

King George's Playing Fields – Brentwood



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Major projects

Agility/agile response

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Offices

Technology, science and health

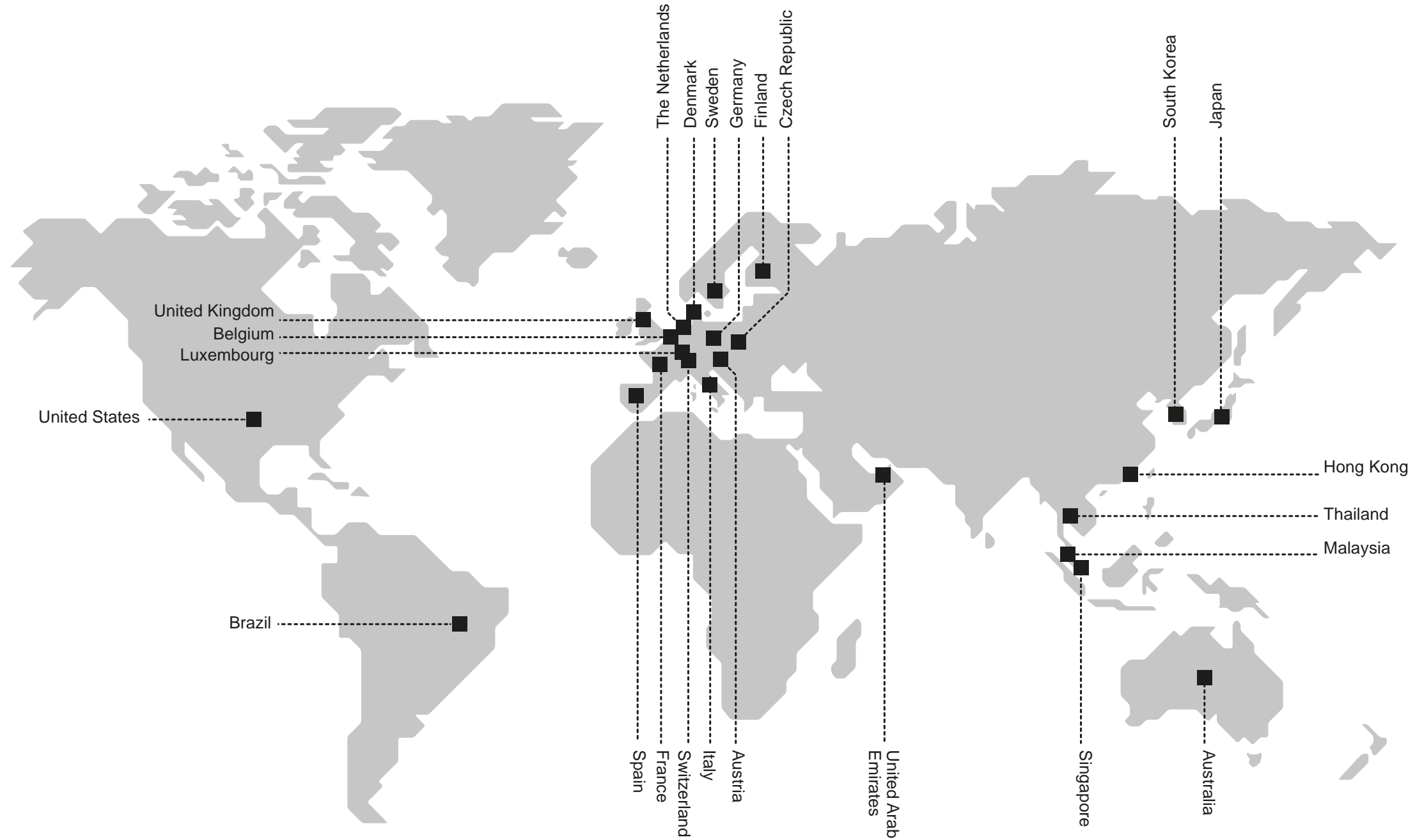
Retail

Hospitality, leisure and living

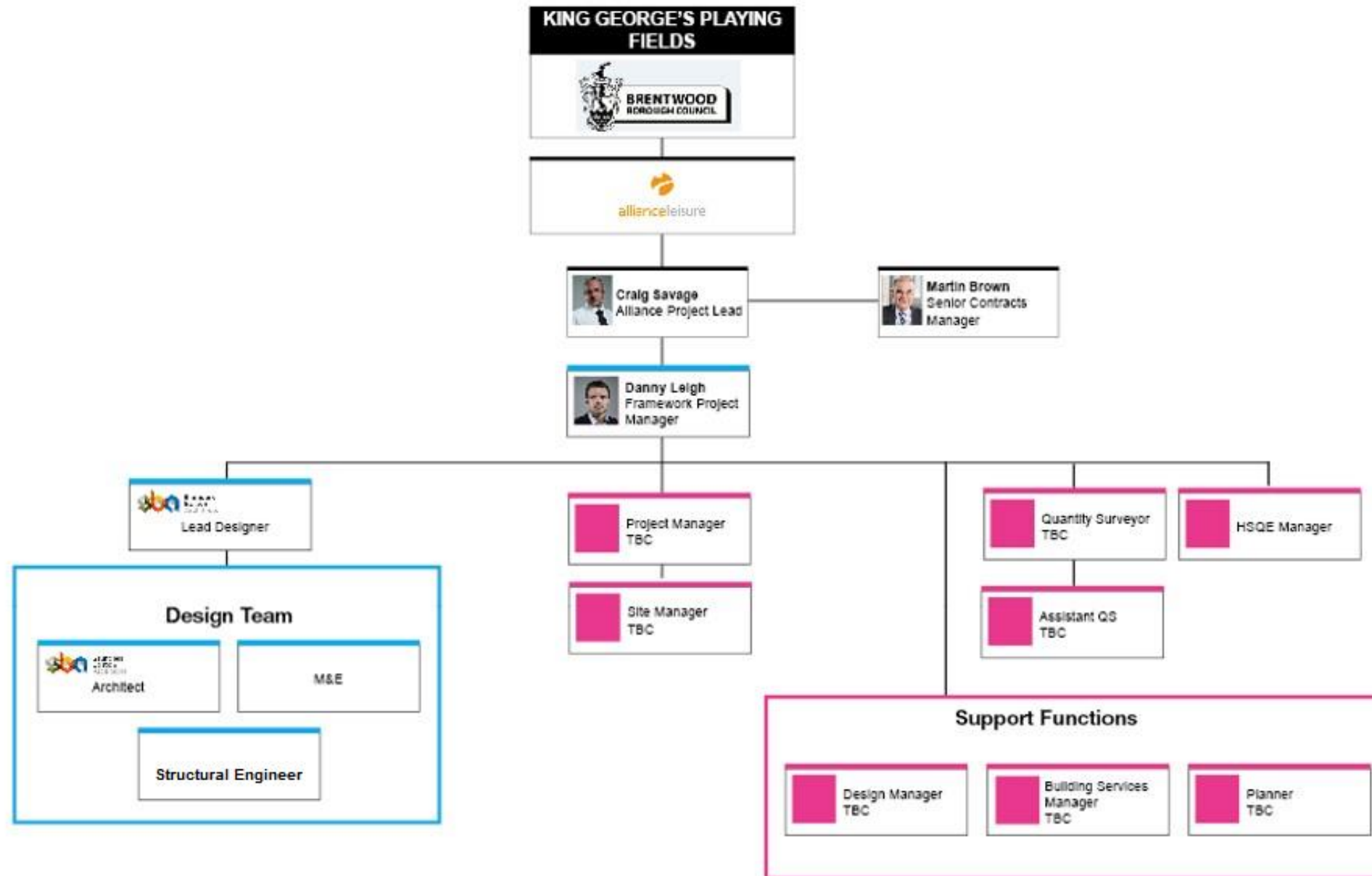
Education and public sector

Where we work

Businesses in over 20 countries worldwide



Introduction to the team



CVs

Senior Contracts Manager

Martin Brown



Martin has over 20 years' experience working within the construction industry. Martin understands the importance of the smooth delivery of leisure developments having delivered over £100m of retail and leisure schemes including four cinemas. With a successful career forming winning teams, coupled with Martin's enviable experience and his passion to deliver, he will provide Brentwood Borough Council and the centre management team with the confidence that he will guarantee success.

Responsibilities

Martin will add value through his collaborative approach with the project team, utilising his expertise to fully understand the brief and produce a solution that meets the budget and programme. He has an excellent track record of delivering a number of leisure complexes.

- ✓ Deliver client and professional team objectives, ensuring they are fully understood
- ✓ Understand the scope of work requirements are clear and the ISG tender reflects this
- ✓ Monitor quality of the King George's playing fields project
- ✓ Development that is in accordance with client expectations
- ✓ Deploy robust risk management, providing leadership and support, making timely and effective interventions, and implementing mitigation strategies

Qualifications	Memberships/ Training
BSc Civil Engineering Construction Manager of the Year, Gold Award 2009	CSCS ICIOB SSMTS

Testimonial

“ Martin Brown brought drive, vision and commitment to this project. He took immediate control of all the major stakeholder interfaces, working closely with the client to develop the design in a sequence that would allow construction to progress simultaneously. He demanded high standards of external site presentation and maintenance, personally dealing with issues raised by local residents.

