

## PART 2

### **BUSINESS PLAN – APPENDICES**

- Appendix 1a**    - Proposed Langley Community Centre Artist Impressions
- Appendix 1b**    - Proposed Langley Community Centre Location Plan
- Appendix 1c**    - Proposed Langley Community Centre Floor Plan
- Appendix 1d**    - Proposed Langley Community Centre Elevation Plan
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- Appendix 16**    - Projected Future Hires

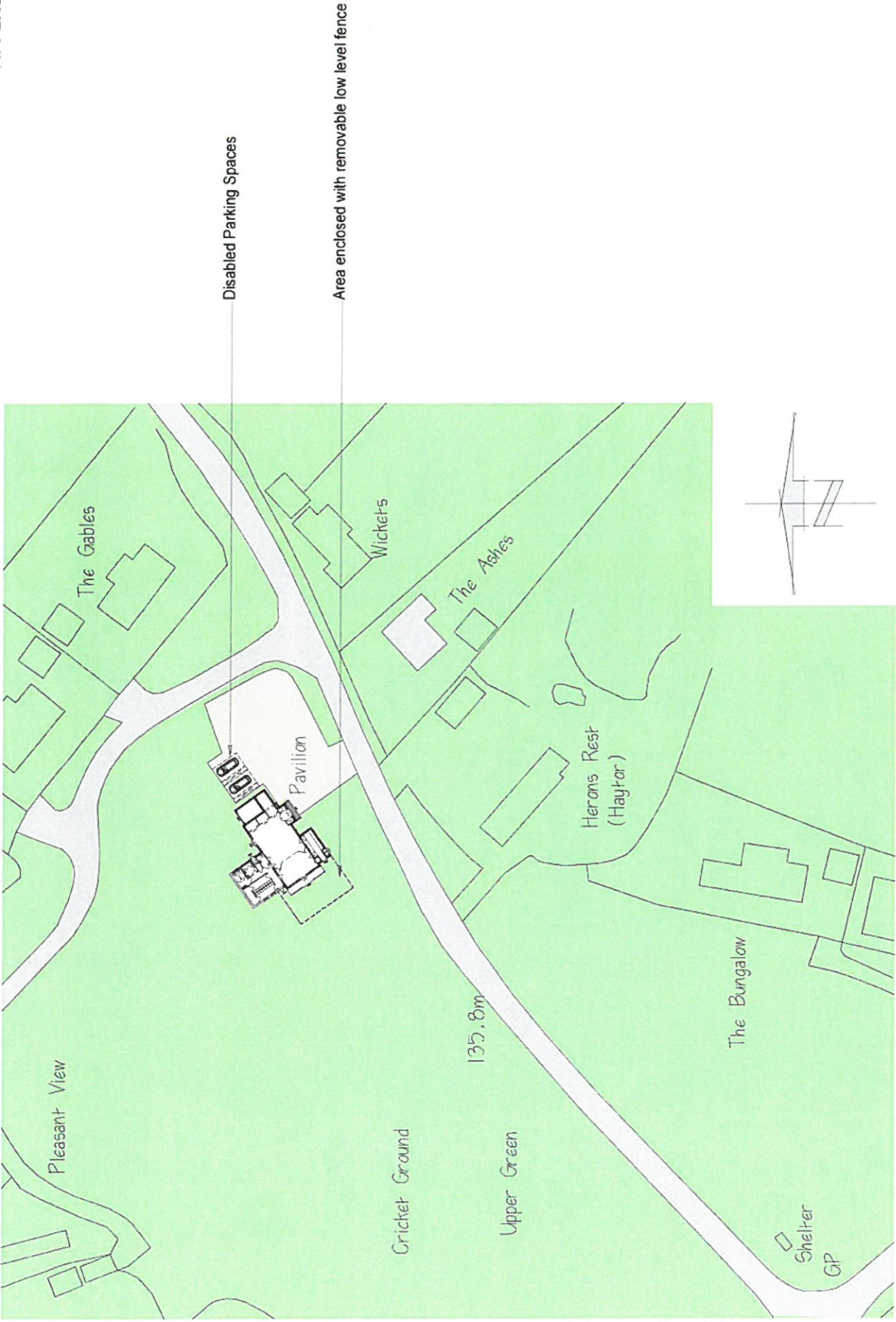


APPENDIX 1 A

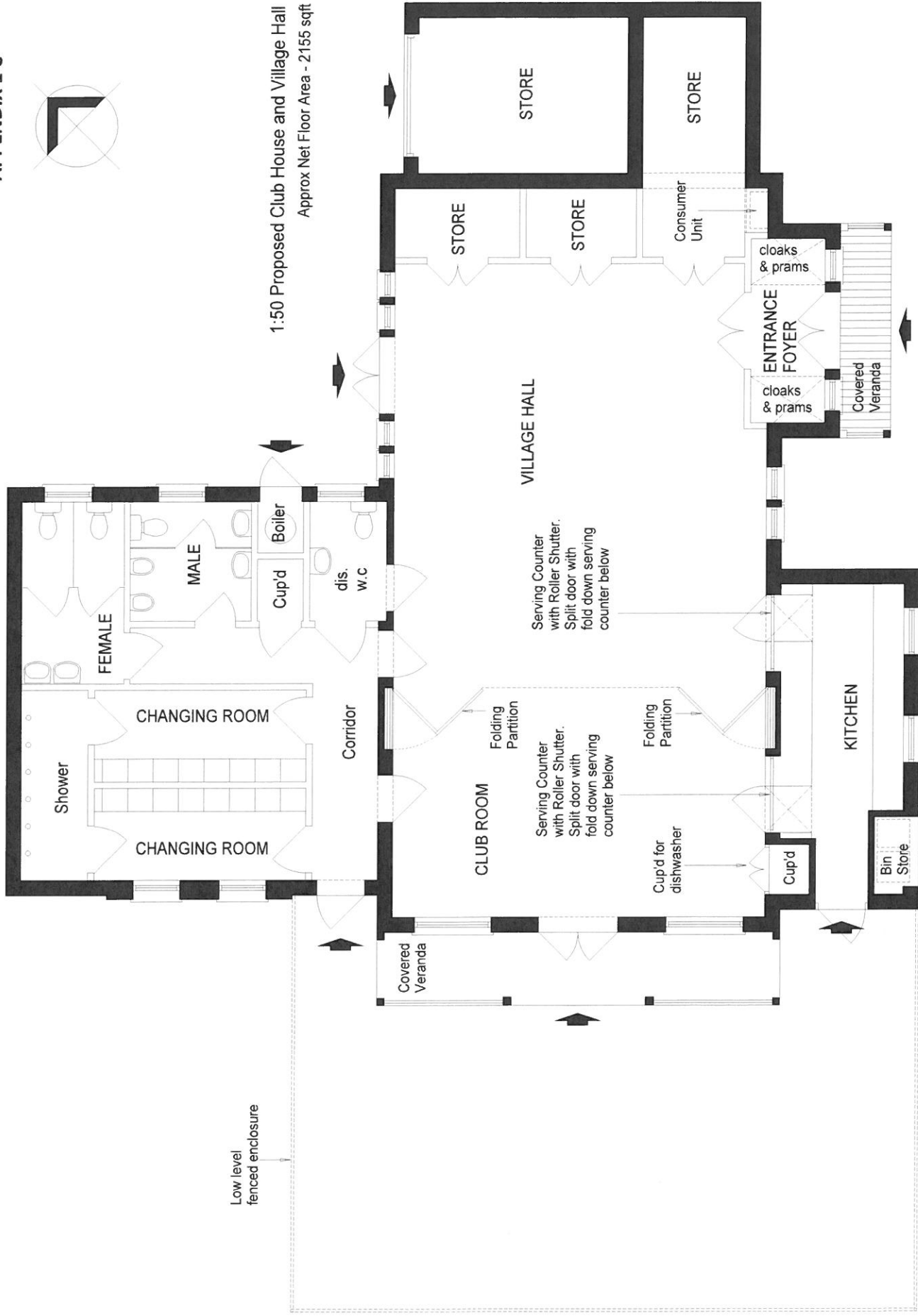




