

Langley Community Centre Draft Business Plan

FOR CONSULTATION



Welcome to the Langley Community Centre Draft Business Plan.
FOR CONSULTATION

The Business Plan consists of 3 documents:

Part 1: The Business Plan

- Introduction
- Executive Summary
- Vision and Objectives
- Background to the Centre and Facilities
- Local policies and the Langley Profile
- Community Needs
- The Future
- Financial Sustainability
- Summary

Part 2: The Appendices to the Business Plan

- Further information

Part 3: The Employer's Requirements*

- General Information
- Preliminaries and General Conditions
- Materials and Workmanship
- Performances Specification
- Contract Sum Analysis
- Appendices

*NB: in this instance 'The Employer' means: the Langley Community Centre Management Committee

PART 1:
THE BUSINESS PLAN

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1. Introduction and purpose of the plan.

1.1 The Langley Community Centre Management Committee are pleased to present this business plan to the Parish Council and the residents of Langley for consultation about a replacement community centre on the village green. The project aims to provide an improved facility at the heart of the village which enhances the quality of life of residents in Langley.

1.2 The proposed replacement facility will enable us to continue to support all of the current activities and to encourage the development of new activities and services, thus building a vibrant accessible Centre. The location of the combined Centre on the Green will integrate these valuable community assets and enable a greater use of the outdoor space by all residents.

1.3 Should this plan meet the approval of Langley residents and the Parish Council, the Committee will have a better opportunity to discuss and work with the other key groups and users in the village, (e.g. the Parish Council, both Churches, W.I, Fete committee and National Garden Scheme). Most importantly the needs of the whole village can be fully assessed and incorporated into the project, enabling all of the groups to work in a collaborative way, aiding cohesion, community spirit and ownership by Langley residents.

PROPOSED SITE OF REPLACEMENT COMBINED HALL & PAVILION



Proposed Club House and Village Hall - Site Plan

2. Executive summary

What we aim to do

2.1 The Committee plan to replace the existing community centre, pavilion and garage/shed, with a new combined hall and pavilion on the Village Green (the Green) in order to provide a single modern purpose built facility to host activities and sports events for Langley residents. The current Community Centre (the Centre) and pavilion are approaching the end of their useful life. The Centre is currently the primary community space but its facilities are not adequate for the needs of all residents and precludes potential users such as the disabled or a toddler group. The ongoing costs to refurbish and maintain the Centre will become increasingly prohibitive.

2.2 The Centre is underused at present at just 9.4% of the booking capacity. Potential users have commented that the facilities are not adequate to provide a variety of activities for all ages and they would choose other venues. The Committee are investigating the reasons for under usage and identifying areas for improvement in the short and long-term. Recently the Committee held some successful family sports events which were well attended with much interest for more in the future. This interest in social sports events for families and younger residents represents an opportunity for expansion of the Centre's activities for the future.

2.3 The location of the Centre on the Green provides a complementary resource which enables the use of the Green by the whole village, making a positive contribution to social life, fun, education, health and fitness. Retaining and improving a community centre on the Green which is capable of catering for and encouraging greater outdoor activities, helps to protect the future of the village green as a community asset for the enjoyment and use by all residents.

2.4 The Centre's location and improved facilities would also help to improve the village's carbon footprint by providing more events and activities that can be easily reached on foot by many residents. It would also reduce the need to travel elsewhere by car as is the case at the moment.

2.5 The new combined Centre would provide traditionally styled modern facilities that meet all standard requirements with flexible sized meeting rooms including a sprung wooden floor thus making it suitable for a wide variety of fitness and other activities. Additionally, it would provide spacious and functional sports changing rooms so that sports and team based activities on the Green can be a reality. See Appendix 1 for Floor Plan and Layout.

What are the considerations?

2.6 The Committee investigated local demographics and issues faced by people living in rural areas. It considered the strategic priorities of Essex County Council and Uttlesford District Council, as well as previous hall surveys, which provided pointers for activity and service development. It is clear that the population is changing and a number of priorities should be at the heart of our development: children and young people, health and fitness, the engagement of the elderly, the effects of rural isolation, the environment and opportunities for education and small business development. Having evaluated the evidence the Committee confirmed that the development of flexible facilities including those for sports and fitness will benefit the lives of residents in Langley.

2.7 In addition our requirement is for a high quality building with low running and maintenance costs. Going forward the Centre would not be reliant on commercial enterprises and large scale private events in order to be financially viable. Instead it will be possible to concentrate on encouraging activities which are of community benefit, even where demand is lower, and offer discounted prices to attract services and activities that will enhance the lives of residents, particularly those most vulnerable and at risk and where a gap in local services has been identified.

2.8 In determining choices about the Centre the Committee drew up its Guiding Principles as follows:

1. **Accessibility:** a Centre accessible to all.
2. **Inclusiveness:** welcoming to all.
3. **Wellbeing:** encouraging feelings of contentment, security and belonging.
4. **Enabling:** encouraging opportunities for education, learning new skills and business.
5. **Sustainability:** a place where people want to live, now and in the future.
6. **Local:** encouraging local opportunities, facilities and services here in Langley.
7. **Collaboration:** for productive working partnerships with other village organisations.

How are we going to achieve it?

2.9 The Committee consists of 14 highly motivated individuals with a great breadth and depth of knowledge in many fields. It has experience in business, construction, earth moving, legal, finance and sports, skills in organising events as well as managing the existing Centre and fund raising for its upkeep. A sub-group of committee members and volunteers will manage the overall project to completion, while a project management team, responsible to the sub-group will manage the day to day building project. Fortunately the current building can remain in situ while the new build commences at the pavilion end.

2.10 The Committee proposes that this project be a community build. This will require greater consultation and engagement with all residents and village organisations before a business plan is finalised for the purposes of confirming design and seeking funding. When ready, the Committee will appeal for local people to be involved; former experience shows that this can enable all groups to work in a collaborative way, aid community spirit and ownership. Competitive quotes or tenders will be obtained for paid skilled work and the site manager will oversee all work. Payments for works and services cannot be made to committee members (see Financial Policy Appendix 13). Already 70 villagers have committed to assist with the project and £100,877 of donations for materials as well as pledges of free labour and project management have been secured. A project plan and costings for the replacement Centre has been completed; it is expected that £50,108 can be saved through further donations of labour, leaving some £173,506 to be found by fundraising, although this can be reduced to approximately £154,161 by omitting some items from the first stage of the project.

2.11 The community centre is a facility for all the residents and the Committee undertakes to manage the Centre accordingly. Whilst there is strong evidence to support the need for an improved facility on the Green, the success of this project is totally reliant on community support and collaboration with other village organisations. It is crucial that we work together with a common vision, to protect all the village's community assets and to do so in a way which is equitable and accepting of all needs of the community.

3. Vision and Objectives

3.1 THE VISION:

“A vibrant sustainable community centre at the heart of Langley providing local opportunities to meet, socialise, play, keep-fit, learn, share and shop. To replace and improve the Centre and pavilion and produce a flexible amenity fit for the 21st century and beyond. A modern yet sympathetic facility aimed at improving the quality of life of residents. One that everyone is able to enjoy, which encourages the use of the outdoor space of the Green and which will provide a lasting benefit to future generations”

3.2 OBJECTIVES:

- To provide a meeting area for the local community in a central location that is accessible, welcoming, comfortable and affordable for individuals and organisations and which fully meets their needs.
- To encourage the use of the facilities for education, health and recreation by providing adequate and flexible facilities for sports and activities, support groups, large and small meetings of a variety of users, children’s toddler and youth groups, over 65s groups, social gatherings, fitness & leisure activities and vocational and work based learning.
- To provide a complementary and integrated facility on the Green which safeguards use of this outdoor community space for the benefit of the whole village and which will facilitate the ongoing use of the Green. To cater for large scale village events such as the Fete, Music/Entertainment nights, Family Fun Days, National Celebrations, ‘Street Parties’ and Sports Days.
- To consult with villagers to ensure the Centre’s facilities and activities adapt to the needs of the community as a whole.
- To provide facilities for ‘official business’ such as a polling station and emergency relief centre for the village.
- To ensure that any facility is sustainable in social, economic and environmental terms.
- To ensure that the ownership or tenure guarantees the facility will remain available indefinitely.
- To promote facilities that are safe and by their design and location minimise the risk of crime, vandalism, anti-social behaviour and promote a feeling of wellbeing and security.

