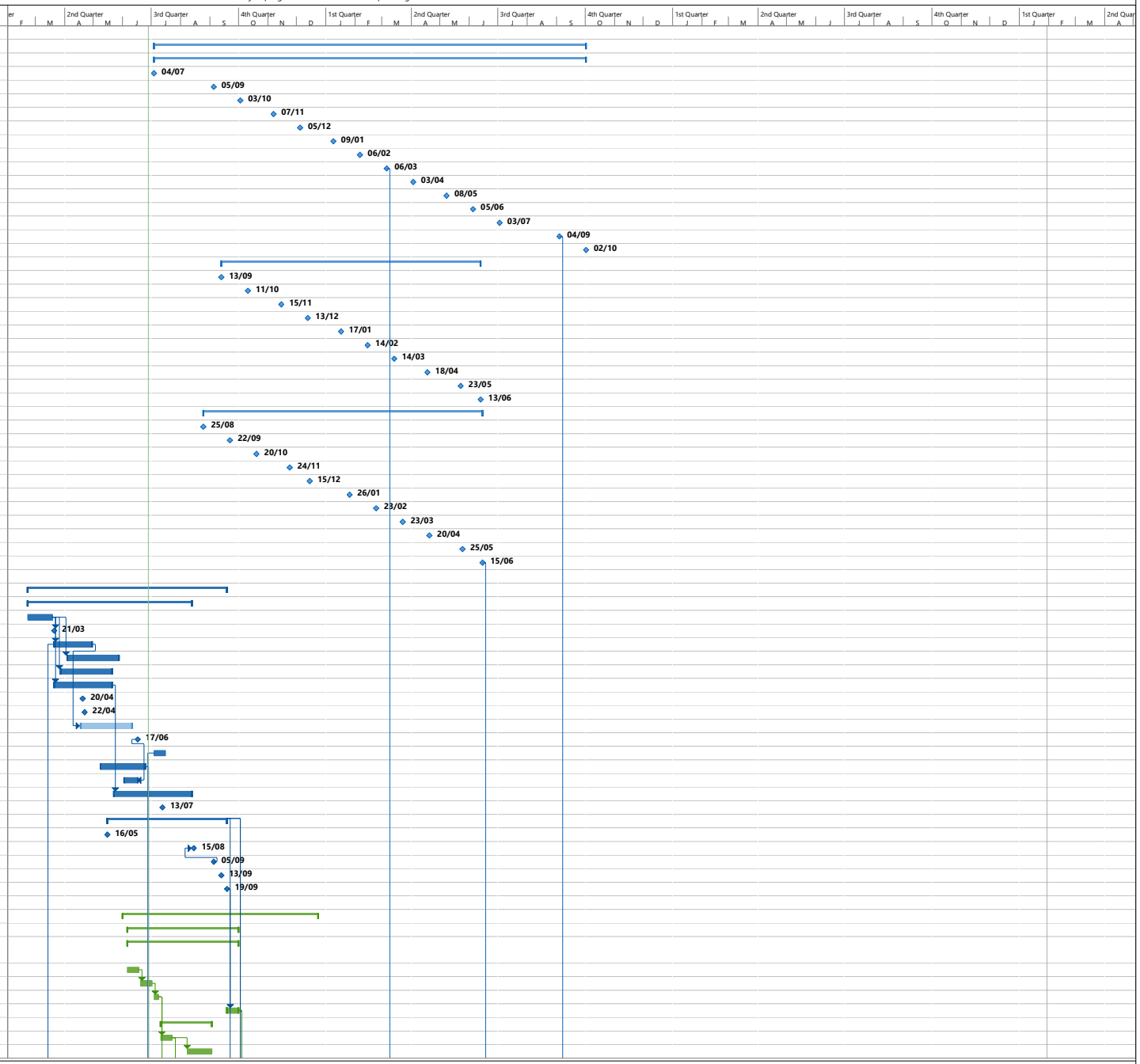
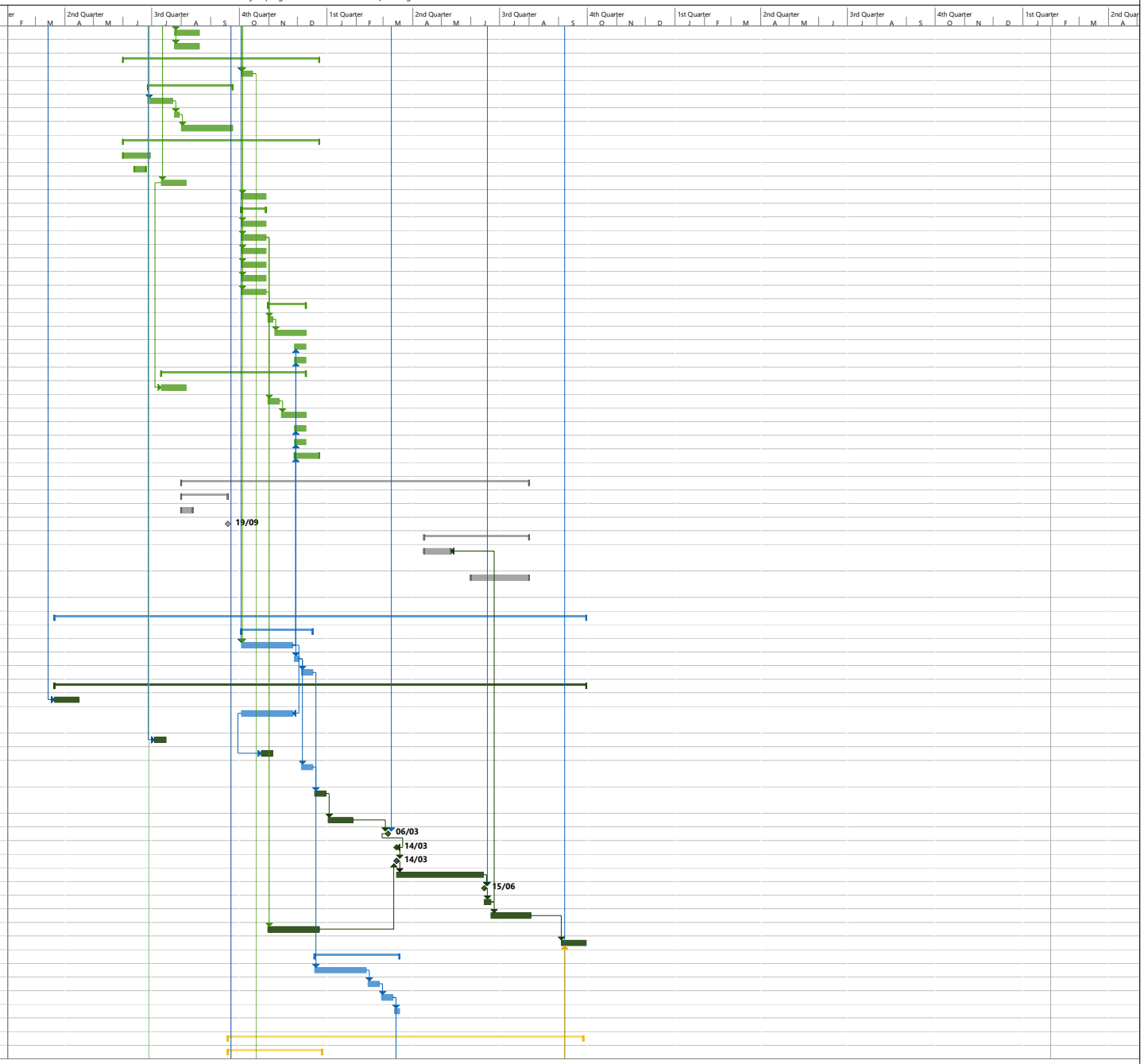
Dover District Council
Project programme - Rev B2 - De-risk planning

ID	Task Name	Duration	Start	Finish	Predecessors
1					
2	**Council Meetings**	**325 days**	**Mon 04/07/16**	**Mon 02/10/17**	
3	**Cabinet Meeting**	**325 days**	**Mon 04/07/16**	**Mon 02/10/17**	
4	4 July 16	0 days	Mon 04/07/16	Mon 04/07/16	
5	5 Sept 16	0 days	Mon 05/09/16	Mon 05/09/16	
6	3 Oct 16	0 days	Mon 03/10/16	Mon 03/10/16	
7	7 Nov 16	0 days	Mon 07/11/16	Mon 07/11/16	
8	5 Dec 16	0 days	Mon 05/12/16	Mon 05/12/16	
9	9 Jan 17	0 days	Mon 09/01/17	Mon 09/01/17	
10	6 Feb 17	0 days	Mon 06/02/17	Mon 06/02/17	
11	6 Mar 17	0 days	Mon 06/03/17	Mon 06/03/17	
12	3 Apr 17	0 days	Mon 03/04/17	Mon 03/04/17	
13	8 May 17	0 days	Mon 08/05/17	Mon 08/05/17	
14	5 June 17 - assumed	0 days	Mon 05/06/17	Mon 05/06/17	
15	3 July 17 - assumed	0 days	Mon 03/07/17	Mon 03/07/17	
16	4 Sept 17 - assumed	0 days	Mon 04/09/17	Mon 04/09/17	
17	2 Oct 17 - assumed	0 days	Mon 02/10/17	Mon 02/10/17	
18	**Scrutiny**	**195 days**	**Tue 13/09/16**	**Tue 13/06/17**	
19	13 Sept 16	0 days	Tue 13/09/16	Tue 13/09/16	
20	11 Oct 16	0 days	Tue 11/10/16	Tue 11/10/16	
21	15 Nov 16	0 days	Tue 15/11/16	Tue 15/11/16	
22	13 Dec 16	0 days	Tue 13/12/16	Tue 13/12/16	
23	17 Jan 17	0 days	Tue 17/01/17	Tue 17/01/17	
24	14 Feb 17	0 days	Tue 14/02/17	Tue 14/02/17	
25	14 Mar 17	0 days	Tue 14/03/17	Tue 14/03/17	
26	18 Apr 17	0 days	Tue 18/04/17	Tue 18/04/17	
27	23 May 17	0 days	Tue 23/05/17	Tue 23/05/17	
28	13 June 17 - assumed	0 days	Tue 13/06/17	Tue 13/06/17	
29	**Planning Committee**	**210 days**	**Thu 25/08/16**	**Thu 15/06/17**	
30	25 Aug 16	0 days	Thu 25/08/16	Thu 25/08/16	
31	22 Sept 16	0 days	Thu 22/09/16	Thu 22/09/16	
