



# Horndean Parish Council

## NOTICE OF MEETING

**A MEETING OF HORNDEAN PARISH COUNCIL WILL BE HELD ON MONDAY 23 JULY 2018 at 7.00 P.M in JUBILEE HALL**

Members are summoned to attend

A handwritten signature in black ink, appearing to read 'C. Baverstock-Jones', written over a white background.

Carla Baverstock-Jones GCILEx, PSLCC, MCMI  
Chief Officer

17 July 2018

### AGENDA

1. To receive and approve apologies for absence.
2. To receive any Declarations of Interest.
3. To receive a written update from County Councillor Mrs M Harvey regarding County Council matters.
4. To receive a written update from District Councillors regarding District Council matters.
5. To receive the Chairman's comments.
6. To open the meeting to members of the public to enable them to address questions to Parish Councillors. *The period of time which is designated for public participation shall not exceed 20 minutes. Each member of the public is entitled to speak once only in respect of business itemised on the agenda and shall not speak for more than 3 minutes. Questions shall not require a debate and those that cannot be answered at the meeting may be answered in writing later.*
7. To approve the Minutes of the Council Meeting held on the 11 June, 2018.
8. To receive and approve the Orders for Payment (List 4 attached).
9. To receive and approve the bank reconciliation – Co-operative, Lloyds and Cambridge & Counties as at 30 June 2018.
10. To receive and agree the monthly finance report.
11. To receive and consider the revised Design Brief, in respect of the community building within the Land East of Horndean development.
12. To receive and consider the revised Business Plan, in respect of the community building within the Land East of Horndean development.
13. To receive a verbal update in respect of the extension to Jubilee Hall.
14. To receive and approve the revised Standing Orders.
15. To receive a report from Cllr Alexander as the East Hants Passenger Transport Forum representative.
16. To consider the way forward in respect of the potential closure of footpaths within the parish.

17. To discuss the future of the Twinning Association and explore ways of it engaging with more residents.
  18. To receive and note the correspondence received from the Horndean Band.
  19. To receive the recommendation from the Grounds Committee on the 02 July 2018, in respect of projects eligible for SDNP s106 funding.
  20. To receive the recommendation from the Grounds Committee on the 02 July 2018, in respect of the Catherington Down Management Plan.
  21. To receive the recommendation from the Grounds Committee on the 02 July 2018, in respect of the maintenance of HPC football pitches.
  22. To note the next scheduled meeting of the Council being the 13 August 2018.
  23. **To resolve to exclude the public and the press, in the view that publicity would prejudice the public interest by reason of the confidential nature of the business or arising out of the business about to be transacted. (Public Bodies (Admissions to meetings) Act 1960).**
  24. To approve the Confidential Minutes of the Council Meeting held on the 11 June, 2018.
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# HORNDEAN PARISH COUNCIL

MINUTES OF THE COUNCIL MEETING HELD AT JUBILEE HALL ON MONDAY 11 JUNE 2018 AT 7.00 P.M.

**PRESENT:** Councillors D Alexander, P Beck, Mrs D Denston, D Evans, Mrs L Evans (Chairman), A Forbes, Mrs Z I Pearson, Mrs E Tickell, Dr C Jacobs (Vice Chairman), N Wren

**IN ATTENDANCE:** Carla Baverstock-Jones, Chief Officer, Sarah Guy, Office Manager (Minute Taker), Simon Ritson, Responsible Financial Officer

**PUBLIC ATTENDANCE:** 1 member of the press was present. County Cllr Mrs Marge Harvey attended the meeting at the point of agenda item 15 being discussed.

HPC 051/18/19      **TO RECEIVE APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors M Burridge, Miss J Murray and R Veitch.

No apologies were received from Councillors R Sowden, and Mrs I Weeks.

HPC 052/18/19      **TO RECEIVE ANY DECLARATIONS OF INTEREST**

No declarations of interest were received.

HPC 053/18/19      **TO RECEIVE A WRITTEN UPDATE FROM COUNTY COUNCILLOR MRS M HARVEY REGARDING COUNTY COUNCIL MATTERS**

A report by County Cllr Mrs Marge Harvey was circulated. It was agreed that questions would be taken at the point of Cllr Mrs Marge Harvey arriving.

HPC 054/18/19      **TO RECEIVE A WRITTEN UPDATE FROM DISTRICT COUNCILLORS REGARDING DISTRICT COUNCIL MATTERS**

No reports were submitted. Cllr Mrs E Tickell gave an update, stating that the managing agents were not fulfilling their responsibility with weed clearance but gave assurance that Linden Homes were chasing the agents.

HPC 055/18/19      **PUBLIC SESSION**

The meeting was duly opened to the public.

HPC 056/18/19      **TO APPROVE THE MINUTES OF ANNUAL THE COUNCIL MEETING HELD ON 21 MAY 2018**

It was **RESOLVED** that the minutes of the Annual Council meeting held on 21 May 2018 be duly signed as a true record of the meeting. This was proposed by Cllr Beck.

HPC 057/18/19      **TO RECEIVE AND APPROVE THE ORDERS FOR PAYMENT (LIST 3 ATTACHED)**

The Orders for Payment was circulated. It was **RESOLVED** that the Orders for Payment (List 3 attached) be approved and duly signed.

It was agreed that the total payment of £3,794.40 to JDC Outdoor Services (line 44) for repair of track way of Lith Lane, due to pot holes, be taken out of earmarked reserves.

The payment cost of £63.95 + VAT to Top Notch Signs for signage at Jubilee and Napier Hall stating "No Smoking & No Vaping" was queried, stating it seemed expensive. It was clarified by the Office Manager that the signs consisted of 4 in total. Cllr Mrs Z I Pearson suggested that if we required an additional quotation in the future, we could contact a company called Splay Display, who are very reasonably priced.

HPC 058/18/19      **TO AGREE TO AMEND THE MINUTE, HPC 197/17/18 – COUNCIL MEETING 15 JANUARY 2018, TO STATE: THE TOTAL PRECEPT SET FOR 2018/19 BEING £366,168, THEREFORE THE BAND D CHARGES REMAIN UNCHANGED AT £72.04**

It was **RESOLVED** to amend the minute, HPC 197/17/18 – Council meeting 15 January 2018 to state: The total precept for 2018/19 being £366,168, therefore the Band D charges remain unchanged at £72.04. This was amended due to it previously only being noted and not recorded within the minute.

HPC 059/18/19      **TO RECEIVE AND CONSIDER THE RECOMMENDATION WITHIN THE EXTERNAL AUDITORS REPORT 2016/17, IN RESPECT OF THE CERTIFICATION OF DOCUMENTATION AS BEING TRUE COPIES**

It was **RESOLVED** that

- The recommendation within the External Auditors Report 2016/17, in respect of the certification of documentation as being true copies be agreed.
- Copies of minutes be certified by the Chief Officer.

HPC 060/18/19      **TO RECEIVE AND CONSIDER THE INTERNAL AUDITORS REPORT FOR THE YEAR ENDED 2017/18**

The Internal Auditors report was circulated and noted by Members.

The Chairman pointed out the 2<sup>nd</sup> paragraph on page 2, under the heading "Overall Conclusion" which commended the Chief Officer and RFO for the "exemplary manner in which the Statement of Accounts and supporting documents were presented during our review of the year and for the assistance of their team which made the process of the FY 2017-18 Internal Audit reviews extremely smooth."

The RFO confirmed that there was nothing new within the report, in terms of recommendations.

HPC 061/18/19      **TO RECEIVE AND APPROVE THE ANNUAL GOVERNANCE AND ACCOUNTABILITY RETURN FOR 2017/18**

- **(A) SECTION 1 – ANNUAL GOVERNANCE STATEMENT 2017/18**

It was **RESOLVED** that the Annual Governance Statement be approved and duly signed. This was proposed by Cllr Forbes and seconded by Cllr Beck.

- **(B) SECTION 2 – ACCOUNTING STATEMENTS 2017/18**

It was **RESOLVED** that the Annual Accounting Statement be approved and duly signed. This was proposed by Cllr Alexander and seconded by Cllr Beck.

HPC 062/18/19      **TO RECEIVE AND CONSIDER THE INTERNAL AUDITORS REPORT FOR THE YEAR ENDED 2017/18**

This agenda item was listed as a duplication in error.

HPC 063/18/19      **TO NOTE THE ENGAGEMENT OF PDP ARCHITECTS, IN RESPECT OF THE COMMUNITY BUILDING WITHIN THE LAND EAST OF HORNDEAN DEVELOPMENT**

The engagement of PDP Architects, in respect of the Community Building within the Land East of Horndean Development was noted by Members.

HPC 064/18/19

**TO RECEIVE AND CONSIDER THE DESIGN BRIEF, IN RESPECT OF THE COMMUNITY BUILDING WITHIN THE LAND EAST OF HORNDEAN DEVELOPMENT**

The design brief, version 7.4 was circulated and noted by Members. The Chairman said that she had hoped it would be a more final document but stated that the development panel had raised some queries and refinements and said that there were some queries raised by Bloor Homes, which would need some consideration from the Working Party. She invited Members to comment or make suggestions for adding to the document.

Cllr Wren suggested that there was no mention of the warranty of the building below damp proof course and said that it would be worth investigating.

HPC 065/18/19

**TO RECEIVE AND CONSIDER THE BUSINESS PLAN, IN RESPECT OF THE COMMUNITY BUILDING WITHIN THE LAND EAST OF HORNDEAN DEVELOPMENT**

The Chairman clarified that HPC were still awaiting the revised and updated version of the Business plan. It was agreed that once the updated version had been received, it would be sent to Members and would be added to the agenda for discussion at the next Council meeting.

HPC 053/18/19

(Minute Ref as above)

**TO RECEIVE A WRITTEN UPDATE FROM COUNTY COUNCILLOR MRS M HARVEY REGARDING COUNTY COUNCIL MATTERS**

County Cllr Mrs Marge Harvey entered the meeting and questions were asked.

Cllr Forbes asked for further details regarding the refuge in Lovedean Lane. It was confirmed that it would be located opposite the Memorial Village Hall and that HCC were currently awaiting S106 monies.

Cllr Mrs E Tickell asked for an update from HCC regarding the weeds and the outstanding repair works to the drains outside of the Gales Park Estate. Cllr Mrs Marge Harvey confirmed that they were awaiting a time scale for the works to be done.

HPC 066/18/19

**TO RECEIVE A VERBAL UPDATE AND AGREE THE WAY FORWARD IN RESPECT OF THE CRICKET PITCH/PAVILION WITHIN THE LAND EAST OF HORNDEAN DEVELOPMENT**

The Chairman clarified the following points

- Investigations to date show that these facilities were unlikely to be "cost neutral". Indeed they would be a burden to the Parish.
- To facilitate the decision as to whether or not the Parish should take ownership of the Pitch and Pavilion the following actions were proposed:
  1. Establish if there is a likelihood of a cricket team being established in Horndean. Current indications are that there is no group currently with the aspiration to form a Horndean Club.
  2. Finalise work on the running costs associated with the facility - Sport England suggest between 10K and 40k for pitch and outfield.
  3. Then ask residents if they are happy to support the facility financially.
- The pavilion and pitch are to be provided via the S106 agreement on LEOH.
- Extensive investigation shows local clubs would be willing to use but not to pay a sufficient rental to make the facility cost neutral to the Parish.
- The proposed pavilion is not large enough for regular letting for other purposes.
- It is also somewhat remote from the village.
- In the 2016 Questionnaire about the proposed cricket facilities of the 24 replies only 2 ticked:
- "I would be interested in playing here" with "sometimes."
- No-one indicated "often" or "regularly"

Cllr Alexander stated that the annual maintenance for the upkeep of the Cricket Pitch would be more than 10% of the precept.

The Chairman clarified that if HPC did not want to proceed in taking over the management of the Cricket Pitch/Pavilion, that it would be down to the developers to source a Management Company to manage it.

HPC 067/18/19      **TO RECEIVE A VERBAL UPDATE IN RESPECT OF THE EXTENSION TO JUBILEE HALL**

The Chief Officer gave a verbal update and stated that the Architects are compiling the Planning Application to be sent to EHDC for consideration and she said that a number of surveys had been carried out on the surrounding area and things were moving forward. She said she would inform Members accordingly with any further updates.

