



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 10

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	15 th December 2016
SUBJECT OF THE REPORT	Safety Centre Update Report
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For information
EXECUTIVE SUMMARY	<p>The Safety Centre delivery is subject to a comprehensive project plan, which has been approved by the Safety Centre Working Group who monitors progress against its timeline.</p> <p>The key areas within the project plan, i.e. lease arrangements, planning arrangements, procurement for design and build, partnering and sponsorship, are all in progress and on target to deliver on time.</p>
RISK ASSESSMENT	<p>Failure to mitigate the risks identified in Appendix A may cause a number of significant impacts, namely, a delay or cancellation of the project, the incurring of additional costs, reputational damage to the Service and failure in the delivery of the Government expectations against the transformation grant.</p>
COMMUNITY IMPACT ASSESSMENT	None associated with this report
BUDGET IMPLICATIONS	<p>Following the procurement and tendering process, the real costs will be identified. Indicative costs are shown within the report based on professional advice and judgement, but these can only be indicative as they are estimated at this stage.</p>
RECOMMENDATIONS	<p>1. Members are asked to review and note the contents of the report</p>

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BACKGROUND PAPERS	None associated with this report
APPENDICIES	Appendix A - Risk Register, Appendix B – Master Programme
REPORT ORIGINATOR AND CONTACT	Name: Group Manager Kathy Collis Tel: 07739 899289 Email: kathy.collis@dwfire.org.uk

1. Introduction

- 1.1 The purpose of this report is to advise Members on the progress towards delivering the Wiltshire Safety Centre.

2. Background

- 2.1 The Wiltshire Safety Centre is a well-established project working towards the development of a new Safety Centre on the Swindon / Wiltshire border, which will be operated by the SafeWise charity.
- 2.2 A Safety Centre Working Group was established to provide political oversight and its terms of reference has been approved by the Policy and Resources Committee (P&R).
- 2.3 The Safety Centre Working Group monitors the project plan and provides assurance to the P&R Committee that the project is on track and that any risks and issues are managed.

3. Legal position

- 3.1 The Heads of Terms have been agreed and formally signed.
- 3.2 The Agreement for Lease and the Lease are being negotiated with the Science Museum Group (SMG). The SMG had requested several additional amendments to the Agreement that were not acceptable to the Fire Authority. Alternative wording for these amendments have been agreed in principal and the Agreement is being finalised.

4. Planning

- 4.1 There are three key areas associated with planning for the Safety Centre which are change of use, the refurbishment and site access. These are complex due to the site being within an area of outstanding natural beauty (AONB) and issues associated with the preferred access point to the site.
- 4.2 The project team have commissioned the Pegasus Group to manage the planning process. A pre-application has been submitted by Pegasus to the local planning authority (LPA) for review and comment. The Science Museum requested amendments to the pre-application, including to the access routes to the site. The pre-application (including amendments) has been reviewed by the LPA and this has now been completed, with the LPA supporting the Safety Centre.

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- 4.3 Following approval by the P&R Committee on the 29th November 2016 a full planning application has been submitted, keeping the planning timescales on target.
- 4.4 The planning application indicates two points of access to the Centre, one being the Red Barn Gate A361 entrance and the other Hospital Road, a private road owned by an adjacent business owner. The support of Swindon Borough Council (SBC) planners is being sought to assist in the Hospital Road access and on-going meetings are planned involving the project team, SMG and SBC representatives.

5. Procurement

- 5.1 The two key elements of the procurement exercise are the shell and core refurbishment of Hangar C3 and the design and fit-out of the Safety Centre.
- 5.2 The South West Construction framework has been identified for the shell & core Contractor, which is a two-phase process that begins with inviting expressions of interest from the 10 companies within the framework agreement.
- 5.3 The programme has been extended from November 2016 to January 2017 to ensure engagement of contractors is co-ordinated with on-going Dorset & Wiltshire Fire and Rescue Service procurement.
- 5.4 Documentation for the tender has been prepared and issued to conclude with Pre-Construction Services Agreement on the 8th March 2017, and to ensure that construction commences in June 2017 when the hangar becomes vacant.
- 5.5 The experienced Safety Centre design company Paragon Creative Consultants have been working on the creation of the visitor experience interior design element to align with the procurement tender for the internal fit-out company scheduled for appointment on the 27th February 2017.

6. Finance

- 6.1 The available budget for the Safety Centre is currently £3.227m, which is based on the original specification.
- 6.2 Following further work on the design of the Safety Centre and Hangar C3, there have been proposals for enhancements for inclusions within the plans, which have been developed to include 'RoadWise', a mezzanine floor and fit out, and a live fire simulator/demonstrator. These additional items are recorded as 'client additional items' requested by the working party and were outside the original scope. The cost of the additional out of scope enhancements are anticipated to cost around £911k.

