

1 Scope of Project

This Project will be responsible for replacing the Parish Centre, Green Road, Alverstoke, with a new building, and will take a view on the whole of the land that surrounds the Parish Centre. This Project will not concern itself with any other property or land that falls within the purview of the Parochial Church Council (PCC).

This project will be responsible for ensuring that:

- each of the deliverables (identified in paragraph 6 below) is produced
- each deliverable is fit for purpose.
- risks and issues are identified and mitigated
- stakeholder requirements are gathered and delivered
- stakeholders are kept informed of progress
- all funds are managed in accordance with the statement of Compliance and Due Diligence and are audited each year
- reports are produced at agreed intervals
- suitable accommodation is provided to maintain business as usual whilst building work is carried out

2 Project Governance and Organisation

- 2.1 The Project Owner is the Rector of St Mary's Church, Alverstoke. He will guide this project, and have overall responsibility for the decisions that are made. The Project Team includes members of the Parish Centre Management Committee (PCMC), who are responsible for the management and maintenance of the Parish Centre. The PCMC, in turn, reports to the PCC, which has Legal responsibility for the property.
- 2.2 The Project Manager will co-ordinate the work of the work plan teams, and ensure that users and other stakeholders are consulted to ensure that all interests are reflected in the final Requirements.
- 2.3 The Project will be managed using standard project management methodology, although the size of the project, and the voluntary status of the Project Manager, will limit the Project Management procedures to the minimum required to deliver the Project. This includes:
 - Identifying the roles and responsibilities for the project team
 - Identifying the Work Teams, and their deliverables, target dates and dependencies
 - Identifying, documenting and mitigating risks and issues
 - Ensuring deliverables and tasks are completed in relation to the dependencies of other deliverables and tasks
 - Reviewing tasks and actions in relation to the Timeline, and adjusting dates when necessary
 - Identifying the Critical Points in the timeline and leading the mitigation of any issue which could halt the project.
 - Holding Project Team meetings at least once per month, where progress, actions, issues and risks are reviewed and further action agreed
 - Each Work Team leader taking responsibility for their deliverables and actions

2.4 The Project Team

- Project Manager who is a retired Business Analyst, Project and Contract Manager
- The Project Owner, the Rector of St Mary's Church, who is on the PCC, PCMC, and leads the Operations Team
- A former Bank Manager, currently working in the Finance sector, who is a member of the PCC, and PCMC, and is responsible for Project Finance
- A local business man – with a wealth of building experience, specialising in providing air conditioning, electrical, plumbing and heating services
- Six local residents with a breadth of local knowledge and contacts invaluable to a project dedicated to providing a building for the whole community
- A retired Director of Bernard Sunley Charitable Foundation
- A Solicitor

The Project has also benefitted from the advice and support of a retired member of the RICS, and from a former partner with Henry Riley LLP, both of whom shaped the Building Strategy. They also provided the invaluable role of intelligent client, which was essential in the early stages of the project.

3 Progress Reporting

- 3.1 The Work Team leaders will deliver monthly Work Plan Reports for distribution at least three days before the monthly Project Meeting
- 3.2 The Issues, Risks, and Decisions will be reviewed and updated monthly. These will be distributed to team members a week before the Project Team meeting.
- 3.3 The Project Team meeting will:
- review progress against deliverables,
 - review current issues, identify new issues and ensure action is taken to resolve them
 - review risks, assess the score, and determine whether the risk has become an issue for urgent resolution
 - review the actions, and assess whether there is any slippage to the Timeline
 - discuss and agree action when events impact the Critical Path
 - revise the Timeline if slippage identified
- 3.4 The Project Owner will identify when progress reports should be delivered to the PCC, or when approval from the PCC is needed before the Project progresses to the next step.

4. Stakeholders

The Stakeholders for this project are: PCC, PCMC, GBC, HCC highways, Local Councillors, County Councillors, residents, neighbours, user groups, businesses, the Architect, Consultants, Funding Organisations, and the Project Team.

The Project Team will collect and consider the interests, needs and concerns of the Stakeholders at all stages of design and build, and will keep them informed of progress.

