



# **Tur Langton Village Hall Renovation 2019**

## **Business Case**



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## 1 Release Dates

Table 1.1 Release Dates

<b>Release</b>	<b>Draft</b> <b>Date: 28 January 2019</b>
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## 2 Document History

Table 2.1 Document History

<b>Document Location</b>	<b>This document is only valid on the day it was printed.</b>
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### 2.1 Document Location

The source of the document will be found :

### 2.2 Revision History

Table 2.2 Revision History

<b>Version Number</b>	<b>Revision date</b>	<b>Previous revision date</b>	<b>Summary of Changes</b>	<b>Changes marked</b>
V1.2	28/1/2019	21/1/2019	Risk assessment and Gantt Chart	n
V 1.3	5/4/2019	28/1/2019	Update of costs, risks, addition of potential users and update of community consultation results. Addition of evaluation of Business Case to confirm the project is viable to move to the next phase	n
V1.4	18/4/2019	5/4/2019	Update of Communications Plan Add programme of works and revised cost schedules with quotes where available	n

### 2.3 Approvals

This document requires the following approvals

Table 2.3 No Title

<b>Name</b>	<b>Title</b>	<b>Date of Issue</b>	<b>Version</b>
Tessa Bladon			
Paul Officer			
Jan Haynes			
Amanda Phillipson			
Matt Bills			

### 2.4 Distribution

This document has been distributed to

Table 2.4 No Title

<b>Name</b>	<b>Title</b>	<b>Date of Issue</b>	<b>Version</b>
Tessa Bladon			v1.4

Paul Officer			v1.4
Jan Haynes			v1.4
Amanda Phillipson			v1.4
Matt Bills			v1.4

### **3 Purpose**

Tur Langton Village Hall has fallen into disrepair in recent years and is now unsuitable for use as a village hall. The purpose of the project is to identify the renovation requirements for the hall, the opportunities to provide valuable community space in Tur Langton, and to ensure that the hall is sustainable in the future.

The benefits for the residents of Tur Langton and wider community are:

- To provide suitable facilities for the local and wider community
- To support the vulnerable in our society at the heart of the communities where they live
- To help reduce rural isolation
- To provide a meeting place for the community
- To enhance social cohesion
- To encourage a vibrant and sustainable community

To provide community space for a growing community within 4km of the site

## 4 Reasons for Project

Tur Langton has retained a village hall since the 1940s. The existing hall replaced the original structure in 1969 and was expected to have a lifespan of approximately 30 years.

The land is owned by Merton College and the previous lease expired in 2011. The Management Committee was reluctant and unable to invest in the village hall because of the uncertainty of the future of the lease with Merton College.

A new lease has been agreed with Merton College in 2018 for 20 years.

This lease gives the management committee the opportunity to plan for the future and progress a project to renovate the existing hall.

In 2018 Action with Communities in Rural England (ACRE) launched village hall week. This initiative highlighted the importance of village halls throughout the country.

In October 2018 the budget announced £8m of funding to help with the cost of repairs and alterations to village halls, Miners' Welfare facilities and Armed Forces organisations' facilities further demonstrating the recognition nationally that village halls are an important part of community life. <http://acre.org.uk/news/2018-10-30-budget-delivers-good-news-for-village-halls>

Harborough District Council Local Plan has identified that communities will have improved access to social, recreational, sports, health and educational facilities. The Local Plan also has an objective to protect local services and local facilities. Tur Langton village hall should be part of that provision in a District that will need to provide many more new homes up to 2031.

The village hall and car park have been registered as an Asset of Community Value

There is a challenge for the Management Committee to assess whether the hall can be a viable proposition in the future, and to identify sources of funding for the renovation.

The renovation project needs to deliver the following:

- The project is undertaken in an open, honest and transparent way and the community of Tur Langton is given the opportunity to be involved in the project delivery
- To ensure that the community understands the reasons for the renovation of the hall, and the project delivery is seen as a positive outcome.
- To identify that users of the hall will be satisfied with the quality of the facilities
- To identify the factors by which the hall renovation can be judged a success
- To identify opportunities for income generation or potential savings.
- To include alternatives for renovation for consideration by the Management Committee

- To review the sustainability and resilience of the village hall in the future
- Utilisation of broadband, Wi-Fi, and internal networking for the hall

## 5 Project Scope

The project will identify the costs of renovation of the hall by suitably qualified contractors. This will include:

- Roof -
- Windows -
- Floor -
- Electrical -
- Plumbing -
- Sanitary and bathroom Fitout -
- Kitchen fitout -
- External works (ramp) -
- Internal and external decoration - The works are required by Merton College to be completed by January 2020. From preliminary programming, the works can be completed within 4 months, if sequenced efficiently, however it is proposed that the works on site commence in June 2019, to take advantage of the summer weather and to allow some flexibility in programming to achieve the required completion date. The project will identify:
  - Sources of grant or loan funding for the renovations
  - Sources of fundraising
  - Sources of loan repayment
  - A communication strategy to inform the community of the proposals and progress and to receive feedback and ideas from the community.
  - potential users for the renovated village hall
  - a pricing schedule for room hire
  - a schedule of overheads for operation of the hall
  - ongoing management and booking system

## 6 Options

The Management Committee have considered the following options:

1. Do nothing – allow the village hall to remain closed and relinquish the lease to Merton College. This would mean the loss of an important village amenity and is not considered appropriate.
2. Open the village hall in current condition – With minimal renovations the hall may be able to be reopened. However the conditions of the lease with Merton College require that a more extensive renovation is undertaken. Additionally the reason that the hall was poorly used was the condition of the fabric of the building. This option is therefore considered to not be viable
3. Undertake a renovation to make the hall suitable for ongoing use - At the village meeting in 2018, although not unanimously supported, the Management Committee considered there was sufficient support from the community to progress this option.
4. Purchase land in another location and build a new village hall – A location on the outskirts of the village is not considered appropriate and no land has been identified as being available. The costs of this option would also be prohibitive.

Option 3 is therefore considered the most appropriate option and the management committee have undertaken to pursue this option.