APPENDIX 1 B



Proposed Club House and Village Hall - Site Plan

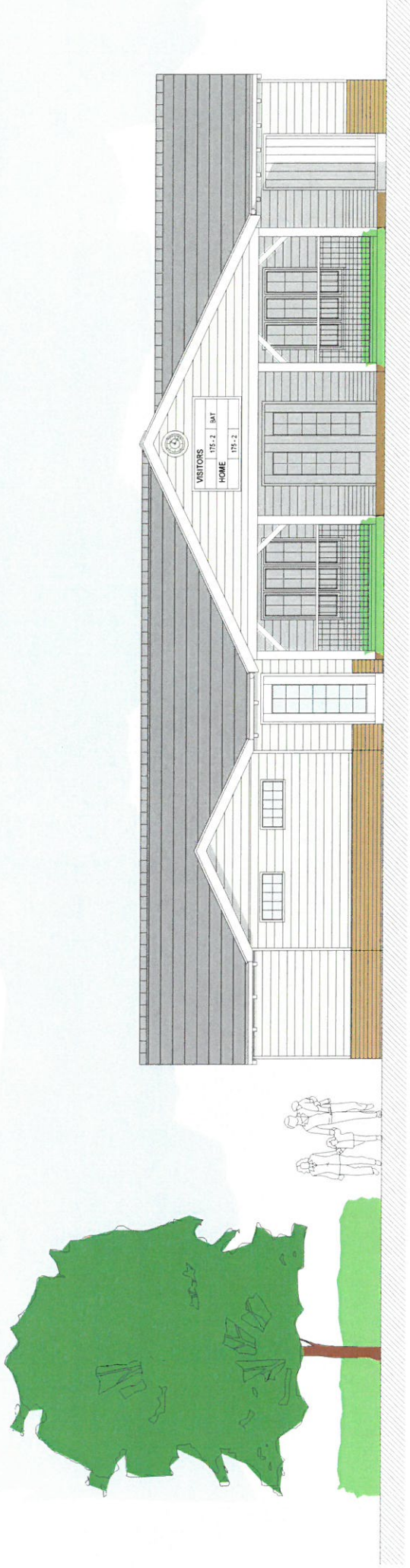


Low level fenced enclosure

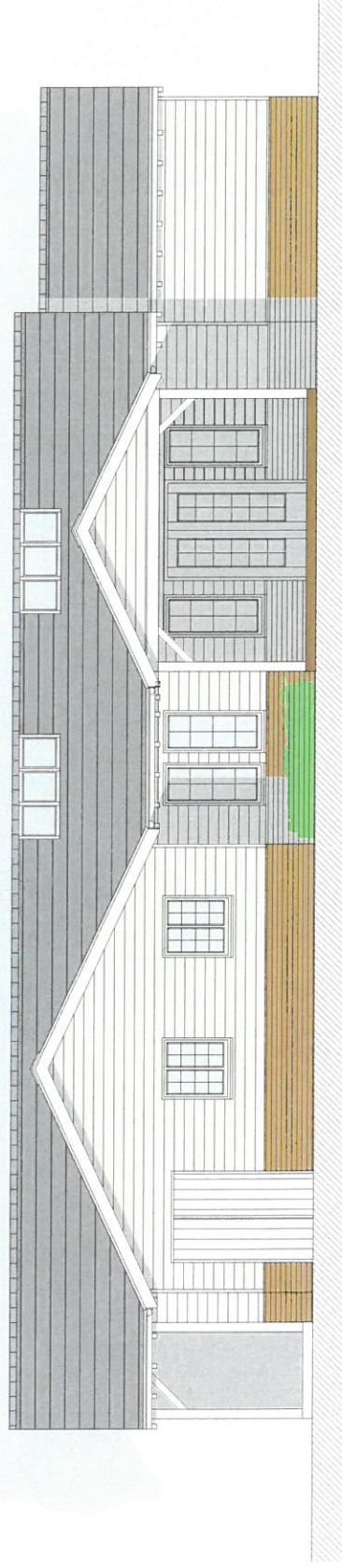
1:50 Proposed Club House and Village Hall  
Approx Net Floor Area - 2155 sqft

Proposed Club House and Village Hall - Langley Upper Green





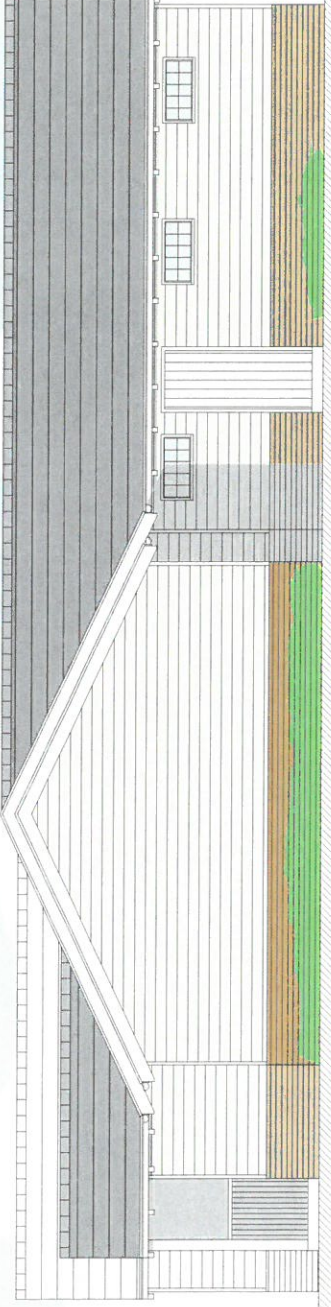
Proposed Club House and Village Hall Elevation



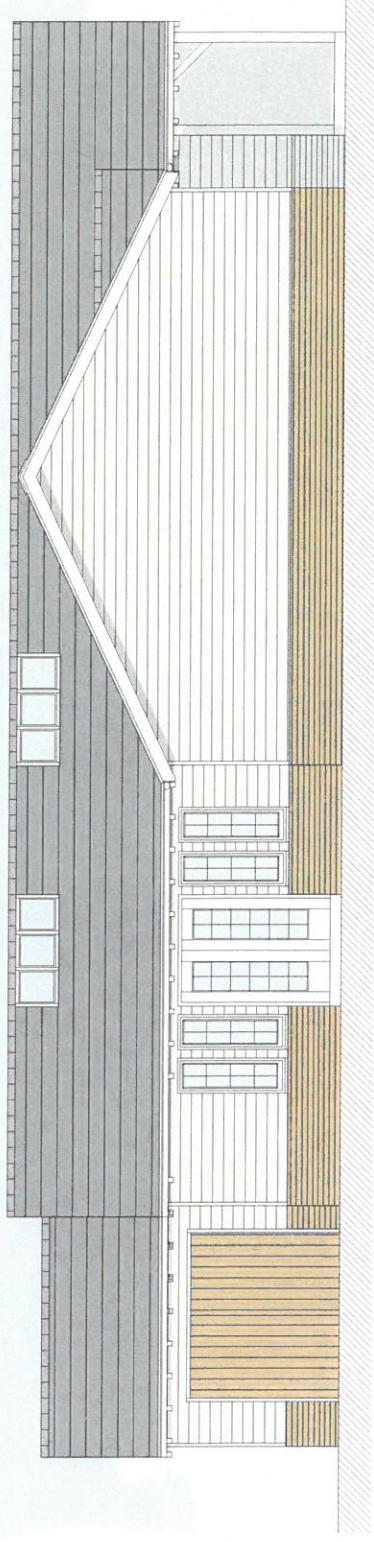
Proposed Club House and Village Hall Elevation

