

Hickling Playing Field or Recreation Ground
Charity No 270199

Proposed Hickling Village Hall and Recreation Centre

BUSINESS PLAN

Version 14

Hickling Village Hall Business Plan

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Executive Summary

This document, produced jointly by Hickling Playing Field or Recreation Ground Charity and Hickling Parish Council, lays out how the main issues around the new village hall proposed for Hickling.

It explains why we need a new hall; due to the loss of old buildings and the demographic changes which have, in turn, led to a loss of community cohesion. It outlines the history of the charity which will procure and manage the facility and explains the relationship between the parties involved in the project and the governance arrangements we have and intend to put in place.

The project has a capital value (tendered construction cost plus fees and contingencies etc) in the region of £845,000 which is balanced by charity funds, Parish Council contributions (from the sale of assets, a Public Works Loan draw down and a reserve sum). In addition we await the final design solution for the building which it is anticipated, will give further reductions in build costs. In addition we are still actively seeking additional capital and revenue contributions from other charitable funds.

In terms of revenue, we believe that user fees will more than cover the running costs of the facility and that these will be supplemented by government income from the sustainable energy technology we are installing to minimise energy costs going forward.

We have surveyed the village to establish the initial need and desire for the hall and the likely use of it going forward. As the project has progressed we have held public meetings to allow discussion within the community. We have also met with other communities and discussed how they have procured similar projects, the issues they faced and how successful they have been as a result. Finally we recently did a face to face survey of the residents to establish that the initial survey findings still held good.

This is an exciting opportunity to create an outstanding village facility that will help to bring together the Hickling community at a stunning venue. This will centre on a large, high ceiling, "barn style" hall providing a space that can be utilised for a wide range of activities. It will allow the reopening of the old snooker club, in its own, dedicated room, which is also able to be used for other activities. The hall will incorporate modern changing and shower facilities for the benefit of the existing and future sports clubs. The facility will have a generous kitchen area allowing for parties and functions to be hosted.

Whilst primarily, the hall is designed to cater for the needs of the Hickling community, it is clear that people from neighbouring villages, along with local community services and businesses will also use the hall, as no similar facilities exist in the surrounding parishes.

Introduction and Project History

Introduction

The project to build a new hall was originally led by the Parish Council, following the development of the Parish Plan, which indicated poor community cohesion and a desire for a new village hall. Two old community buildings were beyond the stage where they were viable for a modern village hall. It became clear that the only way we could get a new hall would be to build it on the village playing field.

Planning Permission was applied for, and granted, to allow this development and to allow houses to be built on a disused part of the playing field and on the site of the old community hall to provide capital receipts. The s106 agreement appended to the planning approval required the resulting capital receipts to be used for the new hall.

The location of the new facility on the playing field in turn meant that the new hall would have to be an asset of the Hickling Playing Field or Recreation Ground Charity (“the Charity”) and the project has evolved on this basis.

The Parish Council, both using its legal powers to support village hall provision, and as Corporate Trustee of the Charity, has provided administrative support and set up the “New Build Team” to manage the project. In addition, the Parish Council has brought in volunteers to advise and assist and relevant professionals to provide any necessary expertise.

Essentially though, it is a genuine partnership project, now between the Parish Council, the Playing Field Charity and the Phoenix Trust, which holds a fund arising from the sale of the old snooker club/youth club building.

Charity History

The Charity was established in 1937, to manage a playing field for the purposes of providing outdoor recreation for the benefit of the residents of Hickling. This made the Parish Council the sole corporate trustee of the Charity.

At the time of the Charity’s formation, there was very little demand for any other recreation than a playing field. Hickling was then, a very rural village, with the majority of its residents being employed in local agricultural work.

In the interim, there has been significant housing development and there is now far less local employment in the village. This has led to significant changes in the demographic and social profile of the village, with more retired people, smaller families and less community cohesion. In turn these changes have led to very significant demand for facilities other than merely a playing field, available throughout the year, as evidenced by the village survey.

This social change and the resulting change in the needs and wants of beneficiaries of the Charity (ie the residents of Hickling) was accepted by the Charity Commission in 2010 as being of such significance to warrant a change of the original Charity objects to allow for indoor, as well as outdoor recreation.