4. Background to the Centre and Facilities

Background

4.1 Langley is a small rural village with a scattered population in a windy corner of North West Essex adjoining Cambridgeshire and Hertfordshire. It is 8 miles from both Saffron Walden and Royston, 11 miles to Bishops Stortford and 21 miles to Cambridge. The two parts of Langley, Upper and Lower Green, were originally an agricultural community; the population now consists of a few farmers, small local business owners and their employees, commuters, families and retired people. In recent years the population has grown to approx 350 with the addition of about 25 houses and many extensions in the last 30 years. There are increasing numbers of children, presently about 90 with more babies expected, and a number of elderly residents, several living alone. We have no school, no shops, minimal public transport. The only community buildings are 2 churches and a community centre in the Upper Green and a public house in the Lower Green.

4.2 The Centre is owned by the Parish Council on behalf of the village residents. A lease and trust deed dated 1st Jan 1988 for 99 years, states that: ***' the property shall be held upon trust for the purposes of a village hall, for meetings, lectures and classes and for other forms of recreation and leisure-time occupation with the object of improving the conditions of life for the said inhabitants.'*** The Parish Council have a duty of care pertaining to the Centre. The Village Green is owned by the Parish Council.

4.3 The Centre, the pavilion and garage/shed are located on the village green in Upper Langley, CB11 4RY. The Green is one of the largest in Essex as well as being one of the highest points. It is a beautiful open site of about 6 acres thus providing a substantial recreation and sports area for all ages to enjoy the space and fresh air. The present siting of the Centre on the Green facilitates a wider use of this public space by the whole village. The majority of village events take place in and around the current community centre, (the pavilion and the village green), and these are valuable facilities for the large village fete which takes place on the Green each year.

4.4 The current Centre is an old demountable classroom donated to our village in 1986. The classroom was dismantled and re-erected on the Green by volunteer residents, thus reinforcing the continuance of the Green as a community space for the benefit of the whole village. In recognition of the volunteers' efforts in creating a new community space in the village, the Essex Community Award 1988 provided the Community Centre with a grant of £500.

4.5 The old cricket pavilion and garage/shed are also on the Green adjacent to the Centre. Until recently Langley was well-known for the quality of its cricket field and club. It was successful in reaching the semi-finals of the Whitbread National Inter-Village Trophy in 1982, an extraordinary feat for such a small village. The club continued to flourish until recently and ran 2 teams, but the lack of adequate facilities and a shortage of younger members were major factors in its closure at the end of the 2014 season. This was a shock for the community but has acted as a catalyst for action by the Committee to try to regenerate the facilities on the Green for the village.

Outline of facilities

4.6 The Centre consists of one large room 6m x 6m with a very small kitchen and 2 toilets with hand washing facilities, plus a small car park. There are no disabled facilities apart from the entrance ramp.

4.7 Adjacent to the Centre, the cricket pavilion and associated outbuildings are sited. These have served their purpose well but are now beyond economical repair and the pavillion is only useable in summertime. The buildings have given good service for many years but despite much loving care and maintenance, their age and construction means that their life is limited (or practically over in the case of the pavilion). The buildings will not be able to provide the appropriate facilities for a growing and active community for many years more.

4.8 The loss of village cricket acted as a spur to bring together the local children and families. The Committee organises and encourages village activities which aim to strengthen the wellbeing and cohesion of our community. Neighbouring village cricket teams are also being consulted to identify any opportunities for them to make use of the Green for cricket.

4.9 Respondants to the Community Centre users survey, discussed later, emphasised that the facilities are inadequate to provide a variety of activities for all ages.

4.10 The kitchen area is too small and does not meet recommended guidelines for food preparation, so most food must be prepared off site and brought in. Storage of tables and chairs is barely adequate, there is no storage space for a variety of modern play or youth club equipment or equipment for other facilities. The lighting, recently re-provided in 2013, is reasonable and adjustable.

4.11 The floor, once attractive, is worn thin, and cannot be sanded more without replacement, so it is now unsuitable for some activities. In the winter weather the west side of the hall sprung several bad leaks through walls and around the windows; these were repaired but the structure shows signs of age and the life of the roof is limited.

4.12 The accommodation is not suitable for regular use by young children due to its lack of facilities and inadequate storage. The lack of a fenced enclosure outside the Centre means that very young children cannot play safely outside the building.

4.13 The Pavilion, (built in 1930's) looks west across the wicket. It has a verandah and club room with poor kitchenette facilities, plus 2 leaking changing rooms. It is only useable in summertime.

Heating Arrangements

4.14 The Centre is not insulated and the windows are substandard. Users tell us that it is cold despite the heating which is a thermostatic electric powered blower system. This is inefficient, expensive and very noisy. In winter when it is necessary for the blowers to be on frequently, the noise often drowns out speakers' voices – annoying for listeners, particularly the hard of hearing.

Access

4.15 The car park can house at least 10 cars. There is no parking for the disabled and the surface is very difficult for wheelchair users to navigate. There is a ramp and then double doors for access into the hall. There are no disabled toilets, nor room to create them and the present toilets and kitchen are too small and

congested for access by wheelchair users. The hall does not meet statutory requirements and the pavilion is not readily accessible by disabled people or wheelchair users.

The Committee

4.16 The Committee is responsible for the day to day management of the Centre. At present the Committee manages the maintenance and finances, oversees lettings as well as holding events to fundraise for any repairs and maintenance and to maintain reserve balances. It consists of [15] enthusiastic individuals (including 3 representatives of local organisations; the Women's Institute, Parish Council and the village green residents). See Appendix 2

4.17 Committee members collectively possess a great breadth and depth of knowledge in many fields including business, construction, earth moving, legal, finance and sports. Their skills also include catering and organising events as well as managing the existing Centre and fund raising for its upkeep. The committee includes a structural engineer and the managing director and owner of a local business with extensive experience in design, manufacture and construction of community buildings.

Current usage

4.18 The Centre is the only community meeting room available all year round for hire in the village. It is used on average 9 times per month, increasing to 12 in the summer months for local organisations, such as the Parish Council, Centre and Fete committees, as well as WI meetings, craft days and hospitality lunches and National Garden Scheme open days. The annual village fete is held on the Green where the Centre is a mainstay of the services provided for often 1500 or more visitors. The village fete has always been a major part of traditional rural life.

4.19 There were 113 bookings during 2015, representing approximately 552 hours of usage. Theoretically, there are 16 hours in a hire day for 365 days a year. See Appendix 3. Given a theoretical maximum letting capacity of 5840 hours, bookings for 2015 represented an estimated 9.4% of the maximum capacity.

4.20 The Centre is significantly under utilised at present, with only a few private hires. Most activities cater for residents over 50 years. Very little use is made of the Centre by younger adults, children or families with young children. This tends to be restricted to family village events organised by the Committee. There are no regular activities catering for children or the oldest residents, particularly men, or younger adults.

4.21 In response, the Committee has, in the past year, started to introduce more events for the young and families including craft sessions and village Sports days on the Green using both the Centre and the Pavilion. A grant of £250 was successfully obtained for the purchase of sports equipment and a new Youth Group committee has been created which is working to setting up regular events for young people.

4.22 In order to further identify key areas that are contributing to the Centre's under usage and areas where there is scope for improvement in the short and long terms, a User Questionnaire was issued in February 2016 to regular users and private hirers. The survey also served to inform any decisions about what action the Management Committee should take immediately and any action it should incorporate into the project to replace the Centre and pavilion. The results so far along with users' comments are summarised in Appendices 3(a-g).

4.23 Most of the responders had attended a WI event (25) and a Wine Class (22) which is reflected in the age spread of the responders as the majority were aged 50 and over. The remaining responders attended a children's craft session, Church event and meeting. The majority of responses were from regular users. 11 lived in Langley and 25 in neighbouring villages. The remainder had travelled from slightly further afield such as Wendens Ambo and as far as Epping and Benfleet.

