

THE BEEHIVE

HONITON'S COMMUNITY COMPLEX

BUSINESS PLAN

VERSION 6
JANUARY 2012

FOREWORD

Quite why Honiton doesn't already have a substantial town hall or community centre, or both, is baffling to many people.

Honiton is the second most populous urban area in East Devon; but, relative to size, the town is less well served by community facilities than other towns and several villages across East Devon. This means that the community as a whole and various local organisations and businesses are at a disadvantage in terms of places in which to socialise, network, train, dance, enjoy and perform live music, watch films on a large screen, rehearse, see and take part in performances, participate in the arts, take part in debates, hold receptions and private parties, develop their organisation; the list could go on.

Honiton has grown in population from 5,000 to 12,000 since the 1970s. It's an important market town for a wide catchment area with a total population of over 20,000. It's been officially recognised for a long time, particularly in both the previous and emerging East Devon Local Plans, that the rapid local housing growth should have brought with it a range of community facilities – but didn't. Our vision for a community complex – conceived an incredibly long 20 years ago! – seeks to meet a large part of that long-identified need. The need intensified recently, with the unfortunate loss to the community of two relatively large venues.

We're acutely aware that many Honiton taxpayers are concerned about the financial implications. However, Honiton's Council Tax precept is actually significantly lower than that of some other towns and some rural parishes in East Devon. We've made every effort to ensure the building of the Community Complex won't cause a rise in the Honiton precept.

One of the main problems with community facilities is the ongoing running costs. The business model we've chosen largely overcomes this problem. We're entering into partnership with other organisations, so together we can ensure a healthy financial position and benefit from economies of scale in running the building.

The Town Council would relocate to the community complex. The Registrar and the Robert Owen Communities charity have enthusiastically said they also want to. In all, this should guarantee an annual income of over £60,000, which equates, for example, to what we need to service the interest on the loan we would take out for the building costs. This would enable us to offer concessionary rates to Honiton residents and organisations.

This Business Plan has been scrutinised by several agencies, including HTC's own professional advisers and various personnel in East Devon District Council (EDDC) over a period of years, to ensure it's robust. Latterly EDDC requested that the Plan be validated by an external consultant nominated by themselves, Business Improvement Partners. BIP has concluded that there is no reason that the Complex cannot be an asset to the community of Honiton. The partnerships emerging before the Beehive is built can only get stronger as the project reaches its physical form. Honiton's location close to the A30,A35 junctions and the mainline train station provides an opportunity to sell the facilities to organisations throughout East Devon and beyond, for conferences, meetings and events which has the potential to bring significant income to the complex, as well as raising the profile of the town. Financially the centre will be self sustaining and surplus funds can be generated to support future maintenance needs.

We therefore commend this business plan as a solid platform from which to launch this exciting project. We look forward to the opening of the Community Complex, to the added vibrancy and confidence it will bring to the town, and to the expanded opportunities it will offer to the whole community, including crucially our young people.

Cllr Vernon Whitlock, Honiton Town Mayor
Cllr Nick Cornwell, Chair of Policy & Finance Committee, & Chair of Community Complex Project Group,
Honiton Town Council

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This business plan has been prepared by Honiton Town Council and is intended to be used as a dynamic working document to support the development and build of a community complex for Honiton. The plan is continuously being reviewed.

1. EXECUTIVE SUMMARY

Honiton is a thriving, strategically placed market town in East Devon with a population of 12,000 and a total catchment area population in excess of 20,000. For many years the Town Council and the Honiton Community Centre Association (HCCA) have sought to promote the benefits of a modern, purpose-built centre for social, cultural and business events in the town

The delivery of this project will not only create a recreational and cultural focal point for the town but will also serve to sustain the vibrancy of Honiton, encourage business development and attract more residents and visitors to the town centre.

The development comprises a two storey building offering a modern purpose-built venue adjacent to one of the gateways into the town, a public car park and within close walking distance of the town centre. All facilities have been designed to be multi-purpose as follows

- A central hall with a seating capacity of 300 plus a (non-fixed) stage area to be used for local organisation activities, theatre, cinema, concerts, dance, business conferences and training, wedding receptions and other celebrations. The main hall will be built to incorporate good acoustics.
- Adjacent rooms to be used as changing rooms/green room for visiting performers and also as small meeting rooms/breakout rooms.
- A café/bar area that will be able to support performances and may also be used for community events.
- An internet café area
- An information point and booking office linked to the nearby Tourist Information Centre.
- An upstairs function room to be used as meeting room/break out room as well as a Council Chamber and Marriage Ceremony Room. This room will include technology to enable it also to be used as a training room.
- Offices to cater for the Centre Manager together with staff from the Town Council, the Robert Owen Communities (ROC) and Registration Service. The offices for the Town Council and Registrar's staff on the first floor will be of sufficient size to enable small meetings to be conducted, ensuring no unnecessary use of public facilities.
- A small meeting room

The cost of the building and associated fees is estimated at £1,812,000 and this, together with the fitting out, will be met by

- Section 106 Agreement
- Honiton Town Council Reserves
- Honiton Community Centre Association Funding
- Grants and other Fundraising
- A loan to be taken out by Honiton Town Council with the Public Works Loan Board

To build the complete structure the Town Council will secure a loan of £975,000 from the Public Works Loan Board and will commit to community fundraising of £106,258; a further £92,000 of fundraising will be undertaken to complete fitting out and equipment following the build phase, and this will not be commenced until initial funding is in place. Supported by a 50 year loan, the total build will not require any increase in the precept for 2012/13 over the level for 2011/12. It is also estimated that the building of the Community Complex will not require any further increases to the precept in the years following March 2013.

It is intended that current staffing from the Town Council, ROC and the Registration Service will relocate to the Community Complex to form a central resource for the town and to ensure an economy of scale with regard to overall staffing. The involvement of these three partners will ensure a significant revenue contribution over a minimum of 5 years of £62,500 per annum. In addition the prospects for income from bookings, performances and refreshments should ensure a healthy income.

The Beehive has always been planned as an additional facility for Honiton but the recent loss of other well-used halls in the town has made this development essential to meet the needs of a number of local organisations.

The booking facility for the Beehive will be backed up by the use of the Tourist Information Service from their nearby premises in Lace Walk. Additional staffing will comprise a full time Centre Manager. The catering and bar functions will be located within a community hub area and will form a practical working environment for clients of the Robert Owen Communities charity; at other times the facility will be staffed according to requirement, either directly or by volunteers.

Governance of the Beehive will be provided by Honiton Town Council to ensure a tight control over the aims and mission and also over the financial management.

2. BACKGROUND INFORMATION

The Town of Honiton

Honiton is strategically placed at the centre of East Devon, well served by major roads, train line, buses and airport. It is bounded to the north, south and south east by Areas of Outstanding Natural Beauty and to the north east by land of Local Landscape Importance. The Town Centre was designated a Conservation Area in 1973 and the historical character of Honiton derives largely from its long-standing function as a market town, which is reflected in the layout of roads and buildings in the Town Centre.

Honiton has grown rapidly since the 1970s, to a current population size of 12,000. The total catchment area population is well in excess of 20,000, as another 16 or so parishes look to Honiton as their local market town, not only for shopping but also for eating out, entertainment, financial, business and professional services, and a range of facilities including a community hospital, doctors' surgery and sports centre. However, it has long been recognised, including in both the previous and emerging East Devon Local Plans, that the substantial housing and population growth was not matched by provision of some significant elements of social infrastructure

The town's facilities for social and cultural activities are limited to a few ageing public halls, owned by various local organisations, which are recognised as being inadequate for the range of events expected to support the growing needs of its population. In the past twelve months two local halls (Red Cross Hall and Royal British Legion Hall) have been lost to the community, making new provision even more critical. Local activities are consequently restricted and there is no opportunity to build on successes such as the Honiton Festival. There is no cinema in town (other than a newly formed community cinema which would wish to move into the complex), the nearest facilities being limited provision in Sidmouth (10 miles) and multiplex provision in Exeter (20 miles) and Taunton (25 miles). The need for a multi-purpose community complex in Honiton is therefore acute.

The History of the Development

In the early 1990s a working party of community volunteers, encouraged by the then Mayor of Honiton, identified the need for a cultural and community centre. This is now strongly reflected within the 2006 East Devon District Local Plan as a high priority and has been reinforced in the draft East Devon Local Plan to 2026.

Public consultation has been undertaken over the years and in 2003 a questionnaire was sent to every household in Honiton as part of the development of the Town Plan. A priority in the responses was a Community Centre and cinema along with better community facilities more generally. In addition a significant number of people highlighted the need for a theatre.

A strategic Community Plan for Honiton, which was developed under the Market and Coastal Towns Initiative, and published in 2007, involved wide consultation with the community about the types of development, projects or other changes which would help make Honiton a more sustainable and confident community and increase local "well-being". The Plan identified the proposed Community Complex as a priority and confirmed that the community sees it as one of the projects that could do most to achieve the Community Plan's aim of a thriving, dynamic town.

Recent surveys by the Facebook page "What Honiton Wants" and by the Devon Parliament for People with Learning Disabilities (via Devon Link Up) as well as among students at the local Community College show cinema facilities to be a priority need, followed by community facilities and theatre. The Town Council and Chamber of Commerce receive ongoing requests for facilities suitable for training venues (recognising Honiton's excellent geographical location) and are only able to help a small proportion, resulting in a loss of business to Honiton.

