



# Horsforth Town Council

## 3-5 The Green and The Stables

### Business Plan



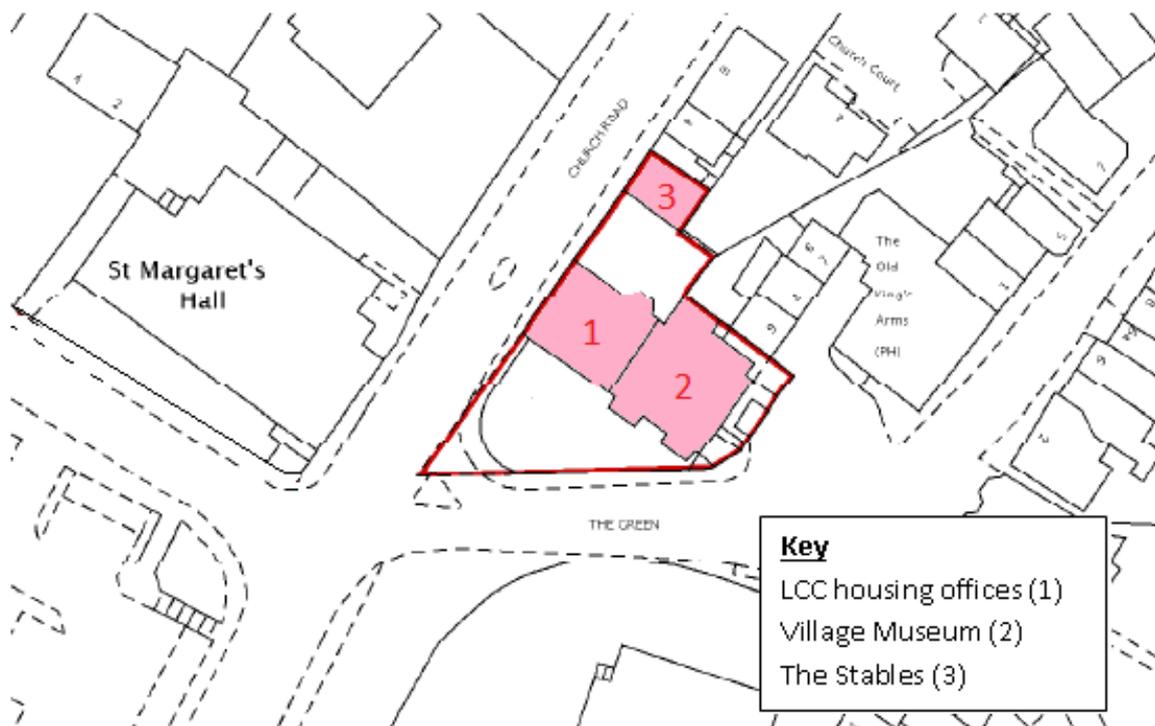
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## 1. Introduction

- 1.1. In 2015 Leeds City Council (LCC) started a review of all of its properties and launched a plan to occupy its buildings as efficiently as possible, using its land and property to maximum effect. The proposals regarding its assets also included the strategic disposal of some properties, and to achieve £5 million savings by March 2017.
- 1.2. Leeds City Council has recently moved Horsforth Housing Officers out of No 3 The Green and into more modern accommodation established close by in the Brownlee Stone building. No 3 is now vacant and is a surplus property that the City now wishes to dispose of.
- 1.3. The Horsforth Village Museum occupies No 5 The Green and The Stables, leased from Leeds City Council at a peppercorn (zero) rent. Leeds City Council is keen to see this rent reviewed and to receive a much higher level of rent from the Museum. Leeds City Council offered to work with the Museum and to find alternative, smaller accommodation if it were unable to afford the new rent proposed. If No 5 could be vacated as well as No 3 The Green, the two vacant properties, together, are seen by Leeds City Council as an asset that would be easier to sell.



