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1.0 Introduction

Pottinger Architects and Harris & Porter have been commissioned by East Hampshire District Council (EHDC) to prepare a costed Feasibility Study to consider the brief and feasibility of building a new combined Community Centre - for the Alton Community Association (ACA) - and Theatre - for the Holybourne Theatre Group (HTG) - on an existing car park, off Vicarage Hill Road, Alton.

This Study follows a previous proposal of a new two-storey Alton Community Centre.

The Study looks again at the Community Centre Brief and examines the feasibility of incorporating a Theatre and associated rooms for use by the Holybourne Theatre Group.

A sub- study examines the implication of adding offices for the Citizens Advice Bureau.

Project briefs have been prepared and outline schemes and options considered.

A Cost Report prepared by Harris and Porter, Quantity Surveyors is included..

The Study considers the construction issues of building on the site.

Previous analysis of the site has been re-considered and advice included.

A Risk Register has been commenced.

1.1 Client Aspirations

The Study sets out building briefs for the following Community uses:

Alton Community Association
Holybourne Theatre

The Study considers the issues the detailed scheme will have to address and assesses whether there are any design or site issues restricting the viability of the scheme.

1.2 Site

The Study considers development of the Bank Car Park, Vicarage Hill road, Alton. The site is in Alton Town centre, adjacent to the existing Community Centre.

2.0 Executive Summary

This Study considers the feasibility of building a new Community Centre and Theatre on the Bank Car Park in Alton.

The proposed site presents a number of restrictions, notably:

- The River Wey and associated restrictions imposed by the Environment Agency.
- The site is in a Conservation Area.
- Mature trees on parts of the site.
- Existing building not in EHDC ownership.
- Balancing the loss of car parking spaces.
- Risk of contaminated ground.

The Study uses Briefing Information supplied by the Alton Community Centre and Holybourne Theatre Group. The Briefs set clear requirements for both organisations.

The Study proposes building a 3 storey Community Centre and a linked 2 storey Theatre building:

- Community Centre :1240 sq.m.
- Theatre : 570 sq.m.

Some parts of the Brief have required amendment as not all the spaces can be accommodated on the requested level.

Cost Report:

An outline cost plan has been prepared by Harris and Porter Quantity Surveyors. The total building contract cost is estimated at £4,294,800. This includes full VAT and design fees. This estimate excludes furniture, fittings and equipment, commercial kitchen and bar fit out, plus a number of other items.

It is important that the cost report is read fully and that stakeholders are clear on the cost build up.

To reduce costs the Study suggests opportunities for sharing uses and also questions the size and number of some of the spaces requested. More detailed work may yield savings in area and building costs.

More work on proposed building specifications may yield some savings on the square metre construction costs.

As the Theatre element is to be funded from the sale of the existing Holybourne Theatre site there is a risk of a funding gap between the site value and the new building cost. This possibility has been considered in the Scheme C, by locating the Theatre and the Community Centre in separate wings. Scheme C would allow the Community Centre to be built at this time even if the Theatre is delayed or cannot proceed.

Design Studies:

Three Schemes have been prepared. Schemes A & B are now superseded, but are included as they demonstrate the restrictions of the site and brief.

The report recommends Scheme C as a feasible starting point for further work. This Scheme presents a strategy that:

- Meets the general area requirements of the Brief.
- Provides a manageable division of the building allowing the two organisations to maintain their identities.
- Allows detail design of each part of the building to be carried out without compromising the other main user.
- Fits the available site, although some compromises on retaining trees and parking will be required.
- Can be developed to satisfy Environment Agency concerns and Planning Policy requirements.
- Achieves a building that has civic presence and contributes to the townscape.

Site investigations:

Previous desktop studies have been considered, the proposed schemes accord with this work.

The desktop site study warns of possible site contamination. More work will be needed to identify this risk and advise on ways to ameliorate the problem.

Citizen's Advice Bureau.

A sub-study to look at the possible incorporation of the Citizens Advice Bureau into the scheme has been included. The CAB Brief requires 325 sq.m of accommodation. The Study advises that this is too large an area to fit into this Scheme. The building would have to increase to 4 storeys or lose area from other activities.

Risk.

An outline Risk Register is included with the report. This will evolve as the project proceeds. At this stage the possible funding gap and ground contamination are the key issues

Programme and Procurement.

Outline programme and types of building contract are discussed.

CONCLUSION.

The Study advises:

- That the car park site is large enough to accommodate a combined Community Centre and Theatre, providing tree issues can be resolved.
- There is a possible funding risk.
- More detailed work may yield opportunities for sharing of facilities and reduction of total cost.
- Standard programme, procurement methods and construction contracts are recommended.

3. FEASIBILITY DESIGN PROPOSALS:

The Feasibility Design examines the feasibility of providing the Alton Community Centre and Theatre at the Vicarage Hill car park site.

The Designs use the brief provided by the organisations as the starting point for the study.

3.2. Site Location.

The proposed site is adjacent to the present Community centre. This is a good established location. The existing Centre will continue to operate whilst the new centre is built. This maintains the continuity of operation and service.

The present Holybourne Theatre is out of town and will also be able to continue activities while the new theatre is built.

3.3. The Site.

The proposed site is currently used as a car park.

The key features in establishing the available site are:

- The River Wey running across the north boundary.
- Established trees.
- Car parking spaces.
- Disused toilet block.
- Surrounding properties.
- Highways access.
- Civic presence.
- Activities and opportunities to enjoy the site

The River Wey

This is a substantial site feature. The river runs across the north boundary. The Environment Agency has set a development limit of no closer than 8m from the river. In effect all the grassed area beside the river cannot be built on.

This is a positive restriction allowing public and a landscaped setting for the new centre.

Trees.

We seek to preserve the existing trees. This is going to be a challenge and will require specialist advice to design foundations that protect the root systems. This will probably require a piled solution.

Again, this as a positive restriction and one that can be incorporated into the setting of the Centre.

Car Parking.

The new Centre will have to be built on the existing car park. The loss of town centre parking is always sensitive and risks affecting local trade and an income source to the local authority. Removing too many spaces will also affect the users of the Centre and may make the Centre less accessible.

The Study proposes the loss of approximately 50 spaces out of a total of 118.

Disused toilet block.

The toilet block has not affected the proposed scheme. Getting rid of it would improve the civic setting.

Surrounding properties.

The most significant neighbouring property is the existing Community Centre. There are substantial margins between the proposed site and adjacent properties.

Across Vicarage Hill the new library and housing development set the local scale. These are 3 storey developments with good civic presence. The planning officer has indicated that the new Centre should be of similar scale to these schemes. This can be achieved.

Highways access.

There are separate in and out accesses to the car park. These bridge the river. The Environment Agency has advised that they do not wish further bridging of the river. The schemes proposed use the existing bridges.

Maintaining the existing junctions should assist in discussions with the Highways Department.

Civic Presence.

This site is more than just the building, it is all the space around it and the town setting. It is important to look at the spaces around the building and how these are used.

Service spaces need careful design, in particular bin storage areas and food and drink deliveries.