## 7 Benefits Expected

### **The benefits of retaining a village hall in Tur Langton are as follows:**

- Location for social interaction
- Improved community cohesion
- Location for indoor sport for persons of all ages.
- Income generation to improve the hall in years to come
- Demonstration to the land owner that the village hall is still viable
- A number of potential users have been identified through recent enquiries and historical uses
  - *Parish Council-6 scheduled meetings plus any extra required*
  - *HDC-elections*
  - *Welland Valley Wheelers- Cycle Club (probably will give letter of support)*
  - *Taekwondo Club- Sarah Ginger (might give a letter of support)*
  - *Circuits AFB Fitness (will give reference of support)*
  - *Kettle Bell Classes*
  - *Several approaches from personal trainers /gym instructors to use as a regular base*
  - *Community Cinema*
  - *Pilates*
  - *Hub for children in the village*
  - *Social group for older people*
  - *Gardening group- making the most of a community garden supported by RHS*

### **The potential dis-benefits may include the following:**

- Additional cost for the community through the precept
- Spending of a large amount of money if the village hall is not a sustainable proposal

## **8 Report on Village Hall Poll**

### **8.1 Introduction**

It is proposed that the village hall is renovated, following the offer of a new lease by Merton College. The hall has fallen into disrepair while the lease discussions were ongoing, because of the uncertainty of tenure. The maintenance of the hall, and other non-essential expenditure, was restricted pending the completion of the lease discussions. The lease was signed in 2017 and plans have been put in place for the renovation of the hall. The work required to bring the hall back to a suitable condition is substantial, and therefore it was considered appropriate to survey the views of the village to ascertain whether there was sufficient backing and support to undertake the works.

In addition, the proposals for financing the project require that the Parish Council take out a Public Works Loan. A pre-condition of the loan is that it must be demonstrated that the village is in favour of the proposals.

### **8.2 Brochure**

A brochure was prepared, to inform the village of the current status of the village hall, and to provide an update on the progress since the lease was signed. It was hand delivered to every house in the village.

In the brochure, the estimated cost of the refurbishment was presented, and the preferred option of a Public Works Loan was discussed. The brochure also contained a poll form, to collect the views of the village on the proposed renovation.

### **8.3 The Poll**

Three questions were asked in the poll:

1. Do you support the renovation of the hall? Y / N
2. Do you support the proposal to take out a loan to allow the project to progress within the Merton College timescales? Y / N
3. Would you be willing to help with the works, such as initial strip-out, decorating, etc? Y / N

A collection box was placed in the village phonebox for return forms.

The intention of the poll was to gauge the sentiments of the village. It was evident from previous meetings and discussions that there were some strong views being aired both for and against the renovation. Therefore, to ensure that all views could be included with no fear of embarrassment, it was decided that the poll should be anonymous, with the option to add names if the voter wished.

As well as the brochure, the poll was also set up on the Parish Council Website, and a link provided in the brochure. This was provided to make it as simple to respond as possible, and to increase the likelihood of responses from villagers who may not have as easy access to the phonebox. Access to the poll was not restricted in any way, but the link to the poll was only published in the brochure, to limit the opportunities for those from outside the village to interfere with the poll. The online poll software monitored 'unique' votes so that duplicate votes could be recognised and addressed.

## 8.4 Counting the Votes

The anonymous voting introduced a complication in the counting of the votes, with the possibility of 2 adults in the same household voting separately and anonymously, whereas other households casting a single anonymous vote. To address this, the votes were counted in 2 different ways, as individual votes and as household votes.

**Household** – The return forms were counted as a household, given that only one form was delivered to each house. The online returns were also counted as a household, unless it was clear that there were a number from the same household (by names provided or where there was a pattern of voting such as online votes being cast within 1-2 minutes of each other. In this case, these were not counted

**Individual** – All votes were counted as individual votes. Votes on return forms were counted as 2 individual votes, based on the assumption that each household had 2 adults. All online votes were counted individually.

The results of the poll are presented overleaf.

## 8.5 The Results

The votes were as follows:

- There were 45 votes cast – 21 return forms were left in the phonebox and 24 returns were posted online.
- Of the return forms, 9 were cast anonymously. 8 of the online votes were cast anonymously.
- There were 4 partially spoilt votes in total – on 2 return forms, a “!” and “?” were written beside Q1 with no answer circled. The other questions were answered and therefore these answers were taken into account. One other return form had answers to all questions but the answers to Q1 and Q2 had been clearly scribbled out. For this vote, the answer to Q3 only was taken. One online vote had a double answer, both yes and no, to Q3. This was discounted, but the answers to Q1 and Q2 were taken into account.
- 3 returns included comments on the return forms, all of which were not in support of the renovation.
- There was one instance of multiple online votes (from the same PC), with 4 votes made in quick succession. Two of the votes were anonymous but 2 were named. The named

votes were a couple, and therefore the 2 anonymous votes were considered likely to be for their children. These anonymous votes were discounted from all counting.

### 8.6 The Findings

The results of the vote were as follows (Fig. 8.1, Fig. 8.2, Fig. 8.3, Fig. 8.4, Fig. 8.5, Fig. 8.6)

