

2: PROJECT APPROVAL AND FUNDING

//Project Brief

PROJECT TITLE:	Access Improvements at YHA Truleigh Hill
PROJECT INITIATOR:	Mark Rose
DATE:	15/5/2019
PROJECT TYPE (MATRIX):	Medium

Project Specifics

1	PROJECT START DATE:	Development of site: Nov 2019 – end of March 2020
2	PROJECT DURATION:	Fundraising phase: March – October 2019 (8 months) Tendering process: September - October 2019 (2 months) Build phase: November 2019 – March 2020 (5 months) Fit out /preparation to open: April 2020 (1 month)
3	PROJECT LOCATION:	Truleigh Hill, South Downs Way, Shoreham, BN43 5FB
4	LONGITUDE/LATITUDE:	-0.26663869 / 50.881450

5	LIST ALL PARTNERS:	Lead – YHA (England and Wales) SDNPA
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6	PMP OUTCOMES:	Outcomes 1, 4, 5, 6, 9, 10, 11
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Project Overview

7	AIM OF PROJECT:	YHA Truleigh Hill is one of the few locations to provide low-cost accommodation immediately adjacent to the South Downs Way. However, facilities are dated and access is poor, particularly for the less mobile and for those who use a wheelchair. This development project will see facilities modernised and accessibility improved in order to broaden the Youth Hostel’s appeal and customer base, in turn improving the viability of the business and securing its long-term future. YHA is able to invest two thirds of the sum needed for the redevelopment but cannot afford to contribute the
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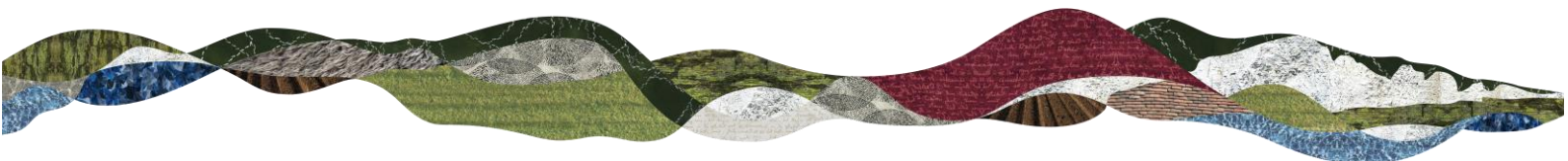
		remaining 33% needed. A high-quality operation will increase footfall and income levels ensuring long term financial sustainability of the site. There is a real threat that the Youth Hostel will be lost if its economic viability is not increased.
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8	PROJECT SUMMARY:	In the table below, please outline the PMP outcome number relevant to each project objective, outcome and output (see information on the Three Os at document end)
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PMP OUTCOME	OBJECTIVE	OUTCOME	OUTPUT
1	YHA Truleigh Hill sits better in the landscape and some of the negative impacts of the development have been mitigated.	The landscape character of the National Park at this focal point has been enhanced.	Improved building aesthetics with sympathetic timber cladding helping the building sit better in the landscape. The grounds will be improved with landscaped pathways and improved car parking.
4	YHA Truleigh Hill contributes to the local cultural heritage and provides the facilities for it to be understood and experienced by visitors and the local community.	The setting of the cultural heritage assets at Truleigh Hill have been enhanced and made accessible to the public.	The redevelopment will align the building with the local heritage through interpretation which tells the story of the building in the context of the local cultural heritage.
5	The visitor experience and accessibility are greatly enhanced.	A greater diversity of visitor will enjoy the experience of visiting Truleigh Hill, benefitting from the educational opportunities whilst improving their health and wellbeing.	Access and accommodation will be enhanced, enabling visitors with ambulant disabilities, wheelchair users and those with pushchairs to access the site for the first time.
6	Visitors and the local community can learn	There is a widespread understanding of the	£10,000 of bespoke interpretation providing



	more about the National Park and Truleigh Hill.	special qualities of the National Park.	context, orientation, education and the promotion of acting responsibly in the National Park will be installed inside and outside of the building. This has already been funded through the National Grid and is not the subject of this funding request.
9	YHA Truleigh Hill becomes financially sustainable and its future is secured through improved footfall and appealing to a wider audience.	Welfare, hospitality and educational facilities are improved and made more accessible to a greater diversity of visitors and the local community in this relatively isolated part of the National Park.	Access to services including; toilets, hospitality, wet weather shelter and educational interpretation are available to the public throughout the year.
10	More visitors to an area which has increased capacity for sustainable tourism.	Increased custom for local business resulting in a more sustainable local economy which is linked to the special qualities of the park.	Improved and more accessible facilities.
11	More visitors to an area which has increased capacity for sustainable tourism.	Increased custom and a more sustainable local economy result in employment and training opportunities.	Improved and more accessible facilities.