HPC 068/18/19      **TO RECEIVE A RECOMMENDATION FROM THE FINANCE AND GENERAL PURPOSES COMMITTEE ON THE 14 MAY 2018, IN RESPECT OF THE FOLLOWING GRANT APPLICATIONS:**

- **HORNDEAN & BLENDWORTH CHURCH CENTRE - £2,600**

It was **RESOLVED** to follow the recommendation of the Finance and General Purposes Committee and award Horndean & Blendworth Church Centre with a grant of £2,600 as per their grant request for the repair to the drive and pot holes in the car park, which is used by members of the public, in addition to those hiring the hall.

- **COMBINED HAEMATOLOGY & ONCOLOGY WARDS - QA HOSPITAL - £1,351.70**

It was **RESOLVED** to follow the recommendation of the Finance and General Purposes Committee and award the Combined Haematology & Oncology Wards at QA Hospital with a grant of £1,351.70 as per their grant request, for the purchase of a reclining chair for patients' undergoing treatment for Cancer/Leukaemia.

HPC 069/18/19      **TO RECEIVE A RECOMMENDATION FROM THE FINANCE AND GENERAL PURPOSES COMMITTEE ON THE 14 MAY 2018, IN RESPECT OF THE REVISED STANDING ORDERS**

A discussion took place and It was **RESOLVED** that

- The Chief Officer clarify if the points typed in bold within the NALC Model Standing Orders are mandatory.
- The Chief Officer provide Members with further information on dispensation.
- Members read through the revised Standing Orders and come to some conclusion before the next Council meeting.

HPC 070/18/19      **TO RECEIVE THE RECOMMENDATION FROM THE STAFF COMMITTEE ON THE 04 JUNE 2018, IN RESPECT OF THE MATERNITY PAY POLICY**

It was **RESOLVED** to follow the recommendation of the Staff Committee, whereby the rate of pay would be in accordance with Statutory Maternity Pay, as staff are subject to locally agreed contracts and Members were not minded to follow NJC provisions.

This was proposed by Cllr Beck and seconded by Cllr Mrs E Tickell.

HPC 071/18/19 TO RECEIVE AN UPDATE IN RESPECT OF HPC'S INSURANCE COVER, RELATING TO CLAIMS ARISING FROM DATA PROTECTION BREACHES – GENERAL DATA PROTECTION REGULATION

The Chief Officer stated that she had contacted the insurance company, who confirmed that the insurance policy includes cover for claims arising from any data protection breaches resulting in loss of personal details.

HPC 072/18/19 TO NOTE THE NEXT SCHEDULED MEETING OF THE COUNCIL BEING THE 23 JULY 2018

Noted.

HPC 073/18/19 TO RESOLVE TO EXCLUDE THE PUBLIC AND THE PRESS, IN THE VIEW THAT PUBLICITY WOULD PREJUDICE THE PUBLIC INTEREST BY REASON OF THE CONFIDENTIAL NATURE OF THE BUSINESS OR ARISING OUT OF THE BUSINESS ABOUT TO BE TRANSACTED. (PUBLIC BODIES (ADMISSIONS TO MEETINGS) ACT 1960).

It was **RESOLVED** that the public and press be excluded for the confidential part of the meeting.

The public part of the meeting closed at 8.18pm.

HPC 074/18/19 TO RECEIVE AND CONSIDER THE WAYLEAVE AGREEMENT, IN RESPECT OF THE SUPPLY OF ELECTRICITY TO A DWELLING

It was **RESOLVED** to

- Accept the Wayleave Agreement, in respect of the supply of electricity to a dwelling.
- Complete a covering letter, to request that the surface be reinstated after Scottish and Southern Energy Networks (SSEN) have completed their works.

HPC 075/18/19 TO RECEIVE THE RECOMMENDATION FROM THE STAFF COMMITTEE ON THE 04 JUNE 2018, IN RESPECT OF THE RECRUITMENT OF AN ADDITIONAL MEMBER OF STAFF

It was **RESOLVED** that the recommendation from the Staff Committee be agreed and the member of staff on returning from maternity leave, on a part-time basis, to do so as an assistant to the Chief Officer and for a new permanent full-time Manager to be recruited.

Meeting ended 8.25pm.

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Chairman

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Dated

## PAYMENTS SINCE LAST ORDER OF PAYMENTS 2018-19

## LIST 4 - 23-07-2018

## BANK ENTRIES: 05/0010 - 10/0110

Ref	Date of Invoice	Payee	Net	VAT	Total Payment	Details
<b>JUN 2018 - DIRECT DEBITS</b>						
1	04/06/2018	Plusnet	£15.00	£3.00	£18.00	Tyfield WiFi: 04/6/18-03/7/18
2	01/06/2018	Fuelgenie	£166.62	£33.33	£199.95	Fuel: May 2018
3	01/06/2018	Peach	£153.21	£30.64	£183.85	Tyfield Line, Alarm, Napier, Jubilee WiFi : May Calls/June Rent
4	05/06/2018	SSE Gas	£20.02	£1.00	£21.02	Napier Hall Gas: 02/05/18-01/06/18
5	31/05/2018	Veolia	£219.70	£43.94	£263.64	Waste Removal: May 2018
6	20/06/2018	EE & T-Mobile	£68.20	£13.64	£81.84	Mobiles: 20 May - 19 June
7	31/05/2018	Cannon Hygiene	£108.00	£21.60	£129.60	Napier Hall: Nappy Bin Bag Holder
<b>JUL 2018 - DIRECT DEBITS</b>						
8	02/07/2018	LuckyLite	£520.00	£0.00	£520.00	Rent: July 2018
9	06/06/2018	Castle Water	£59.60	£0.00	£59.60	Napier Hall Water: 11/01/18-30/06/18
10	06/06/2018	Castle Water	£13.59	£0.00	£13.59	Catherington Common Water: 06/02/18-31/07/18
11	06/07/2018	Plusnet	£15.00	£3.00	£18.00	Tyfield WiFi: 04/7/18-03/8/18
12	09/06/2018	PHS Group	£189.75	£37.95	£227.70	Jubilee: Air Freshener/Driers/Waste Collection: 14/07/18-13/10/18
13	02/07/2018	Fuelgenie	£147.23	£29.45	£176.68	Fuel: June 2018
14	26/06/2018	SSE	£176.36	£8.81	£185.17	Napier Hall Electric: 31/03-25/06/18
<b>JUN 2018 BACS</b>						
15	31/05/2018	Staff Expenses	£31.88	£0.00	£31.88	Staff Expenses: May 2018
16	23/05/2018	Screwfix	£7.15	£1.43	£8.58	Screws for Boardwalk at Dell Piece West
17	08/05/2018	Horndean Tyres Ltd	£16.25	£3.25	£19.50	Car Puncture Repair
18	29/05/2018	AVS Fencing Ltd	£93.48	£18.70	£112.18	Fencing at Catherington Lith
19	29/05/2018	AVS Fencing Ltd	£51.99	£10.40	£62.39	Fencing at Catherington Lith Kissing Gate
20	06/06/2018	AVS Fencing Ltd	£40.62	£8.12	£48.74	Fencing at Catherington Lith Kissing Gate
21	04/06/2018	Viking	£94.44	£18.89	£113.33	Kettles for Jubilee Hall, Cigarette Tray for Napier, Stationery
22	31/05/2018	Richard Merritt Chemicals	£44.55	£8.91	£53.46	Janitorial Supplies: May 2018
23	05/06/2018	ROSPA (Playsafety Ltd)	£538.65	£107.73	£646.38	Annual Play Area Inspections
24	25/05/2018	Auditing Solutions Ltd	£420.00	£84.00	£504.00	Internal Audit 2017-18 - Final
25	13/06/2018	PBA Consulting Solutions	£600.00	£120.00	£720.00	Knotweed Treatment
26	18/06/2018	Horndean & Blendworth Church Centre	£2,600.00	£0.00	£2,600.00	Grant
27	18/06/2018	QA Hospital (Oncology)	£1,351.70	£0.00	£1,351.70	Grant
28	19/06/2018	Lloyds Bank	£6.50	£0.00	£6.50	Bank Fees: June 2018
29	20/06/2018	Horndean PC Employees	£15,138.73	£0.00	£15,138.73	Net Salaries: June 2018
30	07/06/2018	Hampshire County Council	£22.91	£4.58	£27.49	Stationery & Janitorial Supplies
31	08/06/2018	Sean Mason Electrical	£103.00	£20.60	£123.60	Replacement diffuser for Napier Hall
32	31/05/2018	The New Blendworth Centre	£136.00	£27.20	£163.20	Litter Picking: May 2018
33	05/06/2018	Screwfix	£16.82	£3.36	£20.18	Parts for Jubilee Chest Press
34	08/06/2018	Lizard Audio Ltd	£229.17	£45.83	£275.00	Audio Equipment for Armed Forces Service
35	12/06/2018	Facelift Limited	£173.00	£34.60	£207.60	Step Ladder Course
36	07/06/2018	Cannon Hygiene Limited	£101.92	£20.38	£122.30	Napier Hall Waste Collection: 07/06/18-31/08/18
37	14/06/2018	Screwfix	£45.40	£9.07	£54.47	Leaf Grabber + Heavy Duty Chain
38	21/06/2018	RB Harriott	£3,701.55	£700.00	£4,401.55	Tyfield House Rent: Quarter 2 (July-September 2018)
39	13/06/2018	Rowlands Castle Cleaning	£130.00	£0.00	£130.00	Window Cleaning at Tyfield, Napier, Jubilee
40	12/06/2018	Blendworth Tree Surgeons	£250.00	£50.00	£300.00	Fell Field Maple in Yoells Copse
41	13/06/2018	Woodside Tree Consultancy	£795.00	£0.00	£795.00	Survey of Trees at Jubilee Field & Arboricultural Report
42	01/07/2018	Christie Intruder Alarm	£545.00	£109.00	£654.00	Tyfield: Annual Intruder Alarm System Contract: 01/07/18-30/06/19
43	15/06/2018	Connected IT	£50.00	£0.00	£50.00	Booking & Finance Systems upgrades
44	15/06/2018	Viking	£30.78	£6.16	£36.94	Stationery & Janitorial Supplies
45	14/06/2018	AVS Fencing	£23.94	£4.79	£28.73	Postcrete for Gates & Fences
46	18/06/2018	NALC	£17.00	£0.00	£17.00	Annual Subscription NALC Magazine
47	20/06/2018	Southern Mower Services	£45.60	£9.12	£54.72	Mower Repair
48	20/06/2018	ECOSA	£720.00	£144.00	£864.00	Preliminary Ecological Appraisal-Jubilee Hall
49	21/06/2018	Screwfix	£14.94	£2.99	£17.93	Protector Safety Specs/Goldscaws
50	29/06/2018	HMRC	£4,002.81	£0.00	£4,002.81	PAYE/National Insurance: June 2018
51	29/06/2018	Hampshire Pension Fund	£3,945.27	£0.00	£3,945.27	Pension Contributions: June 2018
<b>JUL 2018 BACS</b>						
52	25/06/2018	PDP Architecture LLP	£550.00	£110.00	£660.00	Topographical Survey at Jubilee
53	02/07/2018	Staff Expenses	£16.40	£0.00	£16.40	Staff Expenses: June 2018
54	09/05/2018	AVS Fencing	£30.45	£6.09	£36.54	Posts, Concrete, Timber-Yoells Copse
55	21/06/2018	AVS Fencing	£106.36	£21.27	£127.63	Posts, Rails Concrete-Downs Park
56	25/06/2018	B & Q	£22.98	£4.60	£27.58	Paving Slabs, Bolts-Deep Dell
57	30/06/2018	Connected IT	£40.00	£0.00	£40.00	Booking Upgrade
58	24/06/2018	Microsoft	£106.42	£21.28	£127.70	Online Services (email) 9/8/17-23/6/18
59	26/06/2018	Watling & Hirst	£180.00	£36.00	£216.00	Payroll Q1 2018-19
60	16/05/2018	AVS Fencing	£1,378.32	£275.66	£1,653.98	84 Sleepers, 300 Coach Screws DPW Boardwalk
<b>JUN 2018 DEBIT CARD</b>						
61	08/06/2018	Top Notch	£118.93	£9.95	£128.88	Sign and Post for Lith Lane (10 mph)
62	11/06/2018	Farnham Castle	£469.00	£93.80	£562.80	Office Manager Advertisement
63	13/06/2018	HSQE Ltd	£15.00	£3.00	£18.00	Ladder Safety Awareness On Line Course
64	14/06/2018	Reed	£79.00	£15.80	£94.80	Office Manager Advertisement (Online)
65	13/06/2018	Top Notch	£39.95	£7.99	£47.94	Aluminium Sign for Jubilee Outside Toilet
66	15/06/2018	Hymn CDs	£10.56	£2.11	£12.67	Hymns for Remembrance Service (Back up CD)
67	21/06/2018	Land Registry	£6.00	£0.00	£6.00	RHS Napier Hall -Tree Ownership
68	26/06/2018	Land Registry	£6.00	£0.00	£6.00	Yoells Copse Farm, Pond Ownership
<b>JUL 2018 DEBIT CARD</b>						
69	03/07/2018	Chartered Management Institute	£185.00	£0.00	£185.00	Annual Subscription
70	12/07/2018	The Safety Supply Company	£6.90	£1.38	£8.28	Box Anchor Plasters
<b>TOTAL EXPENDITURE</b>			<b>£41,375.60</b>	<b>£2,408.41</b>	<b>£43,784.00</b>	