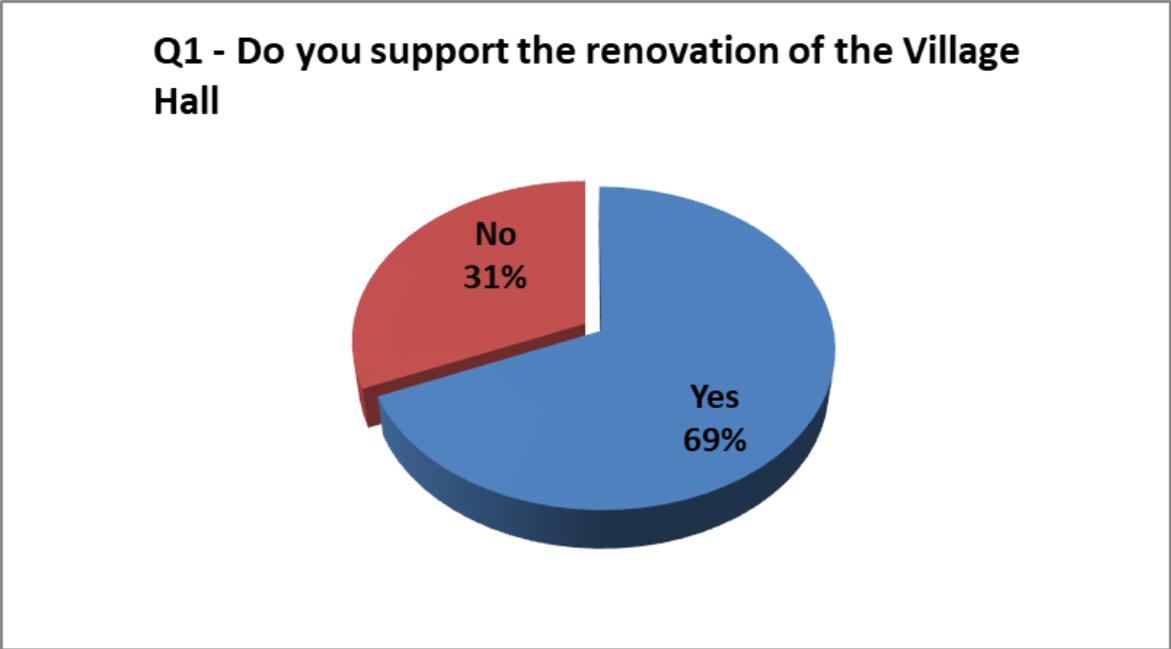


Fig. 8.1 Do you support the village hall renovation? Individual

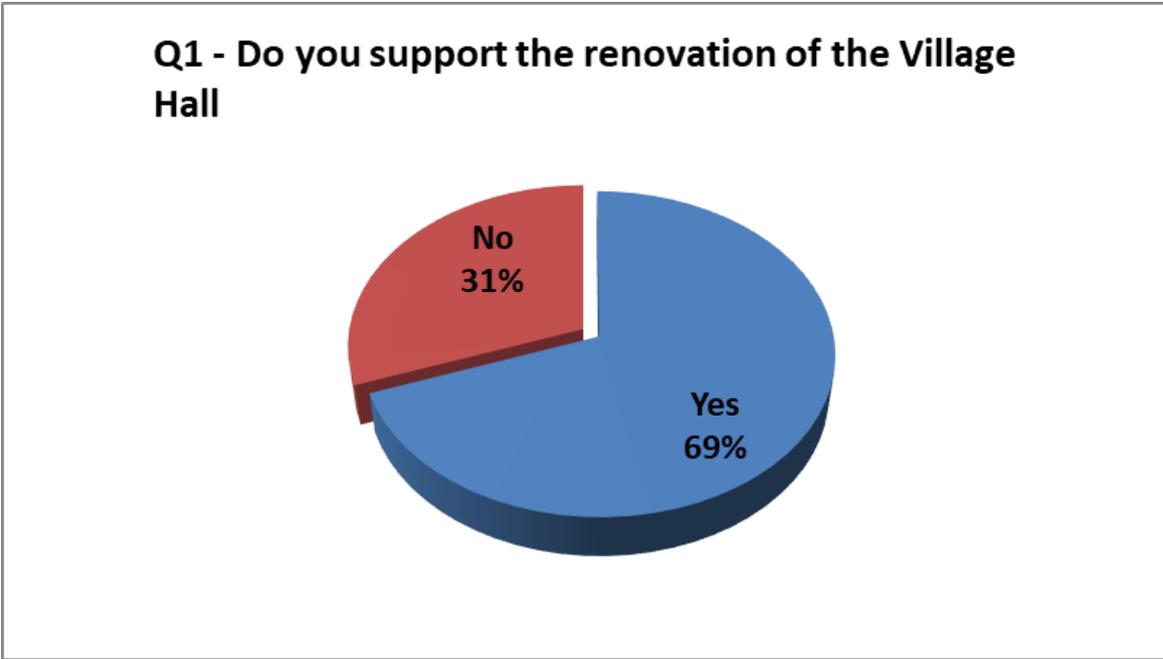


Fig. 8.2 Do you support the village hall renovation? Household

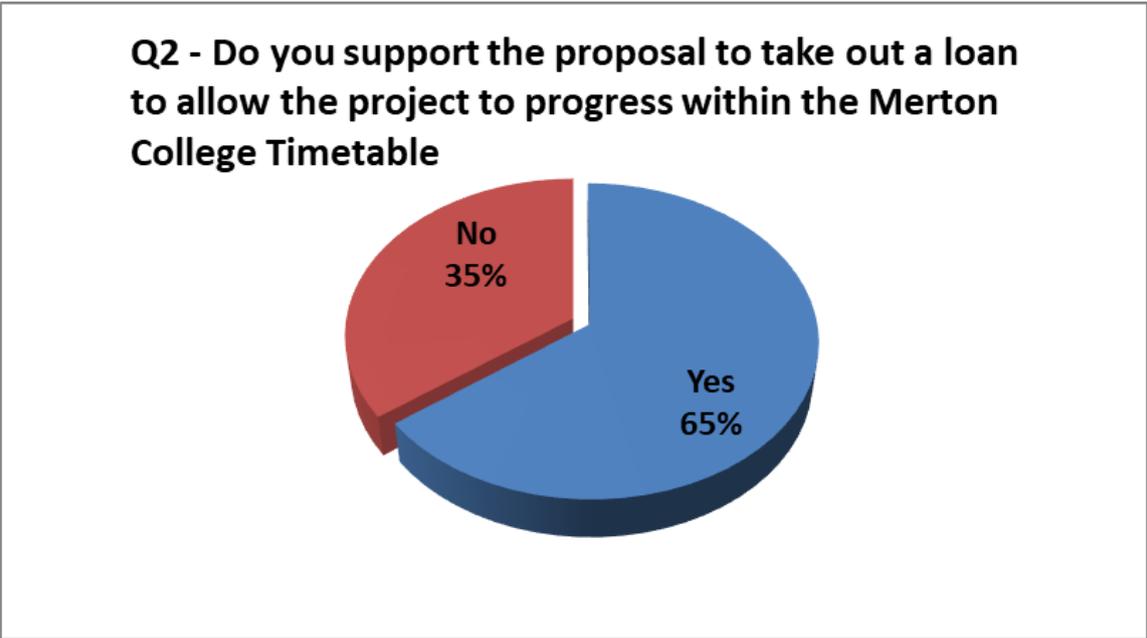
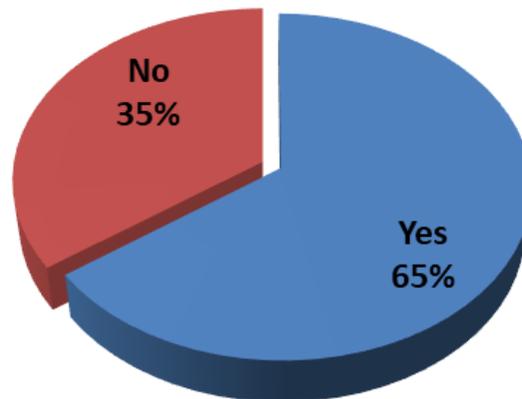


