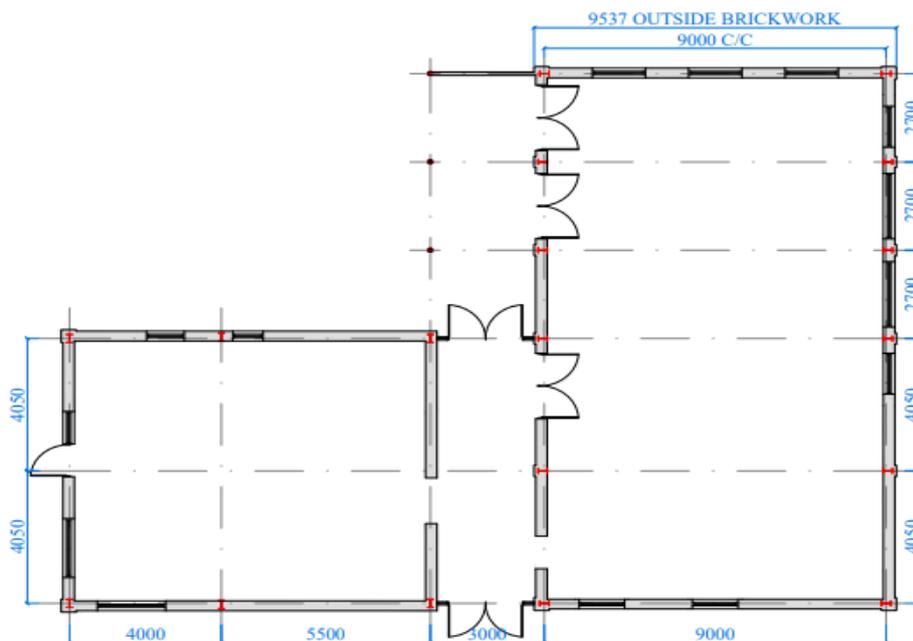




# Building the new Barford Youth & Community Centre

## The Business Plan



November 2022

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## **Executive summary**

### **The Problem**

Barford's Scout Hut was already 25 years old when it was moved to Barford and re-erected 30 years ago to provide a home for the village's Scout and Guide groups. It is now regularly used by many other groups and has become an additional and very necessary community centre for the villages of Barford, Wasperton and Sherbourne. However, it is too small, poorly insulated, and draughty. The roof leaks in places and is made of asbestos sheets so is difficult to maintain. The kitchen is used as the main access point and as a waiting area so cannot be kept clean. Disabled access is poor, and the toilets were intended for children so are too small for adults. It fails to meet the needs of current users and is a barrier to attracting new users.

### **The Solution**

Barford Youth and Community Centre charity (BYCC) plans to provide a new Youth and Community Centre, demolishing the existing hut and replacing it with a bespoke building designed for use by the whole community. The replacement building will be constructed with appropriate access and facilities to meet the needs of everyone in the community, including the very young, the less able and the elderly, being inclusive by design and meeting the needs of the whole community.

### **The Outcomes**

The construction of Barford's new Youth and Community Centre will provide a village facility for the future. It will meet the community needs, alongside the Memorial Hall, of the growing villages populations, presently over 1,750. The number of people using the new Youth and Community Centre will increase as it will become suitable for additional regular daytime groups and for weekend use which cannot be satisfied by the heavily booked Memorial Hall. It will be built with the needs of the whole community in mind, young and old, and will provide a vital regular meeting place for use by the three villages. By creating such a space, we are building community capacity and ensuring that groups can meet and contribute to the well-being of the residents and reduce isolation in more vulnerable groups. The design will provide for a more sustainable building, keeping running costs low and minimising its carbon footprint.

### **The Challenge**

BYCC has completed the pre-contract stages necessary to deliver the project. We have detailed designs, planning permission, and have negotiated a renewable long lease on the land. Local fundraising events have been held and funding applications made during this time and have been exceptionally well supported. Our final challenge is to complete the fundraising ready for the build phase in Spring 2023.

### **The Delivery**

The village of Barford has an excellent track record in the delivery of similar scale capital projects in the last 20 years. It has sufficient capacity and commitment to provide a much-needed resource for the growing community in the villages.

## **1 Introduction & Overview**

## 1.1 Brief History & Background

Barford village has vibrant groups of Scouts, Beavers, and Cubs that both boys and girls attend. These youth groups have used the Scout hut for many years to meet, store their equipment, carry out indoor activities and as a base for outdoor activities. More recently, other community groups have used the building. The Scout Hut Café Group, the baby and toddler group, Barford Art Group, the Bar Zero Repair Shop and Barford Sewing Group use the hut regularly. The Drama Group use the hut when the Memorial Hall is unavailable, as does the Heritage Group and a commercial ballet group. It is also used when needed for children's parties, community meetings and other local events.



The Scout hut was bought 30 years ago from A.P. Leamington FC where it had been used for many years as the Canteen for the football club supporters. It was dismantled and transported to its present site, lengthened (by adding extra sections) and then re-erected by volunteers. It was approximately 25 years old when acquired and has now reached the end of its useful life. The asbestos roof leaks and cannot easily be repaired. The existing toilets are too small; they were intended for use by children, not adults. There are no disabled toilets and wheelchair access to the building is available only by using a portable ramp which must be assembled when needed. The building can be damp and is draughty, poorly insulated, and expensive to heat. We have considered renovating and extending the building but the costs of doing so are high especially given that many outstanding issues would not be resolved. Replacing the building is the most practical approach, providing the opportunity to bring the facilities up to date and make the overall space more suitable for current and future users.