<p>PROJECT SUMMARY CTD:</p>	<p>The redevelopment of YHA Truleigh Hill forms part of a wider project, led by the National Park Authority, which is engaging with all stakeholders in the area to address the problems that have occurred and compounded over time due to lack of an overall vision and master plan for Truleigh Hill.</p> <p>Truleigh Hill is currently a priority area for the National Park Authority where a focussed approach is being taken to address a number of issues which Phillip Paulo’s consultation has identified:</p> <ul style="list-style-type: none"> - Poor site layout around the youth hostel: poor parking, the need for ramped and even access routes, lack of interpretation about the history of the site and the wider area, lack of external seating and facilities for cyclists. - Development of the youth hostel: improve access during the daytime on a year-round basis, improved physical access to and through the building, public access to toilet and showers, improve the café facility, meeting/educational space and provide a water bottle refill station. - Improve the external appearance of the building, make it a beacon which draws people to it, make it look less institutional and become more environmentally friendly. <p>The YHA at Truleigh Hill provides a necessary focal point and catalyst for the improvement of the wider area due to its location and it being operated by a national charity whose objectives are not dissimilar to SDNPA and who make strong contributions to the delivery of the Partnership Management Plan.</p> <p>Another key factor in the prioritisation of this project is the fact that the South Downs Way passes immediately in front of the hostel where, otherwise, there are relatively poor facilities for users of the Way.</p> <p>Dated facilities, poor customer feedback, and a lack of access have had a negative impact on footfall and income making the business almost unviable to the point where the future of the Youth Hostel is at risk.</p>
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		<p>This puts at risk facilities used by those staying overnight and day visitors to Truleigh Hill as well as those enjoying the South Downs Way.</p> <p>The site with its current facilities is starting to cause reputational damage hence the need to act swiftly. There is little in the way of alternative provision for users of the South Downs Way in this area of the National Park, with the South Downs Way passing within a few metres of the Youth Hostel.</p> <p>The building has not seen significant investment in modernisation in the 45 years since the Youth Hostel opened in 1974. YHA has a further 55 years of current lease to run with its landlord, West Sussex County Council. Built with a modest budget and utilitarian in design, externally the building does not sit sympathetically in the landscape despite its prominent position at the top of the downs.</p> <p>Buildings of this era rarely made allowance for wheelchair users or those with other mobility issues. Unacceptable in today's world, we have a duty to strive to meet the needs of all and provide facilities to enable all to enjoy a visit to Truleigh Hill on a year-round basis and take part in the activities on offer.</p> <p>YHA's operational procedures have evolved over time to accommodate the needs of visitors, unfortunately the facilities have not kept pace which has led to significant compromises which reduce capacity at times when guests wish to stay, reducing availability and impacting on viability.</p> <p>When the Youth Hostel opened accommodation was provided in single sex communal dormitories, today the safeguarding of young people is of paramount importance and these arrangements are not acceptable to visiting schools and other groups of young people. As a result, when accommodating groups, beds and bedrooms frequently remain empty to comply with safeguarding requirements. This frequently impacts in visitors wishing to stay being turned away. This issue can be resolved with minor changes in the configuration of accommodation and</p>
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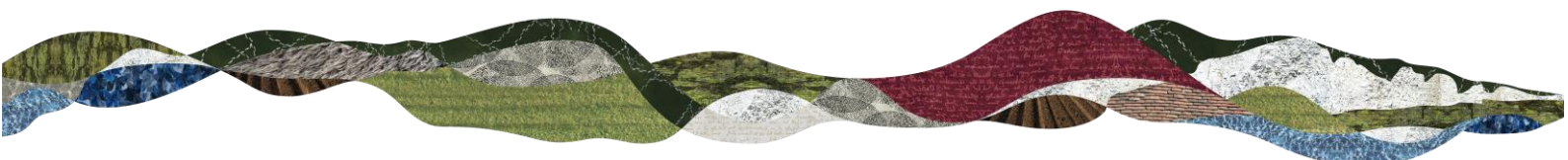
		<p>the introduction of electronic door locking systems and pass cards.