|  |  |
| --- | --- |
| **Project Management Plan**  |  |
| **Document Purpose**The Project Management Plan (PMP) sets out how the project will be carried out and contains all of the detailed information required to deliver the project outcomes to time and budget. |
| **Project Name:** | *Installation of new floodlighting to Playing Pitch 1 & Training Pitch 2, Smithtown RFC* | **Project / work package Number:** | *If applicable* |
| **Project Sponsor:**  | *Peter Smith (Vice Chair)* | **Linked Document(s):**  | *Smithtown RFC Business Case* |
| **Project Manager:**  | *Sarah Jones* | **Lifecycle Phase:** | *Definition*  |

**\***

1. Project Description

**Summary & Background**

***Brief description:-***

*Smithtown RFC manages 4 full size playing pitches, and four training pitches at the Orchard Road Town Trust sports site. Our existing floodlighting is located on our main playing pitch 1 and is nearly 30 years old and unreliable and obsolete. The project will provide new floodlighting to Playing Pitch 1 and Training Pitch 2.*

***The need / why are we doing it?***

*The reasons we are doing the project are that in In 2016/17 our inadequate and outdated floodlighting resulted in 20 evening games and training sessions for all age groups being cancelled or moved to alternative venues at great cost to the club and players. The poor floodlighting means evening training in winter can only take place on the Playing Pitch 1 which places greater pressure on the playing surface and means fewer games can be played each year.*

*We need to enhance capacity to enable more games and training sessions to take place on our own site, to save approximately £15,000 p.a. from hiring alternative sites and temporary floodlighting. Also, the current floodlighting is energy inefficient costing the club £5,000 p.a. in electricity bills.*

*We need to develop more opportunities to hold more training sessions for all age ranges and develop women’s / girls teams at the club to accommodate the growth of women’s rugby. By achieving this we will be more able to access future funding by helping to achieve the strategic aims of the RFU and Sport England.*

*In 2016/17 player numbers increased by 5%, in 2017/18 this increased by 19% as more junior teams were established. The club is active across the wider Smithtown community, and there is a clear demand to play rugby union from all ages and abilities, we need to enhance our facilities to cater for this growth.*

***The changes that need to be made and how this is an improvement over the current situation?***

*The project will provide new floodlighting to the following pitches:-*

*Playing Pitch 1 - this is the club's main playing pitch for senior / cup / regional matches at the Smithtown RFC site on Orchard Road. The pitch had improved drainage installed in 2015 and offers terracing / safe viewing for supporters. New floodlighting will consist of 10 new lighting columns with lights (5 columns on each side of the pitch) and will include all necessary upgrade works to the electrical supply infrastructure.*

*Training Pitch 2: This is the closest training pitch to the main Pitch 1 and therefore is best placed for the provision of a new electrical infrastructure connection to enable the installation of floodlighting on one side of the training pitch. New floodlighting will consist of four new lighting columns with lights along one side of the pitch and will include all necessary upgrade works to the electrical supply infrastructure*

*We estimate that Playing Pitch 1 will accommodate 20 more games per season because training will take place during the evening on Training Pitch 2. This would increase the income from match fees by £8,000 per year. The new floodlighting will save £20,000 per year in hire and electricity fees which can be invested in further improvements at the club*

***Strategic / organisational objectives***

*In the Smithtown RFC club vision document (2017 - copy provided), improvements to floodlighting is identified as the number one priority, together with new changing facilities for all to use. The club undertook a consultation with members / clubs / families who currently use the site (2016/17). New lighting was the top of five priorities identified by club members.*

**Deliverables / project outputs**

* *Playing Pitch 1 - install 10 new lighting columns with lights (5 to each side of pitch) including all upgrade works to electrical supply infrastructure*
* *Training Pitch 2 – install 4 new lighting columns with lights to one side of pitch including all upgrade works to electrical supply infrastructure*

**Project outcomes**

*The outcomes that we are seeking to achieve from the project are:*

* *Continued growth of club membership, both senior and junior and family members*
* *Develop three women’s teams with plans to accommodate two more*
* *Less games cancelled due to overuse of Playing Pitch 1*
* *More training sessions organised for all ages and genders*
* *Reduced expenditure on hiring alternative facilities / portable floodlighting*
* *Reduced expenditure on maintenance and electricity bills*
* *Increased income from match fees and memberships*

