

The Laverton Institute

a charitable trust registered with the Charity Commission
(Registered No. 270325)

Business Plan

for the management of

**The Laverton,
Westbury.**

*"Harnessing our Heritage,
Serving our Community"*

**ISSUE No. 2
September 2006**

1.1 Introduction

The Laverton is an important historic building in Westbury owned by a charitable trust called "The Laverton Institute". The trust is a Registered Charity.

The trust is commonly known as "The Laverton Institute Trust".

In December 2003, Westbury Town Council became sole Trustee of The Laverton Institute Trust. As Trustee, Westbury Town Council is now responsible for the management of the Trust and the building.

Westbury Town Council has appointed a 'Laverton Trust Management Committee' (LTMC), which is tasked with managing the Laverton Institute Trust. As the need arises, members of the public, especially from key Laverton user groups, will be invited to sit on the LTMC. Mr Ivan Clark, an expert in local history and heritage and chairman of Westbury Heritage Society, has been co-opted to LTMC since mid-2005 to help LTMC with the arduous task of preparing a Heritage Plan for the historic building.

The LTMC has assessed options for the future maintenance, operation and management of the building. The main proposal is a **major comprehensive refurbishment project in 2007/8** making use of expected grant funding from several sources, but particularly the Heritage Lottery Fund (HLF). The HLF has sent a letter encouraging The Laverton Institute to work in partnership with Westbury Heritage Society to help tell the story about the importance of the heritage of the building. This is necessary to qualify for HLF grant funding.

This business plan is a living document which will continue to evolve as new challenges and opportunities arise. From time to time, the business plan will be updated and re-issued.

This second issue of the business plan is particularly intended to:

- a) explain the actual costs of running the building for the last two financial years;
- b) explain the LTMC's latest proposals for the future development and use of the building, and;
- c) facilitate detailed, advanced discussions with grant providers and / or any other funding sources.

It should be appreciated that this report contains numerous assumptions and outline proposals about the proposed refurbishment project. As more details are received on expected costs and revenues, the financial analyses will be revised.

The next issue of this report (No. 3) will contain more precise financial details, including any grants offered, prior to any major expenditure commitment by the town council, which will be subject to a final full town council final decision at the time.

2.1 The Laverton Institute Trust

The Laverton Institute Trust was established in 1886. The Trust owns the Freehold of the building and its site.

The Trust is a charity registered with the Charity Commission under the official name of "The Laverton Institute" (Registered Number 270325).

The objects of the charity are set out in the trust scheme dated 19 April 1977 as follows:

1. *'The object of the Charity shall be the provision and maintenance of a community centre for the use of the inhabitants of the Town of Westbury without distinction of political, religious or other opinions, including use for meetings, lectures and classes, and for other forms of recreation and leisure-time occupation, with the object of improving the conditions of life for the said inhabitants.'*
2. *'Subject as hereinafter provided the said land with the building shall be held upon trust for the purposes of a community centre.'*

Provision for the use of The Laverton as council offices is set out as follows:

'The Trustee may permit that part of the said land and buildings at the date of this Scheme used as council offices by the Westbury Town Council to continue to be used, subject to payment of a yearly sum sufficient to at least defray the expenses incidental to such use, but not so as substantially to interfere with its use for the object of the charity.'

The Trustee is responsible for ensuring that the Trust runs in a business-like manner and in accordance with its objects. One important duty of the Trustee is to ensure that the use of the building provides a benefit to the community in a realistically economic manner taking into account available financial resources.

Westbury Town Council, as a statutory body, is the sole Trustee. Individual town councillors are not themselves trustees. The Laverton Trust Management Committee (LTMC) is a Town Council working group. In effect, all major decisions are referred to and taken by full council. The LTMC cannot assume that the Town Council will always financially support the Trust if the Trust proves to be uneconomic.

The LTMC is proactively managing the way the building is maintained and occupied. This is to improve the economic viability of the charitable Trust as far as possible whilst fulfilling the objects of the Trust. This includes a proposed comprehensive refurbishment project in 2007/8.

2.2 Existing Tenancies

- a). Westbury Town Council occupies about one third of the ground floor on an informal Licence from The Laverton Institute Trust. The Council is currently paying to the Trust £10,000pa licence fees which are inclusive of a service charge for business rates, heating, lighting and maintenance.
- b). The Laverton Institute Club (the snooker club) occupies two ground floor rooms, including The Reading Room, by virtue of a lease agreed with West Wiltshire District Council in 1986.

This lease will be terminated, under provisions in the Landlord & Tenant Act 1954, to allow The Laverton Institute Trust to reoccupy the accommodation itself as Landlord for community centre

purposes. This will facilitate better fulfillment of the Trusts's objects and help to make the Trust economically viable.

It will also aid compliance with the Disability Discrimination Act 1995 as a proposed lift shaft will need to be constructed in part of one of the rooms.

3.1 History and Heritage

The Laverton building was paid for by Abraham Laverton, a local mill-owner and philanthropist who donated several amenities to Westbury (including Westbury Swimming Pool and Prospect Square, which included Almshouses for the poor.) The Laverton was designed in Venetian Gothic style by the architect William Jarvis Stent, and foundation stones were laid in 1873.

The building was opened in 1874, and a charitable trust known as 'The Laverton Institute' was established in 1886. The aims of the original charitable trust were to provide recreational and cultural facilities for the town. In 1905, another charity was created and 'The Laverton Institute School' took occupation of part of the building. Both charities were merged in 1977, under the name of 'The Laverton Institute.'

