Central Bedfordshire Council Priory House Monks Walk Chicksands, Shefford SG17 5TQ

Central Bedfordshire

TO EACH MEMBER OF THE EXECUTIVE

22 March 2018

Dear Councillor

EXECUTIVE - Tuesday 3 April 2018 – Background Papers

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following background papers:-

8.   Potton Hall for All

11.   Award of Leisure Management Contract

13.   Award of Contract - Cleaning Contract for General Needs, Independent Living, Gypsy & Traveller Sites, Transitional Accommodation & Sheltered Schemes

Should you have any queries regarding the above please contact me on Tel: 0300 300 5257.

Yours sincerely

Sandra Hobbs
Senior Committee Services Officer
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Reg Charity: 1158751

Potton Hall for All and Potton Town Council

Response to Central Bedfordshire Council requesting a 'Joint Business Case and Proposal' for the community building on land east of Biggleswade Road, Potton.

This proposal has been drawn up in response to the letter dated 1st November 2017 from Central Bedfordshire Council (CBC) to Potton Town Council (PTC). It sets out information requested by CBC in order to secure a decision by their Executive to transfer to Potton Town Council 0.52ha of land and make available to Potton Hall for All the £682,000 s.106 provision to facilitate the construction of a community building.

Planning permission for a new development west of Biggleswade Road, Potton has been granted at appeal to the Developer Gladman with £179,859.12 allocated for "Providing a Village Hall in Potton". We ask that the Executive also considers this s.106 allocation to Potton Hall for All at the same time.

1. GOVERNANCE

Your letter requested an explanation of the governance arrangements for the community building.

1.1 Relationship between Potton Town Council and the Potton Hall for All

In 1994 PTC received a request from the community for a bigger community building to serve the many and varied activities that take place in Potton. PTC asked for a volunteer committee to be formed to explore the need and feasibility of such a facility – which is how the project was originally started. The volunteer committee was not part of the PTC but over the years a number of Town Councillors served on it. It was from this original volunteer committee that Potton Hall for All was formed.

Potton Hall for All (PH4A) is now a registered charity, No. 1158751 and is therefore subject to charity law and regulated by the Charity Commission. PH4A was granted charitable status on 2nd October 2014. The constitution of PH4A which is a Charitable Incorporated Organisation (CIO), allows for one of the charity trustees to be appointed by the Town Council. The PTC Trustee position is currently taken by Geoff Emery. Geoff is also Chairman of Potton Hall for All Group. See **Appendix 1 & 2.** The constitution also allows only Potton residents to stand as Trustees ensuring this project has local governance.

PTC is in support of this project, as shown in a letter provided for a funding application in 2012, **on page 1 of Appendix 3**. PTC has not wished to take on

31 January, 2018   1

financial responsibility for the project for fear of creating too onerous a burden for council tax payers. PTC will, however, provide its full support for a self-financing hall through encouragement, facilitation or measures advantageous to the project such as taking responsibility for land, assets, payments and any applications. It is possible that in the future PTC may wish to support the PH4A by moving costs onto the precept but this is not currently PTC's position.

There is also a steering group for The Hall that comprises three members of PTC, including the PTC Chairman. This meets quarterly to help and guide the development of the business plan, the proposal, the Hall and the interaction with other parties. There is also a community orchard group, supported by PTC which includes three members of PTC. The orchard and Hall will be adjacent one another and we consider them to be complimentary with users of the Hall having access to the orchard and vice versa. The Chair of the orchard group and one other member are also on the PH4A committee.

We are currently collaborating on the best use of the building including discussions about moving the Town Clerk and Potton Town Council offices into the new hall.

1.2 Ownership of the land and building and long term governance and operation arrangements

As is common in business leasing, the landlord will own the land and the tenant will own the building. To facilitate the handover from the developer and meet the requirements of the s.106 agreement PTC will own the land of approximately 0.52ha. In accordance with PTC decisions, the tenant, PH4A will sign a lease requiring them to construct and operate the Hall. A motion was taken and approved by Potton Town Council on 2 May, 2017 to this effect, **see page 2 of Appendix 3**. The lease will require The Hall to be constructed and maintained to the satisfaction of PTC's own surveyor, thereby providing assurance that the monies raised and spent on behalf of the residents of Potton brings good value for money.

This arrangement and the lease will be standard contracts under English law.

1.3 Long term governance and operation arrangements

Long term governance will be via an official sub-committee of PTC's Buildings and Facilities committee. It has been set up with three members of the Town Council and five PH4A Trustees. The committee will meet quarterly to consider the building and maintenance of the Hall. This will enable joint decision making and dialogue between the Town Council (the Landlord) and PH4A (the Tenant). PH4A trustees will be responsible for appointing suitable staff to operate and manage the building on a day to day basis. These staff will take bookings, monitor users, provide advice and services to users, clean the Hall and identify maintenance requirements as they fall due or become evident.

Were PTC's office to move to the Hall it would be possible for the PTC staff to assist in this regard thereby reducing on-going staff costs or the need for additional volunteers. PTC Clerk and assistant already take bookings on behalf of PTC facilities.

During the design and construction phases of the bulding we will employ a full-time project manager and part-time project assistant.

Once built, it will be run by a full time centre manager. There will be a management committee which will include representatives from the local community to help with ongoing decision-making, setting of priorities and to support the day-to-day running and delivery of activities. Communication and feedback with existing and prospective hall users will be a priority issue for this management committee. Regular feedback and ideas for new activities will be sought from local people and considered by the management committee for inclusion in the activity programme.

2. MEETING COUNCIL PRIORITIES

2.1 Demonstrate alignment with the Council's plans and strategies
Your letter asked us to set out how the building would help meet CBC priorities by demonstrating alignment with the Council's plans and strategies.

The identification in the Potton Town Plan and Central Bedfordshire's Core Strategy for a new community hall led the way to its inclusion within the Local Development Framework in 2011.

Local Development Framework in Central Bedfordshire Council's Site Allocations (North) Development Plan Document 2011 (p.31)

- land east of the Biggleswade Road Potton (MA5) is allocated for mixed use development providing a minimum of 150 dwellings (including a proportion of affordable housing), approximately 1ha of B1 employment land**, community hall** and associated infrastructure in Biggleswade Road, Potton.

This Development Brief was adopted as technical guidance for development management purposes at Executive committee on 2 October 2012.

Fit with other Central Bedfordshire Council's Strategies

Central Bedfordshire Leisure Facilities Strategy 2014-2019

'plan and provide a network of high quality, accessible and affordable indoor community sporting and recreation facilities to meet the needs of Central Bedfordshire residents both now and into the future, through the combined efforts of the Council and other providers, and ensure that facilities remain fit for purpose , by refurbishment or replacement, throughout the term of the strategy.'

This includes the following objective: to make appropriate and commensurate provision for the increased demands brought about by new housing development.

The Audit and Consultation that was undertaken pertaining to Sports Halls notes that the "need for local facilities for local people in smaller communities needs addressing". In addition there appears to be "insufficient halls for community badminton clubs to be accommodated."

These requirements were echoed during the surveys undertaken by the PH4A group when they surveyed local residents; in particular the need for badminton courts.

Central Bedfordshire Community Engagement Strategy 2013-2016

The aim of the new Community Engagement Strategy is to ensure a strategic and joined up, co-ordinated partnership approach with an emphasis on working together with communities to tackle local issues, share information and develop a better understanding through community insight.

Potton Hall for All has liaised with Central Bedfordshire Council and Potton Town Council to ensure that our plans are developed in line with local strategies to tackle some of the issues facing Potton. PH4A has surveyed residents on several occasions to ensure that respondents' needs are covered by the facilities provided by the building. The project has been co-created with Community groups and residents. All Trustees and members of the current PH4A Support Committee are Potton residents and are closely engaged with town life.

Central Bedfordshire Council – Five Year Plan 2015-2020

This project contributes to the Council's Creating Stronger Communities Programme within their latest five year plan which states:

"One of the key outcomes in the council's emerging Five Year Plan is for our towns and villages to be sustainable and resilient places, where

- People are supported to help themselves and others
- People of all ages will be encouraged to volunteer; and
- Residents, community organisations and town and parish councils will have opportunities to do more in and for their communities."

The Hall provides the opportunity for Potton residents to establish new societies and clubs, volunteer groups or self help classes or to move existing societies and clubs to a better, more suitable and more sustainable location. As an example the Potton Apple Day Group will be able to make use of the Hall for their annual Apple Day as the Hall will be adjacent to the orchard and provide sufficient storage for their new press. Many of the existing societies and clubs within Potton have already indicated their excitement at the possibility of new, purpose built premises in which to meet which is more appropriate to their needs. In particular, there is a general need for premises which are the size of the Hall for All as existing facilities are significantly lacking in this respect.

Central Bedfordshire Council's Climate Change Strategy
This building fits CBC's Climate Change Vision for reduction in carbon emissions across the area in three ways. In terms of embodied carbon in the building itself, in its low energy use operationally and in reducing travel by residents of Potton and north east Bedfordshire to get to similar facilities further afield.

As a facility of this kind is not currently available in the Potton area, it is expected that car journeys currently undertaken to more distant venues will be significantly reduced or curtailed.

For journeys within Potton a new footpath through Sheepwalk Close to the back of the East of Biggleswade Road development site will encourage foot and cycle journeys above that of cars.

Funding opportunities for the building are a significant driver of energy efficiency within the design and operation of energy efficiency. The new, multi-use 950m² public building will be a demonstration low carbon building with a combination of passive design, energy efficiency and renewable energy sources for operational

carbon and low carbon intensity building materials to ensure the building itself produces very low carbon emissions.

The hall will support moving England's economy towards a low carbon model with substantially reduced levels of Green House Gas (GHG) emissions. An initial energy and sustainability report, commissioned by PH4A, shows that the building could achieve a reduction of 87% CO_2 operational emissions compared to the minimum requirements of the 2013 Building Regulations by utilising a combination of passive design, energy efficiency and renewable energy sources. The collection of sustainability measures would ensure the development is an exemplar building which scores outstanding against BREEAM non-domestic new construction criteria.

An application for funding has been made to the EU Low Carbon Programme and Dept Communities and Local Government are keen to see exemplar low carbon community buildings coming forward.

CBC Nature Conservation Strategy Jan 2015
This proposal supports the CBC conservation strategy because of the building's attention to wildlife friendly planting. The design features a green roof and 'living wall' which will give homes to many insects as well as being highly energy efficient and be of a most attractive appearance. The Hall will be adjacent to the community orchard (a local priority habitat owned and run by PTC) and will provide storage facilities to enable the successful management of the orchard. The carpark will be "grasscrete" style with reinforcement under the living grass surface rather than tarmac or concrete. Planting around the building will be of native flora and the building itself we will incorporate 'swift bricks' to provide additional nest sites for the many swifts that nest in Potton over the summer and a green roof.

3. MEETING LOCAL COMMUNITY PRIORITIES

Your letter asked us to set out how the building will meet local community priorities. We have previously stated through the origin of the PH4A group how the community began the idea for the Hall and this section will highlight additional evidence for the demand.

3.1 Reference with community plans or council minutes or resolutions demonstrating that the proposal meets local priorities

Local consultations for the Town Plan (2009) and Neighbourhood Plan (2017) demonstrate that the Hall is supported by local residents. The most recent of these, the Neighbourhood Plan Group, has responded that the findings of the NP Survey supports the development of a Hall for All.

Policy CI 6 (Community Infrastructure) also supports 'Any proposals that support the development and maintenance of the identified community projects'. The Hall for All has been identified for s.106 funding and thus has NP support.

For evidence of community consultations and fit with community plans/council resolutions, minutes and fit with Neighbourhood Plan please see **Appendix 3.**

3.2 A statement setting out the benefits to the local community

The Problem that a Hall for All will Solve
Generally, Potton is a thriving town in terms of community activity. More detailed background information about Potton is contained in **Appendix 4**. However, the needs of many of sporting, cultural and performing arts groups are not met by the venues available, which are too small, have poor accessibility and facilities. In short, current provision is not fit for purpose.

A lack of suitable community facilities in Potton is preventing community groups from growing and thriving. In addition, current need (such as for badminton) is unmet. This impacts on health due to a lack of facilities for physical activity particularly during the daytime. It limits social participation, especially amongst the elderly and those who have no transport, leading to isolation.

Why is a new and bigger hall the answer?
There is currently no hall large enough to accommodate existing groups and new housing developments will make that situation worse. This has a consequential impact on community cohesion for existing and new residents.

The main issues raised by facilities users that we have identified through consultation are:

- A lack of space for growth of local groups and community activities
- A lack of suitably sized venues for indoor sports
- A lack of venues for other existing or new leisure activities that residents would like to undertake.

Many groups are outgrowing their current venues and our research has shown that there is nowhere for indoor sports except the middle school hall and gym which has been described as having severely limited availability, operational restrictions, is dirty and cold.

PH4A group have investigated the feasibility of extending existing facilities such as the Middle School Hall. We understood that the existing school hall was enlarged when it was built (or soon after) through local fundraising efforts in order for it to become a community facility. However, despite that intention, the community use of the school hall has always taken second place to the school who use it for assemblies, activities and as a dining hall. This has led to user group unhappiness with the school as a leisure facility, as described above.

Discussions with the school led to the conclusion that investing more into the school building would not result in improved access or facilities for the local community.

There are no other suitably sized buildings in Potton and that is why we determined through our Feasibility Study (**Appendix 5**) and consultations that the preferred solution was to build a new community hall which was much bigger than existing provision. The characteristics of this hall would not clash with existing smaller venues but provide new and complementary activities for the residents of Potton.

Although other bigger venues exist in neighbouring towns, Potton has nothing similar that local residents, particularly those with no transport, can access easily. It is a popular and growing town that needs the community facilities that Hall for All will provide.

How have we ensured that the proposed facilities match local need?
PH4A have been working and consulting with many local community groups and individuals including business owners. Through an iterative process of proposal, consultation and review, we have developed a hall design which comprehensively meets the identified needs of Potton.

The Hall for All will be built adjacent to existing outdoor sporting facilites, a proposed new community orchard and directly facing a pictureque brook and wood. The proposed 950m^2 development will provide a large main hall, 2 large community rooms, large foyer, bar/café, amenities, back-of-house and associated outdoor facilities. The PH4A design subcommittee undertook an exhaustive assessment of the various needs and priorities that all user groups identified when overlaid with the facilities that the Hall for All will provide. This included scheduling, concurret adjacenies, access to storage and amenities, model timetabling of activities.

We are confident that the proposed Hall meets user needs to the greatest extent possible, within other constraints (such as site size, flexibility, cost, etc.)

The Hall development obtained Reserved Matters Approval in November 2017.

Potton is an active town with lots of societies and groups for people to belong to. The project is well supported by over 30 different local organisations, identified as Hall user groups.

Statement of benefits
The majority of potential beneficiaries fall into four main types: sport, performing arts, music and community. **(Appendix 6).** The intended benefits of the new Hall are as follows:

- There will be improved availability of high-quality, accessible, appropriately sized facilities, flexible enough to meet the needs of the wide range of existing community groups represented in Potton.

- The hall will be available throughout the week to all interested users, at sustainable prices (including discounted rates to community organisations) following priorities set by local people and user groups.

- The new Hall will be fully Disability Discrimination Act (DDA) compliant. One of the key motivators for the project is the non inclusive nature of existing community buildings.

- New sports activities will be available for people in Potton. Examples of this are that the main hall space will be large enough to accommodate two badminton courts. Also, Potton Bowls Club (who have a green elsewhere in town) have indicated a desire to hold indoor carpet bowls locally rather than travelling to St. Neots.

- New daytime social activities will be possible such as tea dances for older residents

- The building design will support a modern, fully functioning nursery but will be flexible enough for that space to be used for many other purposes at different times of the day and week.

- The Hall and nearby orchard will form part of a social hub to provide a focal point for community and leisure activities for all ages. This area is already home to Potton Town Cricket Club, Potton Tennis Club and Potton United Football Club.

- As a purpose-built facility, the Hall will have reduced running costs for its size (compared to running a number of smaller halls) and offer better value for money.

- The Hall will create new employment opportunities and support local businesses, in particular fulfil the unmet need for local meeting room and conference space. It will provide other volunteering opportunities and paid employment opportunities related to running and marketing the Hall.

- There will be room for the Town Council to relocate their offices should they wish to do so.

- The design allows for requirements which are not revenue generating such as storage and 'event-scale' amenities to be located in more flexible, lower cost external transportable or portable buildings/marquees.

- The hall design also allows for phased development of the current plans as well as space and scope for further extension / development in future, to be determined by capital funding and revenues once in operation.

- A community orchard and green space adjoining the new hall will provide a wildlife refuge and welcome green space for local people to enjoy. It will also provide opportunities for volunteering. The annual Apple Day will become centered on the orchard and Hall

- Potton Town Cricket Club, The Barns fitness centre and the Boundary Café that are based in the newly extended pavilion nearby will benefit from use of complementary social facilities as both clubs are situated very close to the proposed development of houses and community hall.

In summary, the new hall will meet the primary leisure needs of Potton people, which are to:

- Provide facilities that are currently unavailable or fall short of user requirements
- Allow new local sports, cultural and performance groups to form and thrive, and
- Give rise to new community and commercial opportunities for as-yet unknown activity by providing a modern, flexible, accessible venue, available to the local community.

4. RESOURCES

4.1 How each party will work together to raise funds and meet the current funding gap

Your letter requested an explanation of how the difference between available s.106 allocations for the Community Hall in Potton and the expected build cost can be met and by whom.

The current cost of the project is £3,045,826 (see **Appendix 7** for full breakdown). This consists of the capital build, consultant fees relating to the remaining design and build. It also includes the cost of a project manager and project assistant to assist the trustees during the development and build period. It also includes the first year cost of a Centre Manager plus staff on-costs.

These figures are based on a cost plan procured from Goodrich Consulting LLP. They assessed costs of the multi-function building using the design information presented for the Reserved Matters Application. They also provided cost exposure schedule outline applicable revenue costs associated with the capital project.

Potton Hall for All's current fundraising plan (see **Appendix 7** for full timings):

Amount	Source	Stage
£683,183	Section 106 on Tall Trees Development for community building	Unsecured - final Exec sign off for use by Potton Hall for All expected by March 2018
£1,550,521	ERDF Low Carbon Programme	outline stage one passed Dec 2017 - stage two submission in April 2018 for summer 2018 decision
£100,000	Landfill Communities Fund	Applications in development
£296,115	Garfield Weston charitable foundation	Initial email proposal sent 21 Jan 2018
£140,000	Major Donors/Local FR	Plan in place. New volunteer about to action.
£78,000	Corporates and in kind	Plan in place. New volunteer about to action
£170,000	s.106 from second development (Gladman)	Unsecured - final Exec sign off for use by Potton Hall for All expected by March 2018

In addition to the monies outlined here, we intend to apply to more charitable trusts than indicated in the table. This is to mitigate against risk of funding application failure and reduce pressure on local and corporate/major donor fundraising.

The Town Council has also looked into a public works loan of up to £300,000 which could act as cashflow to the project or to underwrite a funding gap. This can be repaid either by using income raised through the running of the community hall and/or parish share from new housing.

In addition PTC have indicated that they are willing to seek approval from the Council for the Town Clerk and Town Council office into the new building. The budget used to run the existing Community Centre would then be transferred to the new hall, thus increasing its financial sustainability.

It is recognised that the overall cost of the hall is large and, in particular, much larger than the available s.106 allocations. Even so, the Hall for All steering committee, the trustees and town councillors on the joint committee have exercised extreme diligence in ensuring that:

- The project is as small as it could be while still meeting the identified needs.
- It is realistically fundable by income streams that are available to us.
- Provision is made if one or more funding applications are not successful.

In particular, one of our trustees a professional fundraiser for a large national charity giving us the knowledge and expertise to be able to maximise the likelihood of securing these funds.

4.2 A statement that demonstrates the capacity and expertise to construct, operate and maintain the asset

Your letter requested a demonstration that the joint PTC / PH4A management committee would have the necessary wherewithal to realise the building and successfully manage it thereafter.

Potton Hall for All charity and support committee was formed for the purposes of this new project from a group of motivated local residents. Those involved have considerable transferable skills and experience that they bring to this project (see CVs below). Where the current Trustees, Support Committee and members of the Town Council who are working on this project lack relevant experience, professional volunteers or consultants will be used. A skills audit has already been undertaken.

Construction
Woods Hardwick Ltd is the architect and lead consultant for all architectural design work. Their team is led by Associate Director Lars Huntley (BSc Dip Arch RIBA) and Director Nicole Portieri (ARB RIBA AIA Intl Assoc). This development is expected to be procured and built through a Design and Build contract. We have also engaged the services of Mechanical Engineering Consultants Dowling Blunt Ltd and Quantity Surveyors Goodrich Consulting LLP. It is expected that further design and project professionals will be added to the team as and when required within the programme.

In addition, with regard to HSE regulations (2015) we will appoint a separate Project Supervisor to act as Principal Designer to manage the Construction, Design and Management portion of the project.

The Trustees will appoint their own Project Manager and Project Assistant to manage the day to day running of fundraising and project management during the preparation

and construction and to act as client's representative in negotiations with the main contractor.

Project Timetable	Target Date
Planning Permission	Nov 2017
Re-Appoint Design Team	Jun 2018
Issue Tender documents	Oct 2018
Tender returns	Nov 2018
Approve contractor	Dec 2018
Start of build on site	Jan 2019
Building completion	Sept 2019
Fit out	Oct 2019
Launch Event	Jan 2020

Operation

Once Potton Hall for All is built, it will be managed by a Centre Manager who will be line managed by a member of the management committee. We have taken advice from Potton Town Council and Gamlingay Eco-Hub on how they run their operation and bookings.

Centre Manager will be responsible for:
- Managing bookings using Facilities Booking Management software such as offered by RBS Software Solutions
- Developing, implementing and regularly updating a marketing strategy, prioritising income generating hires for periods when Hall use is minimal.
- Publicising the facilities available in Potton Hall for All and links to local businesses
- Producing and updating publicity/marketing materials in printed and electronic format eg. website, mailshots and wedding fairs etc
- Managing the Hall website.
- Publicising events/activities taking place in the Hall
- Organising, publicising and managing regular fund raising events and activities to benefit the Hall in conjunction any 'Friends of Group/ volunteers and trustees.
- Engaging with and recruiting new users.
- Ensuring that the facilities meet the needs of the existing users.
- Managing other paid staff e.g. cleaners and volunteers
- Ensuring that the building is maintained to a high standard.
- Acting as the designated health and safety officer, and fire officer and carrying out regular risk assessments.
- Managing the obligations of any funding conditions and under the ERDF funding stream to demonstrate and promote the low carbon credentials of the development.

Potton Hall for All Trustees

Geoff Emery ACIB (Chair) - Retired Managing Director and previously spent 22 years in Banking, reaching a senior level in management. Since retiring, he has served 10 years as a local Town Councillor, was Chairman of the Town Plan and is currently responsible for the running of the Youth Club.

Kim Gutteridge - Head of Grants in a national environmental charity. She has 15 years experience major grants and trust fundraising for capital projects and project management skills. She has given many local groups fundraising advice and helped them obtain funding for their projects and was Highly Commended as Fundraiser of the Year in 2016 by Central Bedfordshire Council.

Katie Foord MAAT (Treasurer) – works full time in London for a global US company as a manager and accounting professional specialising in accounts payable. She has worked for over 30 years in a number of different businesses including manufacturing, banking and retail. She spent a total of twelve years on Luton Borough Council on various committees including planning and health, becoming the chair of the Health and Social Care Committee.

Liz Smith - now retired from a professional career in 3 parts: 20 years in teaching, some full time parenting and 15 years in creating software for schools. Liz has been a member of Potton Town Council and the Parochial Church Council of St Mary's Church Potton.

Phill Banks (Vice Chair) - has an Honours degree in Mechanical Engineering and more than 20 years experience in environmental and building acoustics. He is a member of Potton Town Cricket clubs organising committee and has helped with numerous community benefit activities.

