

Generic Process For Facilities Development

The successful delivery of a facilities project relies on a good project brief with clear aims and objectives from the outset. Whilst there are several distinct phases to the project life-cycle, some of which require professional input, there are key areas that can be discussed by the club in order to facilitate the optimal delivery of their facilities in line with the organisations requirements and budget. This guidance note has been prepared to help sports clubs and voluntary organisations to understand the processes and requirements for procuring quality provision for sports facilities. It highlights various stages of the process and the key stakeholders involved. Assistance is available from both The Football Association and The Football Foundation throughout the development stages of your project and these are referred to within the various stages of the process.

Stage One

Project Inception – client’s organisation, strategic need and justification, appointment of Project Team, scoping project requirements, project programme

This stage requires setting up the client’s organisation and formulating clear aims and objectives for the project ensuring that arrangements are in place for leading and managing the project from the client’s perspective. Strategic requirements and justification for the proposed project should be discussed with your Local County FA, particularly if you are intending to apply

for funding from The Football Foundation. Discussions with your local County FA will help to establish the local need for the project and enable access to wider community and links to other organisations and potential stakeholders who may be able to assist in the development and support of your project. Once the strategic need is identified, involvement of an architect at this stage will help to identify early key requirements and establish outline costs determining the overall viability of the project or allowing for alternative decisions to be made. Appointment of the professionals required to complete your Project Team are discussed in the guidance notes. In brief, clients are recommended to undertake the following;

- Interview and shortlist consultants
- Visit examples of projects recently completed
- Take up references provided
- Ensure that the consultants are familiar with the funding bodies requirements – technical guidance notes etc.

Appointment early in the project process is recommended although it may initially also be possible to utilise in-house experience from club members who have experience of the construction process and who can liaise with The Project Team throughout the scheme on behalf of the club.

It is essential to spend money on design fees, as the design team are critical in ensuring that the project is correctly procured. The design team’s professional indemnity insurance must be in place and cover the type of works procured. It is recommended that the client receives a copy of the design team’s insurance broker letter, confirming that professional indemnity is being maintained.

It is also recommended that appointment of consultants is in accordance with the professional bodies own terms and conditions of engagement. The procurement of a design team can be complex and a mere exchange of letters will rarely include comprehensive clauses and conditions – eg dispute resolution. The client should also ascertain if the consultants will sign their terms and conditions of appointment under hand or as a deed as this will affect the period of liability.

Sports facility projects should be driven by the intended outputs and end use in terms of access to pitches; number of games; number of teams. It is not always financially viable to provide facilities to cater for simultaneous delivery of programmes and consideration should be given to operational management of the facilities, kick-off times for matches, availability as a training venue including identifying peak periods for usage. The type of playing surface supported by the proposed facility is also important as provision of artificial grass pitches will allow

for extended use but this may be limited by access to changing facilities. Consideration should also be given to requirements for social areas, areas for administration and first-aid, catering requirements, internal and external storage. Security issues should also be addressed. Therefore a comprehensive overview of the clubs current requirements should be stated against the desired outputs in line with what is practically and financially possible on the site. The provision of a user matrix will help to identify these requirements. The user matrix can be used in conjunction with The FA Football Development toolkit and is available from your Local County FA where assistance can be sought in working up a plan. Completion of these documents will enable a club to identify potential outputs of the project.

Experience of delivering facility projects for grass-roots sport highlights that the project critical path is more often than not related to the following areas;

- Securing financial resources required to fulfil the project cost requirements.
- Gaining full planning approval
- Formalising lease requirements for the site if required.

Production of a programme at the early stages of the project development should take these areas into account, allocating reasonable time lines reflecting their anticipated delivery.

It is advisable to work up a programme for the project. A project and construction programme sets the timescales for the delivery of a project. The programme should establish the activities to be performed and realistic timescales for the completion of key activities. A typical programme will include periods for the following;

Pre-design phase

- develop business case
- appointment of advisor
- define responsibilities
- project Brief
- appointment of consultants

Pre-Construction Phase

- procuring strategy
- design (including periods of planning / client approval)
- cost control
- tender of construction works
- appointment of contractors

Construction phase

- lead-in period
- establish site set-up
- construction activities, showing start and end dates for different elements of the works, eg substructure, blockwork, brickwork, external works etc, fit-out
- construction completion date

Handover

- commissioning, user training

Identification of requirements.

- Appointment of Design Team

Preparation of design brief and proposals at various stages of design development.

- Liaison with planners
- Agreed periods for approval by client group and end-users of design and other information
- Tender Documents
- Appoint contractor
- Practical Completion of the project
- Operational needs – preparing the building for occupation

Whilst this list is not exhaustive it provides a guideline within which key timelines can be established and monitored.

