

Holwell Pastures New Building

Project Management

1. Management team

A team of local Scouts and other volunteers has been assembled to manage the project:

Name	Project Position	Experience
Mike Smart	Building Designer and proposed project manager	Engineering design and project management
Ian Cliffe	Scouting adviser and assistant project manager	District Commissioner with extensive Scouting experience and management experience from running his own business
Chris Dolby	Scouting adviser	District Chairman with a Scouting background, business and financial management experience from his work as a financial consultant
Derek Fraser	Project financial management and fund raising coordinator	District Treasurer, extensive Scout and business management experience. Previous fund raising experience for the 4 th Melton Group hut built in 2008-09 in Melton town centre supported by Melton Council
Piers Flavin	Fund raising	Extensive fund raising experience, currently with the Red Cross
Barbara Fraser	Scouting adviser	Camp site booking secretary with very many years' experience as a Scout Leader
Mike Dustan	H&S Consultant	Industrial health and safety management experience following a career in the military

The team will work closely with the building contractor who will provide construction expertise. The team includes the key members of the Melton Mowbray & District Scouts Executive committee and, as trustees of the District organisation, have a collective fiscal responsibility.

Previous experience with the 4th Melton HQ, built in 2008-09, showed that local builders offer the most competitive prices and the greatest flexibility to work with. Initial quotes based on the original specification supplied by the Building Designer were obtained from four local builders and Severn Trent Water and Western Power Distribution were both contacted regarding improved service supplies.

2. Prospective Contractors

Company	Address	Price
Aumas Ltd	Barkestone-le-Vale, Leicestershire	£407,512
C.P. Wakefield Ltd	Melton Mowbray, Leicestershire	£305,988
Goscote Building Services	Melton Mowbray, Leicestershire	£390,000
Harlow Brothers	Leicester	£370,000
		Indicative cost
Severn Trent Water		£15,000
Western Power Distribution		£10,000

From this initial contact, C.P Wakefield was chosen as the preferred building contractor then more detailed discussions were held. Raising the amount originally quoted has proved difficult in the

current economic climate so the builder was pressed to identify cost savings without compromising the key features required. The latest quotation and indicative costs are shown in the table below:

Company	Address	Price
C.P. Wakefield Ltd	Melton Mowbray, Leicestershire	£235,000
Severn Trent Water		£15,000
Western Power Distribution		£10,000

As a new building the cost will be free of VAT.

3. Governance

Holwell Pastures camp site is fully owned by the Melton Mowbray & District Scout Council and is actively managed by the Council on a volunteer basis. The management of the new building will be managed by a sub-committee of the Council with regular reviews of usage, maintenance, income and expenditure etc. The committee will report to the District Executive committee which meets quarterly under the control of the District Chairman.

Risk Management

Risks have been identified as shown and actions to be taken to mitigate their effect identified

Risk	Actions to mitigate against
Insufficient funds raised	Delay start from proposed timescale until additional funds secured
Ground issues discovered after demolition	Increase foundations – may need to seek additional funds to cover the cost
Drainage issues relating to current waste disposal to the reed bed at the other end of the field*	Redirect pipework – may need to seek additional funds to cover the cost
Endangered species discovered during demolition	Seek professional help. Possibly delay further work until resolved
Builder or sub-contractor goes bankrupt	Carry out due diligence before appointing building contractor. Ensure builder is insured against potential issues with sub-contractors
Cost overruns	Ensure good financial management with regular reviews
Theft of materials from site which is in a rural location	Advise builder of potential risk and ensure site security. Ensure CCTV which is currently installed on site is fully operational and directed to the site. Use current redundant steel container to store valuable tools and equipment
Adverse weather conditions during build	Ensure timeframe for build is adequate to take into account possible adverse weather depending on when building commences

*Nearly 10 years ago a reed bed was created at the far end of the field at Holwell Pastures into which all the effluent is fed by pipe from the various buildings on site. The reed bed filters the effluent and delivers clean water to the water course. The bed was designed to handle a larger amount of effluent than is currently discharged. The increased usage from the larger number of people using the new building is therefore not thought to pose any issues but has had to be considered as part of the risk assessment.