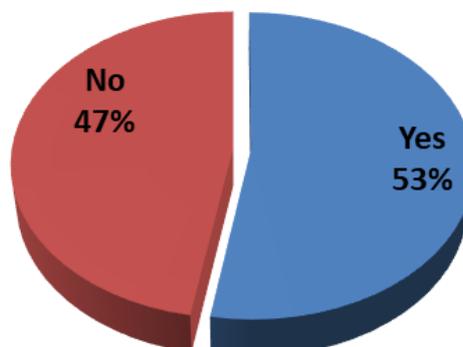
Fig. 8.3 Do you support the loan proposal? Individual

**Q2 - Do you support the proposal to take out a loan to allow the project to progress within the Merton College Timetable**



**Fig. 8.4** Do you support the loan proposal? Household

**Q3 - Would you be willing to help with the works, such as initial strip-out, decoration, etc?**



**Fig. 8.5** Would you be willing to help with the renovation? Individual

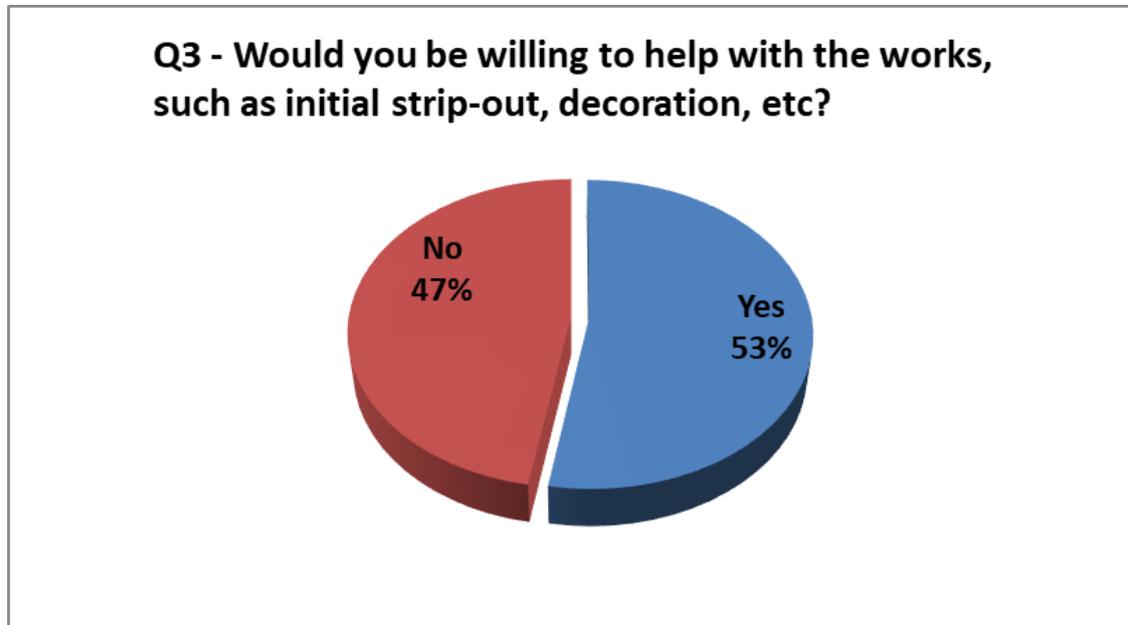


Fig. 8.6 Will you be willing to help with the works? Household

### 8.7 Analysis

- 69% of respondents support the renovation
- 65% support the proposal to take out a loan to finance the project
- Around 50% of respondents have offered help with the works

Correlation between the counting systems was high, with the counting to Q1 and Q2 giving equal results, and Q3 giving close results.

### 8.8 Article for Newsletter

**A Big Thank You** to all those who voted in the Village Hall Questionnaire. In all 45 votes were cast, with 21 return forms left in the phonebox and 24 returns were posted online.

The results are as follows:

- 69% of respondents support the renovation
- 65% support the proposal to take out a loan to finance the project
- 55% of respondents have offered help with the works

On the basis of this result, the decision has now been made to progress with taking out the loan and starting the renovation works.

## 9 SWOT Analysis

A SWOT analysis demonstrates some of the issues that will need to be overcome during delivery of the project

### 9.1 Strengths

- We have willing and experienced volunteers on our committee
- We get on well with and have knowledge of our customers and our wider stakeholders i.e. Parish, District and County Councils
- The committee is embedded in the community

The village is an affluent community that will get involved (?) in community fundraising

### 9.2 Weaknesses

- Our building is in poor condition and unusable in its current conditions
- The building is currently closed and will deteriorate further if not renovated.
- The current lease is relatively short term (to 2038?)
- Security of tenure is not guaranteed
- The building was erected in 1968/69 and only had a 30 year lifespan. ( building is now 50 years old)
- We are not able to raise sufficient capital funding at present to renovate the hall
- We will be depending on volunteers to run the hall
- The community expectations for a village hall are not met by the current building
- The users base dwindled because of disrepair of the building
- There are no current users of the building and therefore little or no income

### 9.3 Opportunities

If we want to raise sufficient capital to renovate the building then:

- We need to apply for several small grants or a larger loan to fund the renovations
- Community fund raising can promote community cohesionIf we want to increase the number of lettings then
- We could target groups that previously used the village hall
- frequent groups of cyclists and walkers through the village could provide new customers

We can investigate the opportunities for provision of business meeting space if internet and wifi could be provided.

### 9.4 Threats

- The Village/Parish Council do not own the land

- Fire or some other major disaster (mitigated by insurance)
- The Langtons Community Hall might compete for the same customers
- The pub and church are also keen to make provision for community and other users

Even after renovations, the fabric of the building will be beyond its lifespan. After a further 20 years the building may require entire demolition and rebuilding

### **9.5 PESTLE Analysis**

A PESTLE analysis has assisted the Village Hall Management Committee in identifying risks. The PESTLE matrix can be seen below: (Fig. 9.1)

Political	Think about potential political changes, including changes to government, political support and leadership and political decisions that could have an impact on outcomes.
Economic	Think about how the economy and factors like cost pressures, competitors, changing markets, recession, working hours, cost of living might impact on outcomes.
Social	Think about cultural change, changes in demographics, social attitudes, lifestyle trends, any major social events that may be taking place, religious / ethnic factors, changing expectations, demand and how this may affect outcomes.
Technological	Think about technological development, technology the service is dependent on, upgrading and replacing technology, access to technology, electronic service delivery, licensing, information and communications.
Legal	Think about any existing legislation or potential changes to legislation or statutory frameworks and how this may impact on outcomes.
Environmental	Think about known seasonal or terrain variations or environmental changes which may impact on outcomes.