</p> <p>The redevelopment of YHA Truleigh Hill will enhance accessibility to all, improve existing facilities and services both internally and externally, and create a more inviting and comfortable environment through the following scope of works:</p> <p>Accessibility:</p> <ul style="list-style-type: none"> • Creating 3 disabled parking places with an access ramp to the main entrance and wheelchair friendly pathway around the whole building. • A ground floor wheelchair accessible toilet and shower installed adjacent to the main entrance which will always be open to the public 24hrs/365days. • A downstairs seating area with an intercom system will be created so that refreshments can be delivered by staff for customers who cannot access the upstairs café. • A hearing loop system will be installed in the reception and café area for those with hearing impairments and new signage will aid movement around the building. • 2 new ensuite bedrooms will provide privacy for guests with ambulant disabilities and new vibrating pillow alarms will provide emergency warning for those who cannot hear the fire alarm. • An electronic door locking system to ensure safeguarding measures are in place for school, youth and vulnerable groups so that they can use the hostel at the same time as other groups, other guests and members of the public. • Existing accommodation and catering facilities will be modernised and improved. • The café being piloted recently will become a permanent feature with extended hours of operation. Open to the public and with a call order system for visitors using wheelchairs and those with buggies, it will be open daily (08.00 – 20.00) from Easter until the end of October half term. During the winter months the café will be open at weekends though occasional exclusive hire bookings may prevent public access.
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		<p>External Appearance and Landscaping:</p> <ul style="list-style-type: none"> • The external appearance of the building will be softened with Brimstone Ash wood cladding (subject to planning) allowing the building to sit better in the landscape. Sourced in the UK, this thermally modified product, dark brown in colour, has improved stability, weathers evenly and resistant to insect attack and has a standard 30 year service life. This was the preferred product chosen by members of the public at the consultation event held on site in March <p>Improved carpark and grounds with landscaped, accessible pathways.</p> <p>These changes will provide the supporting facilities for wheelchair users to use the new accessible trail which takes in the views of the landscape, the dewpond, pond dipping platform and butterfly bank.</p> <p>Environmental Sustainability:</p> <ul style="list-style-type: none"> • YHA will ensure sustainable materials are used in the development works wherever possible to provide a more efficient building. It is standard practice to consider each product, where it is supplied, manufactured and how it is used. • The Project Team’s remit is to improve the building’s thermal efficiency, is ensuring adequate insulation to reduce heat loss with double glazed windows and fitting draft excluders throughout the building. • All lighting will be LED fittings and PIR movement sensors used in toilets and showers to prevent lights and fans being left on to allow for a long lifespan and low energy costs. • Sanitary fittings will be specified as high water saving fittings, such as dual flush wc’s and low water use taps and showers. • New plaster works and decoration will be made with chemical free plaster and paint. • Where mechanical and electrical systems upgrade is undertaken, YHA will replace with green alternatives, where this is not possible, we will seek to use more efficient equipment to minimise CO2 emissions.
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		<ul style="list-style-type: none"> • Existing self-catering kitchen equipment (including gas stoves) will be replaced with new low consumption electric alternatives. • AAA+ white goods used in catering and self-catering kitchens. • Paper towel dispensers replaced by low energy hand dryers. • Electric vehicle charging points are currently being investigated. <p>Planned Operational Changes include:</p> <ul style="list-style-type: none"> • Information provided to guests in advance of their stay will increase the number of people who travel to SDNP using public transport (YHA actively encourages car free breaks and promotes the use of public transport) • The needs of walkers and cyclists will be exceeded with secure cycle storage, repair equipment, bike cleaning facilities, a drying room and extensive route information encouraging guests to leave the car at home or leave it at the hostel and explore the area without using the car • YHA will continue to promote cycling and walking through enhanced on-site interpretation coupled with improved staff knowledge • Local food stuffs will be served, and locally produced ales sold • Briefings given to schools and youth groups visiting on the importance of protecting ecosystems • Local tradespeople will be employed to support on-going maintenance • The use of plastic straws and stirrers has been stopped with paper alternatives available on request • Single use plastic items are to be removed from YHA's procurement list with alternative products sourced • A water refill point will be installed enabling people to fill reusable water bottles, allowing the removal of 500,000 single use plastic water bottles from YHA packed lunches, cafes, bars and vending machines.
