Project Initiation Document

One Leisure Solar

<Date>

<Version>

Content

PURPOSE

The purpose of this project is to deliver Solar Panels at One Leisure Ramsey, One Leisure Huntingdon Dry, One Leisure St Neots and One Leisure St Ives Outdoor. This will reduce the electricity usage across the sites and assist with the delivery of HDC's 2040 Net Zero Target.

PROBLEM STATEMENT

There is volatility within the electricity market which has had an impact to budgets across the portfolio of properties.

By installing solar panels this will reduce running costs to assist with budgetary constraints.

Background and context

Solar panels are already installed on these sites but following a review of utility costs and usage it has been identified that installing further roof mounted solar panels at One Leisure Huntingdon Dryside, Ramsey, St Ives Outdoor and St Neots it will reduce expenditure for these sites as well as help HDC to achieve its overall goal of being Net Zero by 2040.

1. Scope

Activities in scope:

Having completed desktop reviews with consultants across all One Leisure Sites, Pathfinder House and Eastfield House this project will deliver further roof mounted Solar Panel systems at following sites.

One Leisure Huntingdon Dry
One Leisure Ramsey
One Leisure St Ives Outdoor
One Leisure St Neots

By completing these installs, we would be saving approx. 40 C02 tonnes per year, with the solar panels having an expected lifespan of 25 years.

In year one of the project there is an expected saving of 231,462kWh which equates to £60,357 (following installation).

For the following years this is expected to decrease by 0.5% per year as per manufacturers guidelines due to panels aging and becoming less efficient. (Please see appendix 1. Estimated Payback).

The financial savings in subsequent years is subject to energy tariffs when contract renewals are due.

Activities out of scope:

At present HDC's corporate buildings and estate properties are not in scope as Eastfield House already has Solar Panels on its roof, Pathfinder House is limited on options due to plant equipment taking up most of the roof space. Smaller buildings and smaller systems will be considered at a later stage.

Batteries are out of scope, but future options are available for this. Once systems are installed it allows us to find out the kWh gap then we can size up the battery options. Currently battery storage is still developing so at the time of install we can assess what is available on the market.

At point of installation there will be no options for Feed-in tariff's but if this scheme becomes available in the future it is something we can look at.

2. Options

OPTION 1 = DO NOTHING: (Not recommended)

Pros:

- No change

Cons:

- No Change
- Spending more money
- Lesson control on carbon footprint
- Miss opportunity for revenue from sale of excess energy production

OPTION 2 = DELIVER A BIG BANG APPROACH: (Recommended)

Deliver all installs simultaneously.

This is the recommended approach as we can deliver as a single project.

Pros:

- Shorter Delivery timescales.
- Staff allocation over a shorter period.
- Payback on project returns sooner.
- Equipment and materials purchased in bulk therefore avoiding inflation over time.

Cons:

- Lack of opportunity for lessons learnt.

OPTION 3 = DELIVER A PHASED APPROACH: (Not recommended)

Pros:

- Enables us to review any lessons learnt from previous installations.

Cons:

- Longer delivery timescales
- Staff allocation over a longer period.
- Cost of materials and inflation could impact quotations.
- Project management costs would increase due to duration of the project.

3. Impact

See attached Impact assessment for further details.

The outcome recommendation from this is to complete the project as Option 2 = Deliver a big bang approach.

Our recommendation is that we proceed with completion of all 4 sites. Payback is at most 11 years for One Leisure St Ives Outdoor although the other 3 are within 8 years. Within our Salix recycling fund, which has been running since 2010, any project with a pay back of less than 10 years is normally automatically accepted due to the excellent return on investment.

This project(s) can be a modular project and split if funding for all isn't available. The site priority is listed below:
1st – One Leisure St Neots
2nd – One Leisure Ramsey
3rd – One Leisure Huntingdon Dryside
4th – One Leisure Outdoor

If we were to run these as separate projects, then the Project Management cost would increase as they would oversee the 4 sites as one project.

