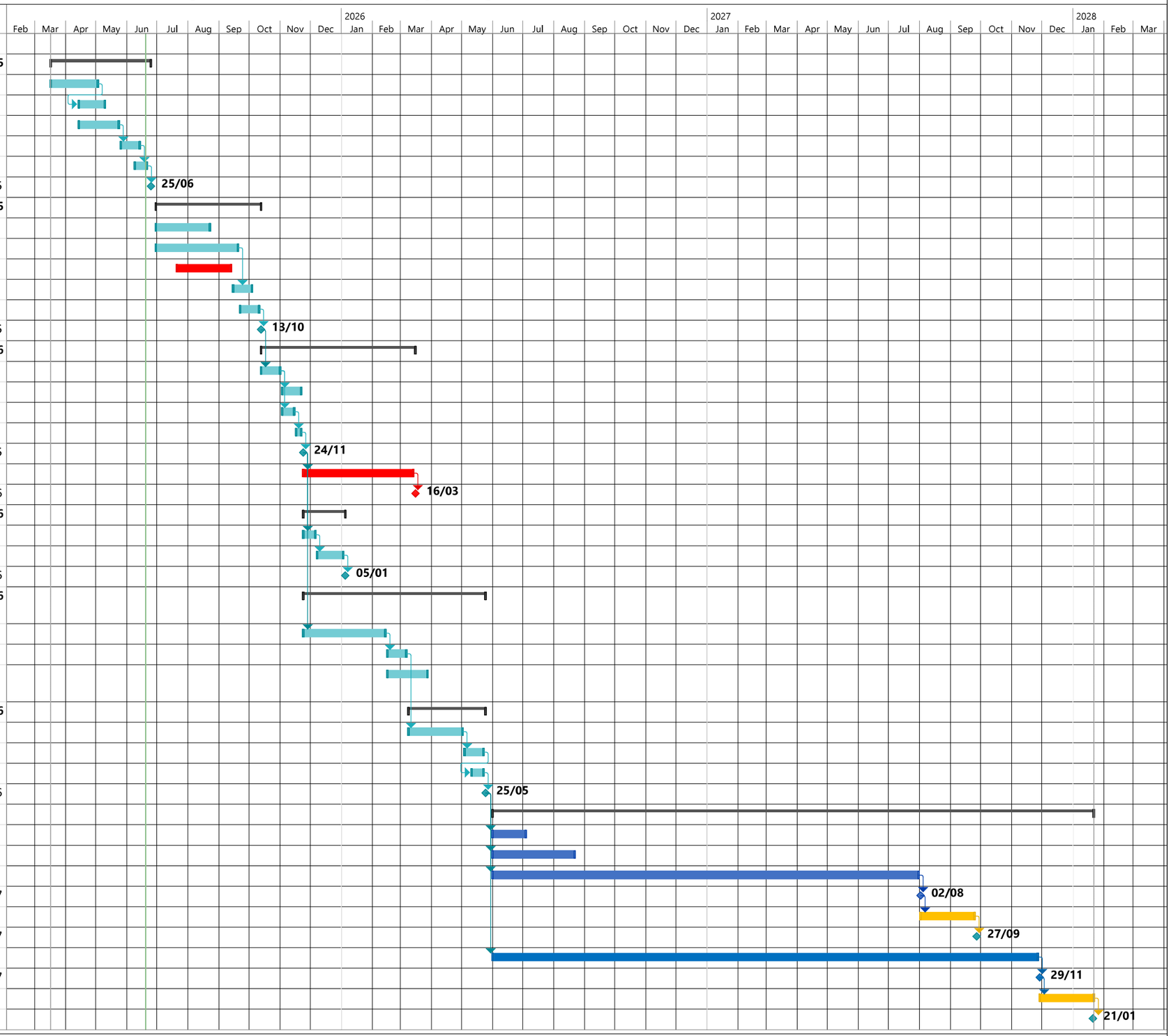
Appendix E: Project Manager's Report

The Harlington - Project Delivery Programme

ID	Task Name	Duration	Start	Finish
1				
2	**RIBA Stage 1: Preparation and Briefing**	**72 days**	**Mon 17/03/25**	**Wed 25/06/25**
3	Client Scoping and Team Meetings	7 wks	Mon 17/03/25	Fri 02/05/25
4	Baseline Design Options	4 wks	Mon 14/04/25	Fri 09/05/25
5	Design Review	6 wks	Mon 14/04/25	Fri 23/05/25
6	Costing	3 wks	Mon 26/05/25	Fri 13/06/25
7	Reports	2 wks	Mon 09/06/25	Fri 20/06/25
8	Council Meeting	0 days	Wed 25/06/25	Wed 25/06/25
9	**RIBA Stage 2: Concept Design**	**75 days**	**Mon 30/06/25**	**Mon 13/10/25**
10	Surveys / Investigations Period	8 wks	Mon 30/06/25	Fri 22/08/25
11	Development of Client Prefered Proposals	12 wks	Mon 30/06/25	Fri 19/09/25
12	Pre-App Process	8 wks	Mon 21/07/25	Fri 12/09/25
13	Detailed elemental Cost Plan prepared	3 wks	Mon 15/09/25	Fri 03/10/25
14	RIBA Stage 2 Report Production	3 wks	Mon 22/09/25	Fri 10/10/25
15	Council Meeting	0 wks	Mon 13/10/25	Mon 13/10/25
16	**RIBA Stage 3: Spatial Coordination**	**110 days**	**Mon 13/10/25**	**Mon 16/03/26**
17	Develop Design to Support Planning	3 wks	Mon 13/10/25	Fri 31/10/25
18	Preparation of Planning Application	3 wks	Mon 03/11/25	Fri 21/11/25
19	Stage 3 Cost Report / Check	2 wks	Mon 03/11/25	Fri 14/11/25
20	Client Approval	1 wk	Mon 17/11/25	Fri 21/11/25
21	Planning Application submission	0 days	Mon 24/11/25	Mon 24/11/25
22	Planning Determination period	16 wks	Mon 24/11/25	Fri 13/03/26
23	Planning Determination	0 days	Mon 16/03/26	Mon 16/03/26
24	**Stage 1 Contractor Selection**	**30 days**	**Mon 24/11/25**	**Mon 05/01/26**
25	Contractor Suitability Interviews	2 wks	Mon 24/11/25	Fri 05/12/25
26	Stage 1 Tender Period	4 wks	Mon 08/12/25	Fri 02/01/26
27	Contractor Selection	0 wks	Mon 05/01/26	Mon 05/01/26
28	**RIBA Stage 4 :Technical Design / ERs / Tender Information**	**130 days**	**Mon 24/11/25**	**Mon 25/05/26**
29	Detailed Design Process	12 wks	Mon 24/11/25	Fri 13/02/26
30	Stage 4 Cost Report / Client Check	3 wks	Mon 16/02/26	Fri 06/03/26
31	Employers Requirements / Tender Information / Schedules / Specifications	6 wks	Mon 16/02/26	Fri 27/03/26
32	**Stage 2 Contractor Selection / Pricing /**	**55 days**	**Mon 09/03/26**	**Mon 25/05/26**