Barford Youth and Community Centre charity (BYCC) plans to replace the existing Scout Hut with a new Youth and Community Centre. The new building will meet best practice for accessibility and inclusivity and will meet current environmental standards. It will be better suited for use by the whole village.

## 1.2 Current Position

The decision was made to replace the existing outdated building with a modern, efficient, safe building fit for purpose for generations to come. The BYCC charity, which owns the present building and is the leaseholder for the land, is managing the project. BYCC (previously known as the Barford Scouts and Guides Supporters Group) have supported the youth groups over the last 30 years by providing and managing the existing meeting place and storage facilities and by directly supporting the groups financially. Consultations have been carried out in the village which demonstrate strong support providing clear evidence of the need for such facility.

Excellent progress has been made to get us to our current position:

Early in the process we became a Charitable Incorporated Organisation<sup>1</sup>, required to obtain grants and claim gift aid on donations.

We obtained a new 30-year lease on the land from the diocese and increased the area of land available to include the adjacent unused allotment.

We appointed and funded a professional delivery and design team comprising a Project Manager, Architect, Quantity Surveyor, Structural Engineer, and Mechanical & Electrical Engineer.

We have worked through RIBA stages 0–4 and secured planning permission.

### **1.3 Aims and Objectives**

- To provide a safe, sustainable, attractive, and comfortable environment that reflects the area where it is located and in which the youth organisations, other local community groups and individuals can pursue their interests.
- To make the facility fit for purpose for the diverse range of users, from the very young to the very old, to reduce isolation, encourage learning and increase wellbeing.
- To ensure the building has a larger capacity than the existing one to meet the needs of the growing villages.
- To reduce the ongoing maintenance requirements of the building and to reduce the environmental footprint to improve financial and environmental sustainability.

### **1.4 Management and Governance**

The BYCC set up a Project Team to oversee the delivery of the project comprising trustees with expertise in capital build and finance. The team appointed a professional project manager with extensive experience in community capital build projects who assisted in the further appointment of an architect, structural engineer, quantity surveyor and a mechanical & electrical engineer. These consultants form the design team, chaired by the project manager, who reports to the Project Team and to the Board of Trustees.

Once the build phase is complete, management of the BYCC will be passed to the Board of Trustees of the CIO. The Board comprises up to nine Trustees who are drawn from the local community who have significant practical experience in operating, managing, and maintaining a community building.

## **2 Project Proposal**

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<sup>1</sup> Registered number 1166022

To meet the current and future needs of the village, the new community centre will be larger than the existing Scout Hut and will comprise an additional small meeting room as well as the main hall to enable committees to meet when necessary. It will also have toilet facilities that meet modern access standards as well as a kitchen that can be used more safely and efficiently than the current provision. Care has been given to design the external environment, providing a sheltered, safe outdoor area for the very young and old to use comfortably, as well as storage for bicycles, wheelchairs, and buggies.

This business plan is to apply for an underwriting for a grant of up-to £250,000 from Warwick District Council as a contribution towards the costs of this project (contract value, professional fees, and utilities); this won't cover contingency and inflation, the latter risk being significantly reduced with an early start date (aiming for Spring 2023), however, we have a strategy to raise the £45,000 funding gap for these risk items. We may raise more than we need, in which case, our draw-down on the WDC grant would be lowered.

We have an offer of a gift of £100,000 and a finance arrangement interest-free offer of another £100,000 both of which are conditional of this WDC support.

## 2.1 Description of Project

The project comprises the **design, build and complete fit-out** of a new Youth and Community Centre.

The design brief was developed in consultation with local stakeholders. Findings from the consultation events were used to inform the design brief to ensure we are truly building a community centre to meet the needs of all groups.

Consultation with the village residents and interested groups has been ongoing since the beginning of the project. The initial requirements for a larger building suitable for community use with disabled access, full sized toilets, improved kitchen facilities, storage and meeting rooms were augmented by requests at the consultation meetings to include the following:

- Design in keeping with semi-rural location
- Main room with a minimum amount of equipment stored in it to give as flexible a space as possible
- Separate meeting room
- Small office for village administration
- Space for efficiently storing tables and chairs when not in use
- Hard flooring, appropriate for use by the various groups and easy to clean and maintain
- Lobby with adequate space for parents to drop off and wait for picking up children. This should include space for coats, boots etc.
- Improved toilets, suitable for disabled use with baby changing facilities
- A kitchen and serving hatch suitable for village gatherings, quiz nights etc.
- Secure storage space for caretaker's equipment, cleaning materials etc.
- Security – access required by several different groups
- Robust fittings for electrics, lights etc. to withstand ball games
- North light provision for arts activities.
- Secure plant room for electrical and heating systems equipment and controls
- Easily accessible secure storage space inside and outside the building
- Group-allocated storage where groups can leave materials for use week-on-week including bulkier items
- Additional space for Leaders to sleep separated from the young people when holding sleepovers (recommended by Scout Association and safeguarding guidelines)
- Storage for some specialised camping and outdoor equipment

We also looked at the massing and orientation of the building to maximise light and external space. After several design iterations, the BYCC decided on the scheme below, which meets all our needs and the requirements of the brief.