**Fig. 9.1 Pestle Analysis**

## 10 Risks and Opportunities

Project risks and opportunities must be evaluated at an early stage to ensure that the project progresses smoothly and is delivered successfully

Managing risk and opportunity is about anticipating what could happen to prevent or enhance the achievement of our outcomes. It will help us to:

- Achieve the delivery of a successfully renovated and sustainable village hall facility.
- Improve how we manage our finances and budgets and deliver the renovation project and ongoing management
- Plan for the future and avoid surprises.
- Make better decisions.
- Be positive and embed the use of the village hall in the community as a community asset

Specific persons or bodies have responsibility for risk management and these are outlined below

### 10.1 Responsibilities for Risk

Table 10.1 Risk Responsibilities

Who?	What?
Parish Council	<ul style="list-style-type: none"> <li>• Overall responsibility as Trustee for the village hall</li> <li>• Ultimate responsibility for loan if received to fund the project</li> <li>• Monthly monitoring meetings.</li> <li>• Accountability for identifying and managing the Parish Council's Risks and Opportunities.</li> <li>• To receive Red Risks &amp; Opportunities that have been escalated by the Village Hall Management Committee</li> </ul>
Village Hall Management Committee	<ul style="list-style-type: none"> <li>• Receive Red Risks and Opportunities (with a residual score of 9 or above) on a monthly basis.</li> <li>• Receive Project Highlight Reports.</li> <li>• Escalation of Red Risks &amp; Opportunities to the Parish Council as necessary.</li> </ul>
Renovation Project Delivery Officer (Paul Officer)	<ul style="list-style-type: none"> <li>• Accountability for identifying and managing opportunity and risk for the building renovations.</li> <li>• Monthly review of opportunity and risk and constant horizon scanning.</li> </ul>
Project Sponsor (Chair of the Village Hall Management)	<ul style="list-style-type: none"> <li>• Ultimately accountable for management of project risks and opportunities.</li> </ul>

Committee)	
Project Managers (Individual managers of building works and decorations, fund raising, grant funding)	<ul style="list-style-type: none"> <li>Accountability for identifying and managing project risks and opportunities with the various project areas</li> </ul>
Village Hall Management Committee Chair	<ul style="list-style-type: none"> <li>Overall accountability for the Risk &amp; Opportunity Management Framework.</li> </ul>
Village Hall Operational Delivery Officer	<ul style="list-style-type: none"> <li>Development of the Risk &amp; Opportunity Management Framework and processes and systems to manage the future delivery of the village hall as a sustainable facility</li> <li>Point of contact for potential users</li> <li>Point of contact for project delivery officers to determine needs an requirements for facilities .</li> </ul>

All risks and opportunities should fit into one of the following categories:

- **Parish Council or Management Committee** – has a significant impact on the delivery of the Parish Council’s or Village Hall Management Committees vision and priorities
- **Project** – affects the delivery of the specific village hall renovation project, identified in Highlight Reports to the VHMC and Parish Council.
- **Operational** – affects key activities that members of the VHMC carry out during their delivery of the day to day operational activities of the village hall.

## 10.2 Risk Assessment

The evaluation stage is about working out which of the risks or opportunities are going to pose our greatest threats or bring about the most benefit, and prioritise how we deal with them. To do this we have assessed the impact (the effect a risk or opportunity would have, should it occur) and the likelihood (the probability that it will occur) of the risk.

We have then multiplied these two scores to give an overall Risk Score.

Risks have been collated in this format: (score 1 to 4)

Table 10.2 Risk Assessment

Risk	Inherent			Mitigation	Residual			Accountable Officer
	I	L	Score		I	L	Score	
Political support is not forthcoming from PC	3	1	3	PC appraised as part of the renovation programme	3	1	3	
PC is not able to underwrite the PWL	4	3	12	The PC will take its lead from the consultation with the community	4	2	8	

The renovations cannot be completed in time to satisfy Merton College	4	3	12	The renovations must be complete by Jan 2020. Good project management will ensure the project stays on track. If the renovation cannot be completed the lease will be relinquished	4	1	4	
Grant funding cannot be achieved	4	3	12	Funding applications are being made in a timely mannner. The PWL will be underwritten by the PC	4	2	8	
Rental income does not cover the cost of the PWL	4	2	8	A contingency fund will be retained by the PC to cover 12 months of loan repayments. The village will be precepted should the contingency be required.	3	1	3	
The renovated hall does not provide suitable facilities for the community	2	2	4	Consultation with the community and hall users will ensure the facilities provided are suitable	1	1	2	
The VH is not supported by the community	3	3	9	Early information leaflet to keep the community informed will be produced. Feedback will be sought from the community about whether the community supports the project	2	2	4	
Poor weather prevents renovations	1	3	3	Once the hall roof and windows are replaced the project will not be dependant on the weather	1	2	2	
Cost overrun	4	2	8	Regular review and management of costs. Update to PC by project officer	4	1	4	Paul Officer

**Table 10.3 Risk Opportunties**

Opportunity	Inherent			Action	Residual			Accountable Officer
	I	L	Score		I	L	Score	

The hall can become self sustaining through rental income	4	3	12				

### 10.3 Risk Analysis

The matrix below shows how each risk or opportunity has a status of Red, Amber or Green according to its total score. This has helped us to evaluate where we should focus our energy and resources – the RED area.

Table 10.4 Risk Matrix

impact	<b>Major (4)</b>	<b>GREEN 4</b>	<b>AMBER 8</b>	<b>RED 12</b>	<b>RED 16</b>		
	<b>Significant (3)</b>	GREEN 3	AMBER 6	RED 9	RED 12		
	<b>Moderate (2)</b>	GREEN 2	GREEN 4	AMBER 6	AMBER 8		
	<b>Minor (1)</b>	GREEN 1	GREEN 2	GREEN 3	GREEN 4		
		<b>Very Unlikely (1)</b>	<b>Unlikely (2)</b>	<b>Likely (3)</b>	<b>Very Likely (4)</b>		
		<b>Likelihood</b>					
	<b>Status</b>	<b>Score</b>	<b>Definition</b>				
	Red	9 and above	Immediate action is needed to manage the risk or opportunity!				
	Amber	5-8	Seek actions to influence the risk or opportunity.				
	Green	1-4	Limited action is needed.				