4.24 The highest ratings for facilities were given in respect of accessibility, cost and the outside space of the Green. The lowest ratings were given for child-friendliness, toilet and kitchen facilities. The hall itself did not score well. The poor heating was also raised repeatedly in comments.

4.25 The toilet and kitchen facilities, parking, the small size of the Hall were stated as reasons which would prevent the Centre being chosen as a venue. This was also borne out by other responses which indicated users choose venues due to proximity, size of hall and kitchen as well as atmospheric ambience, attractiveness, age and suitability for events such as parties.

4.26 Given that this is a User Survey there are large sectors of the community who are not using the facility and it is important to seek their views so as to ensure that the future facility adequately caters for all their needs. Seeking the views of more families with children under 16, as well as less mobile residents, those over 65 years, particularly men and younger adults would help identify any additional facilities that would best serve them. If this project is selected the next stage of this Business Plan will address this more fully prior to being sent to funders

4.27 (It has not been possible to undertake such an exercise for the purposes of this deadline, funders require evidence of a bottom up approach to demonstrate how their money will be used to add value in real terms to people's lives. We have attempted, for the purposes of the Parish Council deadline, to get an idea of users views. It needs to be revisited and carried out in an independent and comprehensive manner.)

5. Local policies and the Langley Profile

5.1 This section identifies some of the key local policies and strategic priorities in order to highlight the issues facing rural communities, their buildings and spaces. This helped steer the Committee’s guiding principles and identified areas where new facilities can be enabled by an improved integrated community centre on the Green so as to add value to the lives of residents in Langley.

5.2 The need for multi-purpose village halls in rural communities is well recognised in Government, Regional and Local policies, not only for community leisure, sport, meetings and emergency relief centres but also as the focus for delivering services to the community and local businesses.

5.3 **The National Planning Policy Framework** and **Uttlesford’s Sustainable Community Strategy 2008** state:

“Sustainable communities are places in which people want to live, now and in the future. They embody the principles of sustainable development at the local level. This means they improve quality of life for all whilst safeguarding the environment for future generations.”

5.4 Key themes in the **Uttlesford Sustainable Community Strategy** are:

- Children and young people matter
- Staying healthy
- Developing business
- Feeling safe
- Protecting the environment
- Getting around

5.5 The **Sustainable Community Strategy** contains the following priorities:

- To promote healthy lifestyles amongst young people
- To reduce rural isolation and deprivation by increasing access to services
- To provide support to increase adult fitness and reduce obesity rates
- To increase participation in sport, culture and volunteering.

5.6 So as to help set Langley in context, the age demographics of the parish identified by the 2011 Census was at that time as follows:

Age	Number	%
0-14	52	14.65
15-19	32	9.01
20-59	185	52.11
60 and over	86	24.23
Total	355	100

5.7 This is a very real issue for Langley due to its isolated location and lack of village amenities. As mentioned earlier, Langley is an outlying village with the nearest towns 8 miles away. Residents are heavily reliant on car travel to access activities, local services and amenities.

5.8 Uttlesford predicts that if you live in a rural area you are more likely to experience isolation and less able to access social networks and help. By 2033 it is predicted that 41% of households nationally will be single person household and a large proportion of these households will be older people living alone.

“small isolated villages in Uttlesford.....families are at a disadvantage due to poor access to services, although they are not necessarily economically deprived. This is compounded by a lack of public transport.”

5.9 Isolation can be detrimental to mental and physical well-being. Parents with young children, children themselves, the elderly, their carers and people living alone, residents without relatives and close friends nearby, new residents and those working from home, part-time and retired; they can all be adversely affected by the isolated nature of the village.

Children and the Young

5.10 The population of Langley under the age of 20 was 84 (24%). A recent estimate provided by the Youth Group indicates this may have increased further and be in the region of 90. There are also a number of new babies expected here this year.

5.11 Uttlesford’s projected population for children & young people by selected age bands are as follows and projects a 22% increase in children under the age of 18 by 2035.

Age Band	2014	2020	2035
0-4	4950	5330	5400
5-10	6440	4260	7760
11-15	5330	6020	7080
16-17	2260	2270	2870
Total	18980	19900	23110

5.12 In Langley children can play on the Village Green or in the Play Ground near Long Ley, but also often play in the road. The lack of any regularly organised activities within the village means that they need to travel by road, primarily by car, to nearby villages and towns to access sports and other activities.

5.13 **The Essex County Council: Joint Strategic Needs Assessment: Uttlesford profile** found that:

- *½ of secondary school pupils said there was not enough to do in the district*
- *It is challenging to keep young people in the village, which therefore creates a challenge in sustaining the community into the long term.*

Residents 60+

5.14 In Langley the 2011 Census indicated that 86 (24%) of the population were aged 60 and over.

- *“ Uttlesford predicts a growth in the overall population and in particular that a quarter of all local residents will be over 65 by 2035.” ECC JSNA –Uttlesford locality profile*
- *“ By 2033 it is anticipated that the working age group will continue to decrease and there will be a sharp increase in older people.” Active Essex Strategic plan 2012*

5.15 The oldest residents can become increasingly isolated, particularly where they do not have relatives living nearby and are either disabled or less mobile. Aside from attending Church, the Baptist Church coffee morning or WI activities, there are no regular activities in the village aimed specifically at catering for the needs of the oldest residents. In order to access local services and amenities they need to travel outside the village. Consequently they are heavily reliant on cars and public transport.

Transport/travel links

5.16 As highlighted in Uttlesford’s policy documents, due to the rural and isolated nature of villages such as Langley, there is a higher dependence on cars for transport and use of high emissions fuels for heating such as oil, LPG and electricity, leading to higher carbon dioxide emissions than the national average (in the top 20%). Also CO2 emissions in Uttlesford were 8.7 Kiloton (kt) per head compared to the national average of 6.7Kt per head.

- *“ In 2011 the census showed that 129 people from Langley drove to work in a car or van. It also showed that 44% of Langley households had 2 cars (England: 25%) and 10% had 4 cars or more (England: 2%).”*

5.17 The bus services have recently been cut to Saturdays only, with a taxi booking service for other times. The lack of services and amenities in the village itself compounds this problem and only increases car dependence and more isolation for those who do not have a car. Whilst taxis can be booked in advance for pre-planned trips, there is also a companionship and social cost to the loss of a regular weekday bus service. This can further contribute to feelings of isolation for those residents most closely affected.

Health, Sport and Fitness

5.18 **Essex Local Authority Portrait of Uttlesford 2015 states that:**

- *“ 63.4% of adults in the Uttlesford district are classified as overweight or obese. (Essex highest: Castle point 73%, Essex lowest: 62% Chelmsford). This is similar to the national average (64%).*
- *30.3% of 10/11 year old children were overweight or obese in the district in 2012/13 (National average: 33%, Essex highest: 34% Harlow, Essex lowest: 28% Brentwood).*
- *The health of people in Uttlesford is generally better than the England average.”*

5.19 *Uttlesford's sustainable strategy commented that:*

- *".....participation in sport is a significant contribution to positive physical and mental health "*

5.20 and **Active Essex** identified that:

- *'Almost 50% of our population are inactive and our communities continue to face numerous barriers to participation in sport.'*

5.21 **Sport England** says

*"..playing fields are one of the most important resources for sport in England as they provide the space which is required for the playing of team sports on outdoor pitches, that open space is becoming an increasingly scarce resource and that it can provide an important landscape function, perform the function of a strategic gap or provide a resource for other community activities and informal recreation.
"*

5.22 **About the value of public space, CABE (Chartered Association of Building Engineers)** says:

".....there are many benefits to high quality parks and public spaces. These benefits can include; improvement to our physical and mental health by encouraging us to walk more, to play sport, or simply to enjoy a green and natural environment; providing children with opportunities for fun, exercise and learning; helping to allay fear of crime; shaping the cultural identity of an area; providing a safer and more welcoming environment, encouraging walking and cycling"

5.23 The Committee recognises the inherent value of the village green and the complementary nature of these community assets; the Centre, pavilion and the Green. The siting of these community buildings on the Green helps integrate indoor and outdoor activities and encourages the use of the outdoor space. Village greens are a very important part of our community heritage and are protected in order that they remain accessible and can be actively used by all residents for outdoor pursuits. (The Parish Council addressed the issue of the use of the Green in May 2013). The continued presence of a community building which enables greater activities for children, sports and community social events will help ensure this space is actively used in real terms and enjoyed by more residents, both now and in the future. It creates a central and accessible meeting place for fun and friendship, thus strengthening our community.

