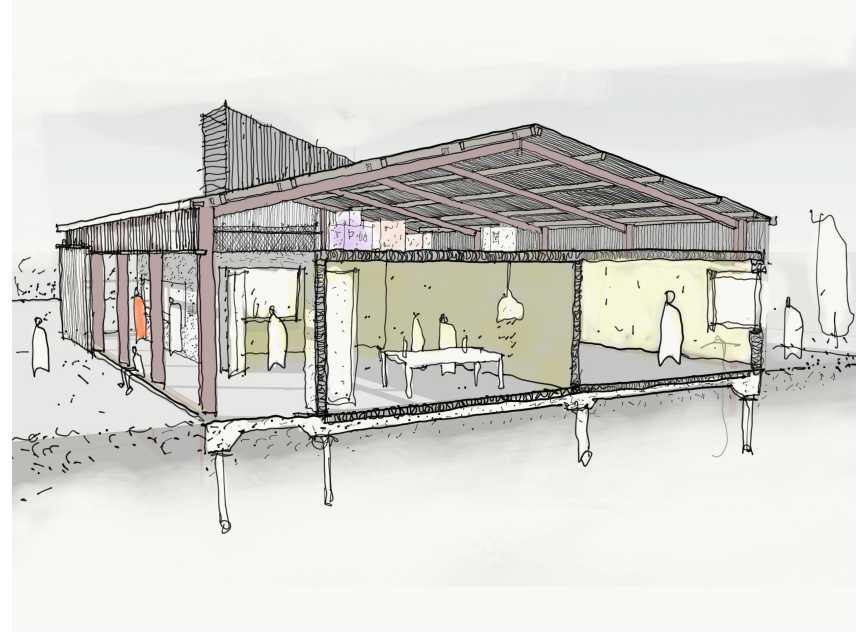


Haddenham Stores Redevelopment Project



Presentation to Council March 7 2021

Reasons for presentation

- Legal liability of trustees ie Members of Council to undertake due diligence
- This is for information but no decisions to be made at Council today, they will be discussed and made by Council members at the EGM later in March
- We anticipate that planning consent will have been granted around 16 March - before the EGM

Key Question - Why the project should move into RIBA Stage 4 now?

- Stores buildings at Haddenham have significantly deteriorated and are in a very poor condition:
 - 3 buildings have been condemned
 - 3 remaining have a limited life span and could be condemned within a year
 - Insurance of crumbling stores buildings is poor value for money and activities at Haddenham are subject to more restrictions
- FSC would like to run a full programme of camps in 2022 and beyond. The current conditions at Haddenham mean this will not be possible.
- Planning consent will be determined by March 16 2021, it lasts for 3 years
- Project will take 6 months to detail, specify & tender
- Once tenders are received and FSC has sufficient funding in place, construction work could proceed without further delay.
- FSC could choose to delay starting construction once tenders received for 3 months or longer - (implications in chart)
- The fee cost for moving into Stage 4 is £29,844



Building 6 March 2021





**East & West Wing
Workshops
March 2021**





Building 42 March 2021





The Long Barn March 2021



What are our obligations under our insurance cover?

- Our overriding obligation is to **ensure that Haddenham is a safe place to work**
 - Our employee liability covers us for situations if somebody sues FSC for negligence in the event of an accident
- We would be regarded as being negligent if we
 - Allow people to work without restriction in the 3 buildings that have been condemned
 - Allow people to work in the remaining buildings without restriction given that they are also deteriorating rapidly
- All equipment must be stored securely
 - We only have cover for outside storage when delivered to a camp site

What are we doing to meet the obligations?

- We have put measures in place to clear the condemned buildings in a safe way
 - Restrict the numbers in the building at any one time
 - Hard hats must be worn
 - Only named individuals in the electrical shed
 - Risk Assessments are in place and regularly reviewed
 - Evacuate buildings and surrounding areas in high winds
- Putting temporary secure storage solutions in place within Haddenham (containers)
- Reviewing other storage options
 - Do we have enough secure space for everything on site?
 - Do we need to consider storage off site?