INVOICES TO BE APPROVED FOR PAYMENT			LIST 4 - 23-07-2018			
Ref	Date of Invoice	Payee	Net	VAT	Total Payment	Details
71	06/07/2018	RPT Consulting Limited	£2,750.00	£550.00	£3,300.00	Professional Fees re new Community Facility Business Plan
		<b>TOTAL EXPENDITURE</b>	<b>£2,750.00</b>	<b>£550.00</b>	<b>£3,300.00</b>	

RECEIPTS RECEIVED SINCE LAST ORDER OF PAYMENTS			LIST 4 - 23-07-2018			BANK ENTRIES: 05/06/18 - 16/07/18
Ref	Date of Banking	Payer	Net	VAT	Total Receipt	Details
72	various	Regular Hall Users	£1,973.80	£0.00	£1,973.80	Hire of Jubilee Hall
73	various	Regular Hall Users	£2,032.90	£0.00	£2,032.90	Hire of Napier Hall
74	various	Casual Hall Users	£1,085.66	£0.00	£1,085.66	Hire of Jubilee Hall
75	various	Casual Hall Users	£210.90	£0.00	£210.90	Hire of Napier Hall
76	various	Casual Hall Users	£700.00	£0.00	£700.00	Deposits Received
77	various	Casual Hall Users	-£400.00	£0.00	-£400.00	Deposits Refunded
78	various	Football Teams	£167.58	£0.00	£167.58	Hire of Football Pitches
79	03/07/2018	Glanvilles	£4,000.00	£0.00	£4,000.00	Barrett Contribution - Wagtail Road
80	31/07/2018	Bank Interest	£141.50	£0.00	£141.50	Interest- June 2018
81	26/06/2018	East Hampshire District Council	£7,567.47	£0.00	£7,567.47	Community Infrastructure Levy Q1
		<b>TOTAL INCOME</b>	<b>£17,479.81</b>		<b>£17,479.81</b>	

SIGNED:	
SIGNED:	
DATE:	LIST 4 - 23-07-2018



## **HORNDEAN PARISH COUNCIL**

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**COUNCIL MEETING : 23<sup>rd</sup> July 2018**

**SUBJECT OF REPORT: Finance Report**

### **General**

The new Office manager post which will hopefully be appointed in the autumn, before the current post holder leaves, will result in an overspend against the salary budget. This will be funded from General Reserves.

### **Income**

1. The precept for the first six months of the year, £183,084, was received on April 26<sup>th</sup>
2. The first Community Infrastructure Levy for Q1 2018-19 was received on June 26<sup>th</sup>. It was for a total of £7,567. This has been placed in an earmarked reserve.

<b>Description</b>	<b>£££</b>	<b>Reference</b>
187 London Road PO8 0HJ	£1,815.00	27253/006
Premier Inn PO8 0DT	£5,752.47	55812/001
<b>TOTAL</b>	<b>£7,567.47</b>	

3. The sum of £4,000 as a one off payment for Wagtail Road to cover future maintenance was received on 3<sup>rd</sup> July.

### **Current Bank Accounts**

The bank accounts that we hold have been reconciled to the end of June 2018  
At that point in time the total balance stood at £516.0k.

### **Management Accounts**

The June (Quarter 1) accounts have been closed and will be presented in full at the Finance & General Purposes Committee on July 30<sup>th</sup> 2018.

After adjusting for transfers to and from earmarked reserve the account show an underspend of £10.4k.

The main contributions to the favourable variance are

1. Salaries £2.8k
2. Hall Income £2.4k

17/11/11

# Land East Of Horndean Community Hall Design Brief



Horndean Parish Council  
Version 7.5 - July 2018

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DRAFT

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### Version Control

Version Number	Date	Edited By:	Update(s)
7.0	15 <sup>th</sup> May 2018	RJV	Re-ordered and content updated
7.1	21 <sup>st</sup> May 2018	DEE	Location diagram added + edits
7.2	31 <sup>st</sup> May 2018	DEE	Final edits, ready for WP review
7.3	4 <sup>th</sup> June 2018	PDP	Additions to Massing & Outline, Design principles, Nursery etc
7.4	6 <sup>th</sup> June 2018	DEE	Amendments agreed at WP review 4/6/18
7.5	5 <sup>th</sup> July 2018	DEE	Changes following LEOH Dev Panel meeting 11/6/18

DRAFT

## 1 Introduction

The Community Building is one item on the list of the Community Infrastructure Facilities that the Developers will be providing on the site known as “Land East of Horndean” (LEOH).

## 2 Context

- a) By virtue of both its size and the facilities it will provide, the Community Building will be a significant venue for the people of Parishes of Horndean, Clanfield, Rowlands Castle and the surrounding area.
- b) It is anticipated that Horndean Parish Council (HPC) will take ownership and manage the Community Building when completed.

## 3 Scope

- a) This Design Brief deals only with the Community Building and the services it provides for the adjacent playing field.
- b) It recognizes the importance of other buildings and infrastructure in its proximity such as the Primary School, the retail and employment sites and roads and takes account where necessary.
- c) It covers all aspects of its intended usage with reference, where appropriate, to other sources of information or regulations that may need to be considered during the realisation of the Detailed Specification.
- d) It is intended to inform realisation and implementation of the final design.
- e) This document necessarily includes some details that, whilst they are deemed to be necessary to the functioning of the building and the delivery of its services, are recognized as beyond the scope of the commitments made in the S106 agreement. Such details have been identified by colouring them red.

## 4 Objective

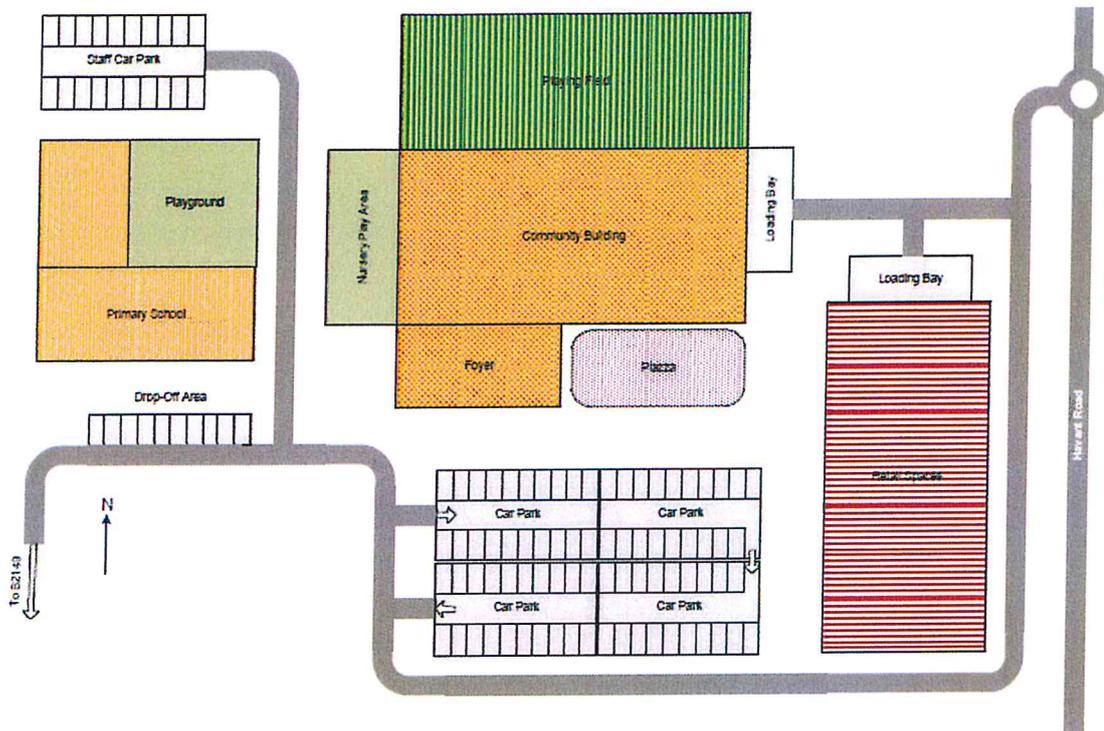
- a) This Design Brief has been produced by Horndean Parish Council (HPC) and endorsed by East Hampshire District Council (EHDC) to provide guidance to enable the Developer to begin the detailed design work on the Hall.
- b) It is anticipated that close cooperation between the Developer, EHDC and HPC and its Architecture advisor will be necessary throughout the design process.

## 5 Community involvement

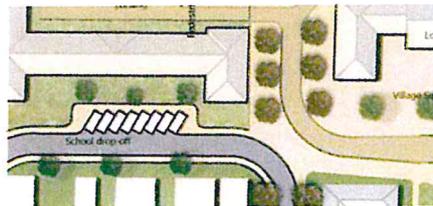
- a) HPC has researched widely on line and by visits to see what similar venues provide in order that this new building can provide as much opportunity as possible for its present customers and potential users of to enjoy the widest range of uses.
- b) A successful public consultation was carried out which verified that the facilities proposed for the new building would be popular. See Appendix 13.1
- c) The outcomes of the research and of consultation has informed the preparation of this document.

## 6 Location and Orientation

### 6.1 Location



- Several aspects of the proposed location shown in the detail above are considered to be crucial to the success and viability of the facility and these include:
- Placing the Community Building adjacent to the Primary school could present an opportunity for the building to host a nursery school.
- The Community Building could run a café, catering for parents bringing or collecting children to the school, shoppers, residents and people from the employment site.
- The community buildings proximity to the primary school opens up opportunity of sharing facilities. Providing these facilities namely a large hall could potentially increase the capacity of the school and could provide the community building with a steady revenue stream. The additional hall space could be utilised for P.E and annual school events such as school plays and indoor sports events.
- In the Design & Access Statement Rev A p57, the “school drop-off” loop road (see below) does not recognize the benefit to the retail site from possible dual use trips. This aspect of the design therefore needs to be re-examined.



- Locating next to the local retail site offers opportunities for daytime activities and a degree of synergy with the retail business, in particular parking.
- Pedestrian access to the Community Building from the employment site to the north could open an opportunity to host commercial events at the Community Building and makes

possible the use of a café in the Community Building by employees from the site as well as business located within the retail site.

h) Vehicular access to the Playing Field adjacent to the Hall is needed in order to enable field maintenance equipment – such as tractors and mowers – to be used. Access in dry weather for overflow parking on the field may also then be possible.

## **6.2 Orientation**

a) Placing the games pitch to the rear of the Community Building not only makes the provision of changing rooms in the Community Building viable but also presents the opportunity for summer events to use both the Community Building main and other halls together with the games pitch.

b) The setting and how the building relates to the other surrounding buildings and open spaces is seen as very important to its success as a community focus point.

c) In particular, the approach to the Community Building should be attractive and inviting and should have a clear path leading to the front doors.

## **7 Massing and Outline**

### **7.1 Massing**

a) The Community Building should not be monolithic in design and should be of architectural interest. The form of the building should be designed as such to allow light deep into the footprint of the building to help reduce the use of artificial lighting and reduce running costs. This could also provide opportunities to provide additional natural ventilation.

