

ChangePoint Solutions

Case Study – Programme Management

Client: Bath & North East Somerset Council

For nearly two years, Keith provided specialist client-side programme management support to the Bath Spa Project, a high-profile, highly political, complex leisure development. It is a well publicised Public Private Partnership between Bath & North East Somerset Council, the Millennium Commission and Thermae Development Company (TDC), a private sector Spa operator based in Holland.

This is a £35 million construction project funded primarily by the Council, but with significant contributions from the Millennium Commission and the operator. It comprises the modification of listed buildings and the building of a signature architect designed, high-tech, state-of-the-art health complex in a city centre location. This project is a critical part of the regeneration of the centre of the city and is predicted to generate £20 million worth of trade per annum in tourism and related businesses across the region.

Our Role

Keith was brought in by the Chief Executive and the S151 Officer to support this ailing project which had suffered very public difficulties over its six year lifetime.

Consultancy advice included contributions to the client in the following areas:

- Development of programme strategy
- Programme team/resource management
- Programme reporting, both internal and public reporting
- Programme planning
- Risk management
- Budget/Financial management
- Legal/claims management
- Stakeholder management, including Senior Officers (Chief Executive, S151 Officer, Monitoring Officer), Members, Millennium Commission and Private Sector operator
- Public relations management
- Process management and development
- Freedom Of Information Act (FOI) requests

During this time, Keith introduced to the project a new reporting system, new costs forecasting system, new risk management system, new FOI response process and new Electronic Document Management (EDM) system, including scanning of 500,000 project documents.

Keith also managed further changes in key project resources including the procurement of a new Project Management and Construction Management company (via OJEU – accelerated procedures) after termination of the main contractor and procurement of a new firm of legal advisers.

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He developed resources and processes to manage the contract with the Spa operator after handover. This included contributing to the setting up of the Monitoring Panel and the arrangements to manage the water supply, property management and financial management of the complex contracts with both the operator and with the Millennium Commission.

Outcome

The Bath Spa is a spectacular and unique facility attracting great numbers of local, national and international visitors to the heart of Bath city. It is utilising the many millions of gallons of naturally occurring, thermal spring waters once again that were the lifeblood of Bath. The Spa is now spearheading the Vision for Bath, which is an ambitious urban development and regeneration programme that will put Bath back at the top of the list of UK tourism destinations and stimulate economic activity across the whole region for many years to come.