

**HIGHLIGHT REPORT: Date 10<sup>th</sup> June 2013**

**Sponsor:** Anna Graves  
**Project Manager:** Chris Clarke (Client) Terry Downes (Contractor)  
**Member Governance:** Executive Advisory Panel  
 Chair: Cllr Paul Bremner

**Brief Description of Workstream**

Property Review – HQ Building:

- Financially sustainable redevelopment of Headquarters building, providing income generation opportunities, an improved working environment and co-located service delivery with other public sector partners

**Period Covered From/To 21st May 2013**

**Current Status:**    **Red**        **Amber**        **Green**   

<b>Project Plan (Summary)</b>	<b>Planned Date</b>	<b>Actual Date</b>	<b>Status</b>
<b>CURRENT STAGE 3 (Decant and Mobilise)</b>			<b>RAG/ ✓</b>
<b>KEY STAGE 4 MILESTONES (Construction)</b>			
<ul style="list-style-type: none"> <li>Contract of works commences</li> </ul>	31 Jan 13	28 Jan 13	✓
<ul style="list-style-type: none"> <li>Appointment of retail agent, lettings process commences</li> </ul>	by 22 Feb 13	by 22 Feb 13	✓
<ul style="list-style-type: none"> <li>Target contract end date</li> </ul>	20 Dec 13	20 Dec 13	G
<ul style="list-style-type: none"> <li>Target building occupation date</li> </ul>	Mid-Jan 14	Mid-Jan 14	G

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# M291 Harborough District Council Contractor's Highlight Report No 5

5<sup>th</sup> June 2013

**This report summarises and is based upon information presented to HDC in contract progress meeting 4 – 5<sup>th</sup> June 2013.**



**WILLMOTT DIXON  
CONSTRUCTION**

**STANDING OUT FROM THE CROWD**

# M291 Harborough District Council

## Contractor's Highlight Report

5<sup>th</sup> June 2013

### CONTRACTOR'S REPORT

#### 1.1 Contract Particulars

<b>Contract Start Date</b>	28 <sup>th</sup> January 2013
<b>Contract Period</b>	47 Weeks
<b>Period Elapsed</b>	19 Weeks
<b>Contract Completion date</b>	20 <sup>th</sup> December 2013
<b>Forecast Completion date</b>	20th December 2013
<b>Extension of Time requests</b>	0
<b>Extension of Time awards</b>	0
<b>Revised Completion date</b>	N/A
<b>Progress against revised Completion Date</b>	N/A

#### 1.2 Construction Programme – Key Dates

	<b>Forecast</b>	<b>RAG</b>
• Start in site (contract of works begins)	28 Jan 13	<b>Complete</b>
• External works (scaffolding) commences	7 Feb 13	<b>Complete</b>
• External works completion	13 Dec 13	<b>G</b>
• Demolition commences	7 Feb 13	<b>Complete</b>
• Internal works commence	7 Mar 13	<b>Complete</b>
• Relocation of server room	16 Aug 13	<b>G</b>
• New server room live	19 Aug 13	<b>G</b>
• Museum/library fit out commences	29 Aug 13	<b>G</b>
• New heating system on	19 Sep 13	<b>G</b>
• Retail units substantially complete (shell)	25 Sep 13	<b>G</b>
• Handover date	20 Dec 13	<b>G</b>

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## Contractor's Highlight Report

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### 1.3 Contractual Cost / Expenditure