# Proposed Club House and Village Hall - Langley Upper Green





Proposed Club House and Village Hall Elevation

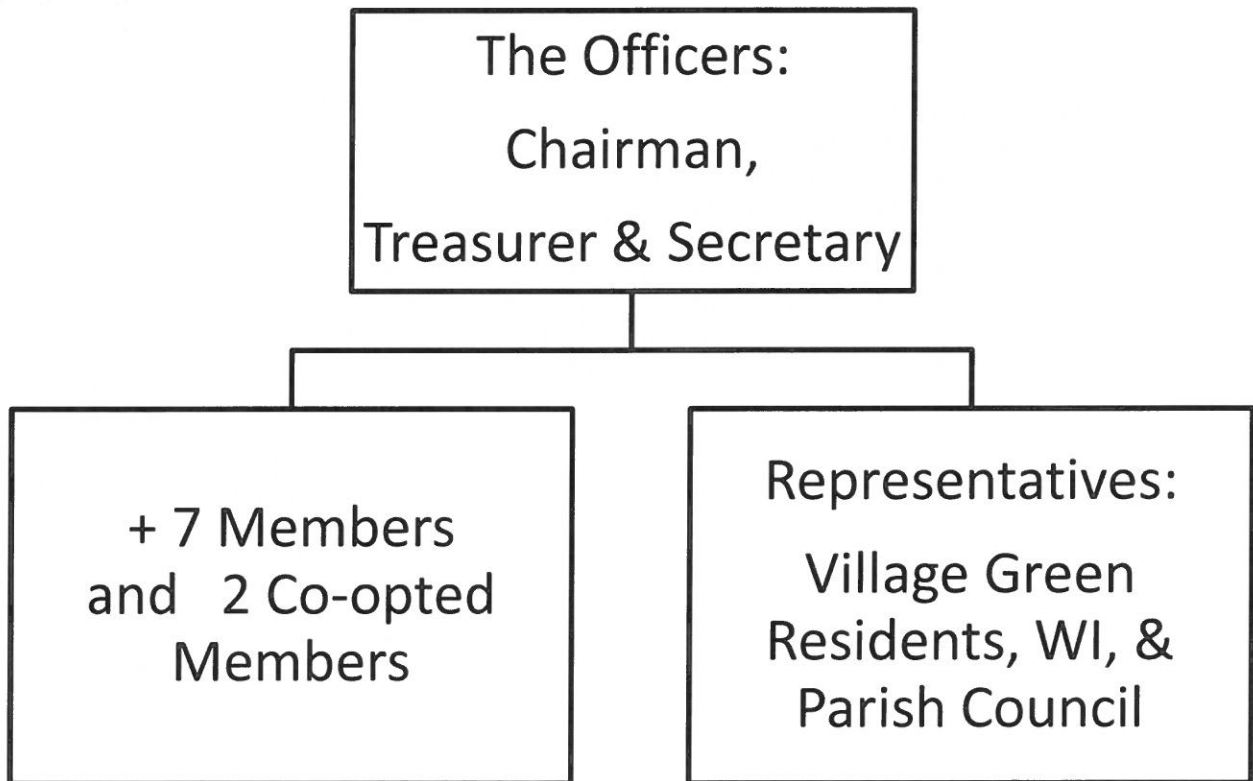


Proposed Club House and Village Hall Elevation

# Proposed Club House and Village Hall - Langley Upper Green



Langley Community Centre Management Committee



Analysis of Current Lettings and Usage

User	Activity	Frequency	Total for 2014	Total for 2015
Women's Institute	Meeting	monthly	12	12
Women's Institute	Craft Day	monthly	12	12
Women's Institute	Hospitality Day	Twice p.a.	2	2
Parish Council	meeting	monthly	10	10
National Garden Scheme	Open Garden Days	Summertime	12	9
National Garden Scheme	Meetings/Preparation	As needed		4
Wine appreciation classes	Wine Classes	As needed	6	16
Fete Committee	Meetings	As needed	5	8
Fete Committee	Village Fete	August B/H weekend	1	1
Langley Community Centre Committee	Meetings	As needed	5	10
Langley Community Centre Committee	Village & Fundraising Events	As needed		7
Langley Community Centre Committee	Mulled Wine Evening	Annually	1	1
Parochial Church Council	Services & suppers	As needed	6	11
Uttlesford District Council	Polling Station	As needed	1	1
Private Hire	Events & Parties	Adhoc	6	9
<b>TOTALS</b>			<b>83</b>	<b>113</b>

Some committee meetings do not incur a hire fee, for example the meetings and events organised by the management committee. Such non-chargeable usage is mainly concerned with the management of the Centre itself or activities which are fundraising for the Centre's expenses.



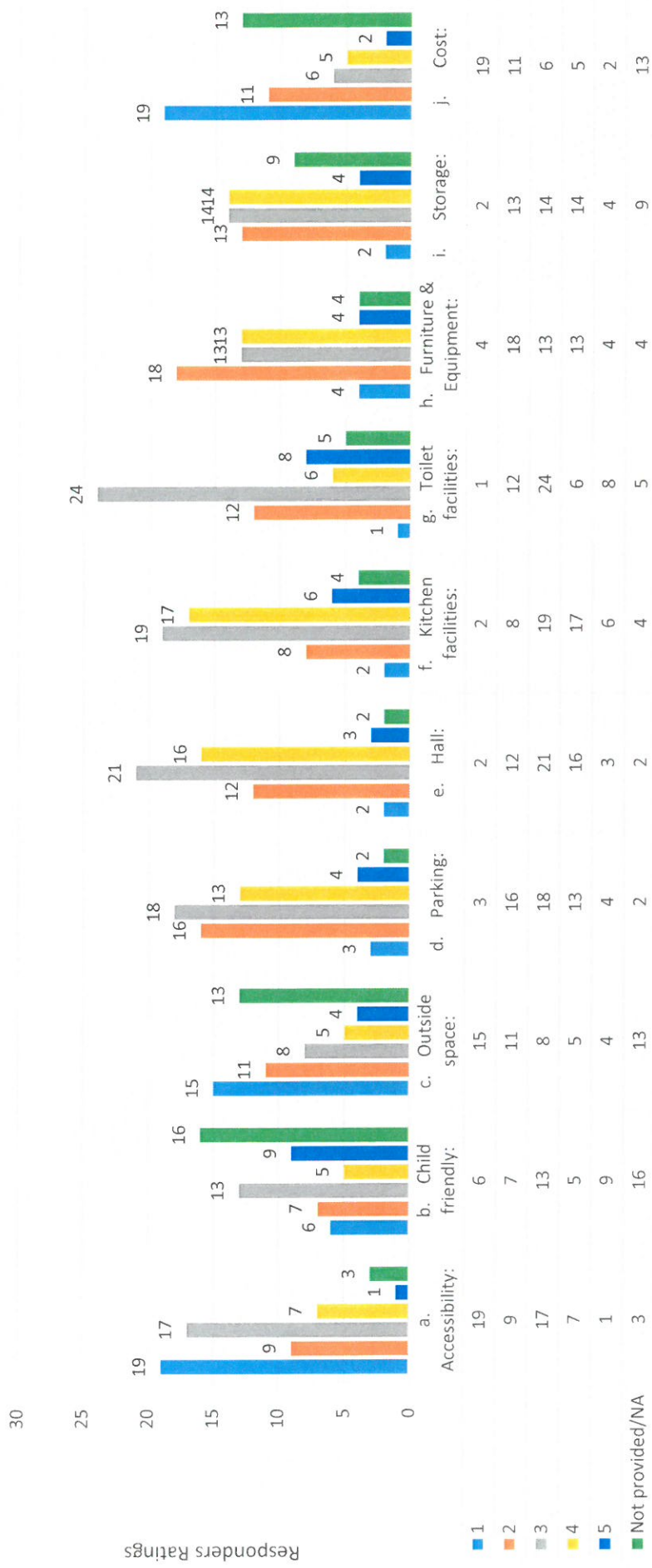
User Survey 2016: Question to find out where users lived.**1. Are you a resident of Langley? If NO, which village/town do you live in?**

	<u>Responses</u>	<u>Neighbouring</u>
Yes	11	
No	45	
	<b>56</b>	
Clavering	20	20
Ickleton	1	
Newport	5	
Manuden	1	
Meesden	1	1
Wicken Bonhunt	1	1
Wendens Ambo	1	
Duddenhoe End	2	2
Arkesden	1	1
Nuthampstead	1	
Saffron Walden	3	
Stansted	1	
Bishops Stortford	4	
Epping	1	
Benfleet	1	
Not provided	1	
	<b>45</b>	<b>25</b>

**User Survey 2016 - Ratings: 1 for very important and 5 for not important**

Users were asked to rate the Community Centre's facilities. The highest scores were given in respect of accessibility, cost and the outside space of the Green. The lowest scores were given for child-friendliness, toilet and kitchen facilities. The Hall itself did not score well. A large proportion of users did not complete a rating for child-friendliness, cost and the outside space, and this reflects the nature of the group event they were attending and the age profile of the respondents.

