

Malmesbury Town Hall



Planning For A Sustainable Future

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1 Executive summary

This business plan aims to outline how the community of Malmesbury will take responsibility for the future ownership and management of Malmesbury Town Hall. The plan has been created by a task force established by Malmesbury Town Council and led by the Mayor of Malmesbury, Cllr Jacky Martin. The plan is the result of four months' intensive collaboration between members of the task force, Friends of Athelstan Museum, officers and members of North Wiltshire District Council (NWDC) and professional architects.

The plan represents an achievable and sustainable future for Malmesbury Town Hall and parallels the objective of the District Council to devolve responsibility for civic buildings to the community in which those assets reside.

The plan identifies an approximate capital expenditure of £1,061,164, a sum reviewed and accepted by Officers of NWDC as being a fair assessment of capital costs. Within these pages we demonstrate that the vast majority of the capital funding has been secured and that the redevelopment plan is both viable and sustainable. We have identified a potential capital shortfall amounting to £77,232 and would ask that NWDC consider making a capital contribution to the project of this sum.

The historic revenue shortfall is recognised and in future years it is planned that this is met with an increase in the Town precept equating to approximately 51p per week from an average Band D property. The community supports the plan, including the forecasted increase in precept. Existing users of the Town Hall have assured us of their continued use of the building and we have received many enquiries from potential user groups interested in future long-term hiring.

We are keen that the Town Hall maintains its capability to service the needs of the community and continue to accommodate multi-agency use.

The plan has been created in co-operation with the Friends of Athelstan Museum (FOAM) and recommends the inclusion of a Heritage Centre, within which the collection can be rotated. It is planned that the Heritage Centre will occupy a similar location to the current Athelstan Museum, access to which will be overseen by Tourist Information Centre staff. The plan makes provision for accommodating the Heritage Centre and storage at no cost to FOAM. The Tourist Information Centre would continue to operate in spite of NWDC's stated intention to withdraw funding.

When the Town Council reacquires Malmesbury Town Hall, it is intended that the management of the facility be transferred to Malmesbury Town Hall Society Ltd, an Industrial and Provident Society that has been established to protect and preserve Malmesbury Town Hall for future community use. The Society would be managed by a committee made up from members of Malmesbury Town Council and the community. The day-to-day management of the Town Hall would fall to the appointed Town Hall Manager. The Town Hall Manager would report to the Society's management committee.

Our philosophy for the future will be to create a building to serve all ages, providing a range of services and a vibrant, self-sustaining, centre for the whole community. We will engage both volunteers and professional staff to manage the building.

2 Background

2.1 The community of Malmesbury

Malmesbury town is a community of approximately 2,000 households, with a population of 4,830 at the last census. It is anticipated that Malmesbury will see substantial growth in housing amounting to approximately 360 new homes over the next few years. This will result in either increased precept revenue or a reduced individual tax burden. This anticipated 18% growth in housing will result in a potential increase to the number of Town Hall users.

2.2 Plans for redevelopment

For several years NWDC have sought to agree a plan for modernisation. This has included schemes prepared by NWDC, and a local action group, CENTREX. Both schemes were rejected by NWDC Executive Committee as too expensive, and not viable. Kings Church has also considered relocating to the Town Hall.

NWDC are considering placing the Town Hall on the open market and a development brief is currently being prepared. The current Service Level Agreement with Malmesbury Town Council will end on March 31st 2006.

At a meeting held on 13th July 2005, the public clearly backed a decision whereby Malmesbury Town Council would put forward a scheme to ensure the Town Hall's future ownership resides in the hands of the local community.

2.3 Management of the Town Hall

The Town Hall has been owned by North Wiltshire District Council since the local government reorganisation of 1974. For many years it was directly managed from Chippenham but, since the mid 1990s, day to day management has been delegated to Malmesbury Town Council under a Service Level Agreement. Whilst usage has increased the income received is still considerably less than outgoings.

Only essential work has been carried out for some time and the condition of the building has deteriorated. The older parts of the building need exterior work to the stonework and roofs, whilst the 1970s service core requires total refurbishment both externally and internally. The building requires considerable work for it to comply with the Disability Discrimination Act. It was estimated that this work would cost £500,000.

2.4 Layout of the Town Hall

Malmesbury Town Hall comprises 5 separate components. To the south east is the Market Hall dating from 1846/7. The western part of the Cross Hayes frontage is the Town Hall extension of 1927. To the North West is an ex-Wesleyan Chapel dating from 1886. The offices along Market Lane were rebuilt in the 1920s and 1970s. These were all joined by a central service core in the 1970s. Considerable modifications have been carried out to each of these parts and because they were all constructed separately when joined together many different floor levels resulted.

2.5 NWDC corporate objectives

North Wiltshire District Council are currently devolving civic buildings to the community where possible. Other examples of community buildings in North Wiltshire which have moved to local ownership include Chippenham Town Hall, Calne Heritage Centre and the Neeld Hall.

The Malmesbury Community Plan also states:

Preserve Malmesbury Town Hall. Many local residents consider that the Town Hall provides a centre for Malmesbury's cultural education and social life. Groups such as yoga, several dance classes, Malmesbury Bridge Group, karate, diet and exercise classes and WRVS luncheon club currently use the Town Hall and may not be able to find other accessible and affordable premises to hold their activities. There is also the tourist information centre, the museum, the theatre group space and the Cross Hayes Playgroup.

3 Market research

Some considerable effort has been expended in the area of market research to determine whether the people of Malmesbury and those in surrounding villages would support the continued use of Malmesbury Town Hall.

Our research indicates that the Town Hall would receive continued support from all its existing users and the indications are that the Town Hall has the opportunity to benefit from more occasional hiring and some additional long-term hiring agreements.

3.1 Community support

There is tremendous support for the retention of the Town Hall by the Town Council for community use. When it was first mooted that the Town Hall should either close, or fall into private ownership, Athelstan Players were proactive in lobbying town, district and county councillors and managed to produce a petition, signed by over 1,500 residents, to *save the Town Hall* and keep it in public ownership.

The Town Hall is regularly used by dozens of local groups (see Appendix A) who are very grateful for its existence. Our MP Mr James Gray has indicated his support via a letter to us followed by the promise of a letter to John Prescott to accompany our application to the borrowing approval system.

Rental arrangements range from one-off, bi-monthly, weekly and regular weekday hire. The halls and rooms are rented for specific occasions e.g. a wedding reception or anniversary. Public meetings are frequent in Malmesbury as we believe the community should be involved in decision-making wherever possible. It has been rare to find an individual who is not supportive of the Town Council leading the plan to save the Town Hall. At the NWDC Area 1 meeting held in Malmesbury, where the decision was made to ask MTC to submit a business case for the refurbishment and future management of the Town Hall by December 2005, there was a public vote. In a crowded hall, only one person did not show his hand in favour.

Publicity for the cause has been through the local newspapers, BBC Radio Wiltshire, local and national Web-sites, within the Malmesbury Carnival 2005 procession and the Town Council Newsletter. The town is buzzing with anticipation to take over and develop its focal building.

3.2 Customer needs

Letters were sent to the Town Hall's thirty eight regular user groups asking them to describe their future needs regarding the Town Hall. Groups indicated mostly that they had no plans to change their requirements and fully supported everything we are doing to secure the Town Hall. Athelstan Players, who use the Hall for plays several times a year, said that they would welcome the chance to grow, however there are limitations with the current layout of the stage area. This is an area within the Town Hall which will be developed as part of our plan.

Bingo is very popular within the community and locals have requested that a weekly Bingo session is held at the Town Hall, providing regular rental income. This will encourage the people who currently travel to Swindon for Bingo to remain in Malmesbury and avoid an unnecessary journey and the added expense that this entails.

The Town Hall is occasionally hired for Wedding receptions and our research indicates that following refurbishment we will be able to secure more receptions, wakes and other large-scale functions. We can also register as a venue for civic marriages with our venue being large enough to take 150 people. Most Registry Offices in the area are limited to 50 people which would make our venue competitive. Catering options have yet to be discussed. The Town Hall as a Wedding venue would be advertised via our new Web-site. Chippenham Town Hall has seen a dramatic increase in Wedding hirings during the last year.

