

What is a Project Initiation Document (PID)?

The PID forms the main document of the project and describes what the project is to achieve, how it will be achieved, who is involved in the project and the risks that may be encountered. This should be the most useful document in terms of helping you to manage your project

When should it be completed?

The PID should be completed for all mini, medium and large projects as part of the Project Planning phase. Generally, for key and capital projects this should in line with the business improvement planning process.

Where does it go for approval?

The Senior Responsible Owner

When complete delete this box and all of the italicised text which has been provided as guidance to help you complete the document.

PROJECT DOCUMENTATION

PROJECT INITIATION DOCUMENT

Deliver a Leisure Improvement Project

Version: 0.6

Date:06/10/2021

Author: Michael Johnson

Project Manager: Lee Nickson /Edward Clegg.

Senior Responsible Owner: Neil Anderson

Responsible Directorate / Service: Projects & Development

Revision History

Revision Date	Summary of Changes	Version
12.10.20	First Draft	0.1
08.12.20	Second Draft	0.2
07.04.21	Third draft	0.3
11.08.2021	Fourth draft	0.4
17.09.2021	Fifth draft	0.5
06.10.2021	Sixth draft	0.6

Approvals

Name	Date Approved	Version
Neil Anderson	11 th August	Version 4

Distribution

Name	Title
Neil Anderson	Assistant Director of Projects and Development
Lee Nickson	Programme Manager
Paul Shannon	Commercial Manager Leisure Centres
Danny Delvard	Operation Manager Leisure Centres
Edward Clegg	Programme Leader – Building Surveyor
Anthony Howard	Policy, Performance and Partnerships Manager
Michael Johnson	Policy, Performance and Partnerships Officer
Brett Spence	Project support – Estates Technical Assistant.

1 Project Overview

Having adopted the new Leisure Facilities Strategy this project mandate is about delivering a program of improvements to the existing leisure facilities (Penwortham, Leyland, Bamber Bridge and South Ribble Tennis Centre) to ensure that they are high quality and accessible for residents from across the borough pushing forward the concept of Leisure Local.

The programme relates to a series of projects which includes:

- ▶ The carrying out the refurbishment of all the Leisure Centres (Penwortham, Leyland, Bamber Bridge and South Ribble Tennis & Fitness Centre) The key aspects of the refurbishment will pick up on the 2016 Condition survey the paise schedule and then political priority of improvement the look of the centres and the customer experience of using the centres
- ▶ The commissioning and undertaking of a decarbonisation report to allow the possibility of access to government grants to help reduce the carbon footprint/operating costs of the leisure centres. This work will also pick on some key Mechanical and Electrical improvements at the Leisure Centres

2 Objectives

- ▶ To deliver key actions as part of the investment plan for the boroughs existing leisure centres by August 2022.
- ▶ To support the Borough's long-term leisure strategy to create a more physically active borough, improving the health and wellbeing of all residents and reducing health inequalities and taking forward the concept of Leisure local as promoted within the adopted Leisure Facilities Strategy
- ▶ To help reduce the carbon footprint of South Ribble Borough Councils leisure centres - subsequently resulting in the reduction of leisure centre operating costs by the utilisation of more efficient machinery/technology. The Decarbonisation project will also pick up key aspects of improving the Mechanical and Electrical installations at the Leisure Centres

3 Scope

In Scope
The Project will deliver a program of improvements to the existing leisure facilities (Penwortham, Leyland, Bamber Bridge and South Ribble Tennis Centre)

Out of Scope

This project will not include the future leisure management contract arrangements, or any other work identified outside of the investment plan for existing leisure centres.

4 Constraints

The constraints that may have a negative impact on the delivery of this project include:

- ▶ Impact of Covid 19
- ▶ Failure to secure government grant for decarbonisation scheme.
- ▶ A failure to get refurbishment done on Leisure Centres
- ▶ Services capacity to allow staff resources to assist with the project
- ▶ Leisure Investment – Elected Member decisions need to be made in relation the budget allocation.