- 1.4. In 2016 Horsforth Town Council (HTC) registered No 3 and No 5 The Green and The Stables, as Assets of Community Value with Leeds City Council. The Town Council was keen to protect the well-established Museum and keep it within No 5 The Green, and to find an alternative community use for No 3. Once Leeds City Council was aware that Horsforth Town Council had a genuine interest in securing the three properties, negotiations began to find a way that Leeds could still meet its target to dispose of any

property it no longer needed, but to also provide a way by which the Town Council could retain the three buildings for the benefit of the community.

- 1.5. Leeds City Council has offered to sell the leasehold of No 3 The Green, No 5 The Green and The Stables to Horsforth Town Council for £200,000.
- 1.6. If Horsforth Town Council were to acquire the buildings at the bottom of Town Street on The Green, it would be of huge benefit to the community. The Town Council would continue to allow the Museum to lease No 5 at an affordable rent. £160,000 would be invested in No 3 The Green, and the ground floor would be opened out into one large community space that The Horsforth Live at Home Scheme could use for many of their day time activities. This space would also be available for hire to other community groups if a viable way forward could be developed.
- 1.7. The overall estimated cost to the Town Council is £360,000. This comprises: -
  - £200,000 - buildings purchase;
  - £160,000 - buildings renovation and professional & legal fees.

The funds set aside above will only be for the purchase and renovation of the buildings. Any funds still available after the buildings are occupied will be returned to the town council's general funds.

- 1.8. The Town Council currently occupies one office, leased from Leeds City Council at zero rent. Leeds City Council has already started discussions with the Town Council regarding future rent. If the Town Council remains in its current location it will soon have to start paying commercial rent. If Horsforth Town Council were to acquire the buildings on The Green it would be able to occupy the large office at the front of the building on the 1st floor (it is approximately the same size as HTC's current office). In addition to an office the Town Council currently has to hire St Margaret's Parish Centre meeting room on a regular basis, for its Full Council meetings.
- 1.9. The Town Council and other community volunteer groups would be able to use the ground floor of No 3 in the evenings or when not needed by Horsforth Live at Home Scheme.

*The future plans for The Green, demonstrating how it will generate social, economic and/or environmental benefits for the people of Horsforth.*

## **2. Social benefits**

### *Current Overview*

- 2.1. In 2011 Horsforth had a population of 18,895, according to the 2011 Census. Current estimates indicate Horsforth has grown well beyond 20,000 residents.
- 2.2. Horsforth is fortunate that it has several churches that have their own small community rooms and many of those are available to hire (e.g. St Margaret's Parish Centre, St James's, Woodside Methodist and Grove Methodist). There are also a small number of churches who also allow their church room to be used for community activities (e.g. Lister Hill Baptist, Central Methodist and Cragg Hill Baptist).
- 2.3. Horsforth also has several schools that have their own halls and gymnasiums. Some of these rooms, on occasion, have also been used for community activities.
- 2.4. Leeds Trinity University Campus is also located within Horsforth. The university has meeting rooms and some sports facilities that can be used by the community, but availability is limited.
- 2.5. The local authority, Leeds City Council, holds some community space within Horsforth, but the amount is low relative to the size of the town.
- 2.6. There is the Horsforth Community Hub within the Mechanics Institute building. This space is predominately council offices and houses Horsforth Library. Upstairs there is a community space, "The Ballroom", which has a sprung dance floor and needs refurbishing before it can be better utilised.
- 2.7. Next to the Community Hub is the Brownlee Stone building. This space too, is predominately council offices and also houses the Horsforth Youth Centre.
- 2.8. The Willows Sheltered Housing complex has a community room, with kitchen, but activities that can be held there are restricted due to the proximity of its vulnerable residents.
- 2.9. There is a large park within Horsforth, Hall Park, maintained by Leeds City Council. There are buildings within the park but these are all used by LCC Parks and Countryside Department for storage and as offices.
- 2.10. The local authority owns other buildings and sites within the town but these are all leased to private individuals or organisations. (e.g. King George's Field sports ground and pavilion is leased to Horsforth Community Sports Association on a permanent basis).
- 2.11. Horsforth Town Council currently leases one small office from Leeds City Council but has no other community property. There is no Town Hall, Leisure Centre, Arts Centre or other public amenity of substantial size.