**Construction Manager of the Year,
2009, Gold award** ”

Benefits Andrew will bring to King George's Playing Fields project

- ✓ Strong leisure development experience - having delivered over £100m including a number of cinema complexes
- ✓ Transferable knowledge – support the delivery team, drawing on best practice and lessons learned

CVs

Framework Project Manager

Danny Leigh



Qualifications

BA (Hons)
MSc
Construction
Management

Memberships/ Training

CSCS
IOSHH
SSMTS

Danny has managed numerous projects from the early pre-construction feasibility stages through to completion on negotiated two-stage frameworks throughout his 10 years with ISG.. Having project managed a number of developments, including leisure projects and now overseeing a number of different projects, Danny leads the pre-construction phases and delivery teams to ensure that the scheme meets the client and stakeholder expectations whilst remaining within budget and programme constraints.

As the Framework Project Manager during the pre-construction phase of the King George's Playing Fields project, Danny will be responsible for co-ordinating the project / design team to develop the scheme from the earliest feasibility stages through to contract. Danny will handover to the deliver team prior to our start on site but will continue to support the team throughout our operations, remaining as a key point of contact for the client team until handover and beyond.

Danny has a proven record of working collaboratively with the client and key stakeholders to assist them in achieving their project aims and objectives, through a proactive and co-operative approach to design and project management.

Responsibilities

During the construction phase, Danny will be responsible for ensuring that the site is managed safely and efficiently, keeping the project on programme and within budget constraints. The design process will continue to be managed throughout the build and the information disseminated and coordinated with the delivery team.