**Ratings given for the Centre's Facilities**





**User Survey 2016: Factors that would stop users choosing to hire Langley Community Centre**

Whilst a number of responders did not provide a response, the main reasons that were provided were, toilet and kitchen facilities, parking, the small size of the Hall. This was also borne out by other responses.

<b>Some questionnaires asked directly if any of the following reasons would stop them choosing to hire Langley (this was condensed in a later questionnaire as it duplicated other questions)</b>	
	<b>Responses</b>
a. Accessibility:	0
b. Child friendly:	2
c. Parking	3
d. Cost	0
e. Hall:	4
f. Kitchen facilities:	6
g. Toilet facilities:	7
h. Furniture & Equipment:	0
i. Storage:	0
no reason to not use	4
not provided	7
<b>Other:</b>	
Location not near home	2
children cannot be restricted playing outside	1
quite dated and own village facilities better	1
not big enough for events	4

User Survey 2016 – Other Village Halls that users hire:

If you chose to hire another local community centre or hall recently for an event, please let us know which venue you chose and why?		
Where	Reason	Responses
Wicken Bonhunt church	wedding reception-high quality, beautiful, atmospheric building with advantage of no travelling between service & reception	1
Wicken Bonhunt church	live in village	1
None provided	live outside Langley	17
Not provided		15
Clavering village hall	needed capacity to seat 120	1
Clavering village hall	live in clavering	5
Clavering village hall	more inner space & bigger car park	2
Clavering village hall	nearby/larger/warmer	1
Clavering Christian centre	live in clavering	1
Clavering Christian centre	bigger hall/separate space to lay out food for children's party/slightly better kitchen/although dark, cold & shabby but closest to Langley that fits brief for kids party of 30-40	1
Clavering Christian centre	well maintained/kitchen is fresh	1
Great Chesterford	new/modern/can be made pretty/outside space for kids which is fenced in	1
Manuden	larger/more convenient location/great facilities	1
Anstey	live near	1
Anstey	lives near /stage/kitchen facilities	1
Ickleton	live near	1
Duddenhoe End	bigger venues	2
Duddenhoe End	bigger venue/kitchen/nicer and kids outside area	1
Duddenhoe End	nearby	1
Duddenhoe End	nearby/bigger/better facilities	1
Anstey	bigger venues	1
Ugley village hall	needed bigger space/stage for 40+ kids and a bigger/better equipped kitchen that could cater for hot food	1
Arkesden	bigger/nicer/better kitchen for kids parties	1

The responses indicate that users choose venues due to proximity, size of hall and kitchen as well as attractiveness/modern and suitability for children's events such as parties.



**User Survey 2016: Users' comments on how to improve facilities:**

<b>Users were asked to provide any comments that would help us to improve the current facilities:</b>	
1	It would be better at ground level and the toilets not opening directly off the hall. It would be better to remove the benches from around the room and make all seating moveable
2	Enlarge the hall, bigger kitchen
3	Bigger kitchen & toilets
4	A new building
5	Complete refit
6	By keeping in the centre of village and re-building
7	Slightly larger kitchen and disabled toilets
8	A new larger centre incorporating a sports pavilion would make sense and in the centre of the village is the only place to have it
9	Better insulation, slightly larger hall, better toilet facilities
10	Update, refresh, coat of paint
11	Bigger car park needed and toilet facilities need doing up
12	Enlarged hall
13	Better parking, bigger kitchen, outside area fenced off
14	Kitchen and toilet facilities greatly need improving, larger car park
15	Update the hall
16	It would be nice to have a larger hall with a separate small lounge, similar to the newer halls there are in Ickleton /Great Chesterford.
17	Larger kitchen and hall, the hall is not large enough for some meetings and the kitchen too small.
18	Any improvements would hardly improve this venue, so demolish the hall and start again to provide a modern, larger facility with modern kitchen suitable for events and disabled facilities. For the wine tasting fundraising event size of hall restricted the numbers hence the profit. Kitchen facilities too small even for 40 people. Space very restricted and heater very noisy.
19	Car parking inadequate
20	Car park small
21	Better kitchen
22	Use of the hall as an addition to use of green and pavilion
23	Better heating, path from road to hall for wheelchair access
24	The facilities are basic, furniture uncomfortable. Material chairs no good for children. Bench area uncomfortable, bad with children's parties and waste of space. Kitchen too small for catering for much more than tea/coffee or buffet style food. Not being able to restrict access when children are outside is a problem with young children. Having nowhere to store play equipment or children's toys etc. is restrictive.
25	Small size and kitchen has meant usually go elsewhere for children's/party. Also limits use for weddings or social events with hot food.

