

Snitterfield Pavilion

A review of activity
& a road map for delivery



CRAWSHAW
HERITAGE & COMMUNITY PROJECTS

1 Introduction

As you will be seeking funding from grant and public bodies, how you must control this project will seem slightly burdensome. It will not be like building a private summer house or similar, and clear plans will need to be available to funders to ensure they have confidence in your collective ability to successfully deliver the scheme, for the benefit of your community. Unfortunately, the process you should go through will be the same whether you are building a £1m pavilion or a £160k one, as you are competing for the same pots of funding.

2 Brief

The proposals for the Pavilion form part of a wider suite of projects on the site and having a Masterplan for all of this will be helpful, as your outcomes will be wider. Once you have described the Masterplan, you can focus on the pavilion as one component sub-project.

You should be able to demonstrate the brief for the building meets the needs of your end users, ideally after some sort of evidenced consultation. Alternatively, your brief can be informed by recommendations from sporting agencies, safeguarding guidance and accessibility standards. Make it clear that your brief responds to those requirements.

3 Evidence of Need

Your Evidence of Need document needs to be much stronger. The information describes well the current condition of the building, which was only supposed to last 30 years but has instead been in operation for 50 years. What needs clearer explanation is how that impacts your clubs and the community. For example, you have lost the junior cricket and junior football clubs because of poor facilities, and parents have taken children to other facilities. You need to say that there is an evidenced number of people who would revert back to Snitterfield if better provision was made, bringing tangible benefits. By coming back, their carbon footprint in transporting their children to other clubs would be reduced, and children would have a better experience, in their own community making local friends and building networks. Children who can't go further afield because of a lack of transport / cost, will be able to access facilities again. You need to be clear about user numbers now and once the project is complete. It needs to be analytical with qualitative and quantitative data.

You could make more of the new standards of safeguarding and guidance on accessibility requirements to justify a fundamental improvement to the existing provision, over and above the physical integrity of the current building. It should also include difficulty and expense of maintenance, and its poor environmental sustainability.

You need to consider how the current condition of building impacts the community. Do fewer people participate, increasing social isolation?

There is no mention of women's cricket or walking football proposals, both increasing in popularity and reaching groups otherwise not served. That seems to be a missed opportunity. Inclusivity will broaden your access to funding.

4 Project Costs

There has been no formal assessment of whole project costs other than a review of a very similar building at Kineton. This is a very risky approach, as each site is different and may require a different solution for ground works for example. As times moves on, building regulations change (for example since Kineton was proposed, triple glazing is now required) and of course inflation has caused serious difficulties for similar projects in the past year.

Whole project costs will be required by funders and will include contract value, fees, utilities, contingency and vat. This can be done without the need for going out to tender by a quantity surveyor, who will develop an outline cost plan for you.

If you choose not to appoint a QS, you can get the build cost from suppliers, but that will go out of date very quickly (currently quotes are only valid for a maximum of three months, and sometimes as little as four weeks). You will then have to make an allowance for inflation as well as non-build costs. Building inflation can vary significantly from the overall inflation rate, especially in timber and steel prices. Depending on how you plan on contracting, keeping track on changing costs could be time consuming.

Looking at Kineton, you have a guide cost of £160k. This is exceptionally light in construction terms. You only have approximately 5% contingency and funders will want to see £10%, even where costs are nailed down, and risks have been fully managed. There is no provision for fees nor utilities, which can add up over time. For example, you are on your second round of planning applications, which will bring new costs.

Looking at the information, I think you are suggesting getting on with the watertight shell before raising further funds to complete the building. This will be fine for local fund raising, but I'm not sure that's going to appeal to the bigger funders. They view projects from a prospective of risk: Is there a risk that this project will stall, or fail to be delivered? If they give funding for the watertight building, and then you fail to secure the fit out, services etc, their investment would be seen to be wasted. I know that's unlikely, but they will consider that as a possibility and when they are weighing up who to support in a competitive field, that might be enough for you to get refused. I think they would prefer to see a really good plan in place for the delivery of the whole project. In addition, delivering in one go will be cheaper overall. This comes back to the question of how you plan to contract the works.

5 Funding

Overall, I think it needs to be clearer what this building is intended to do. Is it a community building for village use is an additional space to complement the village hall and other hireable buildings as is gently suggested in the crowd funding video or is it, as it appears to be in the documentation, a pavilion for primarily cricket use with other sports also to be accommodated? If it is genuinely the former, then the statement of need is lacking. There is little by way of non-sporting use other than outdoor activity, such as fetes, needing access to toilet facilities. If it is the former, then it is likely that there will be more avenues for funding, unless you can demonstrate that your sporting groups are very inclusive and attract older, the less abled and the young.