33	Package / BQ / Pricing by Contractor	8 wks	Mon 09/03/26	Fri 01/05/26
34	Tender / CPs Collated and Reviewed	3 wks	Mon 04/05/26	Fri 22/05/26
35	Contract Sum / Programme Agreed	2 wks	Mon 11/05/26	Fri 22/05/26
36	Main Contractor appointed	0 days	Mon 25/05/26	Mon 25/05/26
37	**RIBA Stage 5 : Construction**	**430 days**	**Mon 01/06/26**	**Fri 21/01/28**
38	Contractor Sets Up Site	5 wks	Mon 01/06/26	Fri 03/07/26
39	Design / Procurement Mobilisation	12 wks	Mon 01/06/26	Fri 21/08/26
40	**Construction Period - Option 1**	61 wks	Mon 01/06/26	Fri 30/07/27
41	Contract Completion	0 wks	Mon 02/08/27	Mon 02/08/27
42	Client Direct Fit-Out / Soft Start Events	8 wks	Mon 02/08/27	Fri 24/09/27
43	Opening	0 wks	Mon 27/09/27	Mon 27/09/27
44	**Constuction Period - Option 2**	78 wks	Mon 01/06/26	Fri 26/11/27
45	Contract Completion	0 days	Mon 29/11/27	Mon 29/11/27
46	Client Direct Fit-Out / Soft Start Events	8 wks	Mon 29/11/27	Fri 21/01/28
47	Opening	0 days	Fri 21/01/28	Fri 21/01/28



Project: The Harlington - Delive
Date: Fri 20/06/25

Task	Summary	Inactive Milestone	Duration-only	Start-only	External Milestone	Manual Progress	
Split	Project Summary	Inactive Summary	Manual Summary Rollup	Finish-only	Deadline		
Milestone	Inactive Task	Manual Task	Manual Summary	External Tasks	Progress		

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Project Execution Plan

for

The Harlington

236 Fleet Road
Fleet
Hampshire
GU51 4BY

11088/PLG/jld
June 2025

Prepared by Synergy Construction & Property Consultants LLP

Version	Author	Approver	Date	Remarks
1.0	Paul Grinham	Rob Buckley	June 2025	Draft at RIBA 1
2.0	Paul Grinham	Paul Grinham	June 2025	Admin review
3.0	Paul Grinham	Rob Buckley	June 2025	With Client Inputs

Contents

Client: **Fleet Town Council**
Subject: **Project Execution Plan**
Project: The Harlington
Prepared by: Paul Grinham

1.0 INTRODUCTION

1.1. Purpose of Document

This Project Execution Plan sets out the intentions for the successful delivery of the remodeling, refurbishment and upgrading of The Harlington, Fleet. This document has been formulated to provide a framework to which the Project Team can work during the project encompassing design development, procurement, construction, and post occupation phases of the project.