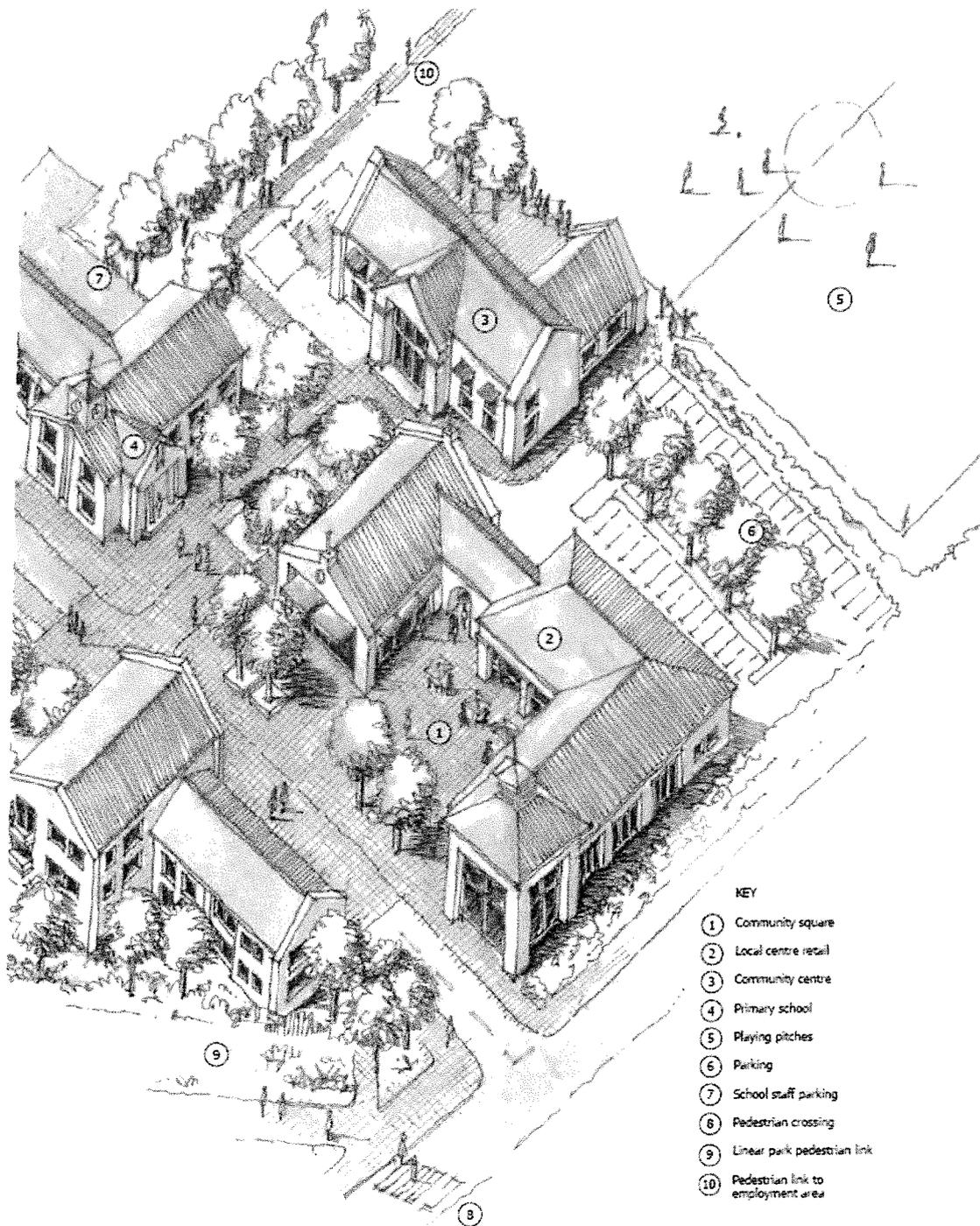
b) The structure and roof line should have an open and inviting aspect which does not dominate the street scene. Large monolithic pitched roofs are to be avoided and the design of the roof should complement the building and form an integral part of the architectural aesthetic of the building. Varying rooflines could be explored to create architectural interest.

c) The entrance should be clear and inviting and be the focus when approaching the building. The materials should be chosen carefully to facilitate the above along with letting natural light into the main foyer space a curtain wall system with integral entrance door could be used to achieve this.

d) The overall mass of the building should be carefully considered and could potentially be divided to provide opportunities for vistas and views through the building to provide additional interest. These 'negative' spaces could form break out spaces and additional areas which could be associated with the alternative uses of the building.

## 7.2 Outline

The drawing below is taken from page 58 of the "Design and Access Statement (March 2015)" which formed part of the granted Outline Permission. It is included for information.



- a) The building should not be hidden but visible from the main thoroughfare.
- b) The external landscaping to the front of the principle entrance should be carefully considered in order to facilitate 7.1c. A multifunctional external space 'piazza' should be incorporated into the approach to the building. This space is not to inhibit the approach to the main entrance in order to allow visitors to approach while the external space is in use.
- c) The piazza could include a **fountain and some elegant seating**. Choice of street furniture should be carefully considered in order not to impinge on the functionality of the space. (Note: the term "piazza" has been used to describe the pedestrian approach area that can be seen in front of the Community Building in the above drawing)
- d) The piazza could be delineated by **raised planted beds** and trees and shrubs to enhance the visitor's experience of the Community Building.
- e) The Internal height needed to accommodate the performance hall seating may result in a building height of 8m and the need to use a flat roof. In that event, on at least the south-facing main entrance side, an overhang such as the example below could be used to add interest to the form of the building



Examples of overhanging roof lines.

## 8 Access and Parking

### 8.1 Access

- a) The building will provide facilities not only to people residing in this development but also over a wide area extending from Horndean and Rowlands Castle to Clanfield and Cowplain and it is therefore critically important to the success and viability of the building that road access to the Community Building from the B2149 is simple, direct and short.
- b) The pathways and access routes from parking areas and other facilities must be accessible by wheelchair users and persons who may have limited mobility.
- c) The approach, entrance and all exits must be wide enough to be accessible by wheelchair users and doorways must be wide enough to allow free entry for ambulance bed trolleys.
- d) All internal doorways must be wide enough to be accessible by wheelchair users.
- e) The building shall be Disability Discrimination Act (DDA) compliant.

### 8.2 Parking

- a) Adequate adjacent parking is essential for the success of the Community Building and for the retail site.
- b) If the parking area is to be shared between the Community Building and the adjacent commercial premises, the number of spaces (including demarcated disabled spaces) should be sufficient for the peak usage of both facilities.

- c) The dimensions of parking spaces (including demarcated disabled spaces) and the distances between rows of such should comply with the requirements set out by EHDC.
- d) Access to the parking area should have separate and clearly marked entry and exit lanes.
- e) The design of the access road to the parking area should support free-flowing movement by vehicles using the facilities.
- f) Demarcated disabled parking spaces should be in close proximity to dropped kerbs to allow wheelchair access.
- g) Kerb height should be shallow enough to ensure that the front skirts of modern vehicles are not fouled.
- h) The parking area should be illuminated by lamp standards which automatically illuminate in low ambient light conditions. (We consider this to be good design practice in a communal pedestrian area designed to be frequented by residents and visitors all year round up to late evening.)
- i) Pathways between the parking area and other should have low level illuminators which automatically illuminate in low ambient light conditions. (We consider this to be good design practice in a communal pedestrian area designed to be frequented by residents and visitors all year round up to late evening.)

## 9 General Design Principles

- a) It is important to recognize that this is not a “village hall” but a major piece of Community Infrastructure that will serve a local population in excess of 40,000 for many years to come.
- b) The architectural design must be to a high standard and offer visitors a pleasant experience and modern contemporary architecture is favoured over a more traditional aesthetic.

Note with respect to what is meant by “high quality design”: The NPPF says:

57. It is important to plan positively for the achievement of high quality and inclusive design for all development, including individual buildings, public and private spaces and wider area development schemes.

And

66. Applicants will be expected to work closely with those directly affected by their proposals to evolve designs that take account of the views of the community. Proposals that can demonstrate this in developing the design of the new development should be looked on more favourably.

It is seen elsewhere that when public buildings of this size and importance are being planned, Design Competitions have been held to choose an architect whose ideas can gain wide public, planning and Council support. Some such exercise in this case might prove highly beneficial both to the community and to the Developer’s public identity. It is considered important that the architect chosen to realise the design and functional aspirations of this important building will be someone who has a portfolio of similar projects that have received a good degree of acclaim in professional, cultural and community responses.

c) There is potential for the mass of the building to be broken up to avoid a large monolithic structure and provide vistas and views which create further interest within the building.

d) It is important that the design of the building is as flexible as possible and therefore negative spaces could create 'break out spaces' which can be utilised by neighbouring facilities for example seating for the café could occupy space between the nursery and the foyer. These spaces however should not block or inhibit the natural circulation of the building and visitors should be able to navigate the building in a safe manner.

e) Externally it must present an attractive and inviting appearance as an appealing venue. Careful consideration must be given to the materials and the presentation of the building. It is important to maintain a cohesive palette of materials and smart detailing is preferred over extravagant materials or lower quality cladding solutions which age poorly.

Note: With a building of this size and significance, the materials and the way they are used will be of crucial importance to its success. It is of note that the sports hall recently completed in Clanfield is a construction of brick and block and only slightly small than this building and it is clear that a realisation of this building in anything like the, necessarily, utilitarian design of that sports hall, will not be considered satisfactory.

f) Areas within the building should feel comfortable and portray an air of openness, merely meeting the minimum standards required for the principle areas will not be acceptable.

g) The design intent is for a durable and versatile building which is low cost to operate and can be adapted to suit future needs. It is hoped the building can be open throughout the day as a community hub with activities to draw in people of all ages. Therefore, consideration needs to be given to the internal finishes and the effect these will have on varying demographic visiting the building.

Note: Whilst it is not within the scope of this design brief to define the details of internal finishes, it is anticipated that the variety of uses and long required life of a building open every day to, hopefully, hundreds of members of the public of all ages, that the architect chosen (see section 9b) to realise it will have a deep understanding of the benefits that will accrue to the users and owners of the building from paying proper attention to these details.

h) Energy efficiency and minimizing running costs are to be key design goals and utilising sustainable technologies will be considered. Any sustainable technologies should work with complementing the building, not just added as a 'bolt on'. Therefore, these should have minimal visual impact on the overall aesthetic of the building. It is hoped that by breaking the mass of the building opportunities to provide natural ventilation will be capitalised.

Note: although no specific reference is made in the S106 to energy efficiency, it is clear from the Forward on Page 1 of the Design and Access Statement (see below) that this objective is entirely consistent with the design aims of the whole development.

- **Create a development that reduces energy consumption and use of limited resources by promoting energy efficiency; and**

In addition, the achievement of sustainable development is the core design principal that runs through the NPPF of which para 95, below, is an example.

95. To support the move to a low carbon future, local planning authorities should:

- plan for new development in locations and ways which reduce greenhouse gas emissions;
- actively support energy efficiency improvements to existing buildings; and
- when setting any local requirement for a building's sustainability, do so in a way consistent with the Government's zero carbon buildings policy and adopt nationally described standards.

i) The use of LED lighting throughout is expected.



Examples of natural light and ventilation

## 10 Overview of Facilities

- The LEOH Community Building will be a multi-use venue with a number of rooms of various sizes available for community use including a large hall with retractable raked seating equipped for performances or alternatively as a large venue space, a foyer with a bar and kitchen to accommodate various functions along with changing rooms to support the adjacent sports pitch. See Appendix 13.2
- The main hall will be a multi-use facility with raked seating to enable performance events including theatre, cinema, lectures, etc. The seating should be able to be retracted when used for events such as large club users, parties, dinners or antiques fairs and the like.
- Foyer with bar facilities and seating
- Kitchen
- Changing rooms for users of sports pitch to the rear of the building
- Hall suitable for dance and similar

- g) Selection of rooms of various sizes capable of accommodating different uses such as meetings, night classes.
- h) Operational facilities, offices and storage with on-site management.
- i) Nursery and sufficient outdoor space.

## 11 Details of Facilities

### 11.1 General

- a) The building may be one or two stories, overall or in part and must provide DDA access to upper floors.
- b) All normal services, water, gas, electricity, telephone and including fibre broadband to the building.
- c) Gas central heating
- d) The design shall include insulation and renewable energy sources such as PV, solar heating and /or heat pumps (ref S106 para 4.17.10) sufficient to provide electricity for the building averaged over the year
- e) Access to the playing field that is located to the rear from the Main Hall to enable events on the playing field to jointly use the Main Hall and the other facilities in the building
- f) It is envisaged that the whole LEOH site, including this building, will be provisioned with Ultrafast Broadband (in excess of 100Mbps) and preferably using “fibre to the property” technology. **Wifi is to be available throughout the building**
- g) **Air-conditioned throughout, zoned to area.**
- h) **Access to rooms to be using re-programmable keypads**
- i) The S106 defines a “main” hall (4.17.1), a “meeting room for 50 – 80 persons, and smaller meeting rooms” (4.17.2) and a “community room” (4.17.13). This document describes a variety of rooms of various sizes together with their potential uses within this “flexible use” building. The number of rooms and their sizes is deemed to be compliant with these paragraphs of the S106.