4. Benefits

- For business continuity we would be producing a high percentage of our own electricity for the leisure centres.
- With the volatility still in the energy market we would be making a saving on our electricity bills.
- Contributing towards moving to renewable energy sources to power our buildings.
- To improve business resilience if there is an energy crisis within the country by the production of the site's own energy.
- Support our aim of being carbon neutral by 2040.

5. COMPLETION SCHEDULE

Proposed Project Start Date

Proposed Project Start Date	01/02/2025 (ability to start soon)
Proposed Project End Date	31/01/2026

5.1 Agreed Milestones

No.	Title	Proposed Start Date	Target End Date
MS1	**Completion of ITT**	**Included within current ITT for Canopy but option to go out again**	**4 Weeks**
MS2	**Award of tender**		**1 Week**

MS3	**Pre-liminary assessments**		**3 Weeks**
MS4	**Design and Development Stage**		**4 Weeks**
MS5	**DNO Application and Planning Permission**		**12 Weeks**
MS6	**Delivery**		**18 Weeks**
MS7	**Snagging**		**4 Weeks**

5.2 Agreed Tolerances (completion within 12 months of start date)

Time (dates)		**Tolerance**
Project start date	01/02/2024	30 days
	46 Weeks	According to Milestones
Project end date	31/01/2025	30 days

Quality	Tolerance
Quality of the solar panels installed.	Looking for the installation of Tier 1 products.
Minimal disruption to the day-to-day operations of One Leisure Site.	Aware of some down time while panels are connected.

6. Budget and Funding

There is currently no government funding available for solar panels. There is also no budget within One Leisure to fund these projects. Therefore, we are going through the ideas process for council funding.

With an installation like this there would be additional annual costs of maintenance which would need to be added into sites budgets for servicing, cleaning and maintenance.

OLR - £120,000
OLH – £57,000
OLSI Outdoor – £52,000
OLSN - £110,000
Sub Total - £339,000
Procurement/ Project Management/ Lease fees - £38,000
Contingency - £35,000
Total - £412,000

Maintenance fees will be covered by centre budget but have been included in appendix A and incorporated with net savings.

7. Resource

1. *Subject Matter Experts (advice, technical input, validation of fit-for-purpose solutions)*
    - Matthew Raby, Kerry Slater and Varsity Consultancy

Does the BAU service manager have endorsement for SME resource and availability?
Yes

2. *Support services*

Support service	Activity	Timeline	Demand
Finance Business Partner	Provide T1 code. Review costs and budgeting.	As authorised	Low (1 -2 day)
Procurement resource	Support with procurement and award.	As authorised	Medium (1-2 weeks)
Estates	Review existing leases. Assist with leases amendments as required.	Project Duration	Medium (1-2 weeks)
One Leisure	Communicate impact to sites.	Project Duration	High (1 -2 months+)
3C ICT resource	Agree system for monitoring.	Agreed	Low (1 -2 day)
Communications resource (TBC)	Appropriate internal and external communications.	Project Duration	Medium (1-2 weeks)
Legal	To review contracts before signing	Pre Start	Low (1 -2 day)

3. *Project delivery*
    - Project will be delivered by Facilities Management Team with assistance from One Leisure for operational requirements/delivery.

8. Stakeholders, Boards & Members

Corporate Boards and Briefing

Stakeholders

Responsible:

- Neil Sloper (Senior Responsible Owner)
- Matthew Raby (Subject Matter Expert)
- Kerry Slater (Subject Matter Expert)

Accountable:

- Ben Pitt (Portfolio Holder)
- Cabinet for the Joint Administration
- Neil Sloper (Sponsor)

Supporting:

- Support Staff listed under 6. Resource

Informed:

- All Elected Members (Full Council)
- Residents of Huntingdonshire

Consulted:

- Cambridgeshire County Council
- The Joint Administration
- One Leisure Landowners

