the DDA requirements
- 3.5 Should essential repair work not be undertaken, then at some point over the next 4 or 5 years, the buildings will become unfit for purpose and potentially be faced with closure. The year on year cost of closing, securing and maintaining the whole site and the services it provides to other buildings such as Southport Town Hall, Bank and Crown buildings would be substantial. In addition, the library is part of a borough wide statutory service and the requirement for a town centre branch could only be addressed through renting premises from the private sector. In these circumstances, there may be little difference between these costs and those incurred as a result of prudential borrowing to meet the capital needs of this scheme.

4.0 PROGRESS ON EXTERNAL FUNDING APPLICATIONS

- 4.1 The original capital scheme that was reported to Cabinet in November 2008 incorporated external funding totalling £13m from several sources. The current status each of these funding streams are as follows: -

4.2 The Sea Change Fund - £4m.

Cabinet were advised in February 2009 that this application was successful and an award of £4m had been made subject to match funding by the NWDA. These funds have to be spent by 31st March 2011.

4.3 North West Development Agency (NWDA) - £4m

An application for £4m has been submitted and is currently being appraised by an independent business consultant. Despite having to go through a formal application process, officers are confident that it will be successful. This confidence is bolstered by the fact that preliminary reports from the independent business consultant indicate that the Cultural Centre business plan is robust and capable of achieving both its income target and visitor numbers. If a grant award is made, it is likely that the conditions associated with it will require the Council to expend the grant in line with the grant received from Sea Change. An outcome is expected by the beginning of October 2009.

4.4 Heritage Lottery Fund (HLF) - £2m

An application has been submitted but because of the extended appraisal scheme used by the HLF, an offer is not likely to be received before April of 2010. Any grant provided by HLF will provide enhancement and additionality to the proposed development. The value of these enhancements have been removed from the core project and if the application process results in a grant from HLF a further report will be brought back to Members.

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4.5 Arts Council England - £1m

Although not factored in to the original scheme, the Arts Council has indicated that it would support a bid to their new capital programme when it comes on stream in April 2010. As with the HLF any Arts Council support would be the subject of a further report to Members and would be utilised towards additionality and enhancements. However, the Arts Council have approved £50,000 of revenue grant funding to assist in the development

4.6 Independent/private sector input - £1.1m

Given the current economic climate contributions from this source have been removed from the funding equation and the scheme scaled back accordingly. Any additional contributions from such sources could be utilised to reduce the Council's contribution.

4.7 European Regional Development Fund (ERDF) - £2m

This application was unsuccessful, as the project was determined not to be eligible for ERDF funding. The cost of the scheme was scaled back accordingly.

5.0 SUBSEQUENT CHANGES TO THE BUDGET

5.1 The table below sets out the estimated costs and projected sources of funding of the project both in terms of the initial options that were reported to Cabinet on 27th November 2008 and the current position.

	Nov. '08	Aug. '09	Variance
	£'000	£'000	£'000
Estimated Costs:			
Construction/contingency/inflation	16,450	12,200	-4,250
Relocation	0	347	+347
Acquisition of leases	300	392	+92
Feasibility/Surveys/Marketing	0	143	+143
Fees	3,632	2,337	-1,295
TOTALS	£20,382	£15,419	-£4,963
Projected Funding:			
Sea Change (confirmed)	4,000	4,000	0
NWDA (not yet confirmed)	4,000	4,000	0
Heritage Lottery Fund (see para 4)	2,000	0	-2,000
ERDF	2,000	0	-2,000
Arts Council (see para 4)	0	0	0
Private/Charitable Contributions	1,100	0	-1,100
Sefton MBC – Feasibility work	0	119	+119
Sefton MBC Capital contribution	7,282	7,300	+18
TOTALS	£20,382	£15,419	-£4,963

5.2 Members should note that the main driver in terms of the overall estimated costs is a realistic assessment of likely sources of funding that could be made available in the timescales indicated by both Sea Change and the NWDA by which their contributions must be spent, i.e. by 31 March 2011. The project was determined as ineligible for

ERDF support and, as indicated elsewhere in this report, the approval timetable set by the Heritage Lottery Fund (in the order of 6 months) would delay the Council's ability to let a contract early in 2010 and the consequential delay in commencing work on site.