### 11.2 Main Hall

- a) It is intended that this will be a multi-use hall. It will provide for cinema, music and concerts as well as events such as antiques fairs, local clubs and other uses once the raked seating has been retracted. This space should sub divided with a series of solid walls to produce a performance section (see paragraph w below) and other spaces that can be used separately or together depending on requirements whilst still allowing adequate light and ventilation and dual aspect over the foyer and playing fields.
- b) Size. The 540m<sup>2</sup> defined the S106 provides both auditorium and ancillary spaces that will support a wide variety of live performance and other functions as follows:
- c) An Auditorium space to include raked and retractable seating for an audience of 200-250. It is envisaged that 250-300m<sup>2</sup> will be suitable
- d) Retractable seating, **preferably electrically powered**, for audiences of 200-250
- e) A stage area using **demountable staging** with storage
- f) Seating to be of quality and comfort to suit all types of performance. The Espace 628 from Audience Systems is the type of product envisaged.

g) To make sure that the hall will be suitable for various types of performance, it should be designed to suit the general requirements of a small theatre, using specialist theatre architects and design consultants, to ensure that its facilities, layout and access is such that the venue is suitable for the widest range of uses. The aim is to avoid design features that preclude the use by certain types of performance.

Note: Whilst it is understood that the Use Class of this building is D1/D2 i.e. not "Sui Generis" which includes theatres, it's S106 requirements for pull-out seating, foyer, bar, stage/cinema auditorium with light/sound box and acoustic finishes describe a performance hall that, to all intents and purposes, corresponds to the same basic requirements that would be required by a small theatre. Advice from the Theatres Trust, which is the national advisory public body for theatres and a statutory consultee on theatres in the planning system (Set up by the Government through an Act of Parliament in 1976), and other sources is quite clear that the design and fit-out of a performance hall is a specialist professional activity that requires the use of appropriately qualified and experienced practitioners in order to achieve a result suitable for its intended purposes.

h) Hall acoustics. To be designed (ref S106 para 4.17.9) to behave in the best way to suit both amplified and non-amplified concert performances. (see above note to (g))

i) Sound proofing. It is essential that ambient external noise should be minimized and that sound generated in the Hall is not transmitted to other parts of the building which could diminish the amenity of other users of the building. We are advised that brick walls, or similar, will be the most effective and lowest cost solution.

j) Use as a general-purpose hall with seating retracted

k) Access from Foyer. Two sets of double doors minimum. Possibly more, depending on building layout. Requirement is to enable an audience to move between the Main Hall and the foyer without excessive queueing

l) Control room. This is a small room (one type of "smaller meeting rooms" as included in the S106 para 4.17.2 and 4.17.9 "light/sound box") where technicians can set up and control the sound, Audio-Visual and stage lighting systems. Located opposite the stage area and above the retractable seating system with a soundproof glass window/wall providing good views of the stage and front of the hall. The control room shall include:

1. Control desk for the stage lighting set up (ref S016 para 4.17.9)
2. Sound systems control desk
3. Computer equipment with broadband internet links

m) Flexible lighting equipment and grid for the stage/cinema and auditorium to suit a wide variety of uses (ref S106 para 4.17.9). Possible using remote controllable lighting units. This shall be capable of being lowered to the ground, using cables, for maintenance purposes.

n) The Hall shall have a sound system (ref S106 para 4.17.9) to suit cinemas, lectures, presentations and other possible uses. Surround sound for cinema use is essential including sub-woofers (standards and power levels tba)

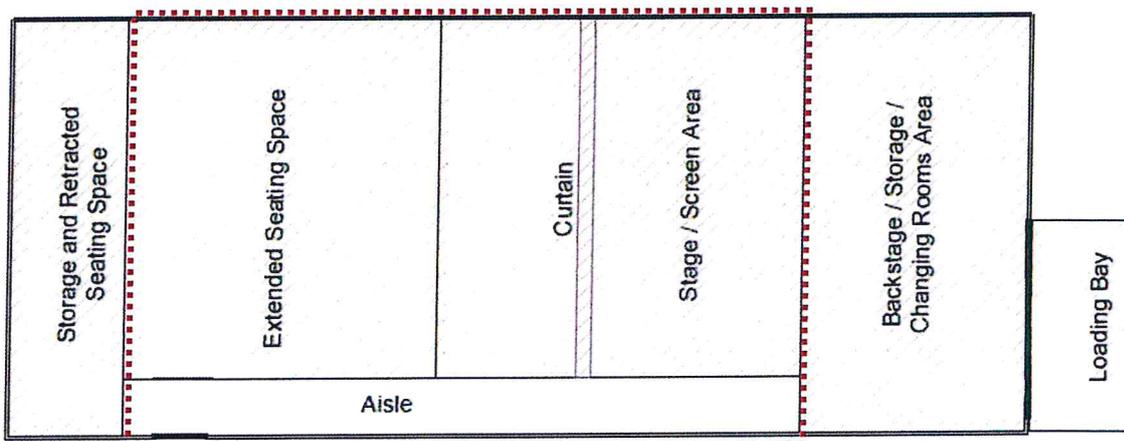
o) The Hall area with seating retracted shall have a semi-sprung floor

p) Adjacent to the hall will be at least two rooms to be usable as changing rooms and for performer's equipment. The design and fittings need to take account of the fact that these rooms will also be multi-use. This provision must be suitable for both adults and children.

q) In order to enable cinema and performances using stage lighting the hall must either have no windows or be provided with effective blackout provision that can easily be operated from the floor of the hall, either mechanically or, preferably, electrically operated.

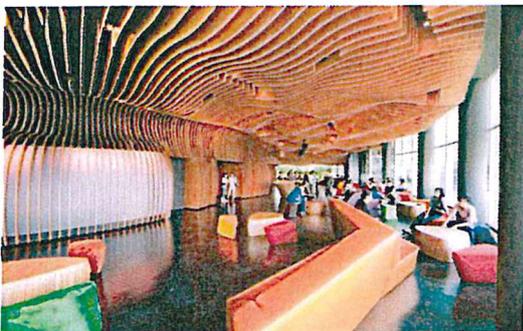
Note: although the S106 does not specifically include this, such a provision is clearly necessary and implied in the S106 para 4.17.1 and 14.17.9

- r) There shall be an access from the car park directly to the changing room section to enable performer's instruments and equipment to be delivered. This may require a loading bay structure (tbc). The access shall be sufficient to permit instruments up to the size of a grand piano to be delivered for concerts.
- s) There shall be access doors directly onto the sports pitch located to the rear of the building in order that summer events such as car-boot sales and fairs can make use of both the hall and the sports pitch.
- t) In order to provide the accesses described above, it is envisaged that the Hall will occupy the north-east corner of the building (assuming the layout shown in the master plan). This will also make sound-proofing from the rest of the building a simpler issue.
- u) A storage room, adjacent to the Main Hall and large enough to store tables and chairs (ref S107 para 4.17.11). The size is to be considered but may need to be large enough for use of the Main Hall as a catered event venue, as an alternative to hiring these for large events.
- v) The performance hall will require a cinema screen that can be retracted when not in use. The size and type needed will be subject to advice from the theatre consultant.
- w) The diagram below shows a possible scheme for a layout of that section of the multi-purpose that will be used for performances. It will have retractable seating for 200-250. The dotted red line shows the location of sound-proof walls. Note: this is indicative only and may well change significantly once the project has been subjected to review following specialist advice from Theatre architects and Consultants.



### 11.3 Foyer/Circulation area

- a) This will be the entrance to the venue and therefore an important part of the building. Suitable for hosting events as a stand-alone facility but primarily as a service adjunct to the Main Hall
- b) Size: To cater for mid performance entertainment it needs to have a minimum usable floor area by the general public of 50% (to be confirmed) of the main hall size so the bar, **café**, food can be purchased and consumed in comfort. A cramped space will be less welcoming.
- c) It must be an open, welcoming space where a reception, **café**, hall access doors, toilets and smaller meeting rooms are clearly visible / accessible.
- d) Its layout needs to allow it to be used by people consuming food / drinks purchased in the foyer with comfortable seating areas and good quality information boards
- e) There should be free-flowing access from the Foyer to the Main Hall.
- f) Toilets of a size suitable for audiences of 250 shall be located off the foyer (number to be confirmed – see Note to (g) above).



Examples of foyer spaces

### 11.4 Bar and Kitchen

- a) The Bar must be suitable for serving patrons from an audience of 250 during a performance interval. It will have a secure dry store and cold store Sizes to be determined
- b) The Kitchen will serve both the Bar and the Main Hall when used for functions
- c) The original S106 definition as a “commercial kitchen for food preparation” has become somewhat obsolete as catering technology has moved on and nowadays food is almost always prepared off site and presented in the buildings kitchen facilities which therefore need to include (details to be confirmed):
  1. Space for catering staff to assemble meals.
  2. **Dishwashers**
  3. Storage
  4. Cooking facilities of a “bistro” type for simple menus (to be defined)
  5. Suitable counters, storage and **other equipment**
  6. **Fridges and freezers**

- d) The Foyer/Bar/Kitchen complex provides an opportunity for a “community café” and the building design needs to accommodate this usage (see next section).

### 11.5 Café

- a) It is the intention to provide a café for use during the day. This should be part of the foyer function.
- b) It will need access to the kitchen and bar facilities such as coffee machines
- c) The details are to be determined

Note: although this facility is not specifically mentioned in the S106, it describes a use that may be made of space in the Foyer (ref S106 para 14.17.3) and/or a “smaller room” (ref S106 para 4.17.2) rather than an additional facility.

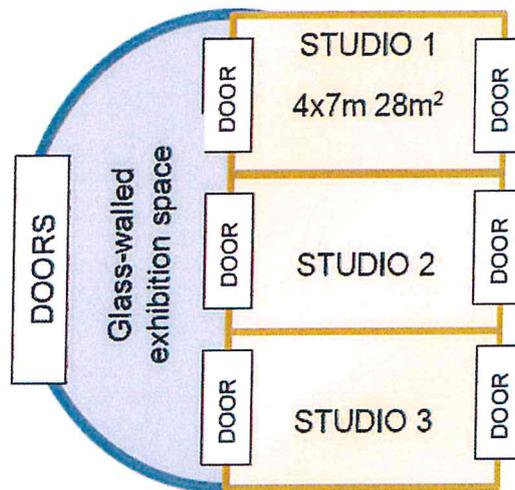
### 11.6 Changing rooms associated with the sports pitch

- a) There shall be access directly onto the sports pitch
- b) There shall be user access from inside the building (lockable and to be opened at the discretion of the manager) so that those taking part in keep-fit, yoga, dance or similar could use the changing rooms
- c) There shall be access for cleaners and other staff from the main building.
- d) The S106 does not require this facility to meet Sport England requirements and therefore the size and features are yet to be determined
- e) The changing rooms and showers shall accommodate two teams and officials
- f) Showers (ref S107 para 4.17.7) with individual cubicles should be incorporated in **both** changing rooms

### 11.7 Other Rooms

- a) A meeting room for 50-80 persons (ref S107 para 4.17.2), Details to be decided
- b) Community room (ref S107 para 4.17.13). The size, facilities and potential uses are to be determined.
- c) A smaller alternative room (ref S107 para 4.17.2) should be suitable for both child and adult dance classes with an area of approx. 100m<sup>2</sup> (tbc) with:
  - 1. Sprung wooden floor of a type that is also suitable for normal shoes.
  - 2. Removable/protected mirrors and ballet bars with accompanying storage for same.
  - 3. Ceiling height sufficient for adult use
  - 4. This room should be adjacent to the sports changing rooms for ease of access
- d) A small room suitable for meetings and for use as a cloakroom shall be accessible directly from the foyer
- e) A room (ref S106 para 4.17.2 “smaller meeting rooms”) suitable for artists especially, with large north-facing windows. This could be a first floor room, if two floors are used, to enable the best use of natural light and located above the sports changing rooms.
- f) A “board room” (one of the “smaller meeting rooms” ref S106 para 4.17.2) with table and chairs for up to twelve persons with a screen and built-in projector

g) Artisan studios and display area is being considered. These would be one type of “smaller meeting rooms” ref S106 para 4.17.2. Access from the car park would be necessary and into the foyer via a **display area**. A total area of approx. 120m<sup>2</sup>



h) Other rooms for hire of varying sizes to be provided (TBD) (ref S106 para 4.17.2)