8.1 Project Team: Key Roles (permanent roles)

Key roles	Name	Project (if part of a programme)
Project Sponsor	**Neil Sloper**	
Project Manager	**Matthew Raby**	
Project Support	**Kerry Slater**	
Project Site Support	**Leigh Allaker**	

9. Risks

Risk	Potential impact
Electric prices going down.	**Payback period increase.**
Preliminary roof surveys completed. Intrusive roof surveys saying the roofs can only hold a smaller load than stated or no load.	**Reduce the kWh production and carbon tonnes saving.**
No investment in these installations.	**No reduction in the carbon footprint of the Leisure Centres. If electricity prices increase would be increase expenditure on utilities.**

10. Dependencies and Assumptions

1. This project is dependent on cabinet funding. There isn't government funding available for solar related projects.
2. To help reduce the leisure centres carbon footprint is dependent on funding like this to support HDC reach their target of being carbon neutral by 2040.

11. Communications

There is a need to engage early with the HDC Communications service to mitigate the potential for reputational damage, for disruption to service with One Leisure (which we would aim to keep to a minimum).

Key messages:

- Solar Panel Investment will assist with financial savings across One Leisure Sites.
- These installations contribute to the Councils over all aim of being net zero by 2040.

Channels:

- HDC website
- Social media – various platforms
- Press – paid advertisements and press releases
- Internal communications – Intranet and messaging

12. Governance

Member approval and key decision pathway

Governance	Decision	Timeline
Major Change Board	15th October 2024	Completed XXX
Informal Cabinet	28th October 2024	Estimated XXX
Overview and Scrutiny panel	7th November 2024	Estimated XXX
Cabinet	12 November 2024	Estimated XXX

Project Governance:

Project Board to be established once project is approved to progress beyond Stage 2 of the ideas process. Project Board Terms of Reference are to:

- Make key decisions
- Monitor progress and quality
- Resolve escalated risks and issues
- Act as advocates for the project and benefits

12.1 Reporting

Activity	Agreement
Frequency of individual project board/team:	**Fortnightly**
Frequency of Highlight Reports to the Programme	**Monthly**
Frequency of Reporting to the SLT and Cabinet	**Monthly**

12.2 Document Control

Document Storage	Location
Name of Teams or SharePoint Project site:	
Copy URL of site and paste in right-hand	..\..\Ideas