1.2. The PEP should be seen as a 'live' document and with approval, can reflect changes should the project objectives be revised during the project lifetime.

2.0 SITE CONTEXT AND HISTORY

2.1. Fleet Town Council wishes to embark on a major refurbishment and re-modelling project to revitalise The Harlington performance and community building located in the centre of Fleet town, and to secure its long-term future as an important cultural, entertainment and leisure facility.

2.2. The Harlington, adjacent to, but separate from the library building opened as a civic complex in 1972 comprising a main hall (Chernocke Hall), two function rooms, offices, general public areas and accommodation for council and voluntary functions. The main hall has various uses as a badminton hall, dance hall, a theatre, conference room, an exhibition space and a general space for public hire.

2.3. A major fire in 1991 partially destroyed the hall which was rebuilt with some improved facilities. The alleyway between The Harlington and the Library was bridged over and the buildings grafted together to form the current foyer. Single storey extensions were added to the rear and the side of the building to accommodate, originally, the WRVS with kitchen facilities to operate a meals on wheels service and a separate facility to accommodate the County Council and District Council Youth Services.

2.4. Various modifications have occurred since with the addition of a DDA compliant lift and toilet facilities in 2005, the incorporation of the old bin storage area into the building, originally as a gymnasium and treatment rooms and latterly into Fleet Town Council's offices. The operation and management of the building transferred to Fleet Town Council in 2010, but the freehold remained with Hart District Council. The Town Council gave a commitment to return The Harlington to the social and entertainment focus of the community. The building has deteriorated through a lack of capital investment and regular maintenance. The Town Council employed a professional theatre manager to bring professional entertainment back to The Harlington and regenerate its social functions.

2.5. A survey of users carried out in 2014 generally supported the development of the facility, but highlighted the poor quality of the theatre, the cramped and uncomfortable seating, the very poor quality of the toilet facilities and the general demeanour of the building. Suggested improvements included better quality tiered seating and better lighting and sound systems. The management and

technical team made best use of the facilities available but highlighted the constraints that inhibited further development of the entertainment programme.

2.6. In 2014 the Town Council presented a public consultation on three options for the development of The Harlington. Two options were for refurbishing The Harlington. The "essential refurbishment" would have brought the building into the 21st century, insulated the building, added double glazing, replaced the leaking roof, completely refurbished the heating and electrical systems, replaced the toilet facilities and given the building an internal and external "facelift". It did not, however, improve the theatre.

2.7. The second refurbishment option included a complete makeover of the building as Option 1, but added quality tiered seating and a balcony within the auditorium to increase capacity. It also would have improved the lighting and sound systems, but there was a general perception the existing structure could not accommodate a theatre of the quality envisioned for the town.

2.8. The third option was a new-build development on Gurkha Square; land owned by Hart District Council, that would allow the current operation to continue while the new development took place. At the Annual Residents' Meeting in 2015 the Town Council gave an undertaking to develop the three options to present to the local taxpayers: the costs, the benefits and the constraints of developing each option and left the final decision to the effective funders of the project. It was clarified to the public that any option would require an increase in the precept (the local council tax). The precept to fund this development was raised in April 2016.

3.0 PROJECT OBJECTIVES AND SCOPE OF WORKS

3.1. Project Background – Current Facilities

3.1.1. The Auditorium

3.1.2. The Chernocke Hall is a flat-floored room, with an end-on stage 18m x 6.5m, with treads up either side as the only access from auditorium to stage. Wing space is limited by an existing stair to the basement on stage right and the current technical provisions housed on stage left. The space no longer meets the visiting company requirements or the desired programming for the future business model.

3.1.3. The overall look and feel of the auditorium is dated and tired, and the wide, spread-out nature of the space makes it more difficult for the performers to create an atmosphere of excitement and intimacy for focused performance. At present the auditorium does not meet modern expectations for both access and facilities.

3.1.4. There is a large roof space above the suspended ceiling which hangs off four number 1 metre deep laminated timber beams spanning the full width of the auditorium. The roof to the auditorium is simple timber decking with a felt protection over. There is no insulation to the roof.

3.1.5. Off the main auditorium is a kitchen facility and access to the main electrical supply room with an array of distribution boards and meters.