Our support committee also has experienced volunteers in particular Linda Sharp, a retired Chartered Librarian with over 30 years experience of working in the Public Libraries sector, managing professional staff and local budgets. Her last projects included working on the interior specifications and design of District Libraries in Ely and March from conception to completion. We also have three members who run their own businesses.

We recognise that constructing, operating and maintaining a building of this scale is a major undertaking and that, like marriage, cannot be undertaken wantonly or lightly. The joint PTC and Hall for All committee is fully aware of the scale of the venture, the obligations that this places on us, our abilities and limitations. We have worked tirelessly for many years to see this project into reality and have a realistic, professional attitude towards the challenges involved. We will continue to apply relevant skills, either from within the team or though external agents, to make sure the project does succeed.

4.3 A statement (evidenced by financial accounts) regarding sufficient income to support the asset

Your letter requested a demonstration that the building will be financially viable.

The Table below shows projected income over the first 3 trading years following opening of the Hall. This has been derived in the following way:

- Through many years of communication, we are aware of our user group's needs for the amount of space they need and their schedules of activity (hours per week, weeks per year, etc.).
- We maintain up-to-date lists of user groups which number at least 30.
- In addition, provision has been made for groups where a need has been identified but no organisation currently exists (such as for badminton).
- Further provision has been made for uses which would be marketing priorities for the of centre manager such as parties, weddings, performances, conferences and uses which would ordinarily occur at times of lowest occupancy.
- From this we have drawn up a list of users in various categories (e.g. sport, performance, community, commercial, etc.) and rated these in terms of expected rate of use of the hall and likelihood that they will use the hall for their activities.
- Hire rates for the various hall spaces have been estimated based on:
  - Lower numbers of hires at opening than the long-term expected average.
  - Lower daytime hire rates than evening rates (i.e. £/hr).
  - Community group discount rates of 25% (year 1) and 10% (year 2)
- Where no defined user group has been identified, a 'build-up' factor has been applied to hire rates for these activities (e.g. weddings) where the 'long-term' average is expected to be 8 per year, this starts at 4 in year 1 and 6 in year 2.
- A sense check has been applied to these figures to see that the amount and proportion of each category of hall hire is feasible.

Potton Hall For All Business Plan
Estimated Annual Income and Expenditure

INCOME	Year 1	Year 2	Year 3
Lettings			
Room hire	74,760	101,865	122,753
TOTAL INCOME	**74,760**	**101,865**	**122,753**
EXPENDITURE			
Staff	-49,088	-50,560	-52,077
Running Costs	-24,620	-25,359	-26,119
Property costs	-1,700	-1,236	-1,273
Other	-400	-5,412	-5,424
Total Expenditure excluding finance costs	**-75,808**	**-82,567**	**-84,894**
Profit / loss before finance cost	**-1,048**	**19,298**	**37,860**

Appendix 8 includes summary calculations from which these figures are derived.

Overall, we have taken a very cautious approach in deriving this analysis; being pessimistic about income but cautious concerning costs. The findings are that the building, after one year, will generate substantial profits. In particular, the analysis includes a relatively modest effectiveness for marketing activity for the hall which will be one of the main functions of the centre manager. Accordingly, this can be seen to be a 'worst case' analysis and very much at the lower end of expected revenues.

4.4 A financial plan and programme showing how the construction, maintenance and running of the asset will be funded over a period of years

Your letter requested that we demonstrate that the asset is viable and how it will be supported from initial construction through to operation.

In Section 4.1 we set out how we intend to raise the necessary funds to build the asset. A timetable of anticipated fundraising is also included in **Appendix 7**.

The running of the asset showing income and expenditure over the first three years can be found at section 4.3 above. Operational financing is an ongoing process and will develop as we secure buy in from user groups.

5. Investment

5.1 A sustainable plan for capital investment in the asset

Your letter requested details regarding investments for the asset.

Funding
In the first year of operation it is likely that the Hall will not make a profit. We will include in our fundraising plan, an amount to offset staff and running costs in order to mitigate against lower income levels.

In future years we will set aside a proportion of the income to put into a sink fund which is ring-fenced for replacement of assets and major repairs/maintenance. As this is a new build, we do not anticipate having major replacements for at least 5 years. An in-year fund will also be created in order to cover off any day to day minor redecoration or repairs.

The Town Council are considering moving their offices and staff to the new Hall. They have assured us that the savings they make from moving from the existing Community Centre will be used to support the new Hall – approx £10,000 per annum.

As well local community hire, we aim to let a percentage out to higher fee paying audiences such as wedding receptions and business events. These will help subsidise low rated community lettings. In addition we will offer new activities such as walking football and offer to host the Community Agent, which will attract regular funding from Potton Consolidated Charities.

Maintenance
The Hall will have an operating and maintenance schedule so that an appropriate annual budget can be set.(based upon the example in **Appendix 9** – depending on content and final finishes etc). This will be overseen by the Management Committee

31 January, 2018   14

(or maintenance sub-committee) with responsibility for the oversight of all maintenance matters.

5.2 Funding sources

Future funding sources will include:

- Future s.106 from other developments in Potton
- Additional applications to charitable trusts and foundations
- Local annual community fundraising
- Income from lettings
- Contribution from Potton Consolidated Charity to deliver local services
- Contribution from Potton Town Council

6. RISK

6.1 A contingency plan in the event of a failure to deliver any aspect of the proposal and to maintain the asset safely

Your letter requested details of how risks will be managed.

Below are three tables which set out possible risks during design and planning, construction and operation of the asset.

Risk Assessment for Design & Planning Phase

Risk	Responsibility	Mitigation
Central Bedfordshire Council does not name Potton Hall for All lead party for s.106 and land transfer. Reject project business plan.	Potton Hall for All Trustees	Business plan revised. Work with CBC via Sarah Hughes to maintain relationship and address any issues.
Community support for the Hall project wanes.	Potton Hall for All Trustees	Communication and marketing plan drawn up and in place. Personal contact with main user groups and supporters maintained through emails and face to face meetings.
Town Council support	Potton Hall for All Trustees	Maintain links with Town Council via joint working group, monthly reports, attendance at PTC meetings and Councillor remaining part of the Committee.

Risk Assessment for Capital Phase

Risk	Responsibility	Mitigation
Funding not secured in total	Project Manager, Potton Hall for All Trustees	Realistic and comprehensive funding strategy. Funding gap can be covered up to £300k by Public Works Loan via Potton Town Council. Professional fundraising support. QS cost control Liaise closely with Kier homes on occupation and draw down of s.106 from main scheme
Revenue funding not secured	Project Manager, Potton Hall for All Trustees	Business plan shows that income will match and exceed expenditure. Additional fundraising will support first two years of operation.
Tendering period over run	Project Manager , Lead consultant,	Realistic time scales set
Grants expire	Project Manager, Potton Hal for All Trustees	Negotiation with funders for extensions in good time Good project management
Budget overspend	Lead consultant, QS, Parish Council	Contingency funds available Regular project and progress reviews Tight QS control Full Bill of Quantities
Safety during construction	Lead consultant	CDM and build safety
Delay in construction	Lead consultant, Builder	Realistic time scales Tight project control Implementation of penalty causes Realistic timetable

Risk assessment for Operational Phase

Risk	Responsibility	Mitigation
Staff recruitment difficulties	Hall Management Committee & Trustees	Fair salaries offered Efficient and attractive advertising and recruitment process
Low take up of services	Hall Management Committee, Hall Manager	Marketing strategy review Advertising. Ensure income and expenditure budgets are realistic in first three years.
Income does not meet expenditure	Hall Management Committee	Marketing strategy review Advertising Review of charging. Increase fundraising efforts.
Main user group stops using hall	Centre Manager	Open communication with all user groups to anticipate problems. Draw up reserve list of users to approach if major user drops out. Increase publicity activity.
Management committee is very small and/or loses members during process	Management Committee	Have an open invitation to join. Champions within the steering group to 'sell' idea to key groups. Approach key groups in the town to ask for one representative from each to help with project. Welcome and co-opt new members during the process.
Lack of skills or capacity within the management committee	Trustees	Clarify which skills are needed. Involve other people with a mix of skills. Recognise level of effort needed to complete specific tasks and allocate to number of people. Conduct a community skills audit. Co-opt new members with appropriate skills. Buy in skills
Run out of funds	Trustees	Clear systems in place for monitoring expenditure. Appointment of Project Manager to specifically undertake accounts for project period. Financial

		policy drawn up. Budgets and cashflow drawn up in advance. Proper tendering procedure and policy in place if applicable. Regular updates of finances. Legal documents (including lease) between Potton Town Council and PH4A setting out liabilities and what will happen in event of charity closure.
Major incident	Centre Manager/Trustees	Clear health and safety, emergency and evacuation procedures in place. Major incident protocol. Regular fire and evacuation practices. First Aid kit and emergency contact numbers in reception.
Protection of asset	Trustees	Management of building is by registered charity which is governed by Charity Commission (CC). Annual account available for inspection. Asset cannot be disposed of unless agreed by CC. Lease will state building reverts to Potton Town Council in event of Charity closure.

6.2 Evidence of policies and procedures to ensure the safety and wellbeing of the local community, volunteers and staff when using the asset

The new hall will have the following policies in place (see below) which will be reviewed and adopted by the Hall Management Committee annually, unless there is a change in legislation, in which case it will be reviewed immediately.

Health and Safety
- Health and Safety Policy and checklist
- Annual building risk assessment
- Fire risk assessment and fire evacuation procedures, and regular practices
- First Aid & Medical Emergency procedures

Where appropriate personal PPE equipment will be issued

Staff, volunteers and community safety
- Equality and diversity policy and implementation plan
- Safeguarding of young people and vulnerable adults
- GDPR (Data Protection)
- Training Policy

Building
- Construction Design and Management and project design
- Electrical and Mechanical as per O&M manuals
- Food Hygiene Policy and checklist
- Any licences and legal permissions – dependant on hall usage

7 CONCLUSION

Potton Hall for All with the support and assistance of Potton Town Council are seeking to be named as the lead body for the development and operation of a large new community hall on the allocated land within the Tall Trees development, Potton.

We recognise that the allocation of s.106 funds to a charitable body rather than to a town or parish council is a novel approach for Central Beds Council to follow.

We would like to emphasise:
- Building will not commence until 100% of funding for the project is fully and firmly secured.
- The proposed hall building is the minimum size it can be while meeting the needs of Potton community user groups. It is only a charitable body such as Potton Hall for All which can raise the necessary funds, over and above the s.106 allocations available to realise the project.
- Potton Town Council and Potton Hall for All will work hand-in-glove with Central beds Council to ensure that a professional approach will be applied to all aspects of the design, build, operation and maintenance of the hall.
- All risks will be mitigated to the greatest extent feasible.
- The charity is willing to accept reasonable conditions regarding the monitoring of project spend.

The analysis provided in this document gives the confidence CBC will need for officers to recommend the executive accept the proposal and for members to pass a resolution naming Potton Hall for All as the lead body to use the s.106 funds.

We urge Central Beds Council to acknowledge the substantial amount of work the volunteers at the Hall for All Charity have undertaken and have pledged to undertake in the future to make this community asset a reality. Their professional and realistic attitude to the task along the combination of native skills and willingness to consult with experts of all types is a compelling demonstration of their ability. We hope you will agree that they are worthy recipients of the s.106 allocations for a community hall CBC decisions and agreements have made possible.

In closing, we would ask that you provide your comments to this draft submission as soon as possible (ie within 28 days) so that we can submit a full proposal to the Exec in March 2018. This is necessary in order to us to meet the fundraising timetable shown in this document.

31 January, 2018   19

List of appendices

1. Constitution of the Potton Hall for All charity adopted July 2014
2. Charity registration certificate of Potton Hall for All – 2nd Oct 2014
3. Evidence of fit with Community Needs and Town Council plans including Potton Town Council Letter of Support dated 1st May 2012 and Evidence of local consultations including Potton Town Council's – Potton Neighbourhood Plan July 2017 extract
4. Background information on Potton and demographics
5. BRCC Feasibility Study for Potton Hall for All – Sept 2012
6. List of supporting user groups
7. Project costs, income and expenditure table
8. Summary of user group calculations
9. Example H&S and maintenance schedule

Constitution of Potton Hall for All CIO

Date of constitution: ....7th August 2014...........................

1.   Name

The name of the Charitable Incorporated Organisation ("the CIO") is Potton Hall for All...

2.   National location of principal office

The CIO must have a principal office in England or Wales. The principal office of the CIO is in England.

3.   Objects

The objects of the CIO are to establish and run a village hall and to promote for the benefit of the inhabitants of the Parish of Potton ("area of benefit") without distinction of sex, sexual orientation, age, disability, nationality, race or political, religious or other opinions the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the conditions of life of the said inhabitants.

4.   Powers

The CIO has power to do anything which is calculated to further its objects or is conducive or incidental to doing so. In particular, the CIO has power to:

4.1   co-operate with other voluntary organisations, statutory authorities and individuals;

4.2   establish or support a local forum of representatives of community groups, voluntary organisations; statutory authorities and individuals involved in community work;

4.3   promote and develop or to assist in the promotion and development of community organisations and community social enterprises in the area of benefit;

4.4   acquire and distribute funds and to assist in the provision of grants to community organisations in the area of benefit;

4.5   arrange and provide for, either alone or with others, the holding of exhibitions, meetings, lectures, classes, seminars or training courses, and all forms of recreational and other leisure-time activities;

4.6   raise funds. In doing so, the charity must not undertake any substantial permanent non-charitable trading activity and must comply with any relevant statutory regulations;

4.7 borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as appropriate with sections 124 to 126 of the Charities Act 2011, if it wishes to mortgage land;

4.8 buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;

4.9 sell, lease or otherwise dispose of all or any part of the property belonging to the CIO. In exercising this power, the CIO must comply as appropriate with sections 117 to 123 of the Charities Act 2011;

4.10 employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a charity trustee only to the extent that it is permitted to do so by clause 6 (Benefits and payments to charity trustees and connected persons) and provided it complies with the conditions of that clause;

4.11 deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000.

5. Application of income and property

5.1 The income and property of the CIO must be applied solely towards the promotion of the objects.

5.2 A charity trustee is entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the CIO.

5.3 A charity trustee may benefit from trustee indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011.

5.4 None of the income or property of the CIO may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of the CIO.

6. Benefits and payments to charity trustees and connected persons

6.1 General provisions

No charity trustee or connected person may:

6.1.1 buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;

6.1.2 sell goods, services, or any interest in land to the CIO;

6.1.3 be employed by, or receive any remuneration from, the CIO;

6.1.4   receive any other financial benefit from the CIO;

unless the payment or benefit is permitted by clause 6.1.2 or authorised by the court or the Charity Commission ("the Commission"). In this clause, a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

6.2   Scope and powers permitting trustees' or connected persons' benefits

6.2.1   A charity trustee or connected person may receive a benefit from the CIO as a beneficiary of the CIO provided that a majority of the trustees do not benefit in this way.

6.2.2   A charity trustee or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the CIO where that is permitted in accordance with, and subject to the conditions in, section 185 and 186 of the Charities Act 2011.

6.2.3   Subject to clause 6.3 a charity trustee or connected person may provide the CIO with goods that are not supplied in connection with services provided to the CIO by the charity trustee or connected person.

6.2.4   A charity trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).

6.2.5   A charity trustee or connected person may receive rent for premises let by the trustee or connected person to the CIO. The amount of the rent and the other terms of the lease must be reasonable and proper. The charity trustee concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.

6.2.6   A charity trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.

6.3   Payment for supply of goods only – controls

The CIO and its charity trustees may only rely upon the authority provided by clause 6.2.3 if each of the following conditions is satisfied:

6.3.1   The amount or maximum amount of the payment for the goods is set out in an agreement in writing between the CIO and the charity trustee or connected person supplying the goods ("the supplier") under which the supplier is to supply the goods in question to or on behalf of the CIO.

6.3.2   The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.

6.3.3   The other charity trustees are satisfied that it is in the best interests of the CIO to contract with the supplier rather than with someone who is not a charity trustee or connected person. In reaching that decision the charity trustees must balance the advantage of contracting with a charity trustee or connected person against the disadvantages of doing so.

6.3.4   The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to the CIO.

6.3.5   The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of charity trustees is present at the meeting.

6.3.6   The reason for their decision is recorded by the charity trustees in the minute book.

6.3.7   A majority of the charity trustees then in office are not in receipt of remuneration or payments authorised by clause 6.

6.4   In clauses 6.2 and 6.3:

6.4.1   "the CIO" includes any company in which the CIO:

(i)   holds more than 50% of the shares; or

(ii)   controls more than 50% of the voting rights attached to the shares; or

(iii)   has the right to appoint one or more directors to the board of the company;

6.4.2   "connected person" includes any person within the definition set out in clause 28. (Interpretation);

7.   Conflicts of interest and conflicts of loyalty

A charity trustee must:

7.1   declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the CIO or in any transaction or arrangement entered into by the CIO which has not previously been declared; and

7.2   absent himself or herself from any discussions of the charity trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest).

Any charity trustee absenting himself or herself from any discussions in accordance with this clause must not vote or be counted as part of the quorum in any decision of the charity trustees on the matter.

8.   Liability of members to contribute to the assets of the CIO if it is wound up

8.1   If the CIO is wound up, each member of the CIO is liable to contribute to the assets of the CIO such amount (but not more than £[1]) as may be required for payment of the debts and liabilities of the CIO contracted before that person ceases to be a member, for payment of the costs, charges and expenses of winding up, and for adjustment of the rights of the contributing members among themselves.

8.2   In sub-clause (1) of this clause "member" includes any person who was a member of the CIO within 12 months before the commencement of the winding up.

8.3   But subject to that, the members of the CIO have no liability to contribute to its assets if it is wound up, and accordingly have no personal responsibility for the settlement of its debts and liabilities beyond the amount that they are liable to contribute.

9.   Charity trustees

9.1   Functions and duties of charity trustees

The charity trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each charity trustee:

9.1.1   to exercise his or her powers and to perform his or her functions in his or her capacity as a trustee of the CIO in the way he or she decides in good faith would be most likely to further the purposes of the CIO; and

9.1.2   to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:

(i)   any special knowledge or experience that he or she has or holds himself or herself out as having; and,

(ii)   if he or she acts as a charity trustee of the CIO in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

9.2   Eligibility for trusteeship

9.2.1   Every charity trustee must be a natural person.

9.2.2   No individual may be appointed as a charity trustee of the CIO:

(i)   if he or she is under the age of 16 years; or
(ii)   if he or she would automatically cease to hold office under the provisions of clause 10.4.6.

9.2.3   No one is entitled to act as a charity trustee whether on appointment or on any re-appointment until he or she has expressly acknowledged, in whatever way

the charity trustees decide, his or her acceptance of the office of charity trustee.

[9.2.4   The total number of trustees under the age of 18 years must not at any time be more than [half] of the total number of trustees in office.]

9.3   The charity trustees

9.3.1   There must be at least [three] charity trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee. The first charity trustees are-

…Geoffrey Emery……………………………………………………………..
…MrsKimGutterdige…………………………………………………………
        …..
DavidHutchinson………………………………………………………..

who shall continue in office until the end of the first annual general meeting.

9.3.2   There is no maximum number of charity trustees that may be appointed to the CIO.

9.3.3   The first charity trustees shall have power to appoint further charity trustees who shall hold office until the end of the first annual general meeting. Such charity trustees shall have power to elect a chairman and vice-chairman. Subject to this, the charity trustees shall comprise:

(i)   up to [12] charity trustees elected in accordance with clause 9.4;

(ii)   one charity trustee appointed by Potton Parish Council;

(iii)   up to [15] charity trustees appointed in accordance with clause 9.5, and

(iv)   up to [3] individuals co-opted by the charity trustees in accordance with clause 9.6;

9.4   The elected charity trustees must be elected at an annual general meeting at which all inhabitants of the area of benefit of 18 years and upward are entitled to attend and vote in accordance with clause 17.5. No person other than a charity trustee retiring in accordance with the constitution may be appointed a charity trustee at any general meeting unless:

9.4.1   he or she is recommended for re-election by the charity trustees; or

9.4.2   not less than fourteen nor more than thirty-five clear days before the date of the meeting, the CIO is given a notice that:

(i)   is signed by an inhabitant of the area of benefit entitled to vote at the meeting;

> (ii)   states the individual's intention to propose the election of a person as a charity trustee;
>
> (iii)   contains the details that, if the person were to be appointed, the charity would have to file with the Commission; and
>
> (iv)   is signed by the person who is to be proposed to show his or her willingness to be elected.

9.5   The charity trustees shall maintain a list of user bodies that they consider to be supportive of the CIO's objects and which have indicated a wish to appoint a charity trustee of the CIO. Each listed user body shall have the right to appoint one charity trustee. Any such appointment must be made according to the ordinary practice of the appointing body and must be notified in writing to the secretary.

9.5.1   Where any application for the right to appoint a charity trustee is received from any existing or newly-formed body operating in the area of benefit, the charity trustees may, with the approval of not less than two-thirds of all the charity trustees, add such body to the list of user bodies and allow such body to appoint a charity trustee.

9.5.2   The charity trustees may, with the approval of not less than two-thirds of all the charity trustees, remove a body from such list of user bodies.

9.5.3   A minute of the relevant resolution, authenticated by the chairman and the secretary, should be (a) placed with the title deeds and (b) kept with the charity trustees' working papers.

9.6   Co-opted charity trustees must be appointed at a duly constituted meeting of the charity trustees.

9.7   The period of office of elected charity trustees starts at the end of the annual general meeting at which they are elected and ends at the end of the next following annual general meeting.

9.8   The period of office of charity trustees appointed by listed user bodies at the annual general meeting in any year starts at the end of that meeting or, in the case of a charity trustee appointed after such annual general meeting, or to fill a casual vacancy, on the day on which notification of his appointment is received by the secretary. Subject to clause 12, the period of office of appointed charity trustees ends on the day on which notification of his or her removal is received by the secretary.

9.9   The period of office of co-opted charity trustees starts at the time when they are appointed by the charity trustees and ends at the end the next following annual general meeting or at the time (if earlier) when they are removed by the charity trustees. Co-opted charity trustees may be reappointed by the charity trustees.

9.10   In the event of a casual vacancy among elected or co-opted charity trustees, the charity trustees may appoint a person who is willing to act to be a charity trustee. A charity

trustee so appointed shall hold office only until the next following annual general meeting. If not elected or reappointed at such annual general meeting, he or she shall vacate office at the conclusion thereof.

9.11. Information for new charity trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

9.11.1 a copy of this constitution and any amendments made to it; and

9.11.2 a copy of the CIO's latest Trustees' Annual Report and statement of accounts.

9.12 All charity trustees who are entitled to receive notice of a general meeting must be given not less than seven nor more than twenty-eight clear days' notice of any resolution to be put to the meeting to appoint a charity trustee.

10. Retirement and removal of charity trustees

10.1 At the first and at each subsequent annual general meeting all elected charity trustees shall retire from office unless by the close of the meeting the members have failed to elect sufficient charity trustees to hold a quorate meeting of the charity trustees.

10.2 A charity trustee who retires at an annual general meeting may, if willing to act, be re-elected. If the CIO does not fill the vacancy created by his or her resignation, he or she shall, if willing to act, be deemed to have been re-elected unless at the meeting it is resolved not to fill the vacancy or unless a resolution for the re-election of the charity trustee has been put to a meeting and lost. If he or she is not re-elected he or she shall retain office until the meeting elects someone in his or her place, or if it does not do so, until the end of the meeting.

10.3 If a charity trustee is required to retire at an annual general meeting by a provision of the constitution the retirement shall take effect upon the conclusion of the meeting.

10.4 A charity trustee ceases to hold office if he or she:

10.4.1 retires by notifying the CIO in writing (but only if enough charity trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings);

10.4.2 is absent without the permission of the charity trustees from all their meetings held within a period of six months and the trustees resolve that his or her office be vacated;

10.4.3 dies;

10.4.4 becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs; or

10.4.5 is removed by ordinary resolution of the members of the CIO present and voting at a general meeting after the meeting has invited the views of the charity trustee concerned and considered the matter in the light of any such views.