Ref	WORKS PACKAGE	PLAN	FORECAST	EXPENDITURE			VALUATION TOTAL
		ORIGINAL GMP VALUE £	PACKAGE VARIATION £	REVISED GMP VALUE £	Spend to 1 June 2013 (Val 1-6)	VAL 7	
-							
-	<b>BUILDING TOTAL C/F</b>	<b>3,440,011</b>	<b>+44,444</b>	<b>3,484,455</b>	<b>247,199</b>	<b>259,646</b>	<b>787,393</b>
<a href="#">42</a>	Preliminaries :	484,613	0	484,613	87,498	29,982	162,167
<a href="#">43</a>	Scaffolding :	178,709	-7,100	171,609	10,000	23,587	31,438
<a href="#">44</a>	Design / Survey Fees :	362,667	0	362,667	206,044	14,900	233,634
<a href="#">45</a>	Pre Const Fees :	75,104	0	75,104	75,104	0	75,104
	<b>On Cost Total</b>	<b>1,101,093</b>	<b>-7,100</b>	<b>1,101,093</b>	<b>378,646</b>	<b>68,469</b>	<b>502,344</b>
	<b>SUB-TOTAL (DEFINED COST)</b>	<b>4,541,104</b>	<b>+37,344</b>	<b>4,578,448</b>	<b>625,845</b>	<b>328,115</b>	<b>1,289,737</b>
<a href="#">46</a>	WDC Fee :	182,438	0	182,438	25,144	43,539	77,196
	<b>SUB TOTAL (EXC. RISK)</b>	<b>4,723,542</b>	<b>+13,844</b>	<b>4,737,386</b>	<b>650,989</b>	<b>379,014</b>	<b>1,379,101</b>
<a href="#">47</a>	Risk Allowance :	84,075	-67,118	16,958	0	0	1,850
-	Adjustment Figure :	-31	-31	-31			
-	<b>MHDC PROJECT TARGET COST</b>	<b>4,807,586</b>	<b>-53,274</b>	<b>4,754,312</b>	<b>650,989</b>	<b>379,014</b>	<b>1,380,951</b>
	<b>MUSEUM TARGET COST (Inc Fees)</b>			<b>572,211</b>			

The contractual risk register has now been reduced to £16,958.

A shared saving on the original contract GMP has been achieved of £53,271, which less WDC allocation is a client saving of £23,500.

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## Contractor's Highlight Report

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### 1.4 Key Performance Indicators – KPIs (progress)

KPI set as agreed by Member Oversight Group:

Ref	Category	Target value	Last Value	Current Value	Frequency	RAG
KPI 1	Recycling/re-use (as % of waste generated)	80%	97.4%	94.5%	Monthly	G
KPI 2	Workforce mileage (average daily home to site)	50 miles	43 miles	<i>awaited</i>	Monthly	G
KPI 3	Spend (subcontracts) within:				Monthly.	
	20 miles	26.5	27.0%	35.0%		G
	40 miles	54.0	54.2%	67.0%		G
	60 miles	81.0	81.6%	79.0%		A
KPI 4	Inclusion of local subcontractors in tenders	100%	100%	100%	Monthly	G
KPI 5	Considerate Contractor scheme performance *nb1	38/50	n/a	41/50	First inspection, 5/05/2013.	G
KPI 6	Safe and Secure site – WDC measurement: *nb2				Monthly	
	Health and Safety Working	90%	94.67%	96		G
	Environment Safety	90%	96.36%	96		G
	Management	30/40	34/40	36/40		G

\* **nb1:** The Considerate Contractor Scheme is a nationwide initiative for construction sites. The main contractor is assessed by the external monitoring body acting for the scheme, and receives a score and award (gold/silver/bronze). It is proposed to adopt this scheme as a suitable tool to assess the performance of the contractor in terms of managing a safe site within the community and being a good neighbour in terms of disruption and noise etc. The CCS has just adopted a new scoring scheme; the officer project team will meet with Willmott Dixon to agree an appropriate target for this KPI (Gold/Silver/Bronze) once this scoring scheme has been reviewed.

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**nb2:** Willmott Dixon operate a self-regulating site inspection scheme for health and Safety; it is proposed that this independent assessment is used as a measure of the safety of the site. The table below illustrates the format for the reporting of this KPI set.

### **1.5 Contract Commentary**

#### 1.6.1 Works progress update

With the contract now in week 19 the following works are now in progress;

1. Mechanical containment (pipe routes) to the 1<sup>st</sup> and 2<sup>nd</sup> floor.
2. Electrical containment (cable routes) to the 1<sup>st</sup> and 2<sup>nd</sup> floor.
3. First fix wiring to 1<sup>st</sup>, 2<sup>nd</sup> and third floor.
4. Ventilation ducting to second floor and toilets.
5. Substation in place, to be energised later this week.
6. Windows complete to the North, East and West elevations.
7. Ceilings painted to all areas.
8. Walls mist coated to all areas.
9. Plasterboard partitions are currently being closed off to allow skimming.
10. Plasterboard to underside of 3<sup>rd</sup> floor ceiling in progress.
11. Scaffolding to Adam & Eve St. 50% complete.