5. Outline Plan

The Project Manager will produce Work Plans with deliverables, tasks and their dependencies for each of the work groups in this Project. The Project Manager will produce a timeline with milestone deliverables and actions and agree this with the Project Team. The current timeline reflects delays in developing plans, and those caused by Covid 19:

Milestones

- Mar 2016 - Business Case approved by the PCC. This marked the start of the project
- July 2016 - Fundraising starts
- Aug 2016 – First Draft Plans and cost estimates received
- Aug 2016 – Version 1.0 Project Documentation in place
- Jul 2017 – New Architect Appointed on retirement of original architect.
- Aug 2017 – Key User and Detailed user Requirements documented
- June 2018 – Consultation with local Councillors and GBC planning department
- Nov 2018 – Public Consultation completed
- Mar 2019 – Timeline and V 2.0 Project Plan agreed
- Mar 2019 – Final changes to plans documented
- Apr 2019 – 3-year Forecast for new centre available
- **May 2019 – Costs of build assessed, STOP OR PROCEED**
- Sept 2019 - Plans submitted for approval
- **March 2020 – GBC Response to Planning Application,**
- Sept 2021 – Formal Launch of Fundraising for Build
- Feb 2022 – Material Start to meet Planning Condition start 9/3/23
- Feb 2022 - Fundraising Strategy V3 agreed
- **June 2024 - Review Responses to Funding applications – STOP or PROCEED**

The three items in bold are on the Critical Path, and will determine whether the Project goes forward, or halts.

6. Work Plans

The tasks and deliverables identified fall into five categories – called Work Plans.

- **Build** – responsible for specification of requirements, plans, and delivery of the building
- **Fundraising** – Responsible for fundraising strategy, identifying potential grant providers, grant applications, and local fundraising
- **Operations** – responsible for identifying requirements, liaison with PCC, legalities, business as usual, providing maximum mortgage/loan commitment, operating new building
- **Finance** – responsible for managing income and expenditure; budget; accounts, due diligence and audit
- **Project Management** – responsible for Project Meetings, and delivery and maintenance of project documentation - including project plan, timeline, issues, risks, actions, meeting agendas and minutes.

6.1 Build - Deliverables from this work package include, but are not limited to:

- User requirements
- Building Plans and Site Layout
- Reports for Planning Application
- Planning submission
- Detailed design
- Building Cost Estimates
- Tender Documents
- Evaluation Criteria for Tender responses
- Tender Report
- Build

6.2 Fundraising - Deliverables from this work package include, but are not limited to:

- Work Package plan
- Fundraising Strategy
- Information for Grant Providers
- List of potential grant providers
- Applications for Funding
- Events to raise funds locally
- Publicity

6.3 Operations - Deliverables from this work package include, but are not limited to:

- Work package plan
- User requirements
- Lease of Green for Overflow car park
- Business as Usual
- Staffing profile
- Job specifications
- Client database
- Booking system
- Invoicing system
- Operational Finance Plan, including mortgage/loan

6.4 Finance - Deliverables from this work package include, but are not limited to:

- Governance
- Project Budget
- 3-year Forecast for New Build
- Statement of Due Diligence and Compliance
- Income and expenditure
- Bank account
- Gift Aid applications
- Monthly report and Bank Reconciliation
- Database of donors and donations
- Management accounts
- Audit

6.5 Project Management - Deliverables from this work package include, but are not limited to:

- Business Case
- Project Plan
- Timeline
- Issues Log

- Risk Register
- Actions List
- Contingency Plans
- Stakeholders' List
- Communication with Stakeholders

7 Risks and Issues

During the course of the project, the project team will identify risks and issues that impact on the successful delivery of the project. The Project manager will set up, maintain and manage a risk register and an Issues Log, which will list the risks and issues as they are identified, their status, and how they will be managed.

The Risks and Issues will be reviewed at each project meeting. If a Risk has become an Issue for urgent resolution, it will be escalated and moved to the Issues' List.

8. Funding Strategy

A formal fundraising strategy paper is available, but summarised here:

We have a target of £2 million. Costs from Holloway and Squire (Chartered Surveyors) September 2021 using the detailed plans and building specifications produced by Plum Architects.

We plan to raise as much as possible through local fundraising events, which will also serve to raise awareness of the project. These events have the added benefit of bringing the community closer together, and fostering the demand for more community events once the new building is available. We will take every opportunity to ask donors to complete a Gift Aid declaration so that we can maximise contributions from HMRC in Gift Aid.

We will adopt a staged approach - where initial fundraising will pay for surveys, architect fees, plans, planning permission, technical building consultants, and quantity surveyor costs through to Tender Report. A second phase will then be required to cover the main building costs, fixtures, fittings, management of the Building Project and a contingency fund.

Capital costs will be met from funds granted by Charitable Trusts and Foundations. We will need to apply to a number of different organisations to cover the cost of the build, and only to those where we meet their eligibility criteria. We cannot make any applications for funding until we have a detailed breakdown of costs. This will enable us to apply to different organisations for different amounts of money to fund individual elements within the overall build.

A loan (or mortgage) will be kept in reserve to cover any shortfall in grants pledged, or as a contingency.

In preparation for completing applications for funding, we have developed a list of potential grant providers, and are ready with the formal information that may be needed to respond to the questions on grant application forms.