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		<p>If a grant is offered it will be conditional upon the above outputs being delivered and the grant will be paid to YHA in arrears once the project has been delivered and all monitoring has successfully taken place.</p>
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8	PROJECT TIMING:	<p>In 2018 YHA’s Board approved an expenditure budget of £200,000, this has been supplemented with a further £70,000 when the indicative project costs were confirmed at £400,000. The YHA budget was frozen and rolled over to the current financial year to allow time for fundraising to make up the shortfall of £130,000.</p> <p>YHA have already carried this budget over from the previous financial year to allow to work in partnership to deliver broader benefits but they are unable to do so for another year.</p> <p>If we do not partner with them at this time, then YHA are highly likely proceed with a limited scope of works that fits their £270,000 budget. This will focus exclusively on modernising accommodation and catering facilities with very little in the way access improvements.</p> <p>There is also a residual risk that if the development of the site does not take place the Youth Hostel could close.</p> <p>Building work will commence once planning approval has been given and competitive tendering undertaken. Work on site will commence in November 2019 completing in March 2020 (5 months), fit out will follow in readiness for opening in April 2020.</p>
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9	PROJECT LEGACY & EXIT STRATEGY:	<p>YHA Truleigh Hill will be self-sustaining on completion with the business generating an improved level of income from its trading and reduced operating costs, therefore subsequent funding intervention from SDNPA will not be necessary. The development of the hostel will result in a significant increase in visitor numbers and turnover; this will support additional expenditure on</p>
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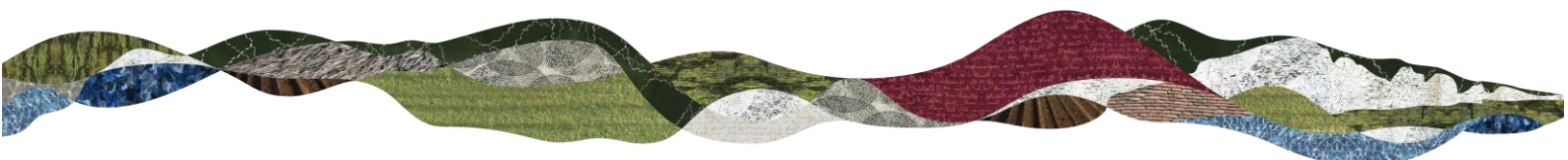
		<p>cost headings including a considerably larger maintenance budget than in the past to fund future repairs and renewals. This will ensure the quality and standard achieved at the completion of the building programme are maintained at the same level going forward.</p> <p>The increase in guest numbers will be achieved through an extension of the traditional visitor season into the shoulder and winter months and an increase in capacity with the 2 camping pods situated in the garden at the rear of the hostel. Improved building design and specification, energy efficient equipment and new operating practices will reduce energy and water consumption, combined they will contribute to reducing operating costs.</p> <p>During development and in the run up to opening, the Hostel & Operations Managers will implement marketing & sales action plans, an element of the hostel business plan. This has numerous strands all aimed at growing business levels.</p> <p>The essential elements to underpin the long-term financial viability of this business are:</p> <ul style="list-style-type: none"> - Location - Service delivery - Value for money - Quality of the offer <p>The first element is secure. YHA's Training & Development team will ensure the second element is delivered, YHA's Revenue Management team will ensure the third is in place. Our support combined with other funding opportunities will match YHA's resources to ensure the fourth element is addressed. Key to the future success of YHA Truleigh Hill is to ensure the site is fit for purpose & meets or exceeds the needs and expectations of guests.</p> <p>Once the project has been delivered the hostel will continue to be operated by YHA with no further financial input from SDNPA foreseen.</p>
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		<p>The redeveloped site will provide an opportunity for future collaborative projects between YHA, SDNPA and other partners becoming a catalyst to drive and contribute to the wider regeneration of Hill.</p> <p>There are several highly desirable opportunities which have been identified but discounted at this point due to budget restraints. They merit consideration and could be revisited should a future collaborative project with SDNPA take place as part of a wider Truleigh Hill project.</p> <p>Not exhaustive opportunities include: renewable energy generation, wheelchair access to the first floor of the hostel, wheelchair accessible accommodation, traffic calming and management of access to separate walkers, cyclists and vehicles, provision of public car parking, and coach turning/parking. This would prove popular with owners of neighbouring properties who experience occasional disruption caused by disorientated visitors.</p>
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Project Management