5 Assumptions

- ▶ A decision will be made about the future leisure management contract arrangement's
- ▶ South Ribble Borough Council will secure a government grant with the assistance of Environmental Health (Decarbonisation Scheme).
- ▶ The appropriate project management support and contractor will be procured

6 Risks

The risks for the projects are detailed below (control measures yet to be actioned are highlighted in Blue):

Risk	Description	Impact	Likelihood	Risk Rating	Risk target	Risk Category	Risk Response	Control	Description	Owner
Capital programme not being agreed	Money not available to fund investment plan to current leisure centres	3	2	6		Financial	Treat	Approved budget in the Capital programme	Work closely with Finance to establish budget for investment plan	Neil Anderson
No political decision made on individual projects	Inability to gain Cabinet approval on individual Leisure Projects	3	4	12	6	Political	Treat	Work with new administration on future leisure centre options	Need to establish new potential options for delivering a new Leisure centre that is politically supported	Neil Anderson
Project Slippage	Lack of communication either internally or with contractors causes slippage and key milestones are missed leading to increases financial costs and/or detrimental effect on relationships.	2	3	6	4		Treat	The project team Manager has core team and wider team fortnightly meetings where a project tracker is updated and kept up to date	Ensure that all project members have clear lines of communication available to ensure that accurate and timely information is shared. In doing so any potential project slippage can be identified and remedial action can	Neil Anderson.

Risk	Description	Impact	Likelihood	Risk Rating	Risk target	Risk Category	Risk Response	Control	Description	Owner
									be taken to mitigate its effects	
Failure to secure funding for decarbonisation works.	The Environmental Health team fail to secure Central government funding for the decarbonisation scheme. This results in the extra capital not being received and the initial budget having to cover all aspects of the project initiation documents proposed works	3	3	9	4		Treat	<ol style="list-style-type: none"> 1. The council identifies internal funding from other areas such as CIL -106 to support the decarbonisation schemes. 2. Council spends over budget by borrowing money against decarbonisation schemes in realising reduced energy and utility costs through the upgrading of plant and BMS systems. 		Neil Anderson.

7 Project Approach

The project is being led through Leisure Services and is governed and managed through a Project Team.

- i. The first stage of the project has been approached through the use of the 2016 condition surveys carried out at the Leisure Centres and also the paisa agreement which we have in place with SERCO as part of the Leisure Contract
- ii. The initial phase of the project has been to ensure that the Leisure Centres are compliant and are Health and Safety safe. This work has taken place largely using finance inside the paisa agreement and in line with the Leisure Contract. The approach taken to achieve this has been to directly work with SERCO our previous Leisure Contractor to ensure compliance work linked to the condition surveys has been undertaken. This has largely involved work within the plant rooms of the centres and looking at issues such as fire safety compliance. This work has now been completed or nearing completion
- iii. The second strand of work has been the completion of the Dilapidations work associated with the end of the current SERCO contract in March 2021. This work has now been completed and signed off
- iv. The third strand of investment work will be the enhancement and improvement of the centres using the funding in the capital. The proposed work is outlined below.
The approach to deliver this work will be to work within a project management framework teams within the Commercial Service Directorate. We will include the new Leisure Management service as part of the project team. The project team will also work closely with the carbon reduction team within Environmental Health to commission a report regarding decarbonisation and the subsequent reduction in operating costs at the leisure centres - (energy and heating)

Outline Business Benefits & Desired Outcomes

Ref No.	Identify the Benefit <i>(a)</i>	Current Position (As Is) <i>(b)</i>	Quantify the Benefits (To Be) <i>(c)</i>	How will the benefits be measured? <i>(d)</i>	When will the benefits be delivered? <i>(e)</i>
B1	Enhanced health and wellbeing for the residents that will utilise the facilities.	Facilities are quite run down and are in need of improving to encourage use.	Increased user experience therefore increasing usage of centres.	This will be measured through the completion of planned works and through monitoring	All by August 2022

Ref No.	Identify the Benefit	Current Position (As Is)	Quantify the Benefits (To Be)	How will the benefits be measured?	When will the benefits be delivered?
	<i>(a)</i>	<i>(b)</i>	<i>(c)</i>	<i>(d)</i>	<i>(e)</i>
				the usage of the facilities.	
B2	Reduce carbon footprint/Reduced operating cost for centres with regards to heating/electricity usage.	Other than some LED light and change of pool chemicals there is still a lot needed to be done	Improved Environmental impact	Financial savings	All by August 2022