- 5.3 Since the budget was first identified in the consultant's report nearly twelve months ago, the economic down turn has brought about a number of changes to the estimated cost of undertaking this scheme. Building inflation, which had been estimated to be at 24%, has dropped to a deflation of around 8%, and consequently all of the related costs, contingency, fees etc have reduced. The estimate of fees in the report to Cabinet in November 2008 at 22% was overstated. The latest estimate of fees at 19% reflects the specialist nature of advice needed for heritage, theatrical and cultural developments of this nature and are the subject of ongoing negotiation.

6.0 PROJECT MANAGEMENT TEAM

- 6.1 A core management team has been established with an experienced officer from Technical Services appointed as overall project manager. Two groups have been established to oversee the project, a Strategic Project Management Group, and a Design Group.

- 6.2 The Strategic Project Management Group are responsible for overall project management and for the dispersal of the budget; the membership includes: -

Assistant Technical Services Director
Project Manager – Technical Services
Assistant Leisure Director – Operational Services
Strategic Finance Manager – Finance Dept
Head of Tourism
Client Manager – Capita Symonds.

- 6.3 The Design Group has been set up to oversee the architectural design of the scheme and to ensure the proposed building is fit for purpose. Membership includes:

Assistant Technical Services Director
Project Manager – Technical Services
Strategic Finance Manager – Finance Dept
Head of Arts & Cultural Services
Head of Library and Information Services
Levitt Bernstein – Architects
Capita Symonds – Project Management.

- 6.4 This project will be subject to the recently introduced Capital Control procedures and framework for key capital schemes. The framework will require that specific operational and financial information be presented to the Strategic Asset Management Group as each key scheme progresses. Additionally, as a further development of the governance and management arrangements for the capital programme, each key scheme will be assigned a lead elected Member who will sit on the respective project management group and be involved in key decisions and developments as projects develop.

7.0 PROJECT PRE-DEVELOPMENT WORK

- 7.1 At Cabinet on 26th February 2009, officers sought authority to commit expenditure from the Capital Programme in order to progress essential pre-development work.

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Had they not been able to do this, the consequent delay could have jeopardised the project schedule imposed on the Council by the principal external funding agency. Such a delay could have reduced the amount of external funding available which, in turn, could have resulted in either a reduction in the quality/effectiveness of the building scheme or an increase in the level of funding required from the Council.

7.2 SAMG subsequently recommended that Cabinet allocate a total of £700k to undertake predevelopment work (£400k) and the balance to buy out the lease of the café bar in the arts centre.

7.3 At the time of writing, the architects have completed design work to RIBA stage C. The physical size of the drawings prevents them being attached to this report, but they will be available to view at the Cabinet meeting.

8.0 TIMETABLE OF WORKS / ACTIVITIES (ACTION PLAN)

8.1 A Gantt chart showing the progress of each component of the predevelopment work is attached as **Annex 1**. A larger colour version will be tabled at the meeting. Members will note that in order to meet deadlines imposed by the Sea Change fund, it will be necessary to vacate the whole site by 31st December 2009. Officers have looked at the possibility of undertaking the refurbishment of each individual building separately to avoid this mass relocation. Unfortunately, the services to all three buildings, including the IT network, are so inter-dependant that it would be both expensive and time consuming to separate them into 3 independent operations.

8.2 Ensuring that all staff and valuable artefacts are removed from the building by 31st December 2009 will enable the Contractor to complete the necessary intrusive investigation work, assess the significant building risks that will need to be understood and to enable the detailed design to be modified, if necessary. Therefore officers have examined a number of options for relocating all three services, for accommodating staff and implementing an interim service (see para 11).

8.3 There are a number of issues which will require authorisation in the near future if they are to be completed before the 31st December 2009 deadline.

