



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 1<sup>st</sup> 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 2<sup>nd</sup> 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

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 building 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 Pottton 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 Pottton ( 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, Pottton.

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 950m<sup>2</sup> 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<sub>2</sub> 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 facilities, a proposed new community orchard and directly facing a picturesque brook and wood. The proposed 950m<sup>2</sup> 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, concurrent adjacencies, 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.

<b>Project Timetable</b>	<b>Target Date</b>
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 through 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**

<b>INCOME</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Lettings			
Room hire	74,760	101,865	122,753
<b>TOTAL INCOME</b>	<b>74,760</b>	<b>101,865</b>	<b>122,753</b>
<b>EXPENDITURE</b>			
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
<b>Total Expenditure excluding finance costs</b>	<b>-75,808</b>	<b>-82,567</b>	<b>-84,894</b>
<b>Profit / loss before finance cost</b>	<b>-1,048</b>	<b>19,298</b>	<b>37,860</b>

**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

(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.

## **List of appendices**

1. Constitution of the Potton Hall for All charity adopted July 2014
2. Charity registration certificate of Potton Hall for All – 2<sup>nd</sup> Oct 2014
3. Evidence of fit with Community Needs and Town Council plans including Potton Town Council Letter of Support dated 1<sup>st</sup> 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