Business opportunities

5.24 The number of people who are self-employed, work from home or work very locally presents opportunities for service development within Langley.

- *" The 2011 census found that within Langley 20% of 16 – 74 year olds were self-employed (England: 10%); while 25 people work from home, a small percentage (4%) only travel just over a mile to work and 38 people work part time."*

5.25 Many of these people will be in the area during the day. Services and facilities could be developed for this sector, thus creating potential hire income and adding to the variety of village life as well as an opportunity to meet, learn and support each other.

Education opportunities

5.26 The Wine Appreciation classes and other learning opportunities offered by the WI are well attended by people from a wider locality. This indicates that there may be potential for more such courses to be provided for a wider age range, particularly with the addition of Wi-Fi and internet accessibility.

Summary: Interpretation of local and national strategies

5.27 The local policies, strategies and initial user/resident consultations have been drawn together to formulate the Committee's guiding principles, thereby ensuring that the Committee's approach is supported by evidence based information. These principles provide the direction and leadership for the project and the facilities it will provide as follows:

5.28 The Committee's Guiding Principles:

1. **Accessibility:** a Centre accessible to all, including disabled access on foot and by car.
2. **Inclusiveness:** welcoming to all, where everyone feels comfortable and at ease; engaging with our young and oldest residents; and easing rural isolation by increasing access to services
3. **Enabling:** encouraging opportunities for education and learning new skills for life, for fun, for jobs.
4. **Wellbeing:** a place which encourages feelings of contentment, security and belonging; developing cohesion and cooperation in the community which will contribute to growth in mental and physical well-being.
5. **Sustainability:** a place where people want to live, now and in the future. Reducing car travel and safeguarding the environment.
6. **Local:** encouraging local opportunities, facilities and services here in Langley, for convenience and companionship, reducing the need to travel and the isolation of those not able to.
7. **Collaboration:** seeking to build a co-operative approach when work needs to be done with other village organisations to protect all community assets equally.

6. Community Needs

User and Village Surveys:

6.1 In addition to the User Questionnaire issued recently, previous village surveys have been undertaken to gauge village support for replacing and improving the current community centre with a joint village hall and sports/cricket pavilion. Whilst these need to be repeated and updated before a business plan is submitted to funders, the findings of these are repeated here, as follows:

6.2 The views of the local community and user groups were initially sought through a survey completed in November 2011. 66% of the village (or 90% of those who responded) supported the replacement of the current buildings with a new joint hall and pavilion on the village green.

6.3 In 2012 a village survey was issued to all Langley Parish residents to ascertain what facilities should be provided in the Centre. 50% of residents responded with ideas and helpful comments. The results were assessed and summarised independently by the Rural Community Council of Essex (RCCE) and details provided in Appendix 5.

6.4 The least represented in these results were households with children under 14 (36.54%) and the best represented were 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.

6.5 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

6.6 In order to gauge the type of activities residents would like to attend they were asked if they were interested in a number of events in the Centre. See Appendix 5. The most popular activities stated were Private Parties, Garden shows, Exhibitions and Quiz nights with the least popular being Whist Drives and Luncheon clubs. However, there is a valuable community and social benefit to be gained from some of the less popular activities such as Over 60s groups even with lower attendance.

6.7 In order to gauge some of the indoor sporting activities residents would like to attend, they were asked if they were interested in attending a number of differing sporting events. The most popular were pool/snooker and table tennis. A large number of the responders were not interested in indoor sports. Several responses expressed an interest in Yoga, Pilates, Keep Fit and Badminton as well as darts and Tai Chi.

6.8 While many of the suggested activities did not seem popular with a lot of responders, they are more likely to be of interest to the younger residents and not the older groups from whom most of the replies were received. There is, therefore, a community benefit to be gained from providing indoor as well as outdoor sporting activities in order to cater equally for the needs of all age groups.

6.9 In addition to the above, the User Survey issued in 2016 also asked what types of activities users would like the Centre to provide for. Details are given in Appendix 4(g). The key activities were:

- Various children's groups - Parent and toddlers, Youth clubs, Sports, Holiday clubs, Brownies, ideally with an outside space which can be fenced off to protect young children.
- Fitness Classes – Yoga, Pilates, Aerobics
- Family events such as picnics, cricket/village teas, utilising the outside space of the Green.
- Social events, drink & food tasting, quizzes, bingo, village dances, concerts.

6.10 Several responses commented on being able to make greater use of the outside space of the Green whilst hiring the Centre with particular reference to children's, family and sporting activities and events.

6.11 As discussed earlier, in response to the Centre's under usage and some of the needs identified from the surveys, the Committee have increased the number of family and sporting events. This was also to help confirm the likely take up of such activities if they were introduced more regularly. These have proven increasingly popular. The first sports day in June 2015 attracted 40 people and, following the purchase of sports equipment with a grant from Uttlesford District Council, a further sports day was held in September 2015. This attracted some 80 local residents who participated in a variety of sports and were keen for future events. The final day was in November 2015 – a very frosty day, but despite this 5 a side football took place with a barbecue at lunchtime. At present these activities are very much weather dependent. Improved facilities which can cater for year round sporting activities for children and adults alike would make such activity based events less weather dependent and more inclusive.

6.12 The WI, the Centre's largest hirer has identified the facilities that the Centre would need to continue to provide in order to continue to meet their needs. These include:

- Road access for 52 seater coaches, to host their hospitality days where they welcome other groups, for example Over 60's groups. Many visitors to these hospitality events are of limited mobility.
- Well-lit facilities with as much natural daylight as possible to provide for their monthly craft days.
- Improved kitchen facilities and space provided on the Green, as they state these 'stretch us to the limit' for their fundraising teas. In particular the massively popular annual Langley Fete WI teas are located in the Community Centre at present.
- Disabled toilet facilities and access generally.

6.13 In 2015 the Management Committee held an exhibition of plans for a combined hall and sports pavilion on the green. 118 people visited the exhibition and 84% of the comments were rated positive or very positive. Of those attending there was an overwhelming number of residents (77) who offered their help with construction etc.: 65% of those attending and a staggering 78% of those responding positively. Generous offers of free help and new pledges of free materials have been received which now total approximately £100,877 thereby considerably reducing the funds to be raised. See Appendix 6.

Summary of some key requirements

6.14 In summary, the surveys identified much interest in new activities for adults and children alike. Some key requirements of a replacement community space on the Green include:

- The provision of a removeable fence to provide an enclosed outside space safe for children to encourage the use by young families, a toddler group as well as children's parties and school holiday events.
- The ability to use and enjoy the open space of the Green whilst hiring the Centre. Access to the Green is an important factor for the Youth Group, providing flexibility when planning weather dependant outdoor and sporting activities for a variety of ages. It provides greater opportunities for village wide family and sporting activities, and an asset that many other comparable village halls lack.
- Storage space to cater for youth and toddler groups and their equipment plus buggies, and kids bikes/scooters. An outside shelter would therefore be an advantage as would a reception area capable of storing children's prams.
- Disabled facilities and access. Whilst the Centre's location is on the flat and centrally positioned thereby making it easy for the oldest residents and their carers to reach on foot as well as by car (including larger disabled transport vehicles), the shingle poses a problem for wheelchairs and 'wheeled/walkers'. Access from both the road and dedicated disabled parking is essential. An access ramp for the entrance and access to the outside seating areas would enable greater flexibility for disabled users. Disabled facilities within the Centre should also be provided and a hearing aid system installed.
- Flexible space capable of catering to differing sizes of event from an intimate lounge like feel or a private consulting area for health drop-in sessions, to a bigger social or fundraising event. The ability to hold multiple events at once would be an advantage.
- Provision for fitness classes such as aerobics, zumba, pilates, yoga and 'kiddies' dance classes. A sprung wooden floor and wall mirrors for specific activities would be advantageous.
- A spacious and adequately equipped kitchen to aid food preparation for say over 65s luncheon club children's parties, social groups/gatherings and village events. A dishwasher and full size fridge freezer should be incorporated.
- Improved toilet facilities which do not open out onto the main Hall. These need to provide for separate access on occasions for more than one event simultaneously.
- Modern communication such as WIFI and projection screens would be an advantage to cater for residents working from home/running a business from home to hold meetings. This would also cater for film nights, classes and talks.
- Music and sound system for varying uses including private parties, education classes, business meetings and background music for say over 60s clubs.