32	20 Oct 16	0 days	Thu 20/10/16	Thu 20/10/16	
33	24 Nov 16	0 days	Thu 24/11/16	Thu 24/11/16	
34	15 Dec 16	0 days	Thu 15/12/16	Thu 15/12/16	
35	26 Jan 17	0 days	Thu 26/01/17	Thu 26/01/17	
36	23 Feb 17	0 days	Thu 23/02/17	Thu 23/02/17	
37	23 Mar 17	0 days	Thu 23/03/17	Thu 23/03/17	
38	20 Apr 17	0 days	Thu 20/04/17	Thu 20/04/17	
39	25 May 17	0 days	Thu 25/05/17	Thu 25/05/17	
40	15 June 17 - assumed	0 days	Thu 15/06/17	Thu 15/06/17	
41					
42	**Design**	**150 days**	**Mon 22/02/16**	**Mon 19/09/16**	
43	**Stage 2 - Feasiblity Study / Concept Design**	**125 days**	**Mon 22/02/16**	**Fri 12/08/16**	
44	Project Initiation	4 wks	Mon 22/02/16	Fri 18/03/16	
45	Project meeting 1	0 days	Mon 21/03/16	Mon 21/03/16	44
46	Sequential test and planning review	6 wks	Mon 21/03/16	Fri 29/04/16	44
47	Background review & surveys	8 wks	Mon 04/04/16	Fri 27/05/16	44FS+2 wks
48	Stakeholder consultation and brief development	8 wks	Mon 28/03/16	Fri 20/05/16	44FS+1 wk
49	Development of facility options	9 wks	Mon 21/03/16	Fri 20/05/16	44
50	Benchmark visits	0 days	Wed 20/04/16	Wed 20/04/16	
51	Project meeting 2	0 days	Fri 22/04/16	Fri 22/04/16	
52	Management option and soft market test	8 wks	Mon 18/04/16	Fri 10/06/16	46
53	Project meeting 3	0 days	Fri 17/06/16	Fri 17/06/16	
54	Public consultation	2 wks	Mon 04/07/16	Fri 15/07/16	
55	Refinement of option	7 wks	Mon 09/05/16	Fri 24/06/16	
56	BREEAM Pre-Assessment (subject to appointment)	2 wks	Fri 03/06/16	Thu 16/06/16	53SF
57	Recommendations and conclusions	12 wks	Mon 23/05/16	Fri 12/08/16	49
58	Project meeting 4	0 days	Wed 13/07/16	Wed 13/07/16	
59	**Stage 2 - Council Approvals**	**90 days**	**Mon 16/05/16**	**Mon 19/09/16**	
60	Leadership Forum - 16 May 2016	0 days	Mon 16/05/16	Mon 16/05/16	
