

When embarking on the development of a facility project, careful consideration and planning is required to ensure the final product meets the original concept. The purpose of this toolkit is to set a clear project development methodology in taking any new facility from concept to completion.



1 GETTING STARTED

Think about the aims of your project and ways to accommodate the current and future needs of the club, including how often the facility will be used on a weekly and seasonal basis. It is important that you consult within your membership as widely as possible about the aims and objectives of your club/organisation.

2 PROJECT DEVELOPMENT TEAM

It is strongly recommended that you form a project development team and appoint a team leader who should remain consistent throughout the duration of the project. The project team should consist of individuals with skill sets that are relevant and appropriate for the project.

When forming the project team, do not limit its composition to the club unless the members can clearly evidence that they have the relevant experience and qualifications to compliment the planned project work. It should be noted if a member of the club/organisation is engaged to carry out any works on the project and they are current members of the committee, this would be seen as a conflict of interests. Therefore, any members who find themselves in this position should remove themselves from the committee until the completion of the project.

The project team should be established prior to starting any design work and remain operational until final completion of the works. NB: the size and skill sets required to drive the project may change throughout the lifespan of the works.

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SUCCESSFUL CLIENTS

The Commission for Architecture and the Built Environment (CABE) publication “Creating Excellent Buildings” describes how to be a successful client.

Each development project is unique, with special local conditions for site, use patterns and social context. However, all projects need well structured project management and you can benefit from referencing:

<http://webarchive.nationalarchives.gov.uk/20110118095356/http://www.cabe.org.uk/files/creating-excellent-buildings.pdf>

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GETTING SUPPORT

Funding and planning permission are two important hurdles in the preparation and design stages of a project. There are various places that you can contact for additional support such as Sport England (http://www.sportengland.org/facilities__planning.aspx).

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LOCAL COMMUNITIES

Good communication with the local community is important. Potentially it could lessen objections to your planning application and help towards a smooth relationship with neighbours before, during and after construction. People can be sensitive to change so it's worth finding ways to

keep neighbours informed. This could have surprising and beneficial results, for example one club arranged temporary contractor's access through adjacent land which made larger deliveries possible and shortened the construction period. Good links with the local community also provides the opportunity to make contact with new members. One way of communicating is to develop a master plan of the site inclusive of all your future plans.

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CONSULTANT SERVICES

If the appropriate skills are not available within the project team, you may need to engage the services of specialists, as follows:

① Architect

Architects design new buildings, the spaces around them and alterations to existing buildings. They also advise on the restoration and conservation of old buildings, layouts for groups of buildings and most of what is referred to as the built environment. They liaise with current users, clients, and construction specialists and their designs take account of information about cost, safety and social factors from other specialists in the team. They advise clients on the practicality of building projects and seek permission and approval to see if the proposals can be put into practice. Once building starts they can coordinate and administer the building contract through to completion. Refer to RIBA Commissioning Architecture leaflet and website www.architecture.com/UseAnArchitect.

② Structural Engineer

Structural engineers design and calculate the building structure and foundations. They sometimes also design below ground drainage. Refer to www.istructe.org

④ Mechanical and Electrical (M&E) Services Engineer

M&E services engineers design and coordinate the services of buildings including gas, electricity, heating, lighting, ventilation, water and renewable energy. They sometimes also design the drainage. They calculate the proposed energy use of the buildings. Refer to www.cibse.org

④ Quantity Surveyor

Quantity surveyors measure, estimate and advise on the cost of the designs produced by architects, structural engineers and services engineers. www.RICS.org

④ Construction Design Management (CDM) Coordinator

CDM coordinators advise clients on health and safety issues, risks and the competency of the design team. This is applicable across all project themes.

④ Other Specialists

Some projects might also require further specialist input during the design stage which will become apparent during the preparation stage:

Access consultants advise on designing inclusive buildings for people of all abilities.

Environmental consultants and ecologists advise on environmental issues which might be required if the site is a natural habitat for protected species.

Find out more about support available for energy-saving measures on the Carbon Trust website: <http://www.carbontrust.com/resources>

Information on applying for environmental grants is also available from HSBC: <http://www.knowledge.hsbc.co.uk/green+business/apply+for+environmental+grants+loans+and+awards>

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TECHNICAL COMPLIANCE

Technical Guidance Notes - Each project's design and specification should comply with, as a minimum, Sport England Technical Guidance Notes (www.sportengland.org).

Designers of projects should consult with the relevant organisations and technical specifications throughout the design stage.

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RIBA DESIGN WORK STAGES

The Royal Institute of British Architects (RIBA) uses a plan of work to set out five main stages for building projects: preparation, design, pre-construction, construction and use. As part of your preparation stage, you should assemble some useful information about your club/organisation, the existing facilities and the proposed project such as:

- ④ Business plan
- ④ The site including address, details of the boundary and any rights of way
- ④ Details of the freehold or leasehold, length of lease and security of tenure – in some cases this can take a while to obtain
- ④ Information about the existing buildings or facilities, mains services and utilities, pitches and ground conditions, asbestos survey plan
- ④ Contact details for key club/organisation members
- ④ Existing and future match fixtures and programme of use

- › Sports development
- › Other events or sports use (if the facilities are shared with other sports then refer to the appropriate guidance notes from the other sports governing bodies) Outline schedule of accommodation
- › Facilities for car parking and public transport links

Sample contracts are available from the Joints Contracts Tribunal along with guides to contracts, sub-contracts and agreements.

Refer to: <http://www.jctitd.co.uk/contracts.aspx>

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PLANNING CONSENT

Written confirmation on the status of Planning Consent of the Project must be evidenced. Failure to do so will delay the Project. Planning permission (or 'consent' or 'approval') is the legal authority you require to carry out development, so it is important at the outset of any project to clarify what constitutes 'development' and whether or not you need to make a formal planning application.

The importance of planning permission is easy to overlook and should be one of the first things you consider when you begin to plan the project.

Further information can be found at:

<http://www.sportengland.org/facilities-planning/planning-for-sport/>

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COMPETITIVE TENDERING

Careful project planning requires that your proposals have been properly costed at an early stage in order to set a budget for the project. These costs should be revisited and updated throughout the project life cycle to ensure that the project remains on budget.

Many of the funding streams administered draw from public funding, as such they are subject to the EU procurement requirements as a commitment to best value. It should be noted that this does not solely relate to price. For projects up to £25k two competitive quotes must be provided; and for projects over £25k three competitive quotes must be provided. A Tender Analysis should be conducted.

Each quote should be independently obtained and should relate to a specific project brief outlining your requirements. You must be able to compare each quote like for like. To ensure that there is no conflict of interests, you must indicate whether a potential contractor or consultant is associated with the club/organisation, its directors or employees.

DISCLAIMER

Information is for guidance only and does not constitute formal professional advice. As such, no reliance should be placed on the information contained in this toolkit. Where specific issues arise in your organisation advice should be sought from the relevant expert(s) as necessary.