Good planting sensitive and good quality hard landscaping need to be included. Providing space around the building gives opportunities for windows and views into and out of the activity areas.

All the restraints of the river margins, trees and the car park layout can be used to give a good civic site.

Activities and opportunities to enjoy the site.

The design seeks opportunities to take advantage of the site.

For example, a Children's Centre ideally requires outdoor play space, this can be achieved.

3.4 BUILDING BRIEF.

The Study has taken the Community Centre and the Theatre Briefs. The Study schemes have looked at ways of making these work. The requirements for each group will require discussion, refinement and some compromise and this is shown up in the study scheme.

Discussion.

The total briefed floor area is in the order of 1800 sq.m. The Holybourne Theatre discussion document shows a possible scheme based around on a 25m square building footprint on 3 floors. Drawing D003 shows the impact of this on the site. A building of this scale and configuration would not be acceptable in context of this site.

Keys issues:

- Total briefed floor area and the number of floors required.
- Relationships and adjacencies between areas.
- Specific requirements for Children's Centre.
- Position of the Theatre.
- Opportunities for shared uses.

Key Issues discussion:

- Total briefed floor area and the number of floors required.

Analysis of the briefed floor areas and the site space available indicates that a 2 or 3 storey building is required.

The ceiling height for the larger community use areas should be 3m. In the Theatre an internal height of 4.5m or higher would be appropriate, with more height over the Stage.

This takes the scheme towards the Community Centre being a 3 storey building and the Theatre arranged on 2 floors.

In preparing the schemes we have started to question whether the amount of accommodation is greater than needed. For example the community centre brief requires a 190 sq.m hall and a 100sq.m conference room, how often will both these rooms be in use? Could the conference activities be carried out in the hall or by linking 2 off the large meeting rooms?

Within the Theatre there is scope to look at sharing the functions of the 4 changing rooms, rehearsal rooms, green room and workshop.

- **Relationships and adjacencies between areas.**

The schemes set out possible relationships and adjacencies of use, clearly there are some areas that require a tight linkage, particularly within the Theatre.

Some activities are almost stand alone functions, for example the children's centre or youth room. These could be accessed directly from outside, saving on internal corridors and circulation.

There are some problems in achieving direct links, notably the café and bar. The brief seeks to place these on the ground floor. In the studies we have had to put the bar on a separate floor.

- **Specific requirements for Children's Centre.**

The Children's Centre is briefed to go on the first floor. We think this is wrong and that a defined external play area will be required.

- **Position of the Theatre.**

The schemes have looked at different locations for the theatre. In Scheme C the Theatre is shown on the first floor. This gives benefits in the layout of the building by placing the Theatre workshop and changing rooms directly under the auditorium. However raising scenery and props to the first floor needs consideration. At this time it is suggested that this be left open for further discussion.

- **Opportunities for shared uses**

There are a number of opportunities for shared use. Some are straightforward to achieve and others will require more work.

Straightforward sharing includes:

- Site access.
- Entrance foyer.
- Reception office
- Main stair.
- Lift
- Some toilets

Linked uses/sharing includes:

- Café.
- Bar.

These will benefit from trade generated by the users of all the facilities. At present the Theatre does not have proper food facilities, just a simple 'tuck shop'.

Additional sharing opportunities.

At this time this has not been discussed with users. We suggest the following are considered.

Youth Service rooms.

We consider that this has strong possibilities. The Centre provides space for youth bands to rehearse, this could be brought into the Theatre practice rooms.

Main Hall and Theatre Auditorium.

Is this a duplication of spaces? We raise this question because it has come up in discussion. Looking at the activities we consider that the requirements of each area are different. The theatre auditorium is a tall enclosed space, with little need for windows. The Main Hall benefits from openness and light. These are contradictory requirements.

Theatre ancillary spaces.

There are similar requirements between the meeting rooms and the rehearsal rooms. Could the theatre book the use of the meeting or conference room saving on the size of the Theatre wing.

Theatre Workshop Space.

There may be a opportunity for the workshop to be used for Community activities, for example art or craft classes.

Sharing provides opportunities for maximising the use of the facilities, commercially it is better to work the building hard and minimise the 'void time' of any space. Providing lockable storage for the different users is key to managing this.

DISCUSSION OF THE DESIGN SCHEMES

Design work has looked at ways of arranging the accommodation to fit within the available site areas. 3 studies have been done and these are shown on drawings;

- Scheme A: Drawings A 001 to A 004.
- Scheme B: Drawings B 001 to B 003/004
- Scheme C: Drawings C 001 to C005.

All the schemes look at ways of organising the activities within the building.

From Schemes A and B, Scheme C evolved. This progression is as follows:

Scheme A.

This examines the principle of a 3 storey building set as a single block by the river.

Scheme A is a relatively compact proposal, and tightly fits the accommodation into the building. However Scheme A was superseded for the following reasons.

- Trees. The footprint does not fit between the existing trees and a number of trees would have to be felled.
- External activity spaces. Rooms such as the Play group do not have any external activity space. They open directly onto the car park.
- The scheme overlaps the Community Centre and the Theatre, the theatre is placed over the community conference room. This could cause problems with the design development and future management as the uses are so closely interlinked. A change in the size of the conference would affect the size of the theatre placed over it.

Finally the scale of this building is a concern. It is big.

Scheme B

This weaves the building between the trees. The theatre occupies the top floor and the Community uses are on the ground and first floors. The study shows that this is possible.

Scheme B was superseded for the following reasons:

- The theatre occupies the whole of the second floor, as a result the circulation does not flow well.
- The overlap issue of Scheme 1 is still a concern.

Scheme C

This Scheme separates the Theatre and Community Centre into distinct wings with a common foyer, stairs and lift.

The building is set to fit between the existing trees. The tree root protection zones have been set quite tight and this will need careful checking with the Tree Protection Officer.

The scheme proposes

Ground floor:

Shared

- Entry foyer to the building. This is a hub with:
- lift,
- main stairs,
- centre office
- toilets.

Community Centre:

- Main Hall 200 sq.m large room and associated storage.
- Cafe and kitchen. Access to courtyard garden.
- The children's centre, with self contained suite of rooms and direct access to enclosed garden.
- Youth Room.
- Toilets, with external public access if required.
- Plant room.

Theatre:

- Changing rooms,
- Workshop.
- Green Room
- Rehearsal rooms.
- Theatre plant room.

First floor:

Shared:

- Foyer, main stairs and lift.
- Toilets.

Community Centre

- Bar and terrace.
- Meeting rooms.
- Offices.

Theatre:

- Double height Auditorium.
- Seating space for 220
- Bleacher seating store
- Stage and wings.
- Escape and backstage stairs.

Second floor

Shared:

- Landing, main stairs and lift.
- Toilets.

Community Centre:

- Day care rooms.
- Conference suite.

Scheme C demonstrates a framework for taking the project forward.

The key feature is the clear division between Community Centre and Theatre. This allows both organisations to maintain their identity and ethos. With a clear division of building areas the designs for each activity can be refined without compromising another operational requirement.