Although the building has fallen into poor decorative repair over the last 20 years, many local residents have a fond affection for the building, especially as many have memories of special personal events and occasions in The Laverton.

Westbury Heritage Society, which runs the Heritage Centre in Westbury High Street and the exhibitions within it, is dedicated to helping to preserve and promote public awareness and understanding of Westbury's Laverton heritage.

The building has a Grade II Conservation Listing.

3.2 Accommodation

Main First Floor features are:

<u>Main Hall</u>	1,506 sq ft plus stage of approx. 190 sq ft. Attractive high painted ceiling feature, with chandelier-type lighting. Coloured glass window to end-wall with inscription reading: <i>"This Institution was erected by Abraham Laverton Esqr in 1873"</i>
	Several store-rooms
<u>Dressing Room</u>	off left side of stage.
<u>Kitchen</u>	198 sq ft. Fully-fitted with stainless steel 6-ring gas hob, many work Surfaces, hot cabinet, double bowl - double drainer sink. External door to rear drive.
<u>Bar Room</u>	247 sq ft with bar counter and shelves. Double-external door to rear drive – currently serves as first floor disabled access (until lift is installed as part of proposed refurb.). All alcohol is currently provided by the publican of the Horse & Groom by arrangement through the Hall Manager.

Inner Lobby/ Meeting Room

232 sq ft

To be available for hire for small meetings when the bar is not in use.

Ladies

with 4 WCs and 4 wash-hand basins.

Main Ground Floor features are:

Entrance Lobby and Hallway

Stairs to first floor.

Snooker Hall

622 sq ft. External access obtained via separate lobby and Front Entrance door.

This room is proposed to become the new "Lower Hall".

Reading Room

215 sq ft

The proposed new lift shaft and hydraulic equipment will occupy part of this room.

This room is proposed to become the Hall Managers Office.

Several Office Rooms

currently occupied by Westbury Town Council.

Gents Toilets

with access to boiler room and store-rooms

2 WCs and four-man urinal.

3.3 Condition of the Building

The LTMC has obtained a disability access audit. The advice received indicates that several low cost items can be installed to achieve reasonable compliance with the Disability Discrimination Act 1995 (DDA). These include high-visibility signs. The current disabled access to the first floor via a steep rear access road, however, is far from ideal. It would not be reasonable, however, to expect the new Trustee of the building to have undertaken and completed the major works required to achieve an ideal level of access by October 2004, due to both the short time-scale since becoming Trustee and the high cost of the overall works which would be involved.

The LTMC proposes to install a "Companion Prestige" (disabled) platform lift within a new lift shaft as soon as possible, subject to grant funding. LTMC intends that all DDA compliance works will be carried out as part of the proposed refurbishment project in 2007/8.

In the meantime, a powered chair is available to assist anyone with obtaining access to the first floor.

It is essential to improve the accessibility of the first floor accommodation to attract the widest range of potential users.

The LTMC commissioned chartered surveyors, King Sturge, to provide a condition survey report of the building's physical state, including a full structural and services review. The advice received included a professional estimate of the cost of undertaking all necessary maintenance, repairs and updates to bring the existing building into good condition throughout over a 5-year period on a priority definition of 1-3 inclusive.

Priority 1 represents essential Health and Safety updates and priority repairs to maintain wind and weather tightness. These items include some roof coverings, dry rot, joinery/timber, internal/external damage, an asbestos survey, masonry/brickwork, mechanical installations, electrical installations, fire prevention and protection.

Priority 2 represents fabric and structure items of a lesser priority than category 1, including external decorative condition.

Priority 3 represents non-urgent dilapidation items including internal redecorations and replacement of heating pipework and radiators.

Whilst the external and structural fabric of the building are in fairly satisfactory condition, remedial works are required to most external decorations. The main pitched roof coverings require a minor overhaul (eg. removal of moss). Flat roof coverings and the rainwater disposal system also need an overhaul. The external rear retaining wall requires structural strengthening (All Priority category 2).

Most internal decorations require an overhaul (Priority Category 3).

The financial summary of the complete recommendations made in the King Sturge condition survey report is shown below (as at January 2004):

Table 3.A 2004 Cost Estimates for Outstanding Maintenance and Repairs

	Building structure and decorations	Services	Total (£)
Priority One	18,000	1,100	19,100
Priority Two	118,200	10,200	128,400
Priority Three	35,600	46,000	81,600
			229,100

All estimated costs are plus VAT. The Town Council will become VAT registered. The Town Council will "opt to tax" the building for VAT reclaiming purposes just prior to undertaking any major building works.

£21,503 has since been spent on essential maintenance, repairs and improvements.

It is now proposed that all the outstanding maintenance items should be undertaken in one go as part of a **major refurbishment project to be undertaken in 2007/8.**

3.3 Proposed Refurbishment Project

King Sturge prepared a Schedule of Works to undertake all outstanding works arising from the condition survey report, except for the heating system. In addition, the Schedule of Works included:

- a) Installation of a “Companion Prestige” (disabled) platform lift within a new lift shaft;
- b) Refurbishment of the Ladies WCs to provide two modern WCs and hand basins with babychange and a separate Unisex disabled WC;
- c) Refurbishment of the Gents toilets to provide two modern WCs with hand basins and three modern individual urinals;
- d) Refurbishment of the Ground Floor Entrance Hall and Stairway area.