## 11.8 Nursery

A facility for use as a day nursery is being considered and as a guide:

- a) Number of children is to be determined
- b) The nursery should have at least 200sqm of internal space in total which will be divided into various rooms described as “smaller meeting rooms” in the S106 para 4.17.2.
- c) A fenced external play area of 261m<sup>2</sup> would be needed with some outside storage, split into two areas for the different ages groups but with visual connections so that children can see each other playing, security fencing and suitable outdoor play surfacing should be provided
- d) This facility should be located on the western side of the building facing the primary school.
- e) The nursery should be able to accommodate the following
  - Access to the kitchen for preparing meals
  - Dedicated child toilets with low level sinks, ideally deep butler type sinks to avoid any over following sinks and child clean up area messy play
  - Disabled toilet which could also be used as a staff wc
  - Two separate areas – one for children under three and one for children over three, they should be connected to allow access to either area if required. The S106 provides for “smaller meeting rooms” para 4.17.2 although these areas may use physical dividing structures rather than being implemented as actual rooms.
  - Under three area should have a baby play room, sleep room, **baby change WC** and an area to warm bottles **with sink etc.**, access to a **secure outdoor space**. (These are types of “smaller meeting rooms” ref S106 para 4.17.2)

- Over three areas should have a large play room with **butler style sink area** (or located close to toilets) and access to **secure outdoor space**
  - Dining area should be provided (one of the “smaller meeting rooms” ref S106 para 4.17.2)
  - An area for buggy and bike storage (could possibly be located outside if secure). If located inside the building, these would be types of “smaller meeting rooms” ref S106 para 4.17.2. See also S106 para 4.17.14 – cycle racks.
  - Staff room (one of the “smaller meeting rooms” ref S106 para 4.17.2) **with kitchenette**
  - Meeting room / private space to meet with parents (one of the “smaller meeting rooms” ref S106 para 4.17.2)
  - Entrance lobby / reception with storage areas for coats and bags – security to main nursery areas should be considered to avoid children wandering out of dedicated areas (one type of “smaller meeting rooms” ref S106 para 4.17.2)
  - Staff should be allocated some car parking spaces
- f) Suitable interior finishes should be considered, with easily maintainable and washable flooring and wall finishes, vibrant accent or wall art work should be considered, toilet cubicles should be fun and inviting
- g) Windows and doors should be supplied with child-proof opening and closing mechanisms



## 11.9 Operational and other facilities, offices and storage

- a) Toilets with external access located near to the proposed changing rooms adjacent to the sports fields.
- b) Management offices
- c) Security and **fire system** with external CCTV
- d) Plant room
- e) Cleaners room
- f) Cycle racks
- g) Dedicated parking for 80 cars (to be reviewed in light of latest EHDC Parking Standards and the needs of the performance hall). This provision of parking is defined in the S106 para 4.17.15 as that which is necessarily required to service the Community Hall and is not, therefore, a component of any parking provision that is needed for the school, retail, employment sites or any other use. It is thus noted that parking for the

school, retail, employment sites or any other use will be in addition to, and may not include, these 80 spaces.

DRAFT

## 12 S106 Provisions and review comments

The provisions set out in the S106 have been reviewed in light of research, investigations and the emerging business plan.

S106:	Item	Review Comments	See para:
4.17.1	a hall for community use of a total minimum net floor area of 540 square metres with three playing courts and pull-out seating to a minimum capacity of 200 persons	The auditorium and stage area will require about 300m <sup>2</sup> of this space and will need to be separated off from the remaining 240m <sup>2</sup> , which will be used for changing rooms and storage, and from the rest of the Community Building by brick walls in order to provide the necessary sound-proofing. The exact sizes and layouts are to be determined. Provision for playing courts is no longer required as local needs for such facilities are already amply met.	11.2
4.17.2	a meeting room for 50 – 80 persons, and smaller meeting rooms	The number and sizes of other rooms needs to be determined	11.7 and generally
4.17.3	a foyer / circulation area, reception area, and office		11.3,11.9
4.17.4	security system and CCTV		11.9c
4.17.5	commercial kitchen for food preparation (compliant with food hygiene regulations at the date of construction)	The objective was to enable the venue to provide for catered events. The catering industry has changed, and companies now cook on their own premises. Therefore, the provisions of this facility have been amended accordingly	11.4

4.17.6	bar area with dry store and cold store		11.4a
4.17.7	changing rooms and shower areas for two teams and officials	It is not yet clear whether these need to be to Sport England specifications	11.6
4.17.8	both indoor and outdoor toilet facilities		11.3f, 11.9a
4.17.9	equipment for lighting of large hall, stage / cinema auditorium with light / sound box and acoustic finishes		11.2
4.17.10	design and inclusion of insulation and renewable energy (PV, solar Heating, Heat Pumps) for building operation		11.1d, 9h
4.17.11	secure storage room to a size that can accommodate tables and chairs	This should be adjacent to the Main Hall and is included in the space allowance for the Main Hall	11.2u
4.17.12	plant room		11.9d
4.17.13	community room	Size and facilities to be determined.	11.7b
4.17.14	cycle racks		11.9f
4.17.15	associated access and parking for 80 cars		11.9g
4.17.16	landscaping		7.2

## 13 Appendices

### 13.1 Public support for various uses of the performance hall

#### Questionnaire Data from 23rd January 2016 Exhibition

Each response scored as: Never/blank = 0, Sometimes = 1, Often = 2, Regularly = 3

Ranked by Total Score for each activity

	Group	Activity	
1	Cinema:	Recent Films	90
2	Live feed	West End Theatre productions	85
3	Live performances by:	Professional touring theatre companies	78
4	Live performances by:	Public lectures/presentations	75
5	Live performances by:	Local Theatre Groups	70
6	Community	Art exhibitions	68
7	Cinema:	Older Blockbusters	67
8	Live performances by:	Comedy	64
9	Live feed	Opera	65
10	Community	Antiques fairs	63
11	Community	Horticultural shows	59
12	Live feed	Ballet	60
13	Live performances by:	Classical Music	53
14	Cinema:	Classic or "Arthouse"	52
15	Community	Car Boot Sales	48
16	Live performances by:	Jazz	47
17	Community	Jumble sales	43
18	PH	Family Parties	41
19	Clubs	Art Classes	40
20	Live performances by:	Local bands	38
21	Clubs	Music Classes	37
22	Dances:	"Vintage" eg '60s, '70s, themed etc	35
23	Clubs	Dance Classes	35
24	Dances:	Ballroom or Latin	34
25	Live performances by:	Rock/pop bands	33
26	Dances:	Line/Country dancing	32
27	Clubs	Cubs/Scouts/Brownies/Guides	30
28	Dances:	Discos/pop/rock	28
29	Dances:	Zumba	27
30	Community	Pet shows	25
31	PH	Weddings	20
32	Clubs	Other	17

## 13.2 Result of Business Plan assessment of proposed facilities

The draft report on the Business Plan commissioned by Horndean Parish Council from RPT Consulting includes the following assessment.:

### Facility Mix

2.21 Based on our analysis of the market and current catchment we provide some comments on the proposed facility mix below in terms of the need/demand.

2.22 The current specification suggests the potential opportunity for a main auditorium which can cater for 250 and is supported by additional smaller meeting rooms, with social space and café.

**Table 2.4 – Proposed Facility Mix**

Proposed Facility	Rationale/Commentary
Main Auditorium	<ul style="list-style-type: none"> <li>• This space should be a multi-purpose space with the ability to be flexible and cater for a variety of different uses (predominantly community and arts based as opposed to sporting use)</li> <li>• Capacity of circa 250 to be used for hire of space and also performances</li> <li>• Should have a stage and retractable seating to enable it to be able to cater for shows/live performances/functions/ community groups/weddings/craft shows/etc</li> <li>• Can also be used for touring shows</li> <li>• There should be the ability to deliver event catering and event bars. These do not need to be permanent bars but can be brought in</li> </ul>
Café/Social Space	<ul style="list-style-type: none"> <li>• Consideration of the rationale for the cafe should be given careful thought. If it is only for the users, then it is unlikely to be a viable business and potentially should be linked to events only.</li> <li>• If it is included in the design, then it should have the potential to operate separately from the new community hall and be open at different times.</li> <li>• It should also have the potential to link into the foyer and social space for shows and events.</li> <li>• Ideally the café should be able to operate as a vibrant business and link in as part of the local centre. The potential to develop a business which can add value to the new hall and also the local centre should be developed.</li> <li>• There should be foyer and reception space which can be used for event catering and interval drinks etc as well as a space which could be hired in its own right for exhibitions and other events</li> </ul>

Smaller Meeting Rooms	<ul style="list-style-type: none"> <li>• There should be a series of smaller meeting rooms which can be used to let out for regular hirers and for meetings. These could be utilised for a range of activities, such as studios, physio or other treatment rooms, arts groups, community group meetings, etc</li> <li>• These can be used for one off meetings and regular hirers. In addition, they can provide supporting infrastructure for the main auditorium acting as green rooms, break out rooms, etc</li> </ul>
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2.23 Some of the key issues to consider in developing the new hall and the facilities include

- Building in flexibility of use – ensuring the main auditorium can be adapted for a range of different uses and also the café area can act as a stand-alone venue but also link to the Hall
- Consideration of the 'shop front' – ie that the café must act as a front for the venue if it is to operate as a viable business
- Building in smaller meeting rooms which build in flexibility and different types of use for smaller groups will be important.

2.24 Overall the core facility mix does fit with the future specification identified but it is important that the design and development of the new facility seeks to build in the principles and enable flexibility of use.

2.25 Whilst the principle demand suggests that the new facility is likely to focus on use by the local community, it is important that the design of the facility meets this need but also enables the ambition of delivering for touring shows and maintaining a vibrant stand-alone café.



**HORNDDEAN PARISH COUNCIL – NEW  
COMMUNITY BUILDING  
BUSINESS PLAN**

**A  
REPORT  
BY**

**RPT** CONSULTING

**MAY 2018**

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## **APPENDICES**

Appendix A – Option 1 Revenue Projections

Appendix B – Option 2 Revenue Projections

## **SECTION 1 – INTRODCUTION & OVERVIEW**

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### **Introduction and Background**

- 1.1 There is proposed development of circa 700 homes on land East of Horndean which is currently going through planning and as a result of this there is the potential for a new community building to be developed through planning gain.
- 1.2 Horndean Parish Council (the Council) are currently in discussions with East Hampshire District Council (EHDC) and the developer over the specification for the new community building as part of the section 106 agreement.
- 1.3 The new community building has the potential to include the following facilities
  - Multi-Purpose Hall, with the potential to be used for community activities including functions, meetings, arts and sports activities, of circa 200-250 capacity
  - Activity Rooms, to be used for a range of activities and this could include a nursery
  - Café and ancillary facilities such as reception, storage, etc
- 1.4 The new building is proposed to be developed as part of a new local centre which will include a convenience store and also be located near to a new primary school. The location is close to the A3 (M) providing good access but is some way from the centre of Horndean currently.
- 1.5 RPT Consulting have been appointed to prepare a business plan which seeks to identify the future financial implications for the new community building, although recognising that at this stage of the process it will need to be based on a series of assumptions.
- 1.6 The business plan is prepared to provide the Council with confidence (or otherwise) on the future operation of the proposed new community building. The future sustainability is important for any responsibilities the Council takes on.
- 1.7 The business plan will also help the Council in its negotiations with the developer and EHDC on the specification to ensure that the facility is fit for purpose and can deliver on the business plan.
- 1.8 We set out in this report the findings for the business plan over the following sections.
  - Section 2 – Market Analysis – where we review the current market and approach to key operational factors
  - Section 3 – Financial Projections – presenting future revenue projections
  - Section 4 – Conclusions and Way Forward
- 1.9 The business plan is supported with a series of appendices.