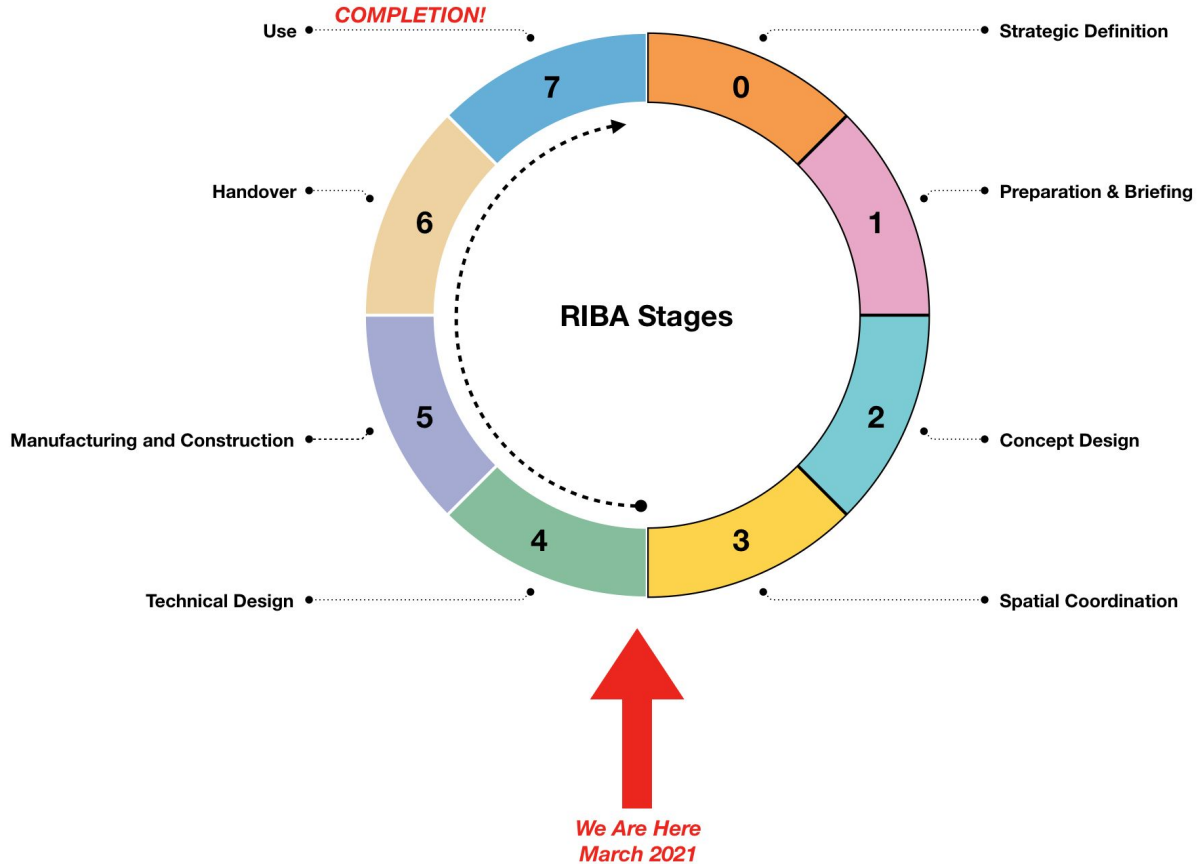
What are the insurance implications of delaying a decision?

- We continue to pay cover for buildings which are both condemned and continue to deteriorate (throwing good money after bad)
- The buildings with equipment in have asbestos rooves
 - Last asbestos roof survey (2019) said that they were beginning to fail, so all have limited life. Ideally they should all be emptied asap
 - If the rooves collapse onto the equipment, it would be contaminated and could no longer be used
- Maintaining safe working practices will become ever more challenging
 - Likely to need to impose more restrictions
 - People may become less willing to volunteer if safety is a real issue

Other considerations:

- The current working environment is difficult and unattractive
 - It is hard to attract volunteers
 - Those that have put in a lot of work over the last couple of years could become very demoralised if redevelopment is delayed
- Reduced revenue in 2022-23 as our ability to supply camps is limited
 - Deteriorating buildings will continue to affecting our ability to supply camps
 - We have no indoor space to dry tents so we are weather dependant
 - Repair workshops have limited capacity (roughly reduced by $\frac{1}{3}$)
- Moving equipment off site will incur extra insurance costs
 - We have to declare all sites where equipment is stored (if we don't, it won't be covered)
 - The same would apply if we want to move canvas to other sites for drying
 - There are security requirements for all sites where equipment is stored

RIBA Stages



What is RIBA Stage 4?