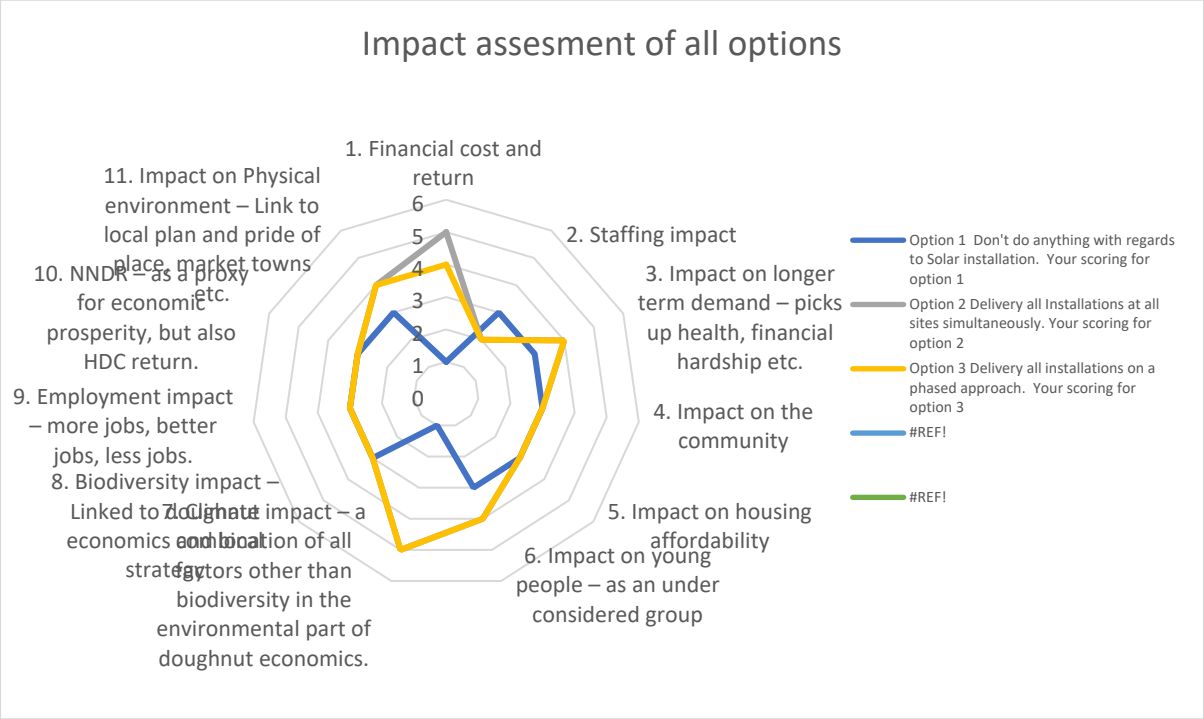
13. Monitoring and evaluation

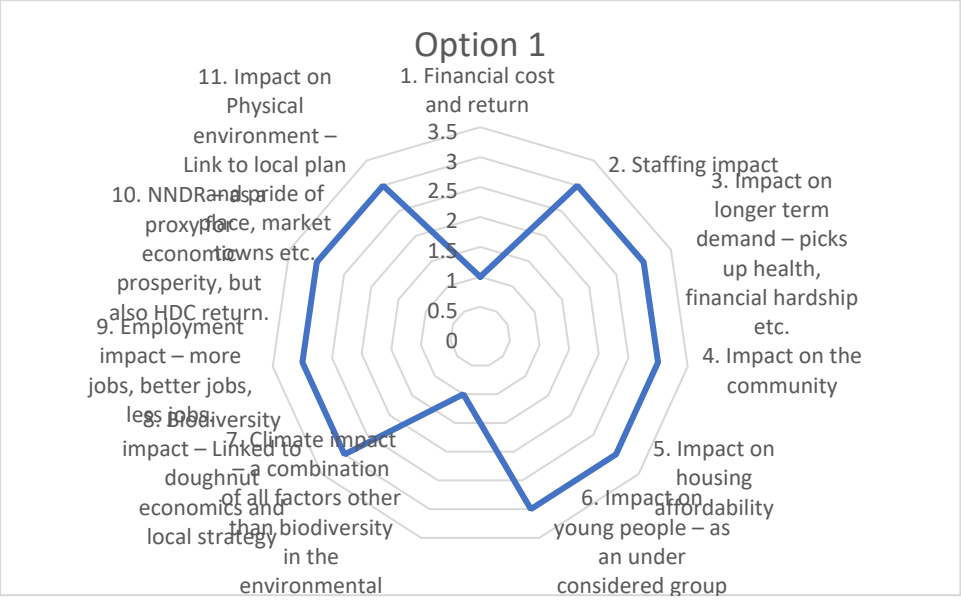
Successful delivery of the implementation plan will be managed through robust project management, defining key deliverables and milestones. Progress and assurance will be provided by the Project Board and Work Programme Board (organisational assurance)

