

# Melton Council

## Melton Sports and Leisure Village

### Project Initiation Document (PID)

Version	Status	Date
1.0	Draft for discussion at Project Meeting	17 August 2016
2.0	Final Draft – Council Meeting	28 September 2016

### Project Management Team

Name	Organisation	Role
Christine Marshall	Melton Borough Council	Programme sponsor
Harry Rai	Melton Borough Council	Project Sponsor
Steven Taylor	Melton Borough Council	Project Support
David Scott	Melton Borough Council	Finance
Robin Thompson	RPT Consulting	Project Director
Roger Sheridan	RPT Consulting	Project Manager
David Blanchard	Melton Borough Council	Property
Verina Wenham	Melton Borough Council	Legal

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## **Appendices**

- A. Project Plan
- B. Risk Matrix

## Section 1 - Introduction & Key Objectives

The detailed business case for Melton Council (the Council) in respect of the Melton Sports and Leisure Village identified the key objective which is for a development which included the following facilities:

- 3G Artificial Grass Pitch (AGP) stadium to deliver football and rugby
- Clubhouse and new indoor sports hall
- Grass pitches
- Commercial activities
- Additional community sport activities to create a venue which delivers facilities for residents and visitors

There is the need to identify a new partner for the operation of the existing MSLV once the existing contract with SLM ends in 2017.

The next stage of the project is to implement the key recommendations, through the procurement phase.

The Council have agreed to commence a DBOM procurement which seeks bids based on three principle options, as follows

- Contract for the continued operation of the existing facilities (circa 10 year contract – to link in with the existing contract for Waterfield).
- DBOM contract for the new facilities based on Scenario 1 – to deliver at least the minimum facilities but ideally the aspirational facilities in the design layout
- DBOM contract for the new facilities based on Scenario 2 – to deliver at least the minimum facilities but ideally the aspirational facilities in the design layout

Taking the project forward is based on the following three key areas of activity

- **Project Structure and Preparation** – enabling the Council and Project Team to prepare for the implementation of the project and provide members with confidence in the future delivery structure and approach.
- **Procurement Support** – guiding the Council through the procurement of a DBOM partner to deliver the future development of the Sports and Leisure Village
- **Project Management Support** – providing project management for the overall project, through dedicated time to ensure the project is delivered to time and budget

The project is proposed to be delivered in a phased approach, Phase A, identifying key outcomes and approval of the business case has been completed. The remainder of the project is divided as phases B – E as set out in the next section.

## **Section 2 - Phased Approach**

### **Phase B - Project Structure and Preparation**

*9 weeks July 2016 –October 2016*

This phase is structured to enable the Council and Project Team to prepare for the implementation of the project and provide members with confidence in the future delivery structure and approach. There are three key parts to this phase which include

- Development of project structure and responsibilities, which will be delivered through the preparation of a Project Initiation Document (PID), Risk Register and Project Plan
- Identification of the project budget (including a review of the existing budget and commitments already made) together with a process for signing off the budget and management of the budget. Identify all associated costs including surveys, Legal, Asset Issues.
- Preparation of the document framework for the procurement – setting out the key documentation and what the principles will be within it.

It is proposed that the overall timescale for this phase is for sign off by Council on 12 October 2016, with a number of key stages in advance.

We anticipate the following key outputs from Phase B

- Draft PID & Project Structure
- Overview of Budget and Key Issues
- Agreed extension to Extend Contract with SLM
- Soft Market testing
- Draft Council Report

### **Phase C - Procurement Preparation Phase**

*16 weeks October 2016 – Mid Jan 2017*

The Project Team will meet regularly and undertake the following key tasks, lead by RPT Consulting as specialist advisers.

Market the opportunity to ensure that appropriate operators submit expressions of interest to enable the best possible value for money for the Council.

It is important that throughout the process flexibility is built in to allow the Council to consider options. For example, the OJEU needs to be sufficiently broad to include all services that could potentially be a part of the partner delivery.

The approach is based on utilising the Sport England contract documentation as a starting point but then tailored for the Council. We also assume that the Council will either use their in house legal team or appoint external legal advisers to develop the contract and finalise the contract, from a legal perspective.

#### Prequalification Stage (PQQ)

*8 weeks – End Nov 2016 – Mid Jan 2017*

The PQQ is developed to ensure that the opportunity is marketed properly to create the best possible interest. We would

- assist in placing the advert (OJEU if appropriate) to ensure the scope of the advert does not preclude any future options the Council may want to go down
- organise a Bidders Open Day (if required) to maximise Bidder interest and awareness of the opportunity.
- the evaluation of PQQ submissions to select the most able Contractors or Consortia who will deliver your project outcomes (not necessarily the largest organisations) and reduce the amount of work/costs in evaluating numerous bids that can be submitted by those currently in the market we will:
  - test eligibility to bid including whether the Contractor is or has been bankrupt, has convictions or has committed a grave misconduct during the course of their business, has not fulfilled their obligations to pay tax or national insurance contributions or has been guilty of serious misrepresentation relating to the provision of information
  - evaluate their economic and financial standing
  - evaluate their technical capacity and ability
  - prepare an evaluation report including a summary of scores and any issues that may be of concern to the Council. We would anticipate short-listing with the Council a maximum of three Bidders. This will ensure a competitive process whilst not disengaging the Bidders

At the end of the PQQ stage bidders who represent the best in the market and will deliver the outcomes the Council are seeking will be put in the shortlist.