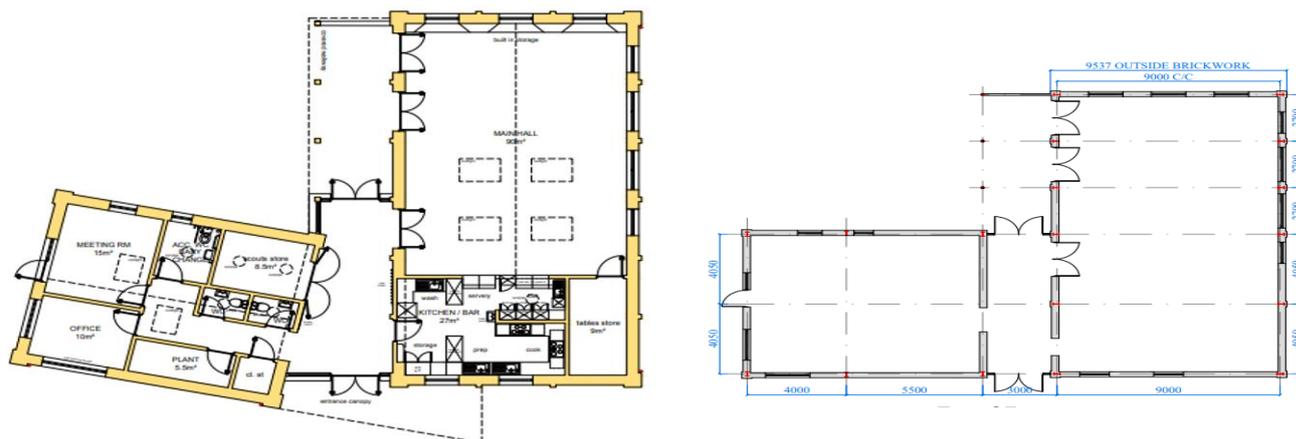


Visualisation from west



Visualisation from the South

## General Arrangement Plan



Above, the original plan on the left shows the orientation of the building. Following value engineering, the footprint will now be a 90-degree L-Shape, which saves many thousand pounds and only compromises the scheme marginally with a small loss of green space. The internal layout will remain the same.

### 2.2 Evidence of Need

The villages have significantly grown in recent years with several large new housing developments.

In the 2001 census the villages population was recorded as 1,171 and in 2011 it was 1,336. There have been over 100 houses built since 2011. More are under construction and the population is presently over 1,750 including Sherbourne and Wasperton.

Many new families with young children have moved to the village and they want the opportunity for their children to be brownies, cubs, scouts, and guides as well as join other clubs and activities. The school has been extended to cater for the additional children, but no other new community buildings have been added. The older and less-able population has grown. Barford, Wasperton and Sherbourne have an increasing number of elderly people who need and want to make use of community facilities.

The WDC 2016 Local Plan entry on Barford's demographics stated "The most significant % growth has taken place in the over 75's up by 34 people from 112 to 146 people (30.4%). The single biggest increase in absolute numbers by age group is within the 60 to 74-year-old's, up by 50 people (17.6%)".

The elderly need Community buildings that are easily accessible and suitable for their requirements. Demand for community facilities in the village is increasing but the present building cannot satisfy the need because:

- Access for the elderly or disabled is difficult
- The roof leaks and is difficult to repair
- The building is difficult to heat and does not retain the heat
- Internal storage is limited
- Kitchen facilities are limited to making hot drinks whereas a fully equipped kitchen would be a significant asset and enable several more groups to use the building.

Earlier, the preferred option of a new building was favoured, however, an options appraisal was conducted into alternative solutions to meet community needs.

Option 1: Use the Memorial Hall

Advantages:

- The memorial hall provides an existing meeting space

Disadvantages:

- There is no capacity for the youth groups to meet on the four nights of the week required
- The hall was designed to meet the needs of the 630 residents when it was built in 1930. It has since been extended on three sides and there is no room to extend further
- There is poor light for creative activities
- There is no suitable land adjacent for outdoor activities
- The hall is at the north end of the village along with the only other village amenities, leaving a gap at the south end of the village.

Conclusion:

The Memorial Hall alone does not have sufficient available capacity to absorb the activities currently held at the Scout Hut. Relying solely upon this building would mean that existing clubs would close and new opportunities for activities would be very limited.

Option 2: Use the School Hall

Advantages:

Disadvantages:

- The school is only available for school functions, or in exceptional circumstances, for large village meetings that cannot be held in the Memorial Hall

Conclusion:

The school building is not an appropriate venue for most village events.

Option 3: Keep the existing building and renovate

Advantages:

- It would be less costly in the short term
- It would keep a meeting place at the south end of the village

Disadvantages:

- The minimum requirements to make the building viable: to extend the building, replace the roof, a total re-wire, increase the insulation, reconfigure the internal layout, refurbish the toilets and create a disabled toilet, increase the size of the kitchen, and improve disabled access
- The portal frame of the building limits the possibility of widening the structure, although it could be lengthened

	<ul style="list-style-type: none"> <li>▪ Increase in floor area would amount to 17% but reduce the size of the main room</li> </ul>
<p>Conclusion: Even by extending the Scout Hut to the maximum size able to be accommodated on the site, the limit on width would mean that the internal requirements could not be met. The building, although refurbished, would carry with it on-going maintenance issues and would not meet environmental or accessibility best practice.</p>	

Option 4: Replace building on current site	
<p>Advantages:</p> <ul style="list-style-type: none"> <li>▪ The completed building would be designed especially for the purpose it will be used for</li> <li>▪ The building will meet current standards and guidelines on environment and accessibility</li> <li>▪ It will secure the future of a valued village amenity</li> <li>▪ It will allow for additional capacity for new activities to develop in the village</li> <li>▪ It keeps a meeting place at the south end of the village</li> <li>▪ An attractive, smarter design will improve the visual amenity of the area</li> </ul>	<p>Disadvantages:</p> <ul style="list-style-type: none"> <li>▪ It requires a large capital investment</li> <li>▪ Some down time during construction</li> </ul>
<p>Conclusion: The outcomes from the project are very clearly what the village needs to continue to thrive. Although a big undertaking, the benefits strongly outweigh the disadvantages.</p>	

