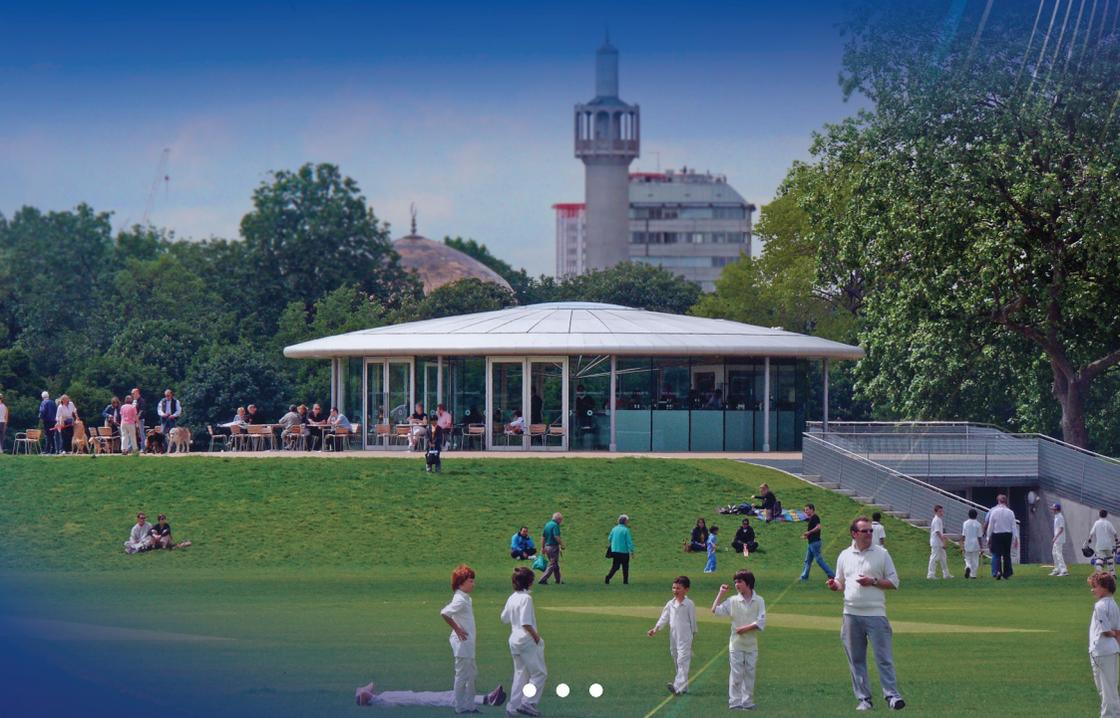




Developing a Project From Concept to Completion



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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 document is to set a clear project development methodology in taking any new facility from concept to completion.

This document will assist any type of facility project meeting the requirements of potential partners/funders and the aspirations of people engaged as deliverers of sport.

“Developing a Project” provides advice and guidance with a series of useful links and contacts to support you throughout the process. The document has been written in conjunction with the England and Wales Cricket Board’s Funding Programmes Guidance Notes which are available to download from **www.ecb.co.uk/funding**

Think about the aims of your project and ways to accommodate the current and future needs of the club/organisation, 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/organisation members** 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.

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 can benefit from the ten key ways the client can help achieve design quality.

1. Provide strong client leadership
2. Give enough time at the right time
3. Learn from your own and other successful projects

4. Develop and communicate a clear brief
5. Make a realistic financial commitment from the outset
6. Adopt integrated processes
7. Find the right people for the job
8. Respond and contribute to the context
9. Commit to sustainability
10. Sign off all key stages

All work stages require sign-off so allow time to review the drawings and reports prepared by the design team, carefully checking your requirements against the design.



