

BUSINESS PLAN

WARMINSTER ASSEMBLY ROOMS



Adopted by Warminster Town Council 21st March 2011

The Vision

Warminster Town Council's vision is to create a dynamic hub of activity where community, cultural and leisure activities can flourish and facilities are provided for conferences, training and education purposes.

Business Plan

Introduction

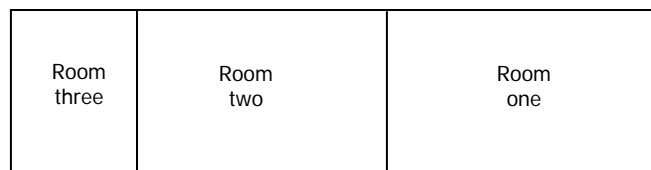
This plan takes into account the changes that will occur in the role of councils and councillors over the next decade in response to national, county and local initiatives. It proposes that if Warminster is to take its place as an expanding and dynamic market town in the South West it will have to take into account the decentralisation of power into the hands of local people and will need at its heart a thriving community hub or civic centre.

It proposes that:

- 1) The Town Council's primary focus in relation to the refurbished Warminster Assembly Rooms should **not** be on the relocation of the council and the provision of private hire facilities in order to reduce a financial deficit but on the development of a community hub / civic centre in order to respond to the increasing momentum for localism and the changes which will occur in governance at all levels in the next decade.
- 2) It is unlikely that the provision of a community hub to cater for services for the community will achieve a cost neutral position and some running costs will need to be absorbed but these will be mitigated by funds which will accompany new initiatives and income from private hire of the facilities. It accepts the long standing principle that future generations should be expected to contribute towards facilities provided for them.
- 3) Owning Dewey House and the refurbished Assembly Rooms will mean that the Town Council is ideally placed to ensure that Warminster will be able develop a thriving community hub for the benefit and wellbeing of all its residents now, and in the future.

Design Features and Facilities

- Fully DDA compliant – access into and throughout the building
- New heating and cooling system
- Meeting space capable of division to provide various options to hire



- Conference facilities including recording and internet facilities
- New kitchen and bar area
- New bathroom facilities to incorporate the personal care equipment for those with limited mobility and profound disabilities.
- Adjacent parking – 6 parking spaces for the disabled

Links

Links with the Wiltshire Community Plan, Local Community Plan, Wiltshire Strategic Assessment, Joint Strategic Assessment and the Town Plan.

Services

- Meeting places for community organisations
- Rooms for voluntary sector to deliver services
- Health and wellbeing activities
- Touch screens to access information services
- Space for schools to display work
- Space for display of local arts and crafts
- Café facilities for users and visitors to the centre
- Provision of local maps and local information service
- Personal care room
- Room to meet with police and PCSOs
- Room for confidential discussions
- Unitary Council information leaflets about Council services
- Community notice board and information exchange
- Regular indoor markets
- Conference facilities for hire (digital projectors, white board)
- Concerts, dances and entertainment shows
- Business seminars and training events for small businesses
- Space to examine planning applications
- Appointments with Wiltshire Council Officers

Operation Aims & Objectives

- To raise the total capital funds required and enable building work and refurbishment to commence in 2011.
- To ensure that all building work is completed within 6 months of the start date for construction in accordance with the Architect's and project plans.
- To open the Community Hub in 2011, with a pre opening phase followed by a high profile promotional launch.
- To develop and promote a range of community and facilities services in partnership with Wiltshire Council and community organisations.
- To provide access to space which allows people of all ages, means and abilities to enjoy activities and participate in associated social, cultural and learning activities.

- To provide exhibition space that will showcase arts and crafts.
- To deliver a full equipped venue with amenities that will be used by businesses, community groups and other agencies for conferences, training workshops and meetings.
- To provide help, support and resources to vulnerable groups including the young, elderly and less able, fulfilling a commitment to social regeneration.
- To generate a number of income streams that will help to sustain the hub's activities.

