

King George V Field

Committee of Management

Date: 15 January 2018

Time: 19:00 hours

Where: Facility on the King George's Field

Present: Anthony Alder (AA) - Heyford Athletic Football Club, Lyn Chandler (LC) - Independent, Chris Daly (CD) – Lower Heyford Parochial Church Council, Bruce Eggeling (BE) – Lower Heyford Parish Council, Nuala Francis (NF) – Womens' Institute, Liz Goodwin (LG) – Independent – Chair, Terry Hawkins (TH) - Independent, Atlanta Kyte (AK) - Lower Heyford Village Hall Fund, Jane Masségia (JM) –Independent, Cheryl Pike (CP) – Lower Heyford Sports and Social Club, Brian Draper (BD) - (Independent)

Minutes

1. **Welcome and introductions :** the meeting welcomed Brain Draper
2. **Apologies for absence:** None
3. **Declaration of conflicts of interest :** None
4. **Approval of minutes of the last meeting:** These were approved and signed by the Chair
5. **Matters arising:** It was agreed that this was best addressed under item 6 below and as the individual sub-committees reports were considered
6. **Constitution of sub-committees:** It was agreed that based upon the experience of the sub-committees the following changes should be made:
 - a. **Scope and Specifications:** Add : Bruce Eggeling, Cheryl Pike, and Melissa Chadderton
 - b. **Finance and funding:** no changes but to ask Sarah Edwards to look at the funding model to see if any new lines of funding should be considered
 - c. **Communications:** No changes
 - d. **Operations:** Add : Barry Varney, Brian Draper and Peter Thompson
 - e. **Facility Construction:** Add : Melissa Chadderton
7. **Operations Sub-committee:** It was agreed that at some future point in time, whilst most, if not all, of the sub-committees would cease to exist as their function would have been complete, the Operations sub-committee would need to be split into a number of possible sub-committees of the CoM. It was envisaged that the CoM would remain the policy making body, representing all of the residents and organisations of the villages whilst the sub-committees would deal with operational matters such as: building management and maintenance, field management and maintenance, bar operations, finance and accounting, communications, marketing and booking systems.

The Operations Sub-committee was tasked with developing such a format and to ask it to define the number of such committees, identify their individual remits and required skill sets and to bring its proposals for the CoM to consider and approve.

8. Reports from the chairs of sub committees : The meeting considered the reports of each of the sub committees (which are appended to these minutes) and the matters discussed are set out below each as follows:

a. Scope and specifications (Page 5)

The meeting noted the progress that had been made and approved the remit that had been drafted. AA reported that Bletchingdon and Upper Heyford Reading room had been visited by way of fact and operations finding which had proved very useful. It was noted that it was hoped to meet with John Varney on 29 January to discuss the required specifications and equipment with a view to deciding what extra provisions were required to meet the requests of the residents, LHVHF etc.

b. Finance and funding (Page 8)

The meeting approved the remit that had been drafted by the sub –committee. It was noted that TH was convening a meeting of the Events committee to discuss, amongst other items, the possibility of part funding the new facility. **It was agreed that the Playground Committee should be approached to see if it could help in this regard as well.** The financial schedule was discussed and BE advised that the largest single mitigator was the ability to have the Parish Council pay for the project funded by the various funding bodies that had been identified, thus enabling the PC to recover the VAT. CP advised that she was hopeful that the professional advice she had received informally from her firm would confirm that this was possible. BE noted that the financial forecast for 5 years showed that the project was financially viable but only with bar sales included. Finally the Risk Register was consulted and **it was agreed that a number of responsibilities should be changed and that the Sub – committee that had been identified as being responsible would review the risk in detail and consider what mitigating actions were advised**

c. Communications (Page 13)

It was noted that the first newsletter had been very well received and all thanks in this regard were due to JM who had drafted it.

CD suggested that a postcard drop to all residences be effected in ?A5 format seeking:

- Demographics by house
- Contact details (e-mail address)
- Input to the naming of the facility

CD offered to draft the drop and seek to effect it as soon as possible.

d. Operations (Page 15)

It was agreed that as noted above this was the critical ongoing committee and that its remit needed to embrace all of the areas included in the draft remit but also finance and accounts, marketing and communications.

e. Facility construction (Page 16)

It was agreed that this committee would only commence work once the project was given the final go ahead and pre-contract work commenced. It was agreed that this committee would fulfil the intelligent and informed customer role.