Option 5: Do nothing	
<p>Advantages:</p> <ul style="list-style-type: none"> <li>▪ No outlay of capital funds</li> <li>▪ No down time during construction</li> </ul>	<p>Disadvantages:</p> <ul style="list-style-type: none"> <li>▪ The building will continue to deteriorate to a point when no further maintenance can be carried out.</li> <li>▪ The ongoing maintenance costs represent poor value for money.</li> <li>▪ The activities held at the Scout Hut will reduce and eventually cease.</li> <li>▪ The site will become increasingly unattractive.</li> </ul>
<p>Conclusion: As the building comes to the end of its operations, all activity it currently hosts will be lost, groups will fold and the well-being of the community poorer for it.</p>	

To provide the necessary capacity of community meeting space the village now needs, in a way that fully meets all requirements of users, the preferred option is Option 4.

### **2.3 Work Programme**

At a time of significant inflation and shortages in resources, we found that our original scheme and construction methods exceeded £1m. We feel this is unachievable in the near future and so went back to the community in July 2022 to set out options for moving forward. As a result, Trustees were asked to investigate the costs, and pros and cons to three alternative options, based on the original scheme:

1. Phase the scheme and only build the main hall in the first instance
2. Use a modular unit construction approach
3. Use a steel frame construction method.

After going out for prices from suppliers, we have settled on the steel frame scheme. There are slight differences in roof line and angle of the L-shaped building, but these changes have brought costs down significantly and have made no changes to the way we can use the building.

As we have now effectively completed the tendering process, we will be able to issue a contract for construction as soon as we have secured funding arrangements; we are in the last stages of this. WDC support would trigger a significant private gift and an underwriting arrangement, meaning that we could start on site as early as March 2023.

The method of construction would mean that the building could be handed over to us in September 2023.

### **2.4 Key Partners and Stakeholders**

There has been extensive research and consultation with local residents and key stakeholders, which clearly evidences the need for the project and informs the future potential use of the building. Key Stakeholders and user groups engaged with include:

- Scouts and Guides sections
- Scouts and Guides Supporters Group (now the BYCC)
- The Scout Association
- Scout Hut Café
- Barford Art Group
- Baby and Toddler group
- Sewing Group
- Barford Drama Group
- The recycling and repair group
- Local residents
- St Peter's Church
- The Joint Parish Council (JPC) for the villages of Barford, Sherbourne and Wasperton.
- District and County councillors

### **2.5 Programme and Milestones**

#### **Previous:**

- June 2019 - project manager appointed
- November 2019 - QS and architect appointed
- March 2020 - structural engineer appointed

- October 2020 - following a public consultation and planning process in summer 2020, the scheme was granted planning permission
- July 2022 – following the Covid pandemic and Brexit, new consultations were held with the local communities to deal with the inflationary pressures
- September/October 2022 – quotes obtained on three different build options

**Future:**

- Winter 2022/Spring 2023 - funding is being sought from the JPC, WDC and other grant providers and fund raising continuing in the villages
- March 2023 – start the build
- September 2023 – building completed and handed over for use

Following a successful outcome of fundraising, we anticipate the programme for the remainder of the project to be as follows:

	Activity	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23
<b>Pre-contract</b>	Planning variation / conditions	■	■	■	■							
	Securing remaining funding	■	■	■	■							
	Contract preparation			■	■	■						
	Awarding contract				■							
<b>Contract phase</b>	mobilise, welfare facilities etc.				■	■	■					
	demolish & remove existing				■	■						
	Groundwork, civils				■	■	■					
	Foundations, steel work and roof				■	■	■	■				
	Internal Floor					■	■	■	■			
	Walls, block, bricks, insulation					■	■	■	■	■		
	Electrics						■	■	■	■		
	Plasterboard & plastering							■	■	■		
	Plumbing kitchen & bathroom							■	■	■		
	windows & external doors								■	■		
	Internal doors, skirting & sills								■	■		
	Decorating internally									■	■	
	Landscape, paths etc									■	■	
<b>Post contract</b>	Handover										■	
	final settlement											■
	project evaluation											■

**2.6 Outcomes**

The scheme is ostensibly a construction project. The project outcomes relate less to the fabric of the building however, and despite being less tangible will nevertheless be the true measures for project success. Simply put, the building will facilitate increased social well-being and capacity whilst reducing social isolation; will provide a venue of learning and growth amongst the young and the elderly and will avoid the loss of an essential village amenity.

**2.6.1 People Outcomes:**

The provision of the new building will ensure:

- Youth groups will continue to operate in the village, providing activities for all to participate and which is easily accessible by foot or cycle.
- People with additional access needs will be able to fully enjoy the amenity of the building.
- Groups that currently cater for the very elderly and those suffering from dementia will continue to have somewhere to meet regularly.
- The venue will provide additional capacity for new activities and groups as the village grows, ensuring a thriving community. There will be an additional smaller room, meaning two organisations can potentially meet at the same time. We have calculated we expect the building to be used for 31.25 hours a week within 2 years.