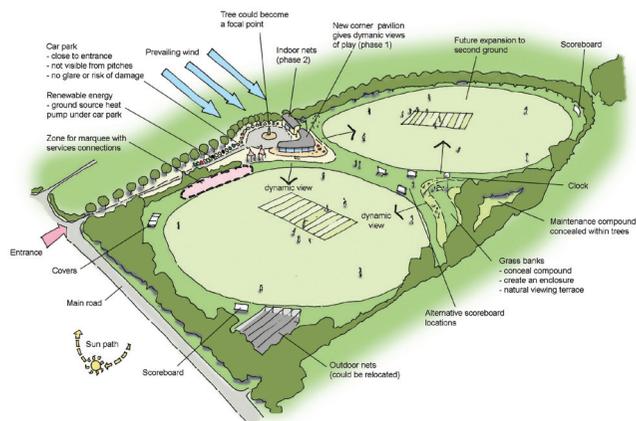
The ECB Funding and Facilities Unit (FFU) should be your first point of call for advice. You should make contact with the FFU during work stage A, as outlined in section 8, and show them your project (refer to contacts page 13). Consulting the ECB at the earliest opportunity allows their input to be more valuable.

Funding and planning permission are two important hurdles in the preparation and design stages of a project. The ECB Regional Funding and Facilities Manager will assess the proposals for technical compliance, sports development and financial affordability.

5 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 (see example below).



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

Building Projects (including renovation and refurbishments)

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

3 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

5 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. They must be appointed by work stage C/ concept design, as outlined in section 8.

6 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.
- Heritage and conservation specialists advise on preserving historic buildings and restoration.
- Highways engineers design and advise on new roads or alterations to the public highways.
- Landscape architects design the spaces and landscape around the buildings including details for hard and soft areas, trees and pitches.
- Planning consultants provide specialist advice when preparing planning submissions or appeals in areas with sensitive planning issues.



- Project managers take responsibility for planning and facilitating a project. They can act on the client's behalf providing advice and be given responsibility for making key decisions.

Fine Turf Projects (including new construction and renovations) and Non Turf Projects

The design, construction and project management of new facilities requires specialist consultants who in turn have access to high quality survey and analysis technology.

Fine turf consultants will offer a range of services at different costs. Please ensure you confirm what service you are receiving and that the price is fixed.

While projects may be less complex than most building projects the club/organisation should follow the same methodology as the RIBA work stages as outlined in this document.

It should be noted that the ECB can advise of the type of services and support you may require.

Fine Turf Projects

As this type of work carries high levels of risk regarding climate and tight timescales, ECB advises that extremely tight control of all phases of work is maintained by a qualified professional.

To minimise risk within the supply chain contracts scheduled for late summer / early autumn should be contracted by the end of February of the year the work is planned.

Larger scale schemes will require a development period of up to two years.

www.ecb.co.uk/techspecs

Non Turf Projects

Larger scale schemes will require a development period of up to 12 months.

www.ecb.co.uk/techspecs

Useful Contacts

Sports & Play Construction Association (SAPCA)

Federation House
Stoneleigh Park
Warwickshire
CV8 2RF

Tel: 024 7641 6316

Website: www.sapca.org.uk

The Royal Institute of British Architects (RIBA)

66 Portland Place
London
W1B 1AD

Tel: 020 7580 5533

Website: www.architecture.com

Institute of Groundsmanship (IoG)

28 Stratford Office Village
Walker Avenue
Wolverton Mill East
Milton Keynes
MK12 5TW

Tel: 01908 312 511

Website: www.iog.org

It should be noted that legal and professional fees will not be supported by the England and Wales Cricket Board's Funding Programmes.

Sports & Fitness Equipment Association (SAFEA)

Federation House
Stoneleigh Park
Warwickshire
CV8 2RF

Tel: 024 7641 4999

Website: www.safea.org.uk

The Royal Institute of Chartered Surveyors (RICS)

RICS Contact Centre
Surveyor Court
Westwood Way
Coventry
CV4 8JE

Tel: 0870 3331600

Website: www.rics.org

Technical Guidance Notes – Each project's design and specification should comply with, as a minimum, Sport England Technical Guidance Notes (www.sportengland.org) or ECB Technical Guidance Notes (www.ecb.co.uk/techspecs) -

whichever is the higher quality design specification.

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

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. The main stages are sub-divided into smaller work stages A to L as summarised in table one (refer to page 14). These are usually carried out in sequence. This is applicable across all project themes.

