


Report To:	EXECUTIVE CABINET
Date:	30 August 2017
Executive Member/Reporting Officer:	Councillor John Taylor – Deputy Executive Leader Damien Bourke - Assistant Executive Director (Development and Investment)
Subject:	REFURBISHMENT AND RE-USE OF THE CONCORD SUITE, DROYLSDEN
Report Summary:	This report presents proposals outlining budget costs, delivery timescales and risks associated with the project for the refurbishment and re-use of the Concord Suite.
Recommendations:	Executive Cabinet are recommended to approve the project, outlined in this report, with an estimated budget of £550,000 with the aim of delivering the project by the end of 2017.
Links To Community Strategy:	Prosperous Tameside
Policy Implications	In line with approved policy
Financial Implications: (Authorised By The Section 151 Officer)	<p>Details of the proposed refurbishment of the Concord Suite, Droylsden were previously included within the Corporate Asset Management Plan update report presented to the Strategic Planning and Capital Monitoring Panel on 10 July 2017. The report sought initial approval of £0.50 million for the scheme. This report details an increase of the scheme total to £0.55 million.</p> <p>The proposed scheme will be considered along with the wider Council three year capital programme at the 9 October 2017 meeting of the Strategic Capital Panel.</p> <p>It is important to note that advance approval of £0.55 million for this phase of the scheme will be an initial call on the available three year Council capital programme resources.</p>
Legal Implications: (Authorised By The Borough Solicitor)	Exchequer provides vital services to the Borough through the collection of Council tax, business rates and sundry debts together with payments of Housing Benefit. It is important that the service is housed in modern efficient facilities to reflect the service we expect staff to achieve.
Risk Management:	The key risks, impact and mitigation proposed are included in the report at Section 7.
Access To Information:	The background papers relating to this report can be inspected by contacting the report writer Ade Alao, Head of Investment and Development by:

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1. INTRODUCTION

- 1.1 This report presents proposals outlining budget costs, delivery timescales and risks associated with the project for the refurbishment and re-use of the Concord Suite.
- 1.2 The Concord Suite is a Council-owned office and community building in Droylsden town centre. It is a four-storey reinforced concrete framed structure built in the early 1970's to house the former Droylsden Urban District Council.
- 1.3 More recently, the Concord Suite was the headquarters for the Greater Manchester Pension Fund until it moved into Guardsman Tony Downes House on the opposite of Manchester Road.
- 1.4 Since this time the building has been unoccupied with the exception of a number of community uses, such as Prime Youth Club and Time of Your Life, who have continued to use space on the first floor.
- 1.5 The Council is currently developing an accommodation strategy to assist with the Vision Tameside Phase 2 recant plan, which will be implemented when the new Shared Public Service Centre opens in summer 2018.
- 1.6 The refurbishment and re-use of the Concord Suite, which is a council asset, has formed part of this review. Detailed condition surveys have been undertaken to establish the feasibility and costs of bringing the building back into use.
- 1.7 The Council accommodation review has identified that there is insufficient space within the Council's estate to accommodate all anticipated uses without continued recourse to leasing privately owned office accommodation. An analysis of the options available subsequently identified that the refurbishment and re-use of the Concord Suite represented better value for money for the Council compared to the other options.
- 1.9 This report recommends that the Executive Cabinet approve the project proposals, outlined in this report, with an estimated budget of £550,000 for delivery by the end of 2017.

2. PROJECT OBJECTIVES AND SCOPE

- 2.1 The refurbishment and re-use of this Council asset will support the delivery of two of the four Strategic Objectives of the Vision Tameside Business case which are:
 - a. **Supporting Growth and Regeneration across Tameside**
- 2.2 The Council is committed to retaining prestigious and historic buildings across Tameside, for office and community use, to support economic growth in our town centres. Key buildings being retained include Ashton Town Hall, Denton Town Hall, Dukinfield Town Hall, George Lawton Hall, Hyde Town Hall, Ryecroft Hall, The Hub Hattersley and Stalybridge Civic Hall. Bringing the Concord Suite back into use will create a significant number of Council work settings in Droylsden town centre, thereby increasing footfall and generating important local economic benefits.
 - b. **Improving the Council's Efficiency and Effectiveness**
- 2.3 The Council is committed to rationalising its current estate in order to make a significant contribution to achieving more efficient service delivery. Activities and services located in eight different locations will be consolidated in a combination of the new Public Shared Service Centre in Ashton, together with remodelled existing Council owned prestigious buildings in Hyde, Dukinfield, Denton and Stalybridge. The refurbishment and re-use of the Concord Suite will provide the additional office accommodation needed to enable

private lease arrangements to be terminated maximising the use of Council assets that may otherwise be left vacant.

- 2.4 The following high-level scope was established for the project:
- a) Refurbishment of the Concord Suite to provide suitable office accommodation for Council staff in compliance with all relevant standards
 - b) To deliver Phase 1 of the Vision Tameside Recant Strategy
 - c) To ensure the “working better together” agenda can be delivered in the building including the provision of breakout and soft intervention space
 - d) Refurbishment of the Ballroom to ensure, in the main, that the Council is able to meet its health and safety obligations in addition to making the facility more appealing thereby increasing community use, bookings / income and town centre footfall.
- 2.5 In addition, it is recognised that the refurbishment of the building will help deliver the following benefits:
- a) Bringing an underutilised building back into full use in a cost-effective manner due to office infrastructure and links to the dark fibre network already being largely in place
 - b) Secure the future use of a valued community resource and provide opportunities to expand usage
 - c) Provide accessible office accommodation to a significant number of staff, close to excellent transport links and with town centre amenities.