(i) The Council's collections of art works and artefacts will need to be packed and removed to an appropriate store by specialist contractors. This has been estimated to take six weeks. However, the contractors have other clients and Sefton will have to be able to take the slot offered in their programme in order to meet the project deadline.

(ii) Similarly with the library, packing the stock, including the more delicate objects in the local history collections, will take 4 weeks.

(iii) Where ever the two staff groups are relocated, Arvato, the Council's IT contractor will have to undertake the work of installing the IT systems, the lead in time for which has been quoted as up to 3 months.

(iv) Equipment currently installed in the two theatres that is to be reused, will need to be systematically removed and relocated to off site secure storage.

9.0 POSSIBLE PHASING OF THE DEVELOPMENT TO MATCH AVAILABILITY OF FUNDING.

9.1 Members will have noted from the table in paragraph 5 that not all the applications for external funding have been successful and the outcome of a number of others will not be known for some time. Therefore officers have considered the possibility of

phasing the build programme to match the availability of external funding. ***The current architectural work, when complete will be the plan for the whole scheme from which it will be possible to cost individual aspects of the scheme and to only undertake those for which funds are available.*** Each phase of the work would produce a fully functioning component of the scheme without disrupting the other services.

- 9.2 Officers expect the outcome of the application to the NWDA to be known in October 2009. Subject to a satisfactory outcome, together with the Authority's £7.3m from the capital programme, and the £4m from Sea Change, this would make an available budget of £15.3m. A fully redeveloped and operational Cultural Centre could be delivered at this cost. Should any further funding bids be successful, i.e.: £2m Heritage Lottery Fund bid, these would provide additionality and enhancement to the overall project.

10.0 THE INTERIM SERVICE

- 10.1 It is anticipated that both the Library & Information Services and the Arts & Cultural Services sections will continue to offer an interim service whilst the complex is closed. The Personnel issues arising from the operation of an interim service will be determined by what options Members choose to adopt.

10.2 Arts & Cultural Services

In the case of Arts & Cultural Services, this will be partially based in the remaining 4 venues together with some activities in community and commercial venues supported with a strong cultural inclusion programme and an increase in participatory activities across the Borough. An audit of suitable venues is underway throughout the Borough funded by the Arts Council and undertaken in conjunction with Sefton CVS. However, during the closure, Arts and Cultural Service is likely to see its gross income fall by some £300,000. This will be offset to a large extent by corresponding reductions in fees to companies and artists, front-of-house staff costs and savings on utility bills. However, in order to deliver the proposed interim programme, the net budget will have to be reformatted to accommodate the changed nature and location of the service and officers are requesting permission to undertake further detailed work and report the outcome to members.

10.3 Library & Information Services

In the case of the library service, Members will be aware of the public concern over the lack of a service throughout the closure period, and have stated that they wish to see the service retained. Officers have evaluated a number of options for relocating the library service, which have previously been brought to Members for their consideration.

The relocation of the library within the town centre has proved to be more difficult to achieve than was originally envisaged. (The current library has 685sq.m of space to provide the full range of its services.) There are a number of reasons for this: -

1. Despite the economic situation, landlords are reluctant to offer short-term leases. They are offering 5 – 10 year options or rolling 3-month options, neither of which satisfy the Council's requirements of 2 to 3 years.

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2. All landlords want to charge a “commercial rent” which range from £30,000 pa for premises of 166sq.m to £150,000 pa for 3500sq.m. Most want to include a management fee, and all are available only on a full repair liability.
3. Initial discussions with the local churches produced a negative response. However, since the press article in July, Christ Church and St Georges Church have offered their small halls for hire. These are being progressed, but there are issues that require resolution e.g. what happens to the library when there is a funeral taking place?

Officers are continuing to explore a number of premises in the town centre, but the likelihood is that any relocation will incur significant costs that are not budgeted for in the project budget.

- 10.4 The total operations budget for Southport library, including energy, rates, repairs and maintenance etc. is £44k but as little as £15k goes on actual building costs because it is wholly Council owned. Based on current market place rentals, the additional costs of retaining a Southport library over the 30 month period is likely to be in the region of £350,000. If Members wish to retain the library, then the additional cost will have to be taken from;

- From the revenue budgets of other libraries, to the detriment of the service in other parts of the borough.
- From elsewhere in the Council’s budget.