Demographics @ 2009 – Warminster Community Area

Total population 24,300

0-15 18%

16 – 59/64 58%

60+ / 65+ 24%

Financial Plan

Projected Income & Expenditure by Budget Heading

	Actual 2009-10	Budget 2009-10	Projected Performance				
			31/03/2013	31/03/2014	31/03/2015	31/03/2016	31/03/2017
Assembly Rooms-Administration							
Assumptions							
Inflate by	10%	3%	+ 3%	+ 3%	+ 3%		
Growth **	25%	5%	+ 5%	+ 5%	+ 5%		
Salaries AR	65419	61000	(Savings) 61000	61000	61000	61000	61000
Staff Training - AR	285	500	314	323	333	343	353
Travel AR	26	0	29	30	31	32	33
Computer Software & Accs AR	157	100	173	178	183	188	194
Rates & Refuse AR	10947	9800	12042	12403	12775	13158	13553
Light & Heat AR	11388	8000	** 18648	20168	21812	23590	25513
Stocktaking	100	250	110	113	116	119	123
AR Cleaning/Consumables	2546	2000	** 4169	4509	4876	5273	5703
Bar Fees AR	0	150	0	0	0	0	0
Postage & Telephone AR	1210	1600	1331	1371	1412	1454	1498
Printing and Stationery AR	342	400	376	387	399	411	423
Insurance AR	3032	2700	3335	3435	3538	3644	3753
Maintenance Contracts AR	3109	3350	3420	3523	3629	3738	3850
Redecoration & Grounds AR	60	1000	66	68	70	72	74
Repairs & Renewals AR	3680	4150	4048	4169	4294	4423	4556
Sundries AR	597	500	** 978	1058	1144	1237	1338
New Equipment AR	357	500	393	405	417	430	443
Long Term Building Repairs	13051	15000	0	0	0	0	0
Licences AR	716	600	788	812	836	861	887
Bad Debts Written Off	35	0	** 57	62	67	72	78
Repairs & Maintenance WCR	23	0	0	0	0	0	0
A/R Expenditure	117080	111600	111277	114014	116932	120045	123372
Hire Fees AR	31656	36000	** 51837	56062	60631	65572	70916
Surcharge Income AR	1858	2000	** 3042	3290	3558	3848	4162
Misc Income AR	85	0	** 139	150	162	175	189
Insurance WCR AR	120	82	** 197	213	230	249	269
Rent WCR AR	4390	4350	600	600	600	600	600
Electricity WCR AR	1046	1400					
Water Rates WCR AR	23	25					
Kitchen Hire	2923	650	** 4786	5176	5598	6054	6547
Internal Rent WTC (Note ***)			37200	37200	37200	37200	37200
A/R Income	42101	44507	97801	102691	107979	113698	119883
Net Expenditure over Income	74979	67093	13476	11323	8953	6347	3489
Assembly Rooms-Bar							
Bar- Purchases	5469	8250	** 8955	9685	10474	11328	12251
Bar - Gas & Consumables	812	750	** 1330	1438	1555	1682	1819
Bar:-Direct Expenditure	6281	9000	10285	11123	12029	13010	14070
Bar Sales - AR	14672	16500	** 24025	25983	28101	30391	32868
Assembly Rooms-Bar :- Income	14672	16500	24025	25983	28101	30391	32868
Net Expenditure over Income	-8391	-7500	-13740	-14860	-16072	-17381	-18798
Assembly Rooms Net Deficit	66588	59593	-264	-3537	-7119	-11034	-15309

(Surplus)

Add back Internal Rent ***	37200	37200	37200	37200	37200
Income from Letting Dewey House Offices (45 sq m equals 3170 Sq ft @ £8.00 P.a.)	-25360	-25360	-25360	-25360	-25360
Net Cost to Warminster Town Council	11576	8303	4721	806	-3469
Running Costs of A/R (2009/10)	-66588	-66588	-66588	-66588	-66588
Loan Costs	41100	41100	41100	41100	41100
Net Benefit of Project	-13912	-17185	-20767	-24682	-28957

Note - ***	Scaled	Say
WTC Office Area	60.55	61
	4.80	5
	65.35	66 sq metres
Equals		4646 sq feet
Say		4650 sq feet
Fully Serviced Rent		£8.00 per sq ft
Proposed Internal Rent Charge		£37,200 p.a.