**Performance and quality measures**

*Identify the success criteria for your project;*

* *Playing Pitch 1 will accommodate 20 additional games per season*
* *The clubs electricity bill will fall by £2,500 p.a.*
* *The floodlighting will be installed by the start of the 2018/19 season*
* *The budget for the project will not exceed £340,200*
* *2 senior / 2 junior women’s/girls rugby teams will be established with a target of 70 participating per year*
* *The number of senior players rugby training sessions will increase from 3 to 10 sessions per week.*
* *A new programme of training for juniors (8 - 16) will be operating with 4 sessions per week.*

*Identify relevant key performance indicators;*

* *Sport England funding secured by 1st Sept 2017*
* *Planning permission for new floodlighting submitted by 01/11/2017 and in place by 02/01/2018*
* *Tenders issued and received and contractor appointed by 15/02/2018*
* *Demolition and disposal of existing floodlighting by 15/03/2018*
* *Installation of drainage and service connection by 01/04/2018*
* *New floodlighting installed by 16/06/2018*
* *Testing and handover to club 22/06/2018*

**Project scope, assumptions and constraints**

* *The scope of the project is to install new floodlighting around Playing Pitch 1 and Training Pitch 2 for a fixed budget of £340,200 (in scope)*
* *There is a need to enhance the pavilion changing and showers facilities to meet current sports body requirements, however this will be a separate project at a later date (out of scope)*
* *There is insufficient funding to refurbish the bar and kitchen areas and this will be a future and separate project (out of scope)*
* *Match funding from Sports Lottery Community Asset Fund (£50,000) is contingent on the LED lighting being complaint with the highest energy efficiency / environmental standards (assumption and constraint)*

**Linkages and dependencies**

*The RFU / Sport England will not provide investment for the pavilion changing and shower facilities enhancements until the capacity of the pitches to host more matches has been achieved. The new floodlighting will allow 20 extra games to be played on Playing Pitch 1, and support the setting up of women / girls teams and a growth in participation and membership. Once this has been achieved the door for future funding to improve the pavilion facilities will be opened.*

1. Project Finance & Business Case summary

***Project description****: Provide new floodlighting to Playing Pitch 1 and Training Pitch 2.*

***Option 1: Do nothing - continue with existing floodlighting.***

*Evening and training games will continue to take place whilst the system is working, however costs will be - annual maintenance £5,000; electricity p.a. £5,000. 15 year maintenance cost £75,000 (at 2017/18 costs). 15 year energy £75,000 (at 2017/18 costs). The existing floodlighting system is outdated and subject to multiple failures so it is not likely to be functional for more than the next 2 or 3 years. It is not fit for purpose and its retention would lead to continued high numbers of games being cancelled and an inability to increase capacity and develop membership and women’s teams. There would be no prospect of reducing maintenance and energy bills and limited opportunity to grow club income. We would continue to have to pay fees to use other facilities and hire temporary floodlighting (£15k p.a.). It would not be possible to achieve the outcomes listed in section 1.*

***Option 2: Decommission and remove existing floodlighting***

*To safely remove outdated floodlighting. The costs is £30,000 to decommission the floodlighting system which would save maintenance and energy costs of £150,000 over 15 years.* *Large numbers of games would be cancelled and it would not be possible to develop the number of youth teams and women’s teams playing at the site. There would be savings in annual maintenance and energy bills, however we would lose substantial income from cancelling evening games and not being able to train in winter evenings. We could not be able to grow our membership and support the growth of women’s teams. It would not be possible to achieve the outcomes listed in section 1.*

***Option 3. Remove old floodlighting and install new state of the art floodlighting system (preferred option)***

*The installation of new state of the art floodlighting. The cost is £340,200 capital and £50k maintenance for 15 years. This will produce a number of benefits:*

*Environmental – LED lighting will substantially reduce Co2 emissions by cutting energy consumption by 50%*

*Social – the number of participants (senior, junior and females) playing rugby will grow. Three new women’s / girls teams will be established. More games will be played and more training sessions held, improving fitness and skills. The club will improve sustainability by reducing expenditure and increasing income.*

*Technological – the new system will be state of the art complying with modern electrical safety standards and subject to greatly reduced annual maintenance costs*

*Legal – the new system will produce increased ambient light to ensure safe evening / night time training for participants and spectators ensuring we comply with our risk assessments and legal requirements to safeguard the public.*

*Economic – The club will save approx. £25,000 in maintenance costs and £37,500 in energy costs over 15 years and save £225,000 over the same period from not having to hire alterative facilities and temporary floodlighting. The club would increase income from match fees and membership by £8,000 p.a, or £120k over 15 years. The total 15 year economic benefit to the club is therefore £407,500.*