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3.1.6. Front of House Areas

3.1.7. The Harlington's public-facing amenities are severely limited. Upon entering the building one is immediately faced with a partition wall which naturally creates a division in the 'meet and greet' space. There is a former café/coffee shop area to one side, which serves as the only foyer area. There is additionally a small reception desk to resolve any ticketing issues that may arise, but overall, the space is not conducive towards creating an evening performance atmosphere.

3.1.8. Toilet facilities are located off a corridor off the main public foyer area and are in serious need of attention both in décor and updating of the mechanical services. There is a separate disabled toilet facility within the foyer area.

3.1.9. The Function Room is situated directly through to the back of the building and serves as an overflow to the foyer and bar facility in times of larger audience capacities. The room has a functional bar to serve refreshments prior to and during the show – this often magnifies the current noise separation issues during the performance when staff need to restock the bar ready for the interval as it is currently linked directly through to the main auditorium. Neither the café/coffee shop area nor The Function Room are spaces that are suitable to create anticipation for an evening's entertainment.

Indeed, from the main approach on Fleet Road and through Gurkha Square, one could be forgiven for thinking that The Harlington is solely a library facility, as is its neighbouring building. The brief will interrogate this front of house area, along with the façade to create a more engaging and exciting entrance facility for the venue.

3.1.10. Backstage Facilities

3.1.11. There are no counterweight or electrically flown bars over the stage, and any cloths, set, sound, AV or lighting required in this area is rigged by ladder or pulled up manually by the technicians using direct-haul hemp lines to the overhead bars. The bars are in fixed positions and the lighting rig is also fixed to reduce turnaround times and staff costs, which does not allow the flexibility required for visiting companies – any departure from the fixed rig is at a cost to the incoming production.

3.1.12. Power to the stage area is insufficient for the desired productions. The control room is too small as well as having poor sightlines to the stage for sound and projection. Access to the control room is via a set of wooden steps within a small enclosure at the rear of the auditorium, i.e. this room is not accessible to wheelchair users.

3.1.13. The auditorium is equipped with one fixed advance bar, with the only access to this position through the use of a ladder, which means the seats have to be moved to allow a clear route along the full length of the bar, which again adds time and cost if alterations to the rig need to be accommodated. There are significant sound separation issues throughout the building, which cause problems during classes and productions alike.

3.1.14. The supporting spaces and dressing rooms are too few and too small and are only accessible by short flights of stairs.

3.1.15. The load-in is small and accesses the auditorium floor 1350mm below stage level, meaning difficult and time-consuming get-ins for performances.

3.1.16. **Ancillary Spaces**

3.1.17. At ground level, on the northwest corner of the building, are a collection of rooms known as the RVS area. It is split level, has its own toilet facilities and a semi basement level, previously used for a kitchen and cold storage area for meals on wheels food preparation.

3.1.18. This basement area links to the access under the main stage

3.1.19. At the northern end of the main building is the facility known as "The Point" originally developed as a youth club with some office space, a main hall, a kitchen area, together with toilets and storage space

3.1.20. Both these single-story areas, added in the 1990's, are not connected to the main heating system and have standalone night storage heaters. Both facilities have their own independent access.

3.1.21. On the eastern side of the main building is the Fleet Town Council Office, which was originally the bin storage area to the main building intermediately developed as a gymnasium. Again, single story but split level because it bridges between the inside of the main building and the outside service area. It also accommodates a main fire escape route from the main auditorium. This area is not connected to the main heating system but has its own domestic gas boiler.

3.1.22. In the extreme northeast corner of the main building is the plant room with the boilers and pumps to distribute hot water to the heating system and sinks in the main building and the adjacent library. This is a semi-basement room with access to the rear carparking area.

3.1.23. At the first-floor level there is a dedicated dance studio, a reception lobby, toilets and two offices. This level is accessible by a staircase and a lift.

3.2. Scope of Works – A Summary

3.2.1. Fundamentally the aim of the development, apart from essential refurbishment to achieve current building standards, is to produce a multi-functional facility that supports both commercial entertainment and community group activities. The primary aims are to:

3.2.2. Bring the building up to current building standards particularly related to environmental efficiency.

3.2.3. Replace and improve all mechanical and electrical systems.

3.2.4. Increase the capacity of the main auditorium to at least 350 seats, split between retractable seats in the stalls and fixed seats in a balcony to be built within the existing building structure. Also, to increase the standing capacity to at least 600 and achieve a cabaret capacity that matches the current theatre-style capacity.

3.2.5. Provide a secondary performance space either permanently or as a temporary measure to allow continuous operation of The Harlington in some form.

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3.2.6. Maximise the functionality of all available space.

3.3. Outline Aspirations

3.3.1. **Reducing Impact -** The building is predominantly uninsulated, the majority of windows are single glazed and the limited controls on the heating and ventilation systems are on or off. The aspiration is to significantly reduce the carbon footprint of the building including a sustainable heating system and being as self-sufficient as possible through generating power using photovoltaic panels.