- The building will be at the south end of the village, meaning those who cannot travel the distance to the Church, school, or Memorial Hall (all at the north end of the village) will have access to a community space.
- The new building will provide better facilities to host a baby and toddler group, reducing the risk of isolation for new parents and allowing very low-cost activities for young children before they can access nursery or school provision.
- The improved space will provide more opportunities for indoor physical activity, such as keep fit, dance and yoga, important for physical health and mental wellbeing.
- It will provide a home for the three youth groups: Beavers, Cubs and Scouts. These groups are important for children (boys and girls) as they cross borders between private and state schools and between different age groups promoting integration and social mobility. Teamwork and leadership are encouraged by the patrol system used throughout the groups.
- There will be much improved accessibility to support a thriving community café. With better facilities, we expect to increase our usage from 50 to 70 a week. This allows all generations to meet, chat and reminisce in an informal venue.
- A larger, well-equipped kitchen would enable catering for groups to be available; lunch clubs, social evenings etc would be possible.
- A light, bright and airy space, providing facilities suitable for art, craft, and other detailed work to promote learning, companionship and well-being.
- The design enables children to participate fully in all areas of the Scouting programme including overnight stays. This allows children from a very young age to be able to stay out overnight with their friends in a safe, supervised location.
- The building is directly next to usable outdoor space promoting physical activity during youth and scouting sessions, as well as being available during the summer for the community Café and events.

## 2.6.2 Environmental Outcomes to meet the Climate Emergency

In addition to the people outcomes, the new building also gives us an opportunity to make a village contribution to mitigation of climate change. In consultation with the youth of the village, it has been made very clear to us that the building must embrace environmental principles. Whilst it would be impossible to build a community building such as this to Passivhaus standards, we have gone as close to that as possible and have taken the opportunity of specifying an air-source heat-pump to reduce our carbon emissions by 804kg per annum compared to a combination gas boiler system.

To reduce energy use we will use motion-sensor, LED lighting. We have specified triple glazed windows and doors and a high-specification insulation in the floor, walls, and ceiling.

In the future we will also look to include photovoltaic cells, reducing our running costs significantly and making an additional reduction in carbon of 1372kg per annum<sup>2</sup>.

Outside there will be new tree and hedge planting, to create habitat and to offset carbon use.

## 3 Marketing and Promotion

### 3.1 Current marketing plan

We have a long-established list of client groups that currently hire the Scout Hut. We will be able to offer additional capacity such as running an event in the main hall at the same time as holding a committee meeting. We expect local groups to keep the new building in regular use and will need only limited marketing further afield.

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<sup>2</sup> Mechanical and Electrical Engineering report, Greenways, February 2021

Locally however, we will continue to make use of our regular Facebook and village website updates, the local paper and local radio.

### **3.2 Future option, community need, target audience**

We have planned the building to meet the needs of the community for the next generation and beyond, looking at how the village has expanded and will continue to grow in future years.

The target audience will continue to be youth groups, the vulnerable and the elderly. The business plan will also be supported by other hirings such as one-off children's parties and other private events and this income will help us keep fees low for community groups.

### **3.3 Competition**

The project will replace an existing resource, not adding to the meeting place availability in the area. However, we already know that there is not enough existing capacity in the village, so we are in a position where there will be no direct competition.

The village of Barford has the Memorial Hall available for hire, and the school hall that is not made available for non-school activities. Sherbourne no longer has its Memorial Hall as it closed in 2022, creating an even greater shortage of meeting places.

The hamlet of Wasperton has a small Parish Hall but is two miles away.

3.6 miles away, the large village of Wellesbourne has three halls to hire: the Church Centre, the Methodist School Room, and the Memorial Hall.

Three miles away in Warwick, there are several venues to hire for community events, but can only be accessed by bus or private vehicle.

None of the amenities available to hire outside of Barford are easily reachable by regular public transport or without a private vehicle. This disproportionately impacts the elderly, the young and the vulnerable. It also impacts the more financially disadvantaged in our community whilst encouraging such journeys is also detrimental to the environment, contributing to CO2 emissions and an increase in poor air quality.

### **3.4 Community Engagement & Consultation**

The community has been very involved in the development of the project and contributing in positive and innovative ways. Representatives from all the existing user groups and partners contributed to the three design workshops led by the project manager and architect held in the autumn of 2019 to help define the brief for the building.

The pandemic has made it harder to be in regular contact with local residents about the project, but we have been more creative as a result:

We held a socially distanced public open-air event outside the community shop to show residents the plans, diagrams, and a model of the scheme in August 2020, prior to the planning application being submitted. As a result, Warwick District Council received 64 formal written representations of support, none objecting. No statutory consultees had any objections.

The WDC planning report summarised the representations as follows:

- Public Responses: 64 Support.

- This will be a splendid addition to the amenities of Barford.
- The existing hut is no longer fit for use because it is too small and doesn't have the necessary facilities required by the growing population of the village.
- The new building will provide a superb facility for many groups of all ages who currently use the hut and many who will do so in the future.
- The design has been very carefully considered.
- Residents have been consulted on the plans.



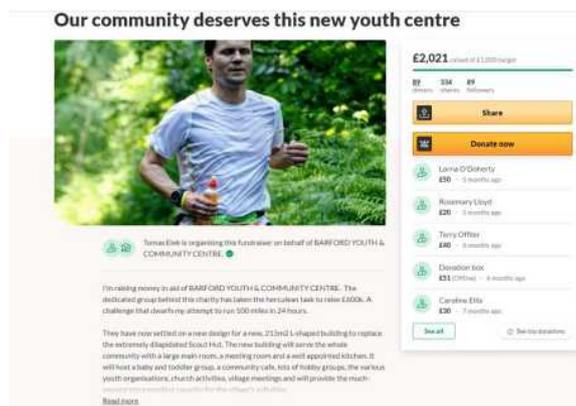
Consultation board



Model of scheme



Consultation day on the village green



Fundraising event

We have very regular updates on social media and monthly updates in Village Voices parish magazine and several articles in the local paper. This has kept us in the public eye and as a result people have come forward to offer their help. For example, our logo and other marketing material have been designed pro bono by a professional graphic designer from the village.