*Opportunities include the ability to access Sport England and RFU funding for future sports pavilion funding. This would not be possible unless we had the capacity for growth afforded by the new floodlighting system.*

*This option would allow the club to take steps to achieve all the outcomes listed in section 1 above.*

**Financial - capital and revenue**

|  |  |
| --- | --- |
| ***Description of item*** | ***Cost of item*** |
| *Preliminaries (Insurances, Site Welfare, Health & Safety fencing)* | *£1000* |
| *Demolition and disposal of existing lighting columns* | *£30,000* |
| *New drainage works around locations for all new light columns* | *£19,000* |
| *Provision of new service connection including conduit and access point* | *£100,000* |
| *Floodlighting LED system revamp - supply & install 14 columns + lights* | *£150,000* |
| *Project Management Fees (8 days @ £300 per day)* | *£2400* |
| *Contingency (10%)*  | *£30,240* |
| *2.5 % inflation* | *£7560* |
| ***Total*** | ***£340,200*** |

*Set out known financial constraints and assumptions (including spend end date):-*

*There is no prospect of a budget overrun, so value engineering will need to take place if the contingency looks likely to be exceeded to reduce costs.*

*All claims and phasing of payments from South Glos Council will take place as per the agreed funding agreement and will be subject to reports on progress.*

*Final payments to contractor following commissioning and testing by 16/06/2018.*

*Claim to Sport England following successful commissioning and testing for £50k match funding.*

**Non-financial (for example)**

*As the works are programmed for the close season there will not be a deterioration of service whilst the works are in progress.*

*The increased demand will be monitored and if this exceeds our projections contained in the business case it will increase the evidence of need for a separate project to enhance the changing and shower facilities.*

1. Accountabilities, Roles and Decision Making

**Project Board**

|  |  |  |
| --- | --- | --- |
| **Role** | **Name** | **Time allocation (e.g. / week)** |
| *Project Sponsor*  | *Mike Jones (Vice Chair of club)* | *1 day* |
| *Project Manager* | *Sarah Jones (Facilities Manager)* | *3 days* |
| *Financial scrutiny* | *Amanda Smith* | *0.5 days* |
| *Grants compliance* | *Sheila Peterson* | *0.5 days* |
| *Member Liaison* | *Robert Smith* | *0.5 days* |

**Decision-making and Reporting**

*The Project Sponsor and Project Manager will have weekly meetings on Monday mornings to discuss issues and progress.*

*The Project Sponsor will report issues and progress on outputs to the Project Board on a monthly basis. The Project Manager will also attend all board meetings and provide a written and verbal update.*

*All issues related to the progress of the project will be reported to the Board by the Project Sponsor and Project Manager including whether on time, within budget, key performance indicators met / not met, consultation and design issues, quality and performance of contractors etc. Exception reports will be prepared and sent to the Board prior to board meetings where there are significant issues relating the project that may throw it off track, for example drifting over budget, time delays or quality issues.*

**Project Team**

*Identify the Project Manager, team members, their responsibilities, and their time commitment and ensure that the roles have been allocated to, and agreed by, Board members.*

|  |
| --- |
| **Project Manager:** *Sarah Jones* |
| **Team member name(s)** | **Role / responsibility** | **Time allocation (e.g. / week)** |
| *Peter Roberts* | *Administration and accounts* | *1 day* |
| *Richard Milestone* | *Planning permission co-ordinator* | *1 day* |

**Project Assurance**

*The Project Sponsor will check that processes and procedures are being carried out efficiently and records maintained at weekly meetings with the Project Manager.*

*The Project Sponsor will ensure that the tendered systems for the electrical works and LED lighting meets sporting body and agreed energy / environmental standards before tendering.*

*The Project Sponsor will review the tenders received and seek authorisation from the Board to appoint the preferred contractor.*

*The Project Board will receive reports at agreed end of phase review dates (see below) and monthly during the build phase to ensure quality and cost / time key performance indicators are being met.*

**End-of-Phase reviews**

***Definition Phase****:*

*Review to sign off of the Project Management Plan by the Board by July 1st 2017. Acceptance criteria to authorise progression to the next phase will be all grants applied for and S106 funding allocated will be sufficient to cover projected costs and sufficient contingency to cover unforeseen circumstances.*

***Development Phase:***

***Grant funding*** *– Review to authorise progression to next phases when the outcome of Sport England funding application for £50k is known (by 1st Sept 2017). Acceptance criteria is successful award of funding.*

***Planning Permission*** *– Review by Project Board to ensure planning permission secured and any issues or planning conditions taken into account before moving to pre-tender stage. Acceptance criteria is obtaining planning permission by 2nd January 2018.*