10.5 Reformatting the budget

The existing Libraries and Information Services budget will need to be reformatted in order to take account of changes both in the nature and location of services. Members are asked to authorise this.

11.0 STAFFING IMPLICATIONS – COMMENTS OF THE PERSONNEL DIRECTOR

- 11.1 The Personnel Director has commented that, given the anticipated closure of the existing Southport Arts Centre, Gallery and Library, some of the staff providing services in respect of those venues may not have a role after 31st December 2009, and could, therefore, be potentially at risk of redundancy.

- 11.2 However, subject to the Cabinet’s decision relative to the options for the continued provision of library services, as outlined in the report, it is anticipated the 21 (14.29 FTE) members of staff in the library will be retained in employment.

- 11.3 In addition, if the provision of an interim arts services is approved, the opportunity will be available to retain Arts Centre and Gallery staff in employment.

- 11.4 Although the details of staff requirements for the interim service, identified in the report, need to be finalised, every effort will be made to ensure that as many staff as possible are kept in employment. To this end, in order to manage the situation, vacant posts will not be filled, and volunteers for redundancy will be sought from within Arts and Cultural Services, with a view to reducing staff numbers without the need for compulsory redundancies. Should it not prove possible to accommodate all the staff by these means, a further report will be brought to Members.

- 11.5 Consultation with the trade unions and the staff about the possibility of the closure of the Arts Centre, and the staffing implications, has already commenced. In

accordance with the resolution of the Cabinet on 6th August 2009 (Min. No. 107(2) refers), the Personnel Director will be involved in on-going consultations with the staff and trade unions; this will include the staffing arrangements relative to the interim service, should Members approve this

12.0 CULTURAL CENTRE – POSSIBLE ADDITIONAL REVENUE COSTS FROM 2012/13

- 12.1 There are likely to be two issues that have short-term revenue implications when the Centre reopens in 2012. Firstly, there will be a reassessment of the business rates for the site and experience at Splashworld suggests that this might increase the NNDR payment by a figure ranging from £75k to £100k. Furthermore, external funders will look to protect their investment and will require the establishment of an annual 'sinking fund' to ensure the long-term maintenance of the site. This is also likely to be in the order of £100,000.
- 12.2 The business plan is currently being developed and as part of the NWDA approval of the scheme, the plan will be independently appraised. The business plan will also be scrutinised by the Finance Department. The business plan is in the process of being finalised and early indications suggest that income will increase both in terms of spend per head and in terms of the number of people visiting the site. The footfall projection suggests a rise from 450,000 visitors to 650,000 by the end of year three. During the closure period it will be difficult to undertake any significant audience development work, a consequence of which will be that the new facility once opened will be required to generate, and sustain a new / modified audience base. This can be achieved with the combination of a new facility of regional significance and a good balanced programme of activities.
- 12.3 This however, will take some time to achieve and as previously reported to Members in February 2009, it is anticipated that the first two years of operation are likely to see an increase in revenue deficit of £200,000 in 2012/13 reducing to £100,000 in 2013/14. By year 3 (2014/15), the audience figures should be fully developed and there should be no requirement for extra provision to be made in the MTFP. However, until the Finance Department have had the opportunity to examine the business plan in detail, the extent of any net additional costs of operating the new facilities, including capital financing charges, is purely speculative, Members are at this stage asked only to note the potential for such increased net costs. A further report on the business plan will be presented to Cabinet.

13 RECOMMENDATIONS

That Cabinet:-

1. Note the work completed to date on the Cultural Centre and the current status of the project.
2. Agree to the undertaking of further pre-development works in the current financial year as outlined in the body of the report, within the existing approved budget.