## **Phase D**

### **Submissions phase**

#### Invitation to Submit Detailed Solutions (ISDS) stage

*28 weeks Oct 2016 – April 2017*

The main tender documentation for ISOS (Invitation to Submit Outline Solutions), if appropriate, and ISDS (Invitation to Submit Detailed Solutions) would be refined if required following the PQQ stage.

There may be a need for an ISOS stage although the business case will be well developed and if it fits with the timescales. An ISOS may help the Council to determine the structure and future direction of the ISDS and contract.

This phase of our approach includes the issue of the tender documentation, and evaluation and selection of the bidders who are invited to submit Final Tenders. By taking the 'Dialogue' approach this will enable the Council to discuss all aspects of the Contract with Bidders (continuous dialogue) so that a solution is reached which is capable of satisfying Council's needs and requirements and harness the contractors' knowledge and experience.

During this phase of the project the Project team will take on the

- development and issue of the documentation
- leading and facilitating clarification meetings including clarification questions
- lead in the development of evaluation matrix to review response against the evaluation criteria
- manage the evaluation process with individual teams and the co-ordinating project team
- provide input and advice to the evaluating team and lead the evaluation where appropriate
- lead in the preparation of an evaluation report for the project team and key council personnel on the process and the submissions received identifying any key risks and actions to secure a good deal.

The aim of the ISDS is to enable the Council to engage with the Bidders during this key stage. Bidders will be asked to make a full, priced response to Council's Specification and to provide a mark-up of the draft Contract. The stage is designed to test Bidders' detailed proposals.

The ISDS documentation sets out the evaluation criteria and asks Bidders to provide detailed solutions in two key areas:

- Services (e.g. deliverability/added value/customer service)
- Technical (e.g. the capital build and investment plan)
- Commercial (e.g. price, commercial terms, contract)

An evaluation matrix will be used to assess responses to the ISDS and an evaluation report will be prepared that sets out the strengths and weaknesses of each submission, the scores achieved and a recommendation of the Bidders to progress to the next stage. The report will also identify areas that will need to be discussed further with short-listed bidders before closing dialogue (assuming competitive dialogue) and whilst still in competition. It is anticipated that two or three Bidders will be invited to submit Final Tenders.

#### Invitation to Submit Final Tenders (ISFT) stage

*14 weeks - April 2017 – July 2017*

Once the Council are confident that they will receive tenders capable of meeting its needs, it will close the dialogue phase and invite the remaining Bidders to submit Final Tenders.

Once the Final Tenders are received, there may need to be a period for clarifying and fine-tuning the detail of the Final Tenders with the Bidders, following which the Final Tenders will be evaluated.

Subject to the submissions and the overall procurement process it may be that a final tender stage is not required and the Council can go straight to preferred bidder.

This stage will:

- lead and facilitate any clarification and fine-tuning of the detail of the Final Tenders with Bidders
- provide input and advice to the evaluation team and lead the evaluation of the final tenders where appropriate
- work with the Project Team to recommend a Preferred Bidder or Bidders.

Once the preferred Contractor is selected, and approved by the Council, the unsuccessful Bidders will be notified and debriefed and the Council will implement a standstill period.

## **Phase E**

### **Preferred bidder and letting contract**

#### Preferred Bidders stage

*11 weeks – July 2017 – Oct 2017*

Following the selection of Preferred Bidder and the standstill period, the project team will:

- undertake clarification and confirmation of commitments with the Preferred Bidder
- agree the contractual documentation with the Preferred Bidder.

### Section 3 - Project Management

RPT Consulting will guide and action the delivery of the procurement project plan and manage the project (in line with Prince 2 methodology).

A detailed project plan has been developed following the initial project planning workshop. Regular project updates will be provided and where appropriate attendance at members and officers presentations.

Project management support is provided to the Council on development of the MSLV through to construction, through co-ordination of the various strands of work (including procurement, planning and funding) from the Council specialist advisors, RPT Consulting.

Project management tasks will include

- Preparation of a Project Initiation Document (PID) which will set out the key tasks and approach to the project, including responsibilities, key timescales and dependencies
- Organisation and management of the project team, including regular project meetings, preparation of action plans and responsibilities
- Preparation of a project plan (using either Microsoft Project or Excel) depending on the complexity of the project
- Chasing and co-ordinating key activities, such as design, funding, planning, operator appointment, etc.
- Undertaking key activities in particular the development of funding applications, liaising with funders, preparing Member reports
- Regular liaison with Key Senior Managers (and Members if appropriate) to ensure decisions are made promptly
- Preparation and updating of the risk register and risk management strategies

Throughout the project RPT Consulting's role as Project Managers would be to co-ordinate and guide the project through the key stages through to funding, planning and commencement of construction. It is anticipated that the Council will have a construction project manager to deliver the construction project and appoint a clerk of works to deliver on the programme.