Financial considerations

1. Total costs and cash flow

Cost of Building	£235,000							
Water upgrade	£ 15,000							
Electricity upgrade	£ 10,000							
Total est. Project Cost	£260,000							
	Project Timeline Months							
Projected Outgoings	1	2	3	4	5	6	7	8
Site Clearance & Foundations	£60K							
Install electric upgrade		£10K						
Install larger water feed		£15K						
Supply timber frame			£35K					
Build outer walls & roof inc solar panels				£55K				
First fix – joinery, plaster, electrics, plumbing					£35K			
Second fix, finishing, kitchen, showers etc							£30K	
Snagging, decorating, final payment								£20K
Running Total	£60K	£85K	£120K	£175K	£210K		£240K	£260K

2. Funds obtained to date

Source of funds		Status of fund raising
District funds	£25,000	Received - in savings account
District Raffle	£800	Received - in savings account
County Scouts	£80,000	Approved for when building commences
Garfield Weston Foundation	£30,000	Approved for when building commences
Bernard Sunley Foundation	£10,000	Approved for when building commences
Haremead Trust	£10,000	Received - in savings account
Rank Foundation	£6,000	Received - in savings account
Co-Operative Community	£5,000	Approved for when building commences
Hobson Charity	£2,000	Received - in savings account
Melton Lions	£1,510	Received - in savings account
Florence Turner Trust	£1,500	Received - in savings account
Maud Elkington Trust	£1,250	Received - in savings account
Hickingbotham Trust	£500	Received - in savings account
Everard Trust	£500	Received - in savings account
TOTAL at 30.04.16	£174,060	

Applications for additional funding are ongoing.

3. Financial risk

Financial Risk	Actions to mitigate against
The required money not raised	The Executive committee has agreed building will not commence until a minimum 90% of the total cost has been promised
Money promised not received	Promised money will be actively chased. It is considered this eventuality is highly unlikely for the larger sums which would have a material effect on the project
The final 10% is not raised	The building work is expected to take about eight months. This should provide adequate time to seek additional funds but as a fall back the final amount could be borrowed from the Scout Association. 4 th Melton completed their build this way with a 10 year loan which was repaid in 3 years.

4. Current and estimated costs of running the site

	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Estimate	17/18 Estimate	18/19 Estimate	19/20 Estimate
Admin	£5	£87	£29	£25	£25	£25	£25
Gas		£154		£100	£100	£100	£100
Electric	£393	£363	£428	£400	£450	£200	£100
Grass cutting	£260	£325	£455	£400	£400	£400	£400
Insurance	£2,406	£2,290	£2,225	£2,250	£2,250	£4,500	£4,500
Maintenance	£822	£713	£765	£1,000	£1,000	£1,200	£1,200
Water	£384	£432	£296	£300	£350	£400	£500
Fire safety service	£183	£156	£178	£200	£220	£250	£250
	£4,453	£4,520	£4,376	£4,675	£4,795	£7,075	£7,075

*Build expected to commence in Spring 2017 resulting in a temporary drop in income