To conclude, we are expecting to expand on previously successful events held such as professional theatre, bingo and band nights which the community so enjoy.

3.3 Competition

There are various village halls in the area, some more modern than others. Village halls generally have the minimum facilities required to service their small communities. Fees are sometimes lower for villagers to encourage usage and community spirit. Generally the more modern the facility, the higher the charge.

While village halls are suitable for small functions, we believe that outlying communities requiring space for large functions will choose the increased accommodation and better facilities of the Town Hall.

Other halls within the town are small and none is able to hold as many people as the current Town Hall. The Town Hall also has an advantage of having several rooms on the same floor which can be used at the same time during an event. Malmesbury Senior School hall has limited availability and is expensive; it is proposed that the new Malmesbury Primary School will afford facilities for use by the local community, but details are not yet available. St Mary's Hall is basic and regularly used by small children thus the facilities mainly suit that age group. The Activity Zone sports hall is not regularly available for private hirers. Other halls have poor access or are too small to be considered as competition.

The MARS plan for the extension of Malmesbury Abbey is taking much longer than anticipated. The Worthneys Sports Association plans to re-build the pavilion on the Worthneys is some years away. Overall we consider competition to be low, and demand relatively buoyant, making it essential that we retain the Town Hall for the local community.

4 Our plan

4.1 Future management

It is proposed that Malmesbury Town Council will take over full ownership of the Town Hall. It is intended that the management of the building will be subsequently transferred to Malmesbury Town Hall Society Ltd. (MTHS).

MTHS will be managed by a committee that is made up off no less than five and no more than fifteen members taken from Malmesbury Town Council and the community.

Day to day management of the Town Hall will be delegated to a Town Hall Manager, who will be responsible for the supervision of a caretaker, cleaner and volunteers. The Town Hall Manager will report to the MTHS committee who will task the manager with measurable goals, to be monitored by the committee but achieved by the Town Hall manager.

MTHS is registered under the Industrial and Provident Society Acts (number 29755R). The main features of this legal form are:

- Membership is open to all members of the community on purchase of a share (£1.00) and voting control is vested equally among the members and not in proportion to their financial interest. A member may hold one share only
- It is for the benefit of the community as a whole and not the individual members
- It has the benefit of limited liability as well as statutory protection under the Industrial and Provident Societies Acts 1965-1978
- It does not trade for profit and any surpluses generated from its activities will be used for the development of the Town Hall
- It holds exempt charity status which means it can be eligible for rate relief and other tax exemptions
- In the event of winding up any surplus net assets would not be distributed to members but transferred to another common ownership enterprise or charity as agreed by the members
- The day to day affairs of the association are governed by a management committee which is elected annually by a general meeting.

4.2 Marketing

The Town Hall manager will be tasked with marketing the existing facilities to the wider community. Once refurbished, the Town Hall will widen its marketing efforts and utilise a diverse range marketing techniques to attract new users from business and the community. Development of the Town Council's new Web-site is underway and it is envisaged that this site in tandem with more traditional forms of marketing will have a positive impact on the numbers of users and visitors to the Town Hall.

The local press and radio have run numerous stories regarding the progress of the Town Hall business plan and we have received many hiring enquiries as a result.

4.3 Pricing policy

The market research that we have conducted, comparing the Town Hall with other local venues able to offer similar facilities, suggests that the Town Hall is priced at below the market value for occasional hirings. That said, we are aware that the building needs to be a community facility accessible to all and we would not want to see a significant uplift in hiring fees. Countering this argument, obviously, is one of frugal management of the public purse and the need to recoup costs.

To this end, we anticipate an initial increase in hiring costs in the region of 8% to 12% once the building works have been concluded. In tandem with this, however, would be the possibility of a loyalty programme whereby regular users can earn a discounted hiring rate based upon recent and confirmed bookings.

Long-term hiring agreements, such as those with the playgroup and the IT training company, will be reviewed and will reflect a commercial rate equivalent to that offered elsewhere but tempered by our need to maintain regular tenancy.

In line with recent legislative changes regarding the licensing of premises for the sale of alcohol, we anticipate the need to nominate and train a member of staff to the position of licensee. Should a hirer wish to then sell alcohol at an event, the rental rate would reflect the additional expense we incur.

It should be noted that our projected income figures do not anticipate the rental increases discussed above. The figures within the forecasting very much assume a 'business as usual' scenario. Thus any additional revenue that we are able to attain through rental uplift and improved utilisation will help reduce the shortfall.

4.4 Athelstan Museum

Our plans include the provision of accommodation for the Town Museum, which at present occupies a central position on the ground floor. It is intended that the museum occupies this space for the first year while plans are finalised and permissions sought. We do not intend to charge the museum for this space, heat or electricity. Nor do we anticipate funding its running in any way. When the Town Hall offices are open, our staff will facilitate entry for museum staff and volunteers. It should be recognised that the space the museum currently occupies has been valued as having a commercial rentable value of £16,000 per annum and, as such, this represents the Town's very real contribution to the running costs of the museum.

Our outline 3-year refurbishment plan links the Town Museum with the Tourist Information and Town Hall offices, so as to facilitate longer opening hours for the museum and establish a permanent Heritage Centre for Malmesbury. At such time, it is anticipated that the overall space occupied by the museum will be reduced, though not substantially, to allow the free flow of public between the Tourist Information, Town Hall and Heritage spaces. We believe that the collection, when displayed in rotation, will be of greater interest to the people of Malmesbury and our visitors. We recognise that limited storage shall be required for items rotated out of display, and our plans make provision for this within the Town Hall, this shall be provided at no cost to the museum. The museum, its staff and volunteers, would be entirely responsible for the collection, its display and storage within the space provided by us.

4.5 Tourist Information Centre

The Town Council is committed to the continued existence of the Tourist Information Centre well into the future, providing a valuable point of contact not only for the 100,000 visitors we receive in Malmesbury each year but also a valuable resource to the people and businesses of Malmesbury.

Our plan makes provision to move the Tourist Information Centre and Town Hall Information point to the front of the building, allowing staff to oversee the planned Heritage Centre.

Within our plan for the building is an additional commercial space, adjoining the Tourist Information Centre, which we intend letting out either as a gallery or café. We have already received positive interest from an existing business within town who are looking to expand their business premises and who would welcome the opportunity to become part of the fabric of the new Town Hall. The rental income from such tenants would be anticipated to exceed the shortfall caused by the withdrawal of funding by NWDC for our existing Tourist Information Centre. As such, we believe that the cost of operating a new TIC facility will not need to be carried by the precept.

4.6 Public Toilets

Malmesbury suffers the ignominy of being branded as offering the second worst public toilets in the country. The Town Hall premises to be taken over by the Town Council are as indicated on the attached plan (Appendix H) and includes the current public toilet block within the footprint.

During the interim period, between handing over the property to MTC and MTHS creating new public toilets within the Town Hall, NWDC should provide a proportion of the costs for cleaning the toilets, which we believe to be in the region of £3,500 a year. Our revenue figures do not rely upon this income. Our costs include cleaning the public toilets.

4.7 Staffing

A Town Hall manager will be employed and will be responsible for the day to day running of the building. The Town Hall manager will be responsible for marketing the building, identifying key target user groups, understanding their needs and how best we can satisfy these. The manager will establish events to promote the use of the building and will be responsible for scheduling all bookings. We are currently investigating the possibility of incentivising the role such that performance is rewarded through a bonus scheme relating directly to the profitability of the building. The Town Hall Manager would report to the trustees/Town Council.

A caretaker would be employed to supervise the use of the building out of normal office hours, this would include evenings, Saturdays and Sundays. The caretaker would be responsible for setting out each room with the appropriate equipment, ensuring its safe use and clearing down after each event. The caretaker would report directly to the Town Hall Manager.

A cleaner would be employed to clean the building and public toilets each day that the building is open. The cleaner would not be responsible for cleaning those areas which are permanently utilised by tenants such as the museum, IT training company and town council. The cleaner could service these areas for a fee. The cleaner would report to the Town Hall manager.

