

# Appendix 1

## Kenley Revival Project Budget

### Delivery Phase budget

#### Capital costs

Cost Heading	Description	Cost	Vat	Contingency		Total at Round 1	Current Forecast
		£	£	£	%	£	£
Repair and conservation work	Conservation of historic features	396,000	0	0	0	396,000	256,416
New building work	Volunteer hub £10,500. Line painting £5,600. Repairs & fencing £11,000	27,600	0	0	0	27,600	27,100
Other capital work	Nil	0	0	0		0	
Equipment and materials	Fabrication of new signage £95,995. Fabrication of travelling exhibition £18,000	106,100	0	0	0	106,100	113,995
Professional fees relating to any of the above	Conservation Consultant £30,000. Signage design £14,863. Exhibition design £8,000. Website design and hosting £19,913.	35,500	0	0	0	35,500	72,776
<b>Total Costs</b>		<b>565,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>565,200</b>	<b>470,287</b>

#### Activity costs

Cost Heading	Description	Cost	Vat	Contingency		Total @ Round 1	Current Forecast
		£	£	£	%	£	£
New staff costs	Project Manager, 3yrs FT £137,079. Learning and Volunteer Officer 35mnths PT £56,880. DBS checks £500	88,116	0	0	0	88,116	194,459
Training for staff	Staff training. 2% of basic pay	2,400	0	0	0	2,400	2,660
Training for volunteers	Volunteer training. Figure from Activity Plan	8,400	0	0	0	8,400	13,700
Travel for staff	Staff travel. Figure from Activity Plan	1,200	0	0	0	1,200	1,500
Travel and expenses for volunteers	Travel £2,100. Shuttle bus £7,800. Exhibition transport £1,500.	3,600	0	0	0	3,600	11,400
Equipment and materials	Equipment and materials. Figure from Activity Costs worksheet	4,000	0	0	0	4,000	60,244



Professional fees relating to any of the above	From Activity Costs worksheet. Includes: fly-pasts, speakers, artists, designers, learning consultant and practitioners	10,500	0	0	0	10,500	46,495
<b>Total Costs</b>		<b>118,216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>118,216</b>	<b>330,458</b>

#### Other costs

Cost Heading	Description	Cost	Vat	Contingency		Total @ Round 1	Current Forecasts
		£	£	£	%	£	£
Recruitment	Recruitment of staff and volunteers	3,000	0	0	0	3,000	3,000
Publicity and promotion	Production/ purchase of publicity material	4,800	0	0	0	4,800	4,800
Evaluation	Evaluation Consultant	6,000	0	0	0	6,000	6,000
Contingency	Quantified Risk Analysis used to calculate contingency on capital costs, then 10% added to other costs excluding staff	123,112	0	0	0	123,112	93,657
Inflation	3.5% for 3 yrs applied to activity costs, publicity and evaluation, plus capital (excludes conservation, new building and staff costs as these are considered elsewhere).	58,566	0	0	0	58,566	34,710
Increased management and maintenance costs (maximum five years)	Increased management and maintenance	15,000	0	0	0	15,000	35,190
Non cash contributions	Officer time - Information Ranger £12,000, Head Ranger £5,670, Senior Ranger £13,700, Surveyor £5,000, Finance £3,000. HE Insp. of Ancient M'ments £5,500.	44,870	0	0	0	44,870	44,870
Volunteer time	10,600 hours = 1193 days @ £50, 132 @ £150	79,450	0	0	0	79,450	79,450
<b>Total Costs</b>		<b>334,798</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>334,798</b>	<b>301,677</b>