To date there have been a number of public consultations undertaken which have mainly resulted in a positive response to the proposed community complex; a 2010 Town Poll was conducted in which 72% of the 10% who took part voted against the Town Council proceeding with the project. Subsequent consultation has shown continued support for the project. Unlike the Town Poll, these consultations and surveys have included under-18s and surrounding parishes. The low turnout may make the Town Poll unreliable but the Town Council continues to learn from all public consultation undertaken and undoubtedly this Business Plan has been improved by this feedback. Some of the opposition to the original proposals was related to precise site location; the Complex is now planned for a new site. A full list of the public consultations undertaken is given at Appendix 7.

At all times the Town Council's plans for a community complex for Honiton have been supported by East Devon District Council (EDDC) who are providing land, funding and expertise to ensure the success of this project.

The Honiton Community Centre Association (HCCA) provides a community focus and has been successful in securing funding in excess of £60,000 for an initial feasibility study (which forms the basis of this current business plan), public surveys, public information and development work. It will continue to work in partnership with the Town Council to ensure completion of the project. Together the Town Council and HCCA have a strong history of fundraising but it has not been possible to pursue this actively over the past few years due to ongoing uncertainties regarding site and other factors. Discussions are now taking place with potential funders to raise the outstanding £106,258 required to complete the build and, based on these discussions, the Town Council is confident that this sum will be achieved before completion of the build. Once planning permission is obtained, the project will gain a new lease of life and active fundraising will be vigorously continued. The Town Council is confident in its ability to raise the outstanding balance of £92,000 to cover fitting out and other equipment (see Appendix 12).

The Beehive is being developed for the community and a range of volunteering opportunities will be available to ensure the smooth running of the facilities.

The Town Council will continue to involve the community at all stages of this project and will be guided by the Social Inclusion Toolkit developed in 2006 by the working group set up by the Social Policy Task Force and the Department of Work and Pensions to ensure that full consideration is given to the involvement of people with regard to gender, age, identity, social exclusion and ability.

3. POLICY

Mission Statement

To enable the people of Honiton and District to enjoy and participate in community, cultural, civic, business and social activities which will provide opportunities for personal development and foster a communal investment in the Town's current and future identity.

Aims

The aim of the Community Complex is to be inclusive, enabling as wide a range of activities as possible to take place in the Centre and having careful regard to those with particular social or physical needs. Through the provision of well designed and accessible multi-purpose facilities and a programme of activities, the Complex will act as a focal point for residents, surrounding parishes and visitors alike.

Objectives

- To provide a facility that enhances the Town's facilities whilst respecting the area's heritage and location
- To facilitate, organise or support a balanced range of programmes which both bring in audiences and provide opportunities for performance or participation by local people, thereby meeting a broad range of social, cultural, civic and needs
- To actively promote the development of the arts at professional and amateur levels, providing new opportunities both in terms of participation and appreciation
- To provide facilities that support local business activity, including business start-ups
- To encourage greater public participation in the democratic process through enhanced civic facilities
- To achieve or exceed participation and budget targets

4. SITE LOCATION

The proposed Community Complex is:

- Within walking distance of the Town Centre, with easy access to all public transport links
- Adjacent to parking facilities and near to the town's largest car park
- Adjacent to an area where cycle racks will be introduced
- On a bus route

Infrastructure concerns regarding local roads are subject to ongoing discussions with Devon County Council, East Devon District Council and the Highways Agency.

5. BUILDING SPECIFICATION

General

- 2 Storey Building (second storey not extending over the main hall)
- Lift and Stairs
- Built with full Environmental Considerations and conforming to Equalities Legislation
- Welcoming
- Easy to Access
- Light (via filtered glass)

Ground Floor

- Main Hall – capacity 300 seated; sub-dividable with retractable seating; acoustics to concert specification
- Stage Area – with demountable stage available
- Backstage – changing rooms, toilet/shower area (also to be used as a small meeting room)
- Circulation/Exhibition Area – Corridor
- Foyer
- Bar/Café
- Kitchen – with facilities for external caterers, including heating/warming facilities
- Offices for ROC and Centre Manager
- Reception/booking office desk
- Small meeting/training room with internet café provision
- Public Toilets including Changing Places facility
- Storage

First Floor

- Town Council Offices x 2
- Registrar Offices x 2
- Town Council/Registrar Reception Area
- Small training/meeting room
- Basic kitchen facilities
- Multi purpose function room (including use as a Meeting/Training room, Council Chamber, Registrar's Ceremony Room)
- Public Toilets

Outside

- Loading/Unloading Access
- Public coach and car park
- Cycle rack
- Secure Storage

6. IDENTIFICATION OF NEED

Community Facility

A professional survey has indicated the need for a complex and has been used as the basis for the facilities planned. Groups were consulted again in 2006 to update them on progress and to gain information for room usage and programme planning. The survey of potential users which has been undertaken using a questionnaire indicates that good use will be made of a small hall from local organisations alone; this facility could be provided by the two small meeting/training rooms, the multi purpose function room or the large hall.

Although Honiton has some public halls they have proved inadequate to meet demand, resulting in a number of Honiton-focused groups meeting in venues outside the town. There is a need to provide facilities to meet this growing demand to ensure that every opportunity for creativity and hidden potential can be realised and to enable Honiton people to meet for social and other activities within their own town. Initial surveys indicated

interest in using the Beehive from local organisations. In 2011 a further survey of local organisations has been conducted and shows a potential ongoing use by a minimum of 28 organisations (see Appendix 8).

The café/bar area will be available for hire for social and business events when not required in conjunction with performances.

Honiton serves as the main market town for a total of 16 surrounding villages and it is anticipated that the Beehive will be a venue of choice for these residents external to Honiton.

Theatre

The nearest theatre is a minimum of 10 miles away from Honiton; there is no public transport to this location at night. The town hosts the Honiton Players (amateur dramatic group) and the Honiton Pantomime Society; both of these currently use local halls with inadequate provision for performances and for growth. Honiton Community College has a strong arts focus and the development of the Beehive is planned to enhance and complement the education of young people in the arts, together with providing a professional arena for workshops and performances. The College now offers the Diploma in Creative and Media.

Research has been carried out with

- Cygnet Theatre, Exeter
- Bath Theatre Royal
- Kneehigh Theatre, Cornwall
- Theatre Alibi, Exeter

together with the Arts Council and this has shown good support for a theatre facility in Honiton to be included in plans for touring performances, workshops and training sessions. The requirements of these theatre groups have been taken into account in the design of the Beehive, together with the requirements of local amateur performance groups.

Cinema

Every public opinion poll undertaken over the past few years has shown the provision of a cinema facility in Honiton to be a high priority. The nearest cinemas are single screen facilities in Sidmouth and Lyme Regis and multiplex in Exeter and Taunton. Recent surveys by the Facebook page "What Honiton Wants" show cinema facilities to be a priority need. This is borne out by responses by residents to the consultations in 2010 and 2011 undertaken as part of the Local Development Framework and also by ongoing input from students at Honiton Community College. A pilot scheme is currently underway led by the community to introduce cinema facilities into the town; this will enable a view to be taken as to probable take up once the Beehive is completed. Delivery of cinema facilities in the Beehive will be in conjunction with this new film club which has proved the popularity of cinema in the town over the past six months.

Music

The Honiton Festival Committee organises a successful bi-annual Music Festival and a series of lunchtime/evening concerts in local venues. It is however not able to continue to develop and grow due to the lack of larger premises. The Beehive would give the Festival Committee an opportunity to expand, whilst retaining its current provision with all attendant benefits.

A community choir is growing in membership. Other forms of music are poorly represented in Honiton, especially for young people. The Community Complex would offer the opportunity to explore all forms of music in facilities with good acoustics.

Honiton has four local schools and many of the surrounding villages also have primary schools. The Community Complex would provide much needed facilities for both individual and joint musical ventures.

Dance

The Beehive will be built to a standard suitable for dance. There are currently no suitable facilities for dance in Honiton and interested groups (including two dance performance societies) are currently obliged to meet in venues outside the town.

In addition to professional performances, activities will include regular social dance events such as folk, salsa, roots, ballroom, tea and jazz dance programmes open to all; open dance classes for jazz, contemporary and ethnic dance styles; summer holiday dance programmes for young people; studio classes for dance organisations.

Exhibition Area

The exhibition area could be used in a number of ways (working in collaboration with local partners e.g. Tourist Information Centre, Thelma Hulbert Gallery, Allhallows Museum and Library & Information Service)

- To highlight the work in the Thelma Hulbert Gallery, which has recently undergone a major refurbishment, and to encourage people to visit the gallery whilst in the Honiton area.
- To showcase the work of the many amateur arts and crafts groups in the Honiton and surrounding area.
- To showcase the work of groups highlighting the heritage of the town, for example the Honiton Lacemakers Group, Allhallows Museum.
- To showcase the work of local schools.

Conference and Training Facility

There are no purpose built conference facilities of this scale within the town centre, resulting in loss of business to other towns in Devon, Somerset and Dorset. The Town Council alone receives many unsolicited approaches for such facilities and it is anticipated that the marketing of such a venue would raise the profile of the town and strengthen developments in existing local businesses. Honiton is well located close to the A30, A35 and a mainline train station and is accessible from a wide area.

Civic Centre

The Town Council's current facilities are old and not fit for purpose; they do not comply with Equalities legislation. Civic functions are therefore restricted and not able to be used to raise the profile of the town. Over the past few years Mayor Making has often not been held at the Town Council premises as these are too small for the number of people wishing to attend.

In 2011 East Devon District Council announced its intention to re-locate to Honiton within the next few years. These plans bring further opportunities for the use of the Beehive as a civic and training centre.

The town twinning with Gronau in Germany and Mezidon Canon in France is hampered by the lack of a central purpose-built facility for civic receptions.

The Senior Council, Youth Centre and Parliament for People with Learning Difficulties (via Devon Link Up) would benefit from the provision of civic facilities for their meetings and functions.