10.4.6 is disqualified from acting as a charity trustee by virtue of section 178 - 180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

11. Taking of decisions by charity trustees

Any decision may be taken either:

11.1 at a meeting of the charity trustees; participating at such a meeting shall qualify as being present at the meeting; or

11.2 by a resolution in writing or in electronic form agreed by a simple majority of all the charity trustees entitled to receive notice of a meeting of charity trustees or of a committee of charity trustees and to vote upon the resolution shall be as valid and effectual as if it had been passed at a meeting of the charity trustees or (as the case may be) a committee of charity trustees duly convened and held provided that:

11.2.1 a copy of the resolution is sent or submitted to all the charity trustees eligible to vote; and

11.2.2 a simple majority of charity trustees has signified its agreement to the resolution in an authenticated document or documents which are received at the principal office within the period of 28 days beginning with the circulation date.

The resolution in writing may comprise several documents containing the text of the resolution in like form to each of which one or more charity trustees has signified their agreement.

12. Delegation by charity trustees

12.1 The charity trustees may delegate any of their powers or functions to a committee or committees, and, if they do, they shall determine the terms and conditions on which the delegation is made. The charity trustees may at any time alter those terms and conditions, or revoke the delegation.

12.2 This power is in addition to the power of delegation in the General Regulations and any other power of delegation available to the charity trustees, but is subject to the following requirements:

12.2.1 a committee may consist of two or more persons, but at least one member of each committee must be a charity trustee;

12.2.2 the acts and proceedings of any committee must be brought to the attention of the charity trustees as a whole as soon as is reasonably practicable;

12.2.3 no expenditure may be incurred on behalf of the CIO except in accordance with a budget previously agreed with the charity trustees and

12.2.4 the charity trustees shall from time to time review the arrangements which they have made for the delegation of their powers.

13.   Meetings of charity trustees

13.1   Calling meetings

13.1.1 Any charity trustee may call a meeting of the charity trustees.

13.1.2 Subject to that, the charity trustees shall decide how their meetings are to be called, and what notice is required.

13.2   Chairing of meetings

The charity trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. If no-one has been so appointed, or if the person appointed is unwilling to preside or is not present within 10 minutes after the time of the meeting, the charity trustees present may appoint one of their number to chair that meeting.

13.3   Procedure at meetings

13.3.1 No decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is two charity trustees, or the number nearest to one third of the total number of charity trustees, whichever is greater, or such larger number as the charity trustees may decide from time to time. A charity trustee shall not be counted in the quorum present when any decision is made about a matter upon which he or she is not entitled to vote.

13.3.2 Questions arising at a meeting shall be decided by a majority of those eligible to vote.

[13.3.3 In the case of an equality of votes, the person who chairs the meeting shall have a second or casting vote.]

13.4   Participation in meetings by electronic means

13.4.1 A meeting may be held by suitable electronic means agreed by the charity trustees in which each participant may communicate with all the other participants.

13.4.2 Any charity trustee participating at a meeting by suitable electronic means agreed by the charity trustees in which a participant or participants may communicate with all the other participants shall qualify as being present at the meeting

13.4.3 Meetings held by electronic means must comply with rules for meetings, including chairing and the taking of minutes.

14. Membership of the CIO

14.1 The members of the CIO shall be its charity trustees for the time being. The only persons eligible to be members of the CIO are its charity trustees. Membership of the CIO cannot be transferred to anyone else.

14.2 Any member and charity trustee who ceases to be a charity trustee automatically ceases to be a member of the CIO.

15 General meetings and the annual general meeting

15.1 Any decision to:

15.1.1 amend the constitution of the CIO;

15.1.2 amalgamate the CIO with, or transfer its undertaking to, one or more other CIOs, in accordance with the Charities Act 2011; or

15.1.3 wind up or dissolve the CIO (including transferring its business to any other charity)

must be made by a resolution of the members of the CIO at a general meeting (rather than a resolution of the charity trustees).

15.2 Any decision specified in clause 15.1 must be made in accordance with the provisions of clause 26 (Amendment of constitution), clause 27 (Voluntary winding up or dissolution), or the provisions of the Charities Act 2011, the General Regulations or the Dissolution Regulations as applicable. Those provisions require the resolution to be agreed by a 75% majority of members of the CIO voting at a general meeting.

15.3 The CIO must hold its first annual general meeting within eighteen months after the date of its registration.

15.4 An annual general meeting must be held in each subsequent year and not more than fifteen months may elapse between successive annual general meetings. The charity trustees may call a general meeting at any time.

15.5 All inhabitants of the area of benefit of 18 years and upward must be entitled to attend and vote on the election of charity trustees as specified in clause 9.4 at general meetings. The charity trustees may allow inhabitants who are under 18 to attend (but not vote at) the meeting.

15.6 Public notice of every general meeting must be given in the area of benefit of at least fourteen days before the date thereof by affixing a notice to some conspicuous part of the property occupied by the CIO or other conspicuous place in the area of benefit and by such other means as the convenors think fit.

15.7 The business of each annual general meeting shall be:

15.7.1 to receive the annual report of the charity trustees, which shall incorporate the accounts of the CIO referred to below, and give an account of the work of the CIO and its activities during the preceding year;

15.5.2 to receive the accounts of the CIO for the preceding financial year;

15.7.3 to note the names of the persons appointed to serve as charity trustees under clauses 9.3.3 and 9.5 and to elect persons to serve as charity trustees under clause 9.4;

15.5.4 for the members of the CIO only to appoint one or more qualified auditors or independent examiners for the coming year to audit or examine the accounts of the CIO in accordance with the Charities Act 2011;

15.5.5 to consider any other business of which due notice has to be given.

For the avoidance of doubt, inhabitants of the area of benefit of 18 years and upward attending an annual general meeting of the CIO shall only have the right to vote on the election of charity trustees.

16. Notice of general meetings

16.1 The minimum period of notice required to hold a general meeting of the CIO is fourteen clear days.

16.2 In addition to giving notice to members, the CIO shall post the notice, in a conspicuous place or places in the area of benefit and/or advertised in a newspaper circulating in the area of benefit.

16.3 The notice must specify the date time and place of the meeting, the details of anyone being nominated as a charity trustee under clause 9.4 and the general nature of the business to be transacted. If the meeting is to be an annual general meeting, the notice must say so.

16.4 The notice must be given to all the members and auditors.

16.5 The proceedings at a meeting shall not be invalidated because a person who was entitled to receive notice of the meeting did not receive it because of an accidental omission by the CIO.

17. Proceedings at general meetings

17.1 No business shall be transacted at any general meeting unless a quorum is present.

17.2 A quorum is two members present in person or by proxy and entitled to vote upon the business to be conducted at the meeting.

17.3 If:

17.3.1 a quorum is not present within half an hour from the time appointed for the meeting; or

17.3.2 during a meeting a quorum ceases to be present

the meeting shall be adjourned to such time and place as the charity trustees shall determine.

17.4 The charity trustees must reconvene the meeting and must give at least seven clear days' notice of the reconvened meeting stating the date, time and place of the meeting.

17.5 If no quorum is present at the reconvened meeting within fifteen minutes of the time specified for the start of the meeting the members present in person at that time shall constitute the quorum for that meeting.

17.6 General meetings shall be chaired by the person who has been appointed to chair meetings of the charity trustees.

17.7 If there is no such person or he or she is not present within fifteen minutes of the time appointed for the meeting a charity trustee nominated by the charity trustees shall chair the meeting.

17.8 The members present at a meeting may resolve by ordinary resolution that the meeting shall be adjourned.

17.9 The person who is chairing the meeting must decide the date, time and place at which the meeting is to be reconvened unless those details are specified in the resolution.

17.10 No business shall be conducted at a reconvened meeting unless it could properly have been conducted at the meeting had the adjournment not taken place.

17.11 If a meeting is adjourned by a resolution of the members for more than seven days, at least seven clear days' notice shall be given of the reconvened meeting stating the date, time and place of the meeting.

17.12 Any vote at a meeting shall be decided by a show of hands unless before, or on the declaration of the result of, the show of hands a poll is demanded:

17.12.1 by the person chairing the meeting; or

17.12.2 by at least two members present and having the right to vote at the meeting.

17.13 The declaration by the person who is chairing the meeting of the result of a vote shall be conclusive unless a poll is demanded.

17.14 The result of the vote must be recorded in the minutes of the CIO but the number or proportion of votes cast need not be recorded.

17.15   A demand for a poll may be withdrawn, before the poll is taken, but only with the consent of the person who is chairing the meeting.

17.16   If the demand for a poll is withdrawn the demand shall not invalidate the result of a show of hands declared before the demand was made.

17.17   A poll must be taken as the person who is chairing the meeting directs, who may appoint scrutineers (who need not be members) and who may fix a time and place for declaring the results of the poll.

17.18   The result of the poll shall be deemed to be the resolution of the meeting at which the poll is demanded.

17.19   A poll demanded on the election of a person to chair a meeting or on a question of adjournment must be taken immediately.

17.20   A poll demanded on any other question must be taken either immediately or at such time and place as the person who is chairing the meeting directs.

17.21   The poll must be taken within thirty days after it has been demanded.

17.22   If the poll is not taken immediately at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.

17.23   If a poll is demanded the meeting may continue to deal with any other business that may be conducted at the meeting.

18.   Decisions of the members

18.1   Decisions of the members may be made either by resolution at a general meeting or, subject to clause 18.2, by resolution in writing, in accordance with clause 18.3. A resolution in writing must be agreed by all the members.

18.2   Except in the case of any decision specified in clause 15.1, such a resolution may be agreed by a simple majority of all the members who are entitled to vote on it at a general meeting.

18.3   A resolution in writing shall be effective provided that:

18.3.1 a copy of the proposed resolution has been sent to all the members eligible to vote; and

18.3.2 all the members have signified their agreement to the resolution in a document or documents which are received at the principal office within the period of 28 days beginning with the circulation date. The document signifying a member's agreement must be authenticated by their signature, by a statement of their identity accompanying the document, or in such other manner as the CIO has specified.

The resolution in writing may comprise several copies to which one or more members has signified their agreement. Eligibility to vote on the resolution is limited to members who are members of the CIO on the date when the proposal is first circulated. The date on which a resolution in writing is passed is that of the date of the last signatory.

19. Execution of documents

19.1 The CIO shall execute documents by signature.

19.2 A document is validly executed by signature if it is signed by at least two of the charity trustees.

20. Use of electronic communications

20.1 General

The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular:

20.1.1 the requirement to provide within 21 days to any member on request a hard copy of any document or information sent to the member otherwise than in hard copy form;

20.1.2 any requirements to provide information to the Commission in a particular form or manner.

20.2 To the CIO

Any member or charity trustee of the CIO may communicate electronically with the CIO to an address specified by the CIO for the purpose, so long as the communication is authenticated in a manner which is satisfactory to the CIO.

20.3 By the CIO

20.3.1 Any member or charity trustee of the CIO, by providing the CIO with his or her email address or similar, is taken to have agreed to receive communications from the CIO in electronic form at that address, unless the member has indicated to the CIO his or her unwillingness to receive such communications in that form.

20.3.2 The charity trustees may, subject to compliance with any legal requirements, by means of publication on its website:

(i) provide the members with the notice referred to in clause 16 (Notice of general meetings);

(ii) give charity trustees notice of their meetings in accordance with clause 15 (Calling meetings and the annual general meeting); and

(iii)   submit any proposal to the members or charity trustees for decision by written resolution in accordance with the CIO's powers under clause 18 (Decisions of the members), and clause 11 (Taking of decisions by charity trustees)

20.3.3 The charity trustees must –

(i)   take reasonable steps to ensure that members and charity trustees are promptly notified of the publication of any such notice or proposal; and

(ii)   send any such notice or proposal in hard copy form to any member or charity trustee who has not consented to receive communications in electronic form.

21.   Keeping of Registers

The CIO must comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, a (combined) register of its members and charity trustees.

22.   Minutes

The charity trustees must keep minutes of all:

22.1   appointments of officers made by the charity trustees;

22.2   proceedings at general meetings of the CIO;

22.3   meetings of the charity trustees and committees of charity trustees including:

22.3.1 the names of the trustees present at the meeting;

22.3.2 the decisions made at the meetings; and

22.3.3 where appropriate the reasons for the decisions;

22.4   decisions made by the charity trustees otherwise than in meetings.

23.   Accounting records, accounts, annual reports and returns, register maintenance

23.1   The charity trustees must comply with the requirements of the Charities Act 2011 with regard to the keeping of accounting records, to the preparation and scrutiny of statements of account, and to the preparation of annual reports and returns. The statements of account, reports and returns must be sent to the Charity Commission, regardless of the income of the CIO, within 10 months of the financial year end.

23.2   The charity trustees must inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

24. **Rules**

The charity trustees may from time to time make such reasonable and proper rules or byelaws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules or bye laws must not be inconsistent with any provision of this constitution. Copies of any such rules or bye laws currently in force must be made available to any member of the CIO on request.

25. **Disputes**

If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

26. **Amendment of constitution**

26.1   As provided by sections 224 to 227 of the Charities Act 2011 this constitution can only be amended by a resolution passed by a 75% majority of those members of the CIO voting at a general meeting of the CIO called in accordance with clause 15 (General meetings and the annual general meeting).

26.2   Any alteration of clause 3 (Objects), clause 27 (Voluntary winding up or dissolution), this clause, or of any provision where the alteration would provide authorisation for any benefit to be obtained by charity trustees or members of the CIO or persons connected with them, requires the prior written consent of the Commission.

26.3   No amendment that is inconsistent with the provisions of the Charities Act 2011 or the General Regulations shall be valid.

26.4   A copy of every resolution amending the constitution, together with a copy of the CIO's constitution as amended must be sent to the Commission by the end of the period of 15 days beginning with the date of passing of the resolution, and the amendment does not take effect until it has been recorded in the Register of Charities.

27.   Voluntary winding up or dissolution

27.1   As provided by the Dissolution Regulations, the CIO may be dissolved by resolution of a general meeting. Any decision to wind up or dissolve the CIO can only be made at a general meeting of the CIO called in accordance with clause 16 (Notice of general meetings), of which not less than 14 days' notice has been given to members of the CIO:

27.1.1 by a resolution passed by a 75% majority of those members voting, or

27.1.2 by a resolution passed by decision of members taken without a vote and without any expression of dissent in response to the question put to the general meeting.

27.2   Subject to the payment of all the CIO's debts:

27.2.1   Any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied.

27.2.2 If the resolution does not contain such a provision, the charity trustees must decide how any remaining assets of the CIO shall be applied.

27.2.3 In either case the remaining assets must be applied for charitable purposes the same as or similar to those of the CIO.

27.3   The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular:

27.3.1   the charity trustees must send with their application to the Commission:

(i)   a copy of the resolution passed by the members of the CIO;

(ii)   a declaration by the charity trustees that any debts and other liabilities of the CIO have been settled or otherwise provided for in full; and

(iii)   a statement by the charity trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution;

27.3.2 the charity trustees must ensure that a copy of the application is sent within seven days to every member and employee of the CIO, and to any charity trustee of the CIO who was not privy to the application.

27.4   If the CIO is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

28.   Interpretation

In this constitution:

"connected person" means:

(a) a child, parent, grandchild, grandparent, brother or sister of the charity trustee;

(b) the spouse or civil partner of the charity trustee or of any person falling within paragraph (a) above;

(c) a person carrying on business in partnership with the charity trustee or with any person falling within paragraph (a) or (b) above;

(d) an institution which is controlled –

> (i) by the charity trustee or any connected person falling within paragraph (a), (b), or (c) above; or

> (ii) by two or more persons falling within sub-paragraph (d)(i), when taken together

(e) a body corporate in which –

> (i) the charity trustee or any connected person falling within paragraphs (a) to (c) has a substantial interest; or
> (ii) two or more persons falling within sub-paragraph (e)(i) who, when taken together, have a substantial interest.

Sections 249 and 352 of the Charities Act 1993 apply for the purposes of interpreting the terms used in this constitution.

"General Regulations" means the Charitable Incorporated Organisations (General) Regulations 2012.

"Dissolution Regulations" means the Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012.

The "Communications Provisions" means the Communications Provisions in [Part 9,] of the General Regulations.

"charity trustee" means a charity trustee of the CIO.

A "poll" means a counted vote or ballot, usually (but not necessarily) in writing.

"clear day" does not include the day on which notice is given or the day of the meeting or other event.

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This is to confirm that

POTTON HALL FOR ALL

was entered on the Register of Charities on

2 October 2014

Registered charity number:

1158751

William Shawcross
Chair

Paula Sussex
Chief Executive

This certificate confirms that a charity has been entered on to the Register of Charities.
You can check a charity's current registration status by visiting the Register of Charities at
www.charitycommission.gov.uk

CHARITY COMMISSION

Mae hyn i gadarnhau bod

POTTON HALL FOR ALL

wedi'i chofnodi yn y Gofrestr Elusennau ar

2 Hydref 2014

Rhif elusen gofrestredig:

1158751

William Shawcross
Cadeirydd

Paula Sussex
Prif Weithredwr

COMISIWN
ELUSENNAU

Mae'r dystysgrif hon yn cadarnhau bod elusen wedi cael ei chofnodi yn y Gofrestr Elusennau.
Gallwch weld statws cofrestredig presennol elusen drwy ymweld á'r Gofrestr Elusennau yn
www.charitycommission.gov.uk

Appendix 3

Letter of Support from Potton Town Council 1st May 2012

POTTON TOWN COUNCIL

1st May 2012

To Whom it may Concern

Re proposed new Multi Functional Community Hall on the Land East of the Biggleswade Road designated under the Local Development Framework DPD

Potton Town Council is aware of the requirement for a larger multi functional community Hall from the Town Plan undertaken in 2009. Under the plans for the development of the above mentioned site, the land for a Community Hall has been allocated by the Developers who have also undertaken to supply the relevant services for the site, under the terms of the Section 106 benefits.

We are aware that other funds from Section 106 will be allocated towards the cost of the building.

The Town Council is happy to give its support to the steering committee who are to raise the required finance to complete the building and ensure that the project remains self financing.

The Town Council is not prepared to offer any further financial backing to this project and will need to see that the project is going to be self financing from a full business plan.

It should also be noted that the Town Council does not want to take ownership of the Hall and is happy for the ownership to be decided through the Officers of Central Bedfordshire Council.

Yours sincerely

A Leggatt
Chairman of Potton Town Council

Mrs V. Moles, Town Clerk.
THE COMMUNITY CENTRE, BROOK END, POTTON, BEDFORDSHIRE, SG19 2QS.
TELEPHONE: 01767 260086 Email pottoncouncil@btconnect.com
www.pottontowncouncil.co.uk

1

3.1 Reference with community plans or council minutes or resolutions demonstrating that the proposal meets local priorities

Minute 31 – 2nd May 2017
31   Potton Hall for All

Members noted the correspondence during April 2017.

Members then discussed the item at length.

It was resolved (i) to fully support the Potton Hall for All project. (ii) the town council would like to take full ownership and responsibility of the community hall land. (iii) the town council also resolved to have a long-term lease (eg in the region of 199 years) with Potton Hall for All on a peppercorn rent of £1 a year. (iv) to allow the charity (Potton Hall for All) to have the community building on the community hall land. (v) that the council fully supports the charities (Potton Hall for All) ownership of the building. (vi) that the Town Clerk writes to Central Bedfordshire Council to advise of the town council's resolution.

Minute 10 – 6th June 2017

10   Appointment of Potton Hall for All Representative
Following the resignation of Cllr Jordan, members were asked to consider a town council representative for Potton Hall for All.

It was resolved to appoint Cllr G. Emery as the town council's appointed Potton Hall for All Representative.

Minute 6 – 20th June 2017

6   Potton Hall for All
Members noted the correspondence.

Members discussed about town councillors meeting with Central Bedfordshire Council (CBC) Cllrs Dixon and Shelvey.

It was resolved that Cllrs Gibb and Macdonald along with Cllr Emery meet with CBC Cllrs Dixon and Shelvey.

Cllr Emery mentioned about CBC want to know how the funding shortfall for construction and fit out costs, will be met.

A discussion about the need for infrastructure and services are needed first before housing as per the news item on Look East earlier this evening.

It was resolved (i) to contact Sarah Hughes about obtaining a date to meet with CBC Cllrs Dixon and Shelvey. (ii) to contact Sarah Hughes to obtain a copy of the plans of Henlow Pavilion as offered by Cllr Young in March 2017 so that they can be compared with Potton's Hall for All. (iii) to email Cllrs Emery, Gibb and Macdonald about availability to meet with CBC Cllrs Dixon and Shelvey. (iv) to support the charity as they will be responsible for the buildings construction and will also be the owner of the building on land leased to them by the town council on a long-term lease.

Extracts from correspondence sent to Sarah Hughes at CBC by Potton Town Council:
5th April 2017

RE: CB/13/00921/OUT - Land East of Biggleswade Road, Potton

As requested by CBC, Potton Hall for All approached PTC to request that the town council consider approving and supporting Potton Hall for All in making an application to CBC to allocate / reserve £5,000 from the current Section 106 monies available for Community / Village halls for Potton (CB/14/03520/FULL - The Gables, Mill Lane with a spend by date of 13/08/2025) which CBC are holding. PTC approved and supported Potton Hall for All's request in applying to CBC.

Potton Hall for All regularly update PTC and the residents with progress via attendance at various local community events and articles in local publications.

The local publications include page 15 of the Winter 2016-17 Newsletter and most recently page 15 of the Spring 2017 Newsletter, which is currently being delivered to every household in Potton.

http://www.pottontowncouncil.co.uk/wp-content/uploads/2015/11/Winter-Newsletter-2016-17.pdf

5th May 2017

RE: CB/13/00921/OUT - Land East of Biggleswade Road, Potton
At the meeting the council resolved to fully support the Potton Hall for All project and the council would like to take full ownership and responsibility of the community hall land.

The town council also resolved to have a long-term lease (eg in the region of 199 years) with Potton Hall for All on a peppercorn rent of £1 a year, to allow the charity to have the community building on the community hall land.

Final part of the council's resolution was that the council fully supports the charities (Potton Hall for All) ownership of the building.

19th July 2017
Your question *"… but we need clarity regarding the last paragraph of your letter to confirm the relationship between the Town Council's ownership of the land and the lease arrangement to the Hall for All group. In particular, can you please let us know who will own the building and who will be responsible for its construction."*

Answer
The town council has resolved to support the charity as they will be responsible for the buildings construction and will also be the owner of the building on land leased to them by the town council on a long-term lease.

Evidence of Community Consultations and Engagement

A town-wide consultation was initially undertaken in 1994 in order to establish if there was any demand for a large facility that the existing buildings could not provide. Following the consultation, the PH4A committee was set up by PTC to consider how the demand identified could be met, for example could existing facilities be improved or extended to meet the identified needs.

It became apparent that none of the existing venues could be improved and enlarged sufficiently to solve the issues required to meet the demand identified in the community consultations. Consideration was then given to the feasibility of building a new community building.

While the PTC Hall for All Steering committee continued to exist, no developments or opportunities to obtain land for a new hall emerged for a number of years. However, the need for new facilities still remained and this was highlighted in the consultation undertaken in Potton in preparation for the Town Plan published in 2009.

Potton Town Plan 2009-2019 – by PTC
A survey was carried out by Potton Town Council in 2008 as part of the production of the Potton Town Plan, with a response rate of around 50% of households. Nearly half of respondents agreed that there was a need for a self-financing, larger, additional hall in Potton.

Also identified was a need for additional sports facilities (e.g. multi-use games area, gym) and an indoor youth meeting point.

In recognition of the local need identified in the Town Plan (2009), Central Bedfordshire Council included site MA5 (Land East of Biggleswade Road) in its Site Allocations policy because of its potential (alongside site MA6) to bring forward a community facility.