9. Plan for 2018 – map out main milestones for the year to provide the framework for planning by various sub committees

The main milestones were agreed to be as follows:

A. Confirmation of John Varney as preferred bidder	15 Jan 2018
B. Project costs and income balanced	26 Jan 2018
C. Meeting with JV to discuss final specification/costs etc.	29 Jan 2018
D. Lease with PC finalised	30 Jan 2018
E. Operations committee sub groups to be proposed	19 Feb 2018
F. Commencement of work on site	End Apr 2018
G. Facility : football ready	01 Sep 2018
H. Facility : practical completion	TBA
I. Facility : signed off (fire/building regulations)	TBA
J. Facility : official opening	TBA

10. Appointment of preferred bidder

The meeting agreed that appropriate processes had been followed in receipt of 3 competitive bids and on suggestion of EG the meeting agreed that John Varney (JV) should be appointed as preferred bidder subject to agreement as to the following matters:

- a. JV to be given the opportunity to revise his prices to take account of change in costs since estimate submission (? 4/2016)
- b. JV be asked to clarify the PC sums included in his estimate and likely values ascribed given known requirements now clarified
- c. JV be asked to agree to a contingency sum which although not binding on either party would be acceptable to both as a working assumption prior to final contract award
- d. JV to be asked to agree to commence work on site no later than such date as will avoid CoM or HAFC being in breach of any funder terms (envisaged to be no later than end April 2018)

11. Name of facility

It was agreed that this was a contentious subject that required delicate handling. A large number of possible names was reduced in discussion to the following which it was agreed should be put to the residents of the villages:

- King George's Sports and Community Centre
- Lower Heyford and Caulcott Sports and Community Centre
- King George's Hut

It was also agreed that residents should be asked to make their own proposal if they did not feel that any of the above was suitable.

12. Next meeting

This was agreed to be held on 19 February 2018

Signed as a true and correct record:



Dr Liz Goodwin OBE, Chair

Date: 19 February 2018

KGF Com

Scope and Specification sub-committee

Meeting: 8 January 2018 at 19:00

Bell Public House

Present: Atlanta Kyte (AK), Anthony Alder (AA), Nuala Francis (NF), Lyn Chandler (LC), Bruce Eggeling (BE)

Minutes

- 1. Composition of the Sub Committee:** The meeting commenced with some debate as to membership of the committee and BE explained that he was present to provide some interface between the Finance and Funding subcommittee and this one so that this was not operating in a vacuum. **It was agreed that at its next meeting the CoM should be asked to approve the sub-committee being expanded to include Melissa Chadderton to help with the sourcing and pricing of furniture, fit out materials and equipment as well as Cheryl Pike who could then carry on on the Construction oversight sub-committee. It was considered that John Varney should be asked to attend a future meeting to clarify exactly what was included within his tender, what contingency should be included and therefore to enable this committee to evaluate what further funding, if any, was required to be included in the overall project cost estimate;**
- 2. Selection of Chair of Scope and Specification sub-committee.** After modest debate Atlanta Kyte agreed to Chair the sub-committee;
- 3. Consideration of draft remit:** The meeting considered the draft that had been previously circulated and subject to one minor amendment. **It was agreed that it should be put forward to the next CoM for ratification.** The finally approved version is attached at Appendix 1
- 4. Relations with the Facility Construction Sub Committee:** this was discussed and it was agreed that the Facility Construction Sub Committee had little or no role to undertake until the actual construction started and that in the meantime this Committee had the task of ensuring that the scope and specification met all needs and had been appropriately costed whereupon it would hand over to the Construction Sub Committee or the Operations Sub Committee as appropriate.
- 5. Funding requirements :** BE presented a schedule that had been considered by the Finance and Funding sub-committee showing the position that the project was believed to be at as to both income and expenditure subject to confirmation of VAT recovery and a number of other factors to be finalised. It was agreed that the committee should prepare a schedule of the various items that it felt should to ensure that costs of all required and agreed buildings/fit-out/equipment are included in overall cost estimates. **BE to maintain and update project cost/income schedule with up to date information;**

6. **Review of plans and desired finish and fit out, furnishings and equipment:** the meeting reviewed in some detail the plans and some of the detail that John Varney had provided with a view to establishing what items needed to be costed over and above the main contract prices. The list was prepared as follows although it should be noted that *this may not be an exhaustive list*:

- a. **Wooden flooring**
- b. **Tables**
- c. **Chairs**
- d. **Window and skylight blinds**
- e. **Light fittings for the changing rooms**
- f. **Light fittings for the front of house**
- g. **Radiators**
- h. **Water Systems**
- i. **Childproof electrics**
- j. **Television system**
- k. **Sound System**
- l. **Wifi components**
- m. **Kitchen equipment**
- n. **Outdoors furniture**
- o. **Outdoors decking**
- p. **Covered veranda**
- q. **BBQ provisions**