All schemes have changed from the initial brief and more work will be needed to refine the design. This includes:

Community Centre. More work is needed to check the locations for all the activities. Putting the main hall on the ground floor is good for fire escape requirements. A very large number of people could use this room.

Cafe and bar relationship. This has had to be split between ground and first floor.

This split allows:

Space for the Children's Centre on the ground floor.

Space for separate Youth Service room.

Upper floors.

Day Centre, is an upper floor room acceptable?

Theatre.

As there is not enough space for everything on one floor, the design proposes a first floor theatre auditorium. All the support spaces are housed on the ground floor. There are some logistical matters to solve, but we consider that this is a good compromise layout.

A method of raising scenery from the workshop to the stage will be required. A hoist system will be needed. This is solvable.

External spaces, EA zones and trees.

This requires further checking.

4.0. Building Brief and Accommodation Schedules

This Section contains the Brief issued at the commencement of the Study.

4.1 Overview:

The Building Brief is a joint study between East Hampshire District Council, Alton Community Association and Holybourne Theatre. The following uses have been considered:

- Community Centre
- Theatre
- Traffic and Parking
- Pedestrian and vehicular access

Additionally the following issues have been considered:

- Joint use opportunities 'Community Hub'
- Relationship of uses.
- Infrastructure.
- Other site uses.

4.2 Building Brief

The building Brief has been prepared following consultations between East Hampshire District Council, Alton Community Association and Holybourne Theatre. The aim has been to provide a facility, which will provide both Community Centre and Theatre services for Alton.

4.3 Alton Community Centre Building Brief

Information from the 'Discussion Document' below

The mission of Alton Community Association (ACA) is to secure the establishment of a facility known as the community centre which can be used to host community and social activities and to manage such a facility in good order and in accord with current legislation and local regulations. The ACA objectives are to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life of the inhabitants of Alton and the surrounding area through partnerships with local authorities, agencies and voluntary organisations.

Information below from Harris and Porter Stage D Brief for Schedule and Brief for Community Centre.

Alton Community Centre is the home of Alton Community Association with its core activities appealing to all age groups and sections of society. It is also home to a multitude of local advisory agencies, local interest and leisure groups, an important facility for National groups like the National Blood Service, WI and National Childbirth Trust and a source of rooms for local events both public and private.

Demand for these services is growing. The ACA's activities have seen a steady increase in demand, the Pre School Playgroup are planning for expansion and the redecorated hall and live music have seen party bookings increase dramatically.

The Alton Community Centre is currently operating at about 60% capacity, with 2 rooms let out on permanent bases and it is already becoming increasingly difficult to find suitable time slots for all the activities currently going on. The situation is likely to be going to be greater in 20-30 years time with an ageing population, with more time for leisure activities and a greater need for day care.

The ACA's requirements (*refer to 3.5 Accommodation Schedule*) are based on their current usage patterns. Between their own activities and their regular users (see attached list) they use over 60% of available sessions (124 of a possible weekly total of 204). This equates to 7.3 (i.e.8) rooms in permanent use. That's before one off bookings are taken into account. The additional 4 rooms that they currently have provide them with some margin to put users in suitable rooms at suitable times, with suitable activities going on next door. *The requirements listed below are therefore a minimum rather than a hoped for. The fact that rooms could be split would merely aid flexibility rather than replace other rooms.*

The brief proposed for the ACA, increases their floor area from the existing Community Centre and also gives them larger rooms, with greater flexibility. It allows for much needed changing/shower facilities and provides a reasonable amount of storage space.

Design Requirements

Main Structure and Fabric

This is seen as a major project for Alton and the building should be seen to reflect a bold confidence and optimism in the town whilst respecting the heritage of its environment. The structure should be adaptable and extendable have durable materials and careful detailing. The building should itself be an advertisement for the activities within to encourage use throughout the community. it is felt that the building should relate to the river and the new library building where possible. Issues of durability, weathering and vandalism protection/security shall be addressed.

Services

It is understood that all mains services are available on the site. Flexibility, low running costs, energy efficiency and sustainability are key issues. Lighting should be at good levels and adaptable. Natural ventilation and natural daylight penetration should be encouraged where possible. The building should have a good level of cabling for IT with easy access for future development. Heating should be controllable at local level to respond to room occupancy and activity levels. Many rooms as noted in the Accommodation Schedule will have sink units and plumbing. All services shall be easily accessible yet sufficiently concealed to avoid vandalism and damage. Services shall include heating, power, lighting, IT, aerial/AV links, drainage, H&C water, ventilation and alarm systems.

Components and Finishes

Low maintenance components shall be used wherever possible. Finishes should be bright, durable and easily cleanable. Flooring needs to be non-slip and easily repairable.

Access and Car Parking

The design shall accommodate the requirements of the disability discrimination act in all aspects and during the design process meetings shall be held with representatives of local access groups. Links to shopping areas through the car park shall be accommodated. Car parking shall be provided for the centre as detailed in the sections above. There is required access by servicing vehicles, mini-buses and cars. Note: EHDC loss of car parking spaces

Flexibility

As noted above, the requirements of the building may change in time and flexibility of design, layout and construction are paramount. This includes the provision for possible future extension and the adaptation of all services. Some room where noted shall be dividing or multi-use. Further ideas on flexible use and the reduction of duplication will be considered. It is anticipated that some accommodation when surplus may be let out to further external organisations.

Sustainability

EHDC has a well developed community checklist which shall be applied to the design of this project. This ensures consideration of all aspect of sustainability including business and economy, community development, young people, community safety, environment, health, transport, low running costs.

Health & Safety

All the client organisations consider the health and safety of users and those in the construction process to be a prime concern. The design shall pay all due regard to the CDM and Health and Safety regulations in terms of processes and materials used. Safe use by occupants particularly children and the elderly shall be addressed.

Initial commentary from the planning policy

....'we would require development of a new community facility to be centrally located, easily accessible to the community it is intended to serve by other means than the car, including public transport. The proposed development should be of a high design standard and make a worthwhile contribution towards maintaining or improving the quality and character of the environment. It should harmonise with the townscape and general character of the town and be well related to existing buildings. It should be located so that it does not cause undue disturbance or have an unacceptable affect on the amenity of occupiers of neighbouring properties. It should be of an appropriate scale, height and mass that respects the pattern of development and architectural characteristics of nearby properties and the surrounding area, using materials appropriate to the locality'.

4.4 Holybourne Theatre Building Brief

Information from the 'Discussion Document' below

Holybourne Theatre Group (HTG) is an amateur dramatics group whose mission is the advancement of the education of the public in dramatic art and theatrical activities generally. The HTG objectives are to stage an energetic and diverse entertainment programme for the people of Holybourne, Alton and the surrounding areas. Holybourne Theatre aims to create, develop and nurture theatrical skills through the performance of youth and adult productions. This includes collaborations and partnerships with touring Theatre and other professional acts, to create a programme of the utmost quality, maximum variety and greatest possible accessibility, within a sound and sustainable financial framework.