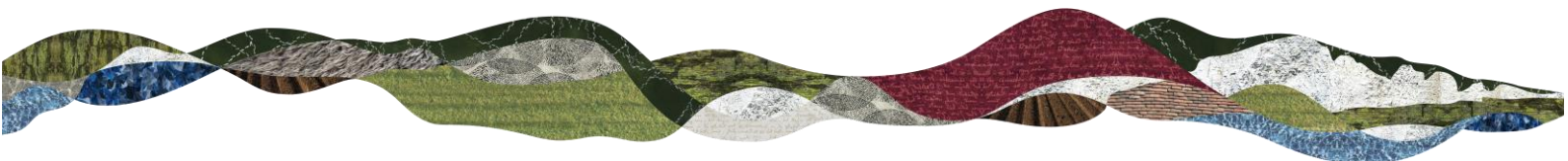
10	PROJECT GOVERNANCE STRUCTURE:	<p>A grant to the YHA will be managed by Mark Rose with support from Phil Paulo as necessary, although significant support from Phil is not envisaged.</p> <p>YHA has drawn together a strong project team to develop and deliver the project with relevant expertise to ensure the project is completed within set timescales and to budget. YHA has a high degree of experience and a successful track record in delivering and managing projects of this kind having received grant funding to support capital investment in the past. Consequently, there are comprehensive systems in place to ensure effective grant management.</p> <ul style="list-style-type: none"> • Management Team <p>The project will be led by Rob Harrison, YHA's Head of Development and Maintenance who is also a Chartered Building Surveyor. Rob reports to Jake Chalmers, Property Director. Both have many years' experience of</p>
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		<p>delivering major capital projects with grant aided support.</p> <p>Anna Williams, YHA’s Head of Projects and Investment works closely with Rob to ensure development projects are delivered to meet the YHA’s operational requirements. Anna is also responsible for coordinating business planning and determining the business needs for refurbishments as well as leading on the opening of the redeveloped hostels or new sites.</p> <p>Simon Ainley, Head of Capital Fundraising and Partners will liaise with the SDNPA Team and be responsible for the delivery of the fundraising elements. This includes management of the grant applications, claim submissions and monitoring/reporting of outputs/outcomes post completion.</p> <ul style="list-style-type: none"> • Procurement Strategy The procurement process follows YHA Financial Regulations which demand adoption of a fair and transparent tender process in order to demonstrate value for money for all service and product procurement. • Professional Consultants YHA has in place a framework agreement for provision of professional consultancy services. The framework is designed to enable prompt appointment of consultants, each of whom have successfully completed a rigorous pre-qualification and tendering process. The last round of appointments to the framework was completed in March 2017. The framework is for a period of 3 years and covers project management, quantity surveying, architecture and interior design, structural and mechanical and electrical engineering services. <p>Framework consultants are selected from those who have successfully completed YHA projects previously or who are recommended having been successfully engaged by members of YHA’s Development Team during previous employment. Each was informed of the indicative value of projects that YHA was proposing to complete over the three-year period of the framework and requested to make a qualitative submission to</p>
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		<p>evidence previous experience of similar projects, in addition to their fee proposal based on a percentage fee scale. The appointed consultants are generally appointed for projects based on experience of successfully delivering similar projects; value for money and geographic proximity to the proposal site.</p> <p>Depending on the size of project, YHA usually appoints a project manager who would take the lead professional role on large projects and supports the process of appointing the consultant team alongside YHA.</p> <ul style="list-style-type: none"> • Tendering A minimum of three building contractors are always invited to competitively tender for construction of the project. Demonstrable competency in successful delivery of similar projects is an essential prerequisite to invitation. Tendering is undertaken in accordance with the Code of Procedure for Single Stage Selective tendering. Evidence of robust health and safety standards and appropriate insurances are required in order to establish suitability of tenderers to undertake works. Full specification, including drawings, are provided for pricing of the works and contractors are expected to undertake a site visit in order to familiarise themselves with the site and ensure submission of appropriate tender. <p>A full tender review is undertaken with a report and recommendation for appointment being made for consideration by YHA's Project Board. The successful contractor is expected to enter into a standard JCT form of contract.</p> <ul style="list-style-type: none"> • Managing costs YHA has a Project Procedures Plan which is followed for project works. This includes details of how the project should be managed and reported. It also includes several appendix templates for use during the project. <p>YHA's Head of Development will have responsibility to report on costs for the duration of the project. Through the administration of the contract the Quantity Surveyor will complete valuations on behalf of the YHA. On completion of valuations a budget monitoring report is</p>