61	Submit Cabinet papers - 3 weeks prior to Cabinet Mt	0 days	Mon 15/08/16	Mon 15/08/16	62FS-3 wks
62	Cabinet Meeting - 5 September 2016	0 days	Mon 05/09/16	Mon 05/09/16	
63	Scrutiny (if called in)- 13 September 2016	0 days	Tue 13/09/16	Tue 13/09/16	
64	Special Cabinet Meeting (if required) - 19 Sept 2016	0 days	Mon 19/09/16	Mon 19/09/16	
65					
66	**Appointments**	**148 days**	**Wed 01/06/16**	**Fri 23/12/16**	
67	**Procure core consultants (Scape)**	**85 days**	**Mon 06/06/16**	**Fri 30/09/16**	
68	**PM, QS, Principal Designer, Architect, Structures/Civil, MEP**	**85 days**	**Mon 06/06/16**	**Fri 30/09/16**	
69	Seek formal proposal from F&G	2 wks	Mon 06/06/16	Fri 17/06/16	
70	Review and agree scope and terms	2 wks	Mon 20/06/16	Fri 01/07/16	69
71	Sign 'Option G' agreement	1 wk	Mon 04/07/16	Fri 08/07/16	70
72	Lead-in / consultant team appointments	2 wks	Mon 19/09/16	Fri 30/09/16	64
73	**Procure other consultant / specialist appointments**	**40 days**	**Mon 11/07/16**	**Fri 02/09/16**	
74	Agree consultants to be procured and scope	2 wks	Mon 11/07/16	Fri 22/07/16	71
75	Business planning	4 wks	Mon 08/08/16	Fri 02/09/16	74FS+2 wks



Dover District Council
Project programme - Rev B2 - De-risk planning

ID	Task Name	Duration	Start	Finish	Predecessors
76	Pool consultant	4 wks	Mon 25/07/16	Fri 19/08/16	74
77	Landscape architect	4 wks	Mon 25/07/16	Fri 19/08/16	74
78	**Surveys and planning requirements**	**148 days**	**Wed 01/06/16**	**Fri 23/12/16**	
79	Agree additional surveys/scopes to be completed	2 wks	Mon 03/10/16	Fri 14/10/16	59,72
80	**Ground surveys**	**65 days**	**Mon 27/06/16**	**Fri 23/09/16**	
81	Procure	4 wks	Mon 27/06/16	Fri 22/07/16	55
82	Underground services mapping	1 wk	Mon 25/07/16	Fri 29/07/16	81
83	Ground investigation	8 wks	Mon 01/08/16	Fri 23/09/16	82