Between lockdowns, one father of a Scout ran 100 miles in 24 hours raising over £2,300 and, in the process, hugely raising the profile of the project further afield by the media attention.

During lockdown and post covid we still found ways to engage and raise funds. We held an on-line professional art auction that went international after a fantastic twitter response. We also held a 'Goldrush' campaign, collecting unwanted gold and silver for recycling with a local jeweller.

Most recently we held an Apple Fest, which resulted in funds raised but also radio and media coverage across the county.

Where we can, we try and involve the community in the build process itself. We have recently held an archaeological investigation as part of a condition discharge. The local school and the Heritage Group will continue to be involved in this.

### **3.5 Planned Marketing Activities**

Before we start on site, we will complete our local fundraising campaigns.

Each home will be targeted with a leaflet explaining three different opportunities to contribute to the project:

1. The first is a '£1,000 in Five' scheme, where fifty or more families will commit to a monthly payment for five years towards covering the costs of the finance repayments.
2. The second is a 'Buy-a-Brick' campaign, an engraved personal brick for permanent display in the new building.
3. The last is an appeal for larger private gifts.

Following the opening of the new building, we will hold a series of opening events to ensure that potential users, and potential event suppliers know of our offer. We will market it with a dedicated web page and regular advertisements in the village voices magazine.

### **3.6 User Agreements Already in Place**

We have a 30-year, renewable lease for the land and planning permission.

The following groups currently use the Scout Hut and have given an undertaking to continue to use the new youth and community centre:

- The uniformed youth groups meet 3 times per week plus overnight camps; approx. 130 attendees per week
- The Baby and toddler group would meet once a week; approx. 16 attendees per week
- The Scout Hut Café meets once a week; approx. 50 attendees per week
- The recycling and repair group, 'Bar Zero' currently meets monthly; approx. 21 attendees per month
- The Drama Group meets whenever needed, but regularly; approx. 20 attendees per month
- The Art Group meets once a week; approx. 15 attendees per week
- The Sewing Group meets once a week; approx. 10 attendees per week
- Ballet group use the existing building when the Memorial Hall is unavailable; approx. 40 attendees per month
- Various committee meetings, AGMs etc once a month; approx. 40 attendees per month
- We expect at least two children's parties a month; approx. 70 attendees per month
- Regular funding events throughout the year, at least once a month; approx. 60 attendees per month

It is also highly likely we will attract some other overflow from the Memorial Hall such as for committee meetings as the new centre will be more conducive and comfortable for such meetings. We can expect **1,165** individual user visits per **month** in the first years, which will grow with time.

## 4 Financial Plan

### 4.1 Current Financial Situation

After several years of fundraising, spanning the difficult Covid years where fund raising events were curtailed and funding streams either closed or redirected, we now have £371,183 for the remainder of the project. This is net, after already paying for the pre-contract RIBA phases and associated professional fees to date.

As of 17<sup>th</sup> November 2022, we have the following funds in bank accounts ring-fenced for the project:

BYCC Project account: £213,256

Santander account: £7,927

200 Club account: £3,000

BYCC General account: £3,500

**Total in bank: £227,683**

Pledged funds, not held with us are:

JPC £60,000 (£40,000 for external works included in the contract value)

Barford Charity £80,000

Barford WI £500

Barford Relief Charity £3,000

**Total pledge funds: £143,500**

Proposed WDC grant and levered funds:

Conditional gift £100,000

Conditional finance £100,000

WDC grant £250,000

**Total levered funds £450,000**

**Total funds available with full WDC support: £821,183**

### 4.2 Remaining Whole Project Cost

Following the tender process, our preferred contractor is Macwood Steel Frame Buildings. They returned a competitive tender sum of £775,000 inclusive of all demolition, ground works, build, mechanical and electrical engineering, external works, and internal finish.

Contract value	£775,000
Utilities	£10,000
Professional fees, legal etc	£20,000
Contingency 5%	£38,370
Inflation (assuming March 2023 contract award) 3%	£23,250
<b>Total Potential Whole Project Costs</b>	<b>Between £805,000 and £866,620</b>

Depending upon the use of contingency and the speed we can get the contract secured, we may have a whole project cost of £866,620.

### 4.3 Funding Plan

The consultation in July showed that the overriding concern now is that we deliver the scheme as quickly as possible. To ensure we can do that, we have had a generous offer of £200,000 to ensure we can let the contract next spring, conditional on the financial support of Warwick District Council. £100,000 of this is a gift, the remaining £100,000 is a financing arrangement, payable over the first 12 years post opening at 0% interest.

The extra £200,000 will increase our ring-fenced capital build fund to £571,183 to put with £250,000 from WDC, which will give us a total of £821,183. This means that we will be able to let the contract, for a 2023 build, once the WDC decision is confirmed. This combined £200,000 gift and finance arrangement will **only** be made available to us if we have confirmed and sufficient support from WDC to allow for a spring start date.

We will continue to raise funds from grants and will now go back to the village asking for bigger sums and regular giving, to assist with repayment of the loan and to cover contingency.

#### 4.4 Individual Giving

We have been very fortunate in some generous individuals giving large sums. We have had two separate donations of £40,000 each and now the offer of a gift of £100,000 and a loan of £100,000.

There is capacity in the village to seek more.

We will also use our Buy-a-Brick scheme to allow smaller but still significant amounts to be given.

Depending on size, each brick will be £100 or £200 each. We have already received significant interest in this initiative.

#### 4.5 Finance Arrangement

We will launch a “£1,000 in 5” scheme for the village, payable by regular payment every month.

