

**End Stage Report
(Project Stage 1 –
Feasibility / Options
Study)**

**Trowbridge Town
Hall Refurbishment**

Issue Date: 03/05/22

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End of Project Stage 1 (Feasibility / Options Study) Report

1.0 Purpose of Document

The purpose of this document is to assess the **viability of the project so far** and to provide a full and firm foundation for the **next Project Stage (2 - Develop Design for Planning Submission, Listed Building Consent and Tender)**.

It is also a description of **what Project Stage 1 (Feasibility / Options Study) has achieved**, compared directly to its Brief – as set out and agreed at the commencement of Project Stage 1 and as agreed by the Project Executive (internal Wiltshire Council Client).

The Feasibility / Options Study activity has focussed upon the definition and articulation of the major quality criteria, aspirations and expectations of key stakeholders.

End Stage Reports must be **formalised** to ensure that a shared expectation of project objectives and corresponding achievements, is achieved between all key stakeholders.

The project team are seeking a decision on whether to proceed with Project Stage 2, based upon the contents of this report. However, the current strategy is to link approval of this project with parallel approval of the TTH Trust Business Plan (which is distinct from this report). **Therefore it is currently understood the project is only to proceed Project to Project Stage 2 with the approval/sign off both this project report plus the distinct TTHT Business Plan report.**

2.0 Project Background

2.1. General Project Background

The emerging 2020 Wiltshire Council vision is that **Trowbridge will be a vibrant place**, with a balanced **mix of retail, leisure, cultural, commercial, residential and social provision** that is well connected and placed to play a key regional role whilst meeting the day to day needs of local people living and working within a short walk or bike ride to the high street. Furthermore, the Council's ambitious commitment to become carbon neutral by 2030 is a key driver for recovery from Covid-19, with renewed focus on encouraging sustainable travel, **making buildings more energy efficient** and increasing the quality of green and blue infrastructure in high streets.

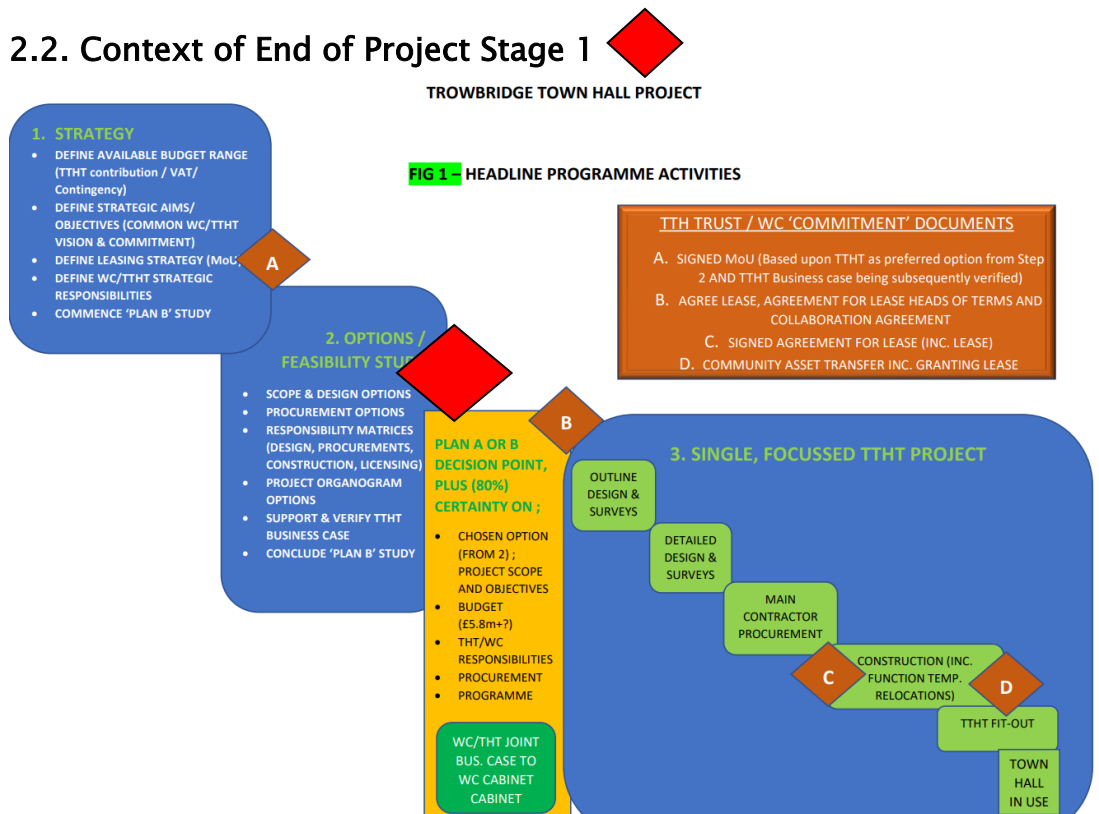
The refurbishment of the Grade II Listed Trowbridge Town Hall is an MHCLG **(now termed DLUHC** ; Department for Levelling Up, Housing & Communities) - funded intervention to this end (Future High Street Fund) to promote and ensure the long-term sustainability of the high street's unique historic assets, drive footfall from the town centre gateways and into the high street and improve the overall experience of moving through the town centre. By embracing its uniqueness, Trowbridge can function as part of a balanced economic ecosystem with other towns, where local people work in local and nearby high-quality jobs and enjoy a vibrant and well-connected town with a thriving town centre.