- ✓ Management of the project delivery team throughout the construction phase including the ISG team, design team and supply chain
- ✓ Ensuring the site meets the highest health, safety, quality and environmental standards
- ✓ Single point of contact throughout the construction phase
- ✓ Programme and cost management

Projects Managed

- Project Manager - 2012 Olympic "overlay" works £10M project at Wembley Arena, seconded to LOCOG as a Project Manager during the Games. Remained in central London for another year.
- Senior Site Manager at £20M Tesco project including extensive demolition works.
- Project Manager at Selby Leisure Village for Alliance Leisure – included extensive play structures and innovative offerings, changing facilities and bar and café.
- Contracts Manager at Hambleton Leisure centre, Rhyl SC2, Monmouth Leisure Centre, Batley Leisure Centre, Pembrey Country Park and overseeing a number of projects in pre-construction.

Benefits Danny will bring to the King George's Playing Fields project

- ✓ Deliver absolute completion – creating a culture of excellence that delivers a quality product with everything working correctly and delivered on time
- ✓ Experience of working within a live environment on a logistically challenging sites
- ✓ Knowledge transfer of lessons learned - delivering efficiencies and continuous improvement

CVs

Managing Surveyor Craig Savage



Qualifications
ONC / HNC
Building
Studies

**Memberships/
Training**
CSCS

Craig has managed the Alliance partnership for 5 years with overall responsibility for the commercial management of the projects. Craig has significant experience in the co-ordination of 360 degree collaboration and the management of multiple stakeholders to develop proposals that will deliver the design expectations of the Client and end users, within the budgetary constraints on the scheme.

Throughout his career Craig has led numerous two stage projects from award through to post occupancy in line with current GSL initiatives on a number of diverse and challenging Strategic frameworks. For example the Ministry of Justice Strategic Alliance framework (where over the last seven years he has overseen the successful completion of over 20 projects ranging in value from £300,000 to £25,000,000, all of which have been completed within the Client budget expectations), the Cleveland Fire Authority Capital Works framework (a combination of seven major projects including new HQ and training facilities) and the Tees Esk and Wear framework.

Responsibilities

Initially during the pre-construction stage Craig will be responsible for the management of all disciplines to ensure that the developed design proposals fully meet the Client and stakeholder expectations while remaining within the constraints of the budgets to allow the contractor proposals and contract sum to be agreed in line with the Client timescales.

During the construction stage he will be responsible for the overall commercial management of the project to ensure that the costs are controlled and the Client is kept fully informed of the projected final outcome costs. This role also covers the management of any change and regular reviews and updates of the risk register along with any necessary value engineering to ensure the final costs are within the Client budgets.

- ✓ Management of the design, planning and commercial disciplines to deliver proposals that meet the Client expectations and are within defined budgets
- ✓ Client and stakeholder management
- ✓ Involvement from pre-construction to completion to ensure the seamless integration of the delivery team through the pre-construction, construction and completion stages
- ✓ Delivery of best value to meet the objectives of the project

Testimonial

“ They [ISG] have demonstrated enthusiasm and commitment from the outset to help us meet our strategic objectives within a challenging economic landscape, providing a proactive team with significant fire authority experience, who contribute lessons learnt and innovations from previous projects. They have consistently worked collaboratively and creatively with us to provide value for money solutions.

Ray Khaliq
Director of Technical Services,
Cleveland Fire Brigade

”

Benefits Craig will bring to the King George's Playing Fields project

- ✓ Experienced in managing commercial aspects on a number of leisure projects
- ✓ Experienced in change and risk management
- ✓ Knowledge and expertise to manage the design process commercially to ensure all design proposals meet Client expectations and are within defined budgets

ISG – Alliance Partnership

ISG – Saunders Boston Partnership



- Longstanding, trusting and successful partnership
- The client relationship is managed from the North but projects are delivered locally utilising our regional offices
- 20+ projects delivered successfully in this way
- Currently on site at Rhyl Sun Centre 2 and Pembrey Country Park
- Involved with a number of other projects at various stages of the pre-construction process



ISG has an established relationship of working with Saunders Boston on a number of projects across the UK.

This is evidenced by the projects listed below:

- Ramsgate Swimming Pool extension (£3.5m)
- Colchester Institute South Wing (£7m)
- Huntingdonshire Regional College (£2.5m)
- Godalming Leisure Centre

Commitment to added social value



Our UK wide typical Considerate Constructors Scheme score across projects delivered in the UK is 38.9/50 (against the new scoring system). In the past two years, ISG has secured 31 CCS awards.



CCS awards including 5 Golds, 11 Silver and 15 Bronze



- We work closely with our regional offices to identify a local key supply chain.
- We employ local labour and develop their skills through training and support.
- We deliver graduate and apprentice schemes and ensure that our supply chain also deliver these opportunities through our projects.
- We engage with local education (schools, colleges, universities) facilitating site visits and work experience to encourage young people into the industry and showing the diverse range of career opportunities.