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- 6.3 Furthermore, the updated design of the Safety Centre also requires insulation of the external cladding to the hangar (previously un-insulated within the original scope) as a building regulation requirement. Cladding was included in the original specification, but due to design and building requirements, insulation cladding is required at a net additional estimated cost of £284k. Subject to procurement and value engineering the project remains a viable proposal within the original specification.
- 6.4 The current estimated costs of the project, based on an enhanced specification, are now estimated to be £4.422m against an identified budget of £3.227m, a difference of £1.195m. The cost of the enhancements on the original specification amount to £911k.
- 6.5 It is anticipated that the additional costs can be met from sponsorship and partnership funding, in part, if not in full. If this is not forthcoming, Members may wish to discuss alternatives for funding or paring back ambitions.
- 6.6 At the recent Policy & Resources Committee held on the 29th November 2016, Members agreed to approve the submission of a full planning application to the Local Authority and proceed with the tender to include the original specification with options for the possible additional enhancements.

7. Programme

7.1 Current timescales are detailed below:

KEY MILESTONES	TARGET DATE	CURRENT STATUS	CHANGE REQUEST
Agreement for Lease	Aug '16	Nov '16	N/A
Planning Pre-Application	Sept '16	Completed	N/A
Procurement of Fit out Contractor	Jan '17	Feb '17	N/A
Planning Approval	Jan '17	Mar '17	N/A
Procurement of Shell & Core Contractor	May '17	June '17	N/A
Construction Start	May '17	July '17	N/A
Practical completion	Jan '18	June '18	N/A

8. Partnering

- 8.1 The successful stakeholder event held in May has resulted in a high level of interest in the project from potential sponsors, partners and users. This has included interest from Oxfordshire Fire and Rescue Service and Berkshire Fire and Rescue Service, which resulted in a presentation to the Thames Valley 'Health Asset' event in October 2016 and has ultimately led to engagement from both Counties in the use of the Centre as a partnership provision.
- 8.2 Mike Godfrey (trustee), Business South West, will act as the chair for SafeWise Wroughton whilst John Gilbert, Chief Executive of Swindon Borough Council, is currently confirming his position regarding the opportunity to be a trustee for SafeWise Wroughton.

9. Sponsorship

- 9.1 Sponsorship packages have been developed in liaison with SafeWise to provide potential sponsors the opportunity to identify where they can position themselves as a supporter of the Centre and the benefits that can be realised for their organisations. This gives the project team a platform for engagement and realistic agreements that sponsors can identify with appropriate to their organisations capacity to support SafeWise.
- 9.2 Several interested businesses and partners attended the sponsorship engagement event held at Swindon Fire Station in October 2016. The event was set up to provide some experiential learning to demonstrate the outcomes for the Centre whilst providing some early insight into the sponsorship the Centre will require. This has already resulted in a commitment from Network Rail to provide the rail scenarios both inside the Centre and as part of RoadWise and the provision of a bus from Stagecoach.

10. Risk

- 10.1 The risk register (Appendix A) is reviewed by the project team on a monthly basis and the working group are provided with regular updates.

11. Conclusion

- 11.1 The Safety Centre delivery is subject to a comprehensive project plan approved by the Safety Centre Working Group, which monitors progress against its timeline. The overarching project plan remains on target, however estimated costs, which now include additional enhancements above the original specification, would require funding subject to Member approval. At this stage, planning approval can be sought on the enhanced plan, and can be adapted accordingly based on future Member approval.

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BENJAMIN ANSELL

Chief Fire Officer

15 December 2016

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Risk No	D&W Fire Risk Name	Risk Description	Impact Areas	Inherent Risk Score	Current Mitigations	Residual Risk score	Comments/ Further Actions
Location and Build							
2.	Failure of the Science Museum Group Executive to agree to Safety Centre occupation and build in Hangar C3	Lack of engagement and approval by SMG would result in a loss of site.	If the SMG do not agree to the refurbishment of Hangar C3 to house the Safety Centre and the consequent rental/lease agreements, the project would not continue with this site location. All due diligence work has been carried out at this site therefore additional work would be required at another site causing a delay on securing the Transformation fund requirements	16	<ul style="list-style-type: none"> • Presentation provided to SMG management team September 2015 • Plans provided for SMG executive meeting January 2016 • Availability of officers to attend SMG meeting if requested 	9	Regular communications between both parties is critical to support this decision effectively and to ensure that both parties agree to the projects progress timescales.

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Agreement for Lease							
8.	SMG request service charge for use of 'Red Barn Gate' entrance and access across site	Contribution required for staffing of 'Red Barn Gate', SMG access roads and associated SMG estate costs.	Service charges will be ongoing cost to operator of Safety Centre for duration of the lease.	16	<ul style="list-style-type: none"> • Negotiations to ensure service charges are reasonable. • Proposed service charge calculated by DWFRS project team no accepted by SMG. 	12	to calculate service charge on basis of predicted vehicle movements to Safety Centre.
Financial							
9.	Project costs exceed project budget	Ridge cost plan exceeds project budget confirming shortfall in funding.	DWFRS has to reduce budgets across the service to release additional funding for Safety Centre, impacting upon operational effectiveness.	20	<ul style="list-style-type: none"> • Ridge is continuing to review the cost plan to ensure accuracy against Safety Centre requirements. • Ridge cost plan exceeds project budget. • Ridge to submit proposals to reduce the cost plan in line with the project budget. 	16	Ridge to produce an exemption report reviewing all cost information provided to date.