In addition, the Commission also authorised the construction of a new hall on part of the Charity’s land and the sale of two small parcels of land of the Charity, the proceeds having to be put towards the new hall.

We had hoped to incorporate a community shop as part of our plan; however, the current structures and rules governing the charity do not allow us to do this. This does remain one of our long term objectives if the village wants this to become a reality and a business case can really be made for it to succeed..

Governance Structure

With both the Parish Council and the Charity, separate but clearly linked bodies, now involved in the project, the hall has become a collaborative effort of both. However, we have been careful to guard against any perceived or actual conflict of interest, with the appointment of separate solicitors to represent the interests of both parties and the appointment of three non-Parish Council, independent advisors.

More recently, and in order to provide even more independence, the Charity has resolved to move away from the corporate trusteeship of the Parish Council in January 2011.

The Charity will provide this facility for the village by way of a legal contract with the Parish Council. Essentially this will mean that a significant financial contribution for the hall is made by the Parish Council and the Charity will then own and manage the hall to allow open community use. In order to protect the interests of both parties, a contract has been drawn up between them in respect of contributions and use arrangements.

Parties involved

Hickling Playing Field or Recreation Ground Charity 270199

Trustees

- Hickling Parish Council as a 'Sole Corporate Trustee' until January/February 2011
- Independent Board of Trustees from January/February 2011

Objects

- To provide outdoor and indoor recreation for the benefit of the residents of Hickling.
- Note: these objects were extended, with the approval of the Charity Commission, to include the provision of a hall on the site and as long as the recreational needs of the village are largely met and/or the proceeds go towards these objects, other activities can be provided. Retail trading however, is likely to require the formation of a subsidiary company. This would enable us to eventually provide a community shop,

Hickling Parish Council

The Parish Council is a public body and conducts its business in public (except for specified eg confidential decisions) and exists by way of the various Local Government Acts.

Its members (Councillors) are elected where more candidates put themselves forward than there are vacancies, or are otherwise co-opted.

The Parish Council operates under a statutory Code of Conduct and under a set of standing orders, approved by the National Association of Local Councils.

New Build Team

This group was set up to represent the interests of the Parish Council and Charity in moving the project forward. It has no formal decision making powers. In governance terms, it is a working party as opposed to a committee of the Parish Council, allowing it therefore to meet in private and reports back to the Parish Council on a monthly basis. Once the construction of the hall commences, this group will be absorbed by the Charity Board of Trustees.

Independent (non-Parish Council) Advisors to the Trustees

Until the Parish Council ceased being the Corporate Trustee of the Charity, wherever the Charity was in a potentially conflicted position, due to its (Parish Councillor)

members having to take critical decisions for the project, Three independent advisors were appointed to provide an additional opinion and to challenge decisions made by the corporate trustee.

Architects

Mr P Brown, original design.

Paul Abbott, A Squared Architects Ltd, Norwich, final plans and subsequently novated to the builders.

Sustainability Energy Consultants

Andrew Robertson, Clean Energy Consultancy, Wymondham.

Client Representative/CDM Supervisors

Cyril Sweett Quantity Surveyors

Solicitors

Nicholas Hancox Solicitors, Acle, Mr N Hancox, Parish Council's Solicitor

Hansells, Norwich, Mr Phillip Norton, Charity's Solicitor

Contractors

PJ Spillings Builders Ltd

Moving Forward

Once construction starts, the Charity Trustees will set up a Management Committee for the new facility. This will be made up of Trustees and others with a stake in managing the facility. This Committee will take all the key operational management decisions for the hall going forward. Once the hall opens, there will also be a user group to ensure that the community and users have the ability to voice their opinions therefore allowing the best use to be made of the facility.

We are proposing the provision of high quality recreational facilities, available for a wide range of activities, for all those in the community who wish to use them, whilst targeting any specific areas of need such as older people and the youth of the village. At the same time, any additional income arising from the hall's use may be used for community wellbeing and recreational projects within the village, thus helping to enable the village to rebuild its community cohesiveness.