Holiday and sickness cover has been factored into the annual staffing costs.

4.8 Staff training and development

We firmly believe that staff should be trained to an appropriate level to properly and fully discharge their duties. With this in mind, each member of staff will receive regular appraisals with a view to identify skills gaps and to agree mechanisms by which these gaps should be best bridged. Where external training is deemed necessary, a small budget has been set aside for staff training.

We anticipate the majority of this budget being spent on equipping the Town Hall Manager with the appropriate skill set to maximise the potential of the Town Hall.

All staff will receive training as appropriate in areas of business management, customer care, first aid and health and safety. We hope that we will be able to avail ourselves of the many training sessions that are run for town councils by both the district and county council. We would also hope to benefit from the relationship we have established with the town's IT training company in being able to attend appropriate IT training events at highly discounted rates.

5 Capital expenditure

The building works to be conducted on Malmesbury Town Hall fall into three classes:

- **Essential maintenance** to repair the fabric of the building, ensuring its continued use by the community.
- **DDA compliance** works to ensure that the building complies, over time, fully with the requirements of the Disability Discrimination Act.
- **Re-purposing works** to alter the way in which the building can be used and to make it more attractive to more members of the community, thus achieving greater occupancy rates and ultimately higher revenues.

We feel that the first two elements have the highest priority in order to secure the continued use of the building in its present form. The expenditure associated with repurposing the building will be based upon the level of available finance resulting from the first two sets of works.

Our estimate for capital expenditure is based upon reports commissioned by various bodies during the preceding 2 to 3 years. These reports have all been seen by officers and councillors of North Wiltshire District Council and it is agreed that these represent realistic cost evaluations as to the proposed scope of work.

In summary, these reports recommend the following:

- | | |
|---|------------|
| ▪ Refurbish the building to bring it in line with the Disability Discrimination Act to provide greater accessibility to all areas of the Town Hall, as per the access report completed by Protea: | £130,000 |
| ▪ Make necessary repairs to the fabric of the building as detailed within the report completed by Bare Learning Bare: | £142,000 |
| ▪ Install lift to improve general access and usability: | £60,000 |
| ▪ Electrical and mechanical works (excluding repairs to existing lift which would be replaced with an improved lift as above) as detailed within the Hoare Lea report: | £148,200 |
| ▪ New build works to make the entire building more accessible and useful as a community space, as detailed within the MJ Feasibility study: | £198,050 |
| ▪ Four years compound inflation at 8% based on age of reports and likely implementation date of works | £244,502 |
| ▪ Fees on work at 15% | £138,413 |
| ▪ The total cost for these works is | £1,061,164 |

We believe that these figures represent a relatively pessimistic view of the refurbishment costs but recognise that it is better to err on the side of caution when dealing with listed building works.

Officers of NWDC have commented that fees of 15% are too low, their opinion being that 17.5% would be more realistic and 20% would be comfortable: i.e. a further £46,000. This is not the advice we have received from our architects who feel that 15% is more the norm. That said, we have been given assurances from a local developer that they will fund the architectural and project management fees for the Town Hall development plan. With this in mind, the £138,413 that we have set aside for fees should be unnecessary but is included as a contingency against the developer withdrawing their offer. The offer is not contingent on any planning or guarantees of sale, it is a genuine offer of support to the community.

Officers of NWDC have further commented that an additional contingency fund of 20% on works, i.e. £184,550, be established to cover the potential additional building costs that may be incurred due to deterioration to the building since the commissioning of the numerous NWDC reports into the building. Our view, and the professional opinion of our architect and structural engineer, is that the building has not suffered substantial deterioration in the past three years and that it is as sound as it was when the first report was commissioned by NWDC. We are advised that the "across the board" 8% four-year compound inflation on all works detailed within the NWDC reports is adequate to cover the costs of any such works.

That said, we are mindful that the officers of NWDC have relevant experience in the field of contingency planning for public building works, and as such we have asked our architect to advise us as to potential areas of financial risk and areas of savings that could be made within the plan, so as to ensure that we are able to deliver a structurally sound, publicly accessible and inviting building within budget.

To date, our architect has advised us that there are many areas in which monies can be saved owing to the nature of the works identified within the reports which contain many areas of overlap. For instance, our outline re-purposing works would see a change in the layout of the ground floor, which would cover off many of the DDA issues raised within the Protea report. Likewise there are changes to the lift that will bring about further cost savings. Our plan also removes the need to make the upper-most third floor of the building publicly accessible, instead making this a storage facility for the museum. We estimate that these changes alone will result in a cost reduction of some £94,000. That said, the capital expenditure costings detailed above use as their basis the findings of the reports commissioned by NWDC. The only exception is an adjustment to the costs contained within the Hoare Lea report, that being the exclusion of the lift repair costs which would clearly be unnecessary within a scheme that results in the installation of a new lift.

With regard to the on-going maintenance of the Town Hall and further re-purposing, our budget allows for a contingency figure of £19,000 each year, for the purpose of maintenance to the building and for the creation of a rainy-day fund.

5.1 Capital funding

The capital funding for this project has been secured from various sources. These are outlined as follows:

▪ Malmesbury Town Council Town Hall fund	£108,932
▪ Local property developer	£150,000
▪ Public Works Loan Board	£500,000
▪ Total committed funding	£758,932

We are in receipt of Borrowing Approval from the Office of the Deputy Prime Minister and have approached the Public Works Loan Board (PWLB) to secure the loan. The PWLB has made it clear that they see no problem in advancing a loan to the Town Council of £500,000, repayable over 30 years, set against the security of the Town Precept. The loan would be available to us within two weeks of the initial request and would be taken at a fixed interest rate, set on the fund transfer date. The PWLB has advised us not to take out the loan until the Town Hall is in our possession. The Town Hall would not be held as security for the loan. The loan is repayable at any time within the loan period.

As mentioned, our architect believes that the refurbishment and re-purposing plans contain elements where substantial cost savings can be made.

That said, we are aware of the potential shortfall between the committed capital funding and the possible total cost of works. To this end, we have investigated the proposal made within the original NWDC plans, that is to sell the plot of land in the North-East corner of the site. This is currently the location for the public toilets and private car park. It is our intention that the public toilets will be housed within the main building and, should it prove necessary, that parking will be reduced. The commercial agents and developers, with whom we have been in contact, estimate the plot having a value today of between £225,000 and £309,000 – assuming unencumbered outline planning consent for residential development.

Taking the lower valuation, this would provide a total capital fund of £983,932. This represents a shortfall of £77,232 against the project costs. If the site were to achieve the higher valuation, the capital costs would be met with a surplus of £6768. It could be argued that by the time the funding is required, the value of the plot will have increased and, as such, the shortfall reduced or surplus increased.

NWDC may wish to consider making a capital contribution to the project to help bridge the possible shortfall.

5.2 Running costs

We are well aware that the Town Hall has been unable to generate sufficient income to cover its annual running costs. However, we are prepared as a community to meet the shortfall between income and expenditure. This is an undertaking that we believe is necessary to provide a substantial community asset that is available to all members of our community and to those from beyond the Town. This shortfall, including loan repayments, equates to approximately £47,000 in the first year, rising to approximately £55,000 each year from the third year onward. The shortfall is detailed on page.

We are investigating the possibility of including additional commercial premises on the ground floor in the form of a café or gallery. This commercial space would provide an annual income of approximately £9,000 to further reduce the cost to the precept payer. This potential income does not appear within the forecast.

While it is not for us to manage the collection, we would recommend that the museum curator re-evaluates the collection and possibly makes provision for its reduction, so as to focus solely on that which is uniquely pertinent to Malmesbury and its history.

The projected expenditure and income figures are shown on the following pages. These figures are based upon our current audited accounts and represent a very real picture of the financial future of the Town Hall.

Our forecasted expenditure makes allowance for a contingency fund of £19,000 a year and adequate staffing, marketing and small-scale maintenance. These costs are shown increasing year on year in line with anticipated inflation.