8 Project Resources

9.1 Detailed Project Plan –

Milestone	Task	Duration	Start	Finish	Resource
April to December 2020	Completion of Compliance and Health and safety work within Leisure Centres	8 months	April 2020	December 2020	The Council's committed Paisa work programme led by the Leisure Contract and projects manager and the contracts manager for SERCO
January Cabinet and Council Meetings	Decision to take Management of Leisure Centres back in-house	1 month	1 Jan 2020	31 Jan 2020	Leisure Contracts and Project Manager
March 20 21	Completion of the Dilapidations work in relation to the end of the SERCO contract.	3 Months	Jan 2021	March 2021	The Council's committed Paisa work programme led by the Leisure Contract and projects manager and the contracts manager for SERCO
June 2021	Commission and undertaking of decarbonisation report on leisure centres	2 Months	April 2021	August 2021	Finance, specialist consultants and Environmental Health officers
June 2021	Finalise scope of individual projects	2 Months	June 21	July 21	Project team to finalise scope of individual Leisure Projects
Establish procurement route for work to take place on individual Leisure Projects	Establish procurement route and timetable for the improvement and enhancement work to the existing Leisure Centres	4 months	May 2021	September 2021	Project team with support from Procurement and Finance sections of the Council
November 21 Complete procurement exercise to appoint suitable contractors for the individual Leisure Projects.	Carry out procurement exercises to recruit suitable contractors to carry out the individual	4 months	July 21	January 22	New In-house Leisure Services team supported by Commercial services Directorate projects team with the £1.3m budget in the Capital programme
Completion of Projects	Carry out improvement and enhancement work at Leisure Centres	11 months	November 21	November 21 Finish External Decorating December 22 Completion of Car Park project at Tennis Centre February 22	Leisure Refurbishment project Team

				Completion of Reception projects August 22 New Gym equipment project completion in Leyland Decarbonisation project August 22 depending on Government funding	
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9.2 Capacity Planner

Name	Service	Role & Responsibility in the Project	(Date) From	(Date) To	No of days
Neil Anderson	Projects & Development	SRO	April 21	August 2022	15 months
Lee Nickson	Leisure	Project Manager	April 21	August 2022	15 months
Edward Clegg	Facilities	Project Lead	05/07/2021	31/12/2021	6 months
Melanie Berry	Environmental Health	De-carbonisation project Lead	April 21	August 2022	15 months
James McNulty	Finance	Budget allocation	April 2021	August 2022	15 months
Laura Barton-Williams	Communications	Resident awareness	June 2021	August 2022	9 months
Janet Hinds / Elaine Evans	Procurement	Tender and award	April 21	November 2021	6 months
Jason Ascroft	Facilities	Advice and Guidance	April 21	August 2022	15 months
Brett Spence	Estates	Project Support	April 21	August 2022	15 months
Danny Delvard	Leisure Centres	Advice and Guidance	April 21	August 2022	15 months
Paul Shannon	Leisure Centres	Advice and Guidance	April 21	August 2022	15 months

9.3 Project Budget

- Capital Budget

Item	£ (Value)	Budget approved (Y/N)	Expected approval date
Penwortham leisure Centre – Sports Hall Floor Re-surface – Complete	£35,000	Y	Approved - complete

Leisure Centre – Painting of external cladding	£97,000 (Revenue)	Y	EMD Sep 2021
South Ribble Tennis Centre – Car Park Extension	£180,000	Y	Cabinet report Sep 16 th 2021
Penwortham leisure Centre – Reception Area Refurbishment incorporating the Squash court conversion.	£60,000	Y	Nov Cabinet 2021
Bamber Bridge Leisure Centre -Reception Area Refurbishment	£80,000	Y	Nov Cabinet 2021
South Ribble Tennis Centre – Reception Area Refurbishment	£20,000	Y	Nov Cabinet 2021
Leyland Leisure Centre – Reception Area Refurbishment	£80,000	Y	Nov Cabinet 2021
South Ribble Tennis Centre – Courtyard	£6,000	Y	Approved
Gym Equipment replacement (Leyland Leisure centre)	£500k This will need an accompanying business plan doing when we go to Cabinet	Y	February Cabinet 2022
Decarbonisation report - Complete	£22,680	Y	Approved - Completed
Bamber Bridge Leisure Centre – Plant replacement (potential grant funding)	TBC in-line with Government funding	Y	All projects below subject to national funding bid and cabinet approval **
Leyland Leisure Centre – Plant replacement (potential grant funding)	TBC in-line with Government funding	Y	**
Bamber Bridge Leisure Centre – Air handling units (potential grant funding)	TBC in-line with Government funding	Y	**
Leyland Leisure Centre – Air Handling Units (potential grant funding)	TBC in-line with Government funding	Y	**
Penwortham Leisure Centre – Air Handling Units (potential grant funding)	TBC in-line with Government funding	Y	**
Penwortham Leisure Centre – Plant replacement (potential grant funding)	TBC in-line with Government funding	Y	**