AK to allocate responsibility for principal sourcing and costing items amongst available committee and Melissa Chadderton

7. **Storage** was considered at some length and AK advised that when she had visited Bletchington and Upper Heyford it had become clear that storage was always an issue and one could never have too much. **It was agreed to evaluate the needs of:**

- a. Events committee
- b. Existing base equipment
- c. Space for equipment of possible users of the facility
- d. Space for base furniture and chairs
- e. Any other storage facilities

AA advised that some consideration was being given to re-using the existing storage facilities to the rear of the main facility in another location thus enhancing the overall storage volume: **costs to be advised (AA/JV)**

8. **Future visits to other facilities:** AK said she would like to review other facilities to ensure that we had learned as much as we could. **AK agreed to arrange visits to Somerton, Steeple Aston, Ardley and any other appropriate. BE and LC agreed to help with visits if available;**

9. **Fire Officer certification:** it was agreed that we should seek input from the local Fire Officer to establish what the maximum capacities that were likely to be certificated by the Fire Brigade were likely to be.

10. **Any other business:** next meeting fixed for 29 January 2018 in The Bell PH at 19:00

Appendix 1

Scope and Specification sub-committee

Remit to be proposed to main CoM for ratification

1. Objective detailed review of the plans for the new facility and field and refine specification as required of the following:
 - a. Building layout
 - b. Building fit out
 - c. Equipment
 - d. Storage
2. Review of fit of the plans with the requirements set out by the LHVHF and other funders;
3. Meet with the LHVHF representatives to seek to reach agreement that their requirements list is fully met
4. Feed back to the design and planning process to make sure plans are updated with agreed results
5. Liaise with the Funding and Finance sub-committee to ensure that costs of all required and agreed buildings/fit-out/equipment are included in overall cost estimates;
6. Ensure orderly handover of all matters and files to either the ongoing Facility and Field Operations Committee and the Facility Construction Committee as appropriate.

Funding and Finance sub-committee of the KGF CoM

Meeting on 21 December 2017 at J10 Services on the M40

Minutes

1. Composition

- a. Cheryl Pike (LHSSC nominated)
- b. James Gregory (co-opted – HAFC)
- c. Bruce Eggeling (Lower Heyford PC nominated) ~ Chair

2. Remit

The remit was discussed and agreed to be (**Ratification of remit to be sought by the CoM on 15 January 2018**):

Project Finance

- a. Review all bids received for works for completeness and composition;
- b. Identify any areas included within the bids that could be effected by community input and liaise with bidders and Specification and Scope sub-committee as appropriate;
- c. Liaise with the Specification and Scope sub-committee to establish any omitted items and prepare cost estimates to arrive at a total project cost estimate;
- d. Prepare summary of all potential funding streams;
- e. Manage and monitor progress towards securing funding streams;
- f. Ensure compliant reporting to all funders at times/milestones specified by funders;
- g. Prepare summary of income and expense estimates (to include appropriate contingency sums) and keep the CoM advised as to overall status/viability;
- h. Prepare cash flow forecast to ensure that all contractors payments can be made as and when certified;

Risk Register

- g. Prepare a risk register of both project and ongoing operational risks for consideration by the KGF CoM;

Ongoing operations

- h. Prepare estimates of forecast revenues covering 5 years
- i. Prepare estimates of forecast expenses covering 5 years;
- j. Identify critical items that require close management to maintain financial stability;
- k. Keep the facility operations sub-committee advised of forecasts and of on-going potential issues or areas requiring close management;
- l. Ensure orderly handover of all matters and files to the ongoing Facility Operations Committee.

3. Project Forecast

Forecast for the Project is set out at appendix 1 (as revised on 11 January 2018 and submitted to the Parish Council)

4. Risk Register

A first draft is attached at Appendix 2 on a separate sheet **for consideration and mitigation by the CoM**

5. State of Funding bids

a. Viridor credits	Secured
b. Football Federation	Secured
c. Heyford Athletic Football Club	Secured
d. Lower Heyford Sports and Social Club	Secured
e. Lower Heyford Village Hall Fund	Secured subject to meeting their specifications
f. LH Events Committee	WIP
g. LH Playground Committee	WIP
h. Dorchester	WIP
i. Big Lottery	WIP

6. Shortfall Mitigation

The committee is of the view that the most effective shortfall mitigation routes that should be considered are:

- a. VAT recovery: £40k: We are investigating the possibility of running the various finances through the Parish Council and thus enabling the recovery of the VAT expense by the PC which would then not fall as a charge to the Project. In this scenario the building as enhanced would continue to be owned and subject to the lease that is to be put in place. This, if successful, would largely address the funding issues. Informal investigations post meeting by CP indicate favourable status;
- b. Other funders: LH Events committee, LH Playground Committee, Big I Lottery yet to be fully addressed and quantified.
- c. Community donations appeals: unknown: will be followed up later if and when required.