The following works are planned in the coming month;

1. Steel work to support atrium balustrade.
2. External scaffolding to Adam & Eve St.
3. Substation including disruption for connection on Adam & Eve St.
4. Roofing repairs.
5. Wiring for power data and lighting.

#### 1.6.3 Environmental Aspects

None

#### 1.6.4 Procurement

WDC have procured the following packages, all in line with the project programme: -

- Elliott Hire – Site accommodation

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- Wysepower - Temp water/electrical services
- Demolition – Elevate Demolition
- Substation – Western Power
- Temporary fencing – Charnwood fencing
- Overboard ceiling – Reynolds
- Shot-blasting & intumescent paint – GRJ Contracting Ltd
- Structural Demolition – Tanbry Construction
- Windows – Loxwood Fabrications
- Decoration – Sharpeline
- Plasterboard partitions – Reynolds
- Scaffolding – Scaffold Services

(100% of subcontract tenders have been offered locally; See KPIs for average mileage of suppliers. A full Buying analysis will be presented to the next Executive Advisory Panel for the project.)

### 1.6.5 Statutory Utilities

Water supply – N/A

Gas – Awaiting quote for new meter

Electric – Land transfer agreed with Western Power; substation now installed.

BT Installation – Client issue

Broadband – Client issue.

### 1.6.6. Health & Safety

Construction phase health & Safety plan has been approved.

All site documents are in place and a hard copy maintained on site. The inspections from our safety Managers continue on a weekly basis. Latest external WDC inspection was conducted on the 23/04/2013; next inspection awaited.

Results of our latest Group Safety inspector reports (average reported in KPI table).

Visit	Date of Inspection	Health & Safety (%) Target 90%	Working Environment (%) Target 90%	Safety Management (out of 40) Target 30
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2	23/04	96	96	36
1	21/02	94.67	96.36	34

### 1.6.7. Planning & Building regulations update (key issues)

Planning Permission granted with conditions.

Listed Building consent conformed by Secretary of State, 3 Jan 13, with conditions.

Supplementary application submitted for addition A2. A3 and A4 use for retail units.

Building Regulations – conditional approval granted; with retained conditions.

Insulation and glazing issues to roof now resolved.

Arrangements for accessible entrance to retail unit 3 – clash between English Heritage view (retain step) and building regulations advice (create ramp). Building control officer currently investigating to clarify for client.

### 1.6.8. Community Engagement update (key issues)

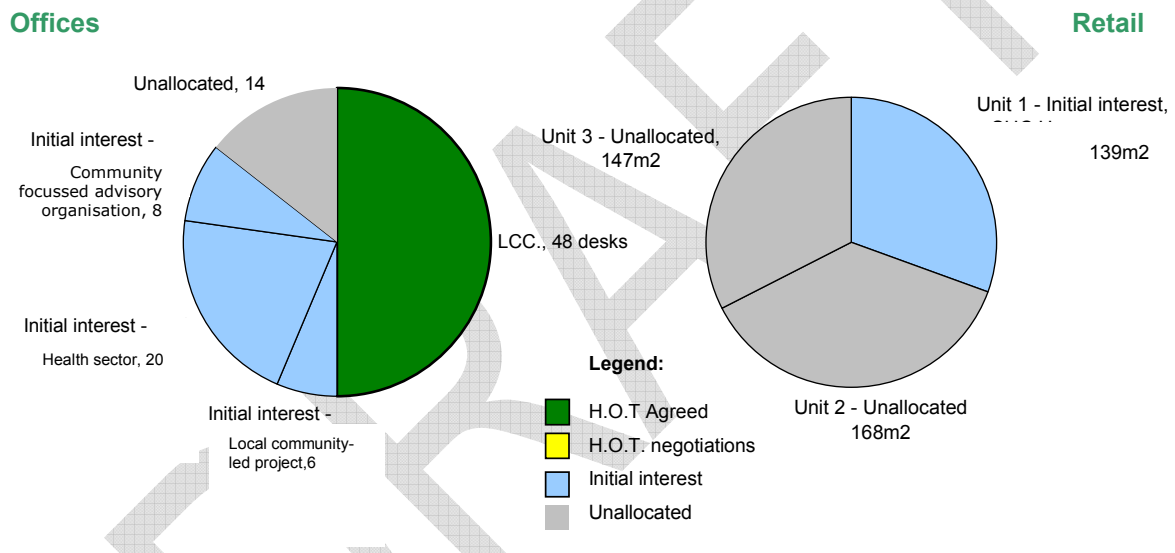
WDC have employed a work experience position dedicated to the site via Job Centre Plus.