The heating system was originally left out on the basis that the existing system, albeit somewhat inefficient, could last another five years and another project could be undertaken later for a new heating system. The idea was to ensure an affordable initial refurbishment project.

King Sturge obtained three formal tenders for the works from reputable building contractors in February 2005. Although all three tenders were quite similar, the two lower tenders came out at very similar figures after adjustments for minor errors

The highest tender was £223,665.00 plus VAT. King Sturge recommended the adjusted tender of **£190,120.94** plus VAT as the most competitive tender received.

Drawings have been prepared and Listed Building Consent has been obtained for all the proposed works.

During 2005 and most of 2006, LTMC has explored opportunities for grants. At the same time, it was considered that the original idea for the refurbishment was inadequate and that it would now be better to aim for **one comprehensive refurbishment project in 2007/8** which would now also include the following works:

- e) Refurbished Kitchen (including upgrading of equipment to modern standards);
- f) Refurbishment of Bar Room;
- g) Refurbishment of Lounge / Meeting Room;
- h) Refurbishment of the Dressing Room;
- i) Refurbishment of the Main Hall (mainly redecorating);
- j) Refurbishment of the Reading Room (as the Hall Manager’s Office);
- k) Refurbishment of the Lower Hall (currently the Snooker Hall);
- l) Installation of new modern central heating boiler and new pipe work and radiators throughout.

None of the proposed works involves creating new accommodation or new facilities. It is all intended to bring existing accommodation back into good condition at an acceptable modern standard, so that the facilities are widely attractive to the public.

King Sturge have prepared an Outline Schedule of Works for the above items e – k.

LTMC proposes to now proceed to obtain fresh tenders for all the works in one go. This entails the outstanding maintenance and repair works (from the Condition Survey Report) and all works listed above from a – l inclusive.

For budget purposes in this business plan, the following estimates have been made:

Original February 2005 best tender	£190,120.94	now say,	£ 210,000
Pre-tender estimates for works e – l listed above			£ 121,000
Professional Fees and contingencies			<u>£ 19,000</u>
Total Estimated Cost of Refurbishment Project			£ 350,000 plus VAT.

LTMC proposes to retain King Sturge as the works project managers.

4.1 Introduction

Westbury and its surrounding villages have a population of approximately 16,000, which is served by several existing halls. However, none of these existing halls is directly comparable to The Laverton itself. The Laverton is unique in the Westbury area because of a combination of factors:

- Its overall size
- The variety of rooms available for hire
- The combination of supporting kitchen and bar facilities
- The architectural quality of the building
- The presence of a building manager and other support staff.

Initial research shows that existing halls in the Westbury area enjoy moderate to high levels of regular bookings. The LTMC has considered the following questions as part of a marketing strategy:

Who are our key customers likely to be?

- How will we target them in terms of advertising and marketing?
- If people already use an existing hall in the area, why and how can The Laverton tempt them to change venues?
- Are there any untapped markets, not currently fulfilled by existing halls?

LTMC considers that there is a clear gap in the market for a well-presented medium-sized hall (1,500 sq ft) providing a stage, licensed bar and commercial kitchen facilities. Currently, potential users are making do with less attractive venues in the town or travelling to other towns.

The existing halls available for hire in Westbury are:

- All Saint's Church Hall
- Westbury Leigh Community Hall
- Westbury Leigh Baptist Church Hall
- Methodist Church Hall
- United Reform Church Hall
- West End Baptist Church Hall
- Matravers School Hall
- Westbury Leigh C.E. Primary School Hall
- Westbury Junior School Hall
- The Paragon (part of The Labour Club).

The existing village halls around Westbury are:

- Dilton Marsh Memorial Hall
- Heywood & Hawkeridge Village Hall
- Bratton Jubilee Hall

Users will only be drawn to The Laverton if it offers them, in comparison to existing halls:

- *better or more appropriate facilities, and/or*
- *better value for money.*

The LTMC will position The Laverton as a *quality, superior venue*, that offers a more attractive *alternative* to existing medium-sized halls in the area.

It will be essential to be able to market the building on the basis that it has an internal lift installed to permit easy access for all to the first floor main hall and ladies WCs. The installation of a lift is what many members of the public expect to enable a successful refurbishment project for The Laverton.

4.2 Identifying Potential Users

To implement a targeted, effective advertising and marketing campaign, the LTMC will prioritise those who are the best potential users of The Laverton's facilities.

This prioritisation will begin as a process of elimination:

- *Who is very unlikely to change venues from the existing hall they use? (e.g. WI Market.)*
- *Who, or what, is not a most appropriate user from The Laverton's point of view, for various reasons?*

Following on from this, the LTMC's prioritisation of potential users will consider the following ultimate questions:

- *Who or what is likely to generate regular repeat business?*
- *Who or what is likely to repeat irregular but high-earning business? (E.g. business seminars, wedding parties?)*

An initial check-list of potential users in the community is:

- After School Club/Nursery
- Art or Craft Groups
- Bingo/Card Games etc.
- Book/Reading Groups
- Business Meetings
- Business Suite Users
- Collectors Fairs
- Council Meetings and exhibitions (e.g. consultation relating to planning or highways plans or strategies.)
- Dances
- Dinner/Tea Dances
- Educational Classes
- Exhibitions
- Film Club
- Guides and Brownies
- Health related groups/talks, ie Heart Start
- Interest Group/Societies (talks and lectures)
- Keep Fit Classes
- Lions Club
- Mother & Toddler Groups
- Private Functions
- Regional or visiting Government Agencies, or other public sector organisations (e.g. The Environment Agency)
- Religious Groups
- Rotary
- Scouts and Cubs
- Self-Defence Classes
- Senior Citizens' Groups (Classes/Morning Drop-In/Lunch Club)
- Slimming Groups
- Special Occasions (civil weddings etc.)
- Women's Institute
- Youth Organisations.