Potential for New Activities and Income Generation

6.15 Drawing from the residents' and users' comments and local strategic policies the project aims to provide facilities for the following new groups and activities:

- Youth Group
- Parents & Toddlers
- Over 65s Clubs
- Fitness & Exercise Classes
- Special Interest Classes
- Village-wide events, social evenings and sports days
- Cricket Club & other team sports
- Children's Parties & events
- Home/local business hire
- Drop-in health sessions
- Private Hire for residents' events

6.16 So far the potential for an additional 246 sessions equating to approximately 550 hours are envisaged. This conservative estimate of new lettings and activities could, initially, generate in the region of £2479. This estimate is based on current hire fees and also includes a number of discounted fees for those groups where community benefit is significant and potentially greater than demand.

6.17 There is significant scope to increase this further. The financial implications are discussed in more detail in Section 8 and projected new hires provided in Appendix 16.

Nearby Village Halls

6.18 Langley being in a very rural setting is surrounded by several villages, with Clavering being the largest with circa 1200 residents. Each village has its own village hall and various open spaces. Consequently there are a number of community buildings available to hire in addition to Langley's Community Centre. Some are incorporated into the village church as with Wicken Bonhunt and Clavering Christian Centre. Whilst others, like Langley, are bespoke village halls such as Clavering, Duddenhoe End and Arkesden.

6.19 At present, the hire charges for the Centre are less than most nearby village halls, although many employ discretionary rates for their residents and non-commercial regular groups. Some charge per hour, per 3 hour session or part day. Langley's charges compare favourably and are very competitive in context of the local market.

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6.20 An analysis of the capacity and charges of other halls is provided below:

HALL	SIZE	CAPACITY	INDICATIVE CHARGES
LANGLEY	6m X 6m	48 seated at tables Max 60	£15 SESSION (3 HOURS), £5 per hour
DUDDENHOE END		70+ SEATED	From £10 per hour
CLAVERING		100 seated: 200 for dances	Fri & Sat after 6pm £20 per hour; rest of the time £10
CHRISHALL		Approx: 80 SEATED: 100 STANDING	Non- residents Half Day (up to 6pm) £35 Full Day (up to 6pm) £65 Evening Events (after 6pm) £70 Children's parties - flat fee £35 Meeting (max. 2 hours) £23
ARKESDEN		80 SEATED: 100 STANDING	£10 per hour flat rate: 5pm - 10pm £90
WICKEN BONHUNT	15m x 5m	60 seated at tables or 100-120 people	Indicative charges are given below. AM / PM (3 hrs): £20 - £30 Evening (18:30 – 22:30) £25 - £55 All Day (up to 17.30) £45 - £80
GREAT CHISHILL	Very large hall, small meeting room extra kitchen for bar, foyer	Seated 200, Dancing 180	Non -Residents A) Every day up to 6pm : £8.00 per hr B) Sun to Thurs 6pm to 00.00: £12.00 per hr C) Fri to Sat: 6pm to 00.00: £100.00

6.21 The new facilities will be provided to meet the needs of Langley residents primarily and groups where the community benefit is greater than the demand will be encouraged by discretionary lower hire charges.

6.22 Despite the current restrictions on use of the current facilities discussed previously, the Centre sets itself apart from others due to its location on the village green and the access to the outside it affords its users. With improved facilities and greater accessibility to the outside this would provide a unique and attractive selling point missing from most other venues. Nearby Clavering Village Hall, a significantly larger venue, is adjacent to a large outside space and able to also cater for adult and children's outdoor activities and sports, although access is across a car park. Duddenhoe End also has a small playground situated across its car-park. Arkesden is not far from a play space but none provide access from the door as with Langley's community centre.

6.23 In conclusion, the combination of location and competitive pricing, particularly for residents, will help to attract hirers from within the village as well as neighbouring villages. Access to outside space combined with spacious and flexible hall facilities and sports facilities will provide a unique attraction for the Centre compared to neighbouring halls. Additionally, the facility will be far more attractive and in-keeping with its surroundings than the current outdated and unattractive community buildings. Thereby making it more aesthetically pleasing and therefore hireable as a Centre.

7. The Future

7.1 What are the options?

1. Do nothing: Although this is the lowest cost option with the current accommodation, this valued community asset is locked in a downward spiral ultimately leading to its demise. Doing nothing is not an option and our community would be much worse off with the limited facilities which will eventually close.

This option does not meet our guiding principles.

2. Refurbish the existing building: the existing Centre does not meet the needs of our community; its life is limited because it is a temporary building and the pavilion is beyond economic repair. The community centre structure is not energy efficient or sufficiently durable. It would be a waste of resources to refurbish the existing Centre.

This option does not meet our guiding principles.

3. Provide the community centre facilities in the St John the Evangelist Church, demolish the Centre and provide a small pavilion on the green. *This Business Plan is restricted solely to assessing the extent to which the facilities and activities provided by retaining the current location of Langley's community centre meets the needs of the community as a whole. It does not assess the extent to which the Church option achieves this. This is the subject of a separate Business Plan being produced by the Langley Church Matters Team.*

4. Retain the current location and replace the community centre and pavilion with a combined and improved facility on the village green: Demolish the dilapidated pavilion, concrete garage and community centre. Construct a new single storey combined hall and pavilion on the village green with appropriate kitchen facilities and toilet facilities that meet the standard requirements. The Centre would be flexible and have both large and small meeting rooms in addition to a sprung wooden floor, making the centre suitable for a wide variety of fitness and other activities. It provides spacious and functional sports changing rooms so that sports on the green can be a reality for teams from other villages as well as our own. The new Centre and its facilities can make a positive contribution to social life, fun, education, health, fitness. Its location could help improve the village's carbon footprint by providing events and activities that can be easily reached on foot by a great proportion of the residents and reducing the need to travel elsewhere to access activities or socialise.

This option meets our guiding principles.

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7.2 The following table sets out the intended outcomes and benefits from Option 4 and how these meet the Committee’s guiding principles.

Guiding Principle	OUTCOME	BENEFITS
Inclusiveness And Accessibility	Increased sense of belonging and reduced isolation	Engaging more with all sectors of the village, particularly children and those most at risk of feeling isolated. Social and fitness activities catering for all ages, both daytime and evening. Sporting opportunities and challenges for young people: Youth club, sports activities, nets training, and inter village events. Regular activities such as over 65s lunch club with IT support for shopping, Mums and Toddlers, coffee mornings and ‘knit-ins’, chess club, film events. Pop Up Shop for refreshments, cake stall & veg, and selling by local small businesses, both indoor and out.
Local	Increased health & fitness	Fitness classes, yoga, pilates, Slimmer’s World, sports club, sports days, team sports, the ability to walk to local events and activities Potentially Health Visitors, chiropodist drop in sessions, flu jabs etc.
Wellbeing	Reduced isolation, increased peace of mind and mental health	Regular activities for socialising for all age groups, particularly the youngest and eldest residents. Opportunities for learning new skills and helping others. Developing cohesion and cooperation
Sustainability	Modern, attractive flexible facilities. Reduction in car travel; Energy efficient structure; low running costs & hire charges	More socialising, and companionship Engaging with young children and adults and fostering a sense of belonging and community spirit More local events and activities to reduce need for car travel & associated carbon footprint. Increased lettings and associated income, keeping running costs to a minimum aids long term sustainability. Not reliant on commercial enterprises and large scale private events Tenure & ownership remains with the Parish Council on behalf of villagers
Enabling	Opportunities for education and learning, Developing local business	Opportunities for vocational workshops and training for work, use by WI for their courses and speakers, Wine appreciation classes and other recreational classes. Developing local business skills Pop Up Shop for refreshments, cake stall & veg, and selling by local small businesses, Meeting rooms with IT link-up and data streaming
Collaboration	Working partnerships with other village organisations	Strengthen and safeguard all community assets e.g. Church buildings secured for the future

7.3 The development of the project aimed at achieving these outcomes and benefits is discussed in greater detail in the following section.