Essentially, we are seeking to provide a facility that in terms of actual use, has minimal ongoing cost to the charity and the residents of the village, in order to encourage its use and maximise participation.

As well as directly serving the needs of the 900 residents of Hickling, the proposal is also likely to appeal to residents of neighbouring communities, approximately 6000 residents overall within a 4-5 mile radius, as there is very little similar provision in those villages and they would be able to interact and use all the facilities available.

Whilst the Trustees recognise that their primary object is to provide facilities for the beneficiaries; ie the residents of Hickling, the income from this wider audience and its associated businesses and community support services will help meet the operating budget of the new facility, thus keeping costs down for Hickling residents. The Trustees are confident that this is the best way to provide improved facilities for Hickling residents.

Planning and Development Overview

Planning

Following the survey of residents, the Parish Council, both in its own right and as Corporate Trustee of the Charity, applied for and received full planning consent in August 2008 for:

- a new hall of about 700m² on part of the playing field held in Trust by the Charity;
- a pair of semi detached houses on the existing Parish Council-owned community hall site;
- two detached houses on the edge of the Charity-managed playing field .

As part of the Planning Approval, the Parish Council entered into a Section 106 agreement with the Local Planning Authority, North Norfolk District Council, which requires that any proceeds from the sale of the property assets above could only be used to part fund the new facility.

Both of these assets were independently professionally valued in early 2010 (to the requirements of the Charity Act) and were sold at or above these valuation figures and this money is currently banked with the Parish Council (£135k in an earmarked reserve) and Charity respectively.

Following a review of the facility originally planned and its affordability, a revised planning application was approved in summer 2010, in order to provide for sustainable energy requirements by re-orienting the Hall and providing solar panels; and to reduce the size of the building originally proposed, in order to make it affordable.

Following community debate, amendments to this approval have since been accepted.

Building Design Issues

The external form of the Hall was originally designed around a “Norfolk Barn” style, with options considered for a thatched roof but settling on tiles due to the lack of funding and ongoing maintenance for thatch.

Over the course of the project to date the design of the facility has evolved and the original overall “footprint” of the building has been reduced from over 700m² to approximately 530m² overall floor space.

The building centres on a recreation hall of some 170m², which will allow opportunities for a wide range of recreational activity to take place. The floor in this area will be appropriately surfaced to allow for a large number activities and the roof level, as designed for a barn style, is high enough to allow for badminton.

The storage area adjacent to the main hall, along with additional potential storage available in the roof space, has been planned to cater for all the activities proposed.

Also included are new changing and referees’ facilities, which will enhance the outdoor playing field facility, with separate “clean” toilets for the indoor hall. A toilet will also be made available to groups using the outside play area with appropriate secure access.

A snooker room is also planned, which will also be used for other activities. This will allow the return of the snooker tables held by the Phoenix Trust which were originally housed in another local building which was beyond repair. Since it was sold, the capital receipt has been held by that Trust and a significant amount will be made available to the Charity as part of the funding required for the new building.

The building also contains a kitchen, which will allow those using the facility to provide refreshments ancillary to their recreational activities, as well as the option of lunch clubs etc and the ability for outside caterers to use it as a finishing/serving kitchen for larger events.

Ancillary space includes a plant room, entrance hall and separate disabled toilet.

In order to ensure the long term financial viability and sustainability of the proposed facility, the hall has been designed to maximise the use of sustainable energy, which will significantly reduce the cost of the facility's operation from that originally envisaged.

The independent sustainable energy report produced shows the facility as being a net producer of energy, if all of the solar, ground source heat and potentially, wind energy sources are utilised. This would mean that oil or gas would only be needed for peak hot water use, thus minimising our risk exposure to likely price rises for fossil fuels.

The provision of sustainable energy will require significant additional capital funding, but this will be partly covered by external Government grant funding. However, significant income streams are guaranteed from the Government's Feed-in Tariff and Renewable Heat Incentive schemes and from energy suppliers.

Research

Community Issues

The Parish Council accepted early in the process, that any scheme to change the objects of the Charity and then to build a new village hall on the playing field required the support of local residents.