## SECTION 2 – MARKET ANALYSIS

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### Introduction

2.1 Within this section we seek to identify the need for the new facilities through an analysis of

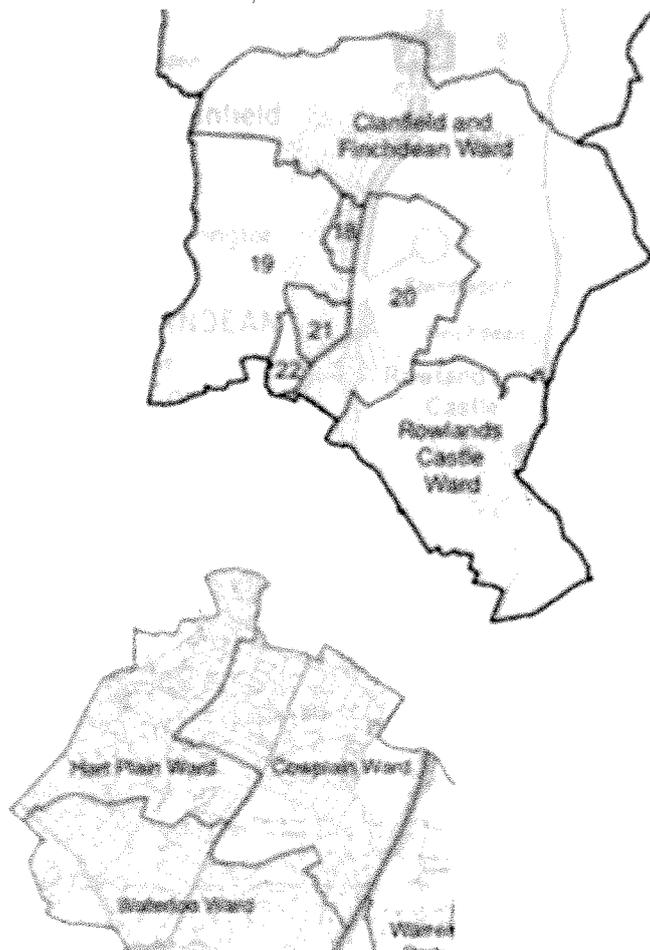
- Population and Catchment Areas
- Consultation Results
- Competing Facilities

2.2 As a result of this needs assessment we then comment on the future facility mix and proposed development to identify key factors that the Council should consider in the facility mix for the new community building.

### Population and Catchment Areas

2.3 We have analysed the local population based on the local ward data across three catchment areas. The map below illustrates the wards which can be considered to be in the catchment area, which includes both EHDC wards and wards from Havant Borough Council as well.

**Figure 2.1 – Ward Map**



## SECTION 2 – MARKET ANALYSIS

2.4 The wards numbered 18 -22 in the diagram above are the Horndean wards and the location of the proposed new community building is in ward numbered 20 (Horndean Hazelton and Blendworth Ward). We have analysed the catchment area based on the following key catchments

- The Horndean wards only – those numbered 18-22 above
- Horndean wards plus Rowlands Castle and the Clanfield and Finchdean wards
- All of the East Hampshire wards illustrated above plus the two closest Havant wards (Hart Plain and Cowplain wards)

2.5 We illustrate below a summary of the catchment populations

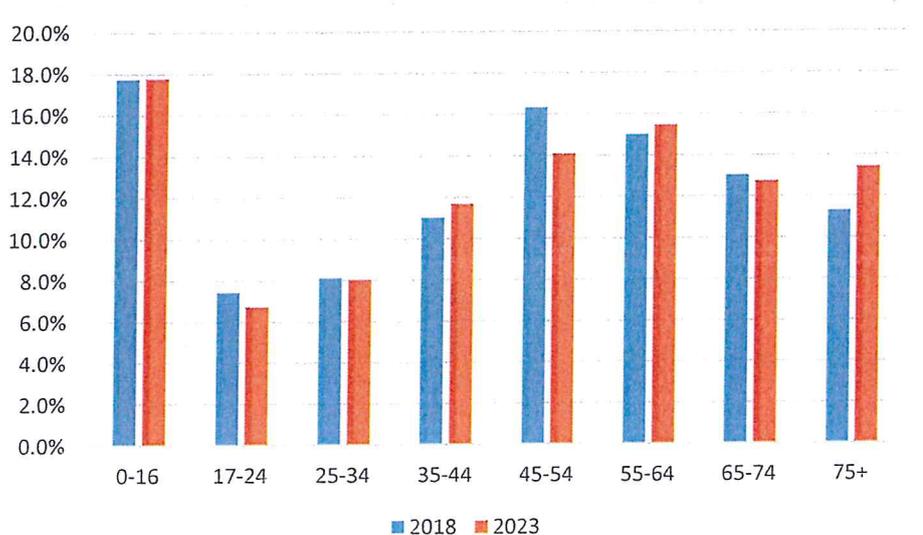
**Table 2.1 – Catchment Populations**

Area	2018 Population	2023 Population	% Growth
Horndean Wards Only	13,429	14,228	6.0%
Horndean plus Rowlands Castle & Clanfield	22,197	23,857	7.5%
All wards (including Havant ones)	41,463	43,885	5.8%

2.6 As can be seen from the table above there is a significant population within a relatively small catchment and the growth of circa 6-7.5% in population over the next five years.

2.7 As part of our analysis we set out below the difference in age profile for the Horndean wards below. The age profile illustrated is similar for all of the catchment areas.

**Figure 2.2 – Comparison of Age Profile (2018 v 2023)**



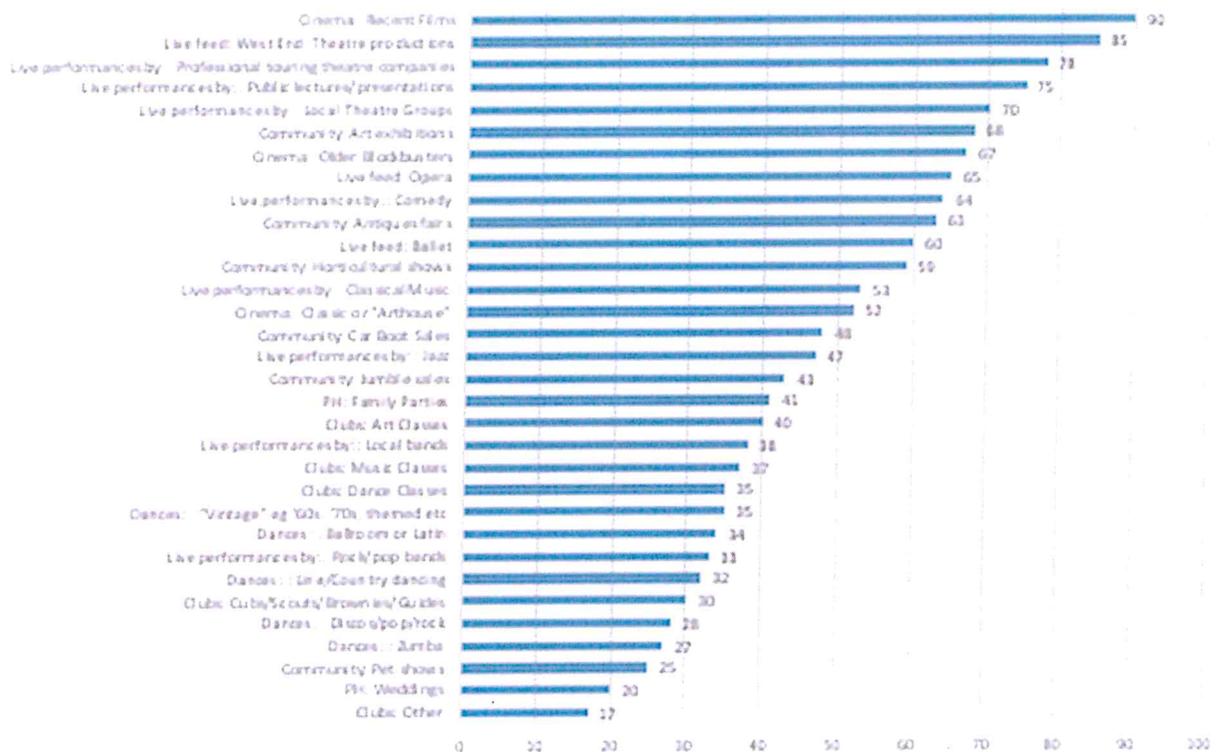
## SECTION 2 – MARKET ANALYSIS

2.8 It can be seen that the age profile shifts to an older age group in 2023 with a higher proportion of 75 year olds and over in particular as well as a higher proportion of 55-64 year olds.

### Consultation

2.9 The Parish Council has undertaken consultation and launched a questionnaire in 2016 which sought the views of the local community. The diagram below summarises the key results.

**Figure 2.3 – Consultation Results**



2.10 The consultation results suggest there would be a demand for a number of different activities including

- Cinema – both recent films and classic or older films
- Live Performances – across a range of different genres
- Community use – from local theatre, car boot sales, art exhibitions and shows
- Local club use and function use

2.11 It does illustrate the need for a multi purpose venue which can cater for a range of different uses and in particular from community use through to live performances.

## SECTION 2 – MARKET ANALYSIS

2.12 Ultimately the new hall will build and develop its programme of activities to reflect the changing needs and demands of the catchment area, but also to ensure the development of programmes of use and services to drive a commercial return

2.13 A range of programmes and activities in the new Community Facility will be developed, recognising that a number of the programmes may have a limited lifespan (as a result of grant funding) and the programme will be flexible to bring in new opportunities. In particular it is anticipated that the programmes and activities will be a balance of commercial activities and community activities to ensure a sustainable future. The overall aim will be to deliver sustainable programme that does not rely on grant funding.

### Competing Facilities

2.14 A key part of the analysis to understand what the future facility mix should entail is the review of other facilities within the catchment area. We have identified the following facilities as potential competing facilities

- Bartons Hall (Horndean Technology College)
- Merchistoun Hall, Horndean
- Spring Arts Centre, Havant
- Petersfield Festival Hall, Petersfield
- Station Theatre, Hayling Island
- Parish & Village Hall – there are a number of parish and village halls in close proximity, including Clanfield, Rowlands Castle and in Horndean itself.

2.15 In addition to these facilities there are a number of more significant facilities in Portsmouth and Chichester which provide a larger capacity and in particular they provide many of the venues for touring shows.

2.16 We have also in our detailed analysis not considered individual parish and village halls but rather grouped these as a category. They all tend to cater for local groups and club use as opposed to shows and other uses.

2.17 We summarise below an overview of the key competing facilities.

**Table 2.2 – Competing Facilities**

Facility	Capacity <sup>1</sup>	Pricing (£) <sup>2</sup>	Type of Events Held
Bartons Hall	450	£360 (eve) £600 – 750 (all day)	<ul style="list-style-type: none"> <li>• Theatre &amp; Shows (eg Comedy All stars) – live performances</li> <li>• Weddings/Functions</li> <li>• School and community performances</li> </ul>
Merchistoun Hall	130 – 140 90 (theatre)	£300 - £350 (evenings)	<ul style="list-style-type: none"> <li>• Community Groups</li> <li>• Weddings &amp; Functions</li> </ul>
Spring Arts Centre	145 – 219 100 (theatre)	varies	<ul style="list-style-type: none"> <li>• Live Performances – theatre, tribute bands, comedy</li> <li>• Touring shows – limited by size</li> <li>• Community Shows</li> </ul>

## SECTION 2 – MARKET ANALYSIS

Facility	Capacity <sup>1</sup>	Pricing (£) <sup>2</sup>	Type of Events Held
Petersfield Festival Hall	384	£350 - £600 (all day)	<ul style="list-style-type: none"> <li>• Community shows and amateur dramatics</li> <li>• Cinema and other live performances</li> </ul>
Station Theatre	144	Events – tends not to hire	<ul style="list-style-type: none"> <li>• Amateur dramatics – Hayling Society</li> <li>• Cinema</li> </ul>
Parish & Village Halls	Circa 50-100	varies	<ul style="list-style-type: none"> <li>• Local groups/clubs</li> <li>• Arts &amp; craft shows</li> <li>• Jumble sales/car boot/etc</li> </ul>

Notes:

1. Capacity refers to the main auditorium and can vary according to the style and layout.
2. Pricing is for the main auditorium and in general is for either an all day or an evening hire

2.18 There are a number of facilities which compete with the proposed new community facility. There is a mix of capacities ranging from circa 100 capacity up to 450 (Bartons Hall). It should also be noted that although the Petersfield Festival Hall is a significant capacity it hosts very few touring shows. We understand this is due to restrictions in programming.

2.19 The mix of competing facilities would suggest that a new hall should seek to have a multi purpose venue of circa 250 capacity which has the flexibility of use to cater for shows and live performances, functions and craft shows/car boot sales.

2.20 This level of capacity would enable the new hall to fit in with the current market and can offer a complementary facility within other facilities programmes.

### Facility Mix

2.21 Based on our analysis of the market and current catchment we provide some comments on the proposed facility mix below in terms of the need/demand.