**SECTION 2 – Client Highlight Report**

**2.1 Progress against plan (agree format for reporting)**

<b>WORKSTREAM:</b>	<b>Lettings Strategy</b>		
<b>Lead:</b>	Mark Perris, Retail	Chris Clarke, Offices	
<b>Deliverable</b>	<b>Plan</b>	<b>Status RAG/✓</b>	<b>Forecast</b>
Prepare lettings information pack (offices/retail).	31 Jan	✓	31 Jan
Commence correspondence with potential office tenants.	1 Feb	✓	1 Feb
Appoint retail agent following tender process.	22 Feb	✓	10 Apr
Commence marketing of retail premises.	1 Mar	A	mid-May

**Lettings Tracker**



**Commentary**

**Retail:**

Artist impressions are now completed and have been issued to our agent (Andrew Granger) for incorporation into marketing materials and leaflet.

A planning application has been submitted to widen the planning use from A1 use only to include A2, A3 & A4.

A draft brochure has been received from Andrew Granger and comments have been submitted, a further draft is awaited.

A meeting is due to be held on 12 June 2013 to discuss progress and a further update on progress will be issued following this meeting.

**Office:** Confirmation now received of NHS partner interest in 10 desks initially with a wider discussion convened on more opportunities. H.O.T discussions now commencing.

## TRANSFORMATION PROGRAMME

<b>WORKSTREAM:</b>	<b>Facilities Management and Building Operations</b>		
<b>Lead:</b>	Jonathan Ward Langman		
Deliverable	Plan	Status RAG/✓	Forecast
Interim FM contract commences	1 April 2013	<b>R</b>	Cancelled
Procurement route for new service	5 April 2013	<b>A</b>	17 April
Draft specification for new service	5 April 2013	<b>G</b>	1 May 2013
Procurement/ shared service development	April - September	<b>G</b>	May – October
New service starts – soft landings work to make new build run smoothly.	Mid Nov 2013	<b>G</b>	Mid-Nov
Commentary			
<p>Interim contract approach deferred; revised focus on permanent contract for building re-opening.</p> <p>Commissioning Manager preparing a specification for the service delivery route being identified for FM. A specification for the concierge service is also being developed.</p>			

<b>WORKSTREAM:</b>	<b>Cultural Change; Incorporating Office Space Planning, Building Use Protocols, Green Travel Plan</b>		
<b>Lead:</b>	Beverley Jolly		
Deliverable	Date(s)	Status RAG/✓	Forecast
HDC office-use approach (future flexible working/hot-desking and collaboration model)	1 April 13	<b>A</b>	13 May 13
HDC office requirements defined	1 May 13	<b>A</b>	31 May 13
Building use protocol (open plan working etc)	1 May 13	<b>A</b>	31 May 13
Space allocation – HDC/ signed-up partners	1 June 13	<b>G</b>	1 June 13
Web-based room booking/appointments/meet & greet system(s) in place	1 Nov 13	<b>G</b>	1 Nov 13
Building use manual: – health and safety/ security/ emergency evacuation / visitor management procedures	mid-Nov 13	<b>G</b>	mid-Nov 13
Travel plan	mid-Nov 13	<b>G</b>	mid-Nov 13
Building induction and training process design	1 Dec 13	<b>G</b>	1 Dec 13
Building user induction and training starts	mid-Dec 13	<b>G</b>	mid-Dec 13
Commentary			
<p>HDC have formed an officer group to oversee the move back process including HR, H&amp;S, Asset Manager, Commissioning, Corporate Support &amp; Business Planning &amp; Transformation. Regular meetings have been arranged and an issue log developed.</p> <p>A meeting has been arranged to discuss a <b>co-location forum</b> which can address shared requirements across a number of project workstreams, specifically:</p> <ul style="list-style-type: none"> <li>• FM requirements including service specifications and meet and greet requirements</li> <li>• Cultural Change planning, including integrated front of house planning and policy (eg room booking priorities, panic alarm procedures)</li> </ul>			

## TRANSFORMATION PROGRAMME

- Shared meeting room booking system
- Joining up of re-occupation planning for HDC, museum/library, social services etc.
- Building protocols.