The Parish Plan survey was carried out, to every household, in 2008 and showed that community cohesion was far from good and that a hall was both needed and desired. The Parish Plan was then produced, with the provision of a new village hall a key priority.

In 2009 the Parish Council sent out a specific survey regarding the proposed new hall to all Hickling residents to assess their views and opinions. Every house in the village received a survey to complete, 75% responded, with 66% of respondents in favour of building a new facility on the playing field.

A wide range of potential activities and uses were suggested and the building now proposed will meet most of these. However, as part of the reduction in size of the hall, it was necessary to lose some features. A separate meeting room was taken out as other rooms exist at the Methodist Chapel and the Primary School, elsewhere in the village. Likewise, the proposed village shop was removed due to the problems with the charity rules and the lack of business case.

We have held a number of public meetings and open days to discuss progress. In addition, we have been producing a monthly communication sheet for every household, and placing further information on the village website.

Further research was carried out across the winter of 2010/11 to confirm the exact preferences regarding the uses identified within the general information originally obtained. All households were sent a survey form and 51% responded with only one respondent against the hall. In addition, a wider survey of potential users from outside the village has been undertaken.

Other Village Halls

Visits were undertaken to facilities which have been constructed in the last ten years in other the other Norfolk villages of Binham, Hevingham, Fleggburgh and Worstead A structured interview was undertaken with each village and a discussion was held with local representatives and/or Trustees, paying special regard to their operating costs and subsequent income generated as a result of the new hall.

In addition, we are in close contact with the management committee at Neatishead Village Hall, which was completed in 2009, to better identify the opportunities, as well as financial, marketing and promotional issues involved in starting a new facility.

This research has been invaluable; the visits have shown that modern facilities become a centre piece of the community, quickly becoming self-financing in terms of recreational activity and providing income for the future upkeep of the centre. We have taken forward the learning from this research and, in terms of the proposed facility, have based our plans on the best of what we have found.

Users

We have significant interest from a number of recreational and sports groups and clubs who are seeking to use the facility once it is built and the Trustees will ensure that all such clubs have open membership in terms of equality and diversity.

From the surveys undertaken prior to commencing and during this project, and expressions of interest since; there are a number of already established groups as well as significant latent demand for more informal use of the proposed facility for the following groups, activities and sports:

- Football, where the existing club has taken forward a development plan which will double the established fixtures and provide children's coaching, potentially as part of the "Football in the Community" programme.
- Snooker facilities, replacing the club whose building was too old to be viable
- Indoor short mat bowls, for those people in the village who already play outdoor bowls in summer
- Badminton, with high levels of demand and an acceptance by Sport England that it is a key sporting activity for older people
- Childrens and "anniversary" parties
- "Fit Together" and "Living Longer, Living Well" initiatives for older people
- Aerobics, pilates yoga etc, where a number of local providers have expressed interest
- The Nancy Oldfield Trust, providing sports for disabled and disadvantaged people
- Social gatherings from coffee mornings to charity balls
- Arts and craft based activities
- Health related activity, potentially utilising the local GP Consortium
- Martial Arts
- Brownies, where child protection issues are preventing new groups in many villages due to poor building design
- Table tennis
- After school clubs

These are now being taken forward by the Trustees (and then the Management Committee) to ensure that each group is able to move forward before the hall opens in order that they will be up and running from "day one" of its operation.

Capital Budget

Formal construction tenders were opened on 21 January 2011 and until that point we had worked up figures using information from two Quantity Surveyors to ensure we have a sound basis on which to project our costs. Formal analysis of these tenders was undertaken by the Charity's retained QS and Client Representative, Cyril Sweett and they also made a recommendation to the Charity as to which contractor offers the best value. This recommendation was approved and PJ Spillings Ltd were duly appointed

The overall project budget for the scheme is £845,000, including a construction cost contingency and anticipated professional fees.

The construction project is being procured on a Design and Build basis, thus giving contractors the best chance to drive costs down. The project is being competitively tendered and managed on the Trustees' behalf by appropriate professionals. In addition, there will be other costs associated with the build which can be capitalised to give the total project cost.