The Town Hall is owned by Wiltshire Council and currently occupied and run by the Trowbridge Town Hall Trust. The Trust run community-based services and events within the Town Hall.

The Town Hall Trust remain as the Council's 'Preferred User' of the building – this status will be confirmed (or otherwise) prior to commencement of Project Stage 2.

The Trust will be managing and funding the fixtures, fittings and equipment element of this project, for which they will rely upon separate fund-raising.

2.2. Context of End of Project Stage 1



2.3. Summary of (now Complete) Project Stage 1 Outcomes / Deliverables

In addition to the Outcomes / Deliverables delivered within the Project Strategic Stage (please refer to Feasibility/Options Study Brief dated 09/12/21), the following headline outcomes / deliverables have been refined / added within Project Stage 1.

- Co-ordinated RIBA 2 Design & Report (inc. necessary BIM preparation and all necessary co-ordination with Building Control) – with 3 layout options (please refer to Appendix J)
- Cost Report – predicted project outturn cost for each Layout Option. Option 3 (cheapest scheme) is forecast to outturn at **£539K over budget.***

*(This excludes the £75K of Type 3 Stoneworks – if this project is to bear these costs, the project forecast overspend would increase to

£614K). **Post-Meeting Note – This issue is no longer relevant as it is agreed that WC FM will fund these £75K of stone works.**