Terms of reference for this group, and updated project governance to clarify role to be prepared for Project Board approval. Customer Focus Board to continue to play a Quality Assurance role as a stakeholder group to this process. Updated planned dates above reflect need for joint working group to be convened to consider these items.

In line with the FM workstream approach, a twin-track approach to the Meet and Greet and Queue Management system will be taken, so the specification (with input from the co-location group) and commissioning/procurement (led by HDC as landlord and system owner) will proceed in parallel.

A further meeting to discuss this workstream has been scheduled for 20 June 2013.

WORKSTREAM:	<b>Re-Occupation of The Symington Building</b>		
Lead:	Mark Perris, HDC		
Support:	Chris Clarke, LCC	Zara Matthews, Museum & Library	
Deliverable	Date(s)	Status RAG/✓	Forecast
Review 1 of building handover process with Willmott Dixon and initial setting of dates following inclusion of museum/library onto contract	Mid-June 2013	G	Mid-June 2013
Identification of breakout furniture requirements	Mid-July 2013	G	Mid-July 2013
Place order for furniture solutions and remaining office furniture	Mid-August 2013	G	Mid-August 2013
Review 2 of building handover process and dates following inclusion of museum/library onto contract	Mid-September 13	G	Mid-September 13
FM Services induction and commence in HQ Building	1 Nov 13	G	1 Nov 13
Building induction and training process design	Nov 13	G	Nov 13
Building user induction and training starts	Dec 13	G	Dec 13
Furniture installation and ICT set up	mid-Dec 13 (start)	G	mid-Dec 13 (start)
	Mid-Jan 13 (finish)	G	Mid-Jan 13 (finish)
Building occupation (phased)	From mid-Jan 14	G	From mid-Jan 14
<ul style="list-style-type: none"> <li>• HDC Offices</li> <li>• HDC Customer Service</li> <li>• Museum &amp; Library</li> <li>• Other partners</li> </ul>	TBA		
	TBA		
	TBA		
	TBA		
Commentary			
Re-occupation of the Symington building, for staff, Members and ultimately use by tenants and the public has now been established as a stand-alone workstream for the project.			
HDC have formed an officer group to oversee the move back process including HR, H&S, Asset Manager, Commissioning, Corporate Support & Business Planning & Transformation. Regular meetings have been arranged and an issue log developed.			

## TRANSFORMATION PROGRAMME

Work is progressing to develop a detailed programme to ensure the move back process is seamless and all inter-related aspects are delivered in appropriate timescales.

A further meeting to discuss this workstream has been scheduled for 20 June 2013.

<b>WORKSTREAM:</b>		<b>Museum/Library and Bowdens</b>	
<b>Lead:</b>		<b>Zara Matthews, LCC</b>	
<b>Deliverable</b>	<b>Date(s)</b>	<b>Status RAG/✓</b>	<b>Date(s)</b>
Bowdens charity loan offer received	Dec 12	✓	Dec 12
HDC formal acceptance of offer made	Jan 13	✓	Jan 13
LCC supplementary funding for design fees and library furniture secured	Jan 13	✓	Jan 13
Museum partnership legal agreement completed	1 April 13	G	2 May 13
Museum/library design consultation completed	30 May 13	G	30 May 13
Integration into WDC contract	5 July 13	G	10 June 13
Fit out commences	5 August 13	G	5 August 13
First funding draw down made (latest date)	1 Sept 13	G	1 Sept 13
Fit out complete	30 Nov 13	G	30 Nov 13
<b>Commentary</b>			
<p>Design work and intensive value engineering activity has now been completed on the supplementary scheme to integrate the museum and library.</p> <p>The approvals process to integrate the supplementary museum scheme into the main contract has now been finalised, following completion of design and review of project plan to identify the critical dates for construction completion, as follows:</p> <ul style="list-style-type: none"> <li>• Design team review – 3 May 2013</li> <li>• LCC officer design approval and final costings – 7 May 2013</li> <li>• Project Board cost and funding approach review – 8 May 2013</li> <li>• Issue paper (contract variation) for Executive Approval – 17 May 2013</li> <li>• Executive Approval to vary contract – 3 June 2013</li> </ul> <p>The item for the Executive will be an exempt item as it will contain commercially sensitive information.</p>			