It is recognised that improving the thermal efficiency of the building is a vital element in decarbonising the facility and allowing the introduction of a low temperature heating system. It's planned to install gas boilers at this stage, with the necessary infrastructure to support ASHP installation in the future.

3.3.2. **Enlarging Capacity -** Plans beyond the main building upgrades are to create the facilities and infrastructure that will enable the Harlington to function more effectively in the way it serves Town Council staff and the wider Fleet Town public. The plans also seek to relieve the pressure on the buildings management and make its long-term viability and maintenance more sustainable. The facilities identified are:

- toilets, cloakrooms and baby changing facilities
- bar areas
- catering facilities
- dance facilities
- dressing and green room facilities for visiting performers and performances
- acoustically suitable auditorium and function rooms
- equipment storage
- meeting rooms, administrative hub, staff offices
- maintenance workshop and storage

4.0 PROJECT ORGANISATION, APPROVALS AND REPORTING

4.1. Decision Making Infrastructure

4.1.1. During the development work for the Project, a clear governance structure has been identified, with the establishment of the Harlington Steering Group (HSG) as having responsibility to Fleet Town Council for delivery of the project outcomes.

4.1.2. The Harlington Steering Group (HSG) has responsibility:

(i) To drive forward the longer term aspects of The Harlington, all design and construction work are in accordance with Fleet Town Councils project brief;
(ii) To ensure that the Town Councils, reputation and key principles are adhered to and to approve adjustments to the scope of the Harlington project as necessary within all approved budgets and financial forecasts;
(iii) To ensure, via the appointment of a specialist Consultant Team, that the key milestones of the design and delivery phases are met and to ensure that all the sub-teams are working to clear remits and deliver their objectives;
(iv) To ensure adequate funds are (being) raised and spend is being monitored and controlled.

4.1.3. The HSG will meet monthly and typically meet two weeks before the planned Town Council meetings. The HSG shall consist of the Chair and five others who shall be active members of the Harlington community and have the skills and interest to provide the necessary oversight of the project. If deemed appropriate this number can be varied at any time by the Chairman:

- Mr. Bob Schofield;
- Mrs Rita Tong;
- Mr. Alex Robbins;
- Mr. Daniel Taylor;

4.1.4. The Lead Design Principal, Project Manager and Quantity Surveyor will also be invited to attend HSG meetings.

4.1.5. The work identified under the Harlington project is split between five sub-teams as set out in the table below: (for review)

Venue Experience & Bookings and Planning Team	**Harlington Design Team**	**Fundraising & Communications Team**
• Audience Development & Outreach • Access • Volunteer Involvement • Learning programme • Interpretation plan • Training & Skills • Further consultation • Activity Plan Development	• Interior • Entrance & Interior • Exterior • Contracting Strategy • Risk Management • Cost Plan • Maintenance Plan	• Delivery of Match funding plan • Communications Plan – internal and external • Consultation plans

Business Planning and Development Team	**Finance Committee**
• Risk register • Evaluation • Sustainability (income generation & business planning)	• Financial planning (including control systems)

4.2. Project Organogram

4.2.1. An organisational review will need to be undertaken to formulate the future structure of the management team for the Harlington. This will cover the transition for when the project is in progress and the 'final state' in Autumn 2027.

4.2.2. Regarding Operations, a team will be formed to integrate all existing people who are involved in the day-to-day running of the Harlington. This includes finance, HR and commercial disciplines. A key aim will be to create a flexible team that could be deployed efficiently during any operational day; encouraging people to think about the whole experience not just their own functional area. They would also own 'the diary' to ensure a workable series of events during for the teams to deliver. Statutory responsibilities, like health and safety and employee relations, would also be included here. (Below is for consideration to be included in this report once known)

- (for review)Management structure current;
- Management structure during transition;
- Management structure in 2027.

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Insert Current Organogram

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Insert /transitional and Future Organogram

4.3. Project Approval Process

4.3.1. As previously mentioned, one of the purposes of a PEP is to provide some flexibility in approach to the unforeseen challenges that the project team, contractor and stakeholders may face during the project. The intention is to review the project during the key stages as it progresses.

The reviews will provide:

- Project reports so that the HSG are kept adequately informed;
- Review meetings to ensure the project has adequately developed appropriately since the last stage;
- An opportunity for checks and balances to occur to ensure the project continues to deliver against the key objectives;
- To demonstrate the project is on track in terms of quality, programme and cost;
- To ensure that all contractual obligations are being upheld in accordance with the formal expectation.

4.3.2. The Harlington project Design Team overseeing the capital works will be responsible for securing the necessary statutory consents and approvals.