Survey March 2012 – by Potton Hall Committee (reformed group)
A further survey of all households in Potton was carried out in March 2012, by now 86% of responses were in favour of a new hall as demands on existing facilities increased with the population of Potton

Respondents identified arts activities that they would like to see provided in Potton, including concerts, theatre/drama, film, dance and arts & crafts. Sports activities were also identified as requiring a bigger venue including badminton, gym, exercise classes, swimming, football, cricket, trampoline and sports for young people. Respondents were interested in both hiring the hall for sole use or for clubs and groups and in visiting as users or members of such groups.

The historic issues and those raised through the March 2012 community consultation had led the Hall for All Committee to commission an independent Feasibility Study in **September 2012** undertaken by Bedfordshire Rural Communities Charity, BRCC. This was to re-test the need for a new community building and whether a larger community facility could be built and maintained.

A comparison of Halls available for hire was undertaken for the Feasibility Study. This noted: "None of the premises that are available for hire can be said to be owned by the Potton community. Most of the venues identified belong to an existing organisation (e.g. school, church, and library) which has priority use and hires the

4

venue out when not in use. Despite being valuable in providing space for local groups, it is arguable that these halls and rooms are not 'community buildings' in the sense of being equally available to all; neither were they purpose-built for the needs of community groups or the wider community."

Land East of Biggleswade Road development, July 2012 – for the Developer
The developers of the Land East of Biggleswade Road site ran an open consultation in July 2012.

Question 5 asked: "Do you support the provision of a new community hall and if so, what facilities should it provide?" Nearly 60% of respondents did directly and suggested what such a facility could provide:

- Gym / other indoor sports facilities
- Multi-purpose hall large enough to accommodate shows/concerts/exhibitions.
- Staging, lighting & sound / cinema screen
- Large sprung dance floor
- Swimming pool
- Ice rink
- Small meeting rooms
- Changing rooms
- Bar
- Kitchen

February 2013 – User Group Consultation meeting hosted by PH4AG's then architect CIVIC, was attended by 27 stakeholders representing a variety of businesses, clubs, the Town Council, societies and individuals from Potton. We asked: 'What does the hall need to be like for it to be valuable to you?'

The following areas were highlighted as being most important by those who attended.

- Gym, badminton and bowls – indoor sports – available during the daytime
- Over 60s facilities – disabled friendly – bus stop
- Display area which could also be used as art gallery
- Council meetings/ ticket office area
- Separate meeting rooms that are well sound insulated with good IT technology
- Surgery use – maybe as extension later in project
- Kitchen area – well equipped for commercial purposes, and also small enough for groups to make their own coffees and teas
- Refreshment area – near the entrance – gallery type space
- Excellent acoustics, good lighting/sound facilities
- Changing rooms, not necessarily with showers – large enough to house 100 people
- Studio/rehearsal room/workshop
- Enough storage
- Retractable seating for 200 people
- Youth club area

August 2013 Older Person's Survey (for Potton Consolidated Charity - PCC)
A survey conducted by BRCC was sent to all 2,100 or so households in Potton, aiming to identify the views of the Potton community concerning current provision for older people in Potton and how this could be improved – 381 responses were received, representing a response rate of around 18%. This was a wider ranging consultation about provision for Older People in Potton across all areas.

The report concluded that the most significant issues on which the PCC could have an impact are:

- The shortage of suitable accommodation for an ageing population
- Patchy transport services for those without a car
- A growing demand for a range of services and activities to promote independence and reduce social isolation
- The need to ensure that older people in need receive good quality advice and information
- The recruitment, management and co-ordination of volunteers

The Potton Hall for All Committee shared some data from its own surveys during the PCC's consultation. Regarding activities that could take place in a new hall, older people had requested a weekly Lunch Club; University of the 3rd Age events; Indoor Bowls; Afternoon Cinema; Line Dancing; Tea Dances; Ballroom & Latin Dancing; and exercise classes.

Potton Neighbourhood Plan – Potton Town Council – June 2017
The Neighbourhood Plan has responded to the findings of the NP Survey and supports the development of a Hall for All. Policy CI 6 (Community Infrastructure) supports 'Any proposals that support the development and maintenance of the identified community projects'. The Hall for All has been identified for S106 funding and thus has NP support.

Extract from the NP Scoping Report

7   Community Infrastructure

7.1   Introduction

As a small Georgian market town, Potton has a range of community facilities that support the current populous. However, although the core day to day needs of the local community can be met there are areas where there is little or no local provision. Any increase in the population and the change in the demographic is likely to result in these gaps being exacerbated. However, as part of current expansion, land has been provided to the town on which to build a new community hall.

The community has the use of five meeting rooms of varying sizes varying from school halls through to smaller rooms. However, one issue that has been identified is that within the town there is no one large multi-use space that is suitable for indoor sport, weddings or other social events where staging can be used.

Neighbourhood Plan Survey (delivered to all homes in Potton) asked:

Qu 34

Respondents were asked if they would find any of the following facilities useful if they could be made available in the town.

Survey responses showed:
- 71.36% strongly agreed that a community facility like Gamlingay's EcoHub would be a desirable facility.
- 45.98% strongly agreed that S106 monies from developments should be spent on Potton Hall for All (second highest priority after Cycle Path)
- 67 comments were received as additional suggestions for other types of community facilities. The main suggestions included 'Hall for All and more independent cafes.

This is clear evidence that the Hall for All is supported. The Neighbourhood Plan will therefore include the provision of a large community hall as an objective.

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Appendix 4

Background Information about Potton and its demographics
Potton is a growing town of approximately 5000 residents from 2277 households (in March 2016) with plans agreed for a further 478 new houses. By 2021 this will represent a 21.1% increase in the number of new houses in Potton. The town sustains a range of retail and catering/hospitality outlets, as well as a Post Office, library, dental and veterinary surgeries. There are many other small businesses. It has a Lower and Middle School, with the majority of Upper School pupils having to travel to Sandy or Biggleswade for schooling. It is also home to a traveller site with 14 pitches (with provision for expansion to 16).

The proportion of people working full-time, as well as those in professional or managerial occupations, is relatively high – as is out-commuting. Potton's location some distance from main line rail and road connections (4miles), however, has meant that it has traditionally been a difficult location to attract new jobs. Many of its residents therefore travel to work in the larger centres nearby such as Biggleswade, Sandy, Cambridge, the centres in north Hertfordshire and London. Likewise due to limited leisure facilities many people travel out of town for entertainment or leisure activities.

Most of Potton statistically has good access to services. However, this is not the case for some of the rural parts of Potton parish (the area covering the east and Wrestlingworth fell within the 10% most deprived in 2010 for geographical barriers to access to services). Any older people without their own transport in these areas would be particularly isolated. There is no railway service and buses do not run in the evening or on a Sunday. 220 households (10.7%) in Potton do not have a car. This also applies to 159 single pensioner households (44.5%) in Potton and the surrounding villages (data not available at lower level of geography). Having additional facilities within walking or cycling distance gives these people more opportunities for engagement in community life.

Older Residents[1]
There has been a clear ageing on average of the Potton population over 10 years between 2001 and 2011 (the proportion of those aged 45+ has risen from 38.0% to 45.3%). 250 (11.8%) out of 2,080 households in Potton Town were single pensioner households. 170 (8.0%) were composed of people all aged 65 and over.

"The needs of Older People in Potton, and how to address them", consultation in 2013 has shown that for this increasingly aging population there is a growing demand for a wider range of services and activities to promote independence and reduce social isolation. The new Hall will be able to host a much wider range of activities than is currently available, which will help meet this need.

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[1] Potton Housing Needs Survey, 2014 Potton Consolidated Charity

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Potton Hall for All Committee

Feasibility Study
for new a Hall for Potton

September 2012

Produced by:

Jon Boswell
Deputy Chief Executive
01234 834931
jonb@bedsrcc.org.uk

1. Introduction

1.1 About this study

This study has been carried out by Bedfordshire Rural Communities Charity on behalf of the Potton Hall for All Committee. The purpose of the study is to assess the feasibility of a new Community Hall for Potton as part of a new development to the south of the town.

The views expressed in this study are those of the author on behalf of Bedfordshire Rural Communities Charity, and do not necessarily represent the views of the Potton Hall for All Committee.

1.2 Background

There has been a desire from people in Potton for a new Community Hall for a number of decades. BRCC possesses archive documents dating back to 1946 concerning various proposals for a new Hall for Potton, none of which came to fruition, although the old Fire Station was converted into a Community Centre in the 1970's.

In January 1994, Potton Town Council arranged for a committee to be formed to explore the construction and operation of a multi-purpose hall. It was recognised early on that it would be impossible to raise enough money both to buy the site and to pay for the build, so the committee concentrated on opportunities to obtain land at no or little cost. Seven opportunities were considered in the years up to 2001, but all proved unviable for a variety of reasons, generally related to planning or ownership. While the committee continued to exist, no opportunities to obtain land for a new hall then emerged for a number of years.

This changed recently when a major site to the south of Potton (Land East of Biggleswade Road) was brought forward for development. Central Bedfordshire Council's Site Allocations Policy for this development includes a requirement for a Community Hall, which correspondingly appears in the draft Development Brief dated June 2012. This is likely to represent the only opportunity to build a new Community Hall in Potton for many years.

1.3 About Potton

According to the Potton Town Council website, "Potton is a thriving town of approximately 5000 residents in the heart of rural Bedfordshire…Potton is a friendly town with a strong artistic community…There are many theatre groups and choirs, sports clubs, community groups ..."

The town sustains a wide range of retail and catering/hospitality outlets, as well as a post office, library and GP, dental and veterinary surgeries. There are many other small businesses. Further information on existing halls and rooms to hire is provided in 2.3.

Potton is a relatively prosperous town, falling well under the national average for most deprivation statistics. The proportion of people working full-time, as well as those in professional or managerial occupations, is relatively high – as are levels of car ownership and out-commuting. According to the national Place Survey in 2008, 89% of people in Potton ward (which includes a number of surrounding villages) claimed to be satisfied with the local area as a place to live, above to the Central Bedfordshire average.

2.   Rationale for a new Hall

2.1   Why a New Community Hall for Potton?

Potton currently has a number of halls available for community use (see 2.3). However, many of the existing groups in Potton do not believe that the current facilities meet their needs, for the following reasons:

- Size – most of the halls are relatively small
- Availability – halls are not always available when they are needed (particularly the two school halls)

A number of options have previously been looked into without success, including extending existing facilities, or converting an existing building.

The availability of land and money arising from the development of the 'Land East of Biggleswade Road' site provides the opportunity to design and build a purpose-built facility from scratch to meet the identified needs of Potton's thriving community. The Hall for All Committee (made up of representatives from community groups in Potton) has a commendable level of ambition for a large, high-quality community facility that will attract a range of users from Potton and further afield.

2.2   Benefits

The intended benefits of the new Hall are as follows:

- There will be improved availability of high-quality facilities to meet the needs of the wide range of community groups represented in Potton
- Additional new facilities will be available for people in Potton, such as a gym and badminton courts
- The Hall will act as a community hub to provide a focal point for community activities for all ages
- As a purpose-built facility, the Hall will have reduced running costs for its size (compared to running a number of smaller halls) and offer better value for money
- The Hall will create new employment opportunities and support local businesses
- The new facilities will be better placed to cater for the needs of groups such as disabled people and parents with young children

2.3   Current provision in Potton

Table 1 shows the existing halls and meeting rooms available for hire in Potton of which we are aware. It can be seen that there are a number of smaller halls and rooms scattered around Potton. Regular community use of these facilities appears relatively low, particularly during the day. It is understood that the Community Centre and the Mill Lane Pavilion each made a loss of in excess of £6,000 in 2011/12 (we do not have figures for other halls).

Most of the venues identified belong to an existing organisation (e.g. school, church, library) which has priority use and hires the venue out when not in use. Despite being valuable in providing space for local groups, it is arguable that these halls and rooms are not 'community buildings' in the sense of being equally available to all; neither were they purpose-built for the needs of community groups or the wider community.

3

We do not possess recent data on user satisfaction levels with existing venues, other than anecdotal evidence that they do not meet the needs of all organisations. A number of groups have indicated that they would definitely move to a new Hall if it met their needs.

We are aware that access/facilities for people with disabilities is a problem with some existing facilities – not just wheelchair access (which is also likely to cause a problem for parents with very young children using pushchairs), but also people with arthritis, sight or hearing impairments etc. This is an important consideration when reviewing the needs of the whole community.

Unlikely some settlements of similar size (e.g. Arlesey, Toddington, see 2.9), there is no dedicated Youth Centre in Potton, which may mean that there is a gap in facilities for younger people in particular, although a Youth Club is now up and running at the Mill Lane Pavilion.

The nearest large hall suitable for a range of uses is the new Gamlingay Eco Hub (2-3 miles). For sports facilities that could feasibly be accommodated within or near the Community Hall, such as a sports hall, gym, or all weather playing surfaces, people currently have to travel to Sandy Sports Centre (4-5 miles) or further away (although Burgoyne Middle School is currently raising funds for a new all-weather pitch.) The nearest theatre is also at Sandy Sports Centre.

4

Table 1   Existing halls and meeting rooms in Potton

Hall	Location	Size / facilities	Community Usage / Availability	Charges per hour
Community Centre	Brook End (town centre)	Main Hall 14 x 3.5 metres with kitchen Upper Hall 5 x 5 metres with kitchen Floor not suitable for Tap Dancing Lack of parking	Regular bookings Wednesday morning and evening, Thursday and Friday evenings (Main Hall); Monday, Tuesday and Thursday evenings (Upper Hall)	Weekdays: up to 5pm £6.90(MH) / £4.30 (UH), 5pm until 10.30pm £8 (MH) / £5.40 (UH). Weekends and Bank Holidays £10 (MH) / £6.40 (UH).
Mill Lane Pavilion	Mill Lane (west of town centre)	NB floor not suitable for some dance groups	Regular bookings on Tues, Wed and Thurs evenings and Thurs, Fri and Sat mornings.	Weekdays: up to 5pm £7.50, 5pm until 10.30pm £10.60. Weekends and Bank Holidays £14.50.
Burgoyne Middle School	Mill Lane (west of town centre)	Data not yet available	Generally only available in evenings and in school holidays	£40/hour
Potton Lower School Hall	Mill Lane (west of town centre)	Seats up to 90. No tea/ coffee making facilities	Generally only available in evenings and in school holidays	£60 for 4 hours in summer, £80 in winter
St Marys Church	Hatley Road (east of town centre)	Data not yet available NB lack of toilet facilities	Data not yet available	£100 donation for concerts
St Marys Church Hall	Hatley Road (east of town centre)	Seats around 60	Data not yet available	£30 per evening
Scout Hut	Hatley Road (east of town centre)	Main Hall 15 x 8 (estimate) Small kitchen and a smaller meeting room also available	Used mainly by Scouts (busy every weekday evening except Friday plus a regular booking on a Wednesday afternoon). Occasional weekend bookings for parties.	£8.50/hr (£12.50 Friday and Saturday after 6pm) Minimum booking fee of £25 for one off bookings.
Potton & District Social Club	Station Road (west of town centre)	Main Room (c. 24m x 6m) seats up to 150 plus with small fully equipped kitchen Snug Bar (c. 7m x 5m) seats up to 30	Primarily for members. Not available on Saturdays or most Fridays/Sundays.	Regular users need to become members and then pay min £50pcm for use of hall. One-off events are charged at £15/hr.
Clock Building (Potton Library)	Market Square (town centre)	Small library on ground floor Meeting room on first floor NB lack of disabled access to first floor	Used by Children's Centre when library not open, otherwise not available for community use, although potential for additional out of hours use has been identified. 1st floor meeting room leased to Town Council, although this is due to be reviewed.	n/a
Potton Bowls Club	Sandy Road (west of centre)	Building constructed of 6 portacabins bolted together – hold up to 75	Used by Club Fri and Sat evenings during summer – more available in winter	
Sports & Social Club (Potton FC)	The Hollow (south of town centre)	Holds up to 100. Bar provided	Primarily run for and by the football club. Hall used by playgroup during the day, there is also a dance class. Generally only hired on Fri/Sat/Sun nights.	£80 per 4 hours

2.4   Community Consultation

Survey July 1994
A questionnaire was sent out to organisations in Potton in July 1994. 24 out of 26 were returned. 23 organisations said that a new hall was needed, and 21 said they would use it. The groups least satisfied with current provision were performing groups. There was also a desire for playing space around a hall.

Potton Town Plan 2009-2019
A survey was carried out as part of the production of the Potton Town Plan, with a response rate of around 50% of households. 46% of respondents agreed that there was a need for a self-financing, larger, additional hall in Potton.

Also identified was a need for additional sports facilities (e.g. multi-use games area, gym) and an indoor youth meeting point.

Survey March 2012
A further survey of all households in Potton was carried out in March 2012, with 143 responses received, representing around 3% of Potton residents or 7.5% of households. 86% of responses were in favour of a new hall.

44 respondents (31%) identified arts activities that they would like to see provided in Potton, including concerts, theatre/drama, film, dance and arts & crafts. 41 (29%) identified sports activities including badminton, gym, exercise classes, swimming, football, cricket, trampolining and sports for young people.

4 respondents (3%) were interested in hiring the hall, and 44 (31%) only in visiting – however, 59 respondents (41%) claimed that they would do both. 9 (6%) would do neither, and 25 (17%) did not answer the question.

Regarding frequency of use, responses were as follows:

	Daily	Weekly	M'thly	Ann'ly	Less	Never	Other	No resp.
Large Hall	0	44	22	13	12	10	6	35
Meeting rooms	2	14	24	7	34	17	2	43

According to this, there was more demand for the large hall than for meeting room space.

Respondents marked a number of facilities out of 5 (where 0 = not important and 5 = very important) – the average score for each was as follows (in descending order of importance, nil responses have been ignored):

Car Parking	4.5
Disabled access and toilets	4.5
Kitchen	4.5
Changing Rooms	3.9
Stage	3.9
Storage	3.7
Bar	3.2
Café	3.2
Showers	3.2
Wi Fi	2.7

6

Respondents were willing to pay an hourly rate for the hall as follows:

£15	£20	£25	£30	Other	No resp.
23	39	25	10	11	35

Respondents were asked how much per month they would be willing to pay on their 'rates' (i.e. Town Council precept) for such a facility:

Nothing	£1	£2	£5	£10	No resp.
12	2	53	56	4	16

Concerns expressed by respondents included that a new hall was not needed; that there were better uses for the money; and that it was in the wrong place.

Community Consultation on Land East of Biggleswade Road development, July 2012

The developers of the Land East of Biggleswade Road site ran an open consultation in July 2012. There were 73 responses – this appears to be a reasonable response rate for a consultation of this type, although it only represents around 1.5% of Potton residents (or 4% of households).

Question 5 asked: "Do you support the provision of a new community hall and if so, what facilities should it provide?" Answers were as follows:

Yes: 31 (42%)
No: 22 (30%)
No response: 20 (27%)

Suggested facilities included:

- Gym / other indoor sports facilities
- Multi-purpose hall large enough to accommodate shows/concerts/exhibitions.
- Staging, lighting & sound / cinema screen
- Large sprung dance floor
- Swimming pool
- Ice rink
- Small meeting rooms
- Changing rooms
- Bar
- Kitchen

Concerns expressed by respondents included how it would be financed in future, including possible impact on council tax; number of existing halls, and possible negative impact on them; and the location, including impact on nearby housing (particularly noise).

2.5   User requirements

The potential regular hirers identified so far comprise principally a number of local choirs and other performing arts groups; two sports clubs; and a few local community groups. Table 2 shows their requirements.

7

Table 2   Identified user requirements

User	Large Hall	Small Hall / Meeting Room(s)	Other
St Mary's singers	Concerts (3 per year) need to seat 200 plus 100 performers on stage. Weekly evening rehearsals for 80. Need moveable staging, raked seating, good acoustics, lighting.	Occasionally required for smaller group rehearsals	Changing rooms (occasionally) Storage for music, speakers, keyboard, stands, some staging etc. Catering / bar
Shannon Express	Concerts (6 per year) need to seat over 200 plus 80 performers on stage. Weekly evening rehearsals for 80. 4-tier riser staging, good acoustics.	Small Hall required for rehearsals 3 Meeting Rooms each c.6 x 6m	Changing rooms Storage 6 x 6m
Locrian choir	Concerts (2 per year) need to seat over 200 plus 30 performers on stage. Raked seating. Piano.	Required for rehearsals (approx. 20 evenings per year)	
Phoenix choir	Concerts (occasional) need to seat over 200 plus 80 performers on stage. Wall mounted screen; ceiling mounted projector, wifi, DVD & large TV	Required for rehearsals	Changing rooms 4 meeting rooms
Amici singers	17m by 11m for weekly rehearsals [no concerts info as yet]		
Potton Playhouse	Productions (2 per year) need to seat over 200 plus stage and backstage area. Raked seating, lighting, stage, sound system, curtain tracks.	Required for rehearsals (approx. 18 per year)	Changing rooms Storage
Spellbound / Widdershins / cinema	Seat up to 180 people for each activity once a month (so 2-3 times per month). Raked seating. Complete black-out.		Backstage area Access to kitchen and pre-performance area for drinks etc
Jodie Robert-son Dance	Required [no more detailed info as yet]		
Good Neighbours	To seat 60+ and allow space for dancing [no info as yet on frequency]		
Womens Institute	To seat around 60 in small groups around tables, once a month. Screen/projector and tables/ chairs.		
Vineyard church	To seat over 100 – sole use on Sundays	Frequent use midweek	
History Society	Need to seat 80 – 100 once a month. Screen, tables and display boards. Could move to Small Hall?	Want 'Heritage centre' room, bigger than 32 square metres – would be used 2-3 times per week, by members and visitors	Storage for heritage centre archives etc Access to kitchen for serving light refreshments
Cricket Club	Use for indoor cricket nets (31m x 10m x 4m). Possible use for events (3-4 per year).	Required for teas (approx 25-30 people), Sat & Sun late April to early Sept. Meeting Room (Occasional use only)	Changing rooms 5m by 5m (min 2, pref 3 or 4), ideally accessible separately, showers separate.
Tennis Club			Changing rooms for 12-16 people, twice/wk Catering facilities for after match teas and committees, twice/wk

Potential uses for hall spaces that are likely to introduce additional requirements include sports such as badminton and five-a-side football.

This gives a combined picture of the principal requirements as follows:

Large Hall – to seat 250 audience (many in raked seating), and accommodate 100 performers as well as theatrical productions, probably on moveable staging. Lighting and sound equipment would be required, as well as good acoustics. It would also be desirable to accommodate sports uses such as badminton and five-a-side football.

Small Hall / Meeting Rooms – many users require smaller spaces for rehearsals, meetings or social events. Up to 3 spaces of different sizes would be required, and would need to be multi-functional.

Indoor cricket nets – these would be specialist facilities that would require a great deal of space, and might well attract a fair amount of use.

Changing facilities and showers – 4 changing rooms would probably be required in order to meet the needs of both the performing groups and the sports groups.

Catering facilities (Kitchen, Café / Bar) – a kitchen would be required. There could either be a specific café/bar, or refreshments could be served in a small hall or reception / foyer area.

Toilets – one male, one female, and one disabled.

Storage space – required by a number of groups. Should not be under-estimated.

Parking – up to around 100 spaces would normally be required, sometimes this might go up to around 200.

These facilities will be discussed in more detail in chapter 3.

2.6   Demand for hall hire

Assuming that the Hall is available for hire daytime (8am to 6pm) and evening (6pm to 12am) every day of the year, the total number of possible hiring hours for each space in a year is 16 x 365 = 5,840. Realistically, no hall is ever used to anything near to full capacity, and the feasibility needs to be assessed at a much lower level of occupancy.

63 respondents to the consultation in March 2012 indicated that they intended to hire the Hall. Even allowing for some cross-over (i.e. more than one respondent per group), this suggests a reasonable market within Potton for hiring the hall.

We will look at both regular and occasional hires in more detail.