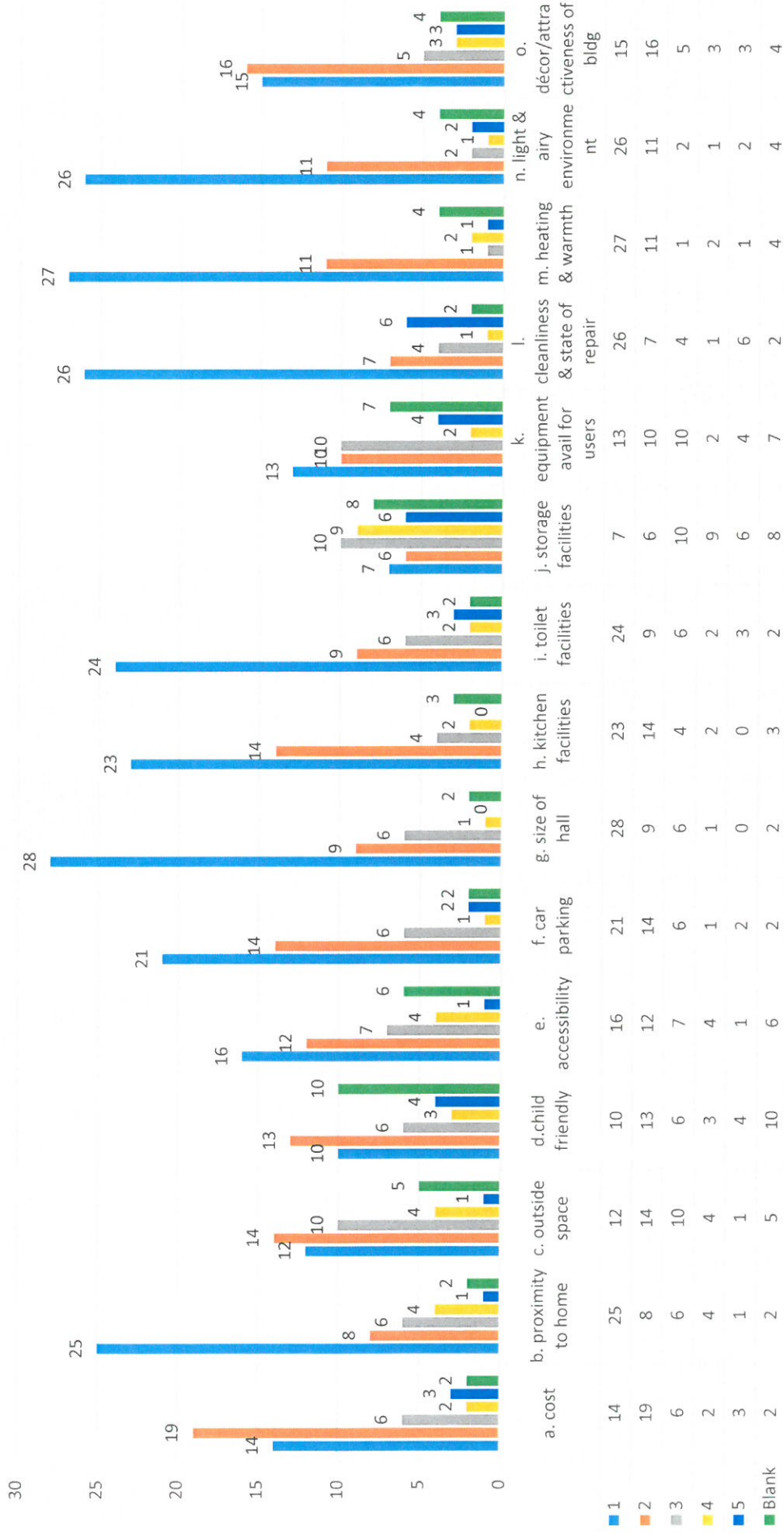
26	It would be good to link the use of the outside space more easily with the inside as the hall is on the green, it seems a missed opportunity and would be different to other venues, e.g. if mums and toddlers could be outside in a safe area but still enjoy the public space of the village green
27	Storage for play equipment etc would help entice a play club
28	Cover for buggies and bikes would be handy, somewhere to bring buggies inside would be ideal.
29	Bigger space/comfort & kitchen poor/not good for kids inside & out, especially youngsters / space for toys & kiddies accessories
30	Somewhere to meet up with other villagers please/children have to go to other villages a lot/green is close to lots of houses
31	It's very outdated, run down, the facilities are old, stained, uninviting, it gets cold very quickly, the windows condensate and the kitchen is tidy but grim. The place is dull.
32	child-friendly/light & airy/décor-attractiveness of building very important when selecting a venue
33	With such a lovely village, our close bond with neighbours and such friendly residents it is a shame and a bit of an injustice that we have such a rubbish community centre. It's not even ok to just make do, the whole place is so dingy that all the events I've attended, especially with young children are tarnished by its dull and outdated appearance. We always look elsewhere, Langley is a last resort.
34	As an alternative venue the Church would be brilliant for concerts, readings etc and some of the ideas (activities) listed in the questionnaire
35	Heating poor
36	Very cold toilets
37	Parking, hall & kitchen facilities are small but perfectly formed
38	No dishwasher or freezer
39	Improved kitchen facilities/larger dishwasher/no freezer compartment in fridge
40	Need dishwasher
41	Larger kitchen
42	No dishwasher or fridge/freezer
43	Needs to be warmer
44	Better fridge/dishwasher
45	Thank you for all hard work and dedication for the continuation of a village hall on the green and central village location



**User Survey 2016:** Users were asked to rate the various factors or considerations when choosing a venue.

**Ratings:** 1 for very important and 5 for not important

**Rating of Factors affecting choice of venue**



1 2 3 4 5 Blank



**User Survey 2016: Users suggestions for future events:**

<b><u>Some users were asked: Are there any events you would like to see held at LCC in the future?</u></b>	
1	Church services, ideal situation for village family worship/bible readings/prayer groups
2	Mums and toddlers/coffee am but storage and outside fencing is an issue
3	Mums and toddlers/youth club/brownies or cubs/family events/fitness classes eg yoga & pilates/specialist children's activities eg archery, nature rambles, star gazing evenings, village & cricket teas or family picnics in break
4	Child-friendly stuff & outdoors events for families with kids/mums & kids group/health visitors/Fitness/young family events/regular sessions - youth & toddlers
5	mother & baby group
6	aerobics classes/children's sports club/holiday clubs/drink & food tasting events/village socials e.g. quiz, dance, bingo
7	concerts
8	drinks

**Historical Survey Results – 2011 to 2016**

The residents were asked 'would you agree with the idea of a new joint village hall for the Community Centre and Cricket Club'? The outcome was that 66% of the village voted 'Yes' 6% voted 'no' and 28% did not reply. The results are analysed as follows:  
140 survey forms were distributed, 102 replies were received (73% response). One house replied twice. Of these responses 92 (90%) voted 'yes' and 9 (9%) voted 'no'. There was one 'don't know'. Of the total number of forms distributed (140) 66 % voted 'yes'.

The initial survey was followed by a public meeting on Tuesday 27th March 2012 at the Community Centre and attended by approximately 50 residents. Many issues were discussed both for and against a new hall on the village green. Also many people disagreed with the hall being used by cricketers – they wanted separate facilities. This meeting was held to give the opportunity for discussion and as a precursor to the 2012 survey. As 66% of the village (or 90% of those who responded) supported the replacement the current buildings with a new joint venture on the village green, a village survey based on RCCE recommended questions was issued to all Langley Parish residents in April 2012.

This questionnaire sought to establish the views of residents as to the viability of a new hall by asking residents what type of facilities a new hall, if built, could provide and the type of activities which they would like to see. The results were assessed and summarised independently by the RCCE as follows:

141 questionnaires were distributed. 71 were returned giving a return rate of 50%. The questionnaire allowed for 5 members of the household to respond individually to each question. One household answered for 6 family members. The 71 forms gave the views of 166 children and adults in the parish.

The age demographic of the households that responded was as follows:

Age	Number	%
0-14	19	11.4
15-21	17	10.2
22-60	80	48.2
60 and over	50	30.2
Total	166	100

The following table indicates how well each age group is represented in the survey responses:

Age	% of each Age Group represented in responses
0-14	36.54
15-19	53.13
20-59	43.24
60 and over	58.14
Total	100

Of the census population total for Langley in 2011, 46.76% of residents are represented by the survey responses. The proportion of each age group represented in the replies are roughly in line with the census results. The least represented are households with children under 14 (36.54%) and the best represented are residents over 60 years (58.14%). Of the 166 responses, 56 (33.7%) used the Community centre and 108 (65.1%) did not. 2 (1.2%) did not provide an answer.

Recent polls of the number of children currently in the village for the purposes of setting up a Youth Group indicates there are in the region of 90 children under the age of 18 which compares with 84 residents under the age of 20 in the 2011 Census. This represents an increase in children in the village in the past 5 years.

When asked what facilities residents would like to see in a joint hall and pavilion, the responses were as follows:

Facilities	No of responses
Separate facilities for the cricket/sports pavilion	70
Sliding doors to change space size	55
Sports facilities	52
Meeting Room	47
Film projection facilities	45
Enclosed outside space	36
Showers	25
Stage facilities	24
Preschool room	18
No response	12

Residents were asked about the organisations that they were involved with, the greatest response was in respect of educational classes, keep fit, Parent/Toddler/Preschool, WI, Scouts/Cubs/Brownies, Art/Craft classes, Youth club and Horticulture. Other organisations mentioned included the fete committee, supper club, cricket club, national garden scheme,



history, dancing and bird ringing groups, parish council and football club. Additionally, a number of responses expressed an interest in becoming involved in organisations, particularly Horticulture, Keep Fit, Art/Craft, Educational classes, Youth club and Scouts/cubs etc.

In order to gauge the type of activities residents would like to attend they were asked if they were interested in the following events:

<b>Activity</b>	<b>Yes</b>	<b>No</b>
Private parties	81	39
Quiz Night	56	48
Exhibitions	47	52
Garden shows	44	55
Jumble Sales	32	60
Coffee Mornings	25	55
Drama	20	68
Dances	20	70
Over 60s Luncheon Club	12	76
Whist Drive	11	77

10 questionnaires did not give a response. The most popular activities are Private Parties, Garden shows, Exhibitions and Quiz nights with the least popular being Whist Drives and Luncheon clubs. However, there is likely to be a community and social benefit to be gained from some of the less popular activities such as Over 60s groups even with lower attendance.

Other activities were suggested in the responses. These included alternative therapy days, national garden scheme teas, live music, bridge and film evenings/afternoons.