The risks will be monitored and reported to the Management Committee and Parish Council in a monthly highlight report.

We will review using the following criteria

- **Is the risk or opportunity still relevant?** If it is no longer relevant, remove it. There is no point wasting time or resources on monitoring anything irrelevant.
- **Have there been any changes or movement to the risk or opportunity and/or its mitigations or actions?** If so, capture the changes. Work on actions and mitigations should have an effect on the impact and likelihood that the risk or opportunity will occur.

If not, question whether it is worth your while?

- **Has anything occurred which might change the impact and/or likelihood and the risk score?** Think more widely about the environment in which you are working, is there anything that has happened which has had an impact on the risk or opportunity?
- **Are the mitigations and actions effective and what has the progress been?** Review the mitigations and actions – if there hasn't been any progress on them, why not? Is this affecting the risk score?
- **If the risk or opportunity is increasing, are any further mitigations or actions needed to prevent or enhance its occurrence?** Are you prioritising the right things – do your priorities need to change?
- **If the risk or opportunity is decreasing, can any of the mitigations or actions be relaxed?** Can you re-focus any attention to other areas where you may be able to make more of an impact?
- **Are there any new or emerging risks or opportunities?** Has anything new come up - or have the current risks evolved into or given way to other risks?

## 11 Cost Estimates

The project cost has been estimated as £85,000.00

- Roof - £18k
- Windows - £8k
- Floor - £10k
- Electrical - £18k
- Plumbing - £10k
- Fitout - £12k
- Kitchen fitout - £1k (using Great Bowden units)
- External works (ramp) - £5k
- Internal and external decoration - £3k

In addition any architect fees must be accounted for.

## **12 Timescales**

The works are required by Merton College to be completed by January 2020. From preliminary programming, the works can be completed within 4 months, if sequenced efficiently, however it is

proposed that the works on site commence in June 2019, to take advantage of the summer weather and to allow some flexibility in programming to achieve the required completion date.

### **13 Investment Appraisal**

An investment appraisal will help illustrate the balance between the village hall renovation, operational, maintenance and support costs against the financial, social, economical, environmental or service value of the benefits over a period of time.

The costs , benefits and risks have bene identified above

Several options for funding the project have been considered. These can be summarised below:

- Grants
- Pledges / Crowd Funding
- Loan
- Village Fundraising
- Hall Rental Income
- Precept

## **14 Fundraising**

### **14.1 Grants**

The grants which are available are and will be investigated further:

#### *Lottery – Awards for All*

- Funding for what matters for people and communities
- Between £300-10,000.
- No application cut-off date

#### *Garfield Weston Foundation*

- Will consider applications for capital for community buildings including churches. They look for evidence of existing fundraising success. Typical projects supported include revenue grants for volunteering schemes and Capital grants for the restoration of village halls and community centres and for facilities to support community life

#### *Lottery – Reaching Communities*

- Larger longer term funding for what matters for people and communities
- Over £10,000.
- No application cut-off date

#### *LCC – Community Grants*

- Focussed on disadvantaged and vulnerable, but notes rurally isolated and elderly as potential beneficiaries. Note that it cannot be used for 'general upgrades' to village halls, so may not be suitable.
- Grants up to £10,000, but also smaller grants of up to £3000
- Dates TBC

#### *LCC – Climate Change*

- Grant specifically for improving efficiency of community buildings.
- Grants up to £5000.
- Closing date 28th February 2019
- At this stage, for budgeting purposes, a total grant funding income of £15,000 is considered realistic, allowing for £5000 for climate change funding, and £10,000 for Awards for All.

## 14.2 Crowd Funding / Pledges

A number of pledges have already been made, although this is not formally confirmed. It is proposed to increase pledges, and increase village buy-in by adopting a crowd-funding approach, offering rewards or perks in return for donations. These include:

- A number of free uses of the hall
- Discounts on classes – possibly using vouchers which can be used by villagers as part payment, and which can in turn be used by instructors as part payment of rent.
- Free one-off events and classes put on by villagers (art classes, etc)
- Free entry to opening party (with free food and beer all day and night...)
- Other perks donated by villagers – eg. One free keg of homebrew
- Names on a wall in the hall (although probably not shown in tiers – TBC) This will be tiered, with more perks going to higher donators. Up to £100 – tier 1 Up to £500 – tier 2 Over £500 – tier 3 At this stage, a reasonable maximum raised from crowdfunding/pledges would be in the order of £10,000, although if marketed well, this could be more.

## 14.3 Loan

The primary source of funding for the project will be a Public Works Loan.

### *Public Works Loan*

This is a lower interest, government backed loan specifically for public works, provided over a period prescribed by us.

At this stage, a loan of around £55,000 is expected to be needed. The fixed repayment amounts, for 10 and 20 years are presented below.

Table 14.1 No Title

Duration	Amount per annum	Total Repayment
10 years	6,060	60,620
20 years	3,442	68,862

The PWLB offer an alternative repayment option, which may be more suitable for TLVH, which is a reducing repayment scale. The rates are presented below.

Table 14.2 No Title

Duration	First Payment	Last Payment	Total Repayment
10 years	6,534	5,552	60,429
20 years	3,993	2,781	67,741

From this, it is considered that a duration of 20 years will give a more affordable option. The repayment of £3993 will need to be met by fundraising and rental income.

## 14.4 Fundraising

Given the timescales for the start of the construction work, it is unlikely that any significant fundraising will be possible. Therefore, it is proposed that the fundraising effort is focused on repaying the loan.

A realistic target for fundraising would be say £1,000 per event (with a real focus on fundraising rather than just a get-together). It is likely that the fundraising zeal will reduce over time, so regular (annual) fundraising events can set up and continue in perpetuity. An example is the beer festival,

although with a greater focus on fundraising during the event.

A realistic total would be 2 events per year, giving a total income of £2,000 per year. This fundraising can start immediately, although there is a shortage of suitable venues for fundraising until the hall is

open.

## 14.5 Hall Rental Income

The rental income will not begin until after the hall is open, which will be January 2020. The rental income will not commence until after the construction work is complete and therefore it should be considered primarily for loan repayment.

For hire costs, a direct comparison can be made with the Langton Community Hall, presented in the table below. The TL Main Hall is slightly smaller than the Hanbury Hall, but bigger than the Welland Room. Reduced rates are offered for regular hires.