### *Future Potential*

- 2.12. The town would benefit enormously from having a space such as a Village or Town Hall, but there are no potential sites or premises available to purchase, within an affordable range.
- 2.13. The people of Horsforth require more public indoor space in which they can hold community events and activities. The development of No 3 The Green from offices into one large ground floor meeting or activity room would benefit the community in helping toward providing some of this much-needed space.
- 2.14. No 3 The Green is located at the bottom of Town Street; the centre of the community. It is in a prominent position close to the main shopping area and is easily accessed by public transport (i.e. bus). It is also next to the Village Museum (No 5) which is a well-established community asset run by volunteers.
- 2.15. No 3 The Green and No 5 The Green are two separate properties (previously residential) that Leeds City Council own and are now keen to dispose of. No 3 is laid out as office space and No 5 is leased at a peppercorn rent to the Horsforth Historical Society for the Museum. Without the Town Council's intervention, this potential for more community space (within No 3) and the security for the Museum would be lost. The likelihood is that the Museum would have to move to premises away from the town centre, and both properties would then be sold to developers. Museum volunteers are very concerned that such a move for the Museum would result in its closure, as the re-location of sensitive, valuable archive material is complex and costly.
- 2.16. Horsforth has many community groups, so the demand for community space is high. The largest community space that the town had (St Margaret's Church Hall) was recently sold to The Emmanuel Baptist Church and is now a church rather than a community space. Exercise, play, and choir groups, fund raising coffee mornings and private individuals who may once have been able to hire St Margaret's Church Hall are now left with nowhere to go. Some of these activities have already moved out of the town meaning Horsforth residents either have to travel a considerable distance to access them, or have to go without.
- 2.17. Horsforth Town Council is hoping to purchase the three properties, No 3 and No 5 The Green and The Stables, on a 125-year leasehold. The configuration of No 3 would be changed considerably, opening up the whole of the ground floor into one large meeting room with a kitchen and toilets off to one side. A lift would be installed and access to the lift would be configured so that both No 3 and No 5 (The Museum) could use it. This provides better building access as there is currently no disabled access to either the offices in No 3 or to the 1st floor of The Museum.
- 2.18. As well as improving the disabled access to both properties, the Town Council will configure the buildings to make them dementia friendly. Horsforth Live at Home scheme, which already supports a large number of residents within the town, have already approached the Town Council with several ideas that could be developed and could be funded by external bodies. They are eager to work with the Town Council and utilise any space available for their members' activities.
- 2.19. The key benefits for the town will be: -

- The protection of The Village Museum;
- The provision of facilities for the Horsforth Live at Home Scheme;
- The provision of Town Council premises;
- The provision of community space and facilities for low cost hire;
- Sound, secure and monitored finance for delivery of the project.

### 3. Economic benefits

3.1. The purchase of any property by the Town Council will have a negative impact on the Town Council's finances and the precept will have to be raised from 2019 onwards. To date the Town Council has kept the precept as low as possible, and the current impact of this on Horsforth households is detailed in the table 1 below: -

Horsforth precept proportion of LCC Household Council Tax (annual) - 2018/19									
<small>* Disability discount</small>									
Band	A(DD)*	A	B	C	D	E	F	G	H
Proportion	£8.81	£10.57	£12.33	£14.09	£15.85	£19.37	£22.89	£26.42	£31.70

**Table 1**

3.2. The total Town Council precept for 2018/19 is £114,710. Repayment of the £290,000 loan necessary to purchase and develop the properties is estimated to be nearly £14,000 per annum (see Appendix 1). Nearly £6,000 per annum of this would come from a precept increase.