In order to gauge some of the indoor sporting activities residents would like to attend they were asked if they were interested in the following events:

<b>Activity</b>	<b>Yes</b>	<b>No</b>
Pool/Snooker	26	71
Table Tennis	23	79
Short Mat bowls	18	75
Martial Arts	15	79
Skittles	14	77

16 surveys did not indicate a response. Several responses expressed an interest in Yoga, Pilates, Keep Fit and Badminton as well as darts and Tai Chi. While the suggested activities do not seem popular with the majority of responders they are more likely to be of interest to the younger residents and not the older groups. There is, therefore, a community benefit to be gained from providing indoor sporting activities in order to cater equally for the needs of all age groups.

**New Community Centre and Pavilion  
Construction Cost Plan  
Self-Build Summary**

<b>Item</b>	<b>Nett</b>
Substructure	37059.20
Superstructure	180392.60
External Works	2641.68
Preliminaries	26440.00
Statutory Fees	4000.00
Architect and Structural Engineer	6500.00
PC Sums	17991.33
Plumbing and heating	10000.00
Code Assessor	1200.00
Kitchen	15000.00
Electrical Installation	13266.00
Contingency	10000.00
<b>Total</b>	<b>£324490.81</b>

<b>Donations of Labour and Supplies</b>		
Foundations	Andrew Clark	12566.00
Structural Engineer	(D. Gaillard) Peter Dann Ltd	8375.00
Timber frame	(Bill Bampton) Pelham Structures Ltd	66239.67
Glazing	(M. Gaillard) CenSolutions	2500.00
Tiling and work surfaces	A Langley resident	1446.24
Saving using pledges of labour		50107.63
Site Engineer	(D. Gaillard) Peter Dann Ltd	4875.00
Site Manager	(Bill Bampton) Pelham Structures Ltd	4875.00
<b>Total Confirmed Donations</b>		<b>£150984.54</b>

<b>Net cost for project management with no overhead or profit</b>	324490.81
Donations and Pledges	150984.54
<b>Total Funding Outstanding</b>	<b>£173,506.24</b>
Possible product omissions	Folding partition doors / showers
	19345.14
<b>Funding required</b>	<b>£154,161.13</b>

## Notes:

In the short term the folding partition doors and the showers could become part of later separate funding applications.

For a main contractor to build this community centre the project cost would be circa £375,000.



## Community Centre:- Heating Requirements and Heat Loss

A company of mechanical and electrical engineers have been employed to carry out heat loss calculations for the new community centre. From these figures the amount of heat required can be calculated to maintain the statutory internal temperature of 21° C. The normally accepted minimum outside temperature is -4°C and the heat requirement has been based on that to determine a maximum input. However, further calculations have been carried out to determine the heat required at the more normal temperatures experienced in the day during the winter.

Inside temperature	21 Degrees	
Outside Temperature	-4 Degrees	
WCs / Changing Areas	Heat Loss	2463.8 Watts
Kitchen	Heat Loss	1031.0 Watts
Entrance	Heat Loss	633.1 Watts
Village Hall	Heat Loss	4442.6 Watts
Stores	Heat Loss	1018.3 Watts
	<b>Total</b>	<b>9588.8 Watts</b>
		<b>9.6 kW</b>

Inside temperature	21 Degrees	
Outside Temperature	2 Degrees	
WCs / Changing Areas	Heat Loss	1906.7 Watts
Kitchen	Heat Loss	793.7 Watts
Entrance	Heat Loss	483.0 Watts
Village Hall	Heat Loss	3448.1 Watts
Stores	Heat Loss	786.0 Watts
	<b>Total</b>	<b>7417.5 Watts</b>
		<b>7.4 kW</b>

Inside temperature	21 Degrees	
Outside Temperature	6 Degrees	
WCs / Changing Areas	Heat Loss	1535.3 Watts
Kitchen	Heat Loss	635.5 Watts
Entrance	Heat Loss	383.0 Watts
Village Hall	Heat Loss	2785.1 Watts
Stores	Heat Loss	631.1 Watts
	<b>Total</b>	<b>5970.0 Watts</b>
		<b>6.0 kW</b>

**Community Centre:- Heating Requirements and Heat Loss**

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Inside temperature	21 Degrees	
Outside Temperature	10 Degrees	
WCs / Changing Areas	Heat Loss	1163.9 Watts
Kitchen	Heat Loss	477.3 Watts
Entrance	Heat Loss	283.0 Watts
Village Hall	Heat Loss	2122.1 Watts
Stores	Heat Loss	476.2 Watts
	<b>Total</b>	<b>4522.5 Watts</b>
		<b>4.5 kW</b>

Inside temperature	21 Degrees	
Outside Temperature	15 Degrees	
WCs / Changing Areas	Heat Loss	699.6 Watts
Kitchen	Heat Loss	279.6 Watts
Entrance	Heat Loss	158.0 Watts
Village Hall	Heat Loss	1293.4 Watts
Stores	Heat Loss	282.6 Watts
	<b>Total</b>	<b>2713.2 Watts</b>
		<b>2.7 kW</b>

**Comments**

The above show the amount of heat required to be generated in the community centre to maintain a temperature on 21°C when the outside temperature is at -4°, +2° & +6°C. It is normally accepted that a person generates about 100W ( same as a light bulb) and therefore if you have 60 people in the hall and the outside temperature was 6 °C once the hall was up to temperature no further heat would be required. Even at -4°C outside you would only require 3.6 kW which is the output of a domestic fan heater.



**From:** Nigel Brown [<mailto:nbrown@uttlesford.gov.uk>]  
**Sent:** 26 February 2016 10:20  
**To:** Bill Bampton <[b.bampton@pelham-structures.co.uk](mailto:b.bampton@pelham-structures.co.uk)>  
**Subject:** UTT/15/3241/PE: Proposed Replacement of Community Centre, Upper Green Road, LANGLEY.  
**Importance:** Low

Dear Bill

I write further to our meeting on site on 2 December 2015. I apologise for the time taken to respond on this matter. You will appreciate that due to sensitivities within the village, I wanted to ensure that I had met with the proposers at the church before responding.

From visiting the site it is clear that the facilities in this part of the green are confined to the parish rooms, the cricket club house and an associated storage facility. The parish rooms are accommodated within a temporary building, although currently sound it has an obvious finite lifespan. The club house and the associated storage facility are both in a poor state of repair.

The proposed replacement community facility in terms of scale is commensurate with the three structures it is replacing. I appreciate and accept that the building will be larger than the aggregate of three structures, due to the requirement for it to be built to modern standards with some improvements.

I have no objections in principle to the replacement of the three structures to a separate combined community facility. I can confirm that in my opinion the structure is of an appropriate scale and design, and would assimilate well to its setting on the green.

I can also confirm that the quantum, location and form of the proposed car parking is appropriate to the proposal.

It is my informal opinion that if submitted as a planning application that I would support an approval.

You are obviously aware that there is parallel proposal at the church for community facilities, I can inform you that I will providing positive advice on this too. In no way do I see your proposals and the church proposals as competing. My support your proposal would not alter if the proposal at the church was also submitted and implemented.