- Development of **detailed information** required to manufacture and construct the building.
- It is the **most comprehensive design phase**, where all the technical design details and coordination is completed and procurement route decided.
- It is **NOT** the start of construction but the **preparation** for construction.
- **This allows us to make decisions and start fundraising!**

***Procurement** = The process of purchasing goods or services.
(In this case the construction of the building)*

***Procurement Route** = The process by which the contractor is appointed.*

Decided by analysis of Speed/Cost/Quality/Risk

Time comparison of RIBA Stages

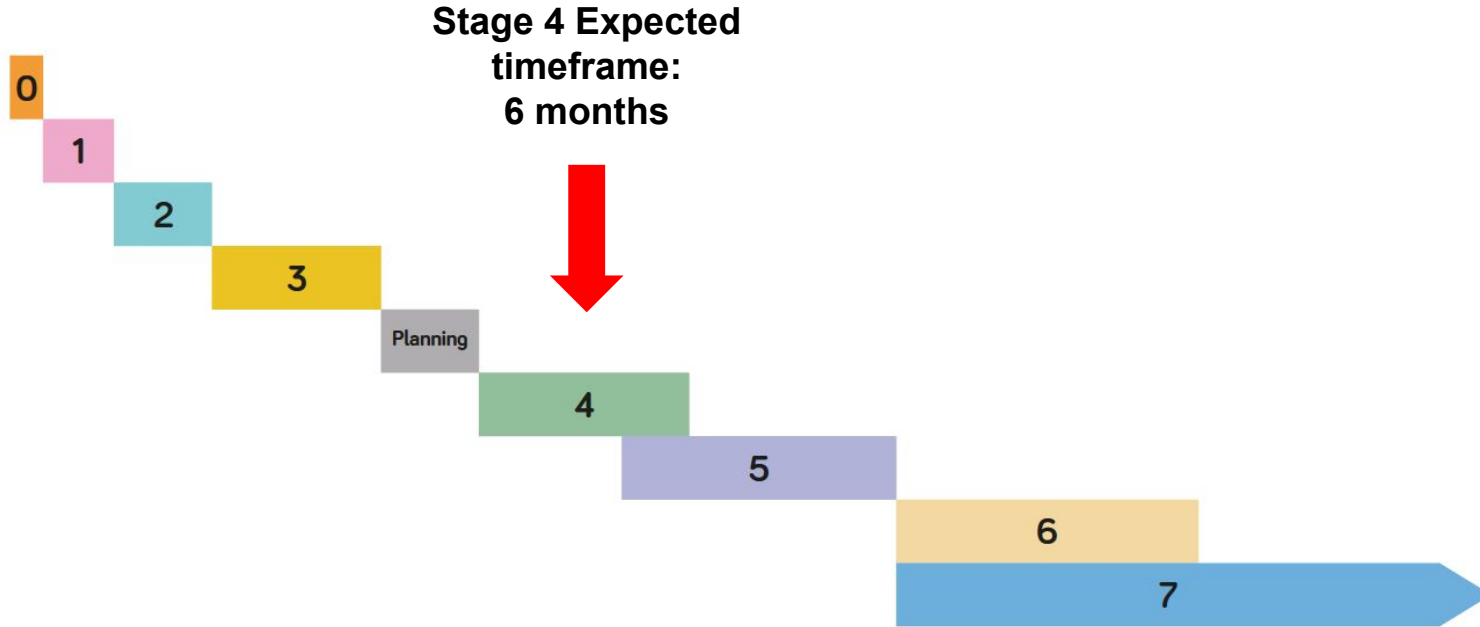


Figure 2: Example Project Programme for each stage of the RIBA Plan of Work 2020



Stage 4 Activities

Architect's Responsibilities

Prepare **design information** to construct project:

- Complete **Technical Drawings**.
- **Propose construction materials**.
- Propose sustainable design options.
- Coordinate Design
- Complete planning conditions

Decide **Procurement Route: (how we appoint a contractor)**

- Start Tender process & appoint contractor **once funding is in place**.
- Plan construction programme
- Suggest areas within the construction that FSC could be involved in the construction.