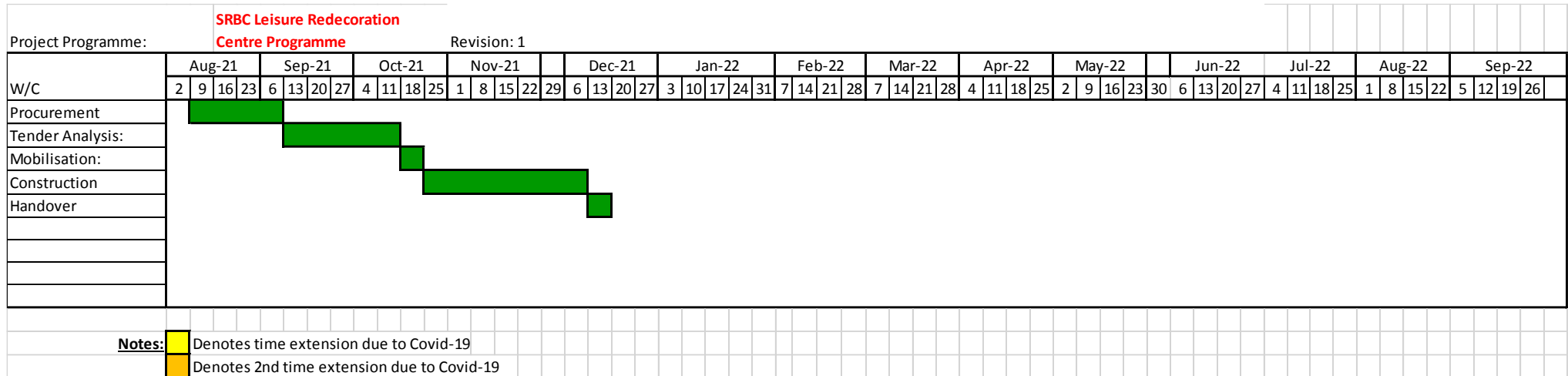
Bamber Bridge Leisure Centre – Roof (potential grant funding)	TBC in-line with Government funding	Y	**
Bamber Bridge Leisure Centre – Curtain Walls (potential grant funding)	TBC in-line with Government funding	Y	**
Penwortham Leisure Centre – Roof (potential grant funding)	TBC in-line with Government funding	Y	**
Penwortham Leisure Centre – Curtain Walls (potential grant funding)	TBC in-line with Government funding	Y	**

9.4 Impact on other services

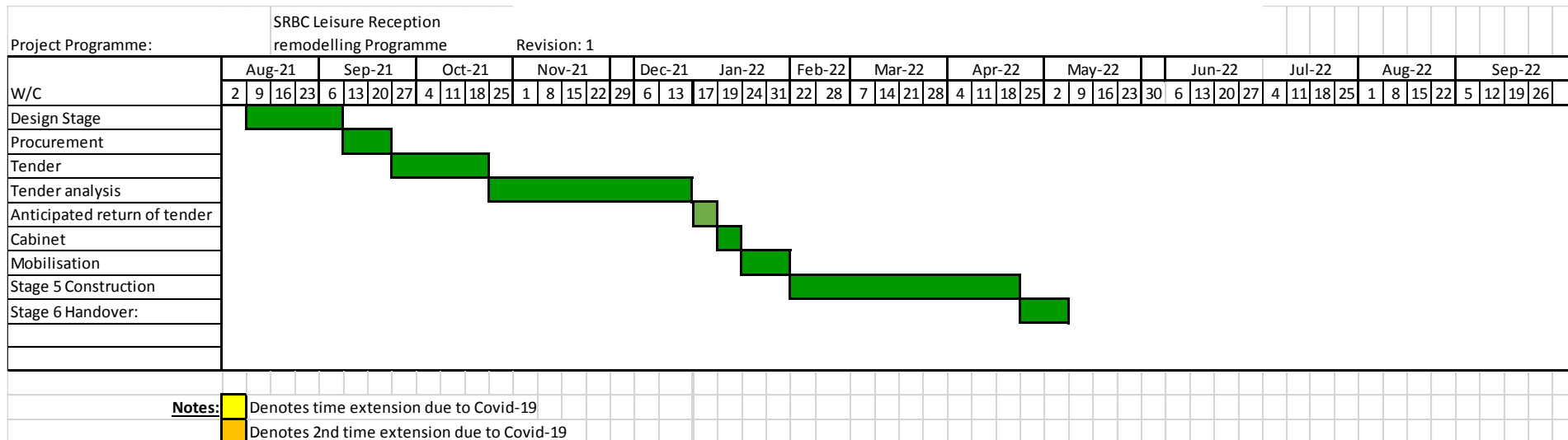
Service area/Team	Item (description of work involved i.e. procurement of architect)	Duration From -To	Budget confirmed YES/NO/TBC or N/A
Planning and Building Control	Achieving necessary planning or building control permission for each Project	Jan- December 2021	Yes
Procurement Services	Working with Procurement services on tendering key bits of work as part of the programme of works	Jan-December 2021	Yes
Environmental Health	Working with EH carbon reduction team to develop carbon reduction teams at the Leisure Centres as part of the refurbishment programmes	Jan-December 2021	Yes, for some
Commercial Services Directorate Project Team	Support to Leisure Services on individual schemes as required	February 21 to March 22	Yes