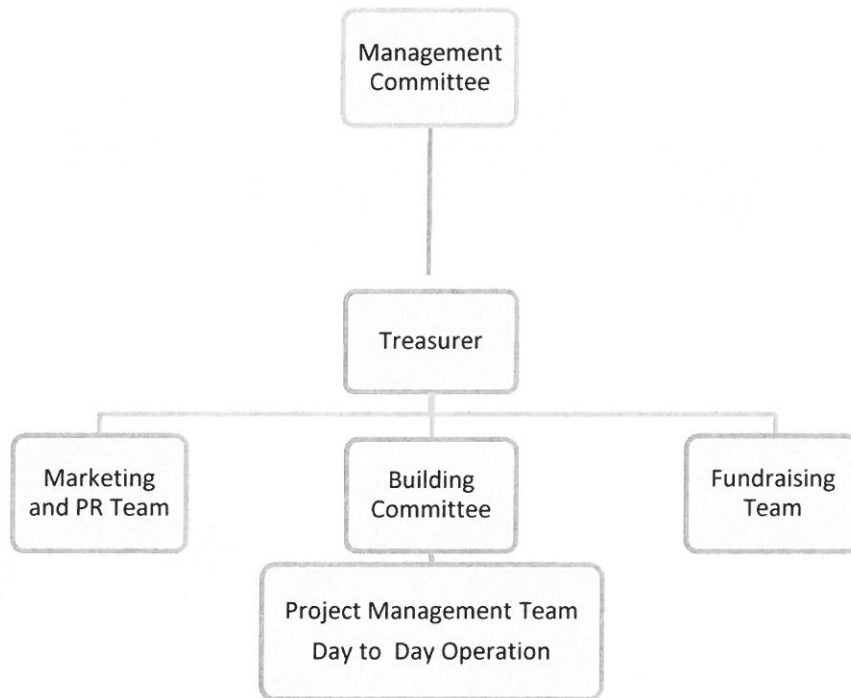
Please do not hesitate in calling me should have any further queries on this response.

**Nigel Brown MRTPI**  
**Development Manager**

**Uttlesford District Council**  
**Council Offices**  
**London Road**  
**Saffron Walden**  
**Essex**  
**CB11 4ER**

**T 01799 510476**  
**[nbrown@uttlesford.gov.uk](mailto:nbrown@uttlesford.gov.uk)**

Building Project Management Structure







## Explanation of Risk Reductions

With a project of this type there are many risks to be considered and it necessary to understand them such that can they removed or reduced to a manageable level. The risks the committee and their professional advisors have highlighted are as follows.

1. Before proceeding too far with this project it was necessary to hold an exhibition to gauge village support otherwise it might prove to be unsustainable.
  - a. We received 77 offers of help and a positivity rating of 8.74 out of 10. This showed that there was overwhelming support for the project. The main user groups also pledged their support for replacing this village green community centre.
2. Closing of the existing community centre to facilitate construction of the new one resulting in the loss of the community space in the interim period with corresponding loss of income.
  - a. By careful design the new community centre will be positioned over the area taken by the redundant pavilion and garage. This will allow the existing centre to remain in operation until completion of the new. An added benefit will be that programme will not be so critical allowing more efficient use of volunteer labour.
3. A risk that planning permission might not be granted in this very sensitive and picturesque area might not be attainable was perceived.
  - a. An architect was commissioned to provide plans, elevations and an artist's impression of the new community centre which was submitted to the local planning authority for a pre-application review. This received a positive response. Please see email on page....
4. A major risk in this undertaking is not being able raise enough money to reach a satisfactory conclusion and knowing the likely construction cost.
  - a. A local quantity surveyor was commissioned to prepare a cost plan to establish a build cost. With the design allowing the existing building to be used until the necessary funds are raised gives us the ability to start without all the funds in place. However as a matter of principle the construction will not be started without confidence we have enough funds to achieve a watertight building.
  - b. From the exhibition we have received firm pledges of £100879 with many offers of help. We expect that further pledges of gifts will be forth coming once the job proceeds. We are applying for charity status and the monthly gifts we receive will benefit from reclaiming of tax.

## Explanation of Risk Reductions cont'd.

5. As with all building projects cost overrun is a major blight and we are conscious that this is a major risk. To reduce this risk the following will be put into operation.
  - a. Only well-established companies will be used with fixed price contracts. These contracts will be very explicit in detail to avoid claims. All the costs will be monitored closely to see that projected contract sum is on budget. The fund raising committee will continue to generate funds for the build and future running costs.
6. Early in the gestation period of the project the committee appreciated that they didn't have the necessary construction expertise on the committee and the following action was taken.
  - a. A structural engineer 40 years' experience and the managing director of a design and construction company were co-opted onto the committee to assist with the project. Although not on the committee, an experienced project manager from the village has offered his help once the project comes to fruition.
7. Running costs for a project of this type are a major risk because it would be easy to design a beautiful centre that was so expensive to run that it would form an unsustainable burden to the village. This risk was designed out as follows.
  - a. The building has been designed using economical but very low maintenance materials. This will keep repairs to an absolute minimum over many years to come.
  - b. The insulation values exceed those required by building regulations ensuring that the heating costs will be very low. Heat losses have been calculated by a mechanical and electrical engineer to underpin the design. These figures indicate that with internal and external temperature of 21° and 6° C only 6KW of electricity would be required and a greater proportion of this would be provided by the people using the hall. It is normally considered that each person gives off about 100W so therefore 60 people would provide the heat required.
8. There is a very low risk that the building might have design flaw and this needs to be safe guarded against.
  - a. Collateral warranties will be obtained from the Architect and Engineer and the possibility of an NHBC type guarantee will be explored.
9. If we are going to undertake a self-build project it is necessary we have the right insurances in place to cover volunteers and sub-contractors.
  - a. Obtain advice from an experienced project manager on the insurances required.
10. Anybody working on the site should have the correct training and PPE.
  - a. Provide PPE and appoint a suitable person to carry out training.

APPENDIX 12

Financial History and Projected Running Costs for Langley Community Centre

	<u>2015/16</u> <u>Original</u> <u>Estimate</u>	<u>2014/15</u> <u>Actual</u>	<u>2013/14</u> <u>Actual</u>	<u>2012/13</u> <u>Actual</u>	<u>2011/12</u> <u>Actual</u>	<u>Average</u> <u>of prev</u> <u>4 years</u>	<u>2015/16</u> <u>cost p.h</u> <u>based on</u> <u>2015 hire</u> <u>hours of</u> <u>552</u>	<u>1st Year - New</u> <u>Hall</u> <u>Running costs</u> <u>at hire levels</u> <u>of 1021 hours</u>	<u>1st Year - New</u> <u>Hall Running</u> <u>costs based on</u> <u>hires in 2015 of</u> <u>552 hrs</u>
<b>Total Hire and Operating Income</b>	<b>1230</b>	<b>1272</b>	<b>782</b>	<b>950</b>	<b>858</b>	<b>966</b>		<b>3954</b>	<b>1835</b>
Fundraising Income	385	281	980	1174	160	649			
Langley Fete Contribution	1000	600	1600	1300	1350	1213			
<b>Total Grants and Fundraising Income</b>	<b>1385</b>	<b>881</b>	<b>2580</b>	<b>2474</b>	<b>1510</b>	<b>1861</b>		<b>2280</b>	<b>2280</b>
<b>Gross Income</b>	<b>2615</b>	<b>2153</b>	<b>3363</b>	<b>3425</b>	<b>2368</b>	<b>2827</b>		<b>6234</b>	<b>4115</b>
Cleaning Contract	620	500	987	225	0	428	1.12	1147	620
Insurance	390	394	390	359	357	375	0.71	620	620
Electricity & Heating	300	206	438	163	139	237	0.54		
Electricity							0.42	426	230
Heating							0.14	148	80
Water	80	108	83	44	118	88	0.14	148	90
Window Cleaning	120	120	120	120	120	120	0.22	200	200
Christmas Tree & Decorations	90	85	211	51	80	107	0.16	90	90
Fire Extinguisher Maintenance	90	78	92	159	181	128	0.16	120	120
Hall Supplies	50	0		35	98	33	0.09	92	50
Miscellaneous Expenses	60	60	68	24	58	52	0.11	100	60
Memberships & Licences	92	21	68	78	42	42	0.17	100	100
Maintenance - General Fund	400	550	42	530	1112	558	0.72	400	400
Maintenance - Mower	120	120	238	199	41	150	0.22	0	0
<b>Total Facility Running Costs</b>	<b>2412</b>	<b>2242</b>	<b>2737</b>	<b>1987</b>	<b>2304</b>	<b>2317</b>		<b>3591</b>	<b>2660</b>
<b>Profit &amp; Loss</b>	<b>203</b>	<b>-89</b>	<b>626</b>	<b>1438</b>	<b>64</b>	<b>510</b>		<b>2643</b>	<b>1455</b>
Cash at bank (Reserves)	7597	7394	7483	6857	5419	6950		4923	3735

Nb. The mower is not a direct running cost for the Centre but is a cost associated with maintaining areas of the Green adjacent to the Centre



### FINANCIAL POLICIES

The aims of the Finance Policy are for Langley Community Centre (the Centre) to operate on a sustainable revenue basis with a reserve fund set aside for crises and fluctuations in revenue.

