

APPENDIX 3

Review of Phasing of Fairfield Halls Refurbishment

25 September 2015

Summary Matrix for Discussion

Mott MacDonald

	Single Closure Option	Phased Option
Description	Close entire complex from mid/late 2016	<ul style="list-style-type: none"> • Short closure between July to Nov 16 (apart from Sundays when the building would be open) • Reopening for xmas period (2016) • Phased approach across the building for remainder of works
Timescales	Typical 2 year construction programme	Typical 3 year total construction programme
Aim	Achieve £30,000,000 amount of refurbishment works (including contingency and fees). This is a proportion of the total outlined in the scope of works so some significant decisions need to be made about what will be included. For the purpose of this exercise we have assumed it includes a significant element of building services and building fabric renewal (ie all venues, foyer, kitchen and back of house affected).	
Phasing	Single phase of works. Total closure of building allowing contractor full access to all areas during works. No use of building or income during works.	We have assumed that after the initial closure, discrete areas will be able to be closed for periods as necessary, but that generally 2 of the 3 venues will need to stay open. Most of the construction work will need to take place out of hours, to avoid affecting performances during the day and evening.
Effect on Construction	Contractor able to programme within overall period to suit works, able to adjust within that for unexpected issues	<p>Contractor working to series of key opening dates and sectional completion.</p> <p>Complex contractual arrangements requiring additional client and contractor management</p> <p>Fit-out sub-contractors in entertainment industry are used to working out-of-hours</p>
		Sunday Opening

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		<p>Making the building safe for the public to use every Sunday will be extremely difficult, requiring weekly site clearance and re-establishment, affecting renovation of safety systems, power, comms and lighting systems. Potential safety issues during asbestos works.</p> <p>We strongly advise against this and we have not accounted for it in our costings.</p>
Costs	<p>Base project cost advised by client of £30,000,000 (includes contingencies and fees)</p> <p>There is undoubtedly a significant quantum of lost revenue and additional costs to the Fairfield operations. We cannot assess these and Fairfield need to advise.</p>	<p>Base project cost advised by client of £30,000,000 (includes contingencies and fees)</p> <p>The increased cost for Phasing would be subject to the value of the project but we have estimated £4.8m for the current £30m proposed project value.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Increased preliminaries costs (contractor's site overheads) • Additional out-of-hours working • Higher level of Contractor/Sub Contractor management associated with out-of-hours working • Temporary solutions to maintain old and new building services and safety systems working in parallel
Risks		
Opening	Single opening date – major impact on operations if missed by Contractor	Risk of missing sectional openings of individual venues – higher risk but lower consequences of impact on operations
Procurement	Simpler procurement possible.	Higher risks of sectional completion and damages may put contractors off bidding, reducing price competition during tender.
Asbestos	Risk of finding additional asbestos or difficulties in removal –	Risk of finding additional asbestos or difficulties in removal – could

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	could delay overall programme	delay overall programme but higher risk of delays in multiple short closures
New businesses	New commercial units/operations will all be starting at once, increasing management demands on opening date	Commercial units/operations can be staggered to suit operations – potential early revenue stream.
Operation	See discussion above	See discussion above.