7. 5 Year Forecast Revenues and Expenses

A first draft has been prepared. See appendix 3 on separate sheets

Appendix 1

King George's Field				
Estimate of project costs and incomes				
		£'000	£'000	£'000
Expense	Main contract ~ estimate	162.0		
	VAT on main contract	32.4		
			194.4	
10%	Contingency	16.2		
	VAT on contingency	3.2		
			19.4	
Estimate	Fit out costs ~ to meet LHVHF spec	15.0		
	VAT on fit out	3.0		
			18.0	
Estimate	Equipment costs ~ to meet LHVHF spec	10.0		
	VAT on equipment costs	2.0		
			12.0	
	Total Expense			243.8
Income	Viridor Credits		20.0	
	Football Federation		50.0	
	Heyford Athletic Football Club		6.0	
	LH Sports & Social Club		20.0	
	LH Village Hall fund		99.0	
	Dorchester	10.0	TBC	
	LH Events committee	2.0	TBC	
	LH Playground committee	?	TBC	
	Big Lottery	?	TBC	
	Total income			195.0
	Shortfall			£ 48.8
	VAT included above ~ £'000			£ 40.6
	Other Shortfalls			£ 8.2
1	The main contract bids numbered 3 with John Varney's being the lowest. The bid is an estimate and not fixed price. It contains two provisional sums and is thus subject to potential change. It was submitted in 2016.			
2	There is no contingency provision. The norm would be to provide 10-15%			
3	The cost estimates for fit out and equipment are purely estimates. They are believed to be required to meet the demands of the conditionality applied by the Lower heyford Village Hall Fund			

Appendix 2 – Risk Register

1. BASIC RISK INFORMATION				2. RISK CURRENT ASSESSMENT			3. RISK RESPONSE INFORMATION	
Risk Number	Risk Description / Risk Event Statement	Responsible	Last Update day-month-year	Impact H / M / L	Impact Description	Probability H / M / L	Completed Actions	Planned Future Actions
Project funding risks								
PF1	Funding promised is not equal to or less than total cost	CoM	21-Dec-17	H	Project respecification or abandonment	M	Cost estimates being prepared and funding applications underway	Prepare detailed estimates of costs; include contingency figures
PF2	VAT recovery not certain	FFC / Parish Council	21-Dec-17	H	Project respecification or abandonment	M	FFC has considered and views this as unlikely	Receive professional opinion before commencement
PF3	A material funder withdraws	CoM	21-Dec-17	H	Future funding issue	L	N/A	Require to seek balancing funding elsewhere
Project build risks								
PB1	Total build costs may be higher than budget due to building or other unforeseen items	S&SC and FCC	21-Dec-17	H	Future funding issue	M	N/A	Full CoM to review plans in detail; Close management by Facility Construction Committee (FCC)
PB2	Project creep causes costs to rise	FCC	21-Dec-17	M	Future funding issue	M	N/A	SSC to prepare detailed spec and minimal variations; Close management by FCC
PB3	Lack of control of costs	F&FC and FCC	21-Dec-17	M	Future funding issue	L	N/A	FFC to monitor closely
Operational risks								
O1	New facility not financially viable	Future Operations committee	21-Dec-17	H	Project failure / refinancing source required	M	N/A	Modelling of costs / break even analysis
O2	Lack of take up by broader community	Future Operations committee and Communications committee	21-Dec-17	M	Project fails or damaged	M	N/A	Implementation of comms marketing plan / name change
O3	Community antipathy or alienation to new facility	Future Operations committee and Communications committee	21-Dec-17	M	Project fails or damaged	M	N/A	Implementation of comms marketing plan / name change

Communications sub-committee

Meeting: 2 January 2018 at 19:00

Present: Chris Daly (CD)

Bruce Eggeling (BE)

Minutes

1. Selection of Chair of Communications sub-committee

It was agreed that Chris Daly should Chair the committee

2. Quorum

It was agreed that the quorum for the committee should be 2 of the 4 members of the committee being present

3. Consideration of draft remit and finalisation of same for approval by main CoM

The meeting considered the remit that had been circulated previously and decided to adopt it as drafted. It is appended at Appendix 1 and the meeting decided to seek approval of the CoM at the next meeting.