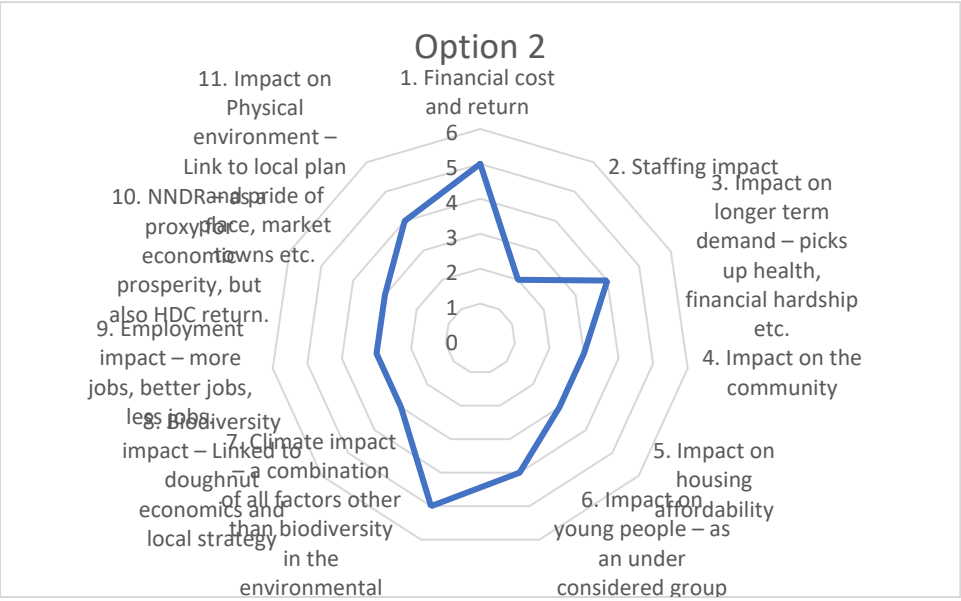
Monthly readings will be taken from the inverters to monitor monthly production. This will be compared with monthly weather reports on daylight hours. In addition to this utility bills will be monitored for expenditure and savings.

Yearly servicing and cleaning of the panels will be completed to ensure the panels stay at optimum capabilities.

Impact Assessment






Option 2
1. Financial cost and return
2. Staffing impact
3. Impact on longer term demand – picks up health, financial hardship etc.
4. Impact on the community
5. Impact on housing affordability
6. Impact on young people – as an under considered group
7. Climate impact – a combination of all factors other than biodiversity in the environmental
8. Biodiversity impact – Linked to doughnut economics and local strategy
9. Employment impact – more jobs, better jobs, less jobs
10. NNDR – as a proxy for economic prosperity, but also HDC return.
11. Impact on Physical environment – Link to local plan and pride of place, market towns etc.
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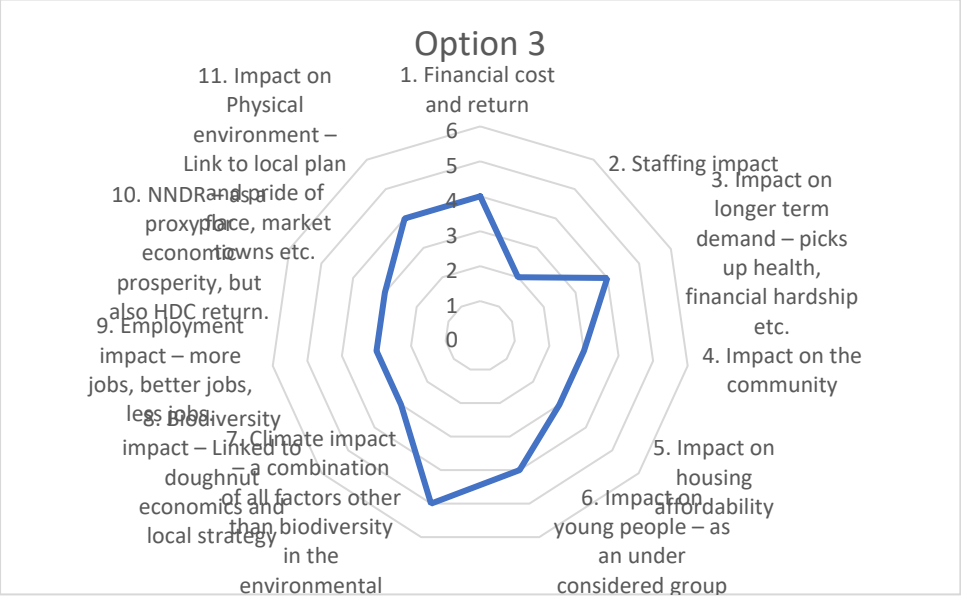
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