The provision of better civic facilities will offer the opportunity for greater public participation in the democratic process and ways will be sought to enhance public debate and engagement.

Registrar

An outline commitment to relocation in the Beehive has been received from the Devon Registration Service. The Service has been located in Honiton for over 10 years. In 2009 it had to move from its premises at Elmfield House and is currently located at the East Devon Business Centre on a short lease agreement. This edge of town location is not convenient for many residents who wish to register births and deaths; in addition there is currently no facility for marriage ceremonies. The relocation of the registrar within the community complex would ensure this essential East Devon facility remains centrally placed in Honiton with the re-instatement of marriage ceremonies through the use of the function room. The additional facilities within and outside the Beehive would be of great benefit to the Registrar.

Robert Owen Communities (ROC)

An outline commitment to relocation in the complex has been received from Robert Owen Communities (ROC). A service provider offering opportunities to people with learning disabilities, ROC has been established in Honiton for a number of years but is interested in developing its links with the local community by providing workplace learning opportunities leading to volunteering and potentially employment for those it supports. It is anticipated that ROC will run the café area during the daytime and operate as a community hub, enabling its customers to pick up the enabling support from a base to access other community groups and projects. In this way the café will become a training and development project for the whole community, not just adults with a learning disability. A Service Level Agreement will be set up to clarify the terms of ROC's involvement in the Beehive.

Tourist Information

The current Tourist Information Centre is located near the Beehive. The Town Council and the TIC will work

co-operatively to manage the booking office and information point as well as provide administration services.

Internet Cafe

The Beehive will be served by state of the art broadband facilities. Honiton Library has 11 computers which are predominantly used as a UK On Line Centre with one to one sessions for members of the public. The East Devon Business Centre has wireless capability. There is no public access internet café in the town although some local cafes have limited facilities. The Town Council has introduced on-line facilities for the public to access information relating to planning but this is currently limited to one PC. The introduction of an internet cafe would be designed to meet the needs of

- Small businesses
- Local residents including young people and those with disabilities/learning difficulties
- Councillors

In addition there would be possible use of the facilities for local government employees. This would particularly support the County Council's green policy on reducing journeys by the introduction of home working/access to workspace within a local environment.

The Beehive also meets a number of regional and national strategies which are outlined at Appendix 9.

7. RANGE OF PROPOSED ACTIVITIES

Based on the professional survey and consultations outlined at the beginning of section 6, the facilities planned will enable a wide-ranging programme :

- *Facilitation* : The provision of facilities for hire and use by local organisations for performance, rehearsals, participatory workshops, social welfare and private functions
- *Performance* : Events promoted or co-promoted by the Beehive, involving both touring companies and specially organised events and festivals
- *Civic* : Meetings of Town and Senior Councils and Youth Centre and other events to encourage local involvement in debate and the political process
- *Exhibition* : Trade exhibitions, exhibitions by local amateur organisations and education facilities and events associated with the Thelma Hulbert Gallery
- *Business Support* : The opportunity to rent desk space on an hourly or weekly rental basis linked to ICT provision and with the opportunity to use the Complex's meeting and conference spaces, as well as encouragement to training organisations to run training courses in the building.
- *Education* : A high standard facility to complement and enhance the arts provision in the local schools, while offering a purpose-built venue for workshops and performances. In addition facilities will be available both for adult education and for education of those with disabilities.
- *Joint programmes with other facilities in the town* : A facility to build on and enhance existing joint programmes with partners including the Library, Museum and Gallery

The programme of events falls within two identifiable strands

a) Facilitation

Following a comprehensive programme of market research, the Beehive will provide facilities to meet the needs of a wide range of local organisations serving the area's social, cultural, welfare and business needs. It is designed to provide spaces for meetings, rehearsal, performance, workshop and debate. The Beehive will provide facilities to help improve quality and make the activities of local organisations more attractive, thereby increasing membership and participation.

b) Performance

These will initially be on a small scale and will increase as audiences develop. The spaces available for performances will be

- The large, main hall
- A small meeting room on the ground floor (which may be expanded into the café area)
- The first floor function room
- The small meeting/training room on the first floor
- The reception areas

Based on the results of discussions with both professional and amateur companies, the Beehive will promote *Professional and Amateur Theatre*

- Touring productions
- Hosting of rehearsals and performances by local amateur and youth theatre companies

- Hosting rehearsals and performances by local organisations, Honiton Community College and other schools

Music

- A programme of evening and lunchtime musical performances by professional musicians across all genres
- Promotions of local bands
- Annual Music Summer School for young people
- Outreach workshops/masterclasses
- The provision of rehearsal/teaching space for acoustic musicians, groups and local bands

Films

- A weekly programme of 2nd run, classic or art house films (an emerging film club is being piloted in the town to build interest and support before being transferred to the Beehive)
- A programme of films for young people during school holidays and weekends

Dance

- Professional performances
- Regular social dance events across all genres
- Open dance classes
- Summer holiday dance programmes for young people
- Studio classes for dance organisations

The Community Complex will also provide space for

Civic functions, which are currently poorly served in the town

- Facility for debates to enhance the democratic process
- Town Council offices and meetings
- Senior Council meetings
- Youth meetings
- Meetings of the Parliament for People with Learning Disabilities
- District Council polling station, outreach agency work and meetings
- County Council outreach agency work and meetings
- Twinning

Wedding receptions and other celebrations

There are currently limited affordable venues within Honiton and the presence of the Registrar on site will enhance the popularity of the Beehive as a venue.

Visual Arts

- A programme of daytime and evening visual arts classes
- Provision of wall space to provide the opportunity to extend the visual arts experience in the town by the involvement of amateur organisations and young artists
- Hosting exhibitions, talks and meetings for the Honiton Society of Art and other local organisations
- Hosting workshops and lectures

Local Cultural Hub

The Beehive would support and enhance existing excellent facilities such as Allhallows Museum to widen participation in the appreciation of the town's history and cultural heritage.

Conferences and Training

The Town Council and Chamber of Commerce receive ongoing requests for facilities suitable for training venues and are only able to help a small proportion, resulting in a loss of business to Honiton. The facilities available will provide support for a range of local and regional businesses.

Public Debates

A programme of public debates would be set up to widen understanding of and participation in democratic processes.

Exhibitions

The Registration Service

Robert Owen Communities

A learning and working environment for people with learning disabilities via ROC.

8. OPENING HOURS

It is anticipated that the Beehive will be available for hire from 8.30am to 11pm every day with possible extensions to midnight but this will be discussed in full with the public to take account of neighbouring residents.

Box office facilities will be open 10am to 4pm Monday to Saturday and during performances. Café and bar facilities will be available 10am to 4pm every day as well as to support performances.

Public access to Town Council and Registrar services will be available 10am to 4pm Monday to Friday (this represents an extension of the current availability of the Town Council). In addition the offices will be accessible at all times for the Town Council and Registration Service for emergency services.

9. PROVISION FOR HONITON TAX PAYERS

To recognise the fact that Honiton households are contributing to the building of the Beehive through their Council Tax, concessionary rates will be applicable for Honiton taxpayers on both tickets and hiring costs. In addition concessionary rates will be available for local organisations wishing to hire the facilities.

10. MARKETING

Purpose

The purpose of marketing will be

- a) To create a social and cultural hub for Honiton and surrounding parishes, to ensure that those living within its catchment area are aware of the role that the Beehive aims to fulfil for the community, together with the events it promotes;
- b) To promote its availability more widely to touring companies;
- c) To promote to people organising regional or sub-regional events who may wish to take advantage of Honiton's convenient location.

Objectives

The Beehive will have three core marketing objectives

- a) **Promotion** : To promote the Beehive's corporate aims to stakeholders, opinion formers and the public both locally and sub-regionally by :
 - Exploiting opportunities to develop support from stakeholders and corporate sources
 - Press and media features
 - Establishing a regular feature in local papers
 - Inclusion in Arts Listings in regional magazines
 - Establishing a reputation for customer care and welfare through the attitude of its staff, effective internal management systems and presentation of its facilities
 - Developing a website to promote the Beehive
 - Offering Ticket Agency facilities to all local performance groups, local festivals and other venues in the region
- b) **Sales** : To promote sales for individual events and trading activities and to achieve target income through ticket sales, advertising, hires and secondary trading by :
 - Brochure : production and distribution (including TIC network) of a brochure detailing all public activities
 - Programme : distribution of a programme of events via a mailing list and through a range of outlets
 - Maintaining a segmented mailing list of users of the Beehive
 - Distribution network : development of a range of leaflet outlets and poster sites within a 30 minute drive time of the Beehive, utilising support from volunteers (with brochures also available via this network)
 - Promotion of events : via an e-mail database network linked to on-line ticket booking systems
 - Advertising : testing and maintaining a small, effective promotional programme through the local media
 - Monitoring and evaluation : establishment of simple, effective formats to test response to marketing activities
 - The target is to operate a computerised box office system to enable the Beehive to administer and maximise marketing and fundraising opportunities, and earn commission through agency work
- c) **Usage** : To attract local organisations and beyond wishing to hire the Beehive for social, cultural, business and welfare activities by :
 - A generic promotional brochure aimed at organisations looking for a place to meet, perform etc
 - A programme of PR stories concerning successful activities and events promoted by hirers

The Beehive will collaborate with its partners to maximise marketing opportunities in addition to working with

the established Honiton Marketing Group comprising the Town Council, Chamber of Commerce, TIC, Development Trust, Thelma Hulbert Gallery, Community College and Library & Information Service for wider marketing of the town.