Stage 2 – Feasibility

Technical issues, outline plans, planning considerations, budget costings

The feasibility study will generally cover the following areas. Technical Issues – use of land, access, site location, ground conditions, planning considerations - it is important to have discussed any proposals with the relevant Local Authority if necessary and to have had initial discussions with the Local Planning Department. Outline drawings and plans of the proposed site showing site boundaries and the layout of the facilities are helpful in establishing a planner’s initial views and likely conditions. The Local Authority may be able to provide information on the history of the site including previous uses,

the likelihood of contamination and risk of flooding which could have a significant bearing on the viability of the overall project, the design and possible costs. Planning authorities may apply particular conditions to developments within their locality. General site planning issues will address the following;

- Proximity to public transport
- Access to public highways
- Proximity of proposed facility to boundaries and existing buildings, particularly residential
- Location of existing sewers and mains services
- Car parking and traffic generation
- Screening
- Planning in relation to building design issues are concerned with;
- Overall dimensions
- Roof form (eg pitched, hipped, flat etc)
- Roof covering (eg tiled, metal, slate)
- External Appearance / Cladding (eg brick, concrete block, render etc)

It is essential to establish at an early stage whether the proposed site is suitable for the proposed facilities or whether any special works would need to be carried out to allow development. Factors for consideration include:

- Site levels
- Proximity to rivers
- Existing mains services and drains passing through the site
- Tunnels and mining works
- Former use for industrial, railway or land-fill purposes that may have contaminated the ground
- Proximity to mains services and sewers

If the work consists of refurbishment to existing buildings a condition survey of the building will generally be required. Also it may be necessary to ensure the quality of adjacent pitches forming part of the project proposals are adequate to provide a quality experience and a pitch survey condition may be necessary. Specialist advice may be required with regards to both property and pitch condition surveys. Also ensure that all relevant authorities have been approached to discuss the proposals and confirm the requirements of any official approvals/permissions. Outline project costs, capability of club to deliver, local authority support, consideration of site activities and engagement, links with partners and other stakeholders, appointment of professional team. Business plans, sinking

funds. Environment agency/local authority approvals where required (drainage outfalls etc) If approval required has the application been submitted/approved. Business planning will focus on the financial viability of the scheme in terms of the wider issues involved in the financial and operational management of the site. The business case for the scheme needs to be demonstrated all issues relating to the delivery of the scheme will need to be discussed and evidenced. This section relates to the end process of Monitoring and Evaluating. What is outlined in this section will be tested once a scheme is operational. This will have a direct link to the delivery of the Football Development Plan and a robust and sustainable plan needs to be identified.

Stage 3 - Outline proposals

At this stage the club can review schematic layouts and proposals for their project based on the development of earlier stages. Decisions as to building configuration, orientation to optimise access to pitches and to accommodate spatial requirements such as car parking, review security issues, identify operational flow of the building can all be evaluated. Applicants should also consider car-parking and fencing and any other security requirements relevant to their proposals. The guidance notes provided above will assist in shaping this stage of the project development. The Project Team should discuss issues relevant to the project with the Client, and from these discussions the Client's Brief will evolve. Sketch plans can be formulated for discussion and decision making with the relevant stakeholders. Guidance should be taken from the Professional Team and The FA Regional Facility Manager to ensure optimal utilisation of the building and addressing the needs of child protection, site and building security and operational management of the facility. The applicant is expected to have knowledge of lease details of the site and to comply with The Football Foundation requirements relevant to their application.

Stage 4 – Scheme Design

Completion of the Client's Brief will include ascertaining the final appearance of the building for planning purposes. Generally the planning process takes about eight weeks from submission of application to approval and this can be used as a general timeline when included in the project programme. An outline specification will be produced, detailing the types of products and finishes that are required. The Architect should guide the client as to the preferred finishes throughout the various locations of the building, bearing in mind the trade-off between performance over the life-cycle of the project and initial capital costs. These issues are highlighted in section XXXX above. Sketch/detailed design scheme (confirmation of adherence to FF/FA Guidance documentation). Suitably scaled drawings (plans & elevations etc) for all items proposed. Schedule of works/Specification – detailed. Cost breakdown/professional pre-tender estimate or quotation (x3). This information should be based upon schedule of works/specification/detailed drawings etc.

The aim of this stage is to develop a working set of documents to be used throughout the procurement and construction phase, and ultimately the information contained in these documents – generally the drawings, specification and Bill of Quantities depending upon the Form of Contract, will enable accurate costings to be derived both at pre-tender in the form of budget estimates and a definitive cost once the contract documents have been priced in the tender period by contractors.