4.3.3. Key stage approvals will be maintained as set out in 4.1 of this PEP. Generally, reporting and approvals will follow the design stages as prescribed by R.I.B.A.

4.3.4. Ongoing reporting and approvals (permissions to proceed) will be in line with Fleet Town Council requirements, set out and agreed with the HSG and a full monthly report (or as agreed with HSG / Fleet Town Council) will be provided by the Project Manager.

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4.4. Key Project Personnel

4.4.1. The following table sets out the key disciplines and providers that form the Harlington Project team:

Specialist Discipline	Service Provider
Client Lead / Chairman of Fleet Town Council	Bob Schofield
Executive Officer of Fleet Town Council	Rita Tong
Harlington Manager	Alex Robins
Harlington Facilities Manager	Ben Crane
Harlington Technical Manager	Ruairi McNulty
Architect and Lead Designer	Burrell Foley Fischer
Principal Designer CDM, Contract Administrator	Burrell Foley Fisher
Quantity Surveyor	Synergy LLP
Project Manager	Synergy LLP
Service Engineers, MEP and Sustainability	Skelly & Couch
Structural Engineer	SD Engineers
Theatre and Acoustic Consultant	Charcoalblue
Fire Engineer	OFR Consultants
Accessibility Consultant	Keith Garner Access Consultant
Approved Inspector	TBA.

5.0 COMMUNICATIONS AND DOCUMENT CONTROL

5.1. Communications

5.1.1. Each month, the Project Manager will update the HSG on:

- Delivery Timetable – key deadlines and actions;
- Ad-hoc issues which do not neatly fit within sub team responsibilities (e.g. site logistics);
- Issues affecting the Project Team (Fleet Town Council staff, sub team members and consultants);

5.1.2. As part of the governance of the project to Fleet Town Council (FTC), quarterly update reports (or as agreed frequency) will be produced and circulated to FTC members for information.

These cover:

- holistic progress
- risk register
- slippage and corrective actions
- together with financial claims

5.2. Document Control

5.2.1. Through the life of the project(s) it is expected that all communications shall be in a form that can be read, copied and recorded. The level of electronic communication during the project (s) will be vast and it is important that key documents (reports, minutes, instructions, construction drawings, cost reports, risk registers, progress and HSG reports) are issued in a format that cannot be amended, such as PDF.

5.2.2. All matters of substance should be recorded and confirmed via email or letter, and jointly copied to the Project Manager / Contract Administrators.

5.2.3. In regard to design drawings, the Lead Designers are expected to maintain a master drawing register and ensure the correct and appropriate distribution to the Harlington project team.

5.2.4. Each of the projects shall be given a project reference or code number and all documents applicable to that specific project shall be referenced using the same for ease of document filing. Currently there are two options for consideration, however there may be good commercial reasons to split either option into smaller phases.

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6.0 PROJECT PROCUREMENT STRATEGY

6.1. Procurement Review

6.1.1. Procurement strategy meetings will need to be held to discuss the possible and most suitable procurement routes to successfully deliver this project. There are many facets to this project to consider and the correct procurement route shall enable the HSG to manage such a fully encompassing project and whether it is viable to remain open to the public for as long as possible. Or, looking at it in reverse, the shortest path in which to complete the works with as little commercial impact as possible.

6.1.2. Contractual arrangements for the various procurement options should be fully within the next design phase once direction on which option to progress is given. Considerations on level of risk, commercial position and budget, however form an integral part in the right procurement route for the project, as outlined below:

- A management contracting approach with a diffuse number of packages and numerous contractors;
- One principal contractor overseeing the internal and external works;
- Traditional procurement fully design procurement;
- Design and Build (single stage)
- Design and Build (two-stage)

6.2. Type of Contract

6.2.1. Option 1 (Refurbishment and Fabric Upgrades): Consideration of the type of work, the building fabric upgrades and sections of work, do not lend itself to a single stage Design and Build approach. The current market climate, the level of perceived risk that contractors would be taking on would lead to lack of interest and / or excessively high tender prices.

6.2.2. It is early feasibility stage, approach to risk is not yet defined, but with a strict budget expectation a transfer of financial risk to the contractor is most likely. It would be beneficial for the Design Team to be appointed to work up detailed design such that they can achieve planning consent. Post planning, a set of Employer's Requirements could be drawn up to engage a two-stage Design and Build route allowing greater contractor input alongside the Design Team prior to contract and novation.

6.2.3. It is quite possible to engage the Design Team fully to undertake all detailed design and follow a Traditional Procurement route. This will provide greater control on quality and materials, however, it is the longer of the procurement options. Financial risk ownership also remains client side which, as it is public money funding the project, unlikely to be preferred by Fleet Town Council.

6.2.4. Our current programme is formulated around a two-stage design and build procurement route with Contract award and Novation of Design Team post RIBA 4.