11. PRINCIPAL RISKS

The principal risks associated with this plan are

- A shortfall in capital funds raised compared to the cost of build
- A shortfall in capital funds raised compared to the cost of fitting out
- A shortfall in income compared to expenditure when the Beehive opens
- A shortfall in volunteer time and effort
- A shortfall in level of interest by touring companies
- A shortfall in booking of facilities by local organisations, businesses and residents
- Absence of key staff

In its independent report on the project, Business Information Point (BIP) has commented that the Beehive has a clear advantage over many similar operations in that almost uniquely it has three lines of income from rents. This provides a solid base on which to build the finance of the Complex. The worst case scenario would provide a surplus of £39,000 for the Town Council. Although this, of course, is not the aim (as the Town Council would be primarily providing facilities for the community) it does however provide a solid financial base from which to work.

A full risk assessment is provided in Appendix 5.

12. PARTNERSHIP

The partners involved in the development of the Honiton Community Centre are

Honiton Town Council

Honiton Town Council is the lead partner in the development of the Honiton Community Complex. It will retain a 125 year leasehold on the land. It will undertake governance and provide management services for the Beehive and will employ the staff and volunteers involved in the Community Complex.

Honiton Community Centre Association

The Association is a registered charity and was established in 1992. It provides a basis for the establishment of a Trust to secure funding for the Beehive.

East Devon District Council

East Devon District Council has provided the land and some matched funding for the building of the Beehive. In addition it is working closely with the Town Council on all aspects of the build development, providing expertise and support, including the appointment of a Project Manager to oversee the build phase. It will retain the freehold on the building and will provide a long lease.

The Town Council will work closely with the East Devon Business Centre to share resources and extend access to facilities.

Local Residents

The provision of the Beehive will give local residents a purpose-built facility to be used for local organisations and for private parties, as well as offering enhanced opportunities for social activities.

Devon County Council

It is intended that the Registration Service will move into the Beehive, providing a central location for residents wishing to register births and deaths and also re-instate a facility for marriage ceremonies.

Honiton Community College has a strong arts focus and the development of the Community Complex is planned to enhance and complement the education of young people in the arts, together with providing a professional arena for workshops and performances. The College offers the Diploma in Creative and Media. Young people from the school's Executive Team have made presentations to the Town Council regarding the facilities they wish to see prioritised within the Community Complex.

The Town Council works closely with the Honiton Youth Service which has confirmed its interest in using the facilities in the Beehive when it requires additional space or specialist features such as the internet cafe.

The Town Council will continue to work closely with Honiton Library to share resources and extend access to facilities.

Discussions are taking place with Devon County Council to ensure that its needs with regard to local facilities are taken into account in the planning of the Complex.

Robert Owen Communities

It is intended that ROC will move into the Beehive, providing a community hub for its activities in Honiton.

Honiton Chamber of Commerce

The Chamber of Commerce is in a close, in-depth and ongoing consultation partnership with the Town Council in support of the overall concept. They continue to provide a high input through working dialogues as the scheme progresses.

The Thelma Hulbert Gallery

The Gallery has recently undergone a major redevelopment and expansion. The Beehive development is planned to complement the work of the Gallery.

Neighbouring Parishes

Regular meetings with parishes in the overall market town area have ensured that the Town Council's plans for the Beehive have been fully discussed and the needs of local villages taken into account.

Local Business

The Beehive development includes the provision of "hot desk" facilities for local businesses and the hire of purpose-built meeting, training and conference facilities. Commissioning of services for marketing and products will be sourced wherever possible from local suppliers, in line with Honiton Town Council practices, and will bring benefit to the local economy.

Honiton Information Centre (TIC)

Full discussions have taken place with Honiton Information Centre on the development of the Beehive.

Local Churches

Discussions are ongoing with the parish church regarding how the Beehive will complement the facilities it provides as the current central venue. In addition two other local churches have approached the Town Council interested in using the facilities in the Complex.

Disadvantaged Groups

In addition to the work that will be carried out with ROC, meetings have been held with Devon Link Up, which provides independent social, educational, advocacy and befriending services to the learning disabled community.

Young people from the Parliament for People with Learning Disabilities (through Devon Link Up) have made presentations to the Town Council outlining their need for central community facilities suitable for disabled people.

Early discussions have taken place with a number of resident groups about their needs for the complex.

Honiton Development Trust

The development of the Beehive fulfils the plans contained in the Development Trust "Vision of Honiton 2030" document.

Museum

Allhallows Museum will be fully involved in exhibitions and related activities held at the Community Complex.

13. GOVERNANCE

Legal responsibility for the Beehive will lie with Honiton Town Council.

14. OWNERSHIP AND MANAGEMENT

The Town Council will manage the Beehive directly and have overall responsibility for all aspects of the

facility. The Town Council would undertake this management function using existing staff and resources and by recruiting specific staff, including a full time dedicated centre manager.

The Town Council will establish a committee consisting of a broad section of the community and interest groups working with Councillors. It is anticipated that this committee will have full delegated powers to make decisions relating to programme planning at the Beehive.

15. STAFFING

The current Town Council staff will relocate to the Beehive and provide overall management of the Community Complex which will also be supported by day-to-day management of operations, covering both the development/presentation of activities and the appearance of the building. Background information has been researched with a number of local and national facilities to compare appropriate salary levels. As the staff will be employed by the Town Council local government rates will apply. The use of volunteers will be included extensively to ensure ongoing engagement with the community.

Manager

A full time Manager (37 hours a week) will be appointed by the Town Council with responsibility for fulfilling the mission statement of the Beehive, including

- Promotion of the Complex
- Maximising the use and income generation of the Complex
- Organisation of Events
- Supervision of staff and volunteers directly related to the Community Complex' programmes

An outline job description for the Centre Manager is given at Appendix 6.

Stage and Technical Support

The Beehive will not require the employment of a specialist stage and technical manager. Technical tasks will be covered by the management and volunteers who will be responsible for maintaining all equipment and making it available to visiting groups.

Touring companies and hirers will be expected to provide their own technical staff. It is anticipated that some voluntary backstage positions will be created.

Front of House/Booking/Marketing

Hours will be increased to cater for bookings and information related to the Beehive. In addition staffing will be used from the Tourist Information Centre. Pre-event front of house duties will be fulfilled by volunteers.

Volunteer Stewards and Backstage Staff

A team of volunteers will be recruited to undertake stewarding and backstage duties.

Community Hub Area Café/Bar Staff

The Beehive will contain a community hub area incorporating a café and bar, which will during the daytime be run by staff and clients of ROC. Specific catering will be available from a local provider to support performances and other activities as required. Limited snacks and drinks will be provided from vending machines in the lobby. The bar will be available to support outside events and performances.

Town Council Staff

The Town Council staff will be relocated on site.

Registrar Staff

The Registrar's staff will be relocated on site.

Robert Owen Communities

The ROC area manager will be relocated on site.

Caretaking/Cleaning

A caretaker will be employed with responsibility for cleaning, day to day security and minor maintenance. Consideration will be given to the appointment of an outside contractor for this area of responsibility.

16. FINANCIAL INFORMATION

Capital Costs

This project has been made possible by the granting of land and funding by East Devon District Council, representing more than 50% of the costs. These grants are reliant on the land and funding being used by the Town Council for the provision of a community complex. Appendix 1 shows a full breakdown of the costs involved in the building.

Stage 1

The estimated capital cost of the building and associated fees is £1,812,000 plus an element of non-recoverable VAT, professional fees and contingency (estimated at £188,000)

These will be met by :

East Devon District Council Section 106 Monies	£500,000
East Devon District Council Capital Grant	£300,000
Honiton Town Council Reserves	£ 114,742
HCCA	£4,000
Fundraising	£106,258
Honiton Town Council from Public Works Loan Board	£975,000
TOTAL COST	£2,000,000

Stage 2

Income for stage two of the development will be raised through fundraising once initial funding has been achieved and will involve the fitting out of the Community Complex as follows :

Cinema equipment	£12,000
Lighting equipment	£15,000
ICT cabling	£10,000
TOTAL	£37,000

Stage 3

Stage three of the development will be started once additional funding has been achieved and will involve the additional fitting out of the Community Complex as follows :

Furniture and fittings	£20,000
ICT Equipment	£25,000
Portable staging	£10,000
TOTAL	£55,000

Various funding opportunities have been researched and the Beehive assessed against the eligibility criteria as shown in Appendix 11. A borrowing facility will be undertaken by the Town Council and the community will continue to fundraise.

a. Funding Requirement

Capital of £1,173,258 to cover outstanding building cost requirement including fitting out. This will be accessed partly via a loan (see b below) and partly by grants available and fundraising (see Appendices 11 and 12).

b. Public Works Loan Board

The Council has resolved to secure a loan of £975,000 from the Public Works Loan Board at a fixed interest rate of 4.03% over 50 years (current rates). Honiton Town Council will undertake to service this loan. Loan repayments will be made from the precept provision and this has already been budgeted for.

c. Fundraising

Other aspects of fundraising which have been undertaken and will continue are subject to the Town Council's Fundraising Strategy (Appendix 12)

Revenue Generation

Revenue generation is outlined in full at Appendix 3 and is based on

- Saving in current precept costs of £20,000 by moving Town Council running costs already precepted
- Annual revenue from Registrar for office and wedding venue facilities of £25,000

- Annual revenue from ROC for office and other facilities of £17,500
- The letting of the large hall
- The letting of the function room
- The letting of the meeting rooms
- The letting of the internet café
- Revenue from café and bar sales
- Hiring out of equipment for meetings
- Commission on sales
- Sale of merchandise
- Advertising
- Proportion of car parking revenue

Each of these income areas has direct costs to meet : eg, renting films, paying bands, purchasing in bar stock and depreciation on the kitchen and café equipment. A full analysis of revenue streams is given in Appendix 3.

Honiton Town Council is committed to help meet running costs if necessary to ensure that the project operates on a firm foundation.