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		<p>submitted with the valuation. This will highlight spend to date based on the valuations agreed by the cost consultant. It will also highlight the variations agreed and the impact that these will have on the project budget. Without the completed budget monitoring report, the payment will not be signed off.</p> <p>Payments will be issued to the building contractor via the BACS system and will be completed in accordance with the agreed terms within the building contract.</p> <p>As part of the project processes, the YHA team meet monthly to discuss progress and budget expenditure. This process reviews expenditure of contingencies and reviews project variations.</p> <ul style="list-style-type: none">• Managing change <p>YHA's approach is to undertake as much due diligence as possible to mitigate risk as far as possible to avoid further expenditure during the construction programme. This approach has informed the detailed design, so it is not anticipated that there will need to be change to the design proposals during construction. As detailed above, the project procedures document details the process for change control.</p> <p>In order to ensure value for money is being achieved through change, two costed options are presented for any change to the scope of works. This allows transparency in costing and stimulates thought on how to overcome the issue(s) being faced. In certain circumstances offering two options will not always be viable. Any changes that are proposed have options associated with them on where savings can be made to counteract any additional costs. It is important the reason for the requested change is stated (i.e. statutory compliance, YHA standards, protect the asset, business opportunity) and the reason for the works to be sacrificed also noted.</p> <p>Change requests may be approved or declined. The decision will be confirmed by the Head of Development & Maintenance.</p>
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11	KEY PROJECT RISKS:	<p><u>Fundraising target not reached</u> – Mark Rose to support Simon Ainley (YHA’s Head of Capital Fundraising and Partners) to identify funding opportunities and ensure funding bids are of the highest quality possible with all supporting information in place to gain a positive outcome.</p> <p><u>Project runs over-budget</u> – The works programme will be costed by YHA’s building surveyor supported by the professional consultant team which includes a quantity surveyor and project manager. The building work will be competitively tendered to achieve best value. 5% contingency will be built into the budget.</p> <p><u>Changes to project brief</u> – The detailed brief will be agreed with partners and a change control procedure will be used to manage any deviation from the brief. The contingency may be utilised for any unforeseen work. New opportunities which come to light from the wider Truleigh Hill project can form a second phase of work to be undertaken later.</p> <p><u>Project timeline overruns</u> – the selected contractor will build flexibility and contingency into the construction phase.</p> <p><u>Risk of bankruptcy</u> - Take up references to ensure contractor can deliver project within set programme. Undertake credit checks to ensure liquidity. Monitor contractor performance on weekly basis.</p> <p><u>Theft of equipment whilst site closed for works to be undertaken</u> - Ensure appropriate security measures are in place; ensure short turn around delivery times. Monitor and revise if required. Site to be fenced off during construction phase. No YHA staff on site during construction phase.</p> <p><u>Failure to meet SDNPA grant conditions</u> - Ensure project team aware of grant conditions and requirements. Early reporting of potential problems essential to SDNPA / other funders.</p>
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Finance & Resource