#### RPT Consulting Team

A core team will be provided which provides consistent and dedicated support, but also the flexibility to scale up or scale down the team as required, depending on the workload and level of seniority which is required.

The core team would be an Associate Director (Roger Sheridan) who would act as the Project Manager, working on a day to day basis with the Council. He would be supported by Robin Thompson who would act as Project Director and oversee the project to ensure that the project is delivered on time and to budget, as part of his current role within the project.

The table below summarises the respective roles of the team.

Team Member	Role
Robin Thompson (Project Director)	<ul style="list-style-type: none"><li>• Oversee the project – provide a point of contact for any issues</li><li>• Provide additional support for team and would ensure quality of delivery</li></ul>



Roger Sheridan (Senior Project Manager)	<ul style="list-style-type: none"> <li>• Act as Project Manager and lead on preparing the PID and overall Project Plan</li> <li>• Lead on organising and co-ordinating the programme and project management</li> <li>• Maintain and update the project plan and ensure specialists are delivering on actions</li> <li>• Day to day liaison with the Council project team and co-ordination</li> <li>• Liaise with funders and specialists to deliver the timescale</li> <li>• Chair the Project Team and ensure delivery of the key actions</li> <li>• Development and updating the risk register and risk management</li> <li>• Troubleshoot and chase up any key areas of concern</li> <li>• Provide expertise in facility development and design issues</li> </ul>
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The team have worked on a number of facility development projects and delivered new facility developments, often taking a project management role. In particular we have experience of running a number of project management projects in Leisure. Roger is qualified in Prince 2 methodology and will oversee the project using this methodology. Of specific relevance to this project are the following projects

- Project Management for the redevelopment of Hinckley Leisure Centre and facilities in Oadby & Wigston, with total capital cost of circa £22 million.
- XC Centre, Hemel Hempstead – project management (including funding) for the new Extreme Sports Centre, funded through the new opportunities fund
- Project management of facility development projects for a number of Local Authorities, including South Oxfordshire, Maldon, Bridgend, Hertsmere, amongst others

***Project Management Structure***

The project will be overseen by the Leisure Vision Steering Group reporting to Council. Any key decisions and sign off of the key project stages will need to be made by the steering group. Working to the LVSG will be the Project management team as set out below:

- Programme Sponsor– Christine Marshall
- Procurement and Director - Robin Thompson
- Project Manager – Roger Sheridan
- Project Sponsor - Harry Rai
- Project Support – Steven Taylor
- David Blanchard – Property
- Verina Wenham - Legal
- David Scott - Finance

**Terms of Reference**

Group	Key Responsibilities
Council	<ul style="list-style-type: none"> <li>• Makes Key Decisions – shortlisting, appointment of contractor, financial arrangements</li> </ul>
Leisure Vision	<ul style="list-style-type: none"> <li>• Guides &amp; Supports Project Management Team</li> </ul>

Working Group	<ul style="list-style-type: none"> <li>• Members input to project outcomes</li> <li>• Acts as sounding board for member decisions</li> </ul>
Project Management Team	<ul style="list-style-type: none"> <li>• Oversees and guides workstreams</li> <li>• Troubleshooting &amp; Problem Solving</li> <li>• Key Officer decision making</li> <li>• Meets at least monthly</li> </ul>
Workstreams	<ul style="list-style-type: none"> <li>• Leads work in particular area</li> <li>• Reports issues &amp; progress to Project Team</li> </ul>

## Scope

In addition to the Procurement process outline above the scope of the project includes a number of parallel work streams which will need to be coordinated with the procurement process and form part of the Project Management scope. These are set out below:

- Funding Applications/Liaison
  - FA, RFU and Sport England
- Stakeholder Consultation & Communication
  - Core – Melton RFC, Melton FC, SLM
  - Inform – Hockey, other sports & community users
- Lease & Property Agreements
- Clubs/Access

## Budget

It is important that a budget is developed and then monitored throughout the procurement process. A budget has been prepared against various areas of input and this has been structured to provide sufficient resource to deliver the project and is summarised below. (please note activities have been identified, to ensure competitive procurement allocations for each activity have not been shown)

Area	Budget (£'s)
Specialist Leisure Procurement	
Project Management (£1,650 per month)	
Legal Advice	
Condition Surveys	
Asbestos and Ground Condition Surveys	
Planning Costs	
Contingency	
<b>Total Costs</b>	<b>89,800</b>

This budget has been prepared to deliver the procurement of the various facilities and also enable sufficient contingency to deliver the project in accordance with the project plan. The project budget will be monitored in accordance with the project management framework and regular monthly reporting.

## **Section 4 - Risk Management**

A risk register has been prepared and the current version is set out in Appendix B which will be maintained by RPT Consulting and reviewed at each project team meeting.