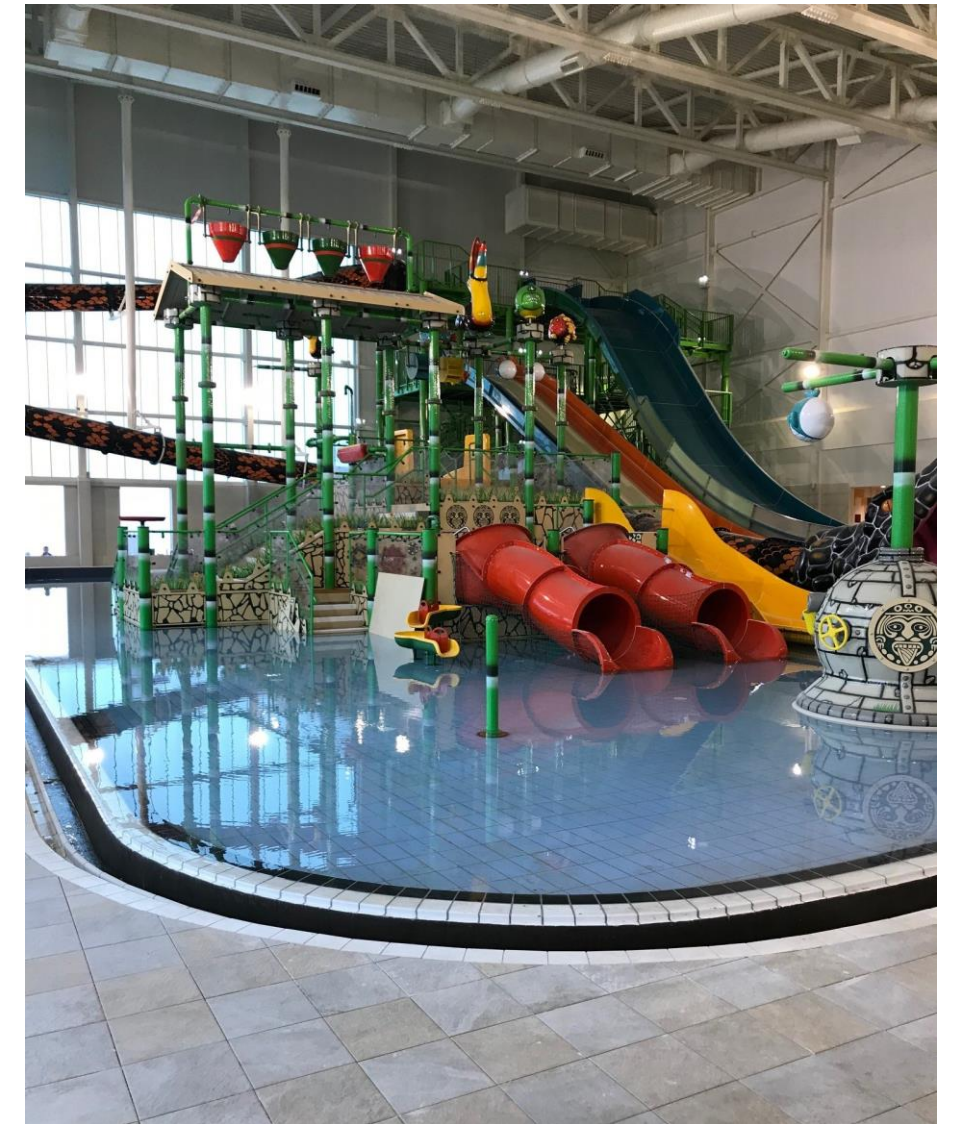
Case Study – Rhyl Sun Centre 2

Client: Alliance Leisure

- Delivered by our North West Office for Alliance Leisure and Denbighshire Council
- Construction of new-build, major visitor attraction in Rhyl, located on the sea front (sensitive environment) and in a heavily used public area.
- External Splash Pad – same considerations as a pool.
- Tag Active play structure (similar construction to soft play)
- Five separate food and beverage zones, including large servery and café areas that deliver maximum visual impact whilst remaining within budget.
- Improvements to public realm.



Successful delivery has resulted in Denbighshire Council awarding further contracts to redevelop an adjacent existing underground car park and associated public realm space



Case Study – Rhyl Leisure Centre

Client: Alliance Leisure



Case Study – Lymm Fire Station

Client: Cheshire Fire and Rescue Service

- In addition to a 5-bay working station, the building consists of a specialist visitor attraction which brings safety and life skills topics to life through sensory tours, helping people from all walks of life, young and old, to stay safe.
- The building incorporates similar construction methodologies and materials as those proposed for the King George's Playing Fields project:
 - Timber cladding
 - Vertical timber fins
 - Composite cladding systems
 - Architectural blockwork

“Early engagement with the supply chain enabled ISG to explore value engineering options to help reduce costs. The client was impressed with all options that had been presented to them and were able to proceed without compromising on the design quality. This extremely complex and unusual building has been delivered on time and to budget very well by ISG.”

Iain Gammack, Project Manager, IKG Consulting



Case Study – Lymm Fire Station

Client: Cheshire Fire and Rescue Service

- The project supported the Prince's Trust Team programme with a site visit for local young people interested in construction careers. They spent time with the site manager discussing the programme, site roles and responsibilities, and how they could strengthen their CVs for future job applications. An employability skills workshop was also delivered at the client's Warrington station.
- The 12 apprentices working on the project were tasked with creating one of the scenarios in the immersive, streetscape. They delivered a simulated, but realistic, building site scenario to teach visitors about site safety. This was provided free of charge to the client.

KEY KPIs



Case Study – Monmouth Leisure Centre

Client: Alliance Leisure

- **Phase 1** - Full refurbishment of Monmouth Leisure centre to create a new state of the art 50-station gym, studios, spin studios, an extension housing soft play, café and ancillary areas.
- **Phase 2** – The construction of a swimming pool within an existing sports hall, described by Construction News as like building “a ship in a bottle”.
- **Extremely challenging project logistically:**
 - Project has been completed adjacent to a live 1700 student secondary school and the construction of a new school – this required daily coordination meetings with all stakeholders. Numerous commendations from the School Headmaster and Principal Designer on how safely the project has been managed in challenging circumstances.
- **Sensitive location** – The building sits next to the River Wye which was a major environmental consideration when planning the logistics of the build.