- Agreed Principle that all FF&E budgets (c. £0.25M to £1M) are enabled within the current design. ie. there are **no design options based upon differing FF&E budgets**.
- Agreed change to the Feasibility Study Brief ; the Town Hall Trust will now be fully responsible for providing and funding the provision /refurbishment of **temporary decant space** during construction activities. (ie. this will be at zero-cost to the base-build project, enabling the whole budget to provide the best possible permanent solution)
- Budgetary constraints have necessitated **some compromises to the original Options/Feasibility study Brief**. These compromises are both summarised and detailed within the Purcell Design Report (Appendix J)
- Full engagement with the following project **stakeholders** remains ongoing;
 - Conservation Officer, Helen Garside
 - Wiltshire Council Building Control
 - Wiltshire Council Economic Development
 - Town Hall Trust Project Team (Plann are Project Managers)
 - Trowbridge Town Council
 - Friends of Community Sensory Garden
 - WC FM team (until Trust FM provider is appointed)
 - WC FM Project team
- Procurement Report - The recommended main contractor procurement route is now a **two-stage tender**, with an NEC4 ECC Design-and-Build contract (Main Option A), with the consultant design team novated to the contractor.
- Forecast Project Cashflow
- Forecast Whole-Life-Costing (to follow by 09/05/22))
- Project **Programme**
- **Appointment** of Building Control
- Detailed **Plan for Project Stage 2** (Develop Design for Planning Submission, Listed Building Consent and Tender - Equivalent to RIBA 2, 3 & 4)
- DRAFT **Distinction of FF&E project and Base-Build project responsibilities** between Wiltshire Council & TTH Trust (Appendix B)
- List of **further surveys** /investigations required in remaining Project Stages
- Project Consultant team involvement in **FHSF Public Engagement event** (late January '22)
- Define **'no regrets' enabling works** which should be undertaken in Q1&2, 2022 whilst FM project scaffold and contractor remain in place. Propose all stoneworks to Market Street (currently scaffolded) façade.
- 'Re-introduction List' – a prioritised list of scope/design items which may (should future costs/funding make them 'affordable') be reintroduced to the scheme within Project Stage 2 onwards. (These are the differences between Option 2 and 3)

Exclusion ; Please note the Town Hall **Business Plan Report** is separate to this report

3.0 Project Definition

3.1 Business and Project Objectives - **(All remain as Feasibility / Options Study Brief)**

The Client's prioritised business and project objectives (1. being the overriding objective in descending order thereafter) should be clearly stated so that project progress and ultimate performance can be measured.

The priority of these objectives has not changed during Project stage 1. It should be explicitly brought to the attention of the Project Executive if a differing priority or objective is proposed.

1. The total project outturn **COST** must be within the total costs set out within the Outline Project Cost Report at Appendix C.
2. The **QUALITY** of completed works must be robust and facilitate the intended building usage
3. Project **TIMESCALES** are to meet the key milestones within the attached programme at Appendix D.

The main objectives of the project remain as follows;

- At construction Completion, undertake a **Community Asset Transfer** to the Trowbridge Town Hall Trust, who will subsequently occupy, operate and maintain the building.
- Make the building **safe** (structure, building regs, MEP services, stonework*, asbestos, alarms, etc)
*(stonework *preservation* rather than *restoration*, subject to CO negotiations)
- Fully **Accessible** **This objective has not been fully met, due to the following ;**
 - **the cost-prohibitive nature of providing full access to the second floor**
 - **Budgetary limitations with regards to accessibility to the basement**

- Weathertightness
- Efficient MEP services inc. life safety systems & security
- Low future maintenance
- Energy efficiency / sustainability
- Modernise/redecorate internally
- Major internal reconfiguration
- Facilitate all Trowbridge Town Hall Trust (building operator & user) activities, inc. Performance spaces, café, retail and other public uses
- Facilitate/enable the installation of loose-fit/retrofittable fixtures, fittings and equipment (funded and supplied by Trowbridge Town Hall Trust)
- Carbon Neutrality (Subject to Budget)

Please also refer to Annex 1 of the Memorandum of Understanding (Appendix E) for further detail on Project Objectives

3.2 Project Scope

The above objectives result in the following key areas of Feasibility / Options Study project scope (not exhaustive):

- Extensive works / repairs to the roof, stonework façade, windows and other historic features (in addition to the WC FM project currently on site)
- Strip out of existing M&E and provide new MEP systems
- Reconfigure and decorate whole building
- Removal of unsightly/impractical 'modern' additions
- Appropriate toilet facilities to be included
- All elements to achieve Building Regs and Accessibility compliance (inc. staircase /lift)
- Kitchenettes
- Performance spaces, retail and catering spaces, community-based spaces
- Adaption/Opening up of Great Hall
- Minor Landscaping / External Works
- Built-in Fixtures, Fittings & Equipment
- Enablers* to accommodate / facilitate loose-fit / retrofittable Fixtures, Fittings & Equipment (supplied by TTH Trust – see Appendix B)
- All necessary utilities diversions, connections and necessary upgrades, including any works which may be necessary outside of the site boundary
- *Examples of such Enablers include ;
 - Reconfigured partitions / structure
 - Electrical & data sockets
 - Structural support of FF&E
 - Storage space for FF&E