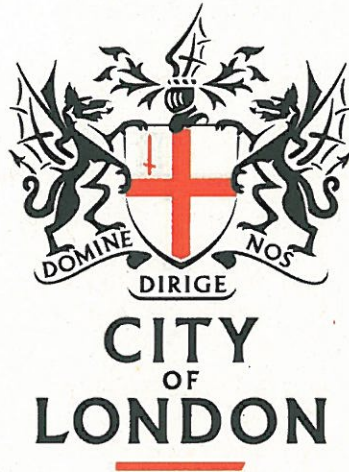


d) Delivery Phase income

Delivery income

Income Heading	Description	Secured	Total @ Round 1	Current Forecast
Central government	EH contribution to conservation	Yes	15,000	-
Private donation - corporate	Contributions from local businesses - underwritten by Friends Group	Yes	5,000	7,000
Own reserves		Yes	30,124	55,012
Increased management and maintenance Costs (maximum five years)	Maintenance works included in 20yr plan	Yes	15,000	35,190
Non cash contributions	Officer time - Information Ranger £12,000, Head Ranger £5,670, Senior Ranger £13,700, Surveyor £5,000, Finance £3,000. HE Insp. of Ancient M'ments £5,500.	Yes	44,870	44,870
Volunteer time	10,600 hours = 1193 days @ £50, 132 days @ £150	No	79,450	79,450
HLF Grant			768,900	880,900
<b>Total Income</b>			<b>958,344</b>	<b>1,102,422</b>

# Appendix 2



## KENLEY REVIVAL PROJECT

### Project Execution Plan

May 2015



		Signature	Date
<b>Prepared by</b>	Scott Lester Vice Chairman, KAFG	_____	_____
	Andrew Thwaites Head Ranger, City Corporation	_____	_____
<b>Reviewed by</b>	Dr Jane Siddell Inspector of Ancient Monuments, Historic England	_____	_____
	Kenley Airfield Friends Group Chairman - Alan Morgan	_____	_____
<b>Approved by</b>	Andy Barnard Project Sponsor & Superintendent, City Corporation	_____	_____
<b>Distributed to</b>	<b>Heritage Lottery Fund Historic England City of London Corporation Kenley Airfield Friends Group</b>		

Document History

Revision	Date	Summary of changes
V1.0	24/04/15	First draft
V2.0	16/05/15	Second draft



## Table of Contents

1	Project scope.....	4
2	Key milestones.....	5
3	Governance.....	6
	3.1 Accountable organisation.....	6
	3.2 Project Board.....	6
	3.3 Project evaluation reviews.....	7
	3.4 Change control process.....	7
4	Organisation.....	8
	4.1 Core project roles.....	8
	4.2 Conservation works roles.....	8
	4.3 Organisation chart.....	9
5	Stakeholder Management.....	9
6	Sharing of information, coordination and cooperation.....	9
7	Dependencies.....	10
8	Key assumptions.....	10
9	Risk management and change impact.....	10
10	Delivery Approach.....	10
	10.1 Procurement strategy.....	10
	10.2 Supplier assurance.....	10
	10.3 Health, Safety & environmental management.....	10
	Appendix A Project Managers role in relation to conservation work.....	11
	Appendix B Partnership Agreement.....	22
	Appendix C Supplier selection questionnaire.....	25

## 1 Project scope

Baseline Item	Document Reference
<b>Project requirements, governance, role responsibilities, procurement</b>	Project Execution Plan
<b>Informing strategy</b>	Conservation Management Plan, Interpretation Plan, Activity Plan
<b>HLF Submission documents</b>	Project Execution Plan, Activity Plan, Conservation Management Plan, Interpretation Plan, Management and Maintenance Plan, Project Timetable, Conservation Works Specification, Brief for Evaluation, Brief for Web Design and Hosting, Community Archaeology Project Design, job descriptions and person specifications for the Project Manager and Community and Volunteer Officer, Budget and Cash Flow Forecast, Quantified Risk Analysis
<b>Cost plan</b>	Project Execution Plan, Activity Plan, Management and Maintenance Plan, Budget and Cash Flow Forecast, Quantified Risk Analysis

There has been a continual interest and appreciation of the role of RAF Kenley, especially during World War Two, from local people and historians. Kenley Airfield Friends Group (KAFG) was formed in 2008 to protect and enhance the airfield and in 2011, working with City of London Corporation, the decision to apply for Heritage Lottery funding was made.

The vision for the Kenley Revival Project being:

***Kenley airfield and environs: conserved, promoted, understood and enjoyed as the UK's most complete surviving Battle of Britain fighter airfield, a site of nature conservation and public open space; an active airfield that maintains a direct and tangible link to its fighter airfield history.***

A first-round application was made in 2013, which was accepted and the Heritage Lottery Fund awarded the Kenley Revival Project (KRP) with £56k of funding to progress the development of a second-round application.

Over the last 18 months, the second-round application has been prepared and the project developed with detailed cost estimates – the total value being £1.102m, with a request for £880,912 from the HLF.