An integral part of Holybourne Theatre Group is the Youth Theatre, which runs weekly workshops each Saturday for over 80 children aged 8 to 18 years. These workshops encourage the children to explore their attitudes to others and the environment through improvisation and discussion. This builds the children's self confidence, encourages teaming and challenges perceptions. An "end of term show" for parents and guardians is held to showcase selected themes from that term's work. In addition to the workshops, the Youth Theatre members have the opportunity to participate in about four public shows per year. The rehearsals for these are separate from the workshops and sometimes provide the opportunity to act alongside the adult members. Holybourne Youth Theatre maintains a comprehensive child protection and welfare policy.

4.5 Accommodation Schedule

The Brief proposes the following:

Schedule of Accommodation	Area /m2	Comment
Alton Community Centre		
Main Hall	190	General Purpose hall, minimum height 3m.
Bar with Servery and Cellar	80	
Café with Kitchen	75	Ideally open plan dining area to foyer, spacious near main entrance.
Reception/Office	40	Facing main entrance, but not obstructing passage to café or toilets.
Youth Service Room	45	Ideally own entrance.
Day care Room	50	Containing single disabled toilet.
Foyer	30	General waiting area near main entrance.
Main Building Toilets	%age addition	Male, Female and Wheelchair Accessible toilets accessible to public. Near main entrance and café/bar.
Storage Space - Ground Floor	20	
Lift and Stairs	%age addition	To all floors.
Conference Room	100	
Large Meeting Room	50	
Large Meeting Room	50	
Large Meeting Room	50	
Small Meeting Room	20-25	
Small Meeting Room	20-25	
Small Meeting Room	20-25	
Office	25	
Play Group Room	60	Needs own toilets.
Toilets - General Toilets for First Floor	%age addition	Male, Female and Wheelchair Accessible toilets for First Floor
Storage Space - First Floor	60	
Plant Area	10	

Schedule of Accommodation	Area /m2	Comment
Holybourne Theatre		
Auditorium	176	An auditorium capable of a minimum of 250 people with non fixed (pull out) raked seating (approx 11m x 16m)
Stage	60	Approx stage area required 7-8m wide, with 2m wide wings either side, by 5m deep x 4-5m high. Stage raised by approx 1m.
Sound and Lighting Booth	9	A lighting and sound booth should be placed at the back of the auditorium. Either in the middle of the last few rows of seating, or as a separate item set behind (as high as possible, could be a balcony) Approx 3m x 2-3m
Kitchen and Storage	16	A kitchenette area to make/sell drinks, sweets and possibly alcohol. Large enough to contain a washing machine and ironing facilities for the costume department. Approx 4m x 4m.
Dressing Room	16	Men's dressing room. Wash Basin required. Ideally access from dressing rooms to green room avoiding public areas. 4m x 4m min.
Dressing Room	16	Ladies' dressing room. Wash Basin required. Ideally access from dressing rooms to green room avoiding public areas. 4m x 4m min.
Dressing Room	16	Boy's dressing room. Wash Basin required. Ideally access from dressing rooms to green room avoiding public areas. 4m x 4m min.
Dressing Room	16	Girl's dressing room. Wash Basin required. Ideally access from dressing rooms to green room avoiding public areas. 4m x 4m min.
Workshop / Scenery Storage Space	36	Ideally to the back of the stage and as large as possible. High as possible so the stage scenery can be moved easily on to the stage. Approx 6-8m long x 4-6m wide.
Green Room / Rehearsal Space	24	An area Adjoining the stage area.
Band Rehearsal Room	16	Sound proof band rehearsal space. Sink and storage, to double as Dressing Rooms for flexibility. 4m x 4m .
Band Rehearsal Room	16	Sound proof band rehearsal space. Sink and storage, to double as Dressing Rooms for flexibility. 4m x 4m .
Foyer	%age addition	Area for the audience to congregate prior to the show, during an interval or to collect children from youth workshops. To contain toilets for public use. Kitchen to have serving hatch onto this area.
Toilets - For Cast	%age addition	As near as possible to the Green Room.
Toilets - General Toilets for Theatre in Foyer	%age addition	Male, Female and Wheelchair Accessible toilets for public use.
	TOTALS	
SUB TOTAL - Operational Areas	1352	
Circulation allowance at 12.5%	172	
Allowance for future expansion at 5%	76.2	
TOTAL - ALL AREAS	1600	

5.0 PROJECT RISK REGISTER

A Project Risk Register is a management tool to identify and resolve risks. It is to be kept live throughout the project and reviewed by the project team.

RISK REGISTER:

ITEM	RISK	LIKELIHOOD	MITIGATION	RESIDUAL RISK
1.0	Planning Permission Difficulties	Medium	Pre-Application Liaison between Project team and Planners	Has to be resolved for scheme to proceed.
2.0	Environment Agency objections	Medium to High	Past project carried out much work to agree a strategy with the EA. This should be reconfirmed and incorporated into new scheme.	Has to be resolved for scheme to proceed.
3.0	Opposition from adjoining neighbours	Medium	Careful consultation with and presentation of the scheme with neighbours.	Resolvable.
4.0	Insufficient capacity in surface water system	Medium	Level of run off from new building should be similar to existing site. Consult with EA. There will be reduced contamination runoff due to reduction of car parking spaces.	Resolvable.
5.0	Insufficient capacity in foul water system	Medium	Investigate and consult before design proceeds much further.	
6.0	Insufficient capacity in local road network	Medium	Investigate and consult before design proceeds much further.	
7.0	Insufficient capacity in local utility services	Medium	Investigate and consult before design proceeds much further.	
8.0	Strength of bridges onto site	Possible	Check bridges are strong enough for major construction deliveries.	
9.0	Loss of car parking spaces	Exists	Scheme cannot proceed without loss of some parking spaces. Set acceptable target and work to it.	
10.0	Site Investigations find the ground to be contaminated and difficult for development	Medium	Some contamination is expected, therefore scheme proposes a piled foundation design. This reduces the contamination problems.	
11.0	Trees. TPOs and disease	Exists	EHDC to commission full tree survey to confirm the soundness of existing trees. Piled foundation to reduce damage to root systems.	
12.0	HTG becomes unable to continue with the project	Has to be considered	Design the scheme so that the Community Centre can continue without the Theatre element.	
13.0	HTG fail to obtain sufficient grants to fit out the theatre and associated rooms.	Has to be considered	The project planning needs to include for the key fit out elements.	
14.0	Insufficient stakeholder funding - EHDC	Has to be considered	Prudent financial planning and budget setting by EHDC	Has to be resolved for scheme to proceed.
15.0	Stakeholders cannot agree scheme	Has to be considered	Good project management, tact and diplomacy required. The use of the Design Quality Indicators process sets out a framework for managing this process.	
16.0	Cost and project over-runs in pre-contract phase.	Medium	Good project management defining the budget, regular	

			checking against design development. Define deliverables, target dates and funding deadlines.	
17.0	Cost and project over runs in contract phase.	Medium	Ensure design work is complete before going to tender. Clearly specify and detail work to be done. Carefully select contractors to tender and ensure form of contract is suitable for the project.	
18.0	Building safety.	Has to be considered.	The CDM Regulations define this process in detail. This to be followed throughout the contract.	
19.0	INTERFACES	Always exist	Projects always fail at the interfaces, ensure all aspects are looked at and the cross over responsibilities identified.	
20.0	Future management of the building	Medium	Establish a fair lease or management protocol.	