17. VALUE FOR MONEY

The building occupies a site on a current public car/coach park. East Devon District Council has assured the Town Council that parking spaces lost through this development can be relocated in neighbouring public car parks.

The design is for a two storey building with the first floor designed to reduce impact on surrounding neighbouring properties and to allow full flexibility of the main hall.

All parts of the building aim to be multi-purpose to optimise the use of staff and working links with partners; a number of uses may be combined into a single building, keeping the overall cost to a minimum. Each use benefits equally from this economical use of space.

The architects have sought to reduce costs to bring the building within the budget available while still providing a building to a high standard of design.

The building contract will be tendered using conventional methods as set down by both East Devon District and Honiton Town Councils as the Steering Group believes the current tendering climate has become competitive and that this will therefore produce the best price. Due to the limited funds, care will be taken to minimise any prime cost or provisional sums in the contract so that the likelihood of any variation in the contract price once the scheme begins on site is minimised. Any contract variations will require the consent of the project team so that the contract remains as specified.

18. PROJECT MANAGEMENT

The project has been developed by a project group of the Town Council, including partners and potential users. The professional team of architects designing the project has reported to and consulted with the project group via the steering group (Town Council Chairman, Community Complex Project Group Chairman, Town Clerk, East Devon District Council Deputy Chief Executive, EDDC Honiton Ward Members, Community Complex Project Manager). Honiton Town Council provides project leadership to take the scheme forward and acts as project champion.

19. LEGAL ASPECTS

East Devon District Council retains freehold on the land provided for the Beehive. This will be provided to Honiton Town Council at a “peppercorn” rent on a long lease. Honiton Town Council retains leasehold ownership of the Community Complex and provides services including management, administration, services, cleaning, maintenance, heating, security as part of its management agreement.

20. VAT

The cost of construction and professional fees will both attract VAT. Professional advice has been obtained which has confirmed that the ability to recover the VAT on construction and professional fees will depend on the method of delivery of the Community Complex Project and the intended use of the Community Complex.

There are a number of prospective uses identified for the Community Complex each with differing VAT consequences. It will be important to ensure that any exempt use of the building does not offend the "de minimis" limits under the statutory VAT recovery scheme for local authorities, because to do so would jeopardise maximum recovery of VAT charged on the construction and professional fees referable to the delivery of the Community Centre project as a whole.

21. EQUAL OPPORTUNITIES

All the facilities in the Beehive will be designed to be fully inclusive and will be managed and operated to that end.

The ICT facilities are aimed at addressing disadvantage locally in that there is an existing lack of access to facilities within the Town Centre.

Specific groups interested in ongoing use of the Community Complex include

Devon Link Up
Honiton Senior Citizens Centre
Honiton Senior Council
Honiton Community College
Honiton Players
Honiton Youth Centre
Robert Owen Communities

The building will be built to fully comply with Equalities legislation.

Honiton Town Council has established equal opportunities policies which will be applied in recruiting staff for the Complex.

22. ENVIRONMENTAL SUSTAINABILITY

A renewable energy feasibility study was commissioned and undertaken in 2009 and the findings were useful. It is not reproduced in this document, as it related to the site that has been withdrawn from availability. At short notice, it was not considered financially prudent to pay for another feasibility study in relation to the new site, but the findings are likely to be closely applicable to the new, nearby, site. Opportunities will be taken to reduce the environmental impact of the building through its design. A range of measures will be considered including

- Use of low energy lighting and in the lighting control systems used
- Capture and recycling of rainwater
- Maximising opportunities for insulation and passive solar gain
- Consideration of passive stack ventilation systems rather than air conditioning
- Low water use sanitary fittings
- Use of recycled materials

The location of the scheme, near a town centre and with easy access to public transport, also enhances its sustainability.

Opportunities for the use of local labour, local subcontractors and local materials will be maximised. Use of the CITB training schemes will be encouraged with local contractors.

The project is intended to contribute towards traffic reduction by making Honiton a more sustainable self-contained community with its own economic, service and social activities.

23. COMPARISONS UNDERTAKEN

To ensure that financial forecasts are realistic, three comparisons have been undertaken. The first is a theatre in a neighbouring town (Sidmouth) with limited space for hire; the second is a purpose-built community facility in a Devon town (Ivybridge) with a similar profile to Honiton; the third is a community complex in Dorset (Sturminster Newton) built in the last four years. In addition the business plan has undergone scrutiny by legal, financial and business development external advisors as well as the District Council as a full partner.

24. PLANNING CONSIDERATIONS

The Town Council has been in ongoing discussions with East Devon District Council at all stages of this development. The plans for the Beehive development will be submitted by Honiton Town Council to East

Devon District Council, as the Local Planning Authority. As a consequence of its role as the applicant, Honiton Town Council will not be able to undertake its normal role as a consultee to East Devon District Council on the application.

25. PROBITY

This business plan has been subject to scrutiny by the Town Council's legal, financial and business development advisers.

East Devon District Council will not release funding held by them until they are sure that this business plan is robust.

The granting of funding by the Public Works Loan Board is subject to scrutiny and evaluation laid down in national guidelines.

26. MONITORING AND EVALUATION

Ongoing monitoring and evaluation will be carried out by the Manager and fully reported to the Management Committee and Honiton Town Council.

APPENDIX 1 : CAPITAL FINANCING

The total development cost of the build phase provided in August 2010 is estimated at £1,812,000 split between the different parts of the scheme as below

Substructure	118,400	
Superstructure	362,200	
Internal Finishes	89,000	
Fittings	137,500	
Services	385,450	
Building Sub-Total		1,092,550
External Works		143,020
Preliminaries		197,691
Professional Fees		154,446
Risk Allowance		224,293
		1,812,000
Non recoverable VAT re business use (estimate)/Inflation/Contingency/Start up costs for Fitting Out		188,000
TOTAL		2,000,000

The proposal is that funding for this cost will come from the following sources

Section 106 agreement	500,000
East Devon District Council grant	300,000
Honiton Town Council PWLB Loan	975,000
Honiton Town Council Reserves	114,742
Fundraising revenue e.g. grants	106,258
HCCA balance	4,000
TOTAL	2,000,000

APPENDIX 2 : BUSINESS PLAN ASSUMPTIONS FIRST YEAR OF OPERATION

1. Illustrative charges associated with the use of the Community Complex are as follows.

Commercial Rates

Meeting space	Capacity	Per session (ie Morning, Afternoon or Evening)	Whole Day
Main Hall	300 seated/ 400 standing/ 250 catered	£300	£750
Upstairs Large Meeting Room	100	£80	£200
Meeting Room adjacent to Café	40	£60	£150
Upstairs Small Meeting Room	20	£40	£100
Café/bar	100	£100	£250

Private/Registered Charity Rates

Meeting space	Capacity	Per session (ie Morning, Afternoon or Evening)	Whole Day
Main Hall	300 seated/ 400 standing/ 250 catered	£150	£400
Upstairs Large Meeting Room	100	£40	£100
Meeting Room adjacent to Café	40	£40	£100
Upstairs Small Meeting Room	20	£30	£80
Café/bar	100	£50	£120

Community Rates

Meeting space	Capacity	Per session (ie Morning, Afternoon or Evening)	Whole Day
Main Hall	300 seated/ 400 standing/ 250 catered	£60	£150
Upstairs Large Meeting Room	100	£30	£80
Meeting Room adjacent to Café	40	£30	£80
Upstairs Small Meeting Room	20	£20	£50
Café/bar	100	£25	£60

2. Discussions will take place with individuals organisations regarding specific pricing for ongoing bookings and for shorter hirings
3. Ticket prices are estimated to be :
 - Cinema £6 (£5 residents, £3 concession)
 - Average Music/Theatre £15 (£12 residents, £8 concession)
4. Average spend in the café is forecast as £5 per person
5. Average spend in the bar is forecast as £3 per person
6. Other income will come from (annualised first year of operation)
 - a) Rental from Registration Service £25,000
 - b) Rental from ROC £17,500
 - c) Transfer of running costs already precepted by Town Council £20,000
 - d) Car park £7,000
 - e) Vending machine profit £5,000
 - f) Hire of equipment £1,000

APPENDIX 3 : REVENUE FINANCING

ESTIMATED INCOME

	Year one calculations	Year 1 (based on opening in July 2013)	Year 2	Year 3
Transfer of running costs already precepted	Honiton Town Council	15,000	20,000	20,000
Rent	Registrar	18,750	25,000	25,000
Rent	ROC	13,000	17,500	17,500
Car Park Net Income	EDDC 2010/11 figures reduced for lost spaces	7,000	7,000	7,000
Facility lettings to community	Estimate 190 lettings (i.e. one per day/ evening Mon-Fri) at average of £30	5,700	15,500	16,000
Facility Lettings to charities	Estimate 22 lettings at average of £60	1,320	2,300	2,800
Facility Lettings to business	Estimate 15 lettings at average of £150	2,250	3,500	4,000
Equipment hire		800	2,200	2,400
Cinema	60 people @ £5 x 35 showings	10,500	18,750	22,500
Music/Theatre productions by Complex	60 people @ £12 x 5 showings	3,600	15,000	15,500
Bar/Cafe Sales (including support for performances)	60 people @ £3 x 40 events	7,200	22,000	25,000
Vending Machines		3,000	10,000	10,000
TOTAL		88,120	158,750	167,700

Figures based on overall projections of 40% occupancy year one; 50% occupancy year two; 60% occupancy year three