In summary:

Capital costs	£470,287
Activity Plan costs (inc training & staffing)	£330,458
Other costs	<u>£301,677</u> +
	<b>£1,102,422</b>



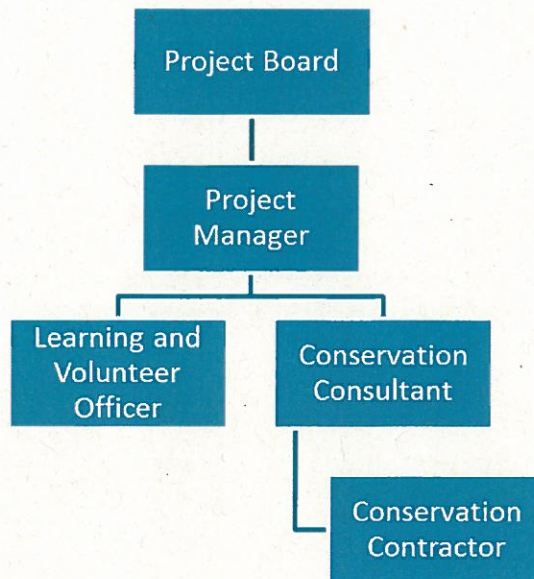
## 2 Key milestones

Milestone (high level)	Month	Date	Owner
Mobilise	-1 to 1	Sept-Nov 2015	HR
Staff in post	3 to 4	Jan-Feb 2016	HR
Appoint Conservation Consultant	2	Dec 2015	HR
Commence activity	3	Jan 2016	PM
Appoint Conservation Contractor	6	April 2016	CC
Capital works 1 – signs and volunteer hub	4 to 8	Feb-Jun 2016	PM
Website live	6	Apr 2016	PM
Conservation works phase 1 – zone 1	8 to 10	Jun-Aug 2016	PM/CC
Capital works phase 2 – signs	15 to 19	Jan-May 2017	PM
Conservation works phase 2 – zone 2 + others	20 to 22	Jun-Aug 2017	PM/CC
Staff finish	38	Dec 2018	HR
RIBA stage 7, Evaluation and Outcome Reports	36 to 39	Oct-Jan 2018-19	HR
Project completion	40	Feb 2019	HR
Management and maintenance phase starts	42	Apr 2019	HR

HR – Head Ranger  
 CC – Conservation Consultant  
 PM – Project Manager



### 3 Governance



#### 3.1 Accountable organisation

The City of London Corporation (City Corporation) will be the accountable organisation for the project.

All grant monies will be held by the City Corporation in accordance with the conditions set by the grant aid provider and the financial regulations of the City Corporation.

All expenditure on the project will be made by the City Corporation in accordance with its financial regulations.

All work undertaken on the project will be subject to the City Corporation's standing orders and procedures relating to procurement and contract administration, and in accordance with the regulations of the Heritage Lottery Fund.

#### 3.2 Project Board

The Project Board will have the decision making authority over all aspects of the project. The Board will have representation from:

- The City of London Corporation; Superintendent, City Surveyors Department - Heritage Estate, Chamberlains Department, Kenley Revival Project Manager, Head Ranger
- The Kenley Airfield Friends Group; Chairman and Deputy Chairman
- Historic England; Inspector of Ancient Monuments and Assistant Inspector of Ancient Monuments

The Project Board will meet quarterly. However, the project partners will also conduct steering group meetings in-between these times. Steering group meetings can make decisions by consensus, but where this is not possible the matter must be referred to a meeting of the Project Board.

### **3.3 Project evaluation reviews**

The Kenley Revival Project will report as follows:

- Quarterly progress reports and meetings with the Heritage Lottery Fund
- Quarterly progress reports and meetings with the Project Board
- Monthly reports to the City Corporation's Project Sub-Committee
- Regular verbal updates and an annual report to the City Corporation's Epping Forest and Commons Committee

A consultant will be appointed to produce an Evaluation Plan, support the gathering of evaluation data throughout the life of the project, and deliver an Evaluation Report at the end of the project.

Any variance from the project's targets will be highlighted via the reporting framework described above and managed through the Change Control Process described below.

