

Stadium & Security



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Managing new stadium developments

- Follow the right sequence
- Working in a structured 'project management' approach
- Clear decision making based on decision documents after each phase
- Defining the desired result of the project
- "Projects fail at the beginning rather than at the end"

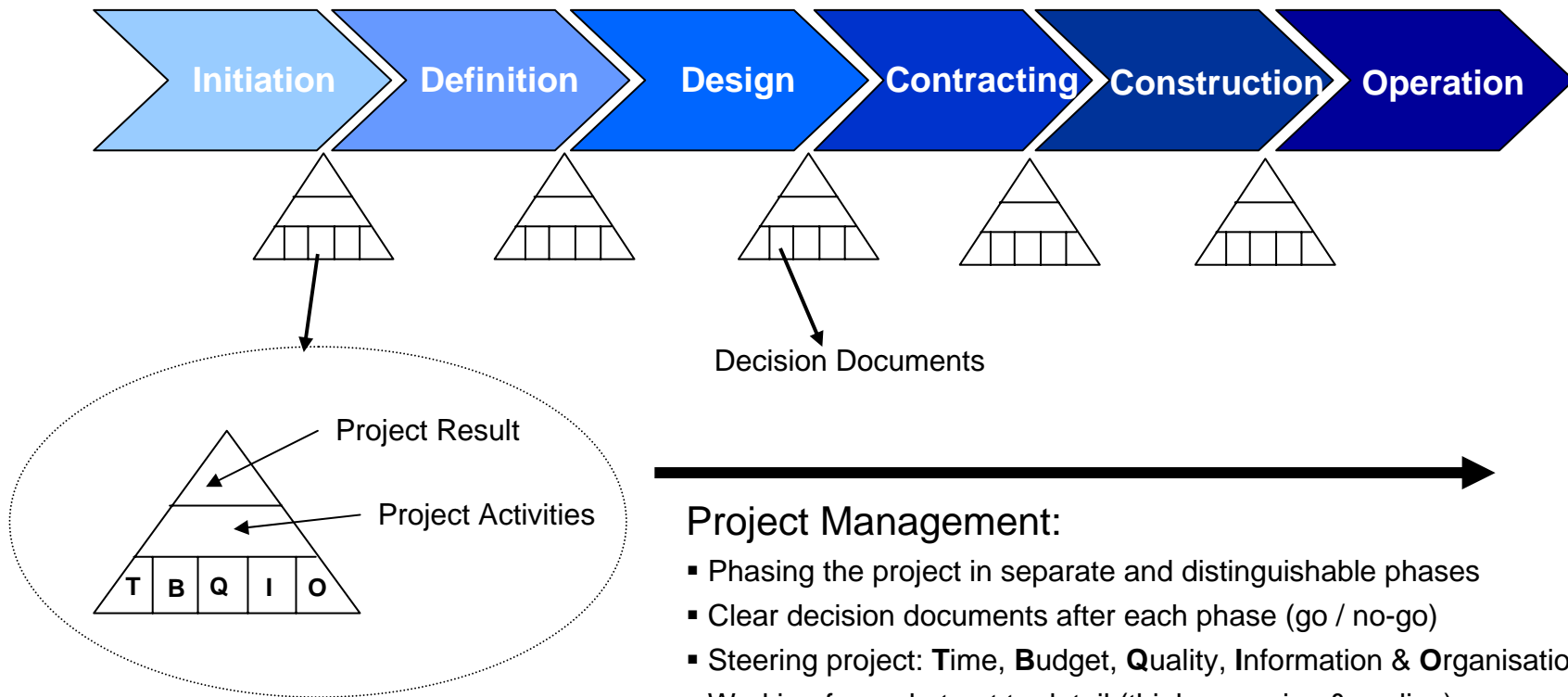
Warranting that the stadium will meet its objectives in terms of increased safety, security, service and revenues

and

will be realised within budget and time



Project phases





Phase 1: Initiation or *feasibility* phase



Duration:

- 6 months

Deliverables:

- Expected project result + ambition level
- Project Plan (T,B,Q,I,O)
- (Pre-)Feasibility study
- Site analysis

Tips & Issues:

- Ambition level, culture and tradition of club
- Choose *stadium concept*
- How/where to achieve synergy with environment (location)
- Avoid 'being stuck in the middle'
- Football experience is essential for success



2. Definition phase



Duration:

- 6 months

Deliverables:

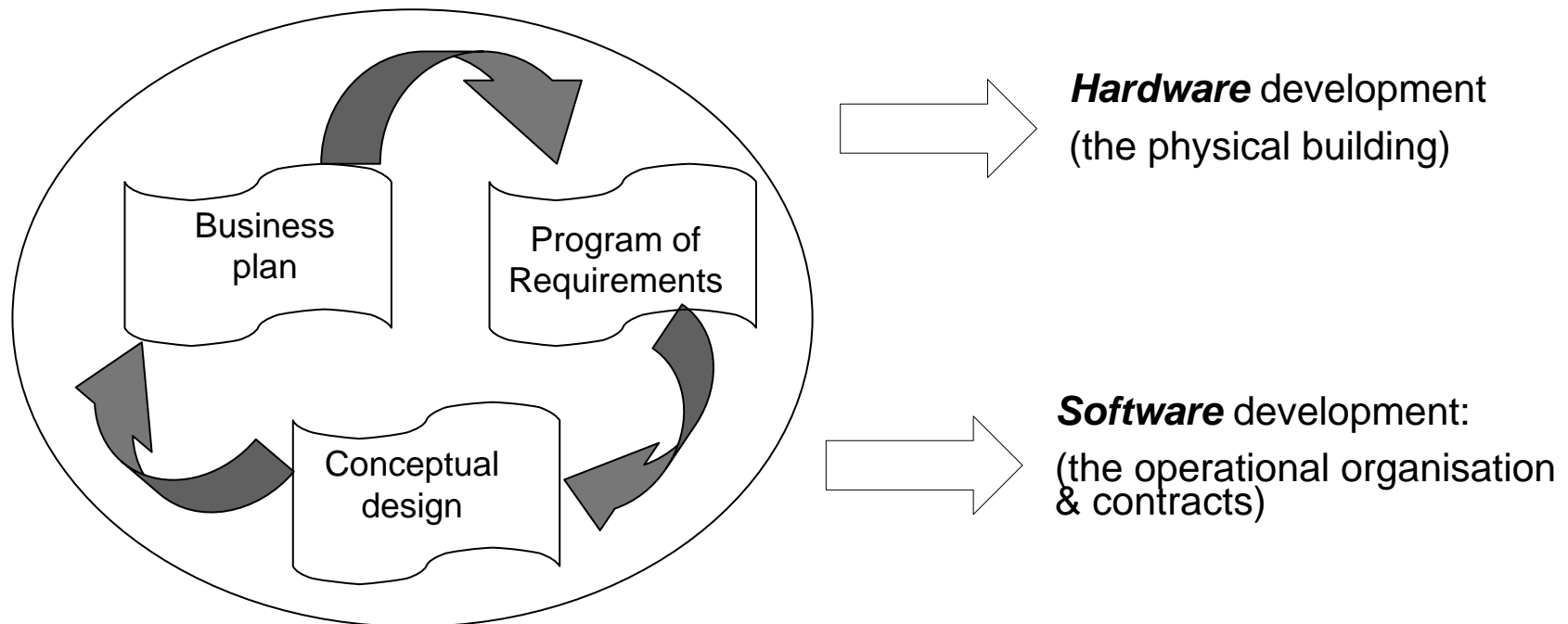
- Business Plan
- Financing plan/structure
- Program of requirements
- Conceptual design
- Conceptual masterplan

Issues / Tips:

- Distinguish matchday vs. non matchday situation
- Prepare for the future, don't plan for yesterday!
- Involve **all** stakeholders early
- New stadium effect !
- Involve the fans!



2. : Definition phase: Foundation of project





3. Design phase



Duration:

- 4-6 months

Deliverables:

- Preliminary design
- Definitive design
- Environmental Impact Assessment
- Transportation study
- Definitive Masterplan

Tips / Issues:

- Architect: function follows design
- Operator: design follows function !!!!
- Football experience
- Safety, Security & service !
- Design should enable realisation of business plan
- Future lifecycle costs (maintenance)
- Team with experience in sports facilities, don't reinvent the wheel !



4. Preparation & contracting phase



Duration:

- 3 months

Deliverables:

- Planning permission
- Tender documents
- Bill of quantities / book of specifications
- Construction contract (GMP)
- Detailed construction planning

Tips / Issues:

- Guaranteed maximum price !!
- Delay penalties
- Independent quality control
- Permits take time.....



5. Construction phase



Duration:

- 12-24 months

Deliverables:

- As built drawings
- Commissioning report(s)
- Maintenance manuals installations
- Warranty procedures

Tips / Issues:

- Construction supervision important (quality aspect)
- Changes in this phase are expensive
- Do your homework in phase 1-3



6. Operational phase



Duration:

- >30 years

Deliverables;

- Organisational blueprint
- Job profiles & task descriptions
- Procedures (a.o. admin., logistics, maintenance, health & safety)
- Permits and licenses
- Annual & strategic plans

Tips / Issues:

- Start already during phase 2
- Get operator(s) on board early
- Development of the software (organisation) vs. development of hardware (building)
- Know your stadium upon completion
- Training & test events
- Contracts (and relation to investments)
- Stadium is not completed when construction has finished

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Thank you for your
attention!

Question?