84	**Planning Requirements**	**148 days**	**Wed 01/06/16**	**Fri 23/12/16**	
85	Reptile survey - need to be complete before July	4 wks	Wed 01/06/16	Tue 28/06/16	
86	Bat survey - needs to be completed before Sept	2 wks	Mon 13/06/16	Fri 24/06/16	
87	Procure planning consultant	4 wks	Mon 11/07/16	Fri 05/08/16	71
88	Town Centre Impact Assessment	4 wks	Mon 03/10/16	Fri 28/10/16	72
89	**Pre-application engagement**	**20 days**	**Mon 03/10/16**	**Fri 28/10/16**	
90	DCC Planning	4 wks	Mon 03/10/16	Fri 28/10/16	72
91	KCC Highways	4 wks	Mon 03/10/16	Fri 28/10/16	72
92	KCC Archaeology	4 wks	Mon 03/10/16	Fri 28/10/16	72
93	Lead Flood Authority	4 wks	Mon 03/10/16	Fri 28/10/16	72
94	Affinity Water	4 wks	Mon 03/10/16	Fri 28/10/16	72
95	Other utility providers	4 wks	Mon 03/10/16	Fri 28/10/16	72
96	**EIA Screening Opinion**	**30 days**	**Mon 31/10/16**	**Fri 09/12/16**	
97	Prepare Screening Opinion and submit	1 wk	Mon 31/10/16	Fri 04/11/16	95
98	Response period	5 wks	Mon 07/11/16	Fri 09/12/16	97
99	Arbicultural Impact Asessment	2 wks	Mon 28/11/16	Fri 09/12/16	119
100	Foul & Sewerage Assessment	2 wks	Mon 28/11/16	Fri 09/12/16	119
101	**Highways**	**110 days**	**Mon 11/07/16**	**Fri 09/12/16**	
102	Procure Transport Engineer	4 wks	Mon 11/07/16	Fri 05/08/16	87SS
103	Traffic survey (if required)	2 wks	Mon 31/10/16	Fri 11/11/16	91
104	Traffic Impact Assessment & Travel Plan	4 wks	Mon 14/11/16	Fri 09/12/16	103
105	Lighting Assessment	2 wks	Mon 28/11/16	Fri 09/12/16	119
106	Flood Risk Assessment	2 wks	Mon 28/11/16	Fri 09/12/16	119
107	LVIA	4 wks	Mon 28/11/16	Fri 23/12/16	119
108					
109	**Sport England Funding**	**261 days**	**Mon 01/08/16**	**Mon 31/07/17**	
110	**1st Stage**	**35 days**	**Mon 01/08/16**	**Mon 19/09/16**	