FSC's Activities

Consultation & Decisions:

- Sustainability & Materials
- Construction Methods Consultation
- Procurement Route
- Approve construction Programme
- Running camps during construction

Finance:

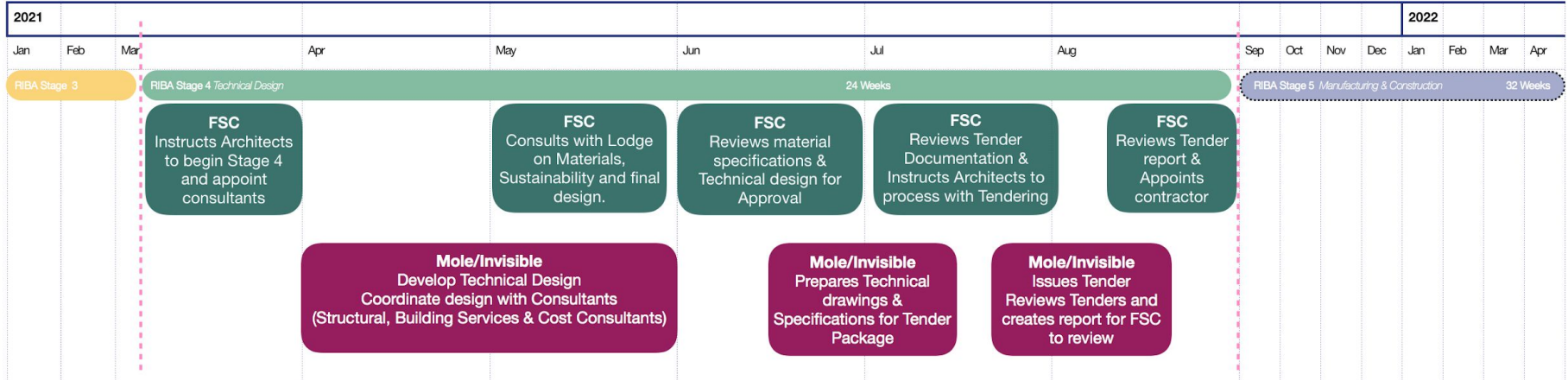
- Fundraising!
- Get Funding in place.

Activities at Haddenham:

- Clear Haddenham for construction
- Store all kit

Programme in Stage 4 - what happens?

Example RIBA Stage 4 Programme



Sustainability at stores

- The project will be our largest contribution to global carbon emissions in decades.
- Climate Change will affect our organisation. We must play our part in combating it.
- RIBA stage 4 will include:
 - Material choices.
 - Decisions on design for sustainability.
- Sustainability committee is working with SDC to ensure that sustainability decisions play a large part in the consultation process.
- Engagement with the consultation by sustainably minded FSC staff will be key to getting a green building.



07/04/2020

Forest School Camps Stores Sustainability Brief

The FSC stores redevelopment aims to achieve a site that: is fit for purpose, has minimal negative impacts on the environment and provides a space for an enthusiastic group of volunteers who enjoy spending time there. FSC wishes to obtain buildings for a reasonable price which achieve a high level of sustainability and which will allow its volunteers to flourish in the long term.

Project Sustainability Principles

1. Minimise the life cycle carbon emissions associated with the development by:
 - a. Minimising operational energy consumption by applying passive design principles.
 - b. Minimising the embodied carbon of construction.
2. Prioritise the use of natural materials where appropriate.
3. Design for deconstruction and flexibility.
4. Protect the existing site ecology and increase site biodiversity.
5. Promote the wellbeing of volunteers.