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3. Note the issues with regard to the relocation of the library, and authorise officers to continue to seek alternative provision.
4. Approve, in principle, the establishment of an interim arts service, subject to a further and detailed report on the nature of the service and the staffing consequences
5. Allow the Arts & Cultural Services and Library & Information Services budgets to be reformatted to meet the needs of the interim service, subject to formal approval by Cabinet at a later date.
6. Agree to officers bringing forward a proposal to phase the works programme to match the availability of external funding.
7. Agree to receive a further report on the outcome of the bid to the North West Development Agency.
8. Notes the potential increased revenue costs in 2012/13 and 2013/14, and agrees to receive a further report on the Business Plan, before committing the Council to any additional costs.

Annex 1

Southport Cultural Centre
Design Programme

2754

Levitt Bernstein

DRAFT 26th May 2009
Rev A 24th June 2009
Rev B 3rd July 2009
Rev C 5th August 2009

- Seton Client (Client)
- Quantity Surveyor (QS)
- Surveys and Investigations
- Design Team (DT)
- Levitt Bernstein (LB)
- Levitt Bernstein with Capita (LB/other)

	26-May-09	22-Jun-09	29-Jun-09	06-Jul-09	13-Jul-09	20-Jul-09	27-Jul-09	03-Aug-09	10-Aug-09	17-Aug-09	24-Aug-09	31-Aug-09	07-Sep-09	14-Sep-09	21-Sep-09	28-Sep-09	05-Oct-09	12-Oct-09	19-Oct-09	26-Oct-09	02-Nov-09	09-Nov-09	16-Nov-09	23-Nov-09	30-Nov-09	07-Dec-09	14-Dec-09	21-Dec-09	28-Dec-09	04-Jan-10	11-Jan-10	18-Jan-10	25-Jan-10	01-Feb-10	08-Feb-10	15-Feb-10	22-Feb-10	01-Mar-10	08-Mar-10	15-Mar-10					
RIBA Stage C (Concept)																																													
Design Team Meetings	DT																																												
Surveys & Investigations	Others																																												
Records/Research/Searches	DT																																												
Feasibility Budget Review	QS																																												
Familiarisation	DT																																												
Consultant's Contribution to Brief	DT																																												
Sketch Reduced Scope Scheme	LB																																												
Heritage Options	LB																																												
Draft Spatial Brief	LB																																												
Consult Heritage Authorities	LB/Heritage																																												
Freimlinary Stage C Workshop	Client & DT																																												
Individual Client Briefings	Client & DT																																												
Draft Stage C Scheme/Options	DT																																												
Draft Cost Plan	QS																																												
Interim Stage C Review	Client & DT																																												
Workshop	Client & DT																																												
Stage C Scheme	DT																																												
Heritage Risk Assessments	DT																																												
Heritage Planning	LB/Heritage																																												
Heritage Building Control	LB/BCO/Fire																																												
Stage C Cost Plan	QS																																												
Stage C Reports	DT																																												
Stage C Presentation	Client & DT																																												
Stage C Approval & Comments	Client																																												
Levitt Bernstein Holidays																																													
Scheme and Budget Review																																													
Confirm budget	Client/QS																																												
VE options	DT																																												
VE options workshop	LB/QS/Client																																												
Revised brief	Client/																																												
RIBA Stage D (Design Development)																																													
Incorporation of Stage C Comments/VE	DT																																												
Individual Client Design/Cost Reviews	Client & DT																																												
Consultants' Stage D proposals	DT																																												
Consult Access Group	Client																																												
Consult Heritage Authorities	LB/Heritage																																												
Client Sign-off Workshop	Client																																												
Consult Planning	LB/Planning																																												
Consult Building Control	LB/BCO/Fire																																												
Consult Highway Authority	LB																																												
Preparation of Planning Drawings	LB																																												
Stage D Reports	All																																												
Stage D Cost Plan	QS																																												
Client Approval to Proceed	Client																																												
Design & Access Statement	LB/Capita																																												
Collation & Submission of Planning	LB/Capita																																												
RIBA Stage E (Technical Design)																																													
General Arrangement																																													
Key details: Superstructure																																													
Key details: Envelope																																													
Key details: Room Layouts																																													
Key details: Components & Details																																													
Key details: Interiors/Finishes																																													

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