The Capital Budget shows a balanced position and the new Hall relies on a range of funding streams as follows:

Capital Receipts

These have arisen from the sale of building plots; two at the Charity's playing field site, and the site of the old Community Hall, which belonged to the Parish Council in its own right. All of these sales are now complete and the £233k and £135k banked in the Charity's and Parish Council's accounts respectively. The Parish Council has resolved and confirmed via a legal contract the £135k to the Charity as part of three staged payments totalling £334k (see below).

Phoenix Trust

In addition, a further contribution of £75k will come from the Phoenix Trust, a separate local charity which exists to further recreational opportunities in Hickling through the proceeds of the old building in Stubb Road, again, via three staged payments.

The Trust has also agreed to pay for the internal fitting out of the snooker room and this will be calculated by our Quantity Surveyor during the construction period. Obviously, this is still to be confirmed, although we expect this to be in the region of £5000.

A Heads of Agreement letter has been signed off and a lease is being drawn up between the Charity and the Trust.

Personal Benefactors

We have some success with approaching personal benefactors and have pledges of £5600 and a donation banked of £25,000.

Grant Funding

A number of successful grant applications have been made, as follows:

- **Community Sustainable Energy Programme**

We have been awarded a CSEP Capital Grant of £49,000 towards the cost of the renewable energy technology as agreed by us following the CSEP funded Development Study.

However, parts of this package of technology will not be taken up if the wind turbine and solar thermal panels are not utilised and the current assumption for this funding has therefore been reduced to £24,000

The solar thermal (hot water) panels may well not be used as they do not add significantly to the energy production for the building or the Renewable Heat Incentive income, and there is a need for peak demand oil or LPG hot water heating for the changing rooms. Likewise with the wind turbine portion of the grant, where the resulting revenue income from the Feed-In Tariff will be lost.

- **FA Foundation**

The FA have initially approved a grant of £20k which will be paid if the changing rooms are constructed to their requirements and this payment will be paid once the construction of the changing rooms is complete. Due to the discussions held, we consider this to be at low risk of not being approved.

- **Other Grants**

The following have all been paid, with no risk or minimal conditions.

- Tesco Community fund £20,000
- Broads Authority £20,000
- Other Trusts £5,500
- Norfolk Rural Community Fund £15,000
- Norfolk Playing Field Association £1,000
- Norfolk Community Fund £3,000
- John Jarrold Trust £250

- **Other potential grant funding**

A number of applications will be or have been made to other grant funding providers but as yet have not been confirmed. Some of these will be for equipment and others will also be for revenue funding. No funding from these sources is assumed at this stage however.

Parish Council Funding

The Parish Council has resolved to contribute to the capital costs of the new hall as follows:

- Public Works Loan draw down of £190,000. This has to be a direct contribution to the capital cost of the hall as specified in the loan application and is clearly earmarked in the Parish Council finances for this purpose.
- Proceeds of the sale of the old community hall of £135,000 which, as noted earlier, is subject to a section 106 agreement with the Local Planning Authority for use on the new hall on the playing field.
- A further sum of £9000 from its reserve funds
- The total of £334k will be paid in three staged payments when the Charity has spent specified sums on the new hall. As part of these payments (ie not additional to them), the Parish Council has also resolved to pay professional fees where this is financially advantageous to the project.

Revenue Budget

Introduction

The key issue for us is that the facility must be self funding in revenue terms. We have outlined below the main income and expenses for the new facility, again as evidence of what has been considered.

A budget for running the hall has been developed, although some aspects of the design could still alter the subsequent operating costs downwards. This will need to be monitored during the ongoing design period with any amendments being made to the costs once the final design is known.

A prudent approach has been taken with all costs, with income conservatively estimated and likely costs taken at the upper end of their likely range. Sessional rates for the use of the facility have been based on other similar local providers, to ensure we are competitive. In addition, it is recognised that facility use is likely to build up over the first few years and the assumption has therefore been made that Year 1 will run at only 25% of total capacity and will rise by only 2.5% a year.

The overall revenue position forecast indicates income of c£25,000 against expenditure of c£22,000. This assumes that we will to achieve income of c£13,000 from casual users in Year 1. This equates to only £250 a week, which should be easily achievable given the evidence from our own survey and that from other similar facilities.