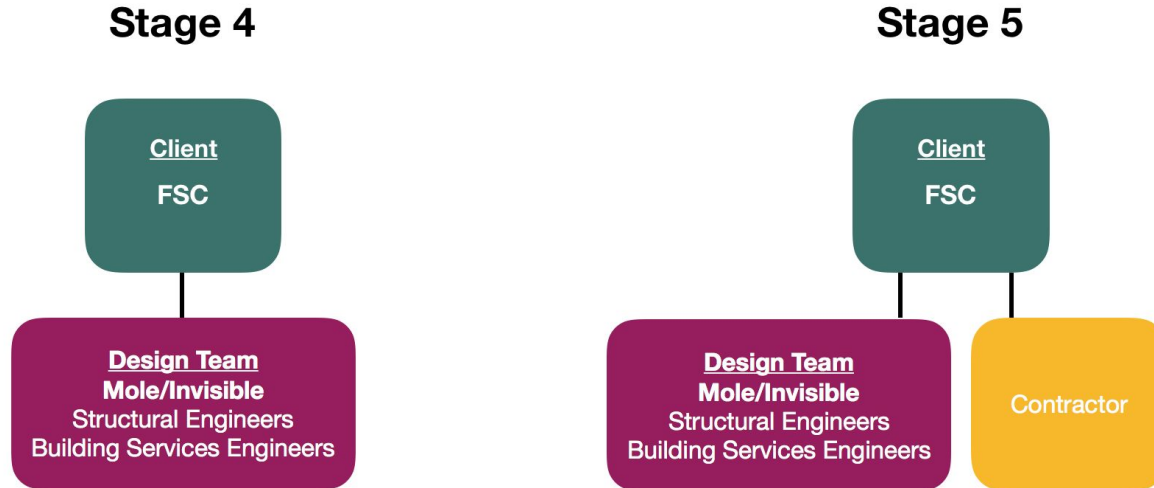
Environmental Sustainability

Forest School Camps is a highly environmentally conscious organisation - one of our key principles is living in harmony with nature. FSC aims to minimise the negative environmental impacts of this project and maximise positive impacts.

What happens after Stage 4? Stage 5!

This is the Manufacturing and construction of the building!

Contractor joins the design team



Want more information?

This document can be downloaded: [RIBA Plan of Work](#)

A Full breakdown can be found here: [RIBA Plan of Work 2020 Overview](#)



RIBA
Plan of Work
2020

Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the Project Programme for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note:

Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See [Overview guidance](#).

Procurement:

The RIBA Plan of Work is procurement neutral – See [Overview guidance](#) for a detailed description of how each stage might be adjusted to accommodate the requirements of the Procurement Strategy.

- ER Employer's Requirements
- CP Contractor's Proposals

RIBA Architecture.com

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

	0	1	2	3	4	5	6	7
	Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief	Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed	Manufacturing, construction and Commissioning completed	Building handed over. Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme	Undertake Design Studies , Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan , Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application	Review design against Building Regulations Prepare and submit Planning Application	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Procurement Route	Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	Appoint client team Appoint design team	Appoint contractor	ER Pre-contract services agreement ER Appoint contractor CP Preferred bidder	ER CP Tender Appoint contractor CP Appoint contractor CP Appoint contractor	ER CP Appoint contractor CP Appoint contractor	Appoint Facilities Management and Asset Management teams, and strategic advisers as needed	
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Updated Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information If Verified Construction Information is required, verification tasks must be defined	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in Bold Type.

Further guidance and detailed stage descriptions are included in the RIBA Plan of Work 2020 Overview

Risks and advantages of each option

- Option 1 – Proceed to stage 4 and construction once we have planning consent
 - Risk of committing to proceed before all funding is in place. Would have to move to option 2 if we do not have full funding when construction is due to start
 - Work in 2021 can proceed without distraction of having to supply camps
 - We can run close to a full programme of camps in 2022; revenue restored & happy campers
- Option 2 – Proceed to stage 4; delay construction until funding is secure; may need loan
 - Reduced programme (and therefore revenue) in 2022
 - Remaining buildings continue to deteriorate
 - Funding is in place before construction starts
- Option 3 – Delay stage 4 and construction until full funding is in place
 - Delay may result in increased costs
 - Significantly reduced revenue for 2022; full programme in 2023 not certain
 - Remaining buildings continue to deteriorate
 - Funding is in place before we commit to stage 4
- Option 4 – Pause project for a couple of years if fundraising takes long time to come through
 - Planning consent runs out in March 2024
 - Delay may result in increased costs
 - Remaining buildings could be condemned before we go to stage 4
 - Significantly reduced revenue for 2022 and 2023; full programme in 2024 not certain
 - Confidence that financial support is secure

Q&A

What happens if we do nothing?