111	Prepare and submit Expression of Interest (EOI)	10 days	Mon 01/08/16	Fri 12/08/16	
112	Sport England initial funding decision	0 days	Mon 19/09/16	Mon 19/09/16	
113	**2nd stage**	**78 days**	**Thu 13/04/17**	**Mon 31/07/17**	
114	Prepare and submit Funding Application (6 wk prior to anticipated planning approval date)	4 wks	Thu 13/04/17	Wed 10/05/17	135FF-6 wks
115	Funding approval (subject to SE Project Committee dates, which are in June and July)	43 days	Thu 01/06/17	Mon 31/07/17	
116					
117	**Design & Planning**	**400 days**	**Mon 21/03/16**	**Fri 29/09/17**	
118	**Design - RIBA Stage 3**	**55 days**	**Mon 03/10/16**	**Fri 16/12/16**	
119	Stage 3 (Developed Design) - design phase	8 wks	Mon 03/10/16	Fri 25/11/16	59,72
120	Stage 3 - cost check and stage report	1 wk	Mon 28/11/16	Fri 02/12/16	119
121	Stage 3 - Client approval period	2 wks	Mon 05/12/16	Fri 16/12/16	120
122	**Planning**	**400 days**	**Mon 21/03/16**	**Fri 29/09/17**	
123	Engagement with planning officers - feasibility	4 wks	Mon 21/03/16	Fri 15/04/16	46SS
124	Engagement with planning officers - design development	8 wks	Mon 03/10/16	Fri 25/11/16	119FF
125	Public consultation - Stage 2 Concept	2 wks	Mon 04/07/16	Fri 15/07/16	54SS
126	Public consultation - 2nd round (if required)	2 wks	Mon 24/10/16	Fri 04/11/16	124SS+3 wks
127	Planning - Architect to Prepare Design & Access Statement	2 wks	Mon 05/12/16	Fri 16/12/16	120
128	Planning - Planning consultant to coordinate Detailed Application, including integration of work by others	2 wks	Mon 19/12/16	Fri 30/12/16	127
129	Cabinet lead-in (e.g. submission of report prior to)	4 wks	Mon 02/01/17	Fri 27/01/17	128
130	Cabinet approval of S106 and planning submission	0 days	Mon 06/03/17	Mon 06/03/17	11,129