9.5 Project Timelines.

Leisure centre External Decoration Project.



Leisure Centre Reception Refurbishment Project.



Gym Equipment Replacement Scheme.

Project Programme:	LSRBC Leisure Gym equipment replacement																								Revision: 1														
	Sep-21			Oct-21				Nov-21				Dec-21				Jan-22				Feb-22			Mar-22			Apr-22			May-22			Jun-22							
W/C	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	27
Review Equipment	█																																						
Procurement													█																										
Tender Analysis:													█																										
EMD Approval													█																										
Award of Purchase Order													█																										
Order timeline													█																										
Minor Redocration of Gym													█																										
Logisitcs of Re-appropriating current Gym kit													█																										
Member Communications/Marketing													█																										
New Membership Launch													█																										

South Ribble Tennis Centre Carpark Extension.

Project Programme:	SRBC Leisure - South ribble Tennis Centre Carpark Extension																								Revision: 1					
	Jul-21				Aug-21				Sep-21				Oct-21				Nov-21				Dec-21									
W/C	1	11	18	30	1	8	15	22	27	6	16	21	24	1	10	14	24	31	7	14	21	28	7	15	21	28				
Spec and contract for Tennis Centre Carpark	█																													
4 week tender process													█																	
Rteport submitted to cabinet for spend approval													█																	
EMD for award													█																	
Work to commence on site													█																	

10.
Project Communications

Stakeholders	Details (Involve / Engage / Partners etc)	Information Required	Information Provider	Frequency	Method of communication
Customers/Users	Involve / Engage	Details of works to take place, closures of areas of centres to undertake work, implication on any activities/ programme changes.	Project Lead / Communication Team	As and when required on commencement of any work to be undertaken	Social media, press release, posters, flyers
Internal Staff/Members / Penwortham Priory Academy	Involve / Engage	Updates on timescales, feedback	Project Lead / Communication Team	As and when required on commencement of any work to be undertaken	Staff meetings

Project Initiation Document (PID) Checklist

This checklist should be completed by the author of the PID before being checked by the Senior Responsible Owner and project support.

Checklist	Author Check	Notes	SRO Check	PMO Check
Has each section been completed?	Not all	Need to insert the project plan	x	x
Is it clear what is being delivered?				
Is it clear how the project is going to be delivered?	No	Will need to agree a procurement strategy	x	x
Is it clear who needs to be involved in the project?	Partly	Need to understand project management support for the work	x	x
Are all members of the project team aware of their role and responsibilities?	Partly	Need to establish clear project for the works	x	x
Have all relevant line managers been consulted?	Yes			
Is there enough existing capacity to deliver the project	No	The work needs to be tied into new structure for the in-house Leisure Services	x	x
Have all key project team members had project management training?	Yes			
Are the timescales realistic?	Yes	Need to define project plan	x	x
Have proposed costs been checked by finance to establish if they are capital or revenue costs and if the project will create any revenue implications for other directorates?	Yes	The revenue consequences will be affected. It is hoped they will come down particularly with regards the Environmental improvements works	x	x

Can the project be completed within existing capacity?	No	Need dedicated project management support	x	x
Have the resource implications for other services been considered?	No	As with lots of projects consideration needs to be given to support services such as procurement in supporting these projects going forward	x	x
If the project is a large project, has a separate Communications Plan been written?	No	Communications will be wrapped up as part of publicising the new Leisure Facilities strategy	x	x
Has the Risk Register been updated?	Yes partly	This needs to be revisited	x	x
Has an Issues Log been established?	No	This needs to be done	x	x
Has a Lessons Learned Log been established? (Large & medium projects only)	no	This needs to be done	x	x