- Haddenham Stores cannot continue to function and supply camps in the current state so ultimately camps will not be able to run.

Why should we expend money now on fees to design a building we might not be able to afford?

- £110,000 has already been spent on the project to get to this stage and major electrical works are being undertaken at the site.
- Only if the work is tendered will we know the full cost of the new building and there are options to reduce costs and/or to build it in two phases or for FSC volunteers to undertake some of the internal construction work and landscape works on completion of the building.

What happens if we stop the project now and wait to move into Stage 4 in 2022/2023?

- As shown in the Options slide, the longer the delay in getting the project ready to tender then the more difficult it will be for Stores to run and supply equipment to camps.
- FSC will not be able to run a full programme of camps until the new building is built
- Construction and fee costs will increase.

What happens if the building construction work is tendered & the costs come back above the funds available?

- A lot of work is undertaken in Stage 4 to try to ensure this does not happen
- If it did, SDC would have to work with the architects & contractor to change specification of some materials and change or reduce the scope of works. This is called 'value engineering'

If a contractor was instructed to start work in RIBA Stage 5 would FSC get into a position where the construction started but there weren't sufficient funds to finish the building?

- No, to prevent this happening, FSC **will not** instruct a contractor to start work **until we know how** the project will be paid for. This might be through grants or loans
- There is also a sum of £100,000 contingencies included in the tender costs to ensure that if there are unforeseen works when construction starts (usually at the beginning of the project) then there are funds available to pay for it.

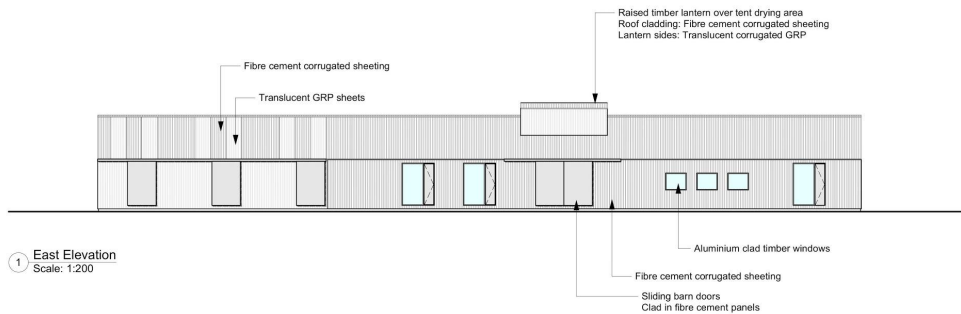
Why have the project costs increased from August?

- Costs in the report are the best estimated whole project cost which includes building costs, all consultants fees & emergency works at Haddenham.
- Quantity Surveyors (QS) were asked in December 2020 to **estimate** costs for everything internally & externally for new building for fundraising information purposes. Until the work is tendered we won't have the final building costs.
- The project cost quoted includes building construction to ensure FSC could move into a complete new building except for the provision of furniture and storage systems.
- There is a large sum allocated for external works (£160,000) that could be undertaken by FSC volunteers and FSC could choose to further reduce costs by undertaking more internal fitting out & construction.
- Some costs have increased due to additional required specifications for the building because of the ground conditions
- The Covid pandemic and Brexit have created huge uncertainty in contractors' pricing, the availability & supply of materials, cost of inflation plus the availability of labour & additional costs related to working under Covid regulations. The QS will price conservatively to take account of this.