- Roof/wall sound insulation
- 3 phase electricity for, say kilns or commercial kitchen
- Sliding/folding/demountable partitions
- Containment routes

3.3 Scope Exclusions

- Town Hall Trust-procured loose-fit / retrofittable Fixtures, Fittings and Equipment (although all necessary enablers/interfaces with this equipment IS to be part of project scope)
- Provision of temporary decant space (now being managed and funded by the Trust)
- Sensory Gardens

3.4 Constraints

- Grade II Listing
- Maximum Project Outturn Cost (Appendix C)
- Target the Project Programme (Appendix D)
- Timely Design information for key Town Hall Trust FF&E elements
- Contingency funds need to be applied for in advance (with 6 week MHCLG decision timeframe)
- Strict Project Stage Controls (inc. all Stakeholder Sign Offs)
- Wiltshire Council Cabinet approval to proceed to Project Stage 2 with TTH Trust as building User/Occupier (otherwise project is likely to cease at this point in this form)

3.5 Interfaces

- Market Hall Project (part of Options / Feasibility Study)
- Town Hall Trust-procured fixtures, fittings and equipment (Appendix B). (Design AND timing of delivery for built-in elements)
- Current WC FM project to repair roof and stonework (currently on site) – use scaffold/access/contractor for immediate further surveys / works?
- Immediate Neighbours – inc. Sensory Gardens Trust, APAM (Property Agents for Market Hall), WC Highways and First Bus
- Other TTH Trust project activities (via Alan Wright and Jason Barnes), including ;
 - Producing, reviewing and submitting a robust business case (inc. the Market Hall option)
 - All fund-raising efforts

- Everything to do with **FF&E** – strategy, plan, procure, design, design interfaces with base-build install, etc
- Manage all **base-build project interfaces** (from the Trust's perspective)
- All TTHT **inputs to design briefing process** – presenting 'one voice' to the design and construction team (via WC)
- All the **commitment / legal processes** (and associated actions – such as those which will be in the Agreement for Lease)
- Establishing a **Facilities Management** resource to maintain/operate the building upon completion of the Community Asset Transfer
- Procuring/allocating resource to provide the **team/expertise** who will deliver all of the above (plus any other trust project tasks/responsibilities)

3.6 Existing Information

- All as Feasibility/Options Study Brief plus the following additions / updates ;
- A summary of all current **survey/investigation** information is included at Appendix F
- Appendix G is the current Project Directory, containing a list of key project stakeholders to date.

4.0 Customer Requirements

Key design criteria (NOT in order of priority) are:.

- **All as Feasibility/Options Study Brief**

5.0 Scope and Deliverables of (Next) Project Stage 2 (Develop Design for Planning Submission, Listed Building Consent and Tender)

5.1 Project Stage 2 (Develop Design for Planning Submission, Listed Building Consent and Tender) is to provide the following key deliverables ;

- **First-Stage Tender – Main Contractor**
- **Whole Life Cycle Costs Report**
- **Monthly (Design Development) Cost Report**