Table 14.3 No Title

Days	Times	Welland Room	Hanbury Hall	Caudle Room
Weekdays	8am to 6pm	£10 per hour	£12 per hour	£5 per hour
Weekdays	6pm to 12 pm	£12 per hour	£17 per hour	£5 per hour
weekend	8am to 12pm	£12 per hour	17 per hour	£5 per hour

Based on the above, a typical rate of circa £10/hour (£7/hour for regular bookings) can be assumed for budgeting purposes. Taking a regular hire of 1 hour for 3 times a week, and a 2 hour hire at weekends gives 5 hours per week - Circa £35-40 / week. Also, say 3No. 6 hour hires per year (weddings, beer festivals) gives circa £2200 / year.

## **14.6 Precept**

It is possible to precept for part of the loan repayment, however this is subject to consultation with the village, and specifically consultation on the increase of precept to pay for the loan repayments. This consultation should be done anyway, but it must be done prior to commencing the loan application.

Given the possible income streams above, it is possible to fund the loan without any reliance on the precept. This would be the best option, but will rely on community involvement and commitment to fundraising, and a concerted effort to drum up bookings for the hall.

The liability of the loan repayments remains with the PC, not with the Village Hall MC, and therefore the PC should precept for a contingency fund, in the event of a shortfall in rental income and fundraising.

## 15 Equality Assessment

### Due Regard (Equality Analysis)

Equality Analysis is an on-going proactive process which requires organisations to consider the effect our decisions are likely to have on local communities, service users and employees, particularly those most vulnerable and at risk of disadvantage.

**Name of policy/procedure/function/service being analysed: Tur Langton Village Hall Renovation**

**Name of lead person: Matthew Bills**

**Other people involved (assisting or reviewing – including any service users or stakeholder groups etc.): Tess Bladon, Paul Officer, Jan Haynes, Amanda Phillipson**

**Date assessment completed: 11/1/2019**

Table 15.1 No Title

<p><b>Step 1: Defining the policy/procedure/function/service</b> <b>Is this a new, amended or reviewed project? What are the aims, objectives and purpose and how will they be achieved? What are the main activities and which communities are likely to be affected by these activities? What are the expected outcomes?</b></p>
<p><b>This is a new project to renovate the existing village hall. The aim is to provide a welcoming, user friendly and inclusive village hall that can be used by all members of the community. The main activities will be social gatherings, health and recreational activities for clubs and meeting space for business and Parish Council use.</b></p> <p><b>The risk of rural isolation is acute for many people in the community. Therefore, the broad aims of the village hall renovation are:</b></p> <ol style="list-style-type: none"><li><b>1. To improve participation in social events</b></li><li><b>2. To improve community cohesion</b></li></ol> <p><b>Being physically active at every age improves quality of life and increases people's chances of remaining healthy and independent. Therefore, the broad aims of the village hall renovation are:</b></p> <ol style="list-style-type: none"><li><b>1) To increase participation in physical activity through the development of a universal offer which is accessible to all,</b></li><li><b>2) To develop sustainable local community approaches to getting more people to adopt healthy lifestyles,</b></li><li><b>3) To achieve permanent behaviour change through building physical activity into resident's everyday lives.</b></li></ol> <p><b>This use of the village hall is universal and inclusive; it sets out to improve the lives of many residents in the community</b></p>

Table 15.2 No Title

<p><b>Step 2: Data collection &amp; evidence</b> <b>What relevant evidence, research, data and other information do you have and is there any further research, data or evidence you need to fill any gaps in your understanding of the</b></p>
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**potential or known affects of the policy on different communities? Include quantitative data as well as qualitative intelligence such as community input and advice.**

**Table 15.3 No Title**

**Step 3: Consultation and involvement**

**Have you consulted and if so outline what you did and who you consulted with and why.**

An open public meeting was held in 2018 for residents to air their views concerning the future of the village hall.

Statutory consultation has been undertaken as part of the preparation of the Tur Langton Neighbourhood Plan. Part of the consultation asked residents about hr future of the village hall.

83 % of residents that responded supported the renovations, improved use and access

People were asked what current Village Hall activities they enjoy:

☘ Elections x16

☘ I only attend elections but think the more the hall is used the better.

☘ I only visit the village hall on election days to vote.

☘ Fitness classes x6

☘ Parties & gatherings x3

☘ Film Shows and Hall Shows x3

☘ Lectures & meetings x2.

☘ Events held by the church, pub and cafe.

☘ My comment about the village hall is to utilize it better. Like 1. table tennis. 2. indoor activities. 3.quiz nights.

☘ I don't go there. We need more information to know what is going on there.

☘ Unsure as there is a wonderful facility at Church Langton.

☘ General space for village uses.

☘ Anything in evenings or weekends (personally) but I support it for everything.

☘ All of these uses could take place in the Hanbury Hall/Manor House complex.

☘ I usually attend all of the events but I am unsure about the viable life of the hall. The project to keep it open seems an overwhelming and unattainable task.

☘ Hanbury has modern facilities that would cost the Village Hall so much to improve.

☘ I go to pilates at the Manor.

Parishioners were asked what additional Village Hall activities they might enjoy:

☘ Use the village hall as a social venue more once refurbished. Children's play area?

☘ Quizzes x10

☘ Evening classes x6

☘ Internet access x4

☘ Film night x4

☘ Fitness classes & Sport classes x2

☘ General village get-togethers. If the hall was in good order it would be much more heavily used.

☘ At the Hanbury hall, quizzes at the Crown - we already have a thriving cafe at the Manor House complex. Maybe a community shop there too x2 Child care. But Hanbury already does this.

☘ More activities which bring the village together, interest groups and possibly.

☘ A farm shop.

☘ A post box at the bottom of the street, perhaps near the village hall. (It's a long uphill walk to

the present box from the bottom of the village!) Occasional coffee mornings.  
 ☰ Dance classes. Village dinners and parties.  
 ☰ Dancing...Cafe...somewhere to buy bread, milk, etc.  
 ☰ Village events, charity events. If the activities are attractive I would support rather than travelling out of the village.

**Step 4: Potential impact**

Considering the evidence from the data collection and feedback from consultation, which communities will be affected and what barriers may these individuals or groups face in relation to Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities and also the potential impact on Community Cohesion. Remember people have multiple characteristics so the impact of a policy on a particular community may impact people within the community differently. Where possible include numbers likely to be affected.