1. The Centre's management committee (the Committee) will manage the assets of the charity in accordance with the Centre's Trust Deed dated 1<sup>st</sup> January 1988.
2. The Committee will insure the Hall and its property with a reputable Insurance Company on an 'All Risks' basis for its full rebuild value; the sums insured shall be reviewed at each policy renewal.
3. Financial records will be kept to ensure that the Committee meets its legal and other obligations under Charity Law, HM. Revenue and Customs and common law.
4. The financial year will end on 30th June and accounts for each financial year will be drawn up and approved by the trustees.
5. The accounts will be prepared on an accruals basis and presented for review at the AGM.
6. The Treasurer will prepare a projected income and expenditure budget at the start of each financial year for approval by the Committee. Financial performance will be monitored regularly.
7. All funds will be held in accounts in the name of the Centre at Barclays Bank PLC or such other 5 star rated bank as may be nominated by the Committee. All cheques shall require the signatures of either the Treasurer or Secretary and one other nominated signatory. Of their nature electronic transfers do not carry signatures.
8. The Treasurer shall present a financial report to every meeting of the Committee to include all financial transactions occurring since the previous report. The Trustees will monitor financial activity and performance at every meeting.
9. All expenditure shall be properly authorised and documented all income shall be properly recorded and paid into the approved bank.

### CHARGING & RESERVES POLICY

10. It is the policy of the Committee to maintain hire fees at a low level for the benefit of the local community and in order to encourage the Centre's usage for community activities. In order to achieve this aim the Committee will fundraise where necessary to address any significant fluctuations in reserve balances.
11. Reserves will be monitored regularly by the Committee to ensure that levels remain sufficient in the event of unforeseen crises and to ensure the Centre is sustainable for the foreseeable future.
12. A separate reserve will be maintained to provide for future maintenance and renewals. A reasonable and regular annual amount will be transferred into this reserve as funds allow. This reserve will be reviewed at the end of each financial year.

**FINANCIAL CONTROLS FOR THE PROJECT**

13. All expenditure will be identified and the budgets approved by the Committee.
14. All variations to budgets will be reported and approved by the Committee.
15. Quotes will be obtained from 2 suppliers for any expenses over £2000 up to a max of £7000. 3 quotes will be obtained for any items/works between £7000 and £30000. Any items/works above £30000 will be the subject of competitive tenders.
16. Only expenditure in respect of an approved budget will be authorised for payment.
17. All expenditure will require 2 signatories and all transactions over £2000 will be reported separately to the Committee.
18. The financial overview of the project will be the responsibility of the whole Committee and financial progress will be monitored at each meeting.
19. Payments for works and services cannot be made to committee members.

APPENDIX 14

Projected Year 1 Running Costs at Current Hire Levels and New Hire Levels

<u>Description</u>	<u>2015/16 Current Year Projection</u>	<u>1st Year - New Hall Running costs based on hires in 2015 of 552 hrs</u>	<u>Increase</u>	<u>% Uplift</u>	<u>1st Year - New Hall Running costs at hire levels of 1021 hours</u>	<u>Increase</u>	<u>% Uplift</u>
Cleaning Contract	620	620	0	0.00%	1147	527	84.96%
Insurance	390	620	230	58.97%	620	230	58.97%
Electricity & Heating	300		10	3.35%		273	91.16%
Electricity		230			426		
Heating		80			148		
Water	80	90	10	12.50%	148	68	84.96%
Window Cleaning	120	200	80	66.67%	200	80	66.67%
Christmas Tree & Decorations	90	90	0	0.00%	90	0	0.00%
Fire Extinguisher Maintenance	90	120	30	33.33%	120	30	33.33%
Hall Supplies	50	50	0	0.00%	92	42	84.96%
Miscellaneous Expenses	60	60	0	0.00%	100	40	66.67%
Memberships & Licences	92	100	8	8.70%	100	8	8.70%
Maintenance, purchases & Inspections - General Fund	400	400	0	0.00%	400	0	0.00%
Maintenance - Mower	120	0	-120	100.00%	0	-120	100.00%
<b>Total Facility Running Costs</b>	<b>2412</b>	<b>2660</b>	<b>248</b>		<b>3591</b>	<b>1179</b>	

Nb. Mower maintenance is not a direct running cost for the Community Centre it is a running cost associated with the maintenance of the village green. It will be funded from the maintenance reserve as necessary.



## Projected Lettings and Usage %

<b>ALL PROJECTIONS ARE CONSERVATIVE ESTIMATES</b>	
Theoretical maximum no of hireable hours (16hrs * 365 days)	5840
Projected Year 1 expenditure at increased hire levels	3591
Hourly rate	£5
% usage to breakeven	12.30%
Current % usage	9.45%
<b>New Hirers &amp; Income</b>	
Projected New Hours	550
Projected New Income	2479
Projected Current Hirers Hours	471
Projected Current Hirers Income	1475
<b>TOTAL PROJECTED INCOME</b>	<b>3954</b>
<b>TOTAL PROJECTED EXPENDITURE</b>	<b>3591</b>
<b>PROJECTED PROFIT BEFORE FUNDRAISING &amp; GRANTS</b>	<b>363</b>
<p>Nb. The above maximum hireable hours does not include the additional hours that will be available due to the ability to hire different spaces simultaneously</p> <p>Also, costs associated with the new hires may be lower than projected as the new hirers may not always utilise the whole of the new Centre.</p>	

## Projected New Hires

<b>ACTIVITY</b>	<b>Year 1- Sessions pa</b>	<b>Year 1- Hours pa</b>	<b>Year 1- Income</b>	<b>Year 2- Income</b>	<b>Year 3- Income</b>
			£	£	£
<b>CHARGING FOR MAIN HALL</b>					
<b>Regular - Discounted - Community Benefit Greater than demand</b>					
Youth Club	39	78	234	234	234
Mums & Toddler Group	39	78	234	234	234
Over 65s Groups	40	80	240	240	240
<b>Regular Periodic</b>					
Fitness classes (Pilates/Yoga/Aerobics)	60	120	900	900	900
Village Social Evening(Bingo/Film Night/Music Night/Quizzes etc)	12	36	180	180	180
Vocational learning	5	10	75	90	105
Youth Club - School Holiday Sessions	2	6	18	18	18
Mum's & Toddlers - Seasonal Kids Parties	2	6	18	18	18
<b>Adhoc</b>					
Home Business - Hire for meetings per hour	5	10	75	90	105
Children's Parties	5	15	100	120	140
Private Hire/Parties	5	15	75	225	270
<b>CHARGING FOR SPORTS PAVILION</b>					
Community/Not for profit	10	30	£90	105	120
Commercial/Private Business	10	30	£150	150	150
Cricket Club	6	18	£54	72	90
Youth Club Sports Days/Village Green Activities	6	18	£36	36	36
<b>PROJECTED INCOME FROM NEW ACTIVITIES BEFORE GRANTS &amp; FUNDRAISING</b>	<b>246</b>	<b>550</b>	<b>2479</b>	<b>2712</b>	<b>2840</b>
<b>Projected Income from Current Hirers (conservatively estimated as lower than 2015 actual usage)</b>		<b>471</b>	<b>1475</b>	<b>1475</b>	<b>1475</b>
<b>Total Hire Income before Grants Fundraising</b>			<b>3954</b>	<b>4187</b>	<b>4315</b>
<b>Projected Fundraising &amp; Grants</b>			<b>2280</b>	<b>2280</b>	<b>2280</b>
<b>GROSS INCOME</b>			<b>6234</b>	<b>6467</b>	<b>6595</b>