- **Whole Project Cost Report** (inc. Cashflow & Pre-Tender Estimate)
- **Priced Risk Log** (updated regularly)
- **Priced Value Engineering List** – WC Estates Operations input
- Project Board Approval to submit for LBC/Planning
- Exception Reports (if necessary) Monthly Executive Reports
- End Stage Review Process
- **End of Stage 2 Report**
- **Stage 3 Plan**
- Project Board Approval Proforma: Commencement of Stage 3
- Identify, specify and procure all necessary **further surveys / investigations**
- Surveys and Investigations Report
- **Final Room Data Sheets** – User involvement
- Elevations
- General Arrangement Plans
- External works
- Sections
- Schedule of Refurbishment
- Schedule of Areas
- New Equipment Data Sheets
- Specialist room layouts
- Typical Room elevations
- Specialist Room elevations
- Site plan
- **Site constraints Drawings** (to inform main contractor)
- Materials samples board
- 3D Model of Key Spaces
- Architectural Scope of Works and Specification
- Design & Access Statement
- **Deliveries Strategy** – users
- Full LBC/Planning Application & Consultation
- **Listed Building / Planning Consent**
- Fire Engineering Drawing
- **Building Regulations Status Report**
- Buildability Review Report
- Design Development Report

- Design co-ordination certificate – co-ordination by lead designer
- Technical note on Maintenance philosophy – WC Estates Operations
- Technical note on Maintenance philosophy – WC Estates Operations
- Civil and Structural Scope of Works and specification
- Landscaping Scope of Works and Specification
- Services Scope of Works and specification
- Specialist Systems Schedule
- Technical note on controls philosophy – WC Estates Operations inp
- Services isolation/Diversion Strategy
- Plant schedules
- HSE Notification (F10)
- CDM Design Review Workshops
- Pre-construction Information Report
- Site Waste Management Plan – include WC Sustainability
- Commissioning requirements Schedule – WC Estates Operations i
- Hazardous Operations Checklist – User input
- Low and Zero Carbon (LZC) report
- EPC/DEC Assessment – Approved assessor
- End Stage Design Report, inc reconciliation against Project Brief
- Building Control Compliance report
- Final Fixtures, Fittings and Equipment Schedule (Group 1 to 4)
- Contractor's Access Certificate
- Mid-design review – WC Estates Operations

5.2. Exclusions from (Next) Project Stage 2 (Activities by Wiltshire Council / Town Hall Trust)

- WC/ Town Hall Trust to continue apply due-diligence relating to the Business Plan for the Trust's future use of the Town Hall
- Wiltshire Council will review and approve / not approve this Business Plan prior to the commencement of Project Stage 2. If the Town Hall Business Plan is not approved Project Stage 2 will not proceed with the project in this form.
- Agree lease, agreement for lease heads of terms and collaboration agreement
- All Trust project responsibilities/activities (as described above at foot of Section 3.5)

6.0. Project Programme

Please refer to Appendix D for a detailed and baselined project programme and note the assumptions at its foot.

This Programme will be updated to reflect a two-stage tender (as recommended within this report), once this revised procurement approach is approved. This revised procurement approach may also present opportunities to slightly accelerate the programme, subject to discussions with engaged contractor9s).

Appendix A

End Stage Report (Project Stage 1 – Feasibility / Options Study) Acceptance Certificate

End Stage Report (Project Stage 1 – Feasibility / Options Study)

Acceptance Certificate

Project: Trowbridge Town Hall Refurbishment Date: 03/05/22

Part A

1. The User Panel for the Project has been established with representatives of all User Groups which will use, operate, and maintain the completed facility.

2. The Project Executives are satisfied that they understand the End Stage Report and that it contains all the essential requirements of the User Groups.

3. The Project Executive understands that they may suggest future changes to the End Stage Report , but that these will not be implemented unless approved by the Project Board through the change control procedure, and that its future role will otherwise be limited to satisfying itself that design, supply, and construction is in accordance with the End Stage Report.

Signed on behalf of Wiltshire Council			
Title:	(Joint) Project Executive	Date:	
Signed on behalf of Wiltshire Council			
Title:	(Joint) Project Executive	Date:	
Signed on behalf of Trowbridge Town Hall Trust			
Title:	Director, Trowbridge Town Hall Trust	Date:	