6.0 SITE ANALYSIS

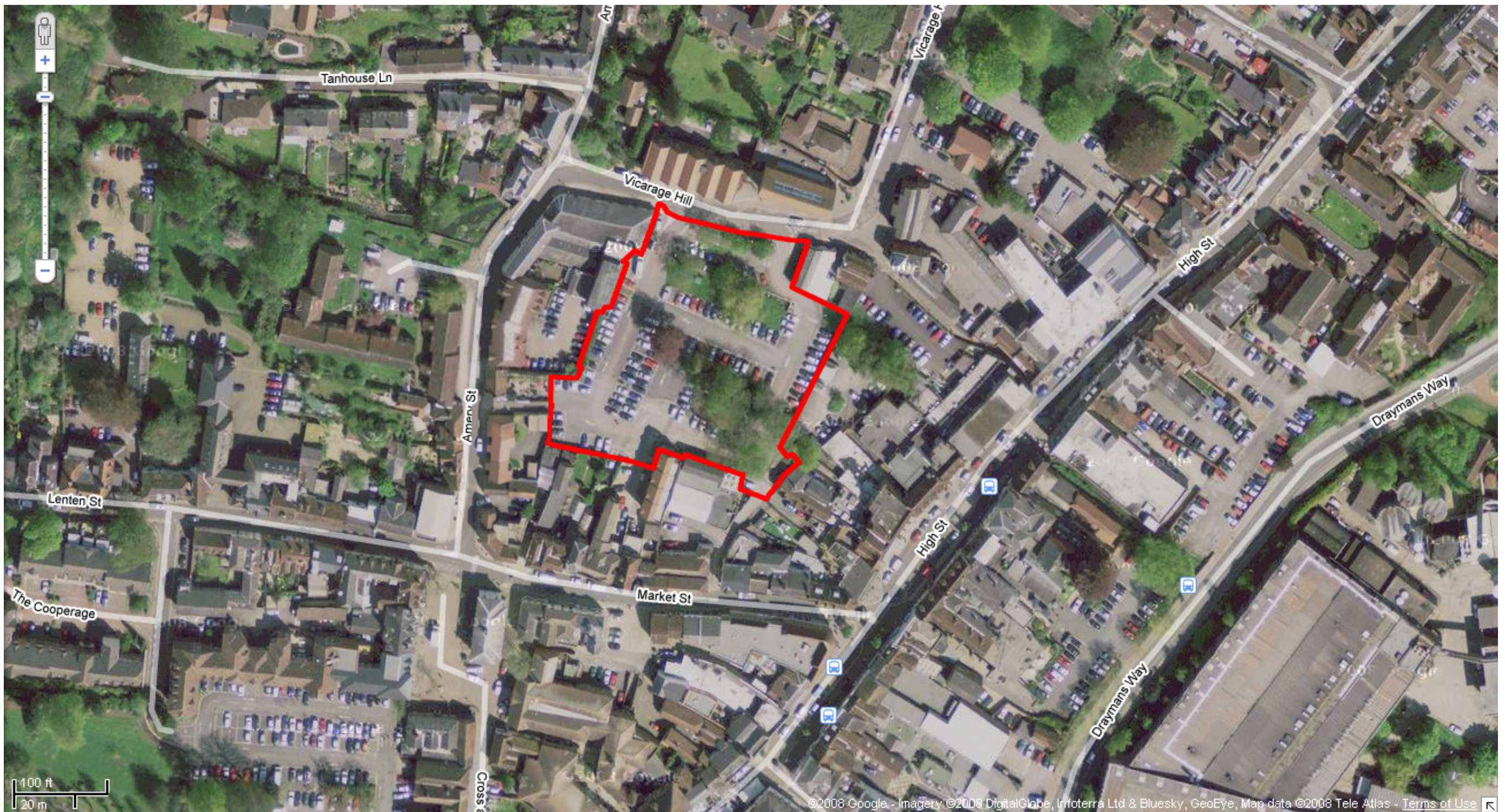


Fig. 1: Google Earth view of the Site

6. Site Analysis

6.1 Site Location

The site is located in Alton, East Hampshire, close to Alton High Street. The site is bound by the Vicarage Hill road to the North and adjacent buildings to the East, West and South. The site occupies an area of approximately 0.55 hectares. The centre of the site is located at National Grid Reference SU716394.

6.2 Site Description

The majority of the site is a pay and display car park, known as 'Bank Car Park'. The car park is covered by hard landscaping, with the exception of a small area of grass and trees in the middle. There is also a one-storey structure located on the Eastern part of the site, which is currently used for storage purposes for Bartlett and Butcher Formal Wear Hire, which adjoins the site to the east. There is also a one-storey disused toilet block, located on the Eastern part of the site,

The site can be accessed from Vicarage Hill to the North and from Market Street to the south. A one-way system is in place for vehicles from/to Vicarage Hill, with the entrance from Vicarage Hill located adjacent to the Bartlett and Butcher Formal Wear Hire building.

To the North of the site is the River Wey. Pedestrians and vehicles can pass over the river via two existing bridges, located in front of the community centre building and adjacent to the Bartlett and Butcher Formal Wear Hire building.

The River Wey has been culverted below Amery Street and the existing Community Centre building to the West of the site and below the existing bridge and adjacent structures to the East. The river flows naturally across the site between the Community Centre building and the Eastern bridge. To the South of the river is a small, area of grass and trees, in which a single storey gauging station is located.

The properties in the surrounding area are mostly of one to two storey residential buildings. The newly constructed Alton Library is located to the North West of the site on the other side of Vicarage Hill. The majority of the buildings immediately adjacent to the site are used for commercial purposes and also the existing Community Centre.

East Hampshire District Council owns the site, with the exception of the disused toilet block and the gauging station.

The toilet block is owned by Bartlett and Butcher Formal Wear Hire

The Gauging Station is owned and managed by the Environment Agency.

6.3 Planning Policy

Discussions have been held between the Planning Department and Pottinger Architects regarding the potential design factors of the new building.

Advice received is as follows:

Watercourse. The Environment Agency (EA) is a most important consultee. Previous schemes have established a boundary between river and site.

Parking. Achieving an acceptable balance in respect of loss of parking spaces.

Trees. Retention of trees is important.

Parking and Highways. This department has responsibility for managing the car park.

Building height.

Library and housing opposite site provide a reference for the scale of the site. Ideally should not be bigger.

Site backs onto commercial properties, so there is no difficulty with loss of residential amenity.

Design terms. This is an opportunity for contemporary design.

6.4 Conservation Area

The site is within the Alton Conservation area, but none of the buildings on the car park are Listed.

The 'Conservation Area Booklet - Alton', produced by EHDC states 'the design of new building will need to be sensitive, imaginative and build upon existing form, details and materials.