The County Council's Merlin Database includes a variety of local community, sporting and interest groups. This, together with existing Town Council databases, will form the basis of a community marketing mail shot (see point 4.4 below).

4.3 Creating New Markets

Two initial markets that will be pursued are:

- a) creating a Business Suite, and;
- b) registering The Laverton for civil marriages.

4.3.1 Creating a Business Suite

Sole traders and small businesses can not always afford to purchase equipment that their business requires only occasionally. A Business Suite could provide local businesses with - of course - a meeting space, but more importantly, with *supporting equipment they can use whilst in that meeting space*. Local businesses may therefore choose to book the Business Suite so they can use the equipment rather than hold a meeting *per se*. Some examples of equipment that could be on offer are:

- Flip-charts
- Overhead projector and screen
- PC and printer (possibly a colour printer)
- Power-point compatible projector/screen
- CD writer
- Internet access
- Photocopier
- Spiral binder and A4 guillotine (for report/presentation preparation)
- Dictaphone
- Exhibition Screens
- Roving Microphone
- Television with VCR/DVD facility
- Small Resource Library (computer guide books, tax reference books, how to write CVs and job applications etc.)

Research has been undertaken, in partnership with The Westbury Chamber of Commerce, to ascertain other items that local businesses might require. Some of the equipment offered in The Business Suite could also be offered for external hire (e.g. exhibition boards). Further research should also identify whether any grants exist for the purchasing of capital equipment, within the categories of small or rural business development, or managed offices for example.

4.3.2 Civil Marriages

There is currently no venue in Westbury licensed for civil marriages. This is be viewed as a major opportunity. Indeed, The Laverton will be promoted as the ideal venue for a range of related 'Special Occasion' events:

- Civil Wedding Ceremony
- Civil Wedding Ceremony and Reception
- Wedding Reception Only
- Christening Ceremony (or 'Baby Naming Ceremony')
- Christening Ceremony and Christening Party
- Renewal of Wedding Vows, Wedding Anniversary Parties
- Funeral Wakes
- Divorce Parties.

4.4 Reaching Potential Customers

Following completion of the refurbishment, a multi-faceted advertising and marketing campaign will be employed. The following will be used to promote the facilities on offer:

- **Community Groups:**
 - Wiltshire County Council's 'Merlin' database lists an extensive number of Westbury groups.
 - The Town Council's extensive database of local community/interest groups.
- **Business Users:**
 - A mail shot sent via The Chamber of Commerce to its database.
 - A feature/advertisement in *The Chamber Pot* newsletter.
- **Local Residents:**
 - A feature/flyer insert in *The White Horse News*
- **General Publicity:**
 - Distribution of quality advertising flyers in relevant locations throughout Westbury (e.g. the library).
 - Press releases to all local press and radio (once the main programme of building works has been completed - possibly to announce their commencement as well.)

Advertising Flyers will be produced on high quality paper, preferably card, be full-colour, and include some colour images of the rooms for hire. An approximate price for printing 20,000 copies of an A5 flyer (full-colour, double-sided) is £600.

Mail shots will be targeted to particular user groups.

4.5 Supporting Services

Marketing material will also promote the full range of other support services The Laverton can offer. Support services will be as extensive as is realistically possible - the more The Laverton can do to assist the customer's organisation of an event, the better. Some examples of support services and items that will be offered are:

- quality crockery
- quality table linen
- table decorations
- piano
- speaker system
- small portable stereo/CD player
- stage lighting
- a folder of information on local/reputable catering companies
- a folder of information on local/reputable bands and DJs
- a Special Occasions folder (giving information on local/reputable photographers, florists, printers [of invitations] etc.)
- a general party folder (giving information on where to source [locally where possible] balloons, special decorations, children's entertainers or story tellers, magicians etc.)
- (Business related support services would include all items and services relating to a Business Suite.)

5.1 Public Consultation

The Laverton is a community facility, so the involvement of the public in its on-going management is essential. Public representation on its management committee will form one tier of public involvement.

The residents of Westbury can be assured that:

- Members of the public have the opportunity to sit on the management committee
- They can input their ideas and concerns
- They will be told of the management committee's decisions
- Options and contingency plans have been thoroughly assessed.

The Town Council became Trustee of The Laverton Institute Trust in December 2003 and is now charged with the management of The Laverton. There has been much debate about the merits of this, however, the option to return The Laverton to the management of West Wiltshire District Council is not possible.

It is estimated that the likely cost of buying a town centre site and constructing a similarly-sized new hall with bar and kitchen facilities would far exceed £1m. Neither a suitable site in the town centre nor the money is known to be available.

Refurbishing The Laverton can be undertaken at a fraction of the cost of providing a new facility. This option also preserves an important part of Westbury's heritage for continued active enjoyment by the community. And, it is said that the soul of town resides in The Laverton. Therefore, the chosen option of the Town Council is to manage The Laverton on behalf of the community.