Regular hires

The regular hirers of the hall are likely to be the Potton-based groups whose needs are not being met currently by other venues in Potton. These users form a major part of the rationale for a new Hall and will provide much of the regular income.

Based on our analysis of user requirements analysed so far, the management committee could expect regular usage of a Main Hall, Small Hall and Changing Rooms to be as follows:

	Morning	**Afternoon**	**Evening**
Main Hall			
Monday			
Tuesday			Phoenix Choir WI (1st/month)?
Wednesday			St Mary's Singers
Thursday			Shannon Express / Amici Singers?
Friday			Spellbound?
Saturday			
Sunday	Vineyard Church	Vineyard Church	Vineyard Church
Small Hall			
Monday			Playhouse (18/year)
Tuesday			
Wednesday			
Thursday			Shannon Express / Amici Singers? History Soc (4th/month)?
Friday			Locrian Choir (20/year)
Saturday			Cricket Club (April-Sept)
Sunday			Cricket Club (April-Sept)
Changing Rooms			
Monday			Tennis Club
Tuesday			
Wednesday			
Thursday			Tennis Club
Friday			
Saturday	Cricket Club (April-Sept)		
Sunday	Cricket Club (April-Sept)		

In addition, the History Society is interested in the use of a Community Heritage Room if it can attract suitable grant aid for the project.

The number of bookings that could be expected per year for each space from users that already appear highly likely to use a new Hall can be estimated as follows:

Main Hall: 170
Small Hall: 130
Changing Rooms: 130

Nearly all of the user groups identified so far require the facilities regularly during weekday evenings. It will be important to attract regular bookings from groups meeting during the day (e.g. lunch clubs / coffee mornings, some older people's groups, playgroup / pre-school / parent and toddler groups), and this will need to be reflected in the pricing strategy (see below). For example, some larger community halls (e.g. Gamlingay Ecohub; Regen Centre in Ricall, Yorks) provide a base for a local day nursery. Other regular uses could include a Youth Club, lectures and adult educational classes, art groups, exercise classes, dancing (ballroom, tap, belly, line etc), carpet/short mat bowls, and other indoor sports. These groups will generally need smaller spaces. It is recommended that further research be carried out with as many existing groups within Potton as possible.

The weekend is more likely to be suitable for occasional hires (see below).

Occasional hires

Most of the performing arts groups each require occasional use of the Main Hall for performances – this might total around 20 per year. Given the regular usage during weekday evenings, availability for performances is more likely to be at weekends, with Saturdays likely to be most popular. It will be important for the groups to co-ordinate between themselves to avoid clashes if the space is to be used to the maximum.

Performing arts groups and companies from outside Potton might also be attracted to the facility if of high enough quality, particularly if there were local 'producers' to organise this – alternatively bands, comedy nights etc could be booked by the Hall itself in order to make a profit on the door.

The Community Hall could also accommodate the following:

*   Civil wedding ceremonies (licence required) and wedding receptions
*   Parties (adults' or children's)
*   Business conferences / meetings
*   Public meetings / Town Council meetings
*   Fundraising events
*   Clinics / blood donor sessions

Weddings and parties are most likely to take place at weekends, although increasing numbers of weddings now take place during the week). The attraction of the Hall for these events would be increased if a marquee could be erected (either hired or owned) within the main space.   There is also the potential to generate further income while supporting local businesses, by offering catering packages for weddings and functions in partnership with local caterers. If a larger (commercial) kitchen was provided, this could also be hired out to small catering businesses or food producers. A dedicated bar area would also add to the offer and could be hired out, however both of these options would add to the construction costs.

Business conferences / meetings could form an important element of ongoing viability, as they are most likely to take place during weekdays when there will be more availability, and prices can also be higher for commercial use (see 4.3). Again, partnerships with local caterers could be developed to offer conference packages. The Bedfordshire Tourism Growth Strategy 2007-12 highlighted "the business tourism market, particularly the conference and meetings sector" as one of its five opportunity areas for development, and there appears to be a relative shortage of more affordable conference venues in the Potton area. Set against this is the comparatively rural location (although only 5-10 minutes from the A1) and the relatively poor performance of the conference sector at present due to the recession.

It may be necessary to restrict non-community use of the Hall if the new building is to be zero-rated for VAT (see 3.3).

2.7   Other potential facilities

Based on examples such as Gamlingay and Arlesey (see 2.9), there are often advantages in clustering uses and facilities within one building or location (see also 'multi-use centres', 2.8). Possible additional uses that should be explored to increase the viability of a new Hall are as follows:

Office(s)
As well as providing a base for the management of the building, office space could also be rented to the Town Council and/or other local organisations. This would bring in a reliable rental income as well as a regular presence on site in addition to any hall staff.

Library / IT suite
While being a valued community library, Potton Library has a relatively low number of active users. Meanwhile, there are two main challenges for the Clock Building in which the library is based: the amount of available floor space, and the lack of disabled access to the second floor; the building also requires some internal and external maintenance[1]. With local authority budgets coming under increasing pressure in the coming years, there may be scope to explore locating the library within the new Hall at some point in the future, in order to contribute to the viability of both. This could dovetail effectively with the desire of the History Society for heritage/archive space, as well as the possibility for adult and community learning activities.

In addition (or instead), there might be potential to provide an IT suite together with wi-fi access, which might particularly attract use by young people.

Gym
Potton no longer has a gym, one having recently closed. The closest gyms are in Sandy and Biggleswade (see 2.3). Meanwhile, the Leisure Strategy (see 2.8) has identified a shortage of fitness stations across Central Bedfordshire. Private gyms are currently operational in smaller settlements such as Ampthill, Shefford, Clophill, Stotfold and Fairfield Park, so a small gym within the Community Hall might be feasible (guidance from CBC is that 20-30 fitness stations would be appropriate).

Other sports
The Tennis Club has expressed an aspiration to become part of a sports association based at the Hall, with new courts in the park area. Given that the Cricket Club and Football Club are also adjacent to the site, there is the potential to develop the Hall and surrounding area as a Sports Hub for Potton.

All of the above would of course increase the build costs, and so may need to be considered as optional extras at this stage.

Tenants would need to be found to rent out the office space and the gym if they are to be provided – expressions of interest would need to be registered well in advance of construction in order to have confidence that these would be taken up.

2.8   Needs and opportunities in the wider area

Sports/leisure facilities
Central Bedfordshire Council is currently producing a Leisure Strategy. An initial assessment of the current levels of sports facility provision in Central Bedfordshire was produced by Neil Allen Associates in April 2012. This concluded that Central Bedfordshire has a lower than average level of sports hall provision, and that, while demand is generally being satisfied, the main centres (including Biggleswade and Sandy) "are operating well above comfortably full levels and in some cases at capacity". While "there is insufficient demand to justify a new sports hall (in the format of a conventional four court hall)", and the report suggests that "consideration might be given to providing additional capacity in the peak period at other sports halls to reduce the pressure on these facilities", the provision of a multi-purpose hall in Potton that

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[1] Potton Library Road Map (Central Bedfordshire Council 2012)

could accommodate sports and exercise classes would seem to present a good alternative for the eastern part of Central Bedfordshire.

The report also identified an under supply of 400-600 fitness stations (equivalent to up to 100% of existing 'accessible' stations in Central Bedfordshire); given that there is no gym in Potton at present, it is reasonable to assume a need for this. There is also an under supply of up to 13 indoor tennis courts, although given that one court alone requires 37.7 x 21m minimum, this is unlikely to be a realistic option.

Multi-use Centres
BRCC carried out a feasibility study in 2008 (on behalf of the Investing in Communities programme) into the development of multi-use centres in Bedfordshire as a way of reducing barriers to access to services, which identified a number of sites where this approach might work (including the then Gamlingay Community Centre, which was to become the Ecohub).

This theme was incorporated into the Greensand Ridge Local Development Strategy, which we were developing around the same time, under the heading of 'Swiss Army Knife Centres'. The aim was to create a network of multi-use centres across the Greensand Ridge as a means of supporting micro-enterprises and arresting the decline in rural services. The Working Woodlands Centre (in Maulden Wood) and the Gamlingay Ecohub are the two major projects funded under this theme.

Libraries
Central Bedfordshire's Big Library Debate in 2011 confirmed a high level of support for keeping local libraries. A significant number of respondents wanted to see different or extended opening hours, which could potentially be delivered in Potton by co-locating the library with other services, as well as more events/activities in the space. The vision of local stakeholders for the libraries of the future was a community hub with one-stop shop services, education and training focussing on local need, local studies and outreach (both physical and virtual).

Conference facilities
The area around Potton is generally lacking in day conference facilities at the more affordable end, targeting the small business and public and voluntary sector markets. In Central Bedfordshire, two of the most commonly used comparable facilities appear to be the Rufus Centre, Flitwick (around 20 miles away), and the Forest Centre, Marston Moretaine (also around 20 miles away).

Although Potton's position at the edge of Bedfordshire, 3 miles from major trunk roads and main line train stations, may count against it to some extent, it would appear reasonable to assume some level of demand for conferencing given the right level of facilities, and effective promotion and customer care.

2.9   Facilities available in comparable settlements in Central Bedfordshire

We have researched community facilities available in a few other rural settlements in and around Central Bedfordshire of a similar size to Potton in order to provide a point of comparison for the potential facilities scoped out above.

Ampthill
Ampthill is a rural town of around 7,000 population. It has received considerable housing growth and is still growing. The main community building, Parkside Hall (Main Hall 18 x 12m, seats 257 theatre style), is on the edge of the town; a smaller hall, the Nottingham Rooms, is on the same site. (The trustees have recently decided to build a replacement hall on the site.) Next to this is the Alameda Sports Hall (owned and

managed by the Middle School and available out of school hours). Other venues available for hire include the Rugby Club, Redborne School, St. Andrew's Chapter House, two churches, the Wingfield Club, the Masonic Centre, and the Scout Hut.

Arlesey

Arlesey is a rural town with a population of around 6,000. It is due for considerable housing growth. In the centre of Arlesey a number of facilities are co-located on the same site. This includes the Village Hall (15 x 9 m + stage 9m x 4m, seats 220 theatre style), and the Resource Centre (managed by the Town Council, housing a Library Access Point supplied by Central Bedfordshire Council), which is available for hire when the library is closed, including the evenings. The Town Council Offices, a Lower School, a doctor's surgery, a nursery school, a Children's Centre, and a Youth Centre are also on the site. Other venues available for hire include the Women's Institute Hall (next door), Scout Hut, Social Club, Football Club, and two churches.

Gamlingay

Gamlingay is a large village with a current population of around 4,000, just over the border in South Cambridgeshire, also destined for more housing growth. Gamlingay's old Community Centre at the edge of the village has recently been considerably upgraded and extended to become the Gamlingay Eco Hub. This has a Main Hall (10.6m x 16.4m, seats 210 theatre style), which is divisible into 2 smaller halls; a smaller hall; a meeting room; and an IT suite. It also has a large reception area doubling as a community room. The Eco Hub hosts the Gamlingay Parish Council office, the community library, Stepping Stones Children's Centre, Gamlingay Youth Clubs and Gamlingay Day Nursery. Other venues available for hire in Gamlingay include the WI Hall, two Church Halls and two schools.

Shefford

Shefford is a rural town with a population of around 6,000. It has a Community Hall (Main Hall 15 x 9m), which has regular bookings for most of the week. There is also the Shefford Town Memorial Hall (Main Hall 23.8 x 10m, seats 200 theatre style) and grounds, used by a number of sports groups – a campaign has recently been launched to raise £1.5m for a replacement hall. Other venues available for hire include the Methodist Church Hall, Scout Hut, and Middle School.

Stotfold

Stotfold is a rapidly growing rural town with a current population of around 8,000. Halls for hire include the Memorial Hall (Main Hall 14.6 x 8.6m, seats 196 theatre style), and three smaller halls at the Roecroft Centre; the Council Chamber at the Simpson Centre (8m x 7m) is also available for hire (the Library is also housed in this building). Also available are four local schools, two church halls, a Salvation Army Hall and the Ivel Room at Stotfold Mill.

The Wixams

The Wixams is a new settlement on the Central Bedfordshire / Bedford Borough border, which will be made up of 4 separate villages, one of which has been built so far. The population of Village 1 will eventually be around 3,000. A new Village Hall, Wixams Lakeside Hall (Main Hall 17.6m x 11.7m) has just opened in Village 1. Adjacent are / will be shops, a day care centre, a multi-use games area, a lower school and a medical centre.

Toddington

Toddington is a large village with a population of around 5,000. It has a Village Hall (main hall 12.5 x 10.5m), incorporating the Parish Council Office – the Youth Centre is adjacent. Unusually, it also has a small theatre (a former church hall owned by the local amateur dramatic society).

14

2.10   Income generated by other venues

The established Halls mentioned in 2.9 (where we have figures available) typically generate between £10,000 and £20,000 in hires per annum, in keeping with many larger Village Halls across the country. However, it is possible to generate more income from hires: one large Village Hall in Bedfordshire regularly generates over £60,000 per annum.

Venues that are much more geared up for commercial and private hires attract considerably more income. For example, the Forest Centre in Marston Moretaine (see 2.8) typically turns over more than £500,000 per annum (this includes a café and shop in addition to conference and meeting facilities).

2.11   Options Appraisal

The main options under consideration are as follows:

No.	Description	Approx. cost	Advantages	Disadvantages
Option 1	Do nothing	£0	• No cost incurred – no fundraising required • No need for ongoing management • No financial risk	• Needs of a significant number of users not met • Benefits to Potton not achieved • Continue to subsidise under-performing halls
Option 2	Extend or convert an existing building (e.g. Mill Lane Pavilion)	£500K?	• No need for a new building to maintain • Cheaper than option 4	• Has been considered previously but never viable, • Significant planning constraints • Unlikely to meet the needs of all users • Section 106 funding will not be applicable
Option 3	Build a small hall only at the new site	£500K?	• Land available for free • Should be fully paid for by S106 – no fundraising required	• Needs of a significant number of users not met • Duplicates function of existing venues • Would require ongoing volunteer effort to run • May be less sustainable financially
Option 4 (preferred)	Build a large hall at the new site with spaces for additional uses	£1m+	• Meet main user requirements not currently being met • Potential to generate more income and attract hires from outside Potton • Land available for free • Major financial contribution from S106	• Would require significant additional fundraising and ongoing volunteer effort • Could require closure and sale of at least one existing venue • Ongoing financial risk

Option 4 is being taken forward as the preferred option.

3.   Designing and Building the Hall

3.1   Outline design options

Based on the needs identified in the last chapter, we have provided two illustrative options to form the basis of an outline design brief. For both, the total internal building footprint would be roughly 30 x 24 x 6.1m, with total floor space of up to 1120m2 (including 1st storey).

It is clear from the needs analysis that, while having a large hall forms the principal driver for building a new hall in the first place, much of the need is likely to be for smaller spaces for which hire rates would be lower. A key principle behind both designs therefore is the incorporation of sound-proofed partitions to enable flexibility in the use of the space.

Option A

Space / approx. dimensions	What provided
Large Hall (18 x 18 x 6.1m)	Seat up to 360 (some in retractable seating) plus demountable stage 2 badminton courts, 4 table tennis tables or 3 bowling carpets plus other indoor sports e.g. five-a-side Sound-proofed partitions enable space to become 2 (or 3) smaller halls as required (e.g. both 9 x 18)
Meeting room (10 x 5 x 2.5m)	Tables and chairs
Kitchen (5 x 5 x 2.5m)	
Reception / foyer (18 x 6 x 2.5m)	Potential for serving area, tables & chairs, shelves etc – could accommodate small library later
Gym (12 x 7m x 2.5m)	15-20 fitness stations
Office (5 x 6 x 2.5m)	3-4 desks
4 x Changing rooms (each 5 x 5 x 2.5m)	Ideally accessible both from within and outside the Hall[2]. Showers could either be entirely separate or screened off at the end of changing rooms.
3 x Toilets (10 x 5 x 2.5m in total)	One male (1 WC + 4 urinals), one female (5 WCs), and one disabled (based on max 300 hall users at any one time)
Storage (c. 100m2)	At least 2 separate store rooms

Option B

Space / approx. dimensions	What provided
Large Hall (23 x 10 x 6.1m)	Seat up to 260 (some in retractable seating) plus demountable stage 1 badminton court, 4 table tennis tables or 3 bowling carpets Sound-proofed partitions enable space to become 2 smaller halls as required (e.g. 12.5 x 10 and 10 x 10)
Small Hall (10 x 8 x 6.1m)	Seat up to 120
Meeting room (10 x 5 x 2.5m)	Tables and chairs
Kitchen (7 x 5 x 2.5m)	

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[2] Safeguarding and security issues would clearly need to be addressed

Reception / foyer (10 x 10 x 2.5m)	Potential for serving area, tables & chairs, shelves etc – could accommodate small library later
Gym (14 x 7m x 2.5m)	15-20 fitness stations
Office (8 x 6 x 2.5m)	5-6 desks
4 x Changing rooms (each 5 x 5 x 2.5m)	Ideally accessible both from within and outside the Hall. Showers could either be entirely separate or screened off at the end of changing rooms.
3 x Toilets (10 x 5 x 2.5m in total)	One male (1 WC + 4 urinals), one female (5 WCs), and one disabled (based on max 300 hall users at any one time)
Storage (c. 100m2)	1 large store room

Indoor cricket nets, which require 31 x 10 x 4m space, could potentially fit into Option B if the Large and Small Halls were adjacent and separated by a partition rather than a wall, thus creating the possibility for one long space. One drawback of this would be that this would use both Halls at a time (weekday evenings) when they are required by other users. An alternative would be to attach a dedicated space to one side of the building, possibly as a later phase.

3.2   Design & build considerations

These are provided as an introduction – an architect will be able to advise on these in more detail.

Environmental performance / BREEAM rating
Ensuring excellent environmental performance will add to the cost of the building. However, in our view it will be essential for the ongoing viability of the building. For many community buildings, utility costs are by far their highest expense, and this is only likely to increase in future. Typically, 85% of energy costs go on heating. The Committee should therefore aspire to as high a BREEAM rating as possible within its budget.

Possible environmental measures for consideration include ground-source heat pumps, solar panels (thermal / voltaic), heat recovery ventilation, rainwater harvesting and greywater recycling.

Materials
According to Sport England's Design Guidance Note for Village and Community Halls, "traditional domestic construction is often the most appropriate method for village and community halls. The clear span and height of the main hall are usually the usually the only aspects that demand upgrading of normal domestic building techniques. Timber frame construction is worth considering as an alternative to load bearing masonry."

Noise and acoustic performance
Although the Hall will be at least 50-100m from the nearest residential properties, the nature of the likely usage at times means that noise levels may be an issue. Good insulation will help to reduce noise, and, since windows will need to be kept closed, maintain a comfortable temperature (air conditioning will also be important). This will also help to keep out noise from outside.

Given that many of the regular users will be performing arts groups, ensuring excellent acoustics is critical to the success of the project. This will also increase the attractiveness of the venue to external hirers.

Parking

Land for a car park has already been indicated on the draft site layout. The car park will need to accommodate at least 100 cars to meet the user requirements most of the time. For concerts etc it is likely that more space will be needed, and the possibility of being able to park in the nearby industrial park (or on the adjacent green space if necessary) should be investigated.

3.3   Outline costings

It is difficult to give even a rough idea of costs given the number of variables involved. However, experience elsewhere suggests that community halls (particularly using timber frames) can be delivered for a total of around £1,000 per m2. Based on the options in 3.1, this would suggest that the Hall (once equipment etc is included) could be built for between £1m and £1.5m (excluding VAT).

VAT

A new building can be zero-rated VAT (currently 20%) if it will be used solely for a 'relevant charitable purpose', for example "as a village hall or similarly in providing social or recreational facilities for a local community" (HMRC). A building falls within this category when "there is a high degree of local community involvement in the building's operation and activities; and there is a wide variety of activities carried on in the building, the majority of which are for social and/or recreational purposes (including sporting). NB: Users of the building need not be confined to the local community but can come from further afield."

Any part of the building which cannot be used for a variety of social or recreational activities cannot be seen as being used as a village hall for VAT purposes.

It is likely therefore that parts of the Hall as currently proposed (e.g. gym) would be eligible for VAT – but it may be possible to gain zero-rating for VAT on the principal community spaces. It is recommended that professional VAT advice be sought at the earliest opportunity.

3.4   Potential funding sources

Section 106

The feasibility of a new Hall rests on the availability of Section 106 contributions, without which it is highly unlikely to be possible to raise sufficient funding. Early indications are that somewhere between £500,000 and £700,000 might be obtainable: our understanding is that the bulk of this would be from the Land East of Biggleswade Road development and Land East of Sutton Mill Road, however there is some already in the bank from previous developments that could potentially be allocated, as well as the possibility of further draw-down from later developments.

Sale of Central Bedfordshire Council assets

Central Bedfordshire Council currently owns at least two buildings in Potton. One option worth exploring would be whether any of these assets could be sold, with the proceeds going towards the new Hall.

Potton Town Council precept

As a parished area, Potton has the ability to raise significant funds of its own through the precept. Many funders (see below) would probably expect to see a contribution from the town's own resources.

The majority of respondents to the March 2012 survey were prepared to pay £2 or £5 per month on top of the existing precept for the use of a new Hall. If this was to be

18

implemented, between around £55,000 and £140,000 per year could be raised towards the building. This would represent an increase on a Band D equivalent property of between around 35% and 87% on the precept itself, and an increase on the overall Council Tax bill for the same property of around 1.5%. Even as a one-off this would be likely to require widespread community support and potentially, as the Town Council has indicated, a community referendum.

At £69.30 on a Band D property, Potton's precept is currently higher than most villages in Central Bedfordshire, but lower than all the other towns (bar Stotfold).

Charitable Trusts and Foundations

The Potton Consolidated Charity contains within its objects "the general benefit of the inhabitants" of the parish of Potton, and allocates 39% of its funding each year to this object. Its total funds currently stand at around £3.5m. However, most of its grants are currently for less than £10,000, and presumably an exception would need to be made for a grant of £50-100,000.

Other trusts with a local focus include the Wixamtree Trust, which distributes most of its funding within Bedfordshire (in 2010/11 it made grants totalling just over £1m); and the Steel Trust, which distributes around 30% of its funding each year within Bedfordshire (in 2011/12 it also made grants totalling just over £1m).

Major national trusts may also be worth approaching, such as the Garfield Weston Foundation, which has funded recent capital projects in Bedfordshire. The Landfill Communities Fund is still available through Biffaward (grants up to £50,000).

Trust funding would only be available to registered charitable bodies.

Lottery funding

The site sits within the E01017429 Lower Super Output Area, which falls within the 2% least deprived areas in the country. It would therefore not be eligible for the Big Lottery Fund's Reaching Communities Fund for buildings.

Sport England's Inspired Facilities programme will invest in modernisation of, and/or environmental improvements to, existing buildings; outdoor lighting or surfaces; equipment; and community club buildings. It is not immediately clear whether a new Community Hall might be eligible.

Arts Council capital funding tends to be targeted at established arts organisations, particularly those that it already funds. However, community/voluntary organisations can apply, and it is possible to receive up to £100,000 and more in exceptional cases. A strong case would have to be made regarding the need for a venue and the artistic quality of what would take place there (e.g. residencies from professional performing arts companies).

Greensand Ridge Rural Development Programme

This programme (managed by BRCC) disperses funding in the Greensand Ridge area for rural development projects, through the Rural Development Programme for England (RDPE). It contributed over £200,000 to the Gamlingay Eco Hub project. The Programme has nearly finished and very little funding is still available. However, it is possible that similar funding will be available in the next round of RDPE between 2014 and 2020.

In order to be eligible for this funding, the project would need to demonstrate that it was helping to boost the local economy as well as increasing access to services. This

funding source carries particular burdens in terms of project management and administration.

Fundraising and sponsorship

Usually, with a large scale project such as this, the local community needs to raise some of the cash themselves – and funders may expect to see this if they are to put their own funding in. Traditional approaches to fundraising include street or door-to-door collections, appeals, seeking donations and sponsorship from local companies, "Buy a Brick", 300 Club, personal donations (registering for Gift Aid will enable tax to be reclaimed) and fundraising events.