<b>WORKSTREAM:</b>		<b>Legal Activity</b>	
<b>Lead:</b>		<b>Verina Wenham</b>	
<b>Deliverable</b>	<b>Date(s)</b>	<b>Status RAG/✓</b>	<b>Date(s)</b>
Decant legal agreements in place (Millers lease, underlease to LCC, Brooklands lease)	31 Jan 13	✓	31 Jan
Construction contract – SCAPE MOA and contract data.	28 Jan 13	✓	5 April
Substation – wayleave/easement and land transfer for land use.	5 Apr 13	✓	5 Apr

## TRANSFORMATION PROGRAMME

Agreement for licence for LCC (and template for other office tenants) including financial contribution to construction.	Feb 13	A	end Apr 13
Museum partnership legal agreement completed.	30 May 13	G	30 May 13
<b>Commentary</b>			
A meeting has now taken place (on the 17 <sup>th</sup> May) to agree heads of terms with LCC for their licence to occupy the Symington Building.			

### 2.2 Business Case Tracker (as per previously agreed format)

#### Capital Forecast; 29 May 2013

	Oct 2012 Budget	Jan 2013 Baseline	2012/13 Actual (Out- turn)	2013/14 Forecast (Out-turn)	TOTAL Forecast (Out-turn)
BUDGET					
SCAPE					
Contract	4,775,000	4,807,586	1,001,937	3,752,375	<b>4,754,312</b>
Decant Fees	220,000	220,000	240,000	30,000	<b>270,000</b>
(LCC/HDC)	330,000	251,410	142,442	129,315	<b>271,757</b>
Furniture	125,000	125,000	33,150	105,540	<b>138,690</b>
ICT Costs	100,000	100,000	37,442	61,431	<b>98,873</b>
<b>Subtotal</b>	<b>5,550,000</b>	<b>5,503,996</b>	<b>1,454,971</b>	<b>4,078,661</b>	<b>5,533,632</b>
<i>Contingency unallocated</i>	<i>200,000</i>	<i>200,000</i>	<i>0</i>	<i>60,000</i>	<i>140,000</i>
<b>Total</b>	<b>5,750,000</b>	<b>5,703,996</b>	<b>1,454,971</b>	<b>4,138,661</b>	<b>5,673,632</b>

#### Key issues/changes:

- SCAPE contract costs reflect Valuation 7 (30/05) showing a £23.5k saving on contract value to HDC.
- Reflect Project Board decisions on use of contingency on 28 May 2013 (relating to museum contract value etc)

## TRANSFORMATION PROGRAMME

### 2.3 Client Risk Register

Key to Risks			
<b>L = Likelihood</b>	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
<b>I = Impact</b>	1 Negligible	3 Critical	
	2 Marginal	4 Catastrophic	

#### *Updates in italics*

Significant Risks to Achievement of Objectives					
	Risk	Mitigating Actions	Owner	L	I
1	Complementary “add-on” scheme to integrate library and museum unaffordable. <i>UPDATE – scheme now included in contract following Exec decision on 03/06/13 – RISK CLOSED.</i>	Funding obtained from Market Harb and the Bowdens charity – <i>funding obtained, subject to meeting conditions of offer.</i> <i>- costs ascertained and extensive value engineering undertaken.</i>	Heather Broughton	2	3
4	Re-occupation of the building delayed; impacts on footfall into the building and income generation.	Commence planning early; incorporate museum and partner move process into project plan at an early stage. New starter (Asset manager) to lead this workstream.	Mark Perris	2	4
5	Political/ stakeholder concerns in respect to design and specification of new and refurbished lifts; especially important given public services (museum/library/council chamber) on upper floors of the building.	Engage shopmobility and accessibility stakeholders in design process to ensure larger scooters/wheelchairs accommodated. Follow action plan identified in Equality Impact Assessment. Ensure Members engaged in design.	Terry Downes/ Chris Clarke	2	4
6	Financial model not achievable for HQ building (high cost OR low income).	Develop fully tested business case prior to commencement of redevelopment works for HQ.	Anna Graves	3	4
7	Listed building or change of use applications require modification incurring delay; return on investment and completion date later than planned, <i>Likelihood downgraded to 1 - Consents now received. Schedule for conditions considered in setting contractual risk register.</i>	Ensure financial assumptions are conservative on date of completion. Engage planners/English Heritage in pre-submission to establish acceptability of proposals. <i>Schedule of conditions and programme for resolving set up by WDC.</i>	Jim Holden  Architects.	1	3
8	New HQ and market hall operating models not sustainable in terms of in-house staffing resources once completed.	Service redesign to incorporate “to be” requirements of property redevelopment.	Norman Proudfoot	3	3