The Conservation Directory Document, produced by EHDC, states that, 'Conservation Areas are not museums; new development will continue to take place in them. They are, however, environmentally sensitive areas. Altering the appearance, form and size of any one building not only affects a particular building but can affect the whole street. There is therefore a special responsibility to ensure that proposals are sympathetic to their surroundings. Where development is proposed special attention must be given to:

- the layout, quality of materials, detailing and proportion of new buildings;
- the bulk, height and colour of new buildings;
- the effect of the development on the individual character and pattern of building of an area;
- proposals which lead to the repair and retention and appropriate use of historic buildings;
- the retention and enhancement of public spaces;
- the enhancement of points of arrival and departure e.g. at entrances to towns and villages, railway stations, car parks and bus stops'

6.5 Historical Analysis.

This Study has not carried out a detailed historical analysis of the site.

Previous reports refer to past uses of the car park including the site being used as an Ammunitions Factory in World War II and past uses as a clothing factory and also a tannery.

It is thought there may be tanks on the site.

6.6 Traffic

Site Analysis Drawing 081170-D002

This drawing shows the vehicle access to the car park. These bridge the River Wey.

6.7 Orientation

Refer to Appendix A, Site Analysis drawing 081170-002 for the orientation of the building and sun path.

The river to the north of site will mean that terracing against the river will be in shade. Scheme looks to achieve south facing aspect for some outdoor areas.

6.8 Environment and Landscape

Site lies within the Alton Conservation area.

The site lies within an area of flood risk. The previous schemes for the site carried out a detailed flood assessment. It was concluded that the estimated 1 in 100 year flood level, plus climate change factor set a datum of 101.60. An added factor for safety raised this to 101.90. This can be achieved without undue difficulty.

6.9 Neighbouring properties and uses

The neighbouring properties along Amery Street and Vicarage Hill are mainly used for commercial purposes along Amery Street. The Bartlett and Butcher Formal Wear Hire building is adjacent to the site, along Vicarage Hill. Buildings built for the Community are prominent, with the old Library and new Alton Library are both on the other side of Vicarage Hill. The existing Community Centre is situated adjacent to the site on the corner of Amery Street and Vicarage Hill. The majority of the buildings in the surrounding area are two storey residential properties.

Please refer to Site Analysis drawing 081170-D002, for building uses in the surrounding site areas.

6.10 Noise

This site is a car park within a town centre, with a level of environmental noise typical of this use.

The use of the Community Centre and Theatre will require a suitable level of acoustic design to avoid external noise disturbing the users and breakout noise from the building disturbing the neighbours.

<p>7. Desktop Studies</p> <p>A Desktop Study was undertaken by Whitby Bird for EHDC in August 2006. This reported the following:</p> <p>7.1 Utilities</p> <p>Scottish and Southern Energy <i>“Service maps from Scottish and South East Energy show electric mains to run along Amery Street, Vicarage Hill, Market Street and Alton High Street.”</i></p> <p>Transco <i>Transco service maps show the presence of gas pipes along Amery Street, Vicarage Hill, Market Street and along a road that leads to the site from Market Street. The map also shows gas pipes along the perimeters of the community centre building, the storage building that is located within the car park and adjacent buildings.</i></p> <p>Thames Water <i>The Thames Water maps show foul sewerage and surface water drains to run along Vicarage Hill and Amery Street. A foul water drain is also shown to run from Amery Street via Barclay House through the car park.</i></p> <p>South East Water <i>South East Water service maps show water mains to run along Market Street, Amery Street and Vicarage Hill.</i></p> <p>7.2 Environment Agency</p> <p>The Environment Agency’s website has been checked. The Flood Risk Map shows part of the site to lie within an area of potential risk from flooding.</p> <p>See note 6.7 above.</p>	<p>7.3 Drainage</p> <p>Foul: <i>One borehole, located close to the River Wey, within the site area shows the groundwater level to be at existing ground level. (WB Study)</i></p> <p>Thames Water <i>The Thames Water maps show foul sewerage and surface water drains to run along Vicarage Hill and Amery Street. A foul water drain is also shown to run from Amery Street via Barclay House through the car park.</i></p> <p>Environmental Health <i>“The Environmental Health Department of East Hampshire District Council was contacted to request information with regards to the historical contamination on site. A response was received which includes records of potential tanks and electric substation on site and adjacent to site with their grid reference. The document identifies an electric substation and potential tanks on the subject site and adjacent to the site.”</i></p> <p>Highways Agency</p> <p>Detailed discussions have not taken place at this stage.</p> <p>7.4 Ground Conditions</p> <p><i>“The Building Control Department of East Hampshire District Council was contacted to obtain information regarding records of any site investigation reports on site. The Building Control Officer confirmed that they have no site investigation records regarding Alton Community Centre. However, he confirmed that they have records of made ground overlying peat material in the vicinity of the site and recommended a site investigation to be carried out before the development progresses.”</i></p> <p>There is a possibility there may be old ammunitions on the site, due to the site being used as an Ammunitions Factory in World War II.</p>
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<p>“Geology</p> <p><i>The site is anticipated to be underlain by Made Ground, Drift Deposits and Lower Chalk.</i></p> <p>Ground and Surface Waters</p> <p><i>One borehole, located close to the River Wey, within the site area shows the groundwater level to be at existing ground level. The nearest surface water feature to the site was the River Wey, which was culverted below the community centre building and runs through the site. The Environment Agency’s flood risk map shows the area along the river to be susceptible to river flooding.</i></p> <p>Ground Contamination</p> <p><i>The previous use of the site as an iron foundry, textile factory and a garage and possible presence of tanks may have led to contaminants being left in the ground.</i></p> <p>Recommendations</p> <p><i>The Whitby Bird Report recommended:</i></p> <p><i>in this desktop site appraisal report, it is recommended that a ground investigation should be carried out to provide the necessary information that is required for the design of new foundations and earth works. The site investigation should include laboratory chemical testing of samples taken from the Made Ground and natural ground to determine the extent of contamination on site. It should also include groundwater and ground gas monitoring to determine the groundwater and gas regime within the site area.”</i></p>	<p>8.0 Consultations with Stakeholders:</p> <p>8.1 Alton Community Centre:</p> <p>Pottinger Architects have met the Alton Community Centre management group. A visit to the existing building has been made to understand the nature of the organisation and the activities carried out.</p> <p>Further consultation has not taken place whilst this Study has been prepared.</p> <p>8.2 Holybourne Theatre group</p> <p>Pottinger Architects have met the Holybourne Theatre group. A visit to the existing building has been made to understand the nature of the organisation and the activities carried out.</p> <p>Further consultation has not taken place whilst this Study has been prepared.</p>
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9.0 Consideration of including the Citizens Advice Bureau function.

As an additional part of the study Pottinger Architects were asked to consider the implications of adding facilities for the Citizens Advice bureau.