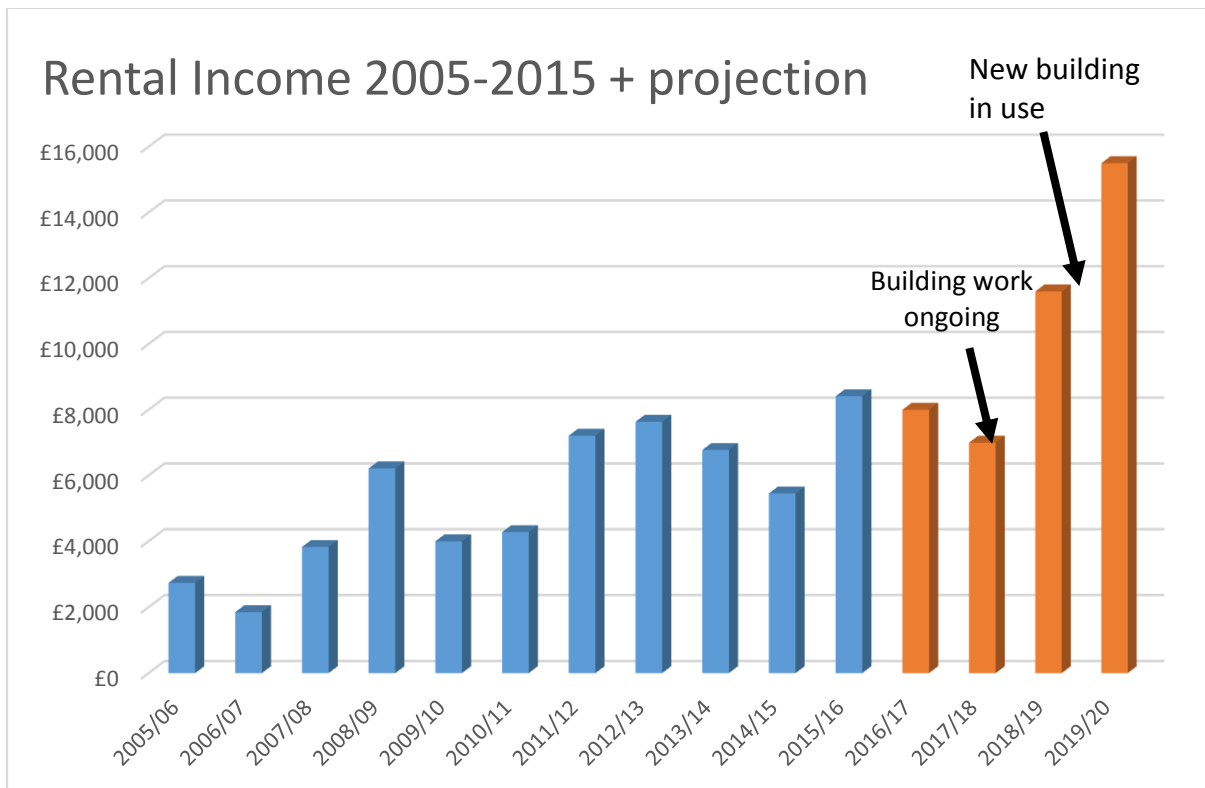
5. Current and estimated rental income

It is planned the new building will be rented at a much higher value while the cost of camping will be reduced to bring it in line with other Leicestershire Scout camp sites.

	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Estimate	17/18 Estimate	18/19 Estimate	19/20 Estimate
Camping per night	£3.50- £5.00	£3.50- £5.00	£3.50- £5.00	£3.50- £5.00	£3.50- £5.00	£3.00- £5.00	£3.00- £5.00
Number camping/year	1522	1233	1846	1750	1500	2000	2500
Camping income	£5711	£4596	£6911	£6600	£5850	£6600	£8200
Current hut rent/night	£15-£35	£15-£35	£15-£35	£15-£35	£15-£35	£15-£35	£15-£35
Nights hut usage/year	46	37	65	60	55	25	25
Hut income	£870	£685	£1275	£1250	£1000	£400	£400
New building rent/night						£75	£75
New building usage/year						90	90
New building income						£4500	£6750
Rental income	£6581	£5281	£8192	£7850	£6850	£11500	£15350
Other income*	£196	£175	£220	£150	£150	£100	£150
Total Income	£6777	£5456	£8412	£8000	£7000	£11600	£15500

*Other income includes utility costs and caravan parking

6. Graph of historical and projected rental income



The management of Holwell Pastures has been improved in recent years. This has resulted in a growth of revenue from £2,700 in 2005/06 to £8,400 in 2015. This has been achieved while maintaining the prices charged to Scout and youth campers at £3.50 per person per night and £5.00 for private bookings for the whole of this time. The current main hut has also been rented at the very low price of £15 per night for youth users with private bookings paying £25-£35 per night. With the other buildings, most especially the toilets, being in such poor condition it is not possible to increase prices and it is unlikely the income will increase very much. Costs have been controlled but though a small surplus is generated each year by careful financial management it is becoming increasingly difficult to generate enough to provide for new improvements and facilities.

The above projections are thought to be quite cautious as they do not reflect any income from daytime use by clubs and/or companies using the building. Nevertheless even these projections will quickly generate a significant surplus which can be used to further improve the site and, crucially, to provide even better facilities for the young people of Melton District.