In order that informed and transparent decisions can be made, the Town Council has:

- established a Laverton Trust Management Committee (LTMC), which will include 3 co-opted representatives from the general community.
- consulted the local community on their thoughts and ideas relating to The Laverton.
- committed to publishing a further, more detailed Business Plan (including detailed final tender prices) and grants offered prior to a final decision to commit to major expenditure on any refurbishment project.

5.2 Consultation by Westbury Heritage Society

During early 2006, Westbury Heritage Society undertook a consultation exercise to test the level of support across the town for making a Heritage Lottery Grant bid to refurbish The Laverton and so bring it back to its former glory and so back into full use.

It was emphasized that large sums of money would be involved, that the works would include a lift to give adequate disabled access and that an important part of Westbury's heritage would be preserved for use by the community.

Over 1,000 adults signed letters of support for the project.

6.1 Assumptions Regarding Hall Hire Income

The LTMC has decided to use the following income assumptions for use in initial business planning:

Figure 6.A.	Hire Income (£)
2006/7	5,000
2007/8	10,000
2008/9	12,000
2009/10	18,360
2010/11	26,520

NB. Figures 6.C and 6.D on page 21 below explain the assumptions made about future hire rates and average hourly bookings per week which make up these figures here in Figure 6.A.

6.2 Current Running Costs

The Town Council now has two years experience of running The Laverton. The following are the actual budgets for the running the building during 2006/7:

Expenditure (£)		
<u>Salaries</u>		
Managerial and Casual Staff		29,150
<u>General Expenditure</u>		
Printing and Stationery	200	
Marketing		1,000
Telephones		300
Petty Cash		200
Staff Training		500
Subscriptions		100
		2,300
<u>Building Maintenance</u>		
Minor Repairs & Maintenance	3,000	
Maintenance Contracts	280	
Cleaning costs	1,000	
		4,280
<u>Utilities and Insurance</u>		
Building insurance		4,650
Rates, Electricity, Gas & Water	7,920	
		12,570
		19,150
Total Budgeted Revenue Expenditure		£48,300

Notes:

1. Major Building Repairs and Upgrade expenditure is built into this 5-year Business Plan as specific capital expenditure to be incurred mainly as part of the proposed comprehensive refurbishment project in 2007/8. This is separate to the regular maintenance itemised above as 'Minor Repairs and Maintenance'.

2. As a charity, the Trust cannot run a bar trading operation except via a separate business operation which would normally be expected to pay rent calculated as a share of the turnover and/or audited profits. The bar room is currently run by Mr Leigh Pickering of The Horse & Groom who provides a full range of alcoholic drinks and staff as the 'sole provider' in compliance with the new premises license. All Bar use is by prior arrangement through the Hall Manager who is the 'premises license holder'. After the refurbishment, it is expected that use of the bar will

increase dramatically so that the bar operator will pay a proportion of turnover as rent. This is expected to be 20% of turnover (ie. all takings).

3. As a registered charity, The Trust is entitled to 80% relief on Business Rates applicable to the parts of the building not in use by the Town Council. The Town Council pays a proportion of the Business Rates applicable to its use of the building already via its fully inclusive annual Licence Fee.

4. The Laverton is fully compliant with its Premises Licence. Additional staff have been appointed within the last 12 months to achieve compliance with the new rules on staff being in attendance at private or public events.

The current licence permits:

On-sales of alcohol	12.00 – 23.30 Hrs Mon – Sun (Until 00.30 Hrs on New Years Eve only)
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Late night sales of refreshments (Teas, Coffees)	23.00 – 01.00 Hrs Mon – Sun (Until 02.00 Hrs on New years Eve only)
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Performance of Plays

Exhibition of Films

Indoor Sporting Events

Live and Recorded Music

Amplified Voice

Performance of Dance

Provision of facilities for making music, dancing and activities of a similar description.

6.3 Two-year Financial History and Five-Year Financial Forecast

(£)	Notes	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Revenue Income								
WTC Licence Fee	1	8,000	8,000	10,000	10,000	10,000	10,000	10,000
Facility Hire	2	5,750	5,242	5,000	10,000	12,000	18,360	26,520
Snooker Club	3	1,013	1,013	1,013	-	-	-	-
Bar Room Rent		-	-	-	4,000	8,000	8,000	10,000
Misc. Income	4	3,690	194	-	-	-	-	-
Capital Grants								
WWDC (Wall)	5	-	-	-	25,000	-	-	-
WTC Initial Grant	6	100,000	-	-	-	-	-	-
HLF Grant	7	-	-	-	245,000	-	-	-
Misc. Grants	8	-	-	13,000	10,000	5,000	-	-
Revenue Grants								
Local Fundraising		-	-	-	2,000	2,000	2,000	3,000
WWDC Grant	9	8,000	8,000	8,000	8,000	8,000	-	-
WTC Revenue	10	-	6,000	15,000	15,000	15,000	15,000	20,000
Community Hall Grant		-	9,000	-	-	-	-	-
Donations		-	282	1,000	1,000	1,000	1,000	1,000
Project Loan	11	-	-	-	100,000	-	-	-
TOTAL INCOME		126,453	37,731	53,013	430,000	61,000	54,360	70,520
Revenue Expenditure								
Staff Costs		19,212	22,171	29,150	30,025	30,926	31,854	32,809
Running Costs		21,246	17,066	19,150	20,000	20,600	21,218	21,855
Capital Expenditure								
Major Repairs and Upgrades	12	18,268	3,235	5,000	350,000	10,000	5,000	5,000
Repayment of Project Loan		-	-	-	10,000	10,000	10,000	10,000
TOTAL EXPENDITURE		58,726	42,472	53,300	410,025	71,526	68,072	69,664
SURPLUS (DEFICIT)		67,727	(4,741)	(287)	19,975	(10,526)	(13,712)	856
Cumulative b/f		-	67,727	62,986	62,699	82,674	72,148	58,436
Cumulative c/f	13	67,727	62,986	62,699	82,674	72,148	58,436	59,292