The Community Ownership Fund is open until 2025, so you don't need to rush into applying now if your bidding information could be improved upon. That said, I wonder whether this funding steam is appropriate for Snitterfield Pavilion. The fund is aimed at communities wanting to purchase

properties, pubs, shops etc that would otherwise be at risk of being lost because of existing poor management or open sale. It complements the work progressed in identifying Assets of Community Value. No one is suggesting that Snitterfield Pavilion is so poorly managed, it is under threat of closure, and there is no suggestion it will be sold and become lost to the community. Quite the opposite, for a healthy business plan, it will be helpful to demonstrate a track record of competent management. That said, of course you can still apply (I note you have an EOI submitted) and you may be successful. Some funding streams with a lower award rate become less concerned about the original objectives as the programme goes on and funding is still in the pot, especially government backed funding approaching an election!

The other suggested pots of funding seem to be likely candidates for support and there are a few others smaller grant providers who would likely be supportive of contributing under £10k which together, mount up.

To apply for funds from larger grant bodies, you will need to prepare a Funding Strategy, detailing how you aim to raise the whole project costs. This can broadly be split into grant applications; events; crowd funding; small donations; major donations and loans. The Funding Strategy needs to detail what proportion of funding is likely to come from each area, and the likely grant funders should be listed. You should detail all funding available for the project, what's committed and what's applied for but not yet determined. It should also be clear about the current shortfall.

6 Programme

You will need to give some idea of time frame (programme) for the project. You have some constraints, for example a planning consent that will expire in 3 years and some funders will give a time frame/ limit to their award. Have an idea of your preferred start time and then how long the works will take.

7 Value for Money

As it stands at the moment, you have a preferred supplier, based on a recommendation from another community group. This wouldn't normally be deemed sufficient to evidence value for money by the larger funders. Typically, as a minimum, three quotes are required, but more normally, a full tender process is expected. This is to ensure that you can compare like-for-like. How sure are you that you cannot benefit from a better product for a lower price? How can you show funders that?

There should also be an element of due diligence, to ensure that your supplier is solvent, competent and unlikely to go bust whilst undertaking your project. If you progress with Passmore, you will still need to do due diligence as a part of your risk management. This not only satisfies any funders requirements, but it is also essential for you, as a group of Trustees, to be entirely transparent.

8 Construction

Before you start on site you will need to ensure you have approval from Building Control. Drawings showing the detailed design will need to be submitted by you as the applicant, along with a construction management plan and any applications to discharge any other planning conditions.

It's not entirely clear from the cost details whether the preferred supplier would in effect be undertaking a design and build contract; a turn-key approach that will result in them undertaking all tasks until the project is complete, or whether there will be a series of contractors as the work progresses, either procured directly or through the main contractor. I strongly suggest you contract the work using a standard form of contract, and this will require contract administration. Any changes or problems during the construction process will properly be accounted for and there will be no surprise costs at the end of the project.

As client, you are also legally responsible for the appointment of a Principal Designer (which confusingly isn't necessarily the designer of the building). The Principal Designer will be responsible for the compliance of the Construction Design and Management regulations, which is mostly health and safety related. As a charity/Parish Council, it is essential that your observations of these regulations are exemplary.

9 Longevity of the proposed building

It's probably worth considering the longevity of the proposed building, given that it's a timber framed building with timber cladding. Usually, it's the length of lease that's considered by a funder, but it's also not unreasonable to consider over how long the building will last. You already have experience of the existing pavilion being unfit for purpose after 30-40 years, and then requiring replacement. You should also consider the maintenance implications of such a building and ensure that this work is scheduled and accounted for in your business plan.

10 Sustainability

Funding is much easier to attract if your project is proudly environmentally sustainable. You have a heat pump specified. What other provision will be made as a part of the build? For example, you could look at PV cells and batteries potentially (and maybe dispense with the heat pump) which would help provide all you would need for hot water showers. It may add to your whole project costs, but it's quite possible this could be a wholly funded component as a discreet sub-project such as this would be appealing to fund.

Make sure you look at triple glazing, new external planting, efficient heating systems etc to ensure your project is as environmentally friendly as possible. Consideration also needs to be given to ventilation and solar gain, as an overheated building is as uncomfortable as an underheated one and will become more problematic with climate change. Your designers should be helping you with that. They will need to provide values for heat loss etc when it comes to obtaining building regulations.

Road Map to Delivery

Regulatory

- Check whether you really do need a new planning permission, or whether you can pursue a variation of submitted drawings and materials.
- Once granted, submit application to Building Control.
- Appoint Principal Designer to undertake CDM role.
- Decide on method of procurement / standard form of contract.
- Issue contract.

Funding

- Define Masterplan with drawings and narrative.
- Define pavilion as sub-project with drawings and narrative.

And then for pavilion:

- *Prepare Whole Project Cost plan, ideally with a QS.
- *Write thorough Evidence of Need document.
- *Write Funding Strategy.
- *Write Business Plan.
- *Develop Programme.
- Run events and activities to raise local funds.

Management

- *Prepare and maintain a risk register.
- Prepare and maintain a grant tracker.
- Prepare and manage the forms of contract.
- Agree draw-down requirements with funders.
- Agree payment schedules with suppliers / contractors.

**ALL THESE NEED COMPLETING BEFORE MAJOR FUNDING APPLICATIONS ARE MADE.*