The Project

7.4 The project will replace the current ageing community centre, dilapidated cricket pavilion and concrete garage with a purpose built, environmentally efficient, combined community centre and pavilion. This will provide a modern, yet traditionally styled, flexible facility for all ages and abilities, for social, educational, business and sporting events so as to help improve the lives of the residents.

7.5 The new building would be erected on a similar footprint and in close proximity to the current buildings proposed for removal and would be no higher than the highest ridge point of the present pavilion. The combined hall space will seat approximately 100. The Centre will be dividable by bifold doors, thus providing a large hall (when the bifold doors are open), a medium sized hall and a small meeting or 'club' room when the bifold doors are closed.

7.6 This multi-purpose community building will have kitchen and toilets to comply with all statutory requirements, including disabled access. The Centre will be accessed from the car park through a lobby area where prams can be parked.

7.7 In addition, French doors will open on the north west side facing the top green and also onto the south west side facing the cricket square, with a canopy over plus a clock in the gable end. A small amount of decking to provide a sitting area immediately outside the pavilion doors is envisaged and a removable restraining fence enclosure could be placed to provide an outside play area for young children.

7.8 The kitchen and toilets will be accessible from all configurations of the hall, and the kitchen will have an external door so that caterers may enter the building directly from the outside. There is also a 'bin' store close to this external door.

7.9 For sporting events there is a players' external door, foot scraper, external tap and gulley for entry direct into the changing area, rather than through the main entrances. Storage for equipment will be provided in addition to external storage for the mowing gear for the village green.

7.10 The building will be built to very high environmental standards, keeping maintenance costs low and reducing the carbon footprint to the minimum. In addition insulation designed to exceed statutory levels and reduce energy bills will reduce both heat loss and noise escape.

7.11 The car park will have a porous surface and will be a similar size to the current area. Two disabled parking spaces will be sited next to the building. Further shrubs and trees will be planted for enhanced screening.

7.12 See Part 3 for the Employer's Requirements and full details of the project and build. In this context the 'Employer' is the Community Centre Committee.

Heating and energy

7.13 Our preferred heating option for the new Centre is LPG. This not only provides instant energy for heating but also provides gas cooking facilities. Storage of the LPG tank would be underground for reasons of security and aesthetics

7.14 Due to the significantly improved energy efficiency of the new Centre it will be cheaper to heat and retain the temperature of the building than is currently the case. It is estimated to require only 50% of the current amount of energy to heat the new building for the equivalent usage. In addition, from our calculations if the outside temperature was 6 °C and there were 60 people in the hall, once the hall was up to temperature no further heat would be required. See Appendix 7 for Heating Requirements. Solar Panels were also considered but discounted on grounds of cost. This may be revisited in the future should they become more cost effective or sufficient funds become available.

7.15 An important result of achieving a sustainable centre with low running costs is the ability to focus on offering community services without constantly having to strive for more profitable activities. Going forward the Centre would not be reliant on commercial enterprises or large scale events by non-residents in order to remain financially viable. Instead it will be possible offer discounted prices to attract services and activities that will enhance the lives of residents, particularly those most vulnerable and at risk and where a gap in local services has been identified.

Planning and Environmental Considerations

7.16 In consideration of the position, shape and facilities of the building, the Committee obtained pre-application planning guidance from the Uttlesford District Council's planning department. The planning officer's response was positive and stated that there are 'no objections in principle to a replacement of the 3 structures to a separate combined community facility'. The combined Centre will be built on a scale which is commensurate with the existing facilities, although in order to comply with modern building standards and improve the amenities, the Centre is slightly larger than the aggregate of the current buildings. In this respect, the planning officer also commented that 'The proposed replacement community facility in terms of scale is commensurate with the three structures it is replacing' and that 'the structure is of an appropriate scale and design, and would assimilate well to its setting on the green.' See Appendix 8. It will be important to recover any pockets of old ground released by the development and return them as far as possible to an acceptable grass surface in common with the rest of the Green.

7.17 Due to the high usage of the site in the past, it is thought unlikely that the development will have any harmful effects on wildlife. As far as known, the site does not include any protected species and is not a habitat suitable for protected species, however vigilance must be maintained at all times to protect, consider and act accordingly if any signs are found. The Committee has a local qualified environment expert to call on if action is required.

7.18 The project helps safeguard accessible open space in the heart of our community and will facilitate the use of the Green by all residents in real terms – our Village Green is an important part of Langley's heritage. Retaining the Centre in its central location on the Green encourages play, events and activities which can be reached on foot or bicycle by residents thus making a contribution to health and wellbeing and reducing the need to travel to the community centre or elsewhere by car.

7.19 As discussed earlier, the building will be built to very high environmental standards with insulation designed to exceed statutory levels and reduce energy bills. This will reduce both heat loss and noise escape as well as the Centre's carbon footprint. See Part 3 for the Employer's Requirement Document.

7.20 Instant energy for heating and cooking will be supplied by LPG stored underground in the interests of aesthetics and security.

7.21 As mentioned earlier the car park will have a porous surface. Additional screening will be provided by planting further shrubs and trees and limited external night lighting will be provided as at present levels.

Project Costs

7.22 Our current estimate for the building costs is £324,491. The donations and pledges of free labour, materials and project management already received amounts to £100,877 and significantly reduces the build cost. Other residents' pledges of semi-skilled free labour could also achieve further estimated savings of £50,108 for such things as painting, digging and 'grafting'. In total the self-build aspect of the project could achieve savings of circa £150,985.

7.23 While a community build will cost considerably less money than paying a contractor to undertake the whole project, it will be necessary to raise £173,506 in order to finance the project. This figure could be reduced by a further £19,345 if some of the less urgent items are left till later, for example showers and dividing doors, bringing the initial sum down to circa £154,161. See Appendix 6.

7.24 Costs will be kept to the minimum by using as much voluntary labour, both skilled and unskilled, as possible where appropriate. Specialist contractors e.g. electricians, plumbers, heating engineers etc. will be contracted through competitive tender processes to provide services as required.

Delivering the Committee's vision

Charitable status

7.25 At present the Langley Community Centre is an Accepted Charity. To proceed with the project it is essential for the Community Centre to become a registered charity, preferably by forming a Charitable Incorporated Organisation (CIO). This will serve to minimise the liability of Committee members and the charitable status will also enable VAT on the project costs to be recovered. Preparations have begun towards this aim.

Funding the Project

7.26 The funding required of £173,506 for this project (£154,161 with possible omits) is a significant amount of money to raise but the Committee is confident that this can be achieved with community support and the voluntary work offered by many supporters.

"if you fail to plan..... you plan to fail"

7.26 The importance of organised fundraising cannot be emphasised enough; without a clear plan, clarity of messages to our community, and the assembly of information and networks of supporters, little money will be raised and nothing will happen. Preparations have already begun towards fundraising in the event that the project can go ahead. A funding sub-group has been set up, and already some funders have been identified and groundwork undertaken to progress this further. In addition, a small informal network of supporters has already been identified.

7.28 The engagement and support of our community to deliver this community build project will be a major mission not to be underestimated. The Committee understand this will take a tremendous level of

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commitment, organisation and effort, but are dedicated to the achievement of an improved community centre on the Green that benefits the community as a whole.