4. Development of outline overall plan

This was discussed at length and was agreed in outline as follows:

- a. Build a contact database of the whole village
- b. Establish the demographics using data from the last 2-3 censuses –BE to ask Netta Shepherd for details available
- c. Seek community input as to possible uses of the new facilities
- d. Seek community input as to the naming of the facility
- e. Agree to use of a survey card being delivered to all properties in the village to establish: Contact details, possible desired uses, demographics, naming of the facility from a shortlist of 3 or 4 possibles to be established by CoM – BE to arrange CoM process/ CD to enquire into survey card routing

5. Development of newsletter plan

It was noted that the first newsletter had been well received and thanks were due to JM

The plan that had previously been circulated was agreed as being on target although it would require to be amended as events unfold.

It was agreed that the newsletter frequency would be monthly after each CoM meeting with BE to prepare draft outline input to be considered by all of the Comms sub-committee and Jane Maseglia (JM) to be asked to prepare final format. Paper colour to remain green.

6. Other items from agreed remit

None considered at present

7. Any other business

None was discussed

Appendix 1

Communications sub-committee of the KGF CoM

Remit to be approved by the CoM

Project

1. Develop an overall plan to cover the period through until 6 months of full operations in the new facility to include all communications media relevant to all demographics and identify all opportunities for engagement;
2. Design and implement a detailed programme of communications designed to :
 - a. Keep the entire community advised of all matters relating to the project;
 - b. Seek community input on key matters;
 - c. Garner support for the project throughout all of the community;
 - d. Encourage demand for the facilities that will be generated by the project facilities;
3. Measure the appetite of the community for the project at regular intervals;

Ongoing operations

4. Identify major branding components and ensuring appropriate advice passed to the operations committee;
5. Ensure orderly handover of all matters and files to the ongoing Facility Operations Committee.

Operations subcommittee (OpsCom)

Meeting 1: 02/01/2018

7pm The Bell

Present: CP (Sport and Social Club), AA (Football), MC (Village Hall Committee), TH (Independent), JM (Independent), LC (Independent)

1) **The Chair:** Lyn has volunteered to be Chair. Agreed unanimously.

2) **Members of the Committee:** Brian Draper (Independent) is currently working nights, but will join the Operations subcommittee. OpsCom also proposes to invite Barry Varney and Pete Thompson. **ACTION: OpsCom to take these proposals to KGF Committee of Management for ratification at next meeting (15th January).**

3) **Our Remit:**

To put in place

- the **booking** process for the **Facility** and the **Field**. OpsCom envisage both an online system and a hard-copy duplicate in the Bell
- the **cleaning** and **maintenance** process for the **Facility**
- the **maintenance** of the **Field**
- the **payment** (?) and **deposit** process for hire (including the hire of the Social Club bar inside the Facility)
- the **Hire Agreement** (i.e. 'rules' for those hiring the Facility and Field)

To determine

- potential need for paid assistance (e.g. cleaners)

4) **Next Meeting:** Thursday 8th February 6.30pm in the Bell

Facility construction sub-committee

Meeting on 6th January 2018 at 5pm
at Lower Heyford Sports & Social Club

Present - AA (HAFC), CAP (LHSSC) & AK (LHVHF). Apologies from NF (HWI)

It was discussed and CAP volunteered to be the chair of this sub-committee, and all agreed.

The remit of this sub-committee was discussed and it was felt that as it stood there was nothing for the sub-committee to have to undertake in the short term, until the Specification and scope sub-committee had completed their remit and the building works are actually started.

The committee's remit is to:

- Ensure the requirements agreed by the Specification and scope sub-committee are understood and all fully actioned during the building works, so it is all in line with expectation of everyone.
- Project manage the development, answer any questions raised by John and resolve any issues and ensure completed on a timely basis.
- Ensure the project is kept within the agreed budget from the funding & finance sub-committee and payment schedule is adhered to.
- Hand over to the operations sub-committee to ensure they understand any maintenance provisions that need to be put in place.

There was a suggestion to propose to the COM that Melissa should be on this committee instead of Atlanta due to the expected level of detailed involvement on the specification and requirements from the LHVHF as well as due to her position on the Specification & scope committee. **Proposal to be put to the COM for ratification on 15 January 2018.**

Next meeting - date to be agreed

CAP – 08/01/18