NOTES:

1. Westbury Town Council Licence Fee. Includes a share of business rates, heating, lighting, water, repairs, maintenance and cleaning of the building.
2. Facility Hire Income. This includes income derived from the Lower Hall and the Meeting Room (aka the Inner Lobby on the first floor) which can be hired separately from the main hall depending on use of the bar room.
3. Snooker Club Rent. Their lease is to be terminated to allow the Lower Hall to be brought back into economic use as part of a multi-function community centre.
4. Misc. Income. This accounts for money received from insurance claims.
5. West Wiltshire District Council Wall Grant. WWDC gave a grant of £25,000 for stabilising a retaining wall at the rear of the building as part of the initial settlement agreement under which the town council agreed to become the sole trustee. The money has been kept in a town council reserve fund. The figure of £25,000 in 2007/8 simply transfers the sum into the accounts for The Laverton Institute Trust. As the wall does not show any sign of current movement, it is currently proposed to defer any works.
6. Westbury Town Council Initial Capital Grant. This was raised from Council Tax as a once-only contribution to major capital expenditure. During 2004/5, 2005/6 and 2006/7, £26,504 will have been spent on capital repairs and improvements. This leaves £73,496 (approx.) as a contribution towards the refurbishment project.
7. LTMC intend to apply to the Heritage Lottery Fund for a 70% grant towards the total project cost of £350,000.
8. LTMC intends to apply for other grants from various bodies, especially Landfill Tax Credits, which will contribute towards capital expenditure projects including the refurbishment project in 2007/8.
9. WWDC agreed to pay a grant of £8,000 per year until 2008/9 as part of the trustee transfer agreement. This was to assist with revenue funding whilst the building is refurbished and brought back into more intensive use.
10. Westbury Town Council pays a revenue grant to assist the charity. It is proposed to increase this to £20,000 pa from 2010/11 to reflect the increased public use, enjoyment and benefit of the community facilities by then.
11. Project Loan. This was included in the previous Business Plan (Issue 1 – April 2004). It is intended to take out a loan of £100,000 to assist with spreading the cost of the refurbishment project over several years. Repayments will come from The Laverton Institute Trust's own internal cash flows – as shown on the above cash flow table. One likely source of the loan is the Public Works Loans Board, which specialises in low interest loans for parish and town councils.
12. This includes chartered surveyors and legal costs relating to surveys, cost estimates, preparation of schedules of works and drawings, obtaining listed building consent, tenders and legal advice in preparation for a major programme of repair and upgrade works to bring the whole building back into good condition. Also includes new crockery.

13. In effect, this is cash in the bank held by the town council as sole trustee. This is fully reflected in the town council's audited financial accounts.

Additional Notes

- 1. All figures for grants are pure estimates at this stage.
- 2. Further analysis of Project Costs will be required when more tenders are received. The next issue of this business plan (Issue 3) provide the details of all proposed refurbishment costs, available grants and loan terms.
- 3. No major expenditure on works can proceed, nor will any project loan be taken out, until results of grant applications are known and sufficient and a final town council decision has been taken to proceed with the proposed refurbishment project.
- 4. The town council must become VAT registered so that VAT on the major works can be recovered. The building must also be "opted to tax" for the same purpose. This will mean that all hire fees will have VAT added. This is taken account of in the hire income estimates for 2007/8 onwards.

6.3 Making Realistic Estimates

It is always difficult to make assumptions for financial income. The setting of target income always involves an element of informed estimation, and therefore an element of risk. The LTMC have considered the following hire charges:

Existing hire charges are:

Figure 6.B

Existing Charges (£)	Hourly Rates
Main Hall	First 3 Hours
	Standard 33.00 Business 53.00
	Subsequent Hours
	Standard 12.00 Business 18.00

Supplemental Charges:

Musical and Electrical Charge	£10	
use of PA system	£10	
Kitchen	£10	
Bar Usage		£10
NB. Bar and Kitchen together	£15	

Following the upgrading of the building, the *average hourly hire rate per room* will be:

Figure 6.C

New Charges (£)	Hourly Rates	Average Hourly Rate
Main Hall	12.00 - 20.00	16.00 *
Lower Hall	7.00 - 16.00	11.50
Meeting Room	6.00 - 14.00	<u>10.00</u>

overall average hourly hire rate £12.17 (approx.)

* Ignores the supplemental charges for kitchen, bar or PA use etc.

The average hourly hire rate for the building - £12.17 - can be used to roughly ascertain how many hourly bookings per week would be required in order to meet the income targets set out in Figure 6.A.

Figure 6.D

	Hire Income (£) (Annual)	Weekly Target (£)	Average Number of Hourly Bookings Required Per Week
2007/8	10,000	250 *	21
2008/9	12,000	231	19
2009/10 18,360	353	29	
2010/11 26,520	510	42 **	

* Allows for a 12 week refurbishment project during which minimal bookings would occur, and an expected burst of bookings after the building reopens.