## TRANSFORMATION PROGRAMME

9	Funding Museum commercial costs in longer terms.	Continue to work with Harborough Historic Society to develop and agree self-sustaining business plan	Anna Graves	4	3
10	Tie into the Property strategy	Consider how a refurbished HQ fit into forthcoming aims and objectives of this strategy	Mark Perris	3	3
11	Construction Complete ahead of schedule	Ensure project planning for client led workstreams allows for early delivery	Mark Perris	6	2

DRAFT



## TRANSFORMATION PROGRAMME

<b>WORKSTREAM:</b>	<b>Communications</b>
<b>Lead:</b>	<b>Jon Bennett</b>

### Brief Description of Workstream

Maintain goodwill and understanding between HDC, Councillors, staff, stakeholders and the local community on issues connected with the redevelopment of the Adam and Eve Street Headquarters. Enable an appropriate dialogue between HDC and these groups in order that they are encouraged to provide views and opinions in a constructive way.

**Period Covered From/To:** 21<sup>st</sup> May 2013 to 11 June 2013

**Current Status:**    Red                      Amber                      Green   

Progress since last meeting	Date(s)	Status RAG/✓
<ul style="list-style-type: none"> <li>- Q&amp;A updated and reviewed on a regular basis</li> <li>- News release and media briefing on retail agent search</li> <li>- News release and media briefing on artist impressions of new building</li> <li>- Prepared outline plan for communications around building launch</li> <li>- Advice on media story concerning work experience students on site for possible media story</li> <li>- Prepared case study for LGA conference</li> <li>- Retail marketing brochure draft prepared and commented on</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>May 2013</li> <li>June 2013</li> <li>June 2013</li> <li>May 2013</li> <li>June 2013</li> <li>June 2013</li> </ul>	<ul style="list-style-type: none"> <li>G</li> <li>G</li> <li>G</li> </ul>
Next Actions		
<ul style="list-style-type: none"> <li>- Maintain Q&amp;A</li> <li>- Communicate art strategy – waiting on strategy</li> <li>- Welfare and comfort: engage staff</li> <li>- Comms around library &amp; museum fit out (30/8)</li> <li>- Access to the Roll of Honour. 11<sup>th</sup> November 2013 as in previous years for viewing,</li> <li>- External works complete: comms opportunity (19/11)</li> <li>- Building handover 20/12 prep for event</li> <li>- Photographic record being built up for exhibition</li> <li>- Time capsule: awaiting update</li> <li>- Art competition: awaiting update</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>June 2013</li> <li>June 2013</li> <li>August 2013</li> <li>Prep Oct 2013</li> <li>Prep Oct 2013</li> <li>Prep Oct 2013</li> <li>On-going for delivery Jan 2014</li> <li>On-going for delivery Jan 2014</li> <li>On-going for delivery Jan 2014</li> </ul>	<ul style="list-style-type: none"> <li>G</li> <li>G</li> <li>G</li> <li>G</li> <li>G</li> <li>G</li> <li>G</li> <li>G</li> <li>G</li> <li>G</li> </ul>

## TRANSFORMATION PROGRAMME

Key to Risks			
<b>L = Likelihood</b>	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
<b>I = Impact</b>	1 Negligible	3 Critical	
	2 Marginal	4 Catastrophic	

Significant Risks to Achievement of Communications Objectives				
Risk	Mitigating Actions	Owner	L	I
Local people expect a decline in service quality during redevelopment	Information through customer services channels	Rachael Felts	4	2
People living local to the HQ impact on council reputation due to misunderstandings about or grievances with the build	Newsletters to local people and programme of engagement	Jon Bennett	4	2
Operational delays lead to extended disturbance to local people or prolonged impact on service delivery	Expectation management – any material delays to be communicated in an appropriate manner	Jon Bennett	4	2
Operational crisis calls reputation of council into question	Crisis management protocols	Jon Bennett with WD	2	3

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