Notes to financial forecast

- The business plan figures have been calculated on a full years cost and for this reason 2009/2010 has been used as a base line. 2010/2011 and 2011/2012 will not have seen a full trading year of operation.
- All WCR costs are to met directly by the Radio Station.
- The new heating system is expected to produce savings but no reduction for utilities has been made as these cannot be projected at this stage.
- Assumptions made are that inflation overall amounts to 10% for the covering years 2009/10 – 2012/13 (3 years at 3%). Thereafter 3% per annum using CPI (Consumer Price Index)
- Growth – on initial use of new facilities 25%, thereafter 5% per annum.

Rent of Dewey House

- Current arrangements and numbers of hirers do not cover costs. There are 20 groups or individuals using Dewey House at present: 17 during the day and 3 in the evening; 8 use the facilities monthly, 3 Fortnightly, 1 weekly.

- The cost per hour for charity groups which are the majority of hirers, is £4.20. A review of charges will be required. Currently annual hire income is £2000.
- Some groups historically have used the building free, the Police for Neighbourhood Tasking Group, Macmillan and Marie Curie for collection day counting, Warminster Relief in Need and the Peter Gough award. This practice may need to be reviewed.
- Rental of office space in the town currently is £8 per square foot per annum. Existing offices comprise of 3170 square feet and at current rates could achieve rental income of £25360 per annum inclusive of rates and utilities whilst maintaining CCTV within the building.

Warminster Town Council within the Assembly Rooms * * *

Rather than attempt an arbitrary allocation of running costs between the Assembly Rooms and the Council administration, it is proposed within financial reports to reflect an internal rent payable by Warminster Town Council to the Assembly Rooms equivalent to a commercial rent that would be payable for similar facilities elsewhere, all costs being charged against the Assembly rooms. This is standard accounting practice for Councils running this kind of facility.

Salaries

The 2009/2010 salary costs have been used without adjustment because although it is anticipated savings can be made once council staff are under one roof, the revised structure has not been formalised or put into place so no potential benefit can be costed.

Marketing Strategy

The new Community Hub will be a major asset for the town and surrounding district. Because of its enhanced facilities and improved ambience it has the potential to significantly increase use of the building above the level currently and it will attract users from a wider area.

It will be vital for the continuing financial viability of the Centre that it is well used for most of the time that it is open. This will not necessarily happen automatically and it will be essential to have in place an effective marketing strategy. This will need to address the following principles:

- Maximising benefits created by the location, appearance and range of facilities in the refurbished building;
- Creating a professional/corporate image;
- Providing up-to-date quality information through newsletters, flyers and other literature to highlight events and activities;
- Creating an atmosphere in the Centre that is fully inclusive and attractive to people of all ages, backgrounds and interests.

- Providing for input and suggestions from users and other members of the community.
- Holding introductory/open days and other events.
- Promoting an active relationship with local press and media and advertise the activities events in local press and further afield.
- Carrying out surveys at regular intervals in order to judge changing needs.
- Creating and maintaining an effective presence on the Council's website and links to other professional sites.
- Ensuring that hire charges and facilities remain competitive in comparison with other venues in West Wiltshire.
- To work with Wiltshire Council and other public sector bodies to provide services and facilities for the community as needed.

Carbon Reduction

A replacement heating and ventilation system is proposed along with insulation of the roof space. This will reduce the carbon footprint of the building.

In line with Government's initiative to reduce the carbon footprint of a building, the environmental impact will be further reduced due to users and residents not having to use their cars to access Wiltshire Council services and facilities in Trowbridge.

By providing a "local" facility within walking distance, fewer people will need to use their cars, this will therefore contribute to reducing the impact on our Carbon Footprint.