A Briefing schedule of Areas has been issued;

Citizens Advice Bureau			
Client service			Confidential physical layout; sound insulation; alternative exit Easy access location of doors; street door - automatic opening; disabled access - all disabilities; wheelchair, sight, deaf signs
Toilet			Disabled toilet nearby interview rooms/reception also to be used by advisers who are disabled
Reception Area	75		waiting area with seating for 10-12, toys for small children, small corner play area, information boards, signs, leaflets, space for division of areas and display area. Loop system, computer access for clients, receptionist area with IT links, work space & storage
Interview Room	9		daylight, general use plus other service users eg Relate, Afirm etc. space for round table and four chairs, confidential, leaflet display, good ventilation, links to IT, loop system
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Page 8			
Larger interview Room	20		daylight, general use plus other service users eg Relate, Afirm etc space for table and six chairs, confidential, leaflet display, good ventilation, links to IT, loop system. Also area for toys.
Larger interview Room	20		daylight, general use plus other service users eg Relate, Afirm etc space for table and six chairs, confidential, leaflet display, good ventilation, links to IT, loop system. Also area for toys.

General Office (including Supervisor 6 m2)	56	desks/work stations for at least 6 with computer access and easy access to photocopier, printer, computer server and VPN, shredder, fax, phones, broadband access, leaflet display/storage, reference books, training information, 3 filing cabinets, stationer	
Phone area	4	space for 2 phone lines on computer desk in quiet area just off general office, e-mail facilities	
Phone area	4	space for 2 phone lines on computer desk in quiet area just off general office, e-mail facilities	
Manager's Room	12	space for interviews - four/five people, computer networked, printer, file storage, direct access to general office	
Deputy Manager Room	9	space/alcove off general office, computer networked; file storage	
Administrator Room	6	rear reception, door access behind reception desk? Space off general office, near manager, computer networked; storage for stationery and supplies	
Specialist/Project Office	12	office for advisers, space for interviews - 2/3 people	
Access to Training Room (to be shared with other facilities)		use for small group training, small meetings - 30 people minimum, lettings income, room to expand into extra interview space	
Access to kitchen (shared)		sink, cupboards, fridge, hot water boiler, ventilation; dishwasher	
Access to toilets (shared)			
Access to car parking		disabled bays for staff, allocated spaces for staff	
Storage allowance at 5%	12	Cloaks; Filing cabinet x 2	
Page 9			
CAB		266	m2
East Hampshire District Council Office/Tourist Information Office			
Reception desk	12	Adjacent main reception for display areas	
Office	8	Confidential interviews	
Storage	10		
Shared use of interview facilities			
Tourist Information Office			
Reception Desk	8	see TIC Space Requirement email issued 14/09/05.	
Office	-	8	

Storage	-	8	
SUB TOTAL - CAB & Information services only		296	m2
Circulation allowance at 10%		29.6	
Allowance for future expansion at 5%		67	Excluded. Allow for potential to extend at later date
TOTAL - CAB & Information Services incl Circulation allowance		325.6	m2

The CAB total area requirement is 325 sq.m. This includes EHDC Information point.

This is a large space requirement. It is equal to the footprint area of the Theatre wing, or another storey on the Community Centre.

We have concerns that the layout and operation of the CAB would be compromised by locating it to an upper floor of the Community Centre.

We advise that adding the CAB to the Centre will:


- Result in a building too large for this location.
- Or will require other activities to be omitted from the scheme.
- Substantially increase the project cost.

The Report recommends that the CAB function is not included in this Project.

The EHDC Information point is a smaller function and could be included in the Community Centre.

10.00. COST PLAN

The following Cost Plan has been prepared by Harris and Porter, Quantity Surveyors.

 HARRIS & PORTER		ALTON COMMUNITY CENTRE INCLUDING HOLYBOURNE THEATRE Project Feasibility INDEX 12 February 2009	
		EAST HAMPSHIRE DISTRICT COUNCIL	
		ALTON COMMUNITY CENTRE	
		VICARAGE HILL	
		ALTON, HAMPSHIRE	
		COMMUNITY CENTRE INCLUDING	
		HOLYBOURNE THEATRE - FEBRUARY 2009	
		PROJECT FEASIBILITY STUDY - SCHEME C	
		12 February 2009	
Page			
	1.0	GENERAL NOTES	
1	1.1	Basis of Report & Costs	
2	1.2	Exclusions	
3	1.3	Gross Internal Floor Area	
	2.0	PROJECT COST SUMMARY	
4	2.1	Comparative Summary	
HPMS 3454		Contents	

ALTON COMMUNITY CENTRE INCLUDING HOLYBOURNE THEATRE		Project Feasibility
1.0	GENERAL NOTES	12 February 2009
1.1	BASIS OF REPORT & COSTS	
	Terms of Reference	
1.1.1	Harris & Porter were asked to provide costings to support Pottinger's Project Feasibility Study for Scheme C proposal for a stand alone, Community Centre facility incorporating the Holybourne Theatre upon the existing Bank Car park, in Alton, Hampshire.	
1.1.2	Generally This budget estimate has been prepared with reference to the following information:- i) Discussion document on the inclusion of Holybourne Theatre in the new Alton Community Centre ii) BCIS Cost Information Service data iii) Pottinger Architects drawings C002 P1, C003 P1, C004 P1 and Landscape Sketch C002.	
1.1.3	Cost Estimates Costs are based on competitive tenders being obtained for a start on site during 1stQ2010. It is assumed that the works will be carried out in one phase An allowance of £ 148,000 (5%) has been shown extra to the building contract sum to cover unforeseen costs and design/construction development, including ground de-watering, etc. Allowances have been made for limited external works, pavings, external services and siteworks as required. Major alterations to existing culvert bridges and new foot bridges have not been included. It is assumed that a BREEAM certified building will be required.	
1.1.4	Net loss of parking spaces 118 Pay & Display carparking spaces are provided at present. The net loss of parking spaces following completion of the new building is expected to be 50 spaces. The net loss of parking spaces for the duration of the construction period of the scheme is expected to be 80 spaces. Allowance has been made to reposition and reuse, not replace, the existing Pay & Display machines. Access to rear of existing properties at boundaries of existing car park to be maintained	
1.1.5	Original EHDC Brief and Schedule of Accommodation The EHDC Brief refers to provision of a Minibus garage, which is not included, however the Minibus could be parked securely in the Service Yard.	

ALTON COMMUNITY CENTRE INCLUDING HOLYBOURNE THEATRE		Project Feasibility
1.0	GENERAL NOTES	12 February 2009
1.2	EXCLUSIONS	
1.2.1	Loose furniture, fixtures, specialist furniture such as Rolling Shelf units, Bleacher seating, Theatre lighting and services, soft furnishings, curtains, etc.	
1.2.2	Fitting-out commercial kitchen which it has been assumed will be provided by Concessionaire	
1.2.3	Computers & server hardware (containment and cat 6 cabling included).	
1.2.4	Reconstruction of banks and river bed of River Wey and other undeclared EA requirements.	
1.2.5	Works to the existing Community Centre	
1.2.6	Contaminated ground (historically an Iron works was located on a site adjacent to the existing Community Centre). Shallow piled foundations have been allowed for	
1.2.7	Unknown mains gas, water and electric services diversions, upgrading substations, etc	
1.2.8	Relocation of existing Environment Agency 'Gauging Station' adjacent to River Wey culvert at North West corner of existing carpark.	
1.2.9	Loss of Pay & Display parking revenues	
1.2.10	Overlay surface of existing carpark outside of construction site boundary	
1.2.11	Costs associated with existing privately owned building (old Public Toilets)	
1.2.12	Expert VAT advice	
1.2.13	Fees, legal charges, etc associated with previous project design proposals	
1.2.14	Works to form 'Town Square' on North Bank of River Wey	
1.2.15	Space has not been provided for CAB or EHDC Information Services/Tourism Office	