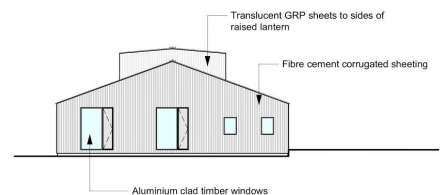
Proposed site plan submitted for planning



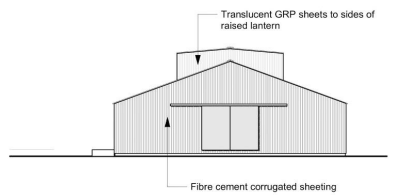
Elevations & Plan of the 'Big Roof' submitted for planning



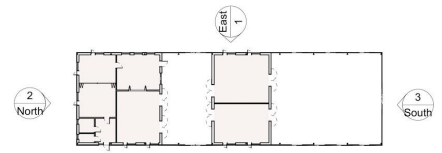
1 East Elevation
Scale: 1:200



2 North Elevation
Scale: 1:200



3 South Elevation
Scale: 1:200



5 Big Roof GF plan
Scale: 1:500

PL1 18/11/20 Planning

Mole

Mole Architects
Floor 2, 35 Burleigh Street
Cambridge
CB1 1DU
Tel: 01223 913012
www.molearchitects.co.uk

DO NOT SCALE FROM THIS DRAWING. VERIFY ALL DIMENSIONS ON SITE. DRAWING SHOULD BE READ IN CONJUNCTION WITH INFORMATION FROM ALL OTHER DESIGN CONSULTANTS AND CONTRACTORS. ALL DIMENSIONS IN DIGITAL FORMAT ARE FOR REFERENCE ONLY.

Stores Development

Ford School Campus
100 Brook Road, Cambridge, CB3 0PA

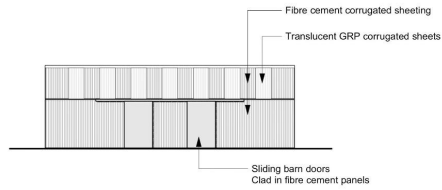
Job No: 2005

Draw No: PL_A_3000

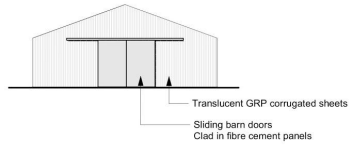
Title: Big Roof Proposed Elevations

Status: Planning	Rev
Scale: 1:200 @ A3	PL 1
Date: 18.11.20	

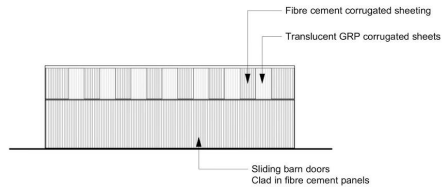
Elevations of the 'Big Roof' submitted for Planning