Stage 5 – Procurement

This stage can often be the most contentious and choosing the correct procurement routes is vital in ensuring successful delivery of your project. The main types of procurement are identified as follows.

A. Traditional – this is the most common form of procurement. It relies on good information being provided by the Project Team in the form of drawings and specifications which will ensure that the contractors are pricing against the same scope of work against which comparable competitive tenders can be obtained. After working up the proposals with the client, the Architect and other members of the Project Team provide a set of documentation against which contractors are asked to price.

B. Design and Build - this approach is generally undertaken on a two-stage tender process. A client appoints an architect who works up a concept design in conjunction with an "Employers Requirement Document" – this will outline a performance specification. Once a contractor has been selected at the first stage the client "novates" the design requirements to the preferred contractor and a detailed design can then be worked up. The Contractor then takes on the responsibility for securing Building Regulations approvals. It is the best interests of the Client to appoint a quantity surveyor to negotiate the final costs. The client should also appoint an employers representative to ensure compliance with their original brief.

C. Management Contracting - This is relevant to larger projects (above £2m). There are various forms of management contracting which generally involves the appointment of a managing contractor appointed on a pre-determined fee to oversee the delivery of the works based on sub-contracting the various elements and packages related to the project – eg groundworks, steel erection, fit-out, roofing etc.

The procurement route is the means by which the design and construction process is carried out. The procurement system establishes the following:

- Overall management structure and systems for the project organisation
- Helps to shape the overall values and styles of the project.
- The procurement route should address the following issues;
- Ensure the route is delivered on time, within budget and to the specified quality
- Achieve "Bets Value" through the right type and level of competition
- Reach consensus with other funding parties and stakeholders if required
- Share risk in an appropriate way among client, designers and contractors
- Avoid dilution of responsibility between consultants and identify where professional responsibility lies to ensure that the client is not exposed
- Where necessary incorporate the integration of specialists

The selection of contractors itself can be a problematic area. General advice for applicants is that contractors who have a good track record, have delivered similar type projects previously, have good references, are :

- Generally three to five contractors should be asked to tender depending on the size and location of the project. Advice will be given by The Project Team. Contractors may be chosen based on previous performance, they may be known to the Client or have undertaken similar type of work previously. References are vital and checking the financial status of the contractors is recommended prior to appointment. What Procurement route – Consideration required. Construction programme/timetable – Indicative/ Consideration required. Project management – consideration required. Who is going to be looking after the project? What are their qualifications/ expertise?

Stage 6 - Construction Phase

The Project Team, Architect and Quantity Surveyor will take control of the construction phase. There will be regular meetings to discuss progress throughout the contract and to deal with any issues that may arise requiring the client's input, such as variations or factors causing potential delay to the programme. Progress meetings should be held at regular intervals throughout the construction period and accurate minutes taken and agreed by both parties.

Stage 7 - Completion

On completion of the project the facility will be handed over to the client. This will involve

Stage 8 - Maintenance and Management

This is an important phase of the project life-cycle as it helps to retain the quality of the building throughout its design life. This phase of the life-cycle is closely linked with the earlier design stages when decisions are taken as to internal finishes. Such finishes will have a bearing on the ease of maintenance and may well reduce renewal costs. Although there may be an increase in the up-front capital requirement to build the project, longer term benefits will be reflected in the reduced maintenance costs. Maintenance plan/costs & sinking fund info.

It is important that clubs work out their expenditure and operational costs to ensure that the facilities are used in the ways intended. Where clients own new facilities for the first time they will have to rely on information gathered from other organisations and implement prudent forecasting. It is advisable that clients monitor their budgets and revise them accordingly.

- The operational costs may also be referred to as cost in use or running costs. Costs will be incurred throughout the life of the building in its use. Examples of such costs include;
- Utility charges (electric, gas, water, sewage etc)
- Maintenance (cleaning, painting, replacement of consumables, servicing of equipment
- Other items of expenditure include
- Catering costs
- Insurance
- Marketing
- Re-imburement of expenses

Consideration must be given at the pre-design stage of the facility to the costs of operating the facility and how they are to be funded.

Unavoidably, certain elements of the new facility will need to be refurbished due to wear and tear or repairs that may occur through age, use or vandalism. The club should ascertain from the design team and contractors, those key items which will require replacement. Therefore it is important that clubs plan to invest a certain amount of money each year into a sinking fund to cover such replacement costs.

Notes

Refer to FA FF staff and support Include appendix with business plan, MS PROJECT programme example