ESTIMATED EXPENDITURE

	Year one calculations	Year 1 (based on opening in July 2013)	Year 2	Year 3
Centre Staff	Manager (ft time 37 hrs @ £27K) – includes employer on costs	27,000	29,000	31,000
	Caretaking/Cleaning	7,000	10,000	10,500
	Marketing/Bookings (increase current hours)	3,500	5,500	6,000
	Community Hub Café/Bar (4 hrs @ £7 x 2 x 40 events)	2,240	5,250	5,500
	Sub Total	39,740	49,750	53,000
Other Costs	Advertising/Marketing	5,000	7,500	7,500
	Cost of Events/Activities (film hire, performers etc)	3,750	15,500	16,000
	Cost of Stock Bar/Cafe (50%)	3,600	11,000	12,500
	Cost of vending machines (50%)	1,500	5,000	5,000
	Licensing and Other Fees	2,000	2,000	2,000
	Equipment Depreciation	0	2,000	2,000
	Fire & Alarm Maintenance	1,500	2,000	2,000
	Rates	3,000	4,200	4,500
	Water Rates	1,800	2,750	3,000
	Training	1,500	1,500	1,500
	Heat, Light, Power	6,000	10,500	11,000
	Telephones	3,000	3,750	4,000
	Postage	1,500	2,500	2,750
	Printing & Stationery	1,500	2,500	2,500
	Recruitment	500	500	500
	Insurance	5,000	7,000	7,500
	Repairs & Maintenance	1,000	2,000	3,000
	External Financial Support	2,500	5,500	6,000
	IT Support	500	1,500	1,500
	Website	1,000	1,500	1,500
	Refuse Collection	750	1,000	1,000
	Miscellaneous	500	1,000	1,000
	Sub Total	47,400	92,700	98,250
	TOTAL	87,140	142,450	151,250
	Surplus	980	16,300	16,450

APPENDIX 4 : EFFECT ON TOWN COUNCIL FUNDING

The proposed timetable for the development of the Community Complex is :

May/June 2011	Site surveys completed
September 2011	Final resolution by the Town Council
December 2011	Planning application submitted
March 2012	Tender process begun
March 2012	PWLB application for grant submitted
March 2012	Planning permission granted
April/May 2012	Grant approved by PWLB
July 2012	On site
July 2013	Building complete

The Town Council's precept allocated for the community complex in 2012-13 is £60,000. This will not increase further for any building consideration.

When looking at the effects on Town Council funding assumptions have been made that :

- The timetable above is adhered to
- The building costs are not subject to increase
- The interest rate at PWLB does not rise before May 2012
- The Town Council, ROC and Registration Service move into the Complex on completion
- Set up costs are as this business plan
- Revenue income and expenditure is as this business plan

Assuming borrowing of £975,000 over 50 years

	2013-14	2014-15	2015-16
Balance as per business plan	980	16,300	16,450
Loan payment over 50 years	-45,500	-45,500	-45,500
Effect on HTC budget if loan over 50 years		No increase in precept (@ £60K) No shortfall	No increase in precept No shortfall

APPENDIX 5 : RISK ASSESSMENT

Note : Risk Level is listed as L (low) M (medium) or H (high)

	Issue	Controls	Risk Level
1	Shortfall in capital funds raised compared to cost	Wide range of funding options being pursued Business plan produced to support loan and grant applications Failure to attract funding would require Town Council to take out full PWLB loan (resolved)	M
2	Architects not provided with clear statement of requirements, access and interaction with partners	Early agreement to space requirement Successive consultations to re-affirm design incorporates requirements	L
3	Planning permission not secured	Early dialogue with East Devon District Council	L
4	Project cannot be built at estimated price	Feasibility based on typical build costs Additional site investigations will be undertaken if necessary before planning permission sought Early advice sought from professional team Contingencies built in re fitting out	L
5	Cost accelerates at late date, including construction or contractor/sub contractor failures	Consideration of fixed price contract	L
6	Absence of key staff during build phase	Steering group formed with shared knowledge and commitment Full Town Council support for corporate not individual commitment Significant EDDC involvement and support Ongoing dialogue between Project Manager & Clerk to ensure cover	L
7	Shortfall in revenue income when Beehive opens	Likely users consulted in advance about charges Combination of business, community and social uses and range of spaces should reduce risk of low use by any one sector Effective marketing strategies Secondary sources of income identified but not included in business plan Options analysis completed by BIP with findings that there is a solid financial base from which to work	L/M
8	Shortfall in volunteer time and effort	Set up Friends/Volunteer groups and have key players in place	L
9	Shortfall in level of interest by touring companies	Early involvement of companies Appropriate experience of Centre Manager appointment Appropriate facilities available	M

APPENDIX 6 : CENTRE MANAGER JOB DESCRIPTION (PROVISIONAL)

Post title and number	Manager, Beehive Community Complex, Honiton
Grade	TBC
Responsible to	The Clerk of Honiton Town Council and the Community Complex Management Committee
Responsible for	All staff, employed and voluntary, working for the Community Complex functions.
Hours	37 hours per week, which will include evening and weekend and public holiday/extra statutory duties.

Job purpose

To fulfil the mission statement for the Beehive, Honiton.

To engage with the community

To source volunteers

To market the Beehive

Key activities

1. Undertake the day to day management of the Community Complex to create a successful and profitable business as a community facility.
2. Prepare a programme of activities in line with the centre's mission statement and in consultation with the Management Committee
3. Maximise usage of the Community Complex
4. Prepare a lettings, promotions and productions strategy in consultation with the Management Committee
5. Ensure that the Complex complies with all the Licences applicable to the venue and that the Manager is recognised as Licensee.
6. Be responsible for the management and control in respect of recruitment, training and discipline of staff and volunteers involved in the running of the Beehive.
7. Ensure the Health Safety and welfare of all staff, volunteers and customers that are on the premises, and ensure that the current Health and Safety Procedures and Risk Assessments are current, relevant and up to date and satisfy Health and Safety Legislation.
8. Monitor and account for all income and expenditure.
9. Order, control and account for all stock and equipment.
10. Agree income and expenditure forecasts for all self promoted events and ventures prior to committing expenditure and complete post-event reports for evaluation and future reference.
11. Ensure adequate communication with employees, volunteers, user groups, and individual customers, and evaluate feedback regularly.
12. Effectively market the premises in accordance with the agreed marketing strategy.
13. Write reports for the Town Council, Management Committee and other appropriate bodies.
14. Comply with the management constitution and policies.
15. Perform any other relevant activities required to successfully fulfil your duties

A detailed person-specification will be drawn up when the Community Complex is under construction.

APPENDIX 7 : PUBLIC CONSULTATION

Date of Consultation	Result
Mid 90s – Original letter from the Mayor, Peter Blake, to organisations & individuals in the town asking for their views about a community centre	52 organisations and 28 individuals responded positively
20 April 1992 – Public meeting	Attended by over 200 people
2 June 1992 – Meeting in Town Council offices	Attended by people from the public meeting who expressed interest in the future development of the project
13 May 1993 – Public meeting	Consideration and adoption of HCCA constitution; committee formed
July 1995	Leaflet distributed to every household in town
Autumn 1995	Exhibition held at Honiton Library about current state of project and displaying possible names for Centre
90s	Newsletter produced
1996	HCCA started “Diary of Events” column in local paper collating and presenting details of forthcoming events from local organisations. Continued until paper became short of space.
1996 – Consultation carried out by Arts Business Ltd as part of Feasibility Study	Desktop market research followed by : Interviewing a representative sample of 180 residents from the identified catchment area <ul style="list-style-type: none"> ➤ Telephone surveys to examine current levels, frequency & type of attendance or participation at arts activities, potential interest in additional or new activity & the basis on which they might use a centre within Honiton. ➤ Two focus groups to explore key issues further ➤ Consultation with local arts groups, community organisations & individuals ➤ Postal survey plus personal follow up where appropriate ➤ Survey of local schools/colleges ➤ Presentation to Honiton Town Council February 1997
1997	Consultation by Rick Bond as part of further business plan work
7-8 October 1997	Exhibition of proposals at Mackarness Hall
July 1998	Series of focus group meetings held covering Community, Dance, Drama, Music, Visual Arts
5 July 1999 Honiton Town Council meeting	Recorded that all the reports of the Feasibility Study produced by Arts Business Ltd had been received by the Council
January 2000	Community Centre plans shown in old TIC in Lace Walk car park
July 2000	Presentation of Business Plan findings to Honiton Town Council
3 December 2003 – Public meeting at Mackarness Hall	Included presentation from architect and an opportunity for the public to ask questions
2004 – Questionnaire sent to all households plus hard to reach groups and young people (part of MCTI consultation). Shop also rented in town centre to enable public to express views and say what they thought was needed for the town in future years.	Main priorities highlighted as a need for a community centre and additional sports facilities
2005-6	MCTI set up Focus Groups and then conducted further extensive consultations, discussions and research leading to the publication of “Vision of Honiton 2030” – Honiton MCTI Strategic Plan. From the public input, the plan confirmed and supported the need for a multi-purpose community centre and classified it as one of its high priorities.
21 January 2006 – Exhibition of community centre proposals held at Mackarness Hall	Approximately 300 people attended and a majority of the written comments were in favour/supportive of the centre. It raised a lot of useful points which were taken into consideration.
February 2006 – consultation with 42 local organisations and groups	Priority for a small hall to hire out
2006	Detailed planning permission sought to build a community centre on the car park adjacent to 33 Dowell Street. This application was subject to normal public consultation procedures. Planning permission granted on 17 March 2006 (now lapsed)
May 2007	Nu-Heat on Heathpark sponsored a special event where interested parties were invited to East Devon Business Centre, see the latest plans and get an update on the project
2007-9	During this time the Town Council has been responsible for driving the project forward. There have been numerous debates/discussions about the centre at Council meetings. Also the public have had regular opportunities to have their say at public question time, annual meetings and through written correspondence and in the press. Although the design has changed, the project is essentially the same as the one that was subject to full consultation during the planning application stage in 2006. The new design will, of course,

	be subject to consultation when a new planning application is submitted.
2009 – Facebook “What Honiton Wants”	Cinema shown as a priority need, followed by community facilities and theatre
2009 – Survey by Devon Parliament for People with Learning Disabilities (via Link Up)	Cinema shown as priority need, followed by community facilities
2009 – Survey among students on Honiton Community College Executive	Community facilities shown as priority need
Feb – March 2010 public consultation	62 for 39 against
June 2010 Town Poll	257 for 662 against
July 2010 EDDC consultation with students at Youth Club	Priority for community centre and cinema
September 2010 By election – one candidate for, one candidate against	Candidate elected in favour (for 369 voters against 270)
October 2010 – Public consultation on Local Development Framework – question specifically about community facilities	132 responses – 99 in favour
November 2010 – EDDC public consultation on satisfaction levels in Honiton	Major comment about dissatisfaction – lack of things to do/activities
May 2011 – District and Town Council elections	Town councillors who had resolved to build were returned. District councillors elected publicised their support for the project.
November/December 2011 – Evote by students at Honiton Community College	
Public meeting to discuss details of the Beehive January 2012	47 attendees. Majority in favour of project.