Confirmed Revenue Issues

As noted above, it has been confirmed that the trustees of the Phoenix Trust will contribute a capital sum to the construction of the hall and to the internal fitting out of the snooker room. Once the hall is in use, the Trust will make a further, ongoing contribution to the running costs of the facility. In order to produce a budget, an annual income figure of £3330 , based on the same percentage of the running costs as total floor space, has been assumed.

Likewise the existing local football club will agree a fixed amount and it is anticipated this could well increase significantly, as the new facility is likely to be used on both Saturdays and Sundays and include youth football. Again for the purposes of developing a budget, an initial figure of £1000pa has been assumed.

We also have a firm offer from a local contractor to undertake cleaning of the hall free of charge and, in lieu of payment, the hall needs to be made available for 10xhalf weekdays a year for their management meetings. This has significantly reduced the cleaning budget.

Renewable Energy Production

The installation of renewable energy technology has been a major feature of the capital plan, in order to reduce whole life facility costs and minimise the risk posed by almost certain increases in fossil fuel prices.

As well as the government grant towards the capital costs, there will be significant income from the Government's Feed-In Tariff and Renewable Heat Incentive. From our independent consultant's report, the likely income per year for each technology utilised, is as follows:

	£
GSHP	2500
Solar PV	2500
11kW (18m) Wind Turbine	6000

As can be seen, the potential for renewable energy production is very significant, especially the 18m wind turbine. However, whilst the income from the GSHP and Solar PV and thermal technologies can be considered very low risk, the issue of a wind turbine is contentious, with some residents against it. We have awarded the tender on the assumption that the 18m turbine will not be provided now and in revenue terms, have assumed only the income from the GSHP and Solar PV technology.

Assumptions and Revenue Budget Details

Inflation

Annual inflation for costs has been taken at 5% for the first five years of operation.

VAT

Specific VAT advice has been taken by the Charity and at this stage VAT is assumed as being financially neutral in revenue terms and if a trading subsidiary is required, one will be set up.

Expenditure

The general expenditure is originally based largely on estimates given by the Trustees, etc. of other facilities. In addition, we have the first year income/expenditure figures from Neatishead Victory Hall. Together, these have been refined and updated for the Hickling facility.

Rates

The new centre will be subject to Business Rates. The premises belonging to and being run by a charity will be subject to charitable relief of 80% in North Norfolk and should be around £1600 net of this relief.

Legal Fees

Once built, we do not anticipate major legal costs except for perhaps change in trading position, or trustees through retirement, etc. A small allowance has been made for these costs.

Insurance

Once the centre has reached "Practical Completion" of the building contract, the owning charity will assume responsibility for insurance. Cover will be required for the buildings and the contents and Public Liability. The current estimate is £1000 from two local insurance brokers.

Specialist Trustee Liability insurance has also been included.

Caretaker/Booking/Cleaning

A complex of this nature will need a part time caretaker to oversee the operation of the centre. Potentially, the “caretaker” could be responsible for the lettings, seeing that users leave the premises clean and tidy and that other contractors undertake their duties properly. The exact duties have not yet been specified and this will be resolved and an appointment made prior to the end of the building contract so that he/she will be on hand to take over the operation of hall and its equipment. This will provide employment in our village, so the job will be subject to open competition.

With contract cleaning in operation the Charity may still be responsible for providing the cleaning materials, toilet rolls etc.

At this stage, we have left all costs around cleaning and caretaking in place. This we believe gives us a far more conservative financial foundation going forward. Whilst we expect them to drop, for budgeting purposes it is better to leave our costs high.

Energy Use

Although Feed-In Tariff income cannot be exactly calculated, our Clean Energy Consultant, using information approved by the Government, has calculated that the Solar PV panels will produce an income stream which he advises is conservatively £2500 annually.

Likewise with Renewable Heat Incentive income, where this will be based on “deemed heat production” of the GSHP and an annual income, again rounded down, of £2500 is assumed.