7.29 In preparation, the Committee have committed to raising £15,000 themselves in addition to the money raised through funders identified below. There are others who will be approached. In addition it is possible to raise funds on long term loan for community projects via the Public Works Loan Board (PWLb). This will be further investigated. The sources of funding identified so far are as follows:

Source of Funding	£ requested
Langley Community Centre Committee	£ 15,000.00
Langley Parish Council 2017	£ 10,000.00
Langley Parish Council 2018	£ 10,000.00
Essex Community Trust	£ 5,000.00
Tom Amos Trust	£ 30,000.00
Trust House	£ 10,000.00
Garfield Weston	£ 10,000.00
Bernard Sunley Foundation	£ 5,000.00
Sport England – Inspired facilities	£ 25,000.00
Stanstead Community Trust	£ 2,000.00
Tudor Trust	£ 20,000.00

7.30 In addition to the funding sought from grants, trusts and other funders, the Committee will undertake an ongoing programme of fundraising events. This will help communicate progress and successes of the project and ensure it maintains a high profile.

Management & Evaluation of the project.

7.31 As a community build the following steps are envisaged in order to manage this project. See Appendix 9 for project management structure. Fortunately the old hall can remain in situ while the new hall commences at the pavilion end.

- The Committee will be inviting local people to become involved, on a voluntary basis, in all aspects of the project, including the physical building and fitting out of the new combined Centre, the donation of materials and equipment, and in fundraising. A community build can help to engage and strengthen the community and create a sense of ownership. It can also provide work experience which in turn may improve job prospects for some volunteers. Additionally as funds allow, the more expensive 'extras' such as a room divider, rolling shutters on the kitchen servery, showers and possibly extra car parking could be purchased later through separate grant appeals.
- The Committee will approach local and national companies to donate materials and equipment, and are seeking additional funding from grant awarding bodies and charitable trusts.
- The Committee will establish a steering group of members and other local people to co-ordinate the project from start to finish. This group will be the Building Committee. The Management Committee has been very fortunate in securing the voluntary services of a local builder who has agreed to co-ordinate the build and will head up the Project Management Team who will be responsible for the day to day operational leadership of the Project. He has the necessary expertise to guide and deliver a successful project.

- The Project Management Team will be appropriately skilled, professionally qualified and experienced project managers who will ensure that the necessary standards of health and safety, insurance and quality are maintained at all times. The main Management Committee will retain overall responsibility for this project and will monitor progress accordingly.
- The Building Committee will examine the Programme Summary (action plan) and set up the monitoring process for the project, agreeing the timescales and responsibilities accordingly. The outline plan of work is at Appendix 10. Monitoring will include regular periodic project reports from the Project Management Team to the Building Committee. Regular progress reports will also be submitted to the Management Committee with a break-down of actual and projected costs. Evaluation of building progress will be an ongoing process to be undertaken by the Management Committee and communicated to the Parish Council and village at regular intervals.

7.32 Evaluation of the project outcomes will be an ongoing process both during the project and post project completion. The purpose being to monitor the extent to which the new facility achieves the expected outcomes and community benefits.

7.33 Greater consultation and engagement will be necessary with all residents and village organisations before this draft business plan is finalised and for the purposes of seeking funding. Thus ensuring that residents needs and gaps in local services are fully identified. Post project completion, users will be surveyed regularly and residents consulted to gain feedback and highlight further areas for improvement.

Risk analysis.

7.34 An assessment of the key risks associated with the project has been undertaken and the findings are provided in the following table: See Appendix 11 for further explanation.

RISK	RISK PROBABILITY	IMPACT	RISK REDUCTION
Insufficient support within the community	Medium	High	Carry out an exhibition to provide information of outcomes and community gain. Undertake more user and resident consultation to ensure needs are incorporated into the project. Facilitate a greater sense of ownership by all residents.
The Langley Community Centre is not a legal entity and individual member's liability is not protected.	High	High	Make arrangements to become an Incorporated Charitable Organisation to become a legal entity and protect liability of members
Closing existing community centre to facilitate construction of new building	Medium	High	Design out this possibility at concept stage
Planning permission not achieved	Medium	High	Apply for a pre-app from the local authority to ascertain issues to address. Liaise with all interested parties and residents and local organisations

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Project cost excessive	Medium	Medium / High	Use a quantity surveyor to do a cost plan. Minimise costs through a community build. Obtaining early pledges of help and funding.
Project costs overrun	Medium	Medium / High	Selection of well-established firms. Fixed price contracts plus contingency and inflation allowances. Close monitoring of progress and costs. Hold back reserves. Further fundraising
Insufficient level of experience within the community centre committee	Medium	High	Co-opting the people with the right experience onto the committee.
Project manager becomes unavailable	Low	Medium	Ensure there is more than one person available for the role. Co-opt additional resident with requisite skills.
Suppliers go into liquidation	Low	Medium	Selection of well-established firms
Running costs for the village are excessive and the building becomes a burden	Medium	High	Design the building using low maintenance materials and insulate to exceed statutory levels to reduce energy bills
Warranties are inadequate in the event of future problems with the replacement building	Medium	Medium	Obtain collateral warranties from the Architect and Structural engineer. Explore the possibility of an NHBC guarantee or similar
Liabilities arising from a self-build and associated health and safety issues	Medium	High	Need to take out adequate insurance to cover any volunteers and subcontractors who work on the project.
Protection of helpers	Medium	High	Ensure that training is given where appropriate, and all people have PPE

8. Financial Sustainability

8.1 Going forward it will be necessary to ensure that the project is sustainable for the long term and does not leave future generations with a financial burden to protect its longevity. The following section sets out the financial projections for an improved Centre.

Present Income & Expenditure

8.2 The current year estimate and past 4 years' expenditure is summarised below:

	Current Year Budget	2014/15	2013/14	2012/13	2011/12	Average
Gross Income	2615	2153	3363	3425	2368	2827
Gross Expenditure	2412	2242	2737	1987	2304	2317
Profit/Loss	203	-89	626	1438	64	510
Reserves at year end	7597	7394	7483	6857	5419	

8.3 A more detailed analysis of income & expenditure can be found in Appendix 12. This shows that with the exception of 2014/15, gross income has consistently covered the cost of running the Centre, despite the very low usage. Hire income has not, however, been sufficient to meet running costs and the Centre is reliant on fundraising and the fete grant in order to maintain the reserve.

8.4 In 2015 the Committee approved the first increase in hire fees since 1999. The Committee's policy has been to maintain hire fees at a low level for the benefit of the local community and to encourage its usage for community activities. To achieve this aim the Committee has undertaken to fundraise where necessary to address any significant fluctuations in reserve balances. This policy has been successful as funds have steadily increased since 2012 from £5419 to £7394 in 2015. Committee fundraising to date for 2015/16 is £1,900 and the fete contribution is £1000. The Committee's Financial Policies are provided in Appendix 13. Payments for works and services cannot be made to committee members.

Future Income & Expenditure

Projected Running Costs

8.5 Running costs for the new Centre for year 1 based on the same level of hires as for 2015 are estimated to be £2660 compared to £2242 for 2014/15. Based on projected new bookings in year 1 of an additional 550 hours running costs would rise to an estimated £3591. The highest costs being in respect of insurance (£620) and cleaning (£1147), see the following table:

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8.6 More detailed calculations are given in Appendix 14.

<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>1st Year - New Hall Running costs at hire levels of 1021 hours</u>
Cleaning Contract	620	620	1147
Insurance	390	620	620
Electricity & Heating	300		
Electricity		230	426
Heating		80	148
Water	80	90	148
Window Cleaning	120	200	200
Christmas Tree & Decorations	90	90	90
Fire Extinguisher Maintenance	90	120	120
Hall Supplies	50	50	92
Miscellaneous Expenses	60	60	100
Memberships & Licences	92	100	100
Maintenance, purchases & Inspections - General Fund	400	400	400
Maintenance – Mower	120	0	0
Total Facility Running Costs	2412	2660	3591

8.7 Due to the improved energy efficiency of the new building it will be cheaper to heat and retain the temperature of the building than is currently the case. It is estimated to require only 50% of the current amount of heating energy for the equivalent usage.