APPENDIX 8 : SURVEY OF LOCAL ORGANISATIONS

An initial professional survey indicated the need for a community complex for Honiton. Initial surveys in 2004 indicated interest in using the facilities from local organisations. In 2011 a further survey of local organisations has been conducted and the results show a potential ongoing use by a minimum of 28 organisations as follows :

Organisation	Current Meeting Place	Use of Community Complex	Reason for Move
Blackdown Hills Assn	Various	May need occasional use for training and conferences	No other suitable venue for numbers
Brownies & Guides	Baptist Church/Methodist Church/ Mackarness Hall	Will review when built	Outgrowing some venues
Chamber of Commerce	Museum	Will move when numbers grow	Outgrowing venue
Development Trust	Town Council	Monthly meetings	Current venue will close
Devon Assn Local Cls	Various	May need occasional use for training and conferences	No other suitable venue in East Devon
Devon County Council	Various	May need occasional use for training and conferences	No other suitable venue in East Devon
East Devon D Council	Various	May need occasional use for training and conferences	No other suitable venue in East Devon
EDDC Benefits Surgery	Town Council	One afternoon a week	Current venue will close
E D Short Mat Bowls	Out of town	10 times per year	No other suitable venue in Honiton
Honiton Arts	Motel	Monthly meetings + exhibitions	
Honiton Leisure Painters	Awliscombe Village Hall	Monthly meetings + exhibitions	
Honi & Soul Choir	Mill Water School	Weekly	Current venue will close
Honiton Ballroom Danc	Offwell Village Hall	Will strongly consider	No other suitable venue in Honiton
Honiton Comm Church	Own site	Weekly for services	Outgrowing current venue
Honiton Comm Cinema	Mackarness Hall	Minimum once a month	M Hall temporary venue whilst waiting for CommC
Honiton Comm College	Community College	May need occasional use for large events	Own venue too small
Honiton Festival	Various	Concerts	Additional venue to allow expansion
Honiton Pantomime	Community College	Practices & approx 8 perf/year	No other suitable venue in Honiton
Honiton Memory Café	Methodist Church	Weekly	Outgrowing current venue
NADFAS	Motel	Monthly meetings	Temporary venue
Pilates Group	Childrens Centre	Weekly	Outgrowing current venue
Probus	Motel	Monthly	Temporary venue
ROC	Own site	Daily + additional	Current venue will close
Royal British Legion	RBL Hall	Would consider for branch & regional events	Current venue closed
Salsa Club	Turks Head - were at RBL Hall	Weekly	Temporary venue following closure of main venue
Senior Citizens Centre	Town Council	Daily	Current venue will close
Senior Council	Methodist Ch - were at RBL Hall	Monthly meetings	Temporary venue following closure of main venue
Sheldon Singers	Mill Water School	Weekly + some concerts	Current venue will close - CC may be needed
SLCC	Various	May need occasional use for training and conferences	No other suitable venue in East Devon
TRIP	TRIP offices	Will use for new befriending meetings - twice weekly	No other suitable venue in Honiton
Twinning Association	Town Council	Monthly meetings	Current venue will close
U3A	Turks Head	Probably would use	Current venue not suitable
Whist Club	Town Council	Weekly	Current venue will close
WI Afternoon	Methodist Church	Weekly - will review when built	Outgrowing current venue
Youth Club	Youth Centre	May need occasional use for large events	No other suitable venue in Honiton

APPENDIX 9 : NATIONAL AND REGIONAL STRATEGIES

- a) The Key Findings from the ACRE (Rural Community Action Network) Rural Community Buildings in England 2009 report states :
- “In rural areas, community buildings are important as without them, it means that people have to travel out of the area to access activities and services. It is easy to become isolated if there is no access to transport. The elderly and the young and their families/carers are the most vulnerable in this respect. A varied social life and learning opportunities are necessary to keep people involved and healthy.”

The Community Complex development aims to offer an all-inclusive multi-functional facility to underpin these aims, to benefit the residents of both Honiton and the surrounding rural villages.

- b) The Localism Act received Royal Assent in 2011 and is a key element of the Coalition Government's plans for enhancing and improving the Big Society aspirations within the country.

The Town Council's plans for the Community Complex aim to support the Localism agenda by :

- i) The encouragement of volunteering to support the running of the complex
- ii) The encouragement of volunteering by making provision for new groups and organisations to be established : “Voluntary and community groups often find that their potential contribution is neglected, when, in fact, they carry out some of the most innovative and effective work in public services and we should be encouraging them to get more involved.”
- iii) The centralisation of civic functions (Town Council and Registration Service) to enable easier access for residents
- iv) The provision of facilities to encourage wider public participation in a wide range of events and debates
- v) The provision of facilities for the Town Council and wider community to be in a position to take on more responsibilities at a local level : “The Government is committed to passing new powers and freedoms to town halls. We think that power should be exercised at the lowest practical level – close to the people who are affected by decisions, rather than distant from them. Local authorities can do their job best when they have genuine freedom to respond to what local people want, not what they are told to do by central government. In challenging financial times, this freedom is more important than ever, enabling local authorities to innovate and deliver better value for taxpayers' money.”

- c) The Town Council is one of the few in the south west to have adopted the Power of Wellbeing; this enables it to act more effectively on behalf of its local community to support the Sustainable Communities Strategies of Devon County Council and East Devon District Council. The provision of the community complex meets the following aspects of these sustainable communities strategies :

Devon County Council's top seven priorities for 2008-2018 include improving aspects of the quality of life for everyone in Devon by :

- Creating the conditions to enable Devon to have a strong and growing economy, and ensuring maximum opportunities are available for everyone to contribute to and benefit from it.
- Supporting our County's world class natural environment, our built environment and cultural heritage to improve the look and feel of the places where we live.
- Working to ensure strong, prosperous and inclusive communities with a sustainable and vibrant future.
- Inspiring our County's young people to achieve their best and supporting them in tackling the issues that concern them most.

with their cross-cutting themes being :

- Improve accessibility to the services and opportunities people want and need, taking into account demographic change.
- Value diversity, using equality of opportunity for everyone as a guiding principle.
- Address the challenges and seize the opportunities of climate change, and reduce our impact on the environment.

East Devon District Council's vision for the region includes :

- Everyone is given the opportunity to help shape the decisions which affect their lives;
- Everyone feels included, valued and safe within our communities;
- Everyone is able to live healthy, independent and fulfilled lives;
- There is a vibrant working environment where community and economic activity improve and sustain our distinctive communities environment and cultural heritage;
- Everyone has lifelong access to opportunities to learn and to develop the skills that they and the community need;
- Everyone is able to find local work (paid and voluntary) which suits their needs;

with two of its seven priorities being :

- Maintaining and improving upon opportunities for social networking and integration, especially for young people through culture and sport.
- Target accessibility and community support work into geographical areas where we have recognised difficulties.

- d) The building of the Community Complex supports the East Devon Local Plan 2006 Section 13.66 as well as the emerging East Devon Local Plan 2006-2026 :
"It is essential that in areas where substantial new development is proposed, and in areas lacking facilities, that provision be made for community and education facilities. Consideration should be given to the establishment of multi-purpose buildings that accommodate a variety of uses and users."
- e) The Community Complex meets the needs identified in the Market and Coastal Towns Initiative report "Vision of Honiton 2030" and the Town Plan.