In preparation for work stage A, as outlined in table one you should, assemble some useful information about your club/organisation, the existing facilities and the proposed project.

Preparation for work stage A:

1. Business plan
2. The site including address, details of the boundary and any rights of way
3. 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
5. Contact details for key club/organisation members
6. Existing and future match fixtures and programme of use
7. Sports development

- 8. 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)
- 9. Outline schedule of accommodation
- 10. Facilities for car parking and public transport links
- 11. Records of early consultation with the local authority planning department, previous planning applications, review of planning guidance documents

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/making_a_planning_application_-_a_guide_for_sports_clubs.pdf

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 by the ECB 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 (see section 11).

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.

A tender analysis is defined as a comparative exercise assessing the quality and cost of each tender submission. To do this effectively there must be consistent assessment criteria and clear sections for comparative analysis. A quality assessment is conducted on the company, its past performance and its adherence to the design criteria whilst a cost sum analysis or bill of quantities will clarify cost. Where there is little difference in tender submissions you may choose

to interview a short list of tendering companies and invite them to explain their submission and any areas of ambiguity.

ECB require a tender analysis to be submitted with each application. The purpose of the analysis exercise is to evidence best value (a combination of quality and cost) and to explain why the club/organisation has preferred a particular contractor or supplier.



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England and Wales Cricket Board
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Old Trafford
Manchester
M16 0PX

Tel: 07785 527 105
Email: fiona.prescott@ecb.co.uk

ECB Website Links

www.ecb.co.uk/facilities
www.ecb.co.uk/funding
www.ecb.co.uk/techspecs

General Enquiries

facilities@ecb.co.uk

Main Stage	Work Stage	Brief Description
Preparation	A Appraisal	The applicants needs and objectives are identified along with the business case and any possible constraints on the development Feasibility studies should be prepared and the options assessed by the applicant to enable them to decide whether to proceed. Documenting some ideas and options with approximate costs can be done relatively inexpensively.
	B Design Brief	At this stage key requirement, constraints, procurement methods and consultants are identified. The range of professional consultants and skills required will depend on the project size and its complexity, as outlined in Section 6 of this document.
Design	C Concept	The design stage is divided into three: stage C, Concept Design is where outline proposals, specifications and cost plans are prepared and the procurement route is reviewed. The design is developed further in stage D and this is when planning applications are typically (but not always) submitted. Stage E is when the technical designs and specifications are developed sufficiently to coordinate all the different elements of the project. Once a project is underway the lead consultant will guide you through the subsequent work stages which all require client sign-off. Allow time to review the drawings and reports prepared by the design team, checking your requirements against the design. Early changes and requests are much easier to accommodate whereas late changes can have cost implications out of scale with the amendments.
	D Design Development	
	E Technical Design	
Pre-Construction	F Product Information	The pre-construction stage is also divided into three: F/ Production Information is when detailed information for construction is prepared and submitted to building control for approval. G/ Tender Documentation is the preparation and collation of sufficient information to enable tenders to be obtained. In this instance, a tender is an offer by a contractor to execute the work at a fixed price. H/ Tender Action are when potential contractors and specialists are identified and evaluated, then invited to prepare tenders. Once tenders are obtained and appraised, the design team will submit their recommendations to the client. Compiling the list of potential contractors will often start well in advance of the tender period.
	G Tender Documentation	
	H Tender Action	
Construction	I Construction Mobilisation	The construction stage is divided into two: J/ Mobilisation are when the contract is let, the contractor appointed, construction information is issued to the contractor and the site is handed over by the client. The contractor will need time to prepare before starting on site, for example, they will organise their construction team, place orders for materials and arrange sub-contracts. K/ Construction are when the contract is administered and the project is built (or refurbished). The design team will issue further information to the contractor if required and also review information prepared by the contractor or any specialists.
	J Construction to Practical Completion	
Use	K Post Practical Completion	The final stage is using the new facilities. The completed project is handed over to the client and the contractor leaves site. Some contract administration takes place after practical completion including making final inspections after the defects liability period. The clients might require some assistance during initial occupation period, for example, maintenance.





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From playground to Test arena

August 2009