7.0 CONSTRUCTION PHASE GOVERNANCE

7.1. Once the main contractor for the Harlington project have been appointed, there will be a need to manage the works through a sequence of co-ordination meetings.

These will occur at three levels:

a. Reporting to the HSG on progress and other key matters;
b. Site progress meetings where the progress of the contractors can be reviewed, and any contractual issues discussed and resolved;
c. Day-to-day management of the logistics of the projects to ensure that the ongoing life of the Library and Fleet Pheonix can continue despite the construction works to be undertaken.

7.2 Reporting to Fleet Town Council will be via the monthly HSG / Project Board meetings.

7.3 The construction work of the Harlington project is most likely to be delivered as one continuous programme (not phased).

7.4 Synergy Project Management will act as Employers Agent if this is undertaken as a Design and Build project with the design team novated to the contractor.

7.5 Monthly site progress meetings will occur for each of the elements and are chaired by the Employers Agent. These will follow the standard format for such meetings, addressing contractual matters, receiving reports from the contractors responsible for the delivery of the construction works, ensuring co-ordination and flow of information, trouble shooting, monitoring progress and ensuring good co-operation between the contractors. Attendance will include the main contractors, key sub-contractors, the employer's agent, HSG members as needed, and the consultant team (as and when required).

7.6 The day-to-day running of the Library during the construction works will require close co-ordination and co-operation between the Library and the chosen contractors. It is suggested that a short weekly meeting occurs between key Library staff and the site-agent of the contractor to ensure smooth running of the works. These meetings will anticipate any up-coming diary issues and events and will receive feedback regarding any problems to attempt to keep the construction programme progressing well. The realities are that there will be an element of daily liaison between the Library, HSG, and the site manager of the project.

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8.0 MASTER DELIVERY PROGRAMME

8.1. Please refer to the master delivery programme in Appendix C.

8.2. The master delivery programme has been compiled to consider the most efficient and realistic procurement and delivery path for this project. The programme is considerate to the need to ensure public access to the library during the works is maintained and the surrounding environs.

8.3. The delivery programme is expected to be refined during the delivery phase as design develops. Indicative milestones for the delivery phase can be found below:

	Activity	Predicted Start Date	Predicted Completion Date	Comments
1.	RIBA Stage 1 Outline Proposals	In progress	25/06/25	
2.	RIBA Stage 2 Concept Design	30/06/25	13/10/25	Subject to approval on RIBA 1 preferred option
3.	RIBA Stage 3 Spatial Coordination / Planning Application	13/10/25	16/03/26	Included planning determination period
4.	Stage 1 D&B – Contractor Selection	24/11/25	05/01/26	Undertaken during planning determination
5.	RIBA Stage 4 – Technical design / employer's requirements / tender documents	24/11/25	27/03/26	Undertaken during planning determination
6.	Stage 2 D&B -Contractor Pricing and Contract	09/03/26	25/05/26	
7.	**Construction Phases**			
8.	**Construction Phase - Option 1**	01/06/26	02/08/207	
9.	Client Fit-Out and Soft Opening	02/08/27	24/09/27	Small events / management structure review
10.	Completion and Public Opening	27/09/27	27/09/27	
11.	**Construction Phase - Option 2**	01/06/26	29/11/27	

9.0 RISK ANALYSIS, MANAGEMENT AND CONSTRAINTS

9.1. Risk Analysis and Management

9.1.1. Risk workshops will form part of the progress monitoring and are considered at all design / progress meetings and a full risk register produced for tracking and mitigation throughout the project.

9.1.2. The risk register will cover the risk topics – Technical, Financial, Operational, Legal and Regulatory, Political and Reputational, Change Management, Other risks.

9.2. Constraints

9.2.1. The Harlington building is an amalgamation of development and historic growth. Its mechanical and electrical services are not adequately zoned to allow a phased approach to the new development, meaning that it would be more efficient in cost and programme terms to close in its entirety during the works.

9.2.2. It is joined to the library building and this connection provides a complexity in terms of construction activity, noise, vibration and H&S, but also the splitting of shared heating systems. This is to be worked through during the next design stage.

9.2.3. The current roof form of the Harlington auditorium is at its design capacity and any future works to add services, new roof coverings and insulation, lead to necessary structural strengthening of the glulam beams or full replacement.

9.2.4. The existing form of the building, in particular the stage and back of stage areas, are not, by modern design standards, DDA accessible. Improvements only can be made; there will be some areas of compromise in the design attempts to meet standard.

9.2.5. Fleet Pheonix building attached to the rear of the hall will need to remain operational throughout the project. Careful programming and strict H&S measures will need to be in place and maintained. The users of this facility will inevitably be inconvenienced during the project.