A payment of £16.66 per month for 60 months is affordable for many people and will significantly help us to increase our revenue to ensure the surplus covers our finance arrangements.

We will aim to find at least 50 families to sponsor the repayment of the finance for the first half of the repayment period, each paying £16.66 a month. After 5 years, we anticipate the revenue from the BYCC to cover the repayment without difficulty.

#### 4.6 Remaining Grant Funding Streams

In addition to individual giving, we are now seeking to apply to the funding streams that are left to us, including the National Lottery who invited us to resubmit at the end of the process. The name and scale of amount we will apply for are as follows:

Grant Provider	Scale
Biffa	£10k
Severn Trent Community Fund	£100k
Lottery Reaching Communities Fund	£40k
Philip & Rubens Charitable Trust	£50k
Foyle Foundation	£9k
HS2 Community Fund	£30k
The Bernard Sunley Foundation	£50k
The Clothmakers' Foundation	£40k
Beatrice Trust Charitable Trust	£5k
29 <sup>th</sup> May 1961 charity	£20k

As new grant opportunities come on-stream, we will apply to them. The more we can attract from local authorities and other local grant providers before we do that, the more the national grants are likely to be supportive. Therefore, we are waiting for the WDC decision before making these final

applications; we want to ensure that we have the best chance of success as several funders will only accept one application for a project, or one in any year.

We don't expect to be successful in all these applications of course, but money raised will further cover contingency and inflation.

#### 4.7 VAT Status of Project

Because our building is for community use and community managed through a charity, our construction contract is exempt from VAT.

#### 4.8 Income and Expenditure Forecast over first 3 years of project

Income will be from room hire, fundraising and grants as it has been for the past 30 years. With the new building and facilities however, we know we will increase room hire income. For example, the Scouts have agreed to pay a hire fee £1,200 per annum. Previously this has been free of charge. We will gradually shift the burden of income generation away from fundraising to hire income.

Opening hours will be from 9.00am until late evening as required. Currently, most term-time weekday evenings are booked with the youth groups with day-time activity focusing on the very young and the elderly. It will be the weekday daytime and weekend evening activity that we will look to increase and will be marketing to local groups accordingly.

	2018/19	2019/20	2020/21 Covid year	2021/22 Still affected by Covid	2022/23 up to 15/11/22	1 <sup>st</sup> year operational 2024/25	2 <sup>nd</sup> year operational 2025/26	3 <sup>rd</sup> year operational 2026/27
<b>INCOME</b>								
Annual village grant	625	1,250	1,272	1,272	1,272	1,272	1,272	1,272
Lettings regular	1,300	1,978	90	1,236	770	3,500	4,200	5,000
Lettings incidental	309	391	40	90	327	400	500	600
Storage letting	300	400	200	200	150	400	400	400
Fundraising regular (Hilary's monthly quiz; Café donations; 200 Club)	3,489	3,512	3,114	4,087	2,254	3,500*	3,500*	3,500*
Fundraising events	6,202	2,980	2,388	2,726	7,071	0	0	0
Donations	7,083	5,982	1,463	86,714	1,381	9,996**	9,996**	9,996**
Gift aid	140	1,042	891	10,967	0	500	500	500
Other	18	0	0	0	0	20	20	20
Covid & Project grants	0	0	12,000	32,636	75,000	0	0	0
<b>TOTAL</b>	<b>19,466</b>	<b>17,534</b>	<b>21,458</b>	<b>139,928</b>	<b>88,255</b>	<b>19,588</b>	<b>20,388</b>	<b>21,288</b>

<b>EXPENDITURE</b>								
Water (annual average)	30	30	15	30	30	60	60	60
Electricity ***	597	288	111	106	447	670	690	711
Rates ***	83	85	0	22	36	88	92	96

Insurance***	1,066	1,112	1,161	1,206	1,147	1,180	1,200	1,250
Maintenance (incl. cleaning & grass cutting)	108	1,429	637	288	326	700	950	1,150
Finance repayment	0	0	0	0	0	8,333****	8,333****	8,333
Lease	100	100	100	100	100	100	100	100
Consumables	100	100	0	100	75	150	150	150
Leaders' expenses	79	110	0	0	0	100	100	100
BYCC project costs	4,083	12,807	20,300	19,027	25,238	0	0	0
<b>TOTAL</b>	<b>6,246</b>	<b>16,061</b>	<b>22,324</b>	<b>20,879</b>	<b>27,399</b>	<b>11,381</b>	<b>11,675</b>	<b>11,950</b>
<b>Surplus</b>	<b>13,220</b>	<b>1,473</b>	<b>(866)</b>	<b>119,049</b>	<b>60,856</b>	<b>8,207</b>	<b>8,713</b>	<b>9,338</b>

Notes on income and expenditure sheets:

- Lettings in the new building are only estimated for hiring out the main hall. Additional income is expected from hiring out the small meeting room.
- Lettings in the new building have been estimated conservatively, on the assumption that new groups may not be started straightaway.
- Estimated rental income based on current rates charged, as no decision has been made yet by the Trustees on how much to increase the rates.

\* 'Fundraising regular' once the new building is open is made up of the continuing donations from the Scout Hut Café (± £1,500 per year); Hilary's monthly quiz (± £1,000 per year); and the 200 Club (± £1,000 per year).

\*\* '£1,000 in 5' scheme: 50 monthly donations of £16.66 per month.

\*\*\* Inflation. Our electricity charge is fixed to 2024. We have included a 50% rise for 2024. The Office of Budgetary Responsibility (OBR) are currently forecasting the inflation rate to return to 2% in 2024. We have included a 4% inflation rate to include some element of contingency.<sup>3</sup>

\*\*\*\* We are not obliged to start repayments until year 3, but if we can afford to, we'll pay it back in years 1 and 2.