12	SOURCE OF FUNDING:	Strategic Fund
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Project Income

PARTNER	CASH INCOME (£)	IN KIND INCOME (£)	TOTAL (£)
1 YHA (England and Wales)	£270,000	Significant but not included	£270,000
2 National Lottery Communities Fund - tbc	£50,000		£50,000
3 SDNPA Strategic Fund - tbc	£70,000		£70,000
4 SDNPA CIL Fund	£10,000		£10,000
TOTAL	£400,000		£400,000

Project Expenditure

ACTIVITY	PREDICTED COST (£)			
	YR 1 (2019 – 2020)	YR2	YR3	TOTAL
1 Redevelopment of YHA Truleigh Hill	£380,000			£380,000
General Contingency @5%	£20,000			£20,000
Evaluation contingency @10% (large projects only)				

SDNPA & SDVRS Resource Required

ROLE	TIME REQUIRED (DAYS PER MONTH)			
	YR 1	YR2	YR3	TOTAL
1 Mark Rose – grant management and fundraising support	1			12

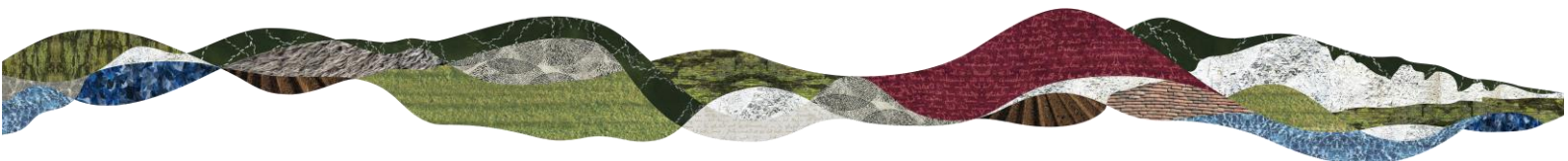


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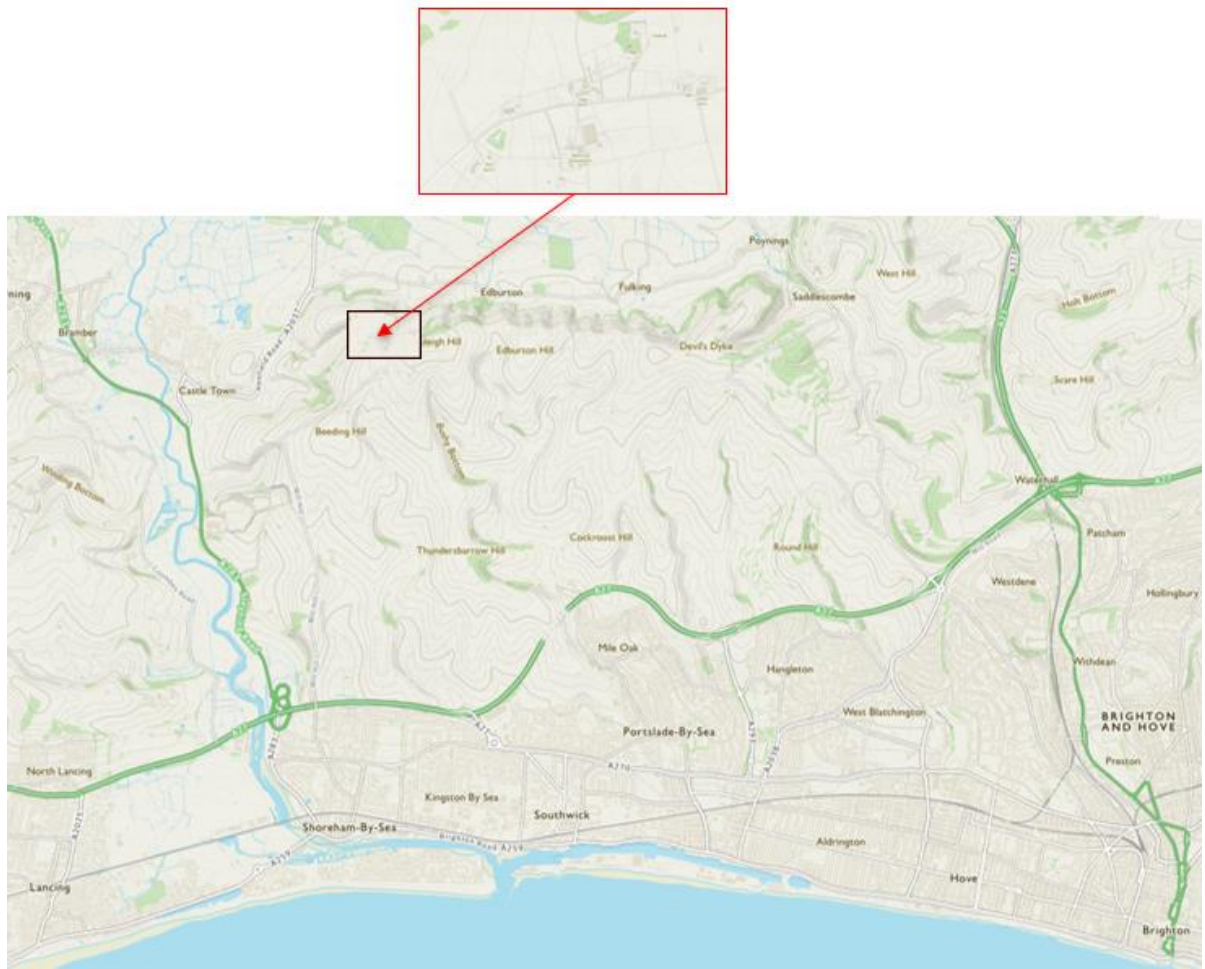
Additional Information