131	Scrutiny (if required)	0 days	Tue 14/03/17	Tue 14/03/17	130SF+7 days
132	Submit detailed Planning Application	0 days	Tue 14/03/17	Tue 14/03/17	137,131
133	Determination period	13 wks	Wed 15/03/17	Tue 13/06/17	132
134	Planning Committee	0 days	Thu 15/06/17	Thu 15/06/17	133,40
135	Obtain Planning Consent	1 wk	Thu 15/06/17	Wed 21/06/17	134
136	Judicial Review	6 wks	Thu 22/06/17	Wed 02/08/17	135
137	Draft S106 / Development contributions	8 wks	Mon 31/10/16	Fri 23/12/16	91
138	Sign S106 / Development contributions	4 wks	Mon 04/09/17	Fri 29/09/17	136,166
139	**Design - RIBA Stage 4**	**65 days**	**Mon 19/12/16**	**Fri 17/03/17**	
140	Stage 4 (Final Proposals/Old Stage E) - design phase	8 wks	Mon 19/12/16	Fri 10/02/17	121
141	Stage 4 (Tender Docs) - Prepare Employer's Requireme	2 wks	Mon 13/02/17	Fri 24/02/17	140
142	Stage 4 - cost check and amendments	2 wks	Mon 27/02/17	Fri 10/03/17	141
143	Stage 4 - Client approval period	1 wk	Mon 13/03/17	Fri 17/03/17	142
144					
145	**Contractor procurement (SC framework)**	**267 days**	**Mon 19/09/16**	**Tue 26/09/17**	
146	**Stage 1 Tender**	**71 days**	**Mon 19/09/16**	**Mon 26/12/16**	



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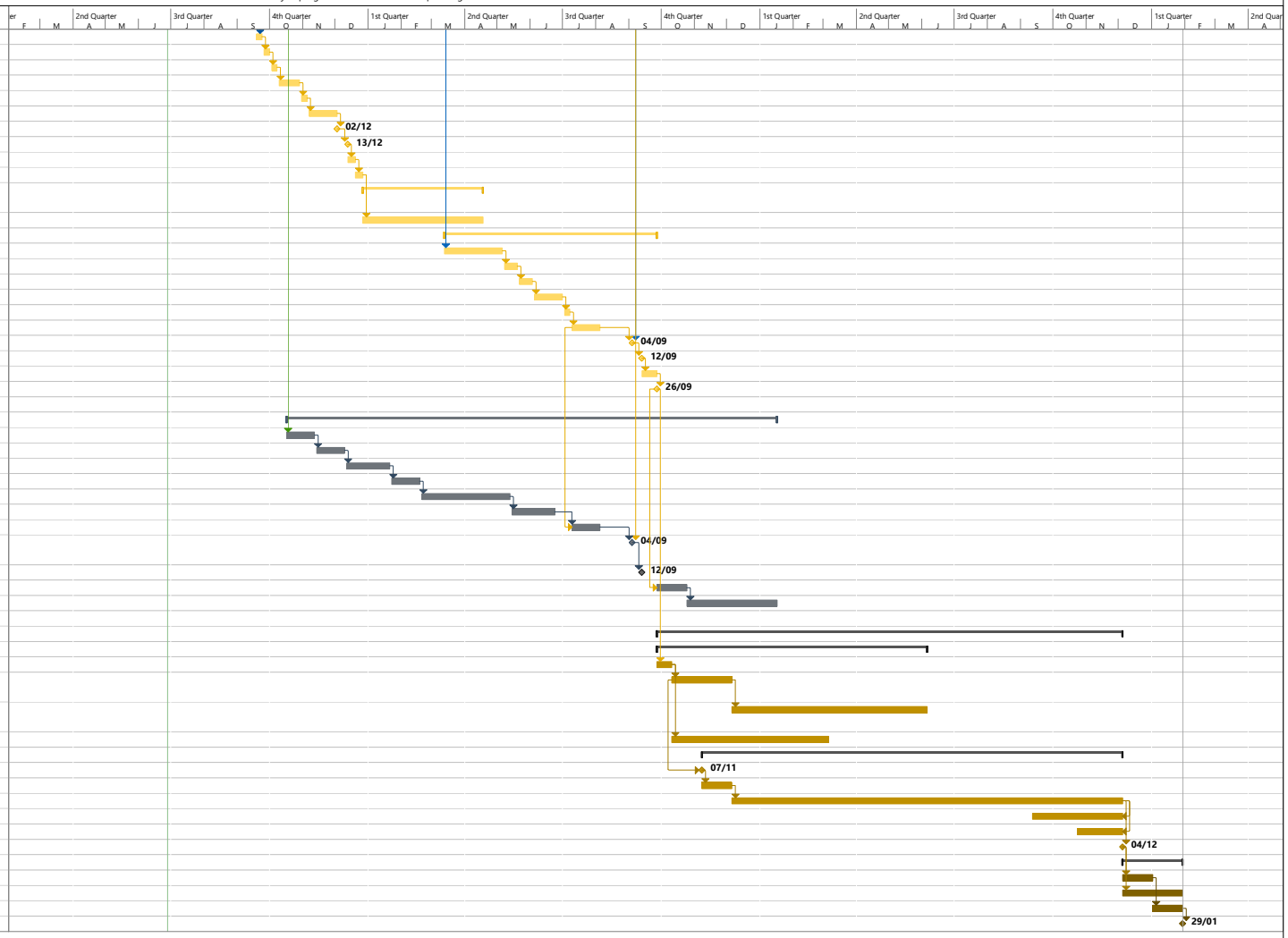
ID	Task Name	Duration	Start	Finish	Predecessors
147	Sign User Agreement & prepare tender docs	1 wk	Mon 19/09/16	Fri 23/09/16	59
148	Mini-Competition 1 (pre-qual)	1 wk	Mon 26/09/16	Fri 30/09/16	147
149	Agree shortlist	1 wk	Mon 03/10/16	Fri 07/10/16	148
150	Mini-Competition 2 (tender)	3 wks	Mon 10/10/16	Fri 28/10/16	149
151	Tender assessment and interviews	1 wk	Mon 31/10/16	Fri 04/11/16	150
152	Cabinet lead-in (e.g. submission of report prior to)	4 wks	Mon 07/11/16	Fri 02/12/16	151
153	Cabinet approval	0 days	Fri 02/12/16	Fri 02/12/16	152