2.22 The current specification suggest the potential opportunity for a main auditorium which can cater for 250 and is supported by additional smaller meeting rooms, with social space and café.

2.23 We summarise our comments on the future facility mix below.

## SECTION 2 – MARKET ANALYSIS

**Table 2.4 – Proposed Facility Mix**

Proposed Facility	Rationale/Commentary
Main Auditorium	<ul style="list-style-type: none"> <li>• This space should be a multi purpose space with the ability to be flexible and cater for a variety of different uses (predominantly community and arts based as opposed to sporting use)</li> <li>• Capacity of circa 250 to be used for hire of space and also performances</li> <li>• Should have a stage (which could be temporary or permanent) and retractable seating to enable it to be able to cater for shows/live performances/functions/ community groups/weddings/craft shows/etc</li> <li>• Can also be used for touring shows</li> <li>• There should be the ability to deliver event catering and event bars. These do not need to be permanent bars but can be brought in</li> </ul>
Café/Social Space	<ul style="list-style-type: none"> <li>• Consideration of the rationale for the cafe should be given careful thought. If it is only for the users then it is unlikely to be a viable business and potentially should be linked to events only.</li> <li>• If it is included in the design then it should have the potential to operate separately from the new community hall and be open at different times.</li> <li>• It should also have the potential to link into the foyer and social space for shows and events.</li> <li>• Ideally the café should be able to operate as a vibrant business and link in as part of the local centre. The potential to develop a business which can add value to the new hall and also the local centre should be developed.</li> <li>• There should be foyer and reception space which can be used for event catering and interval drinks etc as well as a space which could be hired in its own right for exhibitions and other events</li> </ul>
Smaller Meeting Rooms	<ul style="list-style-type: none"> <li>• There should be a series of smaller meeting rooms which can be used to let out for regular hirers and for meetings. These could be utilised for a range of activities, such as studios, physio or other treatment rooms, arts groups, community group meetings, etc</li> <li>• These can be used for one off meetings and regular hirers. In addition they can provide supporting infrastructure for the main auditorium acting as green rooms, break out rooms, etc</li> </ul>

2.24 Some of the key issues to consider in developing the new hall and the facilities include

- Building in flexibility of use – ensuring the main auditorium can be adapted for a range of different uses and also the café area can act as a stand alone venue but also link to the Hall
- Consideration of the 'shop front' – ie that the café must act as a front for the venue if it is to operate as a viable business

## SECTION 2 – MARKET ANALYSIS

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- Building in smaller meeting rooms which build in flexibility and different types of use for smaller groups will be important.
- The potential use of a temporary stage could be considered but it must be seen as a stage which meets the needs of the users and hirers, ie it should not be a few staging blocks put together.

2.25 Overall the core facility mix does fit with the future specification identified but it is important that the design and development of the new facility seeks to build in the principles and enable flexibility of use.

2.26 Whilst the principle demand suggests that the new facility is likely to focus on use by the local community, it is important that the design of the facility meets this need but also enables the ambition of delivering for touring shows and maintaining a vibrant stand alone café.

2.27 We consider the operational approach in the next section and some of the key operational performance issues which need to be considered below.

### Marketing

2.28 It is important that the new Community Hall is marketed to both the local community and also to develop some commercial use of the facility for hirings and events, in particular there is the opportunity to develop the café for use from the local community and users of the services.

2.29 In order to maximise this opportunity there are a number of areas which should be considered in the marketing of the future Community Hall as a whole, including

- **Branding** – there will be a number of different uses which are taking place out of the facility, including live performances and community activities. It is important that the branding is considered to create a viable identity for the facility that reflects the use and also the ambition.

Consideration as to the brand needs to be undertaken, to reflect both the use for the community but also commercial use and in particular the image that is projected into the community. It is important that the Community Hall is seen as accessible and people are aware of the Centre.

As part of the branding consideration needs to be given to the name of the new venue. In particular consideration should be given to the use of the term 'hall' as this could give the perception that it is a village hall type facility.

- **Pricing** – the development of a pricing strategy which is both community led but also maximises the commercial return should be developed, and also enable flexibility for allowing rental and hire by the hour pricing

It will be important to consider pricing to encourage use and in particular the use by local community groups. We consider the pricing within the next section of the business plan.

## **SECTION 2 – MARKET ANALYSIS**

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- **Promotion** – the new Community Hall will need to have a high profile with both a significant on line presence as well as a local promotions and marketing to community groups. This should include a focused launch of the venue and regular open days to maintain and create awareness of the facility.

The launch of the facility and the development of the business prior to opening to book events and functions is also crucial to ensuring the facility operates effectively from day 1.

2.30 We discuss the financial projections and resources required for the delivery of these issues in the next section.

## SECTION 3 – FINANCIAL PROJECTIONS

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### Introduction

3.1 We set out in this section the financial projections for the proposed new community facility and consider a number of management options. The section is structured to identify

- Management Options – how the centre could be managed
- Financial Projections – what are the likely future revenue projections
- Key Risks & Sensitivities – highlighting the key risks and financial scenarios

### Management Options

3.2 The business plan considers two potential options for the future operation as set out below

- **Keyholder Option** – based on the operation where there is core staffing supplemented by private tutors and hires, who supervise their own sessions and in essence the facility is only open when being used
- **Fully Staffed Model** – based on operating the new Centre with staff on duty throughout the opening times

3.3 It is recognised that currently the preference is for the fully staffed model type operation, however both options are presented in this business plan to consider as the planning for the future operation gets closer. The key differences between the options are summarised below

**Table 3.1 – Management Options**

Keyholder Option	Fully Staffed Option
<ul style="list-style-type: none"><li>• Only open when being used for events or by groups</li><li>• Only open for hire by groups and no events put on by the team</li><li>• Booking and Marketing predominantly online and possibly through the telephone as opposed to on site presence</li><li>• Café could possibly be open for longer if stand alone able</li></ul>	<ul style="list-style-type: none"><li>• Centre open seven days a week with opening hours expected to be something like<ul style="list-style-type: none"><li>○ Mon – Fri – 9am – 11pm</li><li>○ Sat/Sun – 9am – 6pm (unless functions)</li></ul></li><li>• Fully staffed with reception staff – available for casual bookings and booking on site</li><li>• Event programme scheduled by staff and also available for hire</li></ul>

3.4 If the Parish Council offices were located in the new facility then this provides some flexibility in the management option, for example under the keyholder option the Parish Council could provide an on site presence to have bookings on site.

### Financial Projections

3.5 We summarise 5 year revenue projections in the table below for the two options, with further detailed projections in Appendices A & B.

## SECTION 3 – FINANCIAL PROJECTIONS

**Table 3.2 – Revenue Summary**

*Option 1 – Key Holder Operation*

£'000's	Year 1	Year 2	Year 3	Year 4	Year 5
Income	172	184	202	202	202
Expenditure	182	184	189	189	189
Net Surplus/ (Deficit)	(10)	0	13	13	13

*Option 2 – Fully Staffed Model*

£'000's	Year 1	Year 2	Year 3	Year 4	Year 5
Income	264	281	306	306	306
Expenditure	295	294	301	301	301
Net Surplus/ (Deficit)	(31)	(12)	5	5	5

3.6 In a mature year (Year 4) the centre is projected to operate at a surplus for both options, with Option 1 delivering circa £13,000 surplus and Option 2 delivering circa £5,000, however both options do require deficits in year 1. These projections are based on a number of assumptions as set out below

- The projections have been developed based on market positions for the operation of the facilities, whilst taking into account local conditions, including pricing with a combination of community pricing and commercial pricing. The average price used for the main auditorium is £55 per hour
- Both Options have assumed a % utilisation for the Main Hall and smaller meeting rooms. The fully staffed option includes for events set up by the operation.
- Overall utilisations rates are between 20-75% with the higher utilisation for peak times. These are relatively conservative and slightly below market benchmarks, providing an opportunity for over achievement.
- Rates have been included based on the estimated square metre
- Utilities and maintenance costs and other costs have been based on £ per sqm rates compared with benchmark rates
- Life cycle costs (major refurbishment and renewal of the building) have been included
- The new community facility will have a staff structure which will have the capacity to manage the centre facility management and reception which are included in the staffing costs for both options with the key differences summarised below in terms of staff, with staff at Option 2 being sufficient to cover the opening hours

## SECTION 3 – FINANCIAL PROJECTIONS

Keyholder Option	Fully Staffed Option
<ul style="list-style-type: none"> <li>• Director/General Manager</li> <li>• Part time Duty Manager</li> <li>• Reception/Café as required</li> </ul>	<ul style="list-style-type: none"> <li>• Director/General Manager</li> <li>• Duty Manager</li> <li>• Reception &amp; Café Staff</li> <li>• Activity Staff / Coaches</li> <li>• Additional Casual Staff as required</li> </ul>

- 3.7 These costs are based on the operation of the facility as set out in the business plan and will need to be developed as the Centre nears completion.
- 3.8 The figures presented in Appendix A & B above do include launch costs for marketing in Year 1 (although in reality this will commence before Year 1 in terms of opening). These are included at circa £5,000 for the initial marketing approach. In addition there are likely to be additional staffing costs for appointment of the Centre Manager in advance of the opening and for training. The Council should allow circa £15,000 for start up salaries in addition to the costs above.
- 3.9 It should be recognised that the projections have been developed on robust assumptions for two different approaches.

### Risk

- 3.10 We have developed the business plan to be based on realistic and appropriate projections which deliver the outcomes which we believe the Parish Council are seeking but also provide a sustainable future for the new Centre.
- 3.11 It is recognised that the Council are undertaking a risk on these projections, and we summarise in the table below some key sensitivities, based on the year 4 position

**Table 3.3 – Key Sensitivities**

Scenario (£'000's)	Option 1 – Key holder	Option 2 – Fully Staffed
Base Surplus/(Deficit)	13	5
10% increase in income	33	35
10% reduction in income	(7)	(26)
10% reduction in expenditure	(6)	(26)
10% increase in expenditure	32	34

- 3.12 It can be seen from the sensitivities that there is the potential to deliver a greater surplus but also for a deficit to be achieved. Option 2 has a greater risk in that the financial position can change more significantly.
- 3.13 There are a number of ways in which the risk will be managed and these include

## **SECTION 3 – FINANCIAL PROJECTIONS**

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- Seeking funding for some of the initial costs so that these are funded from grants initially as opposed to revenue funding, potentially through parish council funding or an endowment from CIL or Section 106
- Close monitoring of the utilisation to ensure that costs can be managed to fit with the income – for example if the utilisation reduces then the costs will reduce due to lower coaching or activity hosts cost requirements
- Close monitoring of the usage of the Centre to ensure that the costs can be matched to usage – for example if the facilities are not being used at certain times then the costs in these areas can be reduced.
- An effective programme of marketing of the centre in Year 1 to raise awareness of the site, in particular the launch of the site

3.14 It is also recognised that the Council will consider which approach to undertake nearer the time, but we do present an opportunity for both options to be sustainable. Indeed the options are not also mutually exclusive. For example the Council may decide to progress with the fully staffed option initially but if the usage does not deliver as expected seek to revert to a key holder operation.

3.15 We explore in the next section the conclusions and way forward.

## SECTION 4 – WAY FORWARD

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### A number of options

- 4.1 The business plan for the new Community Facility has considered two principal options for the future operation which are
- **Keyholder Option** – based on the current operation where there is core staffing supplemented by private tutors and hires, who supervise their own sessions
  - **Fully Staffed Model** – based on operating the new Centre with staff on duty throughout the opening times
- 4.2 Both of these options have the potential to deliver a sustainable future for the operation of the new Centre, although would require some funding in the early years as the new Centre becomes established.
- 4.3 The keyholder model (Option 1) is likely to be less risky for the Council but is less likely to deliver the future utilisation. However both options have been presented and The Council may consider which option to pursue closer to the opening.
- 4.4 Overall the business plan illustrates the potential for a sustainable model of operation and as the new centre is developed this business plan can be refined and developed further.
- 4.5 The facility mix and design are key to the success of the new facility and we recommend that the following facility mix is considered
- Main Hall – to deliver a capacity of circa 250 with stage and retractable seating
  - Meeting Rooms – capacity of 50-80 plus smaller rooms and consider a smaller hall with sprung wooden floor and moveable walls to build flexibility
  - Café – should be able to function separately and be open when hall is closed
  - Foyer / Reception – linking to the café to enable flexibility
- 4.6 Overall the key is for the new facility to be flexible and recognise the opportunity to develop a facility which can deliver a range of different uses..