Our forecasted income uses current income levels as a guide to our anticipated hiring income. We would hope that with the refurbishment we could expect to see an increase in both utilisation and per use income, but this increase has not been built into these figures.

Expenditure

	Year 1	Year 2	Year 3	Year 4	Year 5
Projected running costs based on 5% increase year on year based on average payments	£18,418	£19,339	£20,306	£21,321	£22,387
Staffing, marketing, insurance and minor maintenance based on 3% increase year on year	£39,166	£40,341	£41,551	£42,798	£44,082
Public Works Loan Board annual repayment	£30,536	£30,536	£30,536	£30,536	£30,536
Contingency	£19,000	£19,000	£19,000	£19,000	£19,000
Total annual projected costs	£107,120	£109,216	£111,393	£113,655	£116,005

Income

	Year 1	Year 2	Year 3	Year 4	Year 5
Projected hire income based on current income levels and anticipated 3% increase year on year	£41,153	£42,388	£43,659	£44,969	£46,318
Rental income from MTC	£12,400	£12,400	£12,400	£12,400	£12,400
NWDC handover	£16,500	£11,000	£5,500	£0	£0
Adjustment to rental revenue due to renovation works based on 25%, 20%, and 15% rental reduction in first 3 years	-£10,288	-£8,478	-£6,549	£0	£0
Adjustment to rental income from anticipated additional hirers based on 4% year on year increase	£0	£0	£1,746	£1,799	£1,853
Total projected annual revenue	£59,765	£57,310	£56,757	£59,168	£60,571

Shortfall to precept

	Year 1	Year 2	Year 3	Year 4	Year 5
Projected annual shortfall	-£47,355	-£51,906	-£54,636	-£54,487	-£55,434
Percentage increase on previous year	38%	10%	5%	0%	2%
Annual cost to individual Band D precept	£26.69	£29.26	£30.80	£30.71	£31.25
Weekly cost to individual Band D precept	£0.51	£0.56	£0.59	£0.59	£0.60

6 Implementation plan

A detailed schedule of works has not, as yet, been commissioned but it is our intent to seek appropriate permissions as expeditiously as possible and commence with works soon after.

Based upon our understanding of hirer usage and the recommendations that we have received from our architect, we would undertake the major structural alterations and refurbishment during the summer and early autumn months, these being the periods when hirer revenue is at its lowest and when the weather most favours external and structural works. Whether this would be the summer of 2006 or 2007 would very much depend upon the progress of planning and heritage consent.

We are advised that the majority of structural alterations could be concluded within 9 months of commencement, with further re-purposing and decorative works taking approximately 4 to 6 months to complete. An alternative plan, which is also being considered, phases the work over a period of 3 years, and while we believe that it may be slightly more expensive, it would be less disruptive to Town Hall users and as such, might, ultimately be more cost effective. This is a costing exercise which will be conducted once the ownership of the building has been transferred.

Our income projection includes a sliding reduction in revenue based upon the likely impact of the building's suitability for some user groups during building works. Having made contact with all our regular users, we are pleased to be able to report that they all intend 'sticking with the Town Hall' through this period of transition and will work with us to be as flexible as possible in their requirements of the building.

7 Risk assessment

The following risks and mitigations have been identified:

Current risks	Mitigation measures
Public Works Loan Board reject loan request	Permission to borrow has been secured from Office of the Deputy Prime Minister. It is very unlikely that the PWLB will reject our application, as they have indicated that they see no problem with the request but if they do, we shall seek alternative sources of funding.
Project costs underestimated	Information on costings gathered from wide range of sources. Potential savings available within plan. On-going contingency fund included in budget. Volunteer time given to assist redevelopment.

Future risks	Mitigation measures
English Heritage will reject plans	Our architect is very much aware of English Heritage and the considerations they have requested to date. Our plans will be sympathetic to the requirements of English Heritage. If plans are rejected, we will work closely with English Heritage to find an amicable resolution.
Competition from other halls in Malmesbury e.g. Worthneys Sports Association, Malmesbury School, Youth Club, new Primary School.	Develop clear marketing strategy. Provide additional and alternative forms of recreation and entertainment. Diversify use e.g. office/residential accommodation.
Reduction in users, hence income from hirings during redevelopment.	Customer care, and clear marketing strategy.
Redevelopment works delayed.	Project manager appointed to oversee redevelopment phase.
Lack of funds to redevelop building.	Seek professional support for sources of funding and fund-raising techniques.
Loss of key staff & volunteers.	Staff & volunteer incentive scheme, training & management.

Future risks**Mitigation measures**

Management Committee (Industrial and Provident Society) ceases to operate.

Town Council source new management or takes direct responsibility for building.

Loss of funds through dishonesty

Proper accountancy checks and balances overseen by Town Hall Manager and Malmesbury Town Council.

8 Appendices

8.1 Appendix A - Reports considered in the preparation of this plan

The following reports have been used in the production of this business plan. All reports have been made available to the authors of this report by North Wiltshire District Council.

Malmesbury Town Hall – Engineering Systems Condition Survey Report	Hoare Lea	24/02/03 (approx)
Athelstan Museum – Access Audit Report	Access Matters	2001
Town Hall Malmesbury – Access Audit Report	Protea Access Consultancy	17/12/03
A collection Survey and Assessment	David Viner – Museums and Heritage Consultant	11/99
Conditions Survey	Lyndon Hughes	03/03
Non-Destructive Survey for Asbestos Containing Materials	S P Shutler Associates	06/03
Periodic Inspection Report for an Electrical Installation	ES Electrical	07/02/01
A Collection Survey and Assessment – Interim Submission	David Viner – Museums and Heritage Consultant	10/11/04
Conservation Plan	D P Faulkner	01/04
Maintenance Manual	NWDC	
Condition Survey Costings	BLB	08/04/05

8.2 Appendix B - User occupancy chart

A quick glance at the chart enables one to see that the Town Hall has capacity for an increased number of bookings. The Niebull Room is under-used and in our plans for the Town Hall we perceive this room being used for storage, perhaps by the Museum to enable the circulation of its displays. The Gien Room is not often used but is small in comparison to the Hobbes and Oxford Rooms. The Oxford Room is well-used and has the stage for performances. It adjoins the kitchen (which will be refurbished) and has a fire escape/delivery staircase outside leading to the rear car park. The Hobbes Room currently has a permanent bar with a small kitchen area to the side for washing up. These current facilities enable the Hobbes Room and Oxford room to be used independently. It should be noted that to many of the user groups, the size of the rooms is important and the activity would not be possible or cost-effective in a smaller room elsewhere.

NAME	ROOM	MON	TUES	WED	THURS	FRI	SAT	MONTHLY	OTHER	NOTES
Cross Hayes Playgroup	Market	am	am	am	am	am				term time only
Athelstan Players	Niebull								20 days pa	
Residents' Assn	Niebull							Wed pm		
CAB	Gien			am						no charge
Registrar	Gien		am							
WRVS Lunch Club	Oxford			am						exc August
M&M dancing	Oxford	eve								
Humphries Keep Fit	Oxford		am							
Blood Donors	Oxford								4 x pa	
Karate	Oxford		eve							
Yoga	Oxford			eve						
College Keep Fit	Oxford				am					term time only
Bailey Exercise	Oxford	am								
Bridge Club	Hobbes	eve			eve					or Oxford Room
Lillybank School/Dance	Hobbes	pm	pm			pm				term time only
Parkinson's Dis Soc	Hobbes							Wed pm		
Gable House Surgery	Hobbes								4 days pa	flu jabs
Garden Club	Hobbes								8 times pa	
WWLT	Hobbes								7 times pa	
Athelstan Players	Hobbes								20 days pa	
Carnival	all rooms used for carnival events during two weeks Aug/Sept								2 weeks pa	

Other regular users of the Town Hall rooms include: The Royal British Legion, Malmesbury Town Council, North Wilts Conservative Association, North Wilts District Council, North Wilts Villages Flower Club and others occasionally. The above bookings do not include occasional hirings for parties, receptions, prize-giving occasions etc.