154	Scrutiny (if required)	0 days	Tue 13/12/16	Tue 13/12/16	153
155	Tenderers notified	1 wk	Tue 13/12/16	Mon 19/12/16	154
156	Sign Pre-Construction Service Agreement (PCSA)	1 wk	Tue 20/12/16	Mon 26/12/16	155
157	**Contractor input (under pre-construction services agreement)**	**80 days**	**Tue 27/12/16**	**Mon 17/04/17**	
158	Buildability and cost input - exact scope TBC	4 mons	Tue 27/12/16	Mon 17/04/17	156
159	**Stage 2 Tender**	**142 days**	**Mon 13/03/17**	**Tue 26/09/17**	
160	Tender sub-contractor packages	8 wks	Mon 13/03/17	Fri 05/05/17	142
161	Pricing	2 wks	Mon 08/05/17	Fri 19/05/17	160
162	Tender assessment and interim report	2 wks	Mon 22/05/17	Fri 02/06/17	161
163	Negotiate with contractor to agree final contract	4 wks	Mon 05/06/17	Fri 30/06/17	162
164	Final tender report	1 wk	Mon 03/07/17	Fri 07/07/17	163
165	Cabinet lead-in (e.g. submission of report prior to)	4 wks	Mon 10/07/17	Fri 04/08/17	164
166	Cabinet approval to enter into Construction Contract	0 days	Mon 04/09/17	Mon 04/09/17	165,16
167	Scrutiny (if required)	0 days	Tue 12/09/17	Tue 12/09/17	166FS+7 days
168	Sign Construction Contract	2 wks	Wed 13/09/17	Tue 26/09/17	167
169	Contractor appointed	0 days	Tue 26/09/17	Tue 26/09/17	168
170					
171	**Operator Procurement**	**327 days**	**Mon 17/10/16**	**Tue 16/01/18**	
172	Procure & appoint consultant and legals	4 wks	Mon 17/10/16	Fri 11/11/16	79
173	Preparation phase	4 wks	Mon 14/11/16	Fri 09/12/16	172
174	Pre-qualification (PQQ)	6 wks	Mon 12/12/16	Fri 20/01/17	173
175	Evaluate PQQ submissions and shortlist	4 wks	Mon 23/01/17	Fri 17/02/17	174
176	Tender phase	3 mons	Mon 20/02/17	Fri 12/05/17	175
177	Tender evaluation	6 wks	Mon 15/05/17	Fri 23/06/17	176