11/30/2018 Construction News

Project Report
constructionnews.co.uk/project-reports

“A swimming pool environment can be quite harsh for materials, so we need the spray-on insulation to protect the steel”
MARK GIBSON, ISG

“The specialist lightweight concrete mix only took us about a week to install”
MARK GIBSON, ISG

SPRAYED CONCRETE POOL PAYS DIVIDENDS

Rather than cast the slab and walls of the pool using traditional concrete and formwork techniques, Mr Gibson and his project team looked at the potential of using sprayed concrete.

They felt it offered significant time savings compared with traditional methods and negated the movement of awkward formwork and falsework into the pool hall.

The pool's floor is cast in three 450 mm sections – two flatter ends and the sloping section in the centre – on top of 75 mm blinding concrete, a DPM/Radon barrier and 160 mm insulation. The slab is reinforced using 16 mm diameter steel bars turning into the walls, which were sprayed with concrete to a final thickness of 250 mm. Once cast, there is a four-week ‘normalisation’ period before the pool can be filled and checked for leaks.

“It was difficult, but so much quicker than using traditional methods,” Mr Gibson recalls. “We used a specialist lightweight concrete mix to BS5007 specification. It only took us about a week to install.”

Lightweight foamed concrete has been used around the sides of the pool to backfill around the complicated array of service ducts, cables and drainage pipes that occupy the pool-side walkways.

“We used foamed concrete rather than pea gravel as bulk fill around the pool and service ducts,” Mr Gibson explains. “It is much more expensive but the time savings have been phenomenal.”

“We talked with our subcontractor Green Piling and developed the driven piles and I-beam solution. In the end it worked really well.”

The pool slab and walls (see box, left) were installed using sprayed concrete techniques – rather than the traditional shuttering approach – and have already been tested for leakage.

Fortunately no leaks were found and the team is now focused on the finishing work, such as tiling the pool and completing the poolside spa, steam room and sauna.

By February next year ISG will be able to show the people of Monmouth what construction's idea of a ship in a bottle looks like.

Get more online
View all the images from this project and others online at www.constructionnews.co.uk

30 | 30 November 2018 constructionnews.co.uk/project-reports

Localism / Community Benefits / Social Value were important project key performance indicators:

- ✓ Jobs Created – Weeks (NEET / LT Unemployed): 336 weeks (Target 312)
- ✓ Training – Weeks: 29 (Target 25)
- ✓ Apprenticeships – Weeks: 28 (Target 6)
- ✓ School Engagement (STEM) – Pupil interactions: 200 (Target 150)
- ✓ Supply chain initiatives – Percent spend in Wales: 66% (Target 60%)
- ✓ Supply chain initiatives – Locally produced materials: 5 (Target 2)
- ✓ Environmental - % of waste diverted from landfill: 97% (Target more than 85%)
- ✓ Community initiatives: 2 (Target 2)
- ✓ Community newsletter: 5 (Target 2)

Case Study – Selby Leisure Centre

Client: Alliance Leisure

- New build leisure village offering a dynamic mix of leisure activities including soft play, climbing walls, indoor skiing, skateboarding, aerial assault courses and ten pin bowling.
- Incorporating soft play, climbing walls, high level assault course, ten pin bowling, indoor ski machines, café and bar.
- The two-storey, steel-frame building was constructed on a large section of the existing leisure centre car park and was connected to that centre via a new glazed walkway.
- We worked collaboratively with a range of stakeholders and specialist providers to complete the scheme on time and to budget, to a highly satisfied client and end-user.

Key features / benefits:

- ✓ Collaborative, integrated team
- ✓ Open lines of communication
- ✓ Close and effective working relationships with all client stakeholders – including Alliance Leisure, WLCT (now Inspiring Healthy Lifestyles) and Selby District Council
- ✓ Early, proactive and ongoing engagement with client appointed specialist contractors
- ✓ Continuity of team from preconstruction through to construction, handover and aftercare

“The ISG team co-ordinated the design and construction programme with such a diverse range of client and subcontractor stakeholders by taking a pragmatic approach and applying a can-do attitude. Nurturing relationships with local residents was also critical to the long-term success of the development and ISG did an excellent job of managing the programme in a way that minimised disruption for the local community while maximising opportunities for proactive communication.” Sarah Watt, MD, Alliance Leisure Services



Case Study – Selby Leisure Centre

Client: Alliance Leisure

Sustainability and Social Value

- Assessed as “**excellent**” in the ‘respect for the community’ category of the **Considerate Constructors Scheme (CCS)**.
- **Selby Community Primary School** spent a day on the site, learning about the health and safety dangers of entering building sites unattended, and finding out about the interesting and varied careers offered by construction.
- **Students from Selby College** were also provided with a tour of the site, learning about health and safety. The students were also given an insight into the differences between the various professional roles on a day-to-day basis, helping them to decide on the next step in their careers. We also participated in a **careers evening** at the college.
- We sponsored hoarding at the **local football club (Selby Town FC)** and provided help with improving the club’s car park. In return, the project team used the car park to reduce the impact of site traffic on local residents.
- Employed a **number of local apprentices**, one of which was sponsored to complete his PASMA mobile access towers training.
- **97%** of all site waste diverted from landfill.