8.3 Appendix C - Plot valuation letters

GRAHAM SINGER

CHARTERED SURVEYORS, AUCTIONEERS, VALUERS,
LAND AND ESTATE AGENTS

W G SINGER FRICS
J H WILLIAMS FRICS

EMAIL mail@grahamsinger.com
WEBSITE www.grahamsinger.com

5 WARREN BUSINESS PARK
KNOCKDOWN
TETBURY
GLOS
GL8 8QY
TEL: 01454-238600
FAX: 01454-238860

WGS/MKS

20 September 2005

Councillor John Thompson
The Lodge
Pinkney
MALMESBURY
Wilts

Dear Mr Thompson

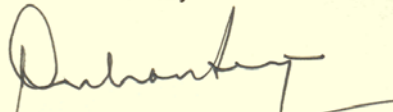
Proposed Residential Development
Oxford Street, Malmesbury, Wilts

Thankyou for your instructions.

The proposed development comprises seven 1,2 and 3 bedroomed flats on three storeys on the junction of Oxford Street and Market Lane, Malmesbury. The gross superficial area is estimated to be 492 sq.m (5295 sq.ft). There is no constructional detail, but the sites prominence in the centre of the Town in a Conservation Area would support a high quality specification probably in stone. I assume there will be no garden or parking on site. In my view, the proposal would better support 1 and 2 bedroomed flats and not 3 bedroomed flats as this is not a 'young family' location.

Assuming the land is freehold with vacant possession and with an unencumbered planning consent (no social housing) the site has a present day market value of £225,000.

Yours sincerely



W.G. Singer FRICS

RESIDENTIAL PROPERTY SALES IN ASSOCIATION WITH
BLOUNT & MASLIN. 50 HIGH STREET, MALMESBURY, WILTS SN16 9AT

Second letter to follow

8.4 Appendix D - Letter of support from James Gray, MP.

JAMES GRAY MP



HOUSE OF COMMONS

LONDON SW1A 0AA

Jacky Martin,
Mayor,
Malmesbury Town Council,
The Town Hall,
Malmesbury,
Wiltshire. SN16 9BZ

19 August 2005

Dear Jacky,

Thank you for your memorandum of 29 July. The only formal use which I make of the Malmesbury Town Hall is as a location for my monthly surgery in Malmesbury. I tend to use the Mayor's Parlour as a waiting room and the Council Chamber as the room in which I actually see my constituents. It seems to me that using the Town Hall for this particular function is absolutely essential to making myself available to constituents and I certainly want to continue to do so whatever may happen in the Town Hall in the future.

Perhaps more important than that is the fact that barely a week goes by without me attending some function or other in Malmesbury Town Hall. It seems to me to fulfil an essential function at the heart of the community of Malmesbury and I hope that the current discussions will result in the Town Hall which is more used by the community rather than less. Losing it would be a catastrophe for the people and community of Malmesbury and I am committed to doing whatever I can to work with you to ensure that the end results of the current discussions will be better not worse.

Yours truly,
A handwritten signature in black ink, appearing to read 'James Gray'.

LM Sec. 2678.

8.5 Appendix E - Rules governing MTHS Ltd

Name

1. The name of the Society shall be

Malmesbury Town Hall Society limited

Objects

2. The objects of the Society shall be to promote the benefit of the community of Malmesbury and surrounding areas without discrimination, by associating together the said inhabitants, local authorities, voluntary and other organisations of the said locality in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure-time activities with the aim of improving the conditions of life for inhabitants and to establish or secure the establishment of a venue or venues and to maintain and manage the same in furtherance of these objects.

Powers

3. The Society shall have power to do all things necessary or expedient for the fulfilment of its objects provided that, in carrying out its objects, the Society shall promote equality of opportunity for all sections of the community in its own affairs and in society generally.

Registered office

4. The Registered Office of the Society shall be at:

Town Hall, Cross Hayes, Malmesbury, Wiltshire, SN16 9BZ

Membership

5. The first members of the Society shall be the signatories to the application for registration (the "Founder Members"). The Committee may at its discretion admit to membership any person or corporate body or the nominee of any unincorporated organisation who supports the objects of the Society and who has paid or agreed to pay the appropriate annual subscription for the time being in force.
6. A person who qualifies under Rule 5 above may apply for membership to the Committee, and upon acceptance and the payment of £1.00 and the annual subscription fee (if any) the Society shall issue to her/him/it one share certificate and shall enter her/his/its name in the register of members. The Committee may refuse any application for membership at its absolute discretion.
7. The Society shall keep at its registered office a register of members in which the Secretary shall enter the following particulars:
 - (a) the name and address of every member;
 - (b) a statement that one share only is held by each member and that £1.00 has been paid on each share;
 - (c) a statement of other property, whether in loans or otherwise, held by each member;
 - (d) the date on which each member's name was entered in the register as a member and the date on which any member ceased to be a member;

- (e) the names and addresses of the Committee members and officers of the Society, of the offices held by them respectively, and the dates on which they assumed and vacated office.
8. A copy of these Rules and any amendments made to them shall be given free of charge to every member upon admission to membership and shall be provided to any other person on demand and on payment of the statutory fee chargeable for the time being in force.

Cessation of membership

9. A member shall cease to be a member if s/he or it:
- (a) resigns in writing to the Secretary; or
 - (b) fails to pay any subscription due in respect of membership within three months of its falling due; or
 - (c) is expelled from membership in accordance with Rule 10; or
 - (d) is the nominee of an unincorporated organisation and that organisation replaces her/him as its nominee or is wound up; or
 - (e) being an individual, dies; or
 - (f) being a corporate body, is wound up or goes into liquidation.

In the event of an individual who is the nominee of an unincorporated organisation ceasing to be a member under clauses (a), (c) or (e) of this Rule, the nominating organisation may with the express consent of the Committee nominate another individual to membership in her/his place.

10. A member may be expelled for conduct prejudicial to the Society by a resolution carried by a majority of at least two-thirds of those members voting at a General Meeting of the Society of which due notice has been given, provided that the grounds for expulsion have been specified in the notices calling the meeting and that the member whose expulsion is to be considered shall be given the opportunity to state her/his/its case to the meeting. If on due notice having been served the member fails to attend the meeting the meeting may proceed in the member's absence.
11. No member expelled from membership shall be re-admitted except by a resolution carried by a majority of at least two-thirds of those members voting at a General Meeting of which due notice has been given.

General meetings

12. An Annual General Meeting shall be held within six months of the close of the financial year of the Society, the business of which shall comprise:
- (a) The receipt of the accounts and balance sheet and of the reports of the Committee and auditor (if any);
 - (b) The appointment of an auditor, (subject to Rule 52 (b));
 - (c) The election of Committee members and Officers (or the announcement of the results of the election if held previously by ballot);
 - (d) The transaction of any other business included in the notice convening the meeting.

13. All General Meetings other than the Annual General Meeting shall be called Special General Meetings.
14. A Special General Meeting shall be convened either upon an order of the Committee or at the request of three members of the Society or ten per cent of the membership, whichever is the greater.
15. An Annual or a Special General Meeting shall be called by giving at least fourteen days' notice in writing posted, delivered or sent by electronic means to the address of every member recorded in the register of members, specifying whether the meeting is an Annual or a Special General Meeting and stating the time, date and place at which it is to be held. The notice shall contain details of the nature of the business to be transacted, and no business may be transacted at a General Meeting other than that specified in the notices calling it.
16. A notice sent by post to a member's registered address shall be deemed to have been duly served forty-eight hours after its posting. A notice sent by electronic means to a member's registered address shall be deemed to have been duly served twenty-four hours after its sending. The accidental omission to send any notice to or the non-receipt of any notice by any member shall not invalidate the proceedings at the meeting.
17. If the Society has appointed an auditor in accordance with Rule 52 (a) s/he shall be entitled to attend General Meetings of the Society and to receive all notices of and communications relating to any General Meeting which any member of the Society is entitled to receive. The auditor shall be entitled to be heard at any meeting on any part of the business of the meeting which is of proper concern to an auditor.