3. PROGRESS UPDATE

- 3.1 Over the past few months, the following project development work has been undertaken to establish project feasibility:
- a) Review of existing building information
 - b) Building condition surveys (Structural, Mechanical & Electrical and IT Infrastructure)
 - c) Space utilisation planning
 - d) Preparation of tender documentation
 - e) Tender invitation
- 3.2 A detailed Fire Risk Assessment has also been undertaken to establish compliance with all relevant fire regulations and to confirm that there are no issues in light of the recent tragic Grenfell Tower fire incident.

4. PROPOSALS

- 4.1 Key elements of the proposals are:
- a) Ground Floor:**
 - Improvements to the frontage
 - Provision of distribution centre and associated facilities
 - Provision of new DDA compliant public toilet
 - Redecoration
 - IT upgrade
 - Re-commissioning of one lift that is currently out of service if economically viable
 - b) First Floor:**
 - Refurbishment of ballroom (redecorating, new curtains, lighting and reupholstering of seating)
 - Office accommodation (provision of small break out area, IT upgrade)
 - c) Second Floor:**
 - Provision of 73 work settings

- Redecoration throughout
- Reinstate and commission ventilation system
- Renew fire doors to stair wells
- Renew some suspended ceilings and lighting as required
- Renew or repair sanitary ware as required
- Upgrade kitchen facilities
- IT upgrade

d) Third Floor:

- Provision of 75 work settings
- Redecoration
- Reinstate and commission ventilation system
- Review fire doors to stair wells
- Renew some suspended ceilings and luminaires
- Renew or repair sanitary ware
- Renew or repair kitchenette
- IT upgrade

5. COMMUNICATIONS

- 5.1 Elected members have been provided with details of the emerging plans for the Concord Suite at briefings held on 2 August 2017.
- 5.2 All regular users of the building have been contacted to inform them of the impending temporary closure and the need to identify suitable temporary alternative premises.
- 5.3 Alternative premises have been offered to the Time of Your Life group and sequence dancers and both of these groups will be supported with any issues they may have during the decant period.
- 5.4 Discussions are still on-going with the Prime Youth Club to gain a better understanding of their specific needs in order identify suitable alternative premises.

6. PROCUREMENT AND FINANCIAL IMPLICATIONS

Procurement

- 5.1 In accordance with Council policy, the project is being procured through the Tameside Investment Partnership (TIP).

Budget Costs

- 5.2 The budget costs are as follows:

Budget Costs	£
Office refurbishment	500,000
Ballroom refurbishment	25,000
Client contingency	25,000
Total Estimated Costs	550,000

- 5.3 The works are currently out to tender and post-tender costs will be available after 26 August 2017.
- 5.4 A verbal update on the outcome of the tender process will be provided at the Executive Cabinet meeting.

6. INDICATIVE PROGRAMME

6.1 The indicative programme is shown in the table below:

Phase	Milestone	Target Date
Communications plan	Start	28 Aug 2017
Tender process	Complete	26 Aug 2017
Report to Executive Cabinet	Approval to proceed	30 Aug 2017
Construction works	Complete	8/15 Dec 2017
Reoccupation	Complete	31 January 2018

6.2 While the intention is to complete the works before the end of 2017, the final programme can only be confirmed following tender returns and contract award. The overall construction period is anticipated to be 12 weeks from instruction to proceed subject to approval and procurement.

6.3 Subject to obtaining Executive Cabinet approval, the aim will be for the works to be completed by 8/15 December 2017 subject to any mobilisation period required by the contractors successful through the tender exercise. In any event, early engagement will be undertaken with the contractors to identify opportunities for an earlier completion of the project.

6.4 The plans for reoccupation following completion of the works will also need to take account of the traditional Christmas shutdown period by the Council and the construction industry.

7. RISKS

7.1 As with all capital projects there are several significant risks that need to be managed and mitigated as the project develops.

7.2 A summary of the high-level risks can be found in the table below:

Risk	Mitigation	Status
Financial	<ul style="list-style-type: none">Affordability to be confirmed on completion of tender process after 26 August 2017Repair v renewal where appropriateLegacy FF&E to be used where appropriateRigorous change control procedure implemented	RED
Stakeholder	<ul style="list-style-type: none">Comprehensive communication strategy to be implemented from the 1 September 2017 to ensure timely and consistent messages are delivered to staff and other stakeholders	GREEN
Economic	<ul style="list-style-type: none">Council owned building being brought back into use.Project meets the objectives of the Councils accommodation strategy and VTP2 business case which identifies the need to ensure that Council staff are dispersed across the Borough to help grow Tameside's town centres	GREEN

8. CONCLUSION

8.1 The Concord Suite is an under-utilised Council asset and good progress is being made with the project for refurbishment and future re-use of the building.

- 8.2 The proposals present an opportunity for the Concord Suite to meet the demands of a modern, functional and multi-use building that continues being an asset to the borough for the medium-term future.
- 8.3 The estimated budget for this project is £550,000. However a verbal update, on the outcome of the tender process which will be complete on the 26 August, will be provided at the Executive Cabinet meeting.
- 8.4 Executive Cabinet are recommended to approve the project, as outlined in this report, with the aim of delivering the completed scheme by the end of 2017.

9. RECOMMENDATIONS

- 9.1 These are shown at the front of the report.