** 42 hours a week is equivalent to 6 hours a day on average over 7 days a week between three different function rooms. This is a realistic target given that Westbury Leigh Community Hall (1,000 sq ft approx) is fully booked every weekday evening since its refurbishment in 2001.

The key opportunities for funding, identified to date, are:

7.1 Landfill Tax Credit Scheme

The grant is particularly aimed at improvements to community facilities, particularly community centres. Our local 'Distributive Environmental Body' for this scheme is Community First. Town Councils are specifically mentioned in the available literature as eligible to apply. Grants often relate to proximity to the landfill site, and match-funding. On this basis, The Laverton appears to be eligible for a full grant.

7.2 Heritage Lottery Fund

The Heritage Lottery Fund (HLF) offers grants of over £50,000 (up to £5m+). Projects should conserve and enhance our diverse heritage or encourage more people to be involved in their heritage or both. Projects should also make sure that everyone can learn about, have access to and enjoy their heritage. Projects can include historic buildings. HLF has written to The Laverton Institute Trust to encourage us to work with Westbury Heritage Society to produce a Heritage Plan for The Laverton. HLF will fund building repairs and conservation work on historic buildings (including improving physical access). Projects must 'open up heritage resources to the widest possible audiences.'

HLF grants are ideal for refurbishing historic buildings. The project must not be providing new accommodation or facilities. Our proposed refurbishment project is entirely about bringing a locally-important historic building back into good condition and better use by the public with modern access standards.

Match funding is required of at least 10%. We have been advised by HLF that 30% is more realistic, requiring a grant of 70% of the project cost.

7.3 Big Lottery Fund – Community Buildings

The grants aim to extend services and activities delivered through community buildings to ensure more people make use of them. Grants are between £50,001 - £500,000 and are aimed at building improvement projects. Our proposed project involves some elements of improvement (eg. a lift). No match funding required below a grant of £250,000.

7.4 Charles Hayward Foundation

This charitable foundation gives grants to a broad range of projects, including community facilities. Eligible expenditure includes building adaptations, furnishings, fittings and the purchasing of equipment. Grants are only offered towards expenditure not yet incurred. Grants range from £1,000 to £5,000. There is no formal application form; the Foundation must be approached by letter with supporting information.

Fund-raising of different types has been considered. This ranged from the ubiquitous cake stall to a comprehensive Community Subscription Scheme. All types of fund-raising within this broad spectrum has a role to play.

It is considered that this form of funding is best related to improvement projects after the proposed refurbishment has occurred. Projects could be, for example, the provision of enhanced stage lighting or seats. The following will be pursued:

8.1 Business Sponsorship

Business Sponsorship will be approached professionally and boldly. The following choice will be made first:

Either, to court up to five, large local businesses and seek substantial amounts of sponsorship, OR, to approach a wider base of businesses and seek smaller contributions?

Before deciding on this, the LTMC will consider:

- **What does it have to offer sponsors?** Some businesses offer sponsorship on a purely philanthropic basis. However, most expect something in return in terms of generating publicity and raising the profile of their business. Or, at the very least, they want as many people as possible to know about their kind, philanthropic gesture. For example:
 - **Publicity.** Where will the publicity be placed? How many people will see it/read it/hear it? (In other words, what is the target audience that the sponsoring business will reach?)
 - **Naming opportunities.** Is the LTMC willing to offer naming rights to the two main function rooms in The Laverton in return for substantial donations? Before approaching businesses, the LTMC will agree this level of donation. They will also wish to gauge the community's reaction to the offering of 'naming rights' which can sometimes be controversial.
 - **Other visual recognition.** LTMC is willing to offer other branding opportunities to key sponsors. For example, if the LTMC is planning on distributing a quarterly newsletter, a key sponsor could be given a prominent strap line on the front page. Other means of giving visual recognition include public information boards within the building, banners on any future website that may be established, or a series of quality signs or plaques on a specific 'Sponsor Wall,' or similar will be considered.
- **The key businesses the LTMC wish to approach**
These are suggested below:

La Farge
 Owners of West Wiltshire Trading Estate
 Viridor
 Celcon
 Davies
 Persimmon Homes

Prospect Land
 Rygor
 Oval Motor Company
 Chantry TV
 Coopers Country Market

NB. It would be unhelpful for anyone outside the LTMC to approach the above businesses about this idea at any time. This would be likely to prejudice any formal approach when LTMC has suitably prepared its case about specific small projects for presentation to any business.

ANALYSIS

This SWOT analysis has been used in the production of this plan.

STRENGTHS

- The Laverton is a unique and historic building within Westbury.
- It is located in the town centre.
- It has existing and widespread recognition as the long-standing principal community hall for the town and surrounding villages.
- Many long-term residents recall, with fondness, visiting the building in the past and taking part in a social or family function.
- The Laverton has the only town centre, purpose-designed assembly hall with a stage, fitted kitchen and featuring a particularly attractive and high ceiling with chandelier-type lighting. Consequently, The Laverton has no direct competition as other halls are either not in the town centre, much smaller, much larger and / or have an inferior internal ambience.
- It has a bar licence.
- The planned programme of building works will provide modern facilities and a high-quality standard of decoration.
- The planned programme of building works will ensure the building meets the aims of the Disability Discrimination Act 1995. Access into and within the building will be greatly improved which will ensure that the charity becomes economically viable.