Proceedings at general meetings

18. A corporate body which is a member of the Society shall appoint a representative who shall during the continuance of her/his appointment be entitled to exercise in any General Meeting of the Society all such rights and powers as the member organisation would exercise if it were an individual person. The Society shall require such notification of an organisation's appointed representative as the Committee may from time to time decide.
19. No person shall be entitled to vote on any question at a General Meeting other than an individual member of the Society or the duly appointed representative of a corporate body which is a member.
20. No business shall be transacted at a General Meeting unless a quorum is present in person. Unless and until otherwise decided by the Society in General Meeting, a quorum shall be five percent of the members of the Society or three members, whichever is the greater.
21. If within half an hour after the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved. In any other case it shall stand adjourned until a day between seven and fourteen days after the date set for the original meeting, and all members shall be given such notice as is practicable. If at such an adjourned meeting a quorum is not present within half an hour after the time set for the meeting, then the members present shall constitute a quorum.
22. The Chairperson of the Society shall preside at every General Meeting. In the event of her/his absence or unwillingness to act the members present shall choose one of their number to be Chairperson of the meeting.
23. The Chairperson may with the consent of any meeting at which a quorum is present, and shall if so directed by the meeting, adjourn the meeting from time to time and from place to place, but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. Where a

meeting is adjourned for twenty-one days or more, notice of the adjourned meeting shall be given as in the case of the original meeting; otherwise it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting

24. At any General Meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless a secret ballot is, before or on the declaration of the result of the show of hands, demanded by at least two members present. Unless a secret ballot be so demanded, a declaration by the Chairperson that a resolution has on a show of hands been carried or lost with an entry to that effect in the book containing the minutes of the proceedings of the Society shall be conclusive evidence of the fact without proof of the number or proportions of the votes recorded in favour or against such resolution.
25. If a secret ballot is duly demanded it shall be taken in such a manner as the Chairperson directs, provided that no member shall have more than one vote, and the result of the ballot shall be deemed to be the resolution of the meeting at which the ballot was demanded.
26. The demand for a secret ballot shall not prevent the continuance of a meeting for the transaction of any other business than the question upon which a ballot has been demanded. The demand for a secret ballot may be withdrawn.
27. Every member shall hold one vote only on each question to be decided at a General Meeting. Except where otherwise specified by these Rules or by the Act questions shall be resolved by a simple majority of votes cast.
28. In the case of an equality of votes, whether on a show of hands or on a ballot, the Chairperson shall not have a second or casting vote and the resolution shall be deemed to be lost.
29. A resolution in writing signed by all the members for the time being entitled to vote at General Meetings shall be valid and effective as if the same had been passed at a General Meeting duly convened and held and may consist of several documents in the same form each signed by one or more members.

Amendments to rules

30. (a) Any of these Rules may be rescinded or amended or a new Rule made by a vote of two-thirds of members of the Society voting at a General Meeting of which fourteen clear days' prior notice has been given, such notice to include details of the change(s) to be proposed at that meeting.
 - (b) No amendment may be made to the Rules which shall cause the Society to cease to be a charity in law.
 - (c) No amendment of Rules is valid until registered by the Financial Services Authority.

Committee of management

31. The Society shall have a Committee comprising not less than five and not more than fifteen persons. The initial Committee of the Society from incorporation until the first Annual General Meeting shall be appointed by the Founder Members.
32. A Committee member shall, subject to Rule 39 below, hold office until the end of the next Annual General Meeting following her/his election. Retiring members shall be eligible for re-election at the Annual General Meeting at which they retire.

33. New Committee members shall be elected in accordance with such procedures as may be adopted by the Society from time to time, provided that only members of the Society and representatives of organisations which are members may stand for election to, or nominate persons to stand for election to the Committee.
34. The Committee may at any time co-opt any member of the Society or the representative of an organisation which is a member to fill a casual vacancy in the Committee. Any person co-opted by the Committee may be removed by a majority vote of the Committee. A casual vacancy shall be deemed to exist if the number of Committee members should drop below the minimum prescribed in these Rules or below the number elected at the preceding Annual General Meeting.
35. Under no circumstances shall any employee of the Society or any person less than 18 years of age serve on the Committee.
36. In the event that the size of the Committee should drop below the minimum number of members prescribed in these Rules, the members of the Committee may act to increase their number or to call a General Meeting of the Society, but for no other purpose.
37. A Committee member shall declare an interest in any contract or matter in which s/he has a personal material or financial interest, whether directly or indirectly, and shall not vote in respect of such contract or matter.
38. Committee members may be paid all reasonable and proper expenses incurred by them in connection with the business of the Society.
39. The office of Committee member shall be immediately vacated if s/he:
 - (a) resigns her/his office in writing to the Society; or
 - (b) ceases to be a member of the Society for any reason whatsoever (or is the representative of a corporate body which ceases to be a member); or
 - (c) is removed from office by a majority vote of the Society in General Meeting, the notices for which specified that the question of the Committee member's removal was to be considered; or
 - (d) in the opinion of a majority of the Committee, fails to declare her/his interest in any contract as referred to in Rule 37; or
 - (e) is absent from three successive meetings of the Committee during a continuous period of twelve months without special leave of absence from the Committee and they decide that s/he has by reason of such absence vacated office; or
 - (f) becomes bankrupt or, in the opinion of a majority of the Committee, incapable on medical or psychological grounds of carrying out the functions of a Committee member.

Honorary officers

40. (a) The Chairman, Secretary and Treasurer of the Society ("the Officers") shall be elected at the Annual General Meeting;
- (b) Nomination papers for the Officers shall be circulated to members with the notice of the Annual General Meeting;
- (c) Nominations shall be signed by no less than two members and shall have the consent of the nominee;

- (d) Nomination papers shall be returned to the Secretary no less than three days before the date of the Annual General Meeting;
- (e) The Committee shall appoint an independent Returning Officer to supervise the distribution of ballot papers and the counting of votes.

Powers and duties of the committee

- 41. The business of the Society shall be managed by the Committee who may pay all expenses of the formation of the Society as they think fit and may exercise all such powers of the Society as may be exercised and done by the Society and as are not by statute or by these Rules required to be exercised or done by the Society in General Meeting, including the setting of annual subscriptions for members.
- 42. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for monies paid to the Society shall be signed, drawn, accepted, endorsed, or otherwise executed in such manner as the Committee shall from time to time direct.
- 43. The Committee may delegate any of its functions to sub-committees made up of members of the Committee and such other persons as it sees fit. Any sub-committee so formed shall in the exercise of its powers conform with any regulations imposed upon it by the Committee, which shall always include the requirement for regular and prompt reports back to the Committee.

Proceedings at committee meetings

- 44. The Committee may meet together for the despatch of business, adjourn and otherwise regulate their meetings as they think fit. The Secretary shall at the request of two or more Committee members summon a meeting of the Committee at any reasonable time by giving all Committee members reasonable notice of the date, time and venue for the meeting and the general nature of the business to be considered.
- 45. Unless and until otherwise decided by the Society in General Meeting, the quorum necessary for the transaction of business at a Committee meeting shall be one half of the members of the Committee or three members, whichever is the greater.
- 46. At every Committee meeting the Chairperson shall preside, but in the event of her/his absence or unwillingness to act the members present shall choose one of their number to be the Chairperson of the meeting.
- 47. The Committee shall cause proper minutes to be made of all the proceedings of the Society, of the Committee and of any sub-committees. All such minutes shall be open to inspection by any member of the Committee at all reasonable times.
- 48. Questions arising at Committee meetings shall be decided by a majority of votes of those present. In the event of a tied vote the Chairperson shall not have a second or casting vote and the resolution shall be deemed to be lost.
- 49. A resolution in writing signed by all the members for the time being entitled to vote at meetings of the Committee shall be valid and effective as if the same had been passed at a meeting duly convened and held and may consist of several documents in the same form, each signed by one or more members.

Share capital

- 50. The shares of the Society shall be of the nominal value of £1.00 each issued to persons upon admission to membership of the Society. The shares shall be neither transferable nor

withdrawable, shall carry no right to interest, dividend or bonus, and shall be forfeited and cancelled on cessation of membership from whatever cause, and the amount paid up on such cancelled shares shall become the property of the Society. Each member shall hold one share only in the Society.