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ALTON COMMUNITY CENTRE INCLUDING HOLYBOURNE THEATRE		Project Feasibility
1.0	GENERAL NOTES	12 February 2009
1.3	GROSS INTERNAL FLOOR AREAS	
Gross internal floor areas measured to the inside face of the external walls:		
	Traditional Scheme	
	<i>Community Centre</i>	
	Ground floor area	478 m2
	First floor area	418 m2
	Second Floor area	344 m2
		<u>1,240 m2</u>
		<u>13,347 Sq.ft</u>
	<i>Theatre</i>	
	Ground floor area	290 m2
	First floor area	280 m2
		<u>570 m2</u>
		<u>6,135 Sq.ft</u>

ALTON COMMUNITY CENTRE INCLUDING HOLYBOURNE THEATRE		Project Feasibility		
2.0	PROJECT COST SUMMARY	12 February 2009		
2.1	COMPARATIVE SUMMARY	Traditional Scheme		
		£ / m2		
	<i>GIFA</i>			
2.1.1	COMMUNITY CENTRE (THREE STOREY)	1,240 m2	£ 1,739,000	1,402.42
2.1.2	THEATRE (TWO STOREY)	570 m2	£ 1,124,000	1,971.93
2.1.3	EXTERNAL WORKS	-	£ 100,000	-
	TOTAL BUILDING COST	Sub-Total	£ 2,963,000	
2.1.4	CONSTRUCTION & DESIGN CONTINGENCY	5.00%	£ 148,000	
	TOTAL BUILDING COST		£ 3,111,000	
2.1.5	SURVEYS, PLANNING FEES, PROFESSIONAL FEES & CHARGES, ETC.	17.50%	£ 544,000	
	TOTAL BUILDING CONTRACT COST (EXCLUDING VAT)		£ 3,655,000	2,019.34
2.1.6	ALLOWANCE FOR VAT (17.5%) IF APPLICABLE			
	Community Centre element (if applicable)		£ 375,500	302.82
	Theatre element		£ 242,700	425.79
	External Works element		£ 21,800	-
	TOTAL BUILDING CONTRACT COST (INCLUDING FULL VAT)		£ 4,294,800	2,372.82

11.0 PROGRAMME

The programme for a project of this size is typically as follows:

Using the RIBA Outline Plan of Work as the project framework.

Preparation of RIBA Stage C Outline design.

This will show the general site plan and organisation plan of the building.

Establish utilities information.

Consultation work with stakeholders.

Commence structural design.

Commence Mechanical and Electrical design

Indicative elevations.

Cost check.

Allow 6 weeks for preparation. Add additional time for consultation with stakeholders.

Commence OJEU Tendering process for appointment of main contractor.

Preparation of RIBA Stage D Detailed design.

This develops the Outline Design into a detailed scheme.

Building sections and elevations are worked up.

Detail work on layout of key areas such as theatre, main hall, kitchens, bars stairs and lift are completed.

Fire safety strategy confirmed with Building Control and Fire Officer.

Key consultations carried out.

Cost check.

At end of Stage D stakeholders will be required to sign off the scheme.

Scheme submitted for detailed planning consent and conservation area consent.

Allow 10 weeks for preparation. Add additional time for consultation with stakeholders.

Submit Planning Application.

Statutory period allow 10 weeks.

Whilst Planning Application is considered preparation of tender information and specifications can commence. This can run concurrently with planning application. There is some risk associated with running this work concurrently if the planning Consultation process results in amendments to the Scheme.

RIBA Stages E, F, G & H Preparation of Pre-construction information and Tender package.

Assuming a design and build contract preparation of tender documents will take 10 to 12 weeks to prepare.

Final cost check.

Go to tender. It is recommended that the project does not go to tender until planning permission and building regulations plan approval have been obtained.

Tender pricing period.

Allow 8 weeks tender period.

Tender Review period.

After return of tender allow 2 weeks for tender review.

Appoint Contract Prepare Contract documents.

Allow 2 weeks for appointment of contractor.

Contract Period.

Contractor mobilisation 6 weeks.

Followed by start on site.

Allow 52 to 64 week contract period, (including mobilisation).

For a design and build contract the contractor will require a minimum of 12 weeks to complete the structural frame design. This a critical design item and time spent on design work will allow optimisation of the design.

<p>12.0 PROCUREMENT METHOD & FORM OF CONTRACT.</p> <p>There are a range of procurement options available. These endeavour to balance the construction risks and achieve design and cost certainty.</p> <p>Following is a very brief introduction to the issues.</p> <p>For this project where the stakeholder expectation is high we recommend a well developed design with the key elements fully defined before going to tender.</p> <p>Contractor selection needs to commence in good time and ideally enables the contractor to become part of the project team and use their skills to benefit the project aims.</p> <p>All parties benefit from good information at tender stage as this gives the best opportunity to get accurate pricing, reduces contractor cost risk.</p> <p>This can be achieved by one of the following methods:</p> <ol style="list-style-type: none"> 1) Standard Form of Contract. Full design and detailing the scheme, preparing a detailed bill of quantities and tendering the project. This will give an accurate scheme and cost. A high level of preparation is required for this form of contract. Some Contractors see this form of contract as a challenge to generate claims for extra costs. This can be reduced by the use of the Contractor Design Portion supplement, this places some responsibility for the final detail design and co-ordination of elements with the Contractor. 2) Design and Build contract. There are different degrees of design and build contract. For this project we recommend that the scheme be prepared in substantial detail before tendering. This ensures the stakeholders receive the building they expect. The Contractor takes responsibility for the completion of the design and resolving the co-ordination of the sub-contract packages. For this project we recommend that the scheme is tendered after planning consent has been given and planning conditions agreed. Building Regulations Plan approval and Fire Officer approval are signed off. 3) Prime or Partnering Contract. This form of contract selects the contractor using a 2 part tender. The first tender establishes key rates for work, contract management, profit and overhead elements. The contractor then works with the design team to complete the construction design and submits the contract price. This can be refined to give a maximum guaranteed price or risk sharing price. This form of contract tends to be better suited to clients with an ongoing construction programme. 	<p>To achieve cost certainty, substantial agreement of the scheme needs to be achieved at the end of RIBA Stage D. Changes from this point onwards change generates cost. Changing the design once the construction detailing has started results in aborted design work and delays going to tender. Once the contract has started on site there will be significant extra cost if the building is changed.</p> <p>There will always be some aspects of construction that carry cost risk, notably work in the ground cannot be completely predicted. The standard forms of building contract set out a process for pricing variations and dealing contingency events.</p> <p>The use of the Risk Register and good project management systems will guide the scheme and give cost, programme and contract control.</p>
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