### **3.4 Change control process**

The Sponsor may issue a number of requests or directions to the Project Manager. Typically they could be:

- Clarifications of requirements of scope
- Decisions on specific scope or design issues resulting from trade off between capital cost or cost and benefits.
- New or revised documents
- Requests for estimates of the impact on time, costs and deliverables as a result of potential changes in funding or requirements
- Where these are complex or potentially resource intensive, the Sponsor will discuss them in draft form with the relevant stakeholders before issue

The Project Manager will inform the Heritage Lottery Fund of changes, and seek their input into the resolution.

Changes must be agreed by the Sponsor and the Kenley Revival Project Board before seeking HLF approval.



## 4.0 Organisation

### 4.1 Core project roles

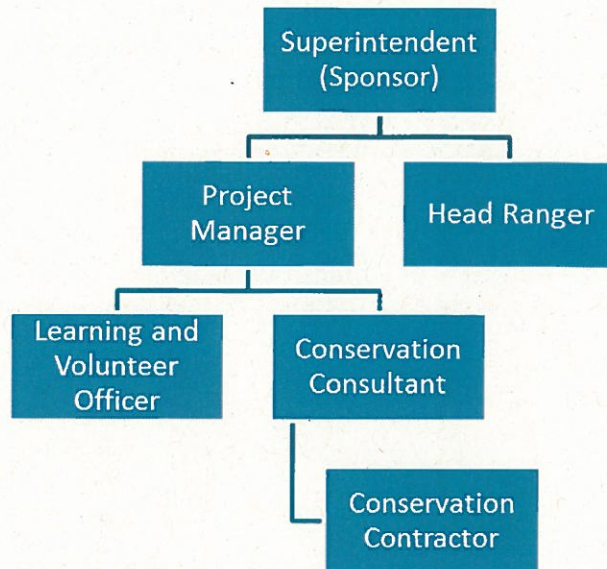
Role	Person	Directorate / Organisation
<b>Project Manager</b>	To be appointed	City of London Corporation
<b>Learning and Volunteer Officer</b>	To be appointed	City of London Corporation
<b>Sponsor</b>	Andy Barnard	Superintendent, City of London Corporation
<b>Head Ranger</b>	Andy Thwaites	City of London Corporation
<b>User Representatives</b>	Alan Morgan & Scott Lester	Chairman and Vice Chairman of the Kenley Airfield Friends Group
<b>Conservation Consultant</b>	To be appointed	TBC
<b>Inspector of Ancient Monuments</b>	Jane Sidell	Historic England

### 4.2 Conservation works roles

The project will appoint a Conservation Consultant to act as the Contract Administrator. The Conservation Consultant will report to the Kenley Revival Project Manager and will assist in the appointment of the Conservation Contractor. The Conservation Consultant will be responsible for overseeing the design and implementation of the works, and will appoint sub-contractors to perform these duties as required under CDM regulations.

Appendix A details the Project Manager's role in relation to the conservation works, which explains the relationship with the Conservation Consultant. A brief for the Conservation Consultant is submitted as part of the second-round HLF application.

### 4.3 Organisational chart



## 5 Stakeholder management

The Project Manager is responsible for managing stakeholder engagement with the project.

Engagement and stakeholder management is covered within the Activity Plan document, with the key stakeholders being KAFG, Croydon Council, Tandridge District Council and the Kenley Residents Association. The KAFG meet representatives of the wider community which includes councillors from Croydon and Tandridge Council, Surrey Hills Gliding Club twice a year to discuss and update on plans for Kenley and this will be used to update on the Kenley Revival Project. Further the Project Manager can use this meeting, and others, to encourage volunteers and enable wider community support.

## 6 Sharing of information, coordination and cooperation arrangements

The Project Manager will have oversight of all the activities occurring on Kenley Common. Therefore this role is key to ensuring that work activities are coordinated and planned in a way that encourages cooperation and avoids conflict.

The Conservation Contractor receives instructions via the Conservation Consultant for technical and contractual matters, and either the Project Manager or the Conservation Contractor for matters requiring on-site liaison and co-ordination.



## **7 Dependencies**

The Kenley Revival Project will be implemented in conjunction with the on-going management of Kenley as a public open space.

Access arrangements and the risk management of operational flying activities are dependent upon the RAF and Defence Infrastructure Organisation. These organisations at times license third party activities on Kenley Airfield, and these must be coordinated with the work of the project. The Project Manager and Sponsor are responsible for maintaining a good working relationship and effective communications with these organisations.