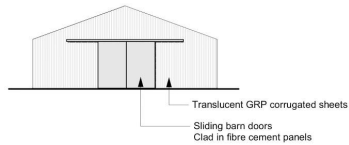
1 West elevation
1:200



2 South elevation
1:200



3 East elevation
1:200



4 North elevation
1:200

PL1 18/11/20 Planning

Mole

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Stores Development

Farm School Campus
100m, Southfields, Cambridge, CB3 0PA

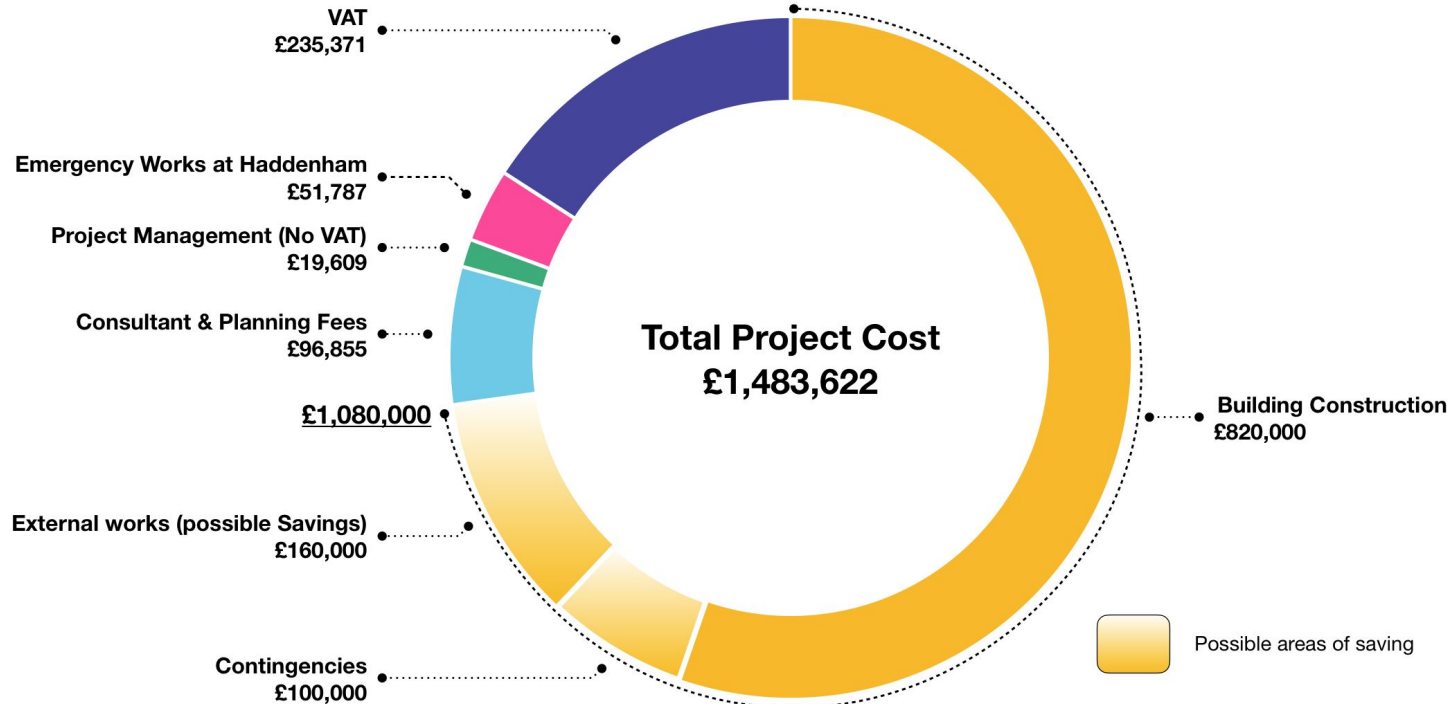
Job No: 2005

Draw No: PL_A_3002

Title: Little Roof
Proposed Elevations

Status: Planning	Rev
Scale: 1:200 @ A3	PL 1
Date: 18.11.20	

Project Cost Overview Phases 1 & 2 - the 'Big Roof'



Project Cost Overview Phases 1 & 2 - the 'Big Roof'

Total Project Cost	£1,483,622 (VAT incl.)
Building Construction Costs	£1,080,000
Consultant & Planning Fees	<u>£96,855</u>
VAT on above	£235,371
Emergency Works at Haddenham (electrics, bungalow, temporary storage)	£51,787(VAT incl.)

(£100,000 contingencies included, and possible saving £160,000 external works)

Finance & Fundraising 1

[Stores fundraising spreadsheet2021_0227](#)



Fundraising & Finance 2

Source of money	How we will secure	What we need	Who will do it
The Lodge	<ul style="list-style-type: none"> · Appeal letters to staff, associates and elders · Fun events, sponsored camp outs, singathons, walks, hopping challenges etc. 	£225,000 over 3 years	EVERYONE
Trusts and foundations	Steady stream of funding applications	£440,000 over 3 years	FR Committee
In the meantime			
0% Loans and repayable grants	Talk to potential sources and only draw down if necessary	<ul style="list-style-type: none"> · £200k pledge from a donor - repayable over 20 years · £250k repayable grant from major trust (3-10 year pay back) · Other 0% low risk loans 	FR Cttee, Chair, Vice-Chair

What's Next ...

- Council EGM in March 2021 to make decisions on the Stores Redevelopment Project
- Work happening at Haddenham over the next six months involving FSC volunteers
 - Work days initially, work camps once Covid rules allow overnight stays
 - There will be a sign up system as volunteers will be limited to maximum 30 until Step 4 of lockdown easing
 - Will include works on the site to enable essential electrical works to be undertaken in April
 - Will include essential remedial work on the bungalow
 - Grounds maintenance & possible preparation works for construction
 - Clearance of buildings that have been condemned (42, The Long Barn, Electric Shed) camping equipment to be moved into temporary storage