Another approach which is gaining credibility is Community Share Issues. According to the Asset Transfer Unit, "Community share issues are a way of raising inexpensive capital and at the same time mobilising a community behind a building project. A successful share issue gives the organisation credibility and recruits volunteers." Shares will be more attractive if a dividend is offered, although this will impact on the operational budget – an alternative would be to offer discounted rates to shareholders. In order to issue shares inexpensively, an Industrial & Provident Society would need to be set up.

In-kind funding

In the case of Gamlingay Eco Hub, much of the materials were provided at cost or even free. Given the town's association with Potton Timber, it would be worth approaching Kingspan plc to see whether a similar deal could be secured in Potton, as well as other local companies.

Another good example of this recently is Potton Bowls Club, which greatly reduced the cost of its new pavilion through being given (or sold at low cost) materials as well as time and skills by local people and companies.

Loan finance

Sometimes a loan is taken out to help finance the construction of a new hall. In the case of Gamlingay Eco Hub, Gamlingay Parish Council took out a 'bridging' loan of around £500,000 in the expectation that this would be repaid out of future Section 106 monies.

This might be required for the Community Hall, depending on how the timescale for the build relates to the release of Section 106 contributions. The Town Council would be best placed to take out this loan on behalf of the Potton community, and would be able to apply to lenders such as the Public Works Loan Board, and repay the loan over a period of many years. This could be one alternative to direct capital funding (see above).

If a loan was to be repaid out of future operating income, this would be reflected in higher hire charges and could threaten the ongoing sustainability of the Hall. This would therefore need to be approached with great caution.

Smaller loans (usually up to £20,000) are offered by the Rural Community Buildings Loan Fund, managed by Action with Communities in Rural England. This is currently oversubscribed and a waiting list is in operation.

Overall funding package

For illustrative purposes only, the funding package for the new Hall could look something like this:

Section 106 contributions	£600,000 (some potentially 'forward-funded through a bridging loan)
CBC contribution from sale of assets	£200,000
Potton Town Council	£50,000
Charitable trusts and foundations	£100,000
Local fundraising and sponsorship	£100,000
In-kind funding	£50,000
Total	**£1,100,000**

Greensand Ridge Rural Development Programme and Lottery funding are currently too uncertain to include here.

3.5   Project Management

The Project Management skills and capacity required for a project of this scale are considerable. There are also likely to be significant demands on the Committee during the development phase, and a skills audit should be undertaken at this stage to find out which skills are possessed by Committee members that might be of use.

A budget for professional fees will be needed for the Project Manager, the architect (providing a comprehensive and clear brief at the outset will be critical to keep these costs down), and a Quantity Surveyor. Professional fees for this type of project would typically be in the range £20,000 to £30,000.

3.6   Timescales

There are too many variables to be able to predict a timetable for the building of the Hall with any confidence, however the following gives a rough illustration of what might be possible:

Milestone	Timetable
Fundraising starts	2013
Tender exercise to appoint architect / project manager	2013
Draw up initial designs	2013
Consult with users and wider community on initial designs	2013/4
Finalise designs	2014
Planning permission submitted	2014
Planning approval	2014
Fully serviced site transferred by developers to new entity or other organisation	2014/5
Funding package in place	2015
Tender exercise to appoint contractors	2015
Builders start on site	2015
Build completed	2015/6

The key deciding factor may be the speed at which the Land East of Biggleswade Road development is built out and occupied, thereby releasing the necessary Section 106 funds.

4. Operating the Hall

4.1 Ownership / legal structure / governance

There are two principal options for the ownership of the Hall:

Option A – set up a new entity
Around 98% of the community halls in Bedfordshire that BRCC deals with (this does not include Community Centres in the large towns) are owned by independent charitable organisations set up for the purpose. Arguably, this is the best way of ensuring that the hall is run for the community, by the community. While the community shoulders the risks involved in maintaining a viable building, it also has control over the governance and management.

Charitable status would help in raising the necessary funds and ensuring community benefit in perpetuity. The legal structure could either be a charitable trust (most common), a charitable company, or an Industrial & Provident Society (see Community Share Issues).

In nearly all cases where a Hall is an independent charitable organisation, it is governed by volunteers from the local community. (The exception of which we are aware is Stewartby Village Hall, a charity managed by the Parish Council with Councillors as Trustees, which is therefore closer to the council-owned model, below). Under this option, therefore, it would make sense for a board of trustees to be formed, largely from members of the existing committee.

Option B – an existing organisation takes ownership
This option could be explored if there are not sufficient people willing to take on the governance responsibilities of acting as trustees for the new hall. Most likely candidates for ownership would be the Town or Parish Council (there are a few examples of this elsewhere in Central Bedfordshire, namely Arlesey, Stotfold and Henlow) or Central Bedfordshire Council (perhaps in exchange for the community building it currently owns in Brook End). It should be considered that a council-owned building will be liable for payment of full rates and will not attract any charitable funding.

The Halls owned by their local Town or Parish Councils (above) are also governed and managed by those Councils.

One of the user organisations could potentially take on ownership of the hall, provided that funders and stakeholders were satisfied that this arrangement would still benefit the whole community.

We would recommend option A, and specifically a Charitable Company. The new Charitable Incorporated Organisation structure being introduced (awaiting final assent, probably in Autumn 2012) will be a company, but will only be registered with the Charity Commission, not Companies House as well.

It is worth quoting in full the Charity Commission's guidance on Attributes of a successful village hall or community centre:

"As a general rule, active, vibrant governance and an active, vibrant village hall or community centre go hand in hand. Our research revealed a clearly identifiable link between the ability of village hall and community centre charities to attract users, their ability to attract trustees and other volunteers, and their ability to generate funding…the charities that thrive are those in which trustees are pro-active in understanding their

responsibilities and in ensuring that their charity provides activities that meet local needs.

Our research shows that a successful village hall or community centre charity usually has:

- A governing document that is workable and up-to-date, containing provisions for everything that the trustees need to do.
- A trustee body that is diverse, knows the extent of its role, responsibilities and powers and presents potential new trustees with a realistic picture of what is involved.
- A building that meets legislative requirements and that can facilitate a range of activities.
- An effective means of communicating and consulting with the local community to ensure that its needs and interests are understood and that the community knows about the charity's activities and plans.
- A funding regime that is sustainable and diverse enough to allow trustees sufficient flexibility to direct their activities in accordance with local needs and interests.
- A strategic plan, however simple, that takes account of the impact of proposed changes on all aspects of the running of the charity."

4.2   Management and Staffing

Whoever takes on the ownership and governance of the new Hall, there are a number of options for how it is managed:

Option A – Hall managed by trustees and/or volunteers
Most Village Halls are run on a voluntary basis with the only paid staff (if any) being a part-time cleaner and/or caretaker. This has the advantage of keeping costs (and therefore hire charges) down; the main disadvantages (particularly for a large hall) would be the amount of volunteer time required, and that customer service levels are likely to be lower.

Although the need will depend on the level of usage, an assumption will be made at this stage that a cleaner and caretaker would be required for 14 hours/week each. At £8/hour, each would cost somewhere between £5,500 and £6,000 per annum. In addition, a handyperson to undertake maintenance work might cost between £1,000 and £3,000 per annum.

Option B – Hall managed by directly employed staff
Larger venues can have anything from a part-time Manager up to a large team of paid staff. A paid Hall Manager could be in charge of promotion, sales, showing round prospective hirers, administration of bookings, and book-keeping, in addition to some caretaking responsibilities. Having a part-time or full-time Manager would introduce considerable extra cost, but would enable higher charges to be levied (due to better customer service); increase the number of bookings (due to more promotional and sales activity); and decrease the burden on trustees.

At £12/hour, a part-time Manager (21 hours/week) would cost around £15,000 per annum and a full-time Manager (35 hours/week) would cost around £25,000 per annum. There would also be increased office costs.

Option C – Hall management contracted out to another organisation

Many larger venues are contracted out to private companies, typically in larger towns – in Central Bedfordshire this includes four leisure centres (managed by Stevenage Leisure Ltd) as well as the Grove Theatre in Dunstable (managed by Leisure in the Community Ltd and Leisure Connection Ltd). This might be an attractive option in the case of Stevenage Leisure Ltd in particular, given the potential for cross-promotion with its leisure centres in Biggleswade and Sandy. This option (if viable) would decrease the operational risks for the trustees and introduce corporate expertise to the management of the Hall; however the hire charges would be likely to be higher than with the other options. If this option was chosen, the contractor would need to be brought in at an early stage in order to influence the design of the facilities. The management contract would have to be drawn up very carefully, and managed actively once in force, to ensure that the facilities are accessible to the whole community (according to the vision for the Hall).

We are not aware of any examples of the above model operating for a Community Hall in Bedfordshire. However, we have found a similar example in Kington, a town of around 3,500 people in Herefordshire. The Lady Hawkins Community Leisure Centre was built by the community, and is used jointly by the school and the local community. The facility was until recently managed by Herefordshire Council on behalf of the Lady Hawkins Community Leisure Centre Trust, however in summer 2012 this was contracted out to Halo Leisure (a private company) in order to be consistent with the Council's other leisure facilities.

Alternatively Potton Town Council, even if did not take ownership of the Hall, could be approached to manage the venue, as it already does with the Community Centre and the Mill Lane Pavilion.

There could be a mixture of the above options, for example the management of the gym alone could be contracted out to a private provider.

Under this option, either the contractor could take the income in return for an annual rent of the facility; or a fixed management fee could be paid; or a shared risk/profit arrangement could be found.

Even if Option B or C is chosen, it is likely that a fair amount of volunteer effort will be required in order to keep the hall running within existing resources.

4.3   Income generation

Pricing

Decisions on pricing will be essential in order to generate sufficient income while also attracting hires and ensuring that the hall is accessible to the local community.

The main factors in setting prices will be:

- What the market will bear, in relation to the main user groups and local competition
- How to make best use of hall capacity, given that some times will be more popular than others
- Being able to cover the total cost of running the building (see 4.5) while also contributing to an on-going maintenance fund

There are a number of different ways of pricing hire charges. Typically, rates will be differentiated according to a number of variables such as:

- *Type of use – commercial, private or community*

For most community buildings there is a considerable differential in charging between these types of use, which commercial hires often being at least twice the price of commercial hires. Any grant funding secured to subsidise the Hall is likely to require affordable rates for the local community.

According to the March 2012 survey, most respondents were prepared to pay between £15 and £25 per hour to hire the building, with some prepared to pay £30. It is assumed that this would be for community or private use.

Charges for commercial use could be considerably higher. For conferences, the Rufus Centre Flitwick charges around £46/hour for its main hall (the Lockyer Suite), £40/hour for its next largest space (the Davis Suite), and down to £22 for smaller rooms (minimum booking 4 hours for all spaces).

- *Whether the hirer is based locally*

It is common practice to offer discounts or a cheaper rate to groups, businesses or individuals living within the 'area of benefit' of a community building.

- *Peak / off-peak times*

Charging policies can help to manage demand, reducing it at peak times and channelling it more towards off-peak times. This is current practice with existing halls in Potton (see 2.3).

As with most halls, evenings are clearly likely to be in higher demand than daytimes and will accommodate higher charges, while lower day charges would help to attract use during these times. As noted previously, demand for regular hires is higher during the week, whereas larger occasional events are more likely to take place at weekends.

Venues such as the Community Centre and Mill Lane Pavilion (roughly equivalent in size to the envisaged Small Hall) charge between £5 and £10 per hour before 5pm during the week.

- *Length of booking*

(either having a minimum booking length, or offering a discount for longer bookings)

Indicative charges per hour

Based on the above principles and a basic assessment of market rates in the area, the following is an example of a charging structure for a Main Hall, a Small Hall (the latter could also apply to partitioned spaces in the Main Hall) and a Meeting Room:

	Weekday daytime *(min. length 2 hrs)*	**Weekday evening** *(min. length 3 hrs)*	**Weekend** *(min. length 4 hrs)*
Community			
Main Hall	£20	£30	£40
Small Hall	£10	£15	£20
Meeting Room	£5	£7.50	£10
Private			
Main Hall	£30	£40	£50
Small Hall	£15	£20	£25
Meeting Room	£7.50	£10	£12.50

Commercial			
Main Hall	£40	£50	£60
Small Hall	£20	£25	£30
Meeting Room	£10	£12.50	£15

Under this model there would be a discount of 25% for Potton residents / groups / businesses.

Discounts could also be introduced for regular/block bookings and long bookings (e.g. over 5 hours).

Income forecast

Based on hall and room hire, on average 2 time per day, using the above rates, and making some reasonable assumptions about usage levels based on regular and occasional hires, the annual earned income once the hall is fully operational might work out as follows:

Space	Notes	Income
Main Hall	Assume 5 minimum length bookings per week on average. Around 2/3 usage at Community rate and 80% by local people (25% discount).	c. £20,000
Small Hall(s)	Assume 10 minimum length bookings per week on average. Around 2/3 usage at Community rate and 80% by local people (25% discount).	c. £20,000
Meeting room(s)	Assume 2 minimum length bookings per week on average. Around 50% usage at Community rate and 80% by local people (25% discount).	c. £2,000
Office(s)	Assumes at least 1 external tenant	c. £2,000
Gym	Assumes rented by external organisation	c. £5-10,000
Total		**c. £49-54,000**

It might take at least one or two years to reach these usage levels.

Another way of presenting these figures is to look at income from community and non-community hirers:

Hirer type	Notes	Income
Community	Usage as above, around 2/3 usage at Community rate and 80% by local people (25% discount).	c. £24,000
Private / commercial	Usage as above, around 2/3 usage at Community rate and 80% by local people (25% discount). Plus office and gym rental.	c. £25-30,000
Total		**c. £49-54,000**

Achieving these private/commercial rates would be likely to require a considerable amount of sales and marketing activity.

Grant funding

Many village or community halls across Bedfordshire have some form of subsidy, typically from a local town or parish council. In some cases, local council subsidy explicitly funds reduced rates for local residents. Some level of financial support from Potton Town Council (even in the form of 'seed funding' in the early years of operation) would inevitably reduce the level of ongoing risk to the viability of the Hall. (As noted in 3.3, a high level of financial support funded through an increase in the precept would require consultation with the community, or potentially a referendum).

We imagine that Central Bedfordshire Council is unlikely to agree to grant-fund the Hall at a time when funding for existing leisure centres etc is under severe pressure.

Feed-in Tariffs / Renewable Heat Incentive

These are the two government schemes that make payments to building owners for the energy they produce through renewable sources. If certain environmental measures are installed in the hall, these tariffs will provide an ongoing income stream.

Feed-in tariffs are payments for renewable electricity generated through technologies such as solar photovoltaic (PV) panels and wind turbines, whether the electricity is used by the Hall or exported back to the National Grid. Although the levels of the tariffs have been reduced for new entrants, this could still represent an income stream of a few thousand pounds a year depending on what is installed.

The Renewable Heat Incentive (RHI) is the equivalent for heating, described by DECC as "the Government's principal mechanism for driving forward the transition to deployment of renewable and low carbon heat over the coming decades". Initially only certain technologies will be supported through the RHI including certain biomass boilers, ground Source Heat Pumps and Solar Thermal. However, other technologies are being considered for inclusion in later phases, such as air source heat pumps.

4.5   Operating and maintenance costs

The two main operating expenses will be staffing costs and running costs.

Staffing costs
These will depend on the management and staffing arrangements (4.1). Option A would cost between £12,000 and £15,000 per annum. Option B would cost between £27,000 and £40,000 per annum. It would be possible in principle to revert to Option A from Option B (or a half-way option) if income levels fell short of expectations.

Running costs
The running costs of the building (particularly utilities but also insurance, licensing fees, electrical inspections, fire inspections etc) will depend greatly on usage levels and the degree of energy efficiency of the building. However, experience from similar sized buildings (e.g. Gamlingay Ecohub, Woodside Hall in Hitchin) suggests that they could be somewhere between £15,000 and £20,000 per annum.

In addition, there should be a clear aim to put aside money into a 'sinking' fund for future maintenance. £5,000 a year would be an indicative amount once the Hall has reached a reasonable level of usage.

At the usage levels forecast in this study and the indicative pricing structure suggested, sufficient income would be generated to cover the running costs, employ a part-time Manager and potentially make a contribution to a sinking fund.

5. Conclusions and Recommendations

5.1 Rationale for a new Hall

Potton is clearly a thriving town in terms of community activity, particularly when it comes to performing arts and sports. However, the needs of many of these groups are not currently met by the facilities available, which are relatively small and not always fit for purpose. The Land East of Biggleswade Road development probably represents the best opportunity for decades (and for years to come) to meet much of this need in one large, purpose-built community building.

The proposal for a new Hall in Potton cannot be considered in isolation, as it raises the wider strategic issue of what community facilities are needed in Potton as it grows, as well as what will be sustainable in times of austerity. Building a large community hall in addition to what already exists will create more capacity than is needed, and threaten the viability of all venues. Since there is good evidence that co-location of facilities and services in rural areas helps to ensure sustainability, consideration should be given by all local stakeholders to 'consolidating' a number of facilities within the new building. Any community buildings made redundant through this process could be sold to raise funds for the new Hall.

Recommendation 1: that a strategic approach to community facilities in Potton be taken by all key local stakeholders working in partnership, with consideration given to 'consolidating' existing facilities within the new building.

Opinion in Potton is not unanimously supportive of the need for a new Community Hall, and, while the community consultation activities so far consistently show more support than opposition from respondents, the number of respondents (with the exception of the Town Plan) has been relatively low. This may be largely because the existing halls do meet the needs of some users, while many others do not generally use such facilities and so are not interested, or would prefer to see money spent elsewhere. The Town Council is happy to support the project but is not currently prepared to back it financially, which may hamper its success in gaining funding elsewhere.

Given the strategic importance of this issue to Potton, there is a need to gain more widespread community support for the proposed new Hall, particularly if some existing facilities were to close or be relocated to the new site. The Hall for All Committee has a high level of ambition for the Hall, and the enthusiasm to bring more of the community on board with the proposals.

Recommendation 2: that further engagement (linked to Recommendation 1, above) be undertaken with the community in order to gain wider community support for the project.

A number of options for moving forward have been considered, and the preferred option at this stage is to build a new large multi-purpose hall at the new site being provided, as this is the only feasible option that delivers the benefits desired.

The location of the new Hall may be a stumbling block for some people, although by foot it will only be around half a mile from the Market Square if a new footpath is provided – the same or less than other existing venues, and equivalent to other comparable buildings elsewhere. It will be important to ensure good transport links with the new development as identified in the draft Potton Local Area Transport Plan.

28

Recommendation 3: that the Committee proceed with its preferred option (subject to Recommendations 1 and 2, above).

5.2 Designing and Building the new Hall

The preferred option of building a large hall on the identified site has a reasonable degree of feasibility. Although the specification required to meet the identified needs is larger and more demanding than with most community buildings in the area, the land is being provided for free, and a good proportion of the funding already has a high likelihood of being provided.

Success will depend heavily on a number of factors:

- Being able to demonstrate to potential funders strong community support and a wide community benefit (see 5.1)
- The amount of funding released through Section 106 as well as through the sale of existing assets – the bigger the shortfall, the less likely it is to be bridged through other fundraising
- The willingness and ability of local stakeholders to accommodate financial risk, particularly if loan finance is being considered
- Being willing and able to make some compromises over the design and build specification if necessary, without sacrificing the overall vision for the building
- Building the Hall to a sufficient size and quality to meet the needs of Potton users while also attracting hires from elsewhere
- Finding a clever design solution that enables multi-functional space and high environmental performance whilst being affordable to build

While it is too early to stipulate a cost for the building, the likelihood is that a building meeting the various user requirements would cost well over £1 million. In the current financial climate, where open funding for this type of project is very thin on the ground, it is likely that over half of the cost (i.e. at least £600,000) would need to be met through Section 106 contributions. Central Bedfordshire Council (possibly through sale of assets), Potton Town Council and trusts with a Potton or Bedfordshire focus would all probably need to contribute, in addition to a fundraising campaign led by the local community.

5.3 Operating the new Hall

We are satisfied that, provided the community in Potton gets behind it, the new Hall can be a viable ongoing operation. If a part-time Manager is to be employed, the Hall will need to generate considerably more income than most community buildings in Bedfordshire; however, there are a reasonable number of groups already intending to use the Hall, and good potential to bring in more custom from community groups, individuals and businesses. Success will depend on staff, trustees, volunteers and other stakeholders working hard to promote the Hall and helping to attract hires.

Based on the prospective users currently identified, as well as the market for occasional hires, there appears to be a high likelihood of the new facilities being well used at evenings and weekends. However, very few users have yet indicated so far that they would hire the facilities regularly during weekdays, and this needs to be addressed if the Hall is to generate sufficient income.

Recommendation 4: that further consultation and market research be undertaken to secure prospective regular users of the Hall during the day (this could include co-locating with a business or community service).

The operational feasibility of the Hall would be increased if additional facilities were provided, such as a gym, office space, and (at some point) the library. This would contribute rental income while helping to ensure a presence in the building at all times. However, this would also increase the build costs, and so could be considered as optional extras at this stage.

The aspiration is for the Hall to be self-financing. This may be realistic provided that sufficient investment is forthcoming at the outset to make the Hall both high-quality and environmentally efficient. However, it should be noted that there will be financial risks for the Hall as it establishes itself, and that it may need some kind of 'seed funding' or guarantee against losses in its early years.

Recommendation 5: that the need be addressed for 'seed funding' for the Hall in its early years as it establishes itself.