## **8 Key assumptions**

The key assumption being that HLF will fund the Kenley Revival Project. This PEP forms part of the bid for £1.1m being submitted by the City of London Corporation.

## **9 Risk management & change impact**

The Kenley Revival Project Board will discuss, assess and agree changes to the project scope and requests for the release of risk funds. A Quantified Risk Analysis was completed in April 2015 and will be reviewed by the project at every Project Board meeting.

## **10 Delivery approach**

### **10.1 Procurement strategy**

Goods and services will be procured in accordance with the City Corporations financial regulations and procedures.

All tenders submitted in relation to the Kenley Revival Project will be assessed on quality as well as price.

The tender process operates through Capitaesourcing:

<https://www.capitaesourcing.com/web/login.shtml>

Standard terms and conditions will apply:

<http://www.cityoflondon.gov.uk/business/tenders-and-procurement/Pages/Terms.aspx>

### **10.2 Supplier assurance**

Suppliers will be required to provide evidence to the City Corporation during the tender process to provide assurance that they have the competency and capacity to undertake the work. The evidence required is detailed in the briefs submitted as part of the second-round HLF application.

### **10.3 Health, safety and environmental management**

Appendix C contains the checklist used to gather evidence of compliance in relation to these items. Contractors will be required to assess any sub-contractor they employ against these criteria.

## Kenley Revival Project - Quantified Risk Analysis

Risk Phase	Risk Categories	Risk Name	Cause	Effect	Risk Description	Risk Owner	Current Probability %	MIN (£000)	LIKELY (£000)
Delivery	Project Delivery - Technical	Additional concrete repair to the Fighter Pen KC12; KC40; KC52; KC44; KC18	Increased concrete spalling and corrugated steel sheeting decay	Delay to project	Additional cost and time to complete	Col	25	30	60
Delivery	People & Skills	Lack of availability of suitable contractors	Too much work in the sector or insufficient resulting in companies seeking alternative work packages	Delay to start of project	Additional cost and time to complete	Col	10	30	50
Delivery	Project Delivery - Technical	Asbestos	As the concrete air raid shelters are conserved, asbestos could be uncovered.	Delay to project	Additional cost and time to complete	Col	20	20	30
Delivery	Project Delivery - Technical	Unexploded ordnance	Working on the airfield, the conservation work could unearth unexploded munitions	Delay to project	Additional cost and time to complete and possible cessation of certain elements	Col	10	10	20
Delivery	Project Delivery - Technical	Construction Inflation	Delivery costs increased	Reducing the level of conservation	Reduction in scope and loss of benefits	Col	15	0	7



MAX (£000)	Current Min Time (Wks)	Current Exp Time (Wks)	Current Max Time (Wks)	Target Probability %	MIN (£000)	LIKELY (£000)	MAX (£000)	Target Min Time (Wks)	Target Exp Time (Wks)	Target Max Time (Wks)	Cost assumption	Mitigation	Mitigation Owner	Current update	Next Review Due Date
100	3	4	6	10	10	10	15	80	2	3	5. Increasing the level of rebuild and brickwork repairs	Timely action by contract administrator/deck of works to assess and determine additional work	Col	Risk is still assessed as low and there are no issues at present.	04-Jan-16
75	4	6	9	10	15	20	50	50	2	3	4. Risk values are based on the costs of repairing concrete structures	Early contractor involvement once HLF bid is secured and detailed discussions with Historic England	Col	Risk is still assessed as low and there are no issues at present.	04-Jan-16
50	4	6	9	15	5	10	25	25	2	3	5. Risk values are based on stopping work and covering exposed asbestos or removing to designated tip and re-appraising work going forward.	Early contractor involvement once HLF bid is secured and detailed discussions with Historic England	Col	Risk is still assessed as low and there are no issues at present.	04-Jan-16
50	1	2	3	5	5	10	40	40	1	2	3. Cessation of works while the ordnance is removed from site or detonated safely on site aware from structures.	Employ contractor to check records with MoD	Col	Risk is still assessed as low and there are no issues at present.	04-Jan-16
11	1	2	3	5	0	0	11	11	1	0	2. Consideration of a fixed price contract or agreement for an uplift for the contractor prior to contract being let.	Early contractor involvement once HLF bid is secured and detailed discussions between Col and the contractor	Col	Risk is still assessed as low and there are no issues at present.	04-Jan-16
60															