In addition, we know that at times when electricity production from renewable technology exceeds use, we will get a reduction in charge from our energy supplier. However, this cannot be accurately calculated and we have therefore not assumed any income. An electricity cost of £1500 in year 1 has been allowed for, based on our building size and energy requirement calculations and other village halls’ bills.

Because of the potential requirement for relatively large amounts of hot water for sports showers over short periods of time, our M&E consultant recommended that a separate fast recovery boiler, fuelled by LPG or oil is used for these peak hot water requirements. We have therefore allowed £500 for this fuel. This boiler will be biofuel enabled so that when bio heating oil is readily available (likely from mid-2012), we can take advantage of this and the Renewable Heat Incentive which will be available from it.

Water and Sewage Costs

The facility will not be a major user of water and we have based our assumptions on other village halls’ usage. Rainwater harvesting was considered from the roof and use to flush the lavatories, leaving mains water for kitchen use and showers supply only. However, the additional complexity this would have brought would not have been cost effective.

Refuse Disposal

Free collection of refuse will not be possible so we will have to pay an amount for the removal of trade refuse. As at current prices this would cost around £250 pa

Repairs & Maintenance

It is hoped that in the first few years of operation there will be minimal expenditure on maintenance.

However, our visits to other halls has shown that after five years we should effect a contingency fund to meet an increasing requirement for maintenance in future years,

Window Cleaning

Window cleaning will be required both inside and out and it is suggested a two monthly cycle will be sufficient.

Fire & Burglar Alarm Maintenance

Our static equipment, alarms, heating equipment, extinguishers will necessitate maintenance to keep them fully operative and to comply with relevant legislation.

Audit and Accountancy Costs

The new facility will be owned and operated by a Charity and, as such, will have to have its income and expenditure accounts audited on an annual basis and there will no doubt be a clerk's book keeping fee. We have used existing cost information and clerk's salary for this.

Telephone/Internet

The centre will need a phone/and internet connection and cost is based on the Neatishead village hall budget.

Licences & Fees

It is inevitable that the centre will require a licence for music and entertainment and for users to supply/consume alcohol. A provision has been made in the budget to meet these expenses.

Landscape Maintenance

The main expense here is grass cutting and this can be partly done by the users and/or volunteers but the main area of grass will be maintained by contractors as well, especially as the users do not have access to gang mowers and the use of a ride on mower is far from ideal for a 7acre field. We have already entered into a contract for this at a cost of £1215 plus VAT per annum.

The external design of the centre makes provision for some soft landscaping other than grass. It is inevitable that the area will require periodic attention and occasional replacement of plants and fertiliser, etc. This could be done as part of the grounds maintenance contract or by volunteers but until the exact planting is finalised, and maintenance requirements known, we have allowed a total for landscape of £2000.

Marketing

Despite the obvious demand from the community, it is clear that the Charity needs to make provision for marketing the hall in order to maximise its use, particularly by helping to help form new activity groups/clubs so that the centre will be ready to operate and be income producing as soon as it is finished. It will also be important to market the hall on an ongoing basis for commercial uses, such as conferences/meetings and receptions and a small sum has been allowed for this in the budget.

Work Plan

The project team will continue to work with the architect to finalise the design, paying attention to aspects that have been raised in this Business Plan around both building costs and how the design, especially around the energy use and sustainable energy income, will affect income streams

We have arranged for the children's play area to be moved before construction starts and have made arrangements for temporary changing facilities for the football team whilst construction progresses.

Once the construction starts, the Trustees of the Charity, with the Management Committee, will continue to manage the overall project. We will provide a workplan that mirrors the construction contract so that the key issues to be resolved are prioritised. This will focus on the further development of an operating budget, including a schedule of rates for hiring the facilities on offer.

Contact is being made with those who have expressed an interest in running groups and clubs to take these forward and further fundraising is also being planned.

We will initially appoint a Management Committee comprising both Trustees and user representatives. This represents best practice in similar facilities and will oversee the development of potential users for, and running of, the facility once built. In addition, a Marketing Team will be appointed to start publicising the new facility prior to its completion by advertising the new facility and developing a booking system.

Communication with local people will be a key work stream and we will continue to hold regular briefings for the community as well as providing written information through the monthly village newsletter and via the village website.