***Pre-tender sign off*** *– Review by Project Board of tender documentation for all works, to be signed off by Project Board by January 10th. Acceptance criteria is that the tender documents are comprehensive and high quality and will ensure environmental and energy efficiency criteria are met. Also evidence through consultation with users of the playing and training pitch that the floodlighting meets their requirements.*

***Tendering*** *– Review by Project Board. Acceptance criteria are that received tender costings are within budget and compliant, and proposed contractor has a track record of quality management and delivery. Agreement for appointment of preferred contractor. To be completed by February 15th 2018.*

***Build*** *– End of build phase review by Project Board. Acceptance criteria is to ensure that demolition, installation of service connection and drainage works, and installation of floodlighting work has been carried out as specified in tender documents and to quality criteria before handover to Facilities Manager and users. To be completed by 16th June 2018.*

***Commissioning and Testing*** *– End of commissioning and testing phase review to ensure new floodlighting system is working and any snagging works have been completed. Acceptance criteria is a functioning system as specified in tender documents; Project Board to authorise final payment to contractor contingent on acceptance criteria being met. To be completed by 16th June 2018*

***Handover and Closure Phase:***

***Handover*** *- End of handover phase review to ensure all documentation on management and maintenance of the new floodlighting system has been handed over to managers of facility and to consult users on whether their requirements have been met by 22nd June 2018. Acceptance criteria is report from Facility Manager that operational staff / volunteers trained on use on new system and all documentation and management / maintenance / health and safety / warranty period procedures in place.*

***Closure*** *- Provide end of project report to the Project Board and project funding organisations and ensure all grants claimed and project budget accounts finalised by 31st July. Acceptance criteria for close down of project are handover completed successfully, all grant funding received and invoices paid and budgets finalised and signed off by the board.*

1. Stakeholder Management & Communication

***Key Stakeholders:***

*Rugby Players – users of the playing and training pitch – consult male and female teams to ensure their requirements are met. Consult prior to planning permission and pre-tender sign off to ensure user requirements are built into the specification for the new floodlighting.*

*Sport England – consult Sport England to ensure their requirements for energy efficiency and environmental regulations are taken into account, at project definition and pre tender design phases.*

*Surrounding residents – consult surrounding residents on draft plans for floodlighting prior to submitting planning application to ensure there will not be significant objections to the plans before they are submitted for planning permission.*

*Funding bodies – provide progress reports to funding bodies i.e. South Glos Council, Sport England, as per their funding agreements.*

***Internal Policies, Processes and Statutory Requirements***

*Sport England regulations on energy efficiency and luminescence requirements for new floodlighting systems.*

*South Glos Council and Sport England require a minimum of three quotes for all works to ensure best value.*

*Health and safety at work requirements / CDM requirements.*

***Reasons, benefits and implications for key stakeholders for communications message***

*New floodlighting will lead to continued growth of membership and lead to more women’s / girls playing sport.*

*There will be less games cancelled and more training sessions.*

*The club will become more financially sustainable by reducing expenditure on maintenance, hire fees and electricity.*

*The floodlighting enhancement will open the door for further funding to improve the pavilion changing and shower facilities and bar and kitchen areas.*

1. Key meetings

*Identify what meetings will take place, how often, and who will be required to attend.*

|  |  |  |
| --- | --- | --- |
| ***Meeting*** | ***Frequency*** | ***Attended by*** |
| Progress review meetings | Weekly | Project Sponsor / Project Manager |
| Team meetings | Weekly | Project Manager and team |
| Project Board | To sign off phase reviews as detailed in section 3. Additional Project Board meeting to be called if exception reports are raised. | Project Manager and Project Board |