APPENDIX 10 : OUTPUTS

a) Economic Outputs

- i) 1 Facility/Attraction/Location enhanced : This is the project's major output. The project will establish a multi-purpose facility combining a multi-use space, social centre, ICT centre with complementary business opportunities, civic space. These will create a new vibrant social, economic, civic and cultural focus to enhance the centre of Honiton and maintain/increase the current level of economic activity in the town.
- ii) Arts/Culture/Heritage Organisations assisted : Based on consultation and research local arts organisations will be assisted through the provision of a high-quality rehearsal and performance venue. The Town Council has had dialogue with four theatre groups and touring exhibitions that have been seeking venues.
- iii) Workspace/Premises provided : . Office and reception accommodation for staff of the Complex, Registration Service, ROC and Town Council. In addition an ICT provision of 10 workstations which will be designed for flexible use to meet the needs of (c i) and (d iii).
- iv) Training and Employment opportunities provided : The complex will provide a bespoke training and work related environment for people with learning disabilities. In addition it will provide access to business-related technology and facilities.
- v) The project is estimated to generate £88,120 gross income in the first (part) year of operation. Full details are given in Appendix 3. The Beehive will help the businesses in Honiton to safeguard and enhance their current levels of sales in the face of competition from neighbouring and out of town outlets. It is envisaged that the proposed development will be a positive factor in the decision of new businesses wishing to locate in the town as well as generating increased visitor numbers to the town.

b) Environmental Outputs

- i) 1 community-led environmental improvement scheme : The new facility is being designed to a high architectural and environmental standards and input will be provided to ensure that the building enhances the built environment in the centre of Honiton.
- ii) 700 sq m brownfield land prepared and developed : East Devon District Council confirms this is a previously developed brownfield site.

c) Information Society Outputs

- i) Use of ICT in project delivery : A fully accessible internet café will be a facility within the building with high speed broadband connections.

d) Other Outcomes

- i) Employment : 1.35 FTE time new jobs as Centre Manager /Operations & Technical Manager will be created. 0.5 FTE job will be created for caretaking/cleaning/security. 1.5 FTE jobs will be created in the community hub café and bar. 0.25 FTE job will be created by increasing current staffing to support information and booking office.
- ii) Training : Improved training facilities in the town will lead to an estimated 500 training days per year.
- iii) Enterprise : The ICT facilities will provide opportunities for new enterprises to develop their resources.
- iv) Business Development : The multi-use space will be available for business development by : exhibitions/trade fairs, inter-trading events; conferences/local business events.
- v) Regeneration : The most significant benefit for Honiton as a whole will be the increased footfall and use of the town centre's shops and facilities by local people and visitors. The project target is for local people to increase their visits to the town centre by 20% (to be measured by surveys and monitoring).
- vi) The existing Town Council premises will return to East Devon District Council and be considered for alternative use (including the option of development of affordable housing) in the town centre.
- vii) Enhancement of civic and democratic processes
- viii) Registration Service in more accessible location
- ix) Improvements to Social Inclusion

APPENDIX 11 : SOURCES OF GRANT FUNDING CURRENTLY CONSIDERED

The Town Council and its partners are currently actively pursuing grant applications with the following organisations

- i) Arts Council***
- ii) Clothworkers' Company***
- iii) Devon Community Foundation***
- iv) Devonian Fund***
- v) Dulverton Trust***
- vi) Esmee Fairbairn Foundation***
- vii) Foyle Foundation***
- viii) J Paul Getty Jnr Charitable Trust***
- ix) Landfill Communities Fund***
- x) Lottery Awards for All***
- xi) Making It Local***
- xii) Maurice Wohl Charitable Foundation***
- xiii) Paul Hamlyn Foundation***
- xiv) Renewable Energy Grants***
- xv) Wakeham Trust***

In addition a number of national businesses with outlets in Honiton run their own community funds. These will be explored further to see whether the Beehive meets the aims and objectives of the community funds.

APPENDIX 12 : FUNDRAISING STRATEGY

1. Goal

To raise the sum of £106,258 required to complete build of the Honiton Community Complex together with a further sum of £92,000 for initial fitting out.

2. The Mission

The funding to provide the main structure of the building is currently in place. Fundraising is required to provide funds for fitting out of the building and providing the physical resources to allow the building to function in its role.

Fundraising will not take place until the project is confirmed as going ahead. The reason is that there have been a lot of false hopes over the years.

3. Partners

Primary partners in the project are Honiton Town Council, East Devon District Council and the Honiton Community Centre Association

Fundraising will be the responsibility of the Community Complex Fundraising Group together with Honiton Town Council and the wider community

4. Group members

Members of the fundraising group will be representatives of partners i.e. Honiton Town Council (HTC), East Devon District Council (EDDC), Honiton Community Centre Association (HCCA), Robert Owen Communities (ROC). It will co-opt other members of the community and community organisations who can assist. It will also involve members of organisations leasing the complex to assist in targeted funding.

5. Funding Sources.

Major funders and grants, These would be made by the appropriate partner i.e. HTC, HCCA or ROC.

Engagement with local groups in the town and outside the town

Local trusts and grant making organisations

Local businesses

National Businesses e.g. Lidl's

Involving other funding groups e.g. Lions

Leaflets. How you can help?

6. Funding Tactics

- a. Publicity launch
- b. Individual giving
- c. Major Donor Groups
- d. Events
- e. Grants

7. Publicity.

Publicity for the project and the fundraising will be in conjunction with HTC officers to avoid mixed messages. There is a need for positive publicity for the project as there is a perception in the town that 'it will never happen'.

Publicity will include;

- a. Publicity launch
- b. Dedicated website
- c. Blog on HTC website
- d. Links to other websites e.g. TIC, Community College.
- e. Facebook page
- f. Twitter
- g. Regular updates press and local radio
- h. Updates on HTC notice Boards
- i. Updates to adjoining Parishes
- j. Creating a story that will attract TV

8. Time Line

December 2011	Submit planning application
January/February 2011	Draw up tendering documents including quality questions Address any business plan issues Confirm potential usage of facilities
March 2012	Planning approval Apply for funding once planning approval received Tender documents out
May	Completed tenders received
End May	Decision on contractor
April/May	PWLB decision on funding
June	Pull down funding Start build
November	25% of initial fundraising to be in place
June 2013	50% of initial fundraising to be in place
July	100% of initial fundraising to be in place
December	Completion of build 2 nd phase of fundraising to be in place

APPENDIX 13 : LIST OF TOWN COUNCIL RESOLUTIONS AND RELATED MATTERS

Date	Meeting	Minute No	Detail
23/6/08	Policy	72	Town Council to support plans to build a community complex, with professional help from EDDC and with funds identified plus other funding to be secured. Ratified Town Council 14 July 2008
11/5/09	Town Council	454	Noted that EDDC Exec Board had agreed to sign a Memorandum of Understanding – to appoint consultant quantity surveyors to advise on construction cost and negotiate with architects and construction companies and that Town Council appoint consultants to take forward key stages of project eg governance details and costs
29/6/09	Policy	137	Approval given to Clerk to sign Memorandum of Understanding with EDDC on behalf of the Town Council
14/9/09	Town Council	523	That the community complex be owned and managed by Town Council subject to the presentation and assessment by the Council of the business plan. That a centre manager be employed to manage the programme of activities in the centre supported by an Advisory Group. That the complex be named the Community Complex.
22/2/10	Town Council	10/73	To approve as a working document the plans submitted by the Bailey Partnership; to approve a maximum borrowing from the PWLB of £975,000; to hold a public consultation period from 24 February to 15 March 2010 to gain final comments on the plans and business plan; to give approval to the Project Manager to submit a planning application to EDDC following the Planning Committee meeting on 16 March 2010; following planning permission to go out to tender to build the Honiton Community Complex; to appoint Foot Anstey as the Town Council's legal advisers for the project; to delegate powers to the Clerk to carry out the following (a) negotiate with legal and financial advisers (b) liaise with EDDC project manager (c) make payments according to a schedule pre-agreed by the Council (d) negotiate with possible lessees (e) make funding applications
12/3/10	Policy	10/14	Input from Foot Anstey on governance and management issues with recommendation that Town Council retains responsibility for governance and management – recommended to Town Council and ratified 12 April 2010
16/3/10	Planning	10/30	Amendment to plans agreed
22/3/10	Town Council	10/48	Plans to be displayed in the High Street on a Saturday morning as an additional public consultation
20/4/10	Planning	10/44	Confirmation of final amendments to plans
14/6/10	Town Council	10/102	Future confirmation of community complex group's minutes would indicate ratification of the decisions made
28/6/10	Working Group	5	Current state of Town Council premises to be taken into account in any discussions on the future of the community complex project (ratified Town Council 12/7/10); important to gain wider representation of view than that presented by Town Poll – Clerk to speak with local press and article to be included in Talk of the Town newsletter (ratified Town Council 12/7/10)
26/7/10	Policy	10/45	To call EDDC to account for decision made contrary to its partnership agreement with Town Council; to explore possibilities of any available land and existing buildings for alternative site; to continue to consult with residents; to confirm availability with EDDC of funding levels; to declare Town Council's commitment to provide facilities needed by the town; to acknowledge need for disabled facilities within public buildings in town
24/1/11	Town Council	11/16	Amendment to budget so that monies allocated for community complex be increased from £27K to £36K to allow for the option of a phased development with full shell when councillors subsequently meet to consider options. This proposal noted that the Council was obliged to be actively exploring alternative accommodation in order to comply with DDA legislation and that maintenance on the current premises could be expected to be substantial going forward as the building continued to show its age. In effect an allocation of monies to give the Council options would be offset by money saved on subsequent costly maintenance if no action were taken.
7/3/11	Town Council	11/41	Accept the offer of Dowell Street site, subject to land being structurally suitable to build the community complex, but ask why the freehold is not available as has been the case in other towns; once site investigations completed, apply for planning permission for current design; meet again with local groups and residents to determine preferred use of building so that local and wider needs are met; move Town Council and Registrar into the building as both bring revenue streams; consider going ahead with phased build so that first floor is not completed until sufficient funding levels are achieved, borrowing a maximum of £600,000; consider staffing and other implications relating to the management of the Dowell Street car park; amend current business plan in line with new proposals and developments as necessary.
19/4/11	Planning	11/47	Revised plans noted prior to proceeding with planning permission.
24/5/11	Planning	11/62	Business Plan Version 5 dated May 2011 reviewed and amended and recommended to Town Council for adoption.

13/6/11	Town Council	11/104	Business Plan Version 5 adopted and Clerk instructed to submit to architects for planning application
14/11/11	Town Council	11/193	Value Engineering options agreed Quality Questions agreed Steering group remit & membership agreed + delegated powers Project group remit & membership agreed Clerk's delegated powers confirmed