#### 4.9 Sensitivity Analysis

	<b>1<sup>st</sup> year minus 10%</b>	<b>1<sup>st</sup> year Plus 10%</b>	<b>2<sup>nd</sup> Year Minus 10%</b>	<b>2<sup>nd</sup> Year Plus 10%</b>	<b>3<sup>rd</sup> year Minus 10%</b>	<b>3<sup>rd</sup> year Plus 10%</b>
<b>Income</b>	17,629	21,547	18,349	22,427	19,159	23,417
<b>Surplus</b>	7,386	9,028	7,842	9,584	8,404	10,272

<sup>3</sup> Inflation - Office for Budget Responsibility ([obr.uk](http://obr.uk))

The sensitivity analysis, examining the impact of a 10% increase or decrease in our forecasted income shows that we will retain a healthy surplus to maintain the building and to use as match funding for future projects.

## **5 Preferred Contractor and Local Economy**

Following the return of prices for the build options, we have selected Macwood Steel Frame Buildings to supply the new BYCC; they are based in Lighthorne. In turn they will use an impressive list of local suppliers to deliver each element of the scheme, everything in fact, apart from the steel frame. This means that the money raised to procure the building will stay in the district, bolstering local companies and increasing the economic benefit of the scheme to local people.

Suppliers to Macwood who will be used on this project include:

- BPS Building Supplies, Leamington Spa
- RB Skip Hire, Barford
- Modern Glazing, Leamington Spa
- EH Bennet Plasterer, Leamington Spa
- J Davies Electrician, Harbury
- Nuthatch Design, Avon Dassett
- Caulk & Colour, Kineton

Macwood have been operating for over 30 years, and have an impressive portfolio of clients including Ikea, Laithwaite Wines and Twickenham Rugby Ground. Trustees have visited a completed scheme at Toft Alpaca Farm in Dunchurch and were impressed with the quality of work.

Final due diligence is still underway, and we will ensure appropriate contracting arrangements are in place to protect us and our grant providers during and after the build process.

## **6 Risk and Issues**

### **6.1 Risk Register**

A risk register has been kept throughout the development process. It is shown in Appendix 1.

### **6.2 Issues Log**

The Issue Log is attached in Appendix 2

## Appendix 1

### Barford Youth & Community centre

#### Risk Register

Risk Description	Severity	Certainty	value	Mitigation	RAG
<b>Permissions</b>					
P1. Planning permission not received so would delay build time and increase costs	4	2	8	Planning consent granted	
P2. Lease not extended giving a lack of long-term security	3	2	6	Lease agreed	
<b>Project Management</b>					
PM1. Project stages overrun causing increased costs and delays to opening.	3	3	9	We are employing a professional project manager to plan the programme realistically.	G
<b>Finance</b>					
F1. Funding not secured. Delay to project, increased costs.	5	3	15	Seeking funds from a wide range of funders, seeking underwriting, continue with local fundraising.	A
F2. COVID-19 halted many funding streams, and those that are still running have diverted funding to emergency response to pandemic.	4	2	8	Funding streams are now back	A
F3. Brexit has had significant knock-on impacts to availability of contractors and resources, increasing material costs.	4	3	12	Problems are easing.	A
F4. Costs increase significant because of inflationary pressures in the economy because of Ukraine and Covid.	4	2	8	We have accepted that prices will increase and have changed our construction method to keep within expected budget.	G
F5. Costs come back higher than QS forecast	3	2	6	We now have a tender return with increased assurance in final contract value.	G
<b>External risks</b>					

E1. Brexit changes import arrangements and cause delay to programme.	3	4	12	Brexit deal agreed and timing of contract many months after initial changes.	
E2. COVID-19 pandemic slows pace of project by impacting time frames for meetings, planning permission and consultant's work.	4	5	20	We are now used to adjustments and are working efficiently.	
<b>Construction Phase</b>					
C1. We find archaeology which would delay programme and increase costs.	2	2	4	Archaeology completed. Nothing of concern found.	
C2. We find ecologically important species which may impact project.	2	2	4	We have not been required to undertake any additional ecological assessments.	G
C3. We find more asbestos than we currently know about and need to remove it.	4	1	4	We have conducted an asbestos survey.	G
C4. Contractor goes out of business.	4	2	8	We will undertake due diligence on the contractor's financial situation, take up references and consider taking out a bond of insurance before a contract is let.	G
C5. There is a shortage of construction related resources, including people, causing long lead in times increased prices.	3	3	9	We will work closely with the supplier to establish any concerns early.	A
<b>Operational Phase</b>					
O1. Groups fail to hire and use building affecting income.	4	1	4	Extensive consultation with groups suggests this will not happen, but otherwise promote through marketing and awareness raising campaign.	G
O2. Electricity costs are higher than predicted	2	3	6	Speak to suppliers for best estimate of usage and costs. Potential change to charging profile.	G

## Appendix 2

### Issue Log

#### Barford Youth & Community Centre

Issue	Description	Priority L/M/H	Category	Status	Date resolved	Resolution/comments
001	Covid has reduced funding streams	H	Finance	Current		Review funding streams weekly to keep track of change from COVID Recovery to business as usual.
002	Brexit has created a shortage of construction workers, delivery drivers and building materials resulting in increased time frames and costs.	H	Finance and Programme	Current		Delay construction until 2023/24 when not only is funding secured, but costs may stabilise, and contractors become available.
003	War in Ukraine is impacting fuel prices and availability of some products,	M	Finance and programme	Current		Ensure costs are regularly checked.