Appendix 6 – User Groups and Supporters

Organisations and Groups
Potton Town Council
Potton Scout Group
Potton History Society
Ivel Badminton Club
Potton Shotokan Karate Club
Potton Youth Club
Badminton Club (Eileen Emmett)
Biggleswade Ivel Rotary Club
Potton Bowls Club
Potton Community Orchard Group
Jodie Robertson Dance School
Potton Ladies Club
Potton Tennis Club
Potton Town Cricket Club
Zumba or Clubercise (Lisa Hillier)
Potton Flower and Veg Show
Potton Community Orchard
Performers and Pints
Party on Potton
East Beds Youth Choir
Amici Singers
New Voices for Potton
Locrian Chamber Choir
Spellbound in Potton
Potton Playhouse
Countyline Dance
Moonlighters Choir
Shannon Express Barbershop Chorus
Phoenix Ladies Barbershop Chorus
Businesses
Boundary Cafe, The Hollow
The Barns Fitness Centre (above Cricket Club)
Franklin's Cider
Little Oaks Childcare
Woodentops Pre-School
Clayton's Butchers
Lindsay's Bakers
Elephant and Feather
Potton Pre-School
Biggles FM Radio Station

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	2018				2019				2020				2021		Total
	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	3rd quarter	4th quarter	1st quarter	2nd quarter	
Capital															
Substructure					49,600	49,600	49,600								148,800
Superstructure					249,333	249,333	249,333								748,000
Finishes					37,000	37,000	37,000								111,000
Fittings, Furnishings & Equip					39,067	39,067	39,067								117,200
Mechanical & Electrical Services					126,436	126,436	126,436								379,307
External Works					89,067	89,067	89,067								267,200
Drainage					14,100	14,100	14,100								42,300
Services					22,833	22,833	22,833								68,500
Total					627,436	627,436	627,436								1,882,307
Preliminaries					115,000	115,000	115,000								345,000
Overheads & Profit estimate					29,667	29,667	29,667								89,000
Contingencys @5% of construction cost					38,605	38,605	38,605								115,815
Estimated Construction Cost					810,707	810,707	810,707						2,432,122		2,432,122
VAT															486,424
Estimated Construction Cost + VAT															2,918,546
Revenue															
Design Fees			44,800	65,450	57,750										168,000
Professional Fees			27,400	37,150	46,450										111,000
Other Development Costs			81,900	3,200											85,100
Legal and Local Authority Charges															0
Contingency			5,900												5,900
Other			10,000	0	0	0	0	0	0	0					14,000
Total			170,000	105,800	104,200	0	0	0	0	0					384,000
Project Manager - F/T (2 years) Salary Pension and NI			9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944					79,548
Project Administrator - P/T (2 years) Salary Pension and NI			3,132	3,132	3,132	3,132	3,132	3,132	3,132	3,132					25,056
Staff support costs @10% of salary cost			1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288					10,300
Centre Manager											8,750	8,750	8,750	8,750	35,000
IT/Phone			375	375	375	375	375	375	375	375					3,000
Estimated Revenue Costs	0	0	184,738	120,538	118,938	14,738	14,738	14,738	14,738	14,738	8,750	8,750	8,750	8,750	532,904 → 536,904
VAT															76,800
Estimated Revenue Costs + VAT															613,704
Total Cost															2,969,026
Total Cost +VAT															3,532,250
Total VAT @ 20%															563,224

	Total (no VAT on Capital)	Total (no VAT)
	3,045,826	2,969,026
	3,045,826	2,969,026

	£- total income	2017 3rd quarter	2017 4th quarter	2018 1st quarter	2018 2nd quarter	2018 3rd quarter	2018 4th quarter	2019 1st quarter	2019 2nd quarter	2019 3rd quarter	2019 4th quarter	2020 1st quarter	2020 2nd quarter	2020 3rd quarter	2020 4th quarter	2021 1st quarter	2021 2nd quarter	2021 3rd quarter	2021 4th quarter
Funding Timetable																			
ERDF Low Carbon	1,550,521	Outline App submitted	EOI approved		Full submission 13th Apr														
BIG Lottery Reaching Communities	424,264			Round one submitted	Round 1 decision Mar/April	Round 2 decision Sept/Oct													
Garfield Weston Foundation	160,000			EOI email & submission	Decision June														
LCF funder - Tarmac	30,000			Submission	Decision June			1st claim		last claim									
LCF funder - Biffa Award																			
Section 106 - Tall Trees	683,183			Exec decision	50th house built					100th house built									
Section 106 - Gladman site	179,859.12			Exec decision															
Business	35,000			Ongoing															
Major gifts	30,000			Ongoing															
Community Fundraising	1.5K per annum	Ongoing																	
Potton Consolidated Charities	30,000			Submission	Decision														
Wixham Tree Charitable Trust	10,000			Submission 20th March	Decision														
Other charitable trusts	20,000		Ongoing																
Project Timetable																			
Planning Approval			Mid Nov																
Project Manager						start													
Project Assistant						start													
Design					June	mid Oct													
Appoint Design Team						July													
Detailed Design						July													
Consultant Design						July													
Electrical Design						Aug													
Mechanical Design						Aug													
Landscape Design						mid Aug													
Specifications						Sept													
Contractor selection							Oct												
Collation of contact Docs							Oct												
Cost Check							Oct												
Client Approval to Tender							Oct												
Tender							Oct	mid Dec											
Issue Tender Documents							Oct												
Tender Period							Oct to Nov												
Tender Returns							Nov												
Negotiation period							Nov/Dec												
Client Approval of Contractor							Mid Dec												
Construction							Dec		Sept										
Contractors Lead in/Procurement							Dec	mid Jan											
Start on site								Jan											
Site works								Jan	Sept										
Completion									Sept										
Client Fit-out										Oct to Dec									
Centre Manager													starts						

User Group	No of weeks per year	Bking per week	Space	Rate	Session length	build-up rate	Income Year 1 (25% discount)	Total Inc (Year1)	Income Year 2 (10% discount)	Total Inc (Year3)
Regular - very likely										
MEETING1										
Pre School	42	5	Meeting1	Community	daytime		16,538		23,428	27562.50
Music Choir-9	42	0	Meeting1	Community	evening		0		0	0.00
Music Choir-10	42	1	meeting1	Community	evening		1,418		2,008	2362.50
Music Choir-6	20	0	Meeting1	Community	evening		0		0	0.00
Comm Club -2	42	1	Meeting1	Community	evening		1,418		2,008	2362.50
Sport - 9	42	1	Meeting1	Community	evening		1,418		2,008	2362.50
sub tot								£20,790.00	£29,452.50	£34,650.00
MEETING2										
Music Choir-9	42	1	Meeting1	Community	evening	0.5	284		567	1134.00
Music Choir-10	42	1	Meeting2	Community	evening		1,134		1,607	1890.00
Music Instru-2	42	1	Meeting2	Community	evening	0.5	284		567	1134.00
Sport - 10	42	1	Meeting2	Community	evening		1,134		1,607	1890.00
								£2,835.00	£4,347.00	£6,048.00
MAIN HALL										
Comm Club-7	42	1	MainHall	Community	1/2day		2,079		2,945	3465.00
Comm Club-6	42	1	MainHall	Community	1/2 day		2,079		2,945	3465.00
Sport-1	12	1	MainHall	Community	1/2 day		594		842	990.00
Child Grps -1	0	1	MainHall	Community	1/2 day		0		0	0.00
Child Grps -4	42	1	MainHall	Community	1/2 day		2,079		2,945	3465.00
Music Choir-9	0	1	MainHall	Community	evening		0		0	0.00
Music Choir-10	42	1	MainHall	Community	evening		2,079		2,945	3465.00
Sport -2	42	1	MainHall	Community	evening		2,079		2,945	3465.00
Sport -3	42	0	MainHall	Community	evening		0		0	0.00
Sport- 5	42	1	MainHall	Community	evening	0.5	520		1,040	2079.00
Sport - 6	42	1	Main Hall	Community	evening		2,079		2,945	3465.00
								£13,587.75	£19,552.50	£23,859.00
ALL AREAS										
Church -1	52	1	AllAreas	Community	Day time	0.5	1,502	£1,501.50	£3,003.00	£6,006.00
Regular - Likely										
Comm Club - 4	42	1	MHall1	Community	1/2 day		1,418		2,008	2362.50
Comm Club -1	42	1	MHall1	Community	1/2 day		1,418		2,008	2362.50
Child Grp -3	0	1	MHall1	Community	1/2 day	3.0	0		0	0.00
								£2,835.00	£4,016.25	£4,725.00
Occassional - very likely										
Comm Club - 11	0	1	Meeting1	Community	evening		0		0	0.00
Arts - 1	4	1	Meeting1	Community	evening		108		153	180.00
Arts - 1	12	1	MeetBoth	Community	evening		540		765	900.00
Arts - 1	2	1	MainHall	Community	Full day		396		561	660.00
Community - 2	2	1	MainHall	Community	Full day		396		561	660.00
Music Choir - 6	1	1	MainHall	Community	Full day		198		281	330.00
Music Choir - 6	1	1	Kitch/Bar	Community	Full day		90		128	150.00
Music Choir -11	2	1	AllAreas	Community	Full day		810		1,148	1350.00
Arts - 1	2	1	AllAreas	Community	Full day		810		1,148	1350.00
Arts - 1	2	1	AllAreas	Community	1/2 day		203		287	337.50
Music Choir -9	2	1	AllAreas	Community	Full day		810		1,148	1350.00
Music Choir -10	2	1	AllAreas	Community	Full day		810		1,148	1350.00
								£5,170.50	£7,324.88	£7,324.88
Occassional - Likely										
Music Choir - 2	0	1	MainHall	Community	Full day		0		0	0.00
Music Choir - 2	0	1	Kitch/Bar	Community	Full day		0		0	0.00
Music Choir - 3	1	1	MainHall	Community	Full day		198		281	330.00
Music Choir - 3	1	1	Kitch/Bar	Community	Full day		90		128	150.00
Music Choir - 4	1	1	MainHall	Community	Full day		198		281	330.00
Music Choir - 4	1	1	Kitch/Bar	Community	Full day		90		128	150.00
Conferences	4	1	MainHall	BaseRate	Full day		1,056		1,056	1056.00
Conferences	4	1	Kitch/Bar	BaseRate	Full day		480		480	480.00
								£2,112.00	£2,352.00	£2,496.00
Events										
Ad Hoc Likely										
Parties-child meeting 1 & 2	14	1	MeetBoth	BaseRate	1/2 day	0.95	758		798	840.00
Parties-adult Meet 1&2	12	1	MeetBoth	BaseRate	full day	0.9	2,333		2,592	2880.00
Funeral Wake	12	1	MainHall	BaseRate	1/2 day	0.8	507		634	792.00
Funeral Wake	12	1	Kitch/Bar	BaseRate	1/2 day	0.8	230		288	360.00
Parties -Adult Main Hall	12	1	MainHall	BaseRate	full day	0.85	2,289		2,693	3168.00
Parties-adult	12	1	Kitch/Bar	BaseRate	full day	0.85	1,040		1,224	1440.00
Conferences small	6	1	MainHall	BaseRate	Daytime	0.8	591		739	924.00
Conferences small	6	1	Kitch/Bar	BaseRate	Daytime	0.8	1,210		1,512	1890.00
Wedding All Areas	8	1	WeddAll	BaseRate	full day	0.7	2,744		3,920	5600.00
Wedding Meeting Rooms 1&2	8	1	WedMeet	BaseRate	full day	0.7	1,176		1,680	2400.00
		10						£12,878.42	£16,079.60	£20,294.00
Regular possible										
Comm Club - 8	42	1	MHall1	Community	1/2 day		1,418		2,008	2362.50
Dance-1	24	1	MainHall	Community	1/2 day		1,188		1,683	1980.00
Dance-2	6	1	MainHall	BaseRate	evening		396		396	396.00
Sport - 11	42	1	MainHall	BaseRate	1/2 day		2,772		2,772	2772.00
Sport - 4	42	1	MHall1	BaseRate	1/2 day		2,772		2,772	2772.00
Sport - 7	6	1	MHall1	BaseRate	1/2 day		396		396	396.00
sport - 8	4	1	MainHall	Community	evening		198		281	330.00
								£9,139.50	£10,307.63	£11,008.50
Occassional possible										
Community - 1	2	1	MainHall	Community	full day		396		561	660.00
Arts - 2	2	1	Meeting1	Community	1/2 day		54		77	90.00
Health - 2	1	1	MainHall	Community	Daytime		116		164	192.50
Arts - 3	1	1	MainHall	Community	Daytime		116		164	192.50
Child Grp - 2	6	1	MainHall	Community	Daytime		693		982	1155.00
Church - 2	2	1	Meeting1	Community	1/2 day		54		77	90.00
Comm Club - 10	42	1	MHall1	Community	1/2 day		1,418		2,008	2362.50
Comm Club - 3	2	1	Meeting1	Community	evening		54		77	90.00
Comm Club - 5	6	1	MHall1	Community	1/2 day		203		287	337.50
Comm Club -9	2	1	MainHall	Community	evening		99		140	165.00
Music Choir - 1	2	1	MainHall	Community	evening		99		140	165.00
Music Chior - 5	2	1	Meeting1	Community	evening		54		77	90.00
Music Choir - 7	2	1	Meeting2	Community	evening		45		64	75.00
Music Choir - 8	1	1	MainHall	Community	evening		50		70	82.50
Music Instru - 1	1	1	MainHall	Community	full day		198		281	330.00
Health - 1	1	1	MainHall	BaseRate	full day		264		264	264.00
								£3,910.50	£5,429.88	£6,341.50
							Grand Totals:	£74,760.17	£101,865.23	£122,752.88

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Potton Hall for All SCHEDULED H&S, CLEANING & MAINTENANCE PLAN

ACTIVITY	DAILY	WEEKLY	MTHLY	2 MTHLY	QTRLY	½ YRLY	YEARLY	3 YRLY	5 YRLY	OTHER	RESP[1]	TO BE DONE NEXT ON[2]	CONTRACTOR
HEALTH & SAFETY													
Check & restock First Aid box			✓								SC		
Regular inspections of public areas			✓								All[3]		
General risk assessment							✓				SC	13/06/20	
Fire risk assessment							✓				SC	17/12/20	
H&S review of caretaker role							✓				SC	01/02/21	
CLEANING													
General cleaning	✓										JJ		
Clean and buff hall floor		✓									JJ		
Clean windows internally				✓							JJ		
Clean windows externally				✓							PON		Potton Windows
Springclean kitchen cupboards							✓				JJ		
Deep clean kitchen S/S surfaces							✓				JJ		
Clean cooker hood grill							✓				JJ		
Dust internal roof trusses & beams							✓				JJ	26/08/20	
Clean hall lighting diffusers						✓					ND	26/08/20	
Clean skylights inside & out						✓					ND		Contractor
Clean carpets								✓			JJ		
Clean curtains								✓			JJ		
MAINTENANCE													
Grounds													
Clear drains		✓									JJ		
Trim hedges & grass border				✓							CJ		
Maintain landscaping to planning cond.							✓				CJ		
Assess car park condition							✓				CJ		
Inspect grounds							✓				PGP		
Inspect notice board & refurbish as needed							✓				PGP		
Inspect fences & sched. repair as needed							✓				PGP	23/08/20	W.E. Parsons & Co Ltd.
Assesses external storage condition					✓						PON	23/08/20	
Inspect cctv									✓		ND		
Inspect drains if problem suspected										✓	PGP		

ACTIVITY	DAILY	WEEKLY	MTHLY	2 MTHLY	QTRLY	½ YRLY	YEARLY	3 YRLY	5 YRLY	OTHER	RESP[1]	TO BE DONE NEXT ON[2]	CONTRACTOR
Hall Exterior													
Clear litter	✔										ND	30/11/20	
Inspect building exterior						✔					PGP		
Maintain external doors							✔				ND	31/07/20	
Paint external woodwork								✔			ND	30/11/20	
Hall Interior													
Repolish hall floor					✔						JJ	27/01/20	
Check and assess stores						✔					JS		
Inspect inside user cupboards						✔					JS		
Check and clear out UVH cupboard						✔					JS		
Inspect building interior						✔					PGP		
Review all signage						✔					SC		
Repaint walls and woodwork								✔			PGP	25/08/20	
Survey underside of hall floor								✔			PGP		
Repaint ceilings and beams									✔		PGP		
Sand & reseal hall floor									✔		ND		
Hall Equipment													
Replace microphone batteries		✔									ND		
Clean PA amplifier						✔					PGP		
Inspect/Service boiler						✔					ND	10/10/20	KDE Ltd
Service fire extinguishers						✔					SC	10/01/21	Jackson (Fire & Security) Ltd
Test emergency lights						✔					SC	10/01/21	Jackson (Fire & Security) Ltd
PAT tests						✔					SC	10/01/21	Jackson (Fire & Security) Ltd
Replace fluorescent tubes in hall							✔				ND	26/08/20	
Check & certify electrical circuits								✔			PGP		

(1) The responsible party can be either the trustee that carries out the activity personally or the one responsible for organising a contractor or work party to do the job.

(2) Date to be done only recorded for activities with a frequency of yearly or longer

(3) Inspections carried out by trustees on a monthly rota

Appendix A

Leisure Management Contract Outcomes and Key Performance Indicators.

The Authority's Outcomes Report identifies a number of targets that aim to support the following outcomes;

- Enhancing Central Bedfordshire

- Delivering Great Residents' Services

- Improving Education and Skills

- Protecting the vulnerable, promoting well being

- Creating stronger communities

- An efficient and responsive Council

and in addition, there are a range of Sport England Outcomes and Key Performance Indicators (KPI's) agreed for The Dunstable Centre following a successful application to Sport England's Strategic Facilities Fund;

- Supporting public health objectives to improve health outcomes in Dunstable, particularly the reduction of excess weight and obesity within the leisure centre catchment area (Physical Wellbeing)

- Supporting cross-departmental Council objectives to improve outcomes for young people and their families, particularly those requiring early intervention by Children's Services (Individual Development)

- Positively impact on the regeneration of Dunstable town centre (Economic Development)

- Increasing community engagement through the creation of a centralised hub for 'healthy lifestyles' (Social & Community Development)

- Have a positive impact on the self-esteem and mental wellbeing of leisure centre users (Mental Wellbeing)

- Sport England KPI 1 % of local people taking part in sport & physical activity at least twice per month

- Sport England KP1 2 A decrease in the percentage of local people physically inactive

- Sport England KPI 3 – Increase in the percentage of adults utilising outdoor space for exercise/health reasons

- Sport England KPI 4 – Increase in the % of children achieving physical literacy

- Sport England KPI 5 – Increase in the % of young people (11-18) with a positive attitude towards sport and being active

- Sport England KPI 6 – Increase in the number of people volunteering in sport at least twice in the last year

- Sport England KPI 7 – The demographics of volunteers in sport to become more representative of society as a whole

Participation Targets at the Dunstable Centre

	2019 - 20 **Year 1**	**2020 – 21** **Year 2**	**2021 – 22** **Year 3**	**2022 – 23** **Year 4**	**2023 – 24** **Year 5**
Participants (gym memberships)	1,813	2,368	2,743	2,994	3,216
Throughput (all Users)	676,301	739,540	784,308	815,190	842,276

The contractor shall also improve outcomes for specified groups. The Contractor is therefore required to encourage specific groups to use the facilities by promoting activity, in accordance with National Benchmarking Survey results.

- 11-19 years
- NS-SEC 6&7
- Inactive
- Concessions Card holders
- 65+ years
- Disabled both under and over 65 years
- Unemployed
- People on exercise referral
- Women and girls
- Mass market and Group participation
- Talented sports people
- Target BAME sport and activity participation

Outcomes Report

Objectives	Measures	CBC 5 Year Plan	Targets	Potential Initiatives	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Sporting Future Outcome - Physical Wellbeing																
KPI 1: Support Public Health objectives particularly those to reduce excess weight and obesity	(1.1) Healthy Options scheme award achieved by cafes (1=yes, 0=no)	**Protecting the Vulnerable; Improving Wellbeing**	**Achieve within 3 months of application**	**Pledge completed Participate in monitoring and evaluation of scheme impact**												
	(1.2) % of options within vending machines which are "healthy eating" options	**Protecting the Vulnerable; Improving Wellbeing**	**25%**	**Snacks with high sugar, salt, fat content are limited/removed from vending machine**												
	(1.3) Number of children (and their families) identified through NCMP (National Childhood Measurement Programme) as having excess weight encouraged to use the centre	**Protecting the Vulnerable; Improving Wellbeing**	**X number of families contacted to engage in activity**	**Work with SGO/Public Health including commissioned services to provide outreach activities, targeted programmes and offers.**												
	(1.4) Number of schools within catchment that have been contacted and incentivised to use the centre facilities to a) achieve national curriculum for swimming b) other curriculum or extra curriculum activity	**Improving Education and Skills**	**X local schools engaged to participate**	**Top up swimming programme to engage those not achieving NC standard. Support drowning prevention/water safety campaigns, encourage off-peak use of facilities by schools inc competitive development**												
	(1.5) Number of activities that link and promote the centre to national, Public Health and/or Sport England campaigns (This Girl Can, One You, 10 min shake ups, Change 4 Life etc)	**Creating Stronger Communities**	**X campaigns supported/ promoted**	**Actively support / link activities to national and local PH campaigns.**												
	(1.6) Number of participants from local school change 4 Life (C4L) clubs encouraged to use facilities	**Protecting the Vulnerable; Improving Wellbeing**	**X engagement activities completed**	**Engage schools/SGO's to target C4L participants in regular activity outside school.**												
	(1.7) % of customers referred to or joining the centre that have completed a) 12 weeks of regular activity and b) have improved at least 1 key health related measure or personal goal (ie reduction in waist circumference, weight, BMI, blood pressure, fitness target etc) during that period.	**Protecting the Vulnerable; Improving Wellbeing**	**X% that have attended 12wk course, X number demonstrated improvement in one or more personal goals/health indicator**	**Buddy system to support referral patients, incentives such as discounted membership to continue exercise at the centre(s), Work with Active Lifestyles team, Public Health and other agencies to deliver successful programmes.**												

Objectives	Measures	CBC 5 Year Plan	Targets	Potential Initiatives	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Sporting Future Outcome - Individual Development																
KPI 2: Support cross-departmental CBC objectives to improve other service objectives	(2.1) Number of apprentices employed (targeted service)	**Improving Education and Skills**	1 per centre	**Apprentice opportunities are made available for promotion as part of wider CBC programme**												
	(2.2) Number of qualifications obtained by apprentices	**Improving Education and Skills**	2 per centre	**Various options available including use of apprentice levy for existing workforce**												
	(2.3) Number of apprentices employed following completion of their apprenticeship	**Improving Education and Skills**	1 per centre	**Opportunities for apprentices considered as part of any workforce succession plan**												
	(2.4) Work experience placements and other opportunities to engage with Contractor as an employer are provided to local schools and colleges	**Improving Education and Skills**	3 per centre	**Bespoke opportunities are offered to Looked After Children where normal programme is not possible Consider providing a representative to become an enterprise Advisor to work with a catchment school**												
	(2.5) Is there a comprehensive CPD/training programme (1= Yes /0 = No)	**Improving Education and Skills**		**Consider corporate membership of CIMSPA to engage with their CPD scheme.**												
Sporting Future Outcome - Economic Development																
KPI 3: Have a positive impact on the town centre regeneration	(3.1) Ensure that all services tendered are advertised locally as well as nationally to allow local businesses and social enterprises the chance to compete for contracts.	**Enhancing Central Bedfordshire**		**Engage with CBC Economic Development team to promote local opportunities**												
	(3.2) Facilities that provide café/food achieve a Good or Very Good food hygiene rating.	**Great Resident Services**	**Min rating of 4 out of 5 achieved**	**Use tips and guides on Scores on the Doors website if required**												
	(3.3) % of staff employed who live within catchment	**Creating Stronger Communities**	50%	**Advertise via local social and local media outlets. Always use local Jobcentre plus when recruiting.**												

Objectives	Measures	CBC 5 Year Plan	Targets	Potential Initiatives	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
	(3.4) Number of activities/events provided that engage schools and colleges with careers advice and guidance	Enhancing Central Bedfordshire	2 per year	Contribute to local engagement opportunities and events organised by CBC. Take part in SEMLEP opportunities to link employers with schools. Invite schools/ college to visit the centre to better understand operational and employment opportunities												
	(3.5) % of staff employed who live within Central Bedfordshire	Creating Stronger Communities	65%	Advertise via local social and local media outlets. Always use local Jobcentre plus when recruiting												
	(3.6) Demonstrate impact of the centre(s) by strengthening engagement and outreach work with the business community	Enhancing Central Bedfordshire	Undertake preliminary work to establish interest and baseline data for engagement with local businesses	Undertake local business survey Outreach work to engage local workforce within catchment Incentivise business to use facilities												
	(3.7) Number of staff currently employed with a disability	Creating Stronger Communities	4 people employed with a declared disability. No. of people with disabilities applying for positions within the contract.	Work with the 'Aspire Instructability' programme or similar model to engage disabled people in the leisure industry. Engage local agencies that work with disabled people to encourage, understand and promote employment opportunities.												
Sporting Future Outcome - Social and Community Development																
KPI 4: Create a centralised hub for increased community activity and engagement	(4.1) Implement a package to support and incentivise volunteering at leisure centres and Grove Theatre	Enhancing Central Bedfordshire	1 per year per centre	Work with local voluntary agencies supported by CBC. Offer incentives, training and rewards to volunteers. Support and encourage volunteer coaches, administrators and helpers to be nominated for CBC Cheering volunteer awards. Identify local charities to support targeted activity with volunteers.												