178	Cabinet lead-in (e.g. submission of report prior to)	4 wks	Mon 10/07/17	Fri 04/08/17	165SS,177
179	Cabinet approval to appoint Operator (at same time as Constructon Contract)	0 days	Mon 04/09/17	Mon 04/09/17	178,166
180	Scrutiny (if required)	0 days	Tue 12/09/17	Tue 12/09/17	179FS+7 days
181	Appoint operator	4 wks	Wed 27/09/17	Tue 24/10/17	169SS
182	Contractor mobilisation	3 mons	Wed 25/10/17	Tue 16/01/18	181
183					
184	**Construction and Hand Over**	**310 days**	**Wed 27/09/17**	**Tue 04/12/18**	
185	**Contractor's design development and procurement**	**180 days**	**Wed 27/09/17**	**Tue 05/06/18**	
186	Lead in	2 wks	Wed 27/09/17	Tue 10/10/17	169
187	Stage 4 - Technical Design / Construction details (initial works packages)	8 wks	Wed 11/10/17	Tue 05/12/17	186
188	Stage 4 - Technical Design / Construction details (all other works packages)	26 wks	Wed 06/12/17	Tue 05/06/18	187
189	Appointment of sub-contractors	104 days	Wed 11/10/17	Mon 05/03/18	186
190	**Construction**	**280 days**	**Tue 07/11/17**	**Tue 04/12/18**	
191	Construction works start on site	0 days	Tue 07/11/17	Tue 07/11/17	187SS+1 mon
192	Enabling works	1 mon	Wed 08/11/17	Tue 05/12/17	191
193	Construction works	13 mons	Wed 06/12/17	Tue 04/12/18	192
194	M&E commissioning	12 wks	Wed 12/09/18	Tue 04/12/18	193FF
195	Training and familiarisation	6 wks	Wed 24/10/18	Tue 04/12/18	193FF
196	Practical Completion	0 days	Tue 04/12/18	Tue 04/12/18	193
197	**Fit Out and Soft Landing**	**40 days**	**Wed 05/12/18**	**Tue 29/01/19**	
198	Client's fit out	4 wks	Wed 05/12/18	Tue 01/01/19	196
199	Contractor support in operating systems and further trai	8 wks	Wed 05/12/18	Tue 29/01/19	196
200	Soft opening for current members	4 wks	Wed 02/01/19	Tue 29/01/19	198
201	Centre opens	0 days	Tue 29/01/19	Tue 29/01/19	200