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10.	Failure to commit to the delivery schedule expectations of the transformational bid for the Safety Centre.	The Safety Centre transformational bid was successful based on the detail and financial planning within the business case. Failure to spend and deliver within these expectations requiring the service to substantially spend or commit the money by March 31 st 2016. An agreement is to lease is the required commitment.	Credibility with central government could be impacted where undertakings alter from agreed, with the potential to impact upon future bid opportunities. Could impact on the Services short term and longer term financial arrangements and opportunities for progression.	20	<ul style="list-style-type: none"> • Clear Business case & expectations • Bid assigned to three key areas • Delivery of the strategic hub • Detailed business case for the Safety Centre • Detailed business case/plan for the ICT infrastructure • Clear links/communication with DCLG • No adverse comments DCLG. • Programme progress reports include spend analysis • Political oversight, Member involvement in workstreams 	12	Risk to be monitored and considered against the progression of the Safety Centre.

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11.	Failure to engage with partners and sponsors for future proof funding for the Safety Centre	The future of the Safety Centre will rely on partner funding and sponsorship once DWFRS reduce support on the spend of the transformation fund. Failure to secure this funding would result in the closure of the Centre.	If partners and sponsors do not engage with the Safety Centre project at its outset an understanding of the funding requirements for sustainability may not be realised in sufficient time to support its longevity	12	<ul style="list-style-type: none"> • Sponsorship consultant identified • Partner engagement strategy employed • Partner and Sponsor involvement in workstreams from January 2016 • Stakeholder event May 2016 • Presentations delivered to sponsors and partners • Website and publications material regularly updated 	9	Risk to be monitored and reviewed by Partnership and Sponsor workstream and reported to CFA members as part of Workstream 3 combination project.

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Reputational							
15.	Failure to provide a Safety Centre for Wiltshire under the requirements of the Transformation fund as part of the Dorset and Wiltshire FRS combination project	The transformation fund have distinct requirements on the spend of the budget of £3.3 million, therefore if the Safety Centre project is not kept in line with these requirements ultimately the funding could be withdrawn by central government.	Lack of timely progress with the project in line with the identified milestones could result in non-completion of the Safety Centre project and the reputational effect on Dorset and Wiltshire FRS in its infancy could be damaging.	16	<ul style="list-style-type: none"> • Project plan and defined milestones identified • CFA member involvement in workstream • Fortnightly project lead team meetings to monitor continuous improvement in line with timescales • Regular updates on business case provided to P&R committee. 	8	Continuous monitoring and review of project as part of the combination work and consequent initial Dorset and Wiltshire FRS IRMP inclusion.
Utilities							
20.	ICT infrastructure upgrade	Capability of providing required infrastructure to deliver Safety Centre requirements, particularly broadband accessibility	The overall running of the Safety Centre, including internet safety scenarios will be largely dependent on ICT infrastructure and high-speed internet connectivity.	20	<ul style="list-style-type: none"> • Ridge to complete initial investigations with relevant broadband providers to establish requirements to provide essential ICT infrastructure. 	12	Broadband capability to site and adjacent to site currently unknown.

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Technical							
24.	Contractor procurement	Requirement to satisfy DWFRS procurement procedures – to be undertaken as a restricted OJEU process – causing implications to overall project programme.	Delay to procurement process will delay Safety Centre becoming operational and result in increased costs. Furthermore, procurement process must ensure appointment of contractors suitable for project.	16	<ul style="list-style-type: none"> Ridge has reviewed procurement process with DWFRS and strategy and timescales confirmed to ensure robust procurement process. 	12	<p>Preparation of procurement documentation to be completed.</p> <p>Release of procurement documentation on hold until further instruction from DWFRS.</p>
Planning							
28.	Town & Country Planning	Planning application to be submitted for approval by local planning authority.	Local planning Authority does not approve planning application. Planning conditions attached to an approval restrict construction and future use of Safety Centre.	12	<ul style="list-style-type: none"> Initial proposals are to replicate the recent refurbishment of Hangar C1 on the same site, including matching wall and roof colour/ appearance. Meetings have been held with local Councillors and Members of the Local Planning Authority and the idea of the Safety Centre 	9	Planning application to be submitted at earliest opportunity.

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					development on the Science Museum site is generally supported in principle. <ul style="list-style-type: none"> • Pegasus (planning consultant) has submitted and reviewed a planning pre-application with the local planning authority and received a favourable response. 		

Master Plan Gantt chart