Objectives	Measures	CBC 5 Year Plan	Targets	Potential Initiatives	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
	(4.2) Number of activities completed for Community Club Development	Creating Stronger Communities	1 per year per centre	Work with local agencies such as (but not limited to):- * Team Beds and Luton, * local club networks, * National governing bodies, * Community and voluntary associations * Resident & Tenant assoc, * National and local charities, * Children's Services, * Adult Social Care, * Music Service, * Creative industries * Schools and other educational establishments, * Other agencies To identify ways that the centres support, facilitate and engage more people to value the contribution facilities make to local communities. Community consultation events (Just Ask), Older people's festival etc.												
	(4.3) Number of activities completed relating to Coaching and Leadership	Improving Education and Skills	1 per year per centre													
	(4.4) Number of activities completed to Support Community Organisations	Creating Stronger Communities	1 per year per centre													
	(4.5) Number of outreach activities completed for target groups, under-represented communities and families considered to be 'at risk'	Creating Stronger Communities	1 per year per centre													
	(4.6) Number of joint advertising activities/promotions and discount opportunities undertaken with library services	Great Resident Services	1 per year per centre													
	(4.7) Space provided for a book-drop facility (1=yes, 0=no)	Great Resident Services														
	(4.8) Number of cultural and arts based events completed	Great Resident Services	3 per year per centre													

Sporting Future Outcome - Mental Wellbeing																		
KPI 5: Have a positive impact on self-esteem and mental well-being of users	(5.1) Number of NHS/Health or other agency engaged to provide targeted NHS/Wellbeing activity at the centres	Protecting the Vulnerable; Improving Wellbeing	2 per centre	Explore hosting non-clinical Public Health commissioned services, provide space for unit base for NHS screening and/or other wellbeing/health related advice														
	(5.2) Number of managers and key team members trained in MECC (making every contact count), Behaviour Change and motivational interviewing techniques	Protecting the Vulnerable; Improving Wellbeing	2 per centre	Liaise with relevant organisation to attend/organise training. Including Public Health, TB&L and other providers.														
	(5.3) Number of staff who have completed training on dealing with customers with mental health issues and learning difficulties (Mental health first Aid / awareness training)	Protecting the Vulnerable; Improving Wellbeing	TBC - depending on facility and appropriate level of staff	Identify suitable training provider and staff best placed to receive training. Liaise with local organisations such as MIND and ELFT (commissioned mental health service provider)														
	(5.4) Refresher training completed on dealing with customers with mental health issues and learning difficulties as part of all staff annual training plan. (1=yes, 0=no)	Protecting the Vulnerable; Improving Wellbeing																
	(5.5) Number of activities/special programming to encourage people with specific disabilities to use universal sessions (ie dementia friendly, autistic friendly, disabled activities)	Protecting the Vulnerable; Improving Wellbeing	2 per centre	Link with services engaged with groups to identify times/activities/ requirements that can also assist in promotion/ delivery.														
	(5.6) Do you offer free swimming for all persons participating in the "Shared Lives Family Carers" initiative supported by CBC? (1=Yes / 0=No)	Protecting the Vulnerable; Improving Wellbeing		Work with the CBC scheme manager to identify opportunities to engage those participating in the scheme.														
	(5.7) Is a discount offered for officially designated carers on all sport and leisure activities? (1=Yes / 0=No)	Protecting the Vulnerable; Improving Wellbeing		Promote offer through local carers networks, potential to link with Carers in Bedfordshire discount card scheme.														
	(5.8) Do you have a member of staff who is the dedicated key point of contact for liaising with the Council in relation to providing for the requirements of special needs groups? (1=Yes / 0=No)	Protecting the Vulnerable; Improving Wellbeing		Link with SNAP (Special Needs Action Panel), Children's Services, Adult Social Care, other local agencies working with vulnerable groups.														

	(5.9) Provide free swimming for Looked after Children (LAC) and Care Leavers supported by CBC? (1=Yes / 0=No)	**Protecting the Vulnerable; Improving Wellbeing**		**Link to corporate parenting programme to support children and young people in care**															
	(5.10) Provide free access to the fitness gym for LAC and Care Leavers supported by CBC (1=Yes / 0=No)	**Protecting the Vulnerable; Improving Wellbeing**																	
	(5.11) Number of young people who are self reporting a positive influence on self esteem and wellbeing as a result of participation in arts and cultural programmes	**Protecting the Vulnerable; Improving Wellbeing**																	
Sport England Towards an active nation Strategy 2016-2021																			
KPI 6: Tackling inactivity (More People taking part in Physical Activity)	**(6.1) Total centre usage**	**Great Resident Services**	**Increase compared to previous reporting period**																
	(6.2) Centre usage compared to last year (% increase / decrease)	**Great Resident Services**																	
	(6.3) Number of activities promoted that are aimed at the top 20% most deprived wards in Central Bedfordshire and those in vulnerable groups	**Protecting the Vulnerable; Improving Wellbeing**	**Establish baseline data. Increase to previous reporting period**	**Targeted promotional campaign to those living in targeted areas. Identify other services and agencies such as town/parish councils, housing /residents associations that may offer support.**																
	(6.4)Total usage from residents of top 20% most deprived wards	**Protecting the Vulnerable; Improving Wellbeing**	**Establish baseline data. Increase to previous reporting period**																	
	(6.5) % increase / decrease of usage by residents in top 20% most deprived wards compared to previous year	**Protecting the Vulnerable; Improving Wellbeing**	**Establish baseline data. Increase to previous reporting period**																	
	(6.6) % of participants engaged in exercise referral activity	**Protecting the Vulnerable; Improving Wellbeing**	**Establish baseline data. Increase to previous reporting period**	**Those engaged in referral activities are supported and incentivised to attend.**																
	(6.7) Change in self-reported activity levels – aim increase the numbers of those self-reporting active status following programmes. (bespoke service)	**Great Resident Services**	**Establish system to obtain baseline data. Then seek increase.**	**Self efficacy questionnaires or similar used to support and assess self reported change as a result of participation in exercise.**																

	(6.8) Number of family sessions completed during school holiday periods at a discounted family price	Great Resident Services	1 per week per centre (=8 per yr)	Open days organised to promote activities, contribute to outside school care activities promoted by the Families Information Service. Support family events such as National Play Day												
	(6.9) Family Open Day completed? (1=Yes / 0= No)	Great Resident Services	1 per year per centre													
Sport England Towards an Active Nation Strategy 2016-2021																
KPI7: Increase in the % of adults utilising outdoor space for exercise/health reasons	(7.1) Number of outdoor sessions organised per week	Great Resident Services	2 per week + seasonal activity	Walking for health, Run together activities and/or outdoor classes organised as part of centre programmes												
	(7.2) Deliver family Xplorer activity utilising centres as a base from which to access local outdoor space	Great Resident Services	Weekly sessions organised during Easter, Summer and two other school holiday periods	Contribute to wider delivery programme promoted by the authority.												
Dunstable Centre only																
Sport England KPI D1 % of local people taking part in sport & physical activity at least twice per month	(D1.1) Number of individual participants identified as active twice per month from total catchment population	Great Resident Services	Establish baseline data to compare results to Active Lives report. YoY improvement compared to previous period.	Identify and report on individual participants regularly twice or more per month. Obtain information from annual survey												
Sport England KP1 D2 A decrease in the percentage of local people physically inactive	(D2.1) Number of individual participants from catchment using the centre that are new to sport and physical activity (previously doing less than 30 minutes of physical activity a week).	Great Resident Services		Identify individuals as previously inactive as part of initial registration for membership /course bookings etc.												
Sport England KPI D3 – Increase in the percentage of adults utilising outdoor space for exercise/health reasons	(D3.1) Number of outdoor sessions organised per week (Linked to KPI 7.1)	Great Resident Services	2 per week + seasonal activity	Walking for health, Run together activities and/or outdoor classes organised as part of centre programmes												
	(D3.2) Deliver family Xplorer activity utilising centres as a base from which to access local outdoor space - (Linked to KPI 7.2)	Great Resident Services	Weekly sessions organised during Easter, Summer and two other school holiday periods	Contribute to wider delivery programme promoted by the authority.												

Sport England KPI D4 – Increase in the % of children achieving physical literacy	(D4.1) Number of centre activities and engagement opportunities undertaken with settings in catchment to support Primary School Physical Literacy Framework (Linked to KPI 1.3, 1.4, 1.6, 4.4, 4.5, 4.6, 6.3, 6.4, 6.5, 6.8, 6.9)	Protecting the Vulnerable; Improving Wellbeing	2 activities per term	Programming and engagement to support primary schools and early years settings to develop the physical literacy of local pupils													
Sport England KPI D5 – Increase in the % of young people (11-18) with a positive attitude towards sport and being active	(D5.1) Number of C&YP self reporting engagement in sport and physical activity as a positive influence on self esteem. (Link to KPI's 1.3, 1.4, 1.6, 4.5, 5.9, 5.10, 6.8, 6.9, 7.2)	Protecting the Vulnerable; Improving Wellbeing	Establish baseline data and achieve improvement in reported results	Initiatives planned in conjunction with the library and at the Grove. Self efficacy questionnaires or similar to support and assess self reported change in self esteem as a result of sport/ exercise.													
Sport England KPI D6 – Increase in the number of people volunteering in sport at least twice in the last year	(D6.1) Implement a package to support and incentivise volunteering (Linked to KPI 4.1)	Creating Stronger Communities	1 per centre per year	Work with local voluntary agencies supported by CBC. Offer incentives, training and rewards to volunteers. Support and encourage volunteer coaches, administrators and helpers to be nominated for CBC Cheering volunteer awards. Identify local charities to support targeted activity with volunteers. Identify groups/clubs using the centre and obtain data on regular and event volunteers. Work with TB&L, NGB's, schools/SGO's and other third sector agencies to identify ways to increase volunteering.													
Sport England KPI D7 – The demographics of volunteers in sport to become more representative of society as a whole	(D7.1) Obtain data on regular and event volunteers supporting groups, clubs and individuals using the centre (Linked to KPI 4.1)	Creating Stronger Communities	Establish baseline data to establish if volunteers engaged reflects population data (gender, age, ethnicity)														
KPI D8 Participants (Gym Membership)	Total number of current individual members	Great Resident Services	Participants (Gym members) Year 1 - 1,813 Year 2 - 2,368 Year 3 - 2,743 Year 4 - 2,994 Year 5 - 3,216														

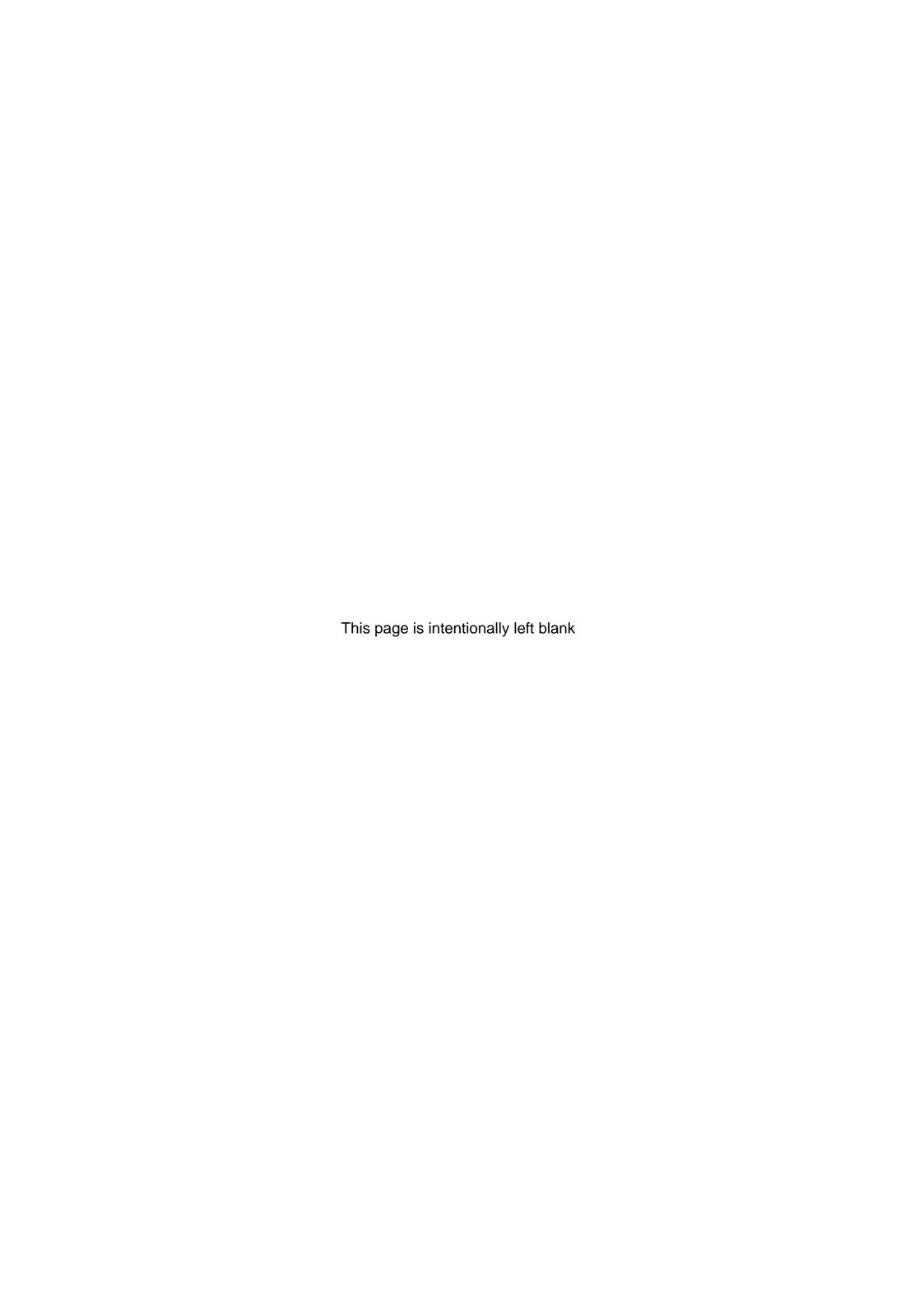| KPI D9 Throughput	Total throughput at the centre (Linked to KPI 6.1, 6.2)	Great Resident Services	Throughput Year 1 - 676,301 Year 2 - 739,540 Year 3 - 784,308 Year 4 - 815,190 Year 5 - 842,276																	
The Grove Theatre																				
Theatre Occupancy	Average of total ticket sales including all theatre performances and cinema screenings.	Great Resident Services	Throughput																	
			Year 1 - 10% increase compared to 16/17																	
			Year 2 - 5 To be agreed following end of year 1.																	
Children and Young People Theatre	Average annual occupancy of all youth theatre academy and dance. (Mini Academy, Grove Academy, Youth Theatre & The Grove production project)	Improving Education and Skills	Year 1 - 20% increase compared to 16/17																	
			Year 2 - 20% increase compared to 17/18																	
			Year 3 - 10% increase compared to 18/19																	
Arts Mark for Schools	Number of Schools supported during their Arts Mark Journey	Improving Education and Skills	Year 1 - 3 Schools																	
			Year 2 - 5 Schools																	
			Year 3-5 - To be agreed																	
Cultural Education Partnership	New arts & cultural opportunities for children and young people developed as a result	Improving Education and Skills	Year 1 - 3 Schools																	
			Year 2 - 5 Schools																	
			Year 3-5 - To be agreed																	
NPO Status	Developing and plan for submission to the Arts Council England	Great Resident Services	Submit application within 5 years																	

Key Performance Indicators

Key Performance Indicator assessment to be completed by the Contractor and included as an appendix to the Quarterly Performance Monitoring Report providing utilisation, services, facility and financial performance data to be used for information only and as a performance monitoring tool to support the process of continuous improvement. Please amend to match the key KPI's.

Key Performance Indicator	Score Banding (G = Green; A = Amber; R = Red)	Current Status					Look Ahead (Action Plan)
		Quarterly Score (colour coded)	Comparison to Previous Year's Quarter	Year to Date (colour coded)	Comparison to previous Year to Date	Narrative comments	
Availability & Monthly Performance							
Percentage of facilities available at defined opening times	G = >95% A = 90-95% R = <90%	X%	X%	X%	X%		
Number of performance failures in [each/key] category:	Not colour coded, for information and to inform future action plans.						
- Pricing		X	X	X	X		
- Opening Hours		X	X	X	X		
- Activity Programming		X	X	X	X		
- Health & Safety		X	X	X	X		
- Equipment		X	X	X	X		
- Access							
- Legislation & Policy		X	X	X	X		
- Water		X	X	X	X		
- Drainage		X	X	X	X		
- Ventilation		X	X	X	X		
- Heating		X	X	X	X		
- Lighting		X	X	X	X		
- Pool Water Quality		X	X	X	X		
- CCTV & Security		X	X	X	X		
- Staffing		X	X	X	X		
- Cleaning		X	X	X	X		
- Environmental & Energy Management		X	X	X	X		
- Customer Service		X	X	X	X		
- Catering & Vending		X	X	X	X		
- IT Systems		X	X	X	X		
- Maintenance		X	X	X	X		
- [Grounds Maintenance]		X	X	X	X		
- [Event Management]		X	X	X	X		
- Reporting		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
		X	X	X	X		
Percentage of performance failures identified from each source: - Self-monitoring - Client monitoring - External audits	Not colour coded, for information and to inform future system changes	X% X% X% X%	X% X% X% X%	X% X% X% X%	X% X% X% X%		

Key Performance Indicator	Score Banding (G = Green; A = Amber; R = Red)	Current Status				Narrative comments	Look Ahead (Action Plan)
		Quarterly Score (colour coded)	Comparison to Previous Year's Quarter	Year to Date (colour coded)	Comparison to previous Year to Date		
- Users							
Percentage of performance events rectified in time	G = >95% A = 90-95% R = <90%	X%	X%	X%	X%		
Percentage of performance events requiring an extension	G = <10% A = 10-20% R = >20%	X%	X%	X%	X%		
Percentage of performance events completely resolved within 30 Contract Days	G = >95% A = 90-95% R = <90%	X%	X%	X%	X%		
Number of Performance Adjustment Points issued and resulting in Quarterly Performance Adjustments (£ total and percentage of Quarterly Payment)	G = <5% A = 5-10% R = >10%	£X X%	£X X%	£X X%	£X X%		
Customer Service							
Number of comments/ complaints dealt with within the required time	G = 100% A = 95-100% R = <95%	X%	X%	X%	X%		
Percentage of Users satisfied with the Service	G = 100% A = 95-100% R = <95%	X%	X%	X%	X%		
Maintenance of Buildings, Plant and Equipment							
Delivery of Schedule of Programmed Maintenance and approval by Authority of proposed changes (% of Programme delivered on time or change approved)	Number of Programme activities completed. £ spent on planned activities, compared to budget. RAG only against number of tasks: G = 100% A = 95-100% R = <95%	X £X,000 X%	X £X,000 X%	X £X,000 X%	X £X,000 X%		
Activity Programming							
Number of events, sessions and programmed activities	G = >95% compared to target A = 90-95% compared to target R = <90% compared to target	X X%	X X%	X X%	X X%		
Health & Safety							
RIDDOR reportable events	Not colour coded, number of reportable events	X	x	x	x		
Utilisation these need to correspond to Participation and Sport England requirements							

Throughputs:
  - Total visits to Facility
 	
  - Young People (11 - 19)
 	
  - 65+ Years old
	G = >95% compared to target
	A = 90-95% compared to target
	R = <90% compared to target
		Total
		X,00,000
		X%
		
		Young People (11-19)
		X,00,000
		X%
		
		65+ Years old
			Total
			X,00,000
			X%
			
			Young People (11 - 19)
			X,00,000
			X%
			
			65+ Years old
				Total
				X,00,000
				X%
				
				Young People (11- 19)
				X,00,000
				X%
				
				65+ Years old
					Total
					X,00,000
					X%
					
					Young People (11 - 19)
					X,00,000
					X%
					
					65+ Years old		

Key Performance Indicator	Score Banding (G = Green; A = Amber; R = Red)	Current Status				Narrative comments	Look Ahead (Action Plan)
		Quarterly Score (colour coded)	Comparison to Previous Year's Quarter	Year to Date (colour coded)	Comparison to previous Year to Date		
- - - BAME groups - - Disabled persons - - Fitness Members - Swimming lesson attendances - Club use - [Per Facility area]		X,00,000 X% BAME groups X,00,000 X% Disabled persons X,00,000 X% Fitness Members X,000 X% Swimming lesson attendances X,000 X% Club use X,000 X% [Per area] [X,000] [X%]	X,00,000 X% BAME groups X,00,000 X% Disabled persons X,00,000 X% Fitness Members X,000 X% Swimming lesson attendances X,000 X% Club use X,000 X% [Per area] [X,000] [X%]	X,00,000 X% BAME groups X,00,000 X% Disabled persons X,00,000 X% Fitness Members X,000 X% Swimming lesson attendances X,000 X% Club use X,000 X% [Per area] [X,000] [X%]	X,00,000 X% BAME groups X,00,000 X% Disabled persons X,00,000 X% Fitness Members X,000 X% Swimming lesson attendances X,000 X% Club use X,000 X% [Per area] [X,000] [X%]		
Number of individuals using the Facilities who are undergoing clinical rehabilitation/ identified as overweight/ obese individuals	Reporting against business plan targets – actual measure and % G = >95% compared to target A = 90-95% compared to target R = <90% compared to target	X X%	X X%	X X%	X X%		
Number of educational/ development sessions hosted	Reporting against business plan targets – actual measure and % G = >95% compared to target A = 90-95% compared to target R = <90% compared to target	X sessions X%	X sessions X%	X sessions X%	X sessions X%		
Number of coaching courses/ camps delivered	Reporting against business plan targets – actual measure and % G = >95% compared to target A = 90-95% compared to target R = <90% compared to target	X courses/ camps X%	X courses/ camps X%	X courses/ camps X%	X courses/ camps X%		
Environmental							
Utility usage & trends	Financial trends analysis – year on year / quarter on quarter comparisons G = within 5% of budget A = within 5-10% of budget R = more than 10% off budget	X consumption units £X X%	X consumption units £X X%	X consumption units £X X%	X consumption units £X X%		
Financial							
Reporting of budgets versus actual performance – income per Facility	Financial trends analysis – year on year / quarter on quarter comparisons G = within 5% of budget	Income £ Income X% vs target Facility A	Income £ Income X% vs target Facility A	Income £ Income X% vs target Facility A	Income £ Income X% vs target Facility A		

Key Performance Indicator	Score Banding (G = Green; A = Amber; R = Red)	Current Status					Look Ahead (Action Plan)
		Quarterly Score (colour coded)	Comparison to Previous Year's Quarter	Year to Date (colour coded)	Comparison to previous Year to Date	Narrative comments	
	A = within 5-10% of budget R = more than 10% off budget (supported by more detailed comparison)	£X,000,000 X% [Facility B £X,000,000 X%]	£X,000,000 X% [Facility B £X,000,000 X%]	£X,000,000 X% [Facility B £X,000,000 X%]	£X,000,000 X% [Facility B £X,000,000 X%]		
Reporting of budgets versus actual performance – expenditure per Facility	Financial trends analysis – year on year / quarter on quarter comparisons G = within 5% of budget A = within 5-10% of budget R = more than 10% off budget (supported by more detailed comparison)	Expenditure £ Expenditure X% vs target Facility A £X,000,000 X% [Facility B £X,000,000 X%]	Expenditure £ Expenditure X% vs target Facility A £X,000,000 X% [Facility B £X,000,000 X%]	Expenditure £ Expenditure X% vs target Facility A £X,000,000 X% [Facility B £X,000,000 X%]	Expenditure £ Expenditure X% vs target Facility A £X,000,000 X% [Facility B £X,000,000 X%]		
Subsidy per user (broken down per Facility)	G = within 5% of budget A = within 5-10% of budget R = more than 10% off budget	£X	£X	£X	£X		

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CLEANING CONTRACT 2018

Key Performance Indicators (KPI's) applicable to our Specification			
What performance will be measured	Who By?	Frequency of Measurement	Expected Outcomes / Targets
Customer Satisfaction	Client	Monthly	95%
Client Satisfaction	Client	Monthly	95%
Compliance with contract service standards	Contractor	Monthly	100%
Service delivered as timescales set out the specification	Contractor	Monthly	98%
Attendance to emergency calls out within 1 hour	Contractor	monthly	95%
Regular review and monitoring of health and safety procedures and standards	Contractor	Monthly	95%
Invoices and monthly reports submitted as contract	Client	Monthly	95%
Staff wearing uniform and visible ID at all times	Client	Random checks	95%

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