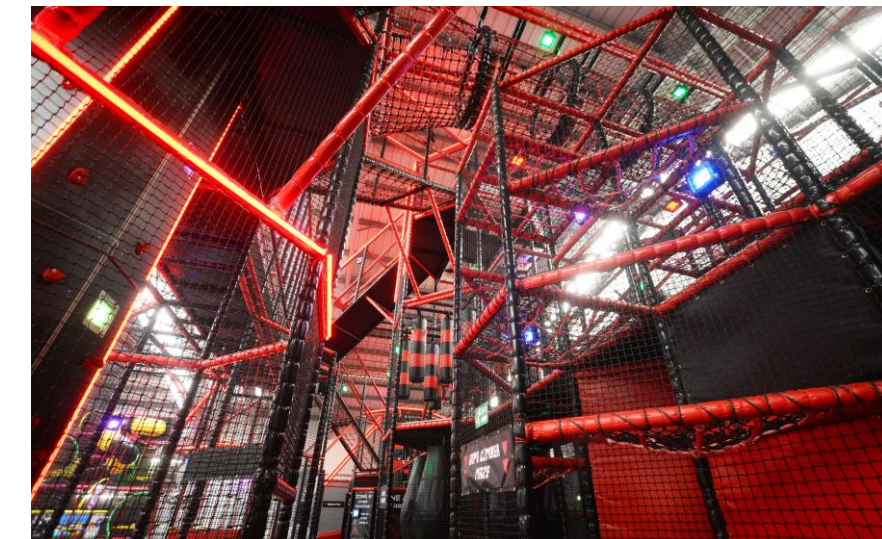
“The fantastic new leisure village will give a real boost to the local economy. It’s not only providing jobs but is set to attract visitors into town from across the wider region. It also gives residents more opportunities to get active and healthy on their doorstep.” **Cllr Dave Peart, Selby District Council’s executive member for responsibility for housing, leisure, health and culture**



Case Study – Batley Leisure Centre

Client: Alliance Leisure

- Re-development of Batley Tennis Centre to house a new soft play / TAG Active installation, Café / Servery and party rooms.



Working Environment and Ecology

- We have proven track record of successfully delivering projects in similar locations, for example Pembrey Country Park:
 - Refurbishment of an existing building to a new visitor attraction / café.
 - Bats roosting within the building. Emergence surveys undertaken, EPSL obtained, mitigation measures implemented.
 - Major tourist attraction with over 200 caravan pitches adjacent to our site, care taken not to disrupt the park operations or create any health and safety risks.
- King George's Playing Fields, Brentwood are located in an area of Green Belt near the Thorndon Park SSSI and as such special care must be taken in the design of the building, the construction methodologies employed and the sequencing of works.



Working Environment and Ecology

- A comprehensive Ecological Appraisal has been completed by Ecologic, including field surveys.
- The appraisal identifies the site as supporting various habitats and make recommendations for the avoidance / mitigation of ecological impacts.
- The appraisal describes the relevant Acts pertaining to each habitat / species. Considering these, the report makes recommendations for mitigation.
- The mitigation recommendations appear to be as per similar schemes. Whilst these appear fairly minor, the timing of any further surveys that may be required, and then any mitigation, can impact on programme.
- Careful planning / programming of the works, particularly early enabling and site clearance works is required to ensure that these are completed when they will not disturb potential habitats. We will work with the Ecologist (Ecologic) to incorporate the requirements of the mitigation works into the scope of works / building design.
- Ecologic would be employed to undertake Compliance Monitoring which would include pre-commencement meetings and subsequent compliance monitoring visits.
- The report concludes that through implementation of ecology mitigation, compensation and enhancement measures, the proposal could represent a minor positive biodiversity gain.