WEAKNESSES

- It's position on both a hill and a bend in Bratton Road means that some people do not immediately view The Laverton as a central, accessible building, despite its overall town centre location.
- There is no on-site car parking (except there is room to designate some disabled spaces). The lack of a main on-site car park may deter those sections of the community who do not wish to park in the car park opposite and cross Bratton Road (the elderly, mothers with babies for example) until the road becomes a one-way street (see Opportunities below).
- The proximity of other former town hall buildings in neighbouring towns, many of them refurbished to a high standard, means that the catchment market for the facility will be limited to Westbury and local villages.
- The previous Trustee failed to maintain and market the building properly for at least the last twenty years such that a whole generation of young people and newcomers to the town have not yet enjoyed any use of the main hall.
- Substantial expenditure on a planned building improvement programme is required to bring the structure and amenities into good condition and up to a modern standard.

OPPORTUNITIES

- A new management committee with community representation will ensure the facility is community managed and community driven.
- Fund-raising and grant opportunities do exist.
- The Laverton is a unique facility. If it can position itself appropriately within the wider market, it has scope to become a financially successful and once-again cherished part of the local community.
- Bratton Road, which the building fronts on to, may become a one-way street as part of the central Westbury road improvement scheme associated with opening the proposed Westbury Bypass. Wiltshire County Council has estimated that the bypass could be open by 2010, subject to planning. Town centre highway improvements are expected to follow soon after. This would improve access to the building by making it easier for pedestrians to cross the road as they would only have to look one way – which is expected to be towards Bratton. Currently, it is the traffic coming from the other direction on a bend which requires careful attention when crossing the road.

- The town has tripled in population in the last forty years yet the number of halls has only increased marginally. Other large halls in the town which are suited to dances and public entertainment are so busy that it is difficult to get a booking. For example, Westbury Leigh Community Hall opened five years ago is fully booked every evening during the week and most weekends. It is abundantly clear that significant pent-up demand exists for a modernised main assembly hall in Westbury.

THREATS

- Income targets can only be assumptions at this stage.
- The Laverton will need to compete with existing halls within Westbury, most of which are run by volunteer staff (and therefore do not have the same overheads as The Laverton).
- Fund-raising targets may not be met.
- The programme of building works may come in over budget.

10] _____ **Project Programming**

This section will include a Gantt Chart outlining the planned start and finish dates for the refurbishment project and associated marketing and heritage promotion activities when the advanced project details are finally available.

This will be provided in the next issue of this report (No. 3), which is expected to be presented to a full town council meeting in early 2007 to seek final approval to proceed with the refurbishment project in the light of final details about tendered costs and confirmed grants.

11.1 Summary

The Laverton Institute is a registered charity. Its objects are principally to provide a community centre for the benefit of the residents of Westbury, although the Town Council is permitted to occupy part for its offices. The building is two-storey with the main hall, kitchen and bar room on the first floor.

The building is an important part of the heritage of Westbury and is well-loved by many local residents, particularly those who have attended important events at The Laverton in the past (eg. weddings and dances).

The building is Grade 2 Listed and was donated to the town via the charity by a well-known local philanthropist. The previous trustee, West Wiltshire District Council, failed to manage, maintain or market properly the building for a long time. Substantial investment and careful management is now required to restore the building and bring the Trust into a financially sustainable state.

The trustee is now Westbury Town Council. The Laverton Trust Management Committee (LTMC) is a town council working group responsible for running the Trust and building. The LTMC will include members of the public as well as Councillors. Marketing issues and proposals have been considered.

Part of the ground floor is occupied by a Snooker Club paying an uneconomic rent. Their lease will be terminated as soon as plans for re-using the relevant rooms have been finalised.

The outstanding maintenance, repair and upgrade works required to bring the building into good condition throughout is estimated to cost approximately **£350,000** plus VAT.

This will include the installation of a “Companion Prestige” platform lift within a lift shaft to properly connect the ground floor facilities (including the Gents WCs) with the main first floor facilities. The ladies and gents WCs will be upgraded to modern standards and a new Unisex Disabled WC is proposed on the first floor. The kitchen and bar room will also be refurbished to modern standards.

All the works are required to ensure that the building is brought into good condition throughout and is fit for its purpose of being attractive as a community facility. This will also ensure that the heritage aspects of the building can be fully enjoyed and appreciated by all.

The proposed refurbishment project together with a change of use of the Snooker Hall and Reading Room will provide the building with a new Lower Hall for hire and a Hall Manager’s office.

The LTMC will apply for a range of grants. In particular, an application to the Heritage Lottery Fund will be made.

A project loan of £100,000 from the Public Works Loans Board or any alternative, suitable competitive lender is proposed to help spread the cost of the refurbishment project across several years. Repayments will come from The Laverton Institute Trust’s internal cash flows as shown on page 20.

An annual Town Council grant of £15,000 pa rising to £20,000 pa in 2010/11 is proposed to help support the charity whilst The Laverton is building up to achieve its revenue potential.

Constructive feedback received by the LTMC will help shape the next issue of this report.

11.2 Conclusion

This business plan (Issue No. 2 – September 2006) needs to be adopted by the town council to show support for the plan which will be used to apply for grants.

The acceptance of this business plan does not automatically provide the LTMC with authority to obtain any loan or to enter into any contract for works.

When new tenders have been obtained for the whole refurbishment project and detailed grant availability has been confirmed, this business plan will be updated and a further decision will be obtained from the town council to give final approval at the time.

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