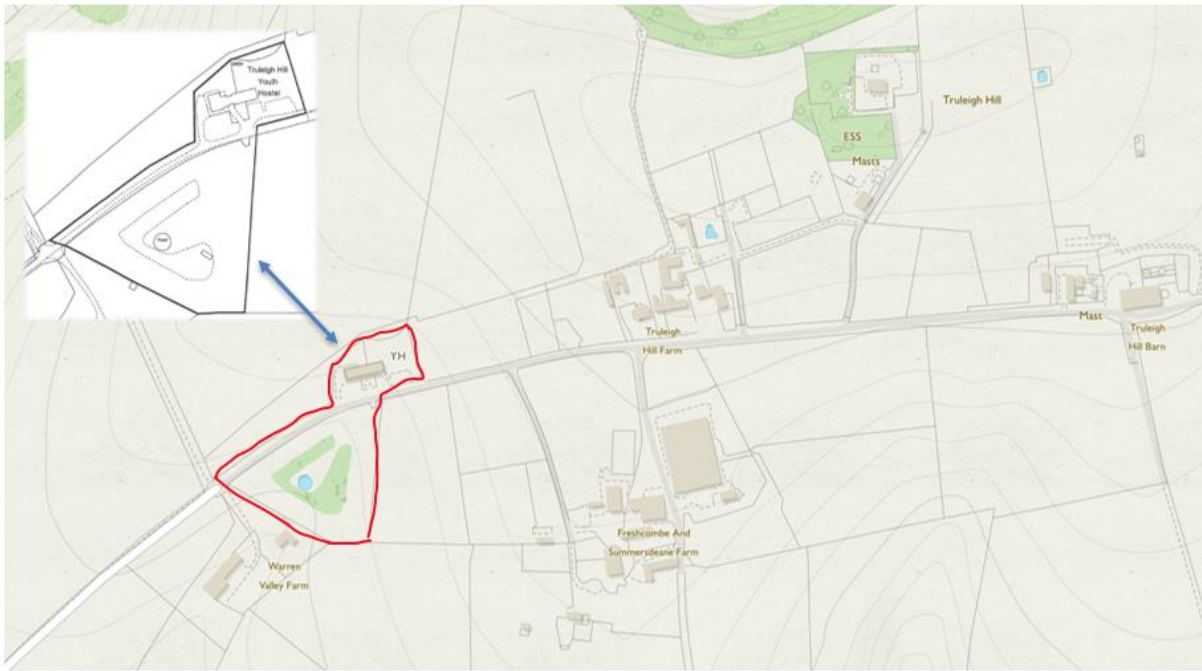
We anticipate knowing the outcome of the National Lottery Communities Fund bid by late August 2019. Alternative funding opportunities are being sought should this application be unsuccessful.

Following discussions with SDNPA and others, the scope of works has been finalised enabling pre-application discussions with planners to take place, this will now commence at the earliest opportunity.



Appendix 1 – Project Map





Appendix 2 – Staff Resource Agreement enclosed

Appendix 3 – Project Budget enclosed