Borrowing

51. (a) The Society shall have power to borrow money for the purposes of the Society including the issue of loan stock, providing that the amount owed shall not exceed £10,000,000.
- (b) The Society shall have power to mortgage or charge any of its property, including the assets and undertakings of the Society, present and future, to issue debentures and other securities for money borrowed or for the performance of any contracts of the Society or bodies having dealings with the Society.
- (c) The rate of interest on money borrowed, except on money borrowed by way of bank loan or overdraft or on mortgage from a Building Society or Local Authority shall not exceed 6½% per year or 3% above the base lending rate of the Society's bankers from time to time, whichever is the higher.
- (d) The Society may receive from any persons donations or loans free of interest towards its work. The Society shall not accept deposits.

Auditors

52. (a) Subject to clause (b) below, the Society shall appoint in each financial year an auditor qualified under the Act to audit the Society's accounts and the balance sheet for the year.
- (b) The Society shall (subject to Rule 52 (c)) be exempt from the obligation to appoint a qualified auditor if during the preceding financial year it met such criteria regarding low levels of income and/or expenditure or other factors as to qualify it for statutory exemption from the need to appoint qualified auditors.
- (c) The members of the Society shall in general meeting vote every year to allow the Society to apply the audit exemption.
- (d) None of the following persons shall be appointed as auditor of the Society:
- an officer or employee of the Society;
 - a person who is a partner or employee of or who employs an officer of the Society.
- (e) The first appointment of an auditor (subject to Rule 52 (b)) shall be made by the Committee if no General Meeting is held within three months. The Committee may appoint an auditor to fill a casual vacancy occurring between General Meetings. Except as specified in these cases, every appointment of an auditor shall be made by a resolution of a General Meeting of the Society.

Annual return

53. Every year and within the period prescribed by statute, the Secretary shall send to the Financial Services Authority the annual return, in the form prescribed by the Financial Services Authority.

54. The Society shall on demand supply free of charge to any member, or to any person with an interest in the funds of the Society, a copy of the latest annual return together with a copy of the auditor's report on the accounts and balance sheet contained in the return.
55. The Society shall at all times keep a copy of the latest balance sheet of the Society together with a copy of the corresponding auditor's report hung up in a conspicuous place at the registered office.

Proceedings on death or bankruptcy of a member

56. (a) Upon a claim being made by the personal representative of a deceased member or the trustee in bankruptcy of a bankrupt member to any property in the Society belonging to the deceased or bankrupt member, the Society shall transfer or pay such property to which the personal representative or trustee in bankruptcy has become entitled as the personal representative or trustee in bankruptcy may direct them.
- (b) A member may in accordance with the Act nominate any individual or individuals to whom any of her/his property in the Society at the time of her/his death shall be transferred, but such nomination shall only be valid to the extent of the amount for the time being allowed in the Act. On receiving a satisfactory proof of death of a member who has made a nomination the Society shall, in accordance with the Act, either transfer or pay the full value of the property comprised in the nomination to the person entitled thereunder.

Application of surplus

57. The Society shall not trade for profit. Any surplus generated by the Society shall be applied solely to the continuation and development of the Society.

Seal

58. The Society shall have a seal kept in the custody of the Secretary and used only by the authority of the Committee. Sealing shall be attested by the signature of two Committee members or of one Committee member and the Secretary for the time being.

Investment of funds

59. The Society may invest any part of its funds in the manner set out in the Act.

Regulations

60. The Society in General Meeting or the Committee may from time to time make, adopt and amend such regulations in the form of bye-laws, standing orders, secondary rules or otherwise as they may think fit for the management, conduct and regulation of the affairs of the Society and the proceedings and powers of the Committee and sub-committees. No regulation shall be made which is inconsistent with these Rules or the Act. All members of the Society and the Committee shall be bound by such regulations whether or not they have received a copy of them.

Dissolution

61. The Society may be dissolved by the consent of three-quarters of the members by their signatures to an instrument of dissolution, or by winding up in a manner provided by the Act. If on the winding up or dissolution of the Society any of its assets remain to be disposed of after its liabilities are satisfied, these assets shall not be distributed among the members, but shall be transferred instead to some other charitable body or bodies with objects similar to or compatible with those of the Society as may be decided by the members at the time of or prior to the dissolution.

Disputes

62. In the event of a dispute between the Society or its Committee and a member of the Society or a former member, such dispute shall be referred to an independent arbitrator whose appointment is acceptable to both parties to the dispute. The decision of such an arbitrator shall be binding. In the event that a dispute cannot, for whatever reason, be concluded by reference to an arbitrator, the matter may be referred to the County Court.

Interpretations

63. In these Rules, "the Act" refers to the Industrial & Provident Societies Acts 1965 to 1978 or any Act or Acts amending or in substitution for them for the time being in force.

8.6 Appendix F - Minton offer

Our Ref: MHG/gm/0285

30 June 2005

John Thomson
East Lodge
Pinkney
Sherston
MALMESBURY
SN16 0NZ

Dear John

Just wanted to drop you a short note to thank you most kindly for assisting greatly in promoting our scheme last week at Committee, which culminated in achieving an outline planning consent at last, even though we had stiff, unfounded opposition from the planning officers.

We much appreciated your efforts and the way in which you presented the benefits of the scheme and I hope we are now able to progress the Section 106 Agreement to a satisfactory conclusion in the very near future.

We are fully committed to paying the appropriate sums towards the Town Hall refurbishment, provision of the skate park, extension of the bus service and upgrading the cycle paths as you have agreed with Paul.

Once again, thank you for your belief in what we believe to be a tremendous regeneration of the site.

Kind regards

Yours sincerely



MARK H GERSHINSON FRICS
Managing Director



**MINTON
GROUP**

8
DE WALDEN
COURT
85
NEW CAVENDISH
STREET
LONDON
W1W 6XD
TELEPHONE
020
7935 5377
FACSIMILE
020
7436 2787
E: MAIL
property@minprop.com
WEBSITE
www.mintongroup.com

John Thomson

From: Paul Fong [PaulFong@hunterpage.net]
Sent: Wednesday, June 29, 2005 05:05 PM
To: john@thomsonhome.fsnet.co.uk
Subject: Lucent

John

Thanks once again for all your help on the Lucent site.

You mentioned that you may write a letter to the ODPM to support the application when it is sent to the Government office. I would be grateful if I could take you up on this as I fear that we may still experience a degree of resistance from officers.

I am aware that there has been much discussion on the £150k contribution to the town hall and the town council are dubious whether or not this will come forward. I met with Mark yesterday and he has agreed that this contribution will be made even if he has to write them a cheque directly. I am adamant that you (██████████) take the credit for the successful negotiation of this contribution and therefore I would be grateful if you would advise the town council in a manner which you feel appropriate.