8.8 Additionally due to the choice of materials, the building will be very low maintenance, requiring much less than the existing building. It is considered prudent, however, to make a provision for possible maintenance and renewals costs and this has been based on an average of the previous 4 years.

Future Hiring Income

8.9 Assuming running costs amount to £3591 it is estimated that the Centre would need to be utilised for 12.3% of the maximum available hire period in order to be self-sufficient without reliance on fundraising and fete income. See Appendix 15 for details. For 2015 the Centre's utilisation was 9.4%. This does not necessitate a marked increase in bookings to be self-sufficient and would be an improvement on the present situation which is reliant on committee fundraising and the Fete contribution towards running costs. Any further increase in costs due to usage will result in a corresponding increase in income with only a minor increase in operating costs.

8.10 Based on projected fundraising and fete income of £2280 the Centre's utilisation could drop well below the usage for 2015 before impacting on the reserve funds. The likelihood that hires would drop below those of the current Centre is minimal and the reserves would be more than sufficient to cover any such risk.

8.11 As mentioned previously, hire fees have been maintained at a low level to encourage usage by residents. The fee increase last year to £15 per session (3 hours) was the first in almost 20 years. Due to the low running and maintenance costs associated with the replacement building the hire fees will remain at the same level for most activities and will be reduced for activities with a significant community benefit. The charging policy, therefore, remains unchanged. This is in line with the Committee's guiding principle to add value to the lives of residents, particularly those most vulnerable and at risk and where a gap in local services has been identified.

8.12 Going forward the Hall would not be reliant on commercial enterprises and large scale private events in order to be financially viable. Only commercially based activities and events will see an increase in the charging but this will not affect any current users.

8.13 Potential hirers have been contacted to gauge likely numbers of sessions and regularity, albeit a hypothetical exercise at this stage. These include, slimming groups, fitness classes, youth group and health services. As uptake would very much depend on levels of interest for activities such as fitness classes and vocational learning the sessions have been estimated at a relatively low number. A parent/toddler coffee morning and over 65s club will be investigated over the coming months. These are core activities the committee will be aiming to address where possible in response to residents' surveys and local policy strategies.

8.14 Based on these initial investigations, forecasts of potential users and associated hire income have been projected. See Appendix 16. As the anticipated costs of the new facilities will not be significantly greater than at present, the projections include discounted rates for some regular community groups/services. In year 1 the income forecast for new hires is in the region of £2479. This is in addition to the income from current hirers. There is considerable scope to increase this further. The flexible nature of the facility also means that multiple activities can occur at the same time, both indoors and out, providing greater opportunity for hires and resultant income.

8.15 The WI, the Centre's largest hirer have committed to continued usage and identified the facilities that the new Centre would need to provide in order to continue to meet their needs and ensure their continued custom. As mentioned previously these include:

- Road access for 52 seater coaches and access for those with limited mobility, this is in line with current usage for their hospitality days and meetings.
- Well-lit facilities with plenty of natural daylight for their craft days.
- Equipped and improved kitchen facilities on the Green for their WI teas at the Fete as well as their hospitality days.
- Disabled toilet facilities

Marketing

8.16 As part of its strategy the Committee will be producing regular newsletters and inserts for the Parish Magazine to keep local residents and nearby villages updated on our progress. A new web-site will be created, linked to the Parish Council site and also a Facebook Page with links to the web page.

8.17 The Committee will also provide local newspapers with articles of the village's progress to get the message out and have a media launch campaign once the project is completed. The web-site will include regular updates on project progress and all fundraising activities as well as the volunteer help required at

each stage. Once a new building is complete this will provide a synopsis of the successful project, details of the facilities, hiring details and charges and a diary of regular and adhoc activities, classes and groups and their organisers contact details.

8.18 Given the self-build nature of the project and the fact that the location is in the heart of the village and is highly visible, there is inevitably a lot of self-marketing in the build and fundraising process. Communication, however, through leaflets, newsletters and local parish magazines will be crucial for the recruitment of volunteers as well as the fundraising efforts. This will continue after the project is complete to ensure that residents remain engaged with the facility and are aware of the new activities being provided and how to access them. Quarterly newsletters for residents will contain event diaries and group/class diaries.

8.19 An email network will be introduced for gaining help from volunteers and also updating residents on 'progress', fundraising events and eventually the activities planned in the new Centre.

8.20 The parish magazine covers Langley and the neighbouring villages of Clavering, Arkesden and Wicken Bonhunt, thereby spreading the message beyond our village and into the local primary school's 'catchment' area.

8.21 A notice board will be placed in a visible location outside the Centre which will also contain details of activities, groups, classes, the days they occur and the contact details for any organisers.

User surveys will be undertaken regularly to maintain engagement and actively seek out new ideas.

9. Summary

9.1 The Committee’s guiding principles are derived from local government policies and strategies and the views of local people. These provided the framework to independently assess options and identify facilities which best meet local needs.

9.2 It is the view of the Committee that the development of flexible facilities which better integrate the use of the Green, Community Centre and pavilion will bring about many benefits for our community. If this can happen our community will be enriched for our children, more companionable for all and more sustainable for future generations. The community benefits are summarised below:

Guiding Principle	Outcome	Benefit
Inclusiveness And Accessibility	Increased sense of belonging and reduced isolation	<ul style="list-style-type: none"> • Engaging more with all sectors of the village, particularly children and those most at risk of feeling isolated. • Social and fitness activities catering for all ages, both daytime and evening. • Sporting opportunities and challenges for young people: Youth club, sports activities, nets training, and inter village events. • Regular activities such as over 65s lunch club with IT support for shopping, Mums and Toddlers, coffee mornings and ‘knit-ins’, chess club, film events. • Pop Up Shop for refreshments, cake stall & veg, and selling by local small businesses, both indoor and out.
Local	Increased health & fitness	<ul style="list-style-type: none"> • Fitness classes, yoga, pilates, Slimmer’s World, sports club, sports days, team sports, the ability to walk to local events and activities • Health professionals visit: potentially including Health Visitors, chiropodist drop in sessions, flu jabs etc.
Wellbeing	Reduced isolation, increased peace of mind and mental health	<ul style="list-style-type: none"> • Regular activities for socialising for all age groups, particularly the youngest and eldest residents. • Opportunities for learning new skills and helping others. • Developing cohesion and cooperation
Sustainability	Modern, attractive flexible facilities. Reduction in car travel; Energy efficient structure; low running costs & hire charges	<ul style="list-style-type: none"> • More socialising and companionship. • Engaging with young children and adults and fostering a sense of belonging and community spirit. • More local events and activities to reduce need for car travel & associated carbon footprint. • Increased lettings and associated income, keeping running costs to a minimum aids long term sustainability. • Not reliant on commercial enterprises and large scale private events. • Tenure & ownership remains with the Parish Council on behalf of villagers

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Enabling	Opportunities for education and learning, Developing local business	<ul style="list-style-type: none"> • Opportunities for vocational workshops and training for work, use by WI for their courses and speakers, Wine appreciation classes and other recreational classes. Developing local business skills • Pop Up Shop for refreshments, cake stall & veg, and selling by local small businesses, • Meeting rooms with WIFI and internet access.
Collaboration	working partnerships with village organisations	<ul style="list-style-type: none"> • Strengthen community ownership and safeguard all community assets equally.

9.3 The Committee is committed to delivering its vision to create:

“A vibrant sustainable community centre at the heart of Langley providing local opportunities to meet, socialise, play, keep-fit, learn, share and shop. To replace and improve the Centre and pavilion and produce a flexible amenity fit for the 21st century and beyond. A modern yet sympathetic facility aimed at improving the quality of life of residents. One that everyone is able to enjoy, which encourages the use of the outdoor space of the Green and which will provide a lasting benefit to future generations”

9.4 The Committee believes it has the plans in place to realise this vision, driven by a team who have the energy and experience to deliver the project. It believes it has set out a compelling case for the replacement of the current community centre with a combined Centre on the Green. The proposal for a flexible building with integral sports and fitness amenities has clear benefits and potential advantages for everyone in Langley. This facility can encourage activities that will be inclusive and accessible to all, fostering community engagement, wellbeing and the sustainability of the community for the future.