1. Project schedule / plan

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Start date:** | **1st June 2017** | **Project End date:** | **31st July 2018** |
| ***Baseline Milestones*** |
| *Identify the key points during the project and the target dates when they will be reached* |
| **Milestone 1** | Submit Sport England Funding Bid | 22nd June 2017 |
| **Milestone 2** | Complete Project Management Plan and sign off by Project Board | July 1st 2017 |
| **Milestone 3** | Complete consultation with users on requirements for new floodlighting | Aug 1st 2017 |
| **Milestone 4** | Complete consultation with local residents on new floodlighting system | Sept 1st 2017 |
| **Milestone 5** | Sport England bid outcome - Project Board to authorise progression to next stages if bid successful | Sept 1st 2017 |
| **Milestone 6** | Obtain planning application | 2nd January 2018 |
| **Milestone 7** | Complete pre tender documentation incorporating any planning conditions and sign off by Project Board to go to tender | 10th Jan 2018 |
| **Milestone 8** | Receive minimum of three quotes, carry out any necessary value engineering and obtain Project Board sign off to appoint preferred contractor | 15th Feb 2018 |
| **Milestone 9** | Build phase 1 – demolition of existing floodlights | 15th March 2018 |
| **Milestone 10** | Build phase 2 - completion of upgraded service connection and drainage works | 1st April 2018 |
| **Milestone 11** | Build phase 3 - installation of new floodlighting system | 9th June 218 |
| **Milestone 12** | Complete successful commissioning and testing of system and sign off by Project Board | 16th June 2018 |
| **Milestone 13** | Handover of new system to Facilities Manager along with all documentation and training | 22nd June 2018 |
| **Milestone 14** | Submit end of project reports to funders, claim all remaining grant funding, finalise accounts / budgets and close project. | 31st July 2018 |

1. Procurement

*Three quotes will be obtained for all services and purchases.*

*We will only procure products and services that meet relevant environmental standards as per the Environmental Assessment Checklist submitted with our Stage 2 application for funding.*

1. Tolerances

*A tolerance of 4 weeks will be given to find out the outcome of the Sport England funding bid Project Board sign off to continue with the project - to allow for any delays in the Sport England grant assessment process.*

*A tolerance of two weeks will be given for the completion of the commissioning and testing phase and handover to the Facilities Manager.*

*If the costs following receipt of tenders exceed the budget of £340,200 an exception report will be raised with the Project Board*

1. Risks & Issues

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk** | **Impact / Probability****(H / M / L)** | **Rating**(**R / A / G**) | **Mitigating action** | **Owner** |
| *Funding bid for Sport England is unsuccessful* | *Impact H**Prob M* | ***A*** | *Ensure funding application meets all sporting body standards and consult with sporting body on contents of application before submitting bid. Ensure it is high quality.* | *Project Manager in consultation with Sponsor* |
| *Planning permission is refused* | *Impact H**Prob L* | ***A*** | *Ensure pre planning application consultation with local residents is carried out to minimise objections.*  | *Richard Milestone and Project Manager* |
| *All tenders received exceed budget* | *Impact H**Prob M* | ***A*** | *Ensure that all works are accurately specified in tender documentation. Value engineer design, specification and materials to bring into budget.* | *Project Manager in consultation with Sponsor* |
| *Unexpected ground works required (i.e. soft spots below floodlight footings or additional drainage works* | *Impact M**Prob L* | ***G*** | *Ensure there is sufficient contingency in project budget to cover unexpected expenditure* | *Project Manager in consultation with Sponsor* |

1. Benefits Realisation

*Please describe in the table below how the outputs / benefits of your project will be handed over to the users and / or facility managers so that they become part of ‘business as usual’ activities? Identify what actions are necessary to make this happen and who the ‘owners’ of each action are to ensure that this happens and the anticipated timescale for implementation?*

|  |  |  |  |
| --- | --- | --- | --- |
| **Benefit** | **Action** | **Timescale** | **Owner** |
| *Ensuring good quality future maintenance of new floodlighting system* | *Update facilities maintenance plan to include safe operation and maintenance of new system*  | *22nd June 2018* | *Project Manager & Facilities Manager* |
| *Gather information / warranties on new appliances and equipment into accessible file and make available to facility manager* |
| *Ensure all plans showing electrical services are handed over to Facilities Manager* |
| *Ensuring staff / volunteer training* | *All approved operators of new floodlighting system to receive training in operation and health and safety requirements*  | *22nd June 2018* | *Facilities Manager* |
| *Increasing future income from growing membership and more teams using playing pitch and training pitch* | *Inform all teams of charges and keep track of future income stream* | *22nd June Onwards* | *Club Treasurer* |
| *Assess whether success criteria for the project have been met (20 additional games played, reduced energy bills, women’s / girls teams established, training sessions increased, savings on hire costs realised)* | *Gather information and data to assess whether success criteria have been met and write short benefits realisation report 1 year on from project close down. Submit to club officials and use as evidence for future funding bids to enhance changing and shower facilities and kitchen / bar area* | *July 31st 2019* | *Project Sponsor* |

|  |
| --- |
| **Control & Approval** |
| **Author:** | Sarah Jones | **Approver / Title:** | Project Manager / Facilities Manager |
| **Document Version no:** | 1.1 | **Approval Date:** | July 1st 2017 |