Identified Site Constraints

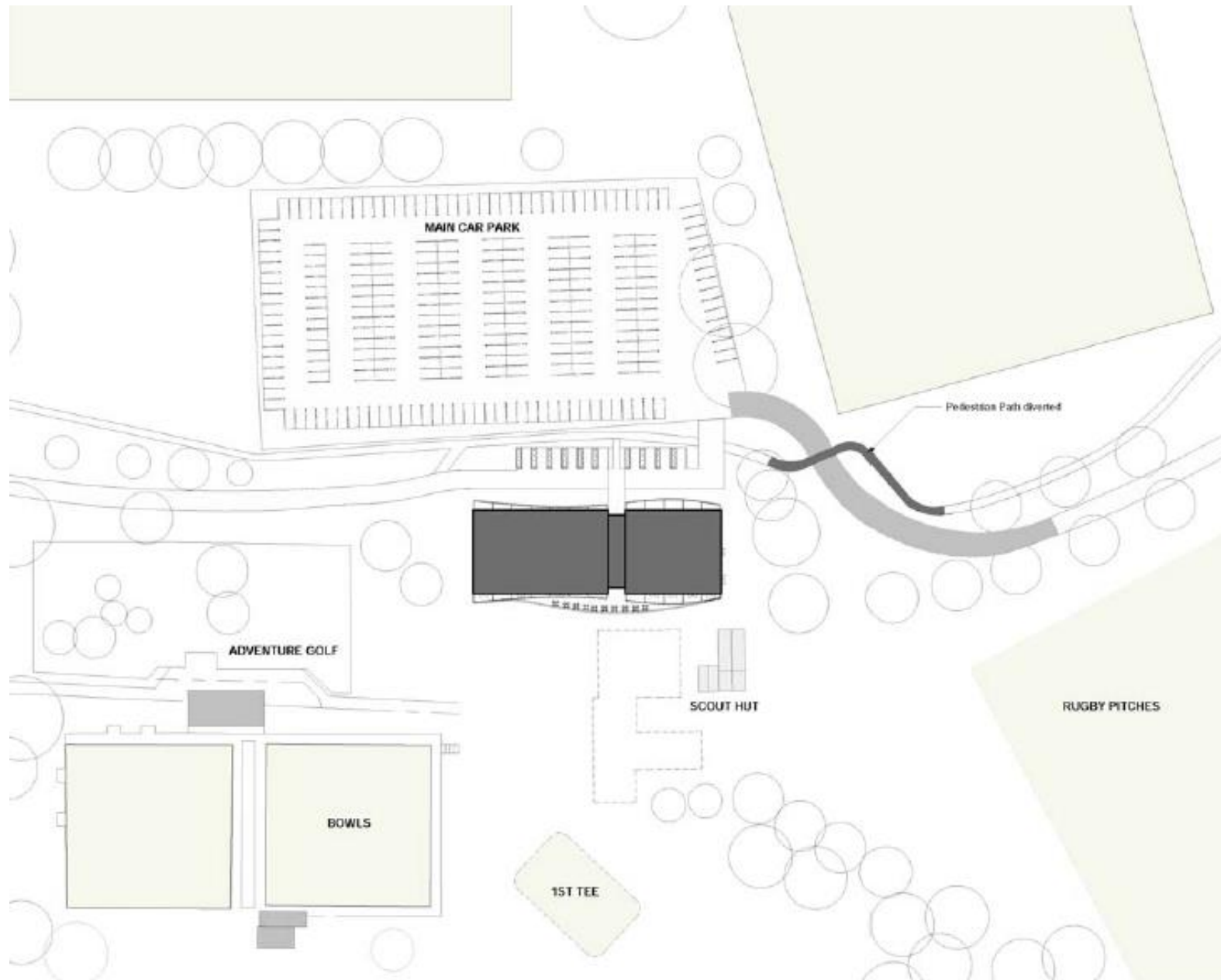


Site Layout and Logistics



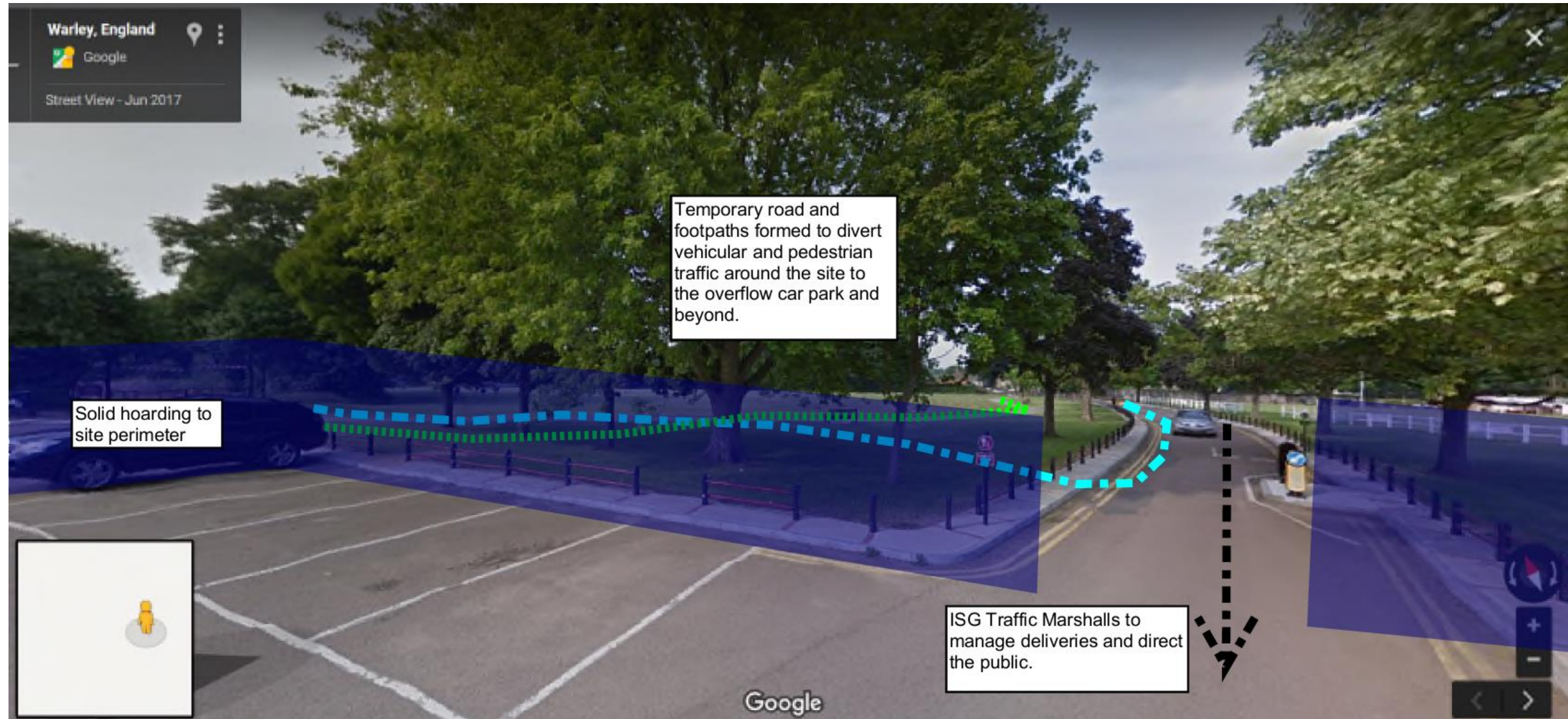
Site Layout and Logistics

- The ISG Site Logistics Plan aligns with the proposals submitted to Planning during the Pre-App process.