9.2.6. Site compounds and material / plant access is limited, but there is potential to gain further space to the rear and sides of the Harlington, or perhaps the on the Views. The site compound and constraints drawing to be developed as design progresses.

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10.0 PROJECT COSTS, FUNDING AND CHANGE CONTROL

10.1.1 The following summary table shows the breakdown of the project costs estimates against the current stated budget of £11,000,000.

Cost Heading	Option 1 Baseline	Option 2	Option 3A
Building Works	7,209,383	11,643,673	2,288,000
Tender Price Inflation to 2Q26	216,281	308,306	68,640
Design Contingencies	742,566	1,058,516	235,664
Total For Construction Works	**8, 168,231**	**11,643,673**	**2,592,304**
Professional Fees @ 17.5%	1,429,440	2,037,643	453,653
Local Authority Consent Fees / Surveys	included in above	Included in above	Included in above
Client Fixtures & Fittings	250,000	250,000	
Inflation on above @ 3%	7,500	7,500	
Total excluding VAT	**9,855,172**	**13,938,815**	**3,045,957**
VAT on Construction **VAT on Professional Fees** **VAT on Client Fixtures/Fitting**			
VAT (Not applicable)	**Nil**	**Nil**	**Nil**
Total Development Cost	**9,856,000**	**13,939,000**	**3,046,000**

10.2. Change Control

10.2.1. The process adopted for change control is a management tool to ensure the project maintains good programme and financial governance throughout to completion of the project. It is not intended to prevent change - we must recognise that the project is only at RIBA Stage 1 and design development is naturally going to take place through the next design stages.

10.2.2. The overriding aim of change control process is to identify the potential change at the earliest opportunity during design stage / or construction, to establish the reasons for the change and to fully review the implications of the change on cost and programme, and the approval process to implement the change.

10.2.3. Clearly time is of the essence when considering change, earlier in the design stages the lesser impact change may have, dependent on the scale of change.

10.2.4. Change control will be implemented from Stage 2, following the approval by Fleet Town Council on the preferred option. Any member of the design team and client team can propose a change and set out the details using the agreed Change Control process.

10.2.5. The originator responsible for the change shall complete a change control form and issuing the relevant information in support of the change that has considered the full impact on the following:

- Design
- Operational
- Programme
- Costs
- Health and Safety Compliance
- Statutory Consents

10.2.6. The change control form will be reviewed by the Lead Designer / Contract Administrator and the merits of the change will be considered. Should the change be accepted at that point for adoption the form will be issued to the HSG for discussion and approval or not. If the change proposal is rejected, the change will not be implemented.

10.2.7. The Harlington project manager will maintain a register of change orders raised during the project and note those that have been accepted or rejected. All change orders accepted are to be issued to the project quantity surveyor to ensure cost changes are adopted within the project cost reports as soon as possible with estimate of costs until defined actual costs can be determined.

10.3. Project Funding

10.3.1. Through reserves, available grants and S106 funds, the available project budget (all-in) is £11,000,000.

10.3.2. It is our current understanding that VAT is not applicable on this project.

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11.0 HEALTH AND SAFETY

11.1. CDM 2015

11.1.1. As part of the design team procurement the Principal Designer role is undertaken by Burrell Foley Fisher.

11.2. Pre-Construction Information Pack

11.2.1. It is Fleet Town Council's duty to provide relevant information which they may already have, or that can be obtained by sensible enquiries, and to pass on. The pre-construction information will be issued at the earliest opportunity to the designers and contractors. It will also inform them of any risks that may have an impact on the design, as well as construction and future use.

11.3. Construction Phase Plan

11.3.1. For the Harlington project a construction phase plan (CPP) shall be produced by the Principal Contractor in-line with CDM Regulations 2015. The CPP shall be produced at the earliest opportunity and shall be sufficiently developed to allow work on site to start with due consideration to the site welfare arrangements, security, safe systems of work etc. It is expected that plan will be revised throughout the life of the construction project phase.

11.3.2. The principal contractor will be expected to review the CPP and be sure construction programing is properly considered.

11.3.3. **Project Health and Safety File**

11.3.4. The file shall be compiled throughout the life of the projects, continuously being updated and information added to. The supply of information relative to the file is via the principal contractors (and there sub-contractors / suppliers) and the design team. It is the duty of the Principal Designer to compile the Health and Safety File and deliver to Fleet Town Council for record.

11.4. Site Compounds and Security

11.4.1. It is recognised that site security ultimately falls as the responsibility of the principal contractor, however, site logistics and the operational requirements at the Harlington require a coordinated approach. A phasing plan in conjunction with the selected contractors will be produced and it highlights working zones, site boundaries, public crossing and assessable areas applicable to staff / visitors and the public alike.

11.4.2. We should note that the Library security remains the responsibility of the Library team.

Appendix A

Appendix B