Marketing - comparison with other venues in West Wiltshire -2010 figures

NAME OF HALL	LOCATION	COSTS PER HOUR	NUMBERS SEATED
Christchurch Village Hall	Warminster	£10	80
St John's Church Hall	Warminster	£8	60
Dewey House	Warminster	£7	70
Athenaeum - The Gallery	Warminster	From £6.50 - £12.00	30
Athenaeum - Function Room and Bar	Warminster	From £12.00 - £25.00	60
Athenaeum - Meeting Room	Warminster	From £5.00 to £10.00	15
Athenaeum - Anti Room	Warminster	From £5.00 to £10.00	15
Athenaeum - Pratton Hut	Warminster	From £7.50 to £12.00	75

Farmers Hotel	Warminster	£60 (Day) £100 (Evening)	85
Old Bell Hotel	Warminster	£50 (Day) £50 (Evening)	80
The George Inn	Warminster	£50 (1/2 Day)	70 - 80
West Wilts Golf Club	Warminster	£10	12
Hunters Moon	Warminster	£60 (Day)	100
The Standerwick Centre	Frome	£150 - £250 (half day)	200
Rye Hill Barn	Warminster	£2,900 for the whole venue	150
Corsley Conference Centre - Sycamore Room	Warminster	From £120 (Day)	25
Corsley Conference Centre - Bloom Hall	Warminster	From £120 (Day)	80
Corsley Conference Centre - Ash Room	Warminster	From £120 (Day)	25
Codford Village Hall	Warminster	£75 (All day) £50 (10am- 6pm)	250
Horningsham Village Hall	Warminster	£45 (Morning) £45 (Afternoon) £70 (Evening) 9am- 12Midnight £150	100
Longbridge Deverill Village Hall	Warminster	£20 (for 3 hours)	80
Sutton Veny Village Hall	Warminster	£20 per session (evening only 6-12)	90
Chitterne Village Hall	Warminster	£75 (per day)	84
Institute of Engineering Designer, Courtleigh	Westbury Leigh	£50 (Morning) £50 (Afternoon)	30
Kingdown School	Warminster	£17 (Community Price)	180
Sambourne School	Warminster	£25 (Evening)	100
St George's School	Warminster	£20 (Evening)	100
Warminster School	Warminster		
St John's Parish Centre	Trowbridge	£180 (Day)	50
Laverton Institute	Westbury	£15 (Standard) £12 (Community) £25 (Corporate)	120
Paragon Hall	Westbury	£20 (Member) £25 (Non member)	200

St Margaret Hall	Bradford on Avon	£110 for 3 hours (Business rate) £75 for 3 hours (Standard rate) £50 for 3 hours (Concess. Rate)	200
Melksham Assembly Rooms	Melksham	£26.00 Standard-weekday £36.50 Business-weekday £29.00 Standard-weekend £39.50 Business-weekend	400
Assembly Rooms (Hexagon)	Frome		
Corn Exchange - Ceres Hall	Devizes	1/2 Day £175.00 8am-1pm Full Day £350.00 8am - 6pm Evening £350.00 6pm to Midnight £115.00 per hour after midnight	400
Devizes Assembly Rooms	Devizes	1/2 Day £110.00 8am-1pm Full Day £220.00 8am - 6pm Evening £220.00 6pm to Midnight £55.00 per hour after midnight	150
Cheese Hall	Devizes	1/2 Day £72.00 8am-1pm Full Day £144.00 8am - 6pm Evening £144.00 6pm to Midnight £48.00 per hour after midnight	80

Wessex Rooms	Devizes	1/2 Day £110.00 8am- 1pm Full Day £220.00 8am - 6pm Evening £220.00 6pm to Midnight £73.00 per hour after midnight	130
Roman Room	Devizes	1/2 Day £70.00 8am- 1pm Full Day £140.00 8am - 6pm Evening £140.00 6pm to Midnight £45.00 per hour after midnight	40