Regards

Paul

Paul Fong MRTPI
Hunter Page Planning
Thornbury House
18 High Street
Cheltenham
GL50 1DZ

01242 230066
paul@hunterpage.net

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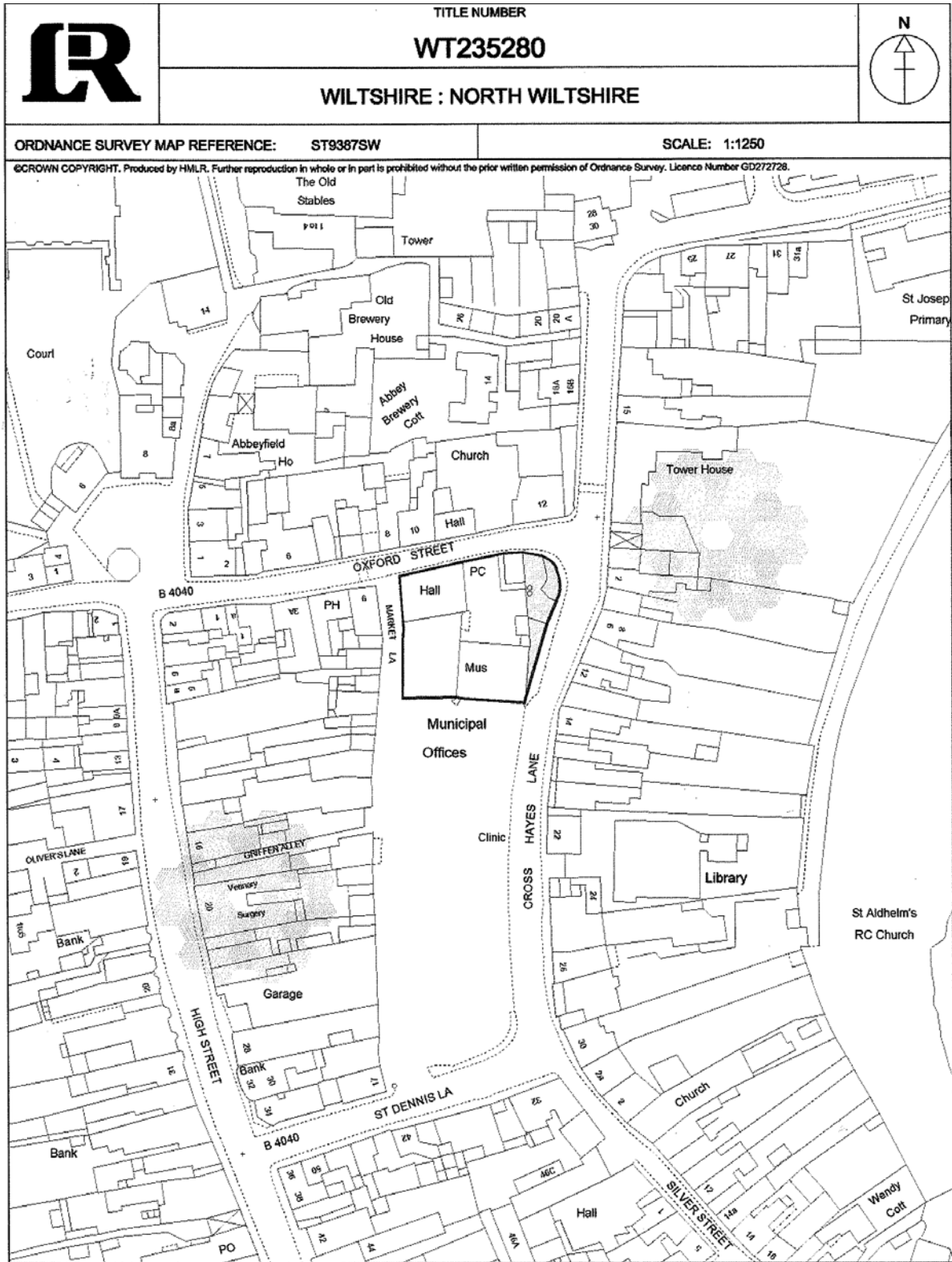
8.7 Appendix G - User quotes

SUPPORTING COMMENTS – MALMESBURY TOWN HALL

- 09/06/05 Jan Hendry, Chairman Cross Hayes Playgroup which meets in the Market Room.
It is the centre piece in town, please save the Town Hall for our community
- 11/06/05 Malmesbury and Villages Community Area Partnership
Lengthy letter indicating that they want to work with the Town Council on the Town Hall project.
- 16/06/05 Louise Luscombe (has children at Cross Hayes Playgroup)
I feel strongly about its continued use as a cultural, educational and social centre for Malmesbury and its surrounding villages.
- 24/06/05 Erica and Nick Pascoe – residents
The Town Hall is essential for a variety of local groups and charitable organisations....a huge disadvantage for the town and in particular pre-school children if it was forced to close down.
- 09/07/05 Ethel and Bob Turner – long-term residents
We are strongly in favour of the retention of the refurbished Town Hall with the museum.
- 16/08/05 Tony Fowler, Treasurer St Paul Without Residents Association
We would be seriously inconvenienced without it...(Town Hall).
- 19/08/05 James Gray MP
Supporting letter attached to business plan. James has also offered to write directly to John Prescott to assist us. We are very grateful for his continued support.
- 14/09/05 National Blood Service
...as there are no suitable alternative venues in the area which meet our criteria the Town Hall plays a vital role in enabling us to offer the local community in Malmesbury the opportunity to donate blood.

A selection of comments from the pile.

8.8 Appendix H - Site Map



8.9 Appendix I - Permission to Borrow



Office of the Deputy Prime Minister

Creating sustainable communities

Mr Jeff Penfold
Clerk to the Council
Malmesbury Town Council
Malmesbury Town Hall
Cross Hayes, Malmesbury, Wiltshire
SN16 9BZ

A D Solomon
Policy Contact Administrator

CAPITAL FINANCE
AND ANALYSIS DIVISION
OFFICE OF THE DEPUTY PRIME MINISTER
ELAND HOUSE
FLOOR 5/J2
BRESSENDEN PLACE
LONDON
SW1E 5DU

Telephone: 020 7944 4227
Fax: 020 7944 4239
GTN Code: 3533

Email: abraham.solomon@odpm.gsi.gov.uk

Our Ref: FLA 3/-/10/28 Pt6

14 October 2005

RECEIVED 17 OCT 2005

Dear Mr Penfold

BORROWING APPROVAL

1. I am directed by the First Secretary of State to notify you that, in pursuance of his powers under paragraph 2(2) of Schedule 1 to the Local Government Act 2003, the refurbishment and renewal of Malmesbury Town Hall to bring it into line with the Disability Discrimination Act, is approved as a purpose for which Malmesbury Town Council "the Council" may borrow an amount not exceeding £500,000.

2. Please note that this borrowing approval authorises the Council to borrow funds up to a specified amount. However, the Council should note that this borrowing approval does not itself confer power on the Council to incur the planned expenditure. **The Council will need to satisfy itself that it does have the appropriate power before the commencement of any works.**

3. This approval is given subject to the following conditions, and any borrowing by the Council in breach of these conditions will not be authorised by this approval:-

(a) the Council may borrow only for the purpose specified in paragraph 1 above;

(b) any borrowing under the authority of this approval must be undertaken within the period of the approval; if the date of the approval (given above) is on or after 1st April and on or before 30th September, the period of the approval is a period of six months starting on the date of the approval; otherwise **the period of the approval is a period starting on the date of the approval and ending on the last day of the financial year within which the approval is given;**

(c) any borrowing by the Council after the end of the period of the approval will not be authorised by the approval;

(d) in a case where a loan agreement imposes on the Council an immediately binding obligation to borrow money at some future date, the Council will draw down the borrowed funds before the end of the period of the approval;

(e) **where the Council borrows any money in reliance on this approval, they will**

notify the Office of the Deputy Prime Minister (ODPM), of the date of the loan and the amount borrowed soon as reasonably practicable;

(f) where the Council have not undertaken any borrowing in reliance of this approval, **the Council is requested to notify the ODPM** as soon as reasonably practicable after the end of the expiry period of the approval.

4. In exercise of his powers under paragraph 5 of Schedule 1 to the Local Government Act 2003, the First Secretary of State consents to any period determined by the Council as the period within which the money borrowed in reliance on this approval is to be repaid, provided that **the period is not greater than 30 years**, starting on the date on which the money is borrowed.

5. The contact at the ODPM is Mr Solomon whose details are shown at the top of this letter.

6. Advice on the sources and methods of finance available, and a guidance leaflet about the borrowing system, may be obtained from your local county association. Councils intending to borrow from the Public Works Loan Board (PWLB) may contact them on 020 7862 6610, or if preferred, at their e-mail address of pwlb@dmo.gov.uk. The website address is www.pwlb.gov.uk. **I am copying this letter to your local county association.**

Yours sincerely



KARL SCHUNMANN
Capital Finance & Analysis Division

8.10 Appendix J - Resolutions from MTC

Malmesbury Town Council, at an extraordinary meeting on 31st October 2005 resolved by a majority vote that the Business Plan be presented to the District Council for consideration by the Executive Committee.