1. **The strategy is considered to have a positive impact in relation to age. The aim is to increase participation in social and physical activity amongst all age groups. This will be positive for health and well being in the community.**
1. **The strategy is also considered to have a positive impact upon individuals living with a disability. Becoming active and having access to improved facilities can improve functional status and quality of life among people with selected disabilities.**  
 Research carried out by Sport England in 2014 on barriers to physical activity participation found that, among disabled young people, a lack of money and the unsuitability of facilities (or a lack of information on available facilities with appropriate access arrangements) was the main barriers to activity.
1. **There is no evidence at the planning stage that the project will affect, or at least not disproportionately affect, the protected characteristic of gender identity and expression.**
1. **There is no evidence at the planning stage that the project will affect, or at least not disproportionately affect, the protected characteristic of marriage and civil partnership.**
1. **There is no evidence at the planning stage that the project will affect, or at least not disproportionately affect, the protected characteristic of sexual orientation.**
1. **This strategy is considered to have a positive impact in relation to pregnancy and maternity. Appropriate classes and groups is a particular activity that can be made available for parents to participate in and brings physical as well as mental wellbeing benefits through peer support.**
1. **There is no evidence at the planning stage that the project will affect, or at least not disproportionately affect, the protected characteristic of Religion or Belief.**
1. **There is no evidence at the planning stage that the project will affect, or at least not disproportionately affect, the protected characteristic of sex.**

Table 15.4 No Title

**Step 5: Mitigating and assessing the impact**

**If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons. If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. If you have identified adverse impact or discrimination that is**

justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs have identified can be addressed.

It is not held that there is any actual or potential adverse impact or discrimination related to this policy. However, the project will be reviewed periodically to ensure that it does not discriminate against any protected group or other person.

Table 15.5 No Title

**Step 6: Making a decision**

Summarise your findings and give an overview of whether the policy will meet the Parish Council's and VH Committees responsibilities in relation to equality, diversity and human rights. Does it contribute to the achievement of the three aims of the Public Sector Equality Duty – eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity and foster good relations?

The consideration of the Village Hall Management Committee is that the village hall renovation project will make a positive contribution in relation to equality diversity and human rights

Table 15.6 No Title

**Step 7: Monitoring, evaluation & review of your policy/procedure/service change**  
What monitoring systems will you put in place to promote equality of opportunity, monitor impact and effectiveness and make positive improvements? How frequently will monitoring take place and who will be responsible?

The project is a time limited project and will be closed after completions. The plans and proposal for the renovation will be reviewed in the light of requirements for those with protected characteristics.

## Equality Improvement Plan

### Equality Objective :

Table 15.7 No Title

**Action: monitor project and proposals to ensure protected characteristics are not discriminated against**

**Officer Responsible: Village Hall Management Committee By when: May 2019**

### Equality Objective :

Table 15.8 No Title

**Action:**

**Officer Responsible: By when:**

### Equality Objective :

**Table 15.9 No Title**

<b>Action:</b>
<b>Officer Responsible: By when:</b>

**Equality Objective :**

**Table 15.10 No Title**

<b>Action:</b>
<b>Officer Responsible: By when:</b>

**Signed off by: Chair of Village Hall Management Committee**

**Date:**

## **16 Communication Plan**

TBC on approval of Business Case and appointment of external resource to lead on the project. Suggested plan

- Initial leaflet to all village residents setting out the project, aspirations, timescales and outcomes
- Regular update to residents through newsletter
- Update to Parish Council at each PC meeting

Periodic update to local newspapers

## **17 Project tolerances**

- Project Sponsor (Chair of Village Hall Management Committee) will be informed if project Plan slips by more than 2 weeks (4 weeks contingency built into plan).
- Project Sponsor will be informed if there is a need for their sphere of influence to eliminate blockages/issues as they are identified in monthly highlight report.
- Emerging critical risks are escalated directly to Project Sponsor and Programme Manager if they will impact on the delivery of the project.

## **18 Project controls**

- Project Plan will form the monitoring mechanism to achieve key milestones.
- Monthly highlight report will inform the Renovation Project Delivery Officer of progress of the project.
- Risk log will capture and monitor associated risks.
- Monthly meeting with Project Sponsor, Renovation Project Delivery Officer and wider Committee will provide a challenge to Renovation Project Delivery Officer on progress of project.
- Monthly update provided by Project Sponsor to the Parish Council

## 19 Evaluation

The justification for the undertaking of a project based on the estimated cost, of development and the anticipated business benefits to be gained must be considered and documented. The Business Case is used to say why the forecast effort and time will be worth the expenditure.

- *It is evident that there is sufficient support for the project for the PC to move to the next stage of investigating a Public Works Loan and other funding sources.*
- *The evidence of potential users and sustainability of the village hall give confidence that the project will provide a viable building for the term of the lease with Merton College.*
- *It is evident that with sufficient grant funding which is to be repaid through the precept and other grants that the project costs can be met.*

*The project team has a number of different skills to bring to help deliver the project. These include grant funding applications, building knowledge and background and communication skills. It therefore gives assurance that the project is deliverable by the current project team. Additional help from the community and building professionals will be sought as required*

## 20 Renovation Programme

The following programme of works has been devised. It demonstrates a 10 to 12 week programme. The security of the Public Works Loan must be achieved prior to commencement which is expected at the beginning of October 2019. (Fig. 20.1)

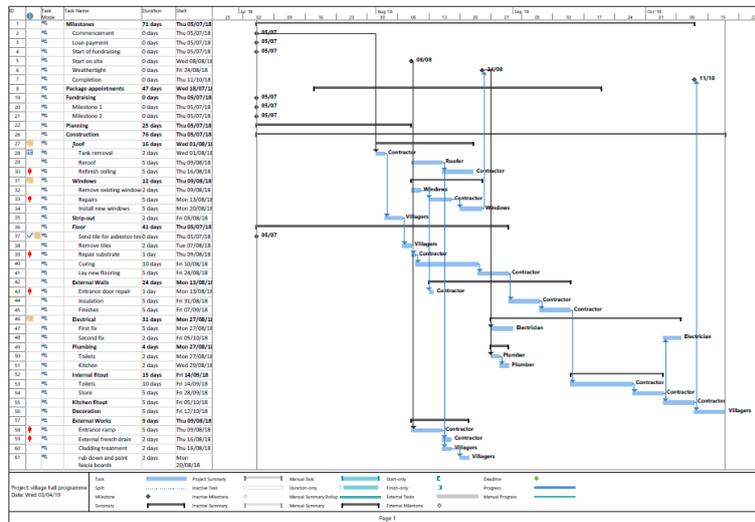


Fig. 20.1 Gantt Chart Programme March 2019

**21 Renovation Costs**