Site Layout and Logistics

- View from within the site looking out through the site gates



Site Layout and Logistics



Site Layout and Logistics



Health, Safety and Environment

- Health and Safety is always given the highest priority on all ISG projects.
- Special consideration on this project is given to the location and the proximity to the public.
- Careful planning, implementation and management of the temporary vehicular and pedestrian routes is critical.
- Robust measures to prevent unlawful or accidental access to site – this will be through the use of solid hoarding and gatemen / traffic marshalls.
- Carefully planned lifting operations to ensure safe works and eliminate oversailing of materials during the frame and envelope construction.
- Construction methods adopted to reduce and mitigate the potential for dust, noise and light pollution from site.
- Recognition and understanding of published guidelines and standards relating to environment: BS for tree protection, PPG prevention of pollution guidance, species management.
- Construction Phase Plan including supporting documents such as the Traffic Management Plan to be fully developed between the Site Team and HSQE department and cooperating fully with the Principal Designer and any client HSQE bodies.
- All plans to be developed and implemented with the agreement of Brentwood County Council and Park management staff.
- Regular communication between the project team and Park management to keep them informed of all up-coming works, any changes or potential disruption, and to identify any social value opportunities.
- Regular HSQE and Senior Manager Audits
- Extensive experience of managing similar projects utilising similar construction methods and installing the third-party soft play features.

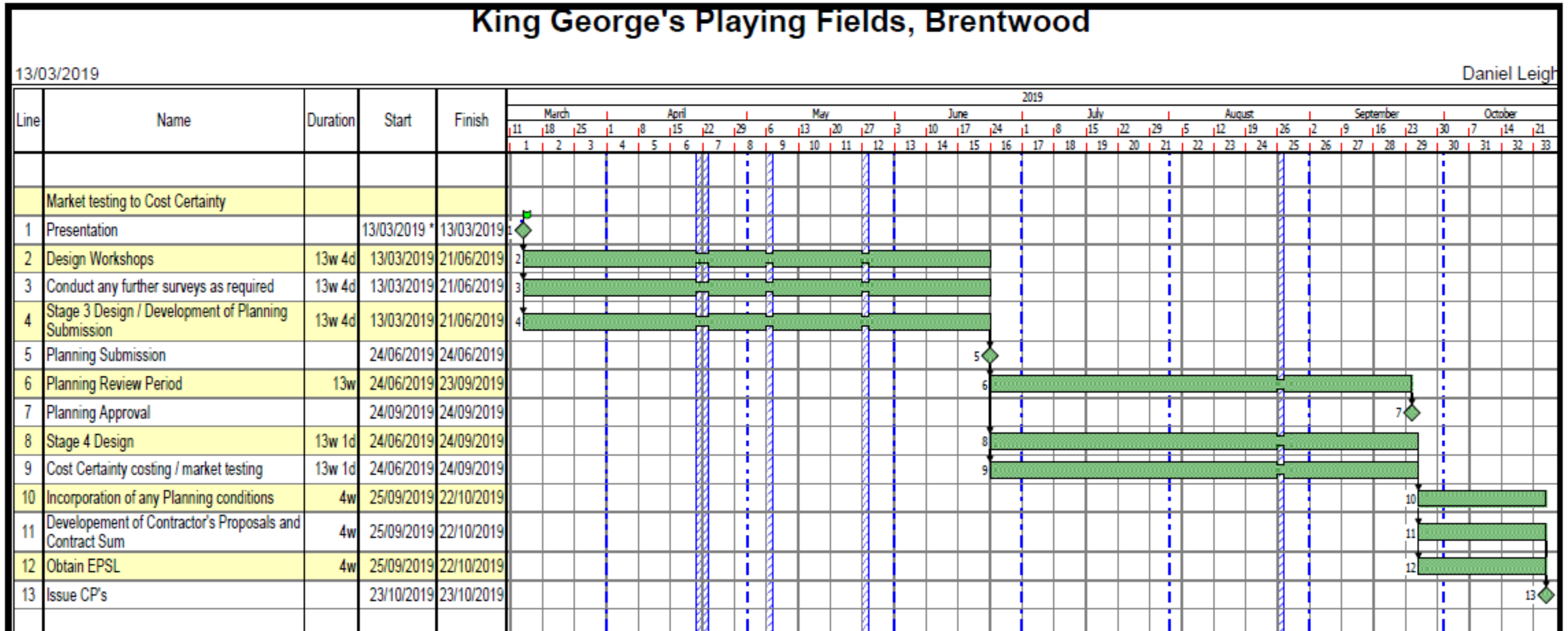
The Next Stage

Should we be successful, the next stage will be the development and agreement of the Contractor's Proposals, which will entail:

- Workshops with the client and design team to confirm project brief.
- Workshops with full design team and key consultants, e.g. ecologist to review the surveys and develop the design.
- Develop the Planning submission.
- Undertake cost planning and market testing in line with design development.
- Finalise programming and sequencing.
- Finalise proposals for submission.

Note: The client team comprises of both Alliance Leisure, Alliance Leisure consultants and relevant members of Brentwood Borough Council who will be fully engaged in all aspects of the above.

Programme to Issue of CPs



In Summary:

- **Global Business with local delivery throughout UK**
- **Proven track record in delivery of leisure facilities nationwide**
- **Existing excellent relationship with Alliance Leisure and Saunders Boston**
- **Customer focussed and collaborative approach to deliver your project**
- **Experienced leisure centre delivery teams**
- **We have identified the core challenges presented by the project and we have experience in resolving all of them**

Thank you.

**Do you have any
questions?**