3.3. Horsforth Town Council has written to nearly every household within the town outlining the proposal to purchase and develop No 3 and No 5 The Green and The Stables. The letter also explained that it would be likely that the Town Council would have to permanently increase the precept (by less than £1 per most households) from 2019/20 as per table 2 by the following amounts: -

Proposed increase in Horsforth proportion of annual LCC Council Tax - 2019/20									
<small>* Disability discount</small>									
Band	A(DD)*	A	B	C	D	E	F	G	H
Proportion	£0.44	£0.53	£0.62	£0.70	£0.79	£0.97	£1.14	£1.32	£1.58

**Table 2**

3.4. Approximately 9,000 homes received the letter. The letter also contained a prepaid reply card asking the residents whether the Town Council should or should not purchase the properties. Of the 1,946 responses nearly 93% were in favour of the proposal.

3.5. The financial negative impact on each household within the town is small. The positive economic impact is harder to quantify. The ambition of the Town Council is to make

the running and maintenance of the buildings cost neutral. Organisations using the premises would contribute to the costs of running and maintaining the properties at an hourly rate, and these fees would be commensurate with the Town Council's costs.

- 3.6. By keeping the costs low for those community groups using the premises, lower costs and room rental rates for community groups would transfer to the benefit of the people of Horsforth.
- 3.7. The Museum would continue to lease No 5 The Green and would continue to be responsible for paying for its own utilities and rates. Its rent to the Town Council would be kept to a nominal level. The Town Council would take over the responsibility of maintaining the outside of No 5 from Leeds City Council. The Museum would retain the responsibility of maintaining the inside. By keeping the overheads for the Museum at a similar level to that which they are already used to, the Museum can continue to offer a free of charge service to the people and schools of the town, and its visitors.
- 3.8. The Horsforth Live at Home Scheme would hire the ground floor meeting room in No 3 The Green for the majority of the daytime hours during the each working day. This would be at a discounted rate and would ensure that the current Live at Home members, and future members of the scheme, would continue to receive the necessary social support they need without any additional cost.
- 3.9. The ground floor meeting room in No3 would be available for others to use in the evenings and during the weekends. One evening per week (most likely Thursday evening) the room would be reserved for use by the Town Council. Full Council meetings, committee meetings and working group meetings are generally currently held on a Thursday or Wednesday evening.
- 3.10. For the other four evenings and for Saturdays and Sundays the Town Council would actively seek other community groups to work with on a regular basis who currently need or would benefit from having a low cost, large room for meetings or activities.

*Detail how the properties will be developed and transformed into usable community space. This information will include estimated costings and timescales.*

#### **4. Proposed development of the properties**

- 4.1. No 3 The Green is the building that will undergo the main transformation.
  - The entire ground floor will be remodelled into one large meeting room, catering-grade kitchen and toilets (including disabled facilities).
  - A lift to link the ground floor to the first floor will be installed.
  - Ground floor bay window, at rear, will be removed to add additional external parking space for mobility scooters and bicycles.
  - Doorway between No 3 and No 5, on the ground floor, will be reinstated.
  - Windows will be replaced/refurbished, if the renovation budget allows.
- 4.2. The first floor and second floor layouts of No 3 will remain as they are. Lighting and power will be assessed and upgraded if required. Remedial redecoration will also be undertaken where required.
- 4.3. There is no proposal at present to make any significant changes or alterations to No 5 or to The Stables. These premises currently house the Village Museum and their meeting area, and provide the Museum with the room space they require.
- 4.4. On occasion, however, The Museum will need access to a lift to the first floor in No 5 and has need for a larger meeting room for lectures. A proposal to open up the original doorway on the ground floor between No 3 and No 5 has been recommended. This will provide the Museum with access to the lift and the larger meeting room within No 3. The doorway on the first floor, between the two buildings, still exists as an emergency exit route. This will be retained.
- 4.5. The chair lift already installed in The Stables requires repair.
- 4.6. Separate gas, electricity and water meters will be installed for each of the three buildings.
- 4.7. The Town Council has estimated a budget of £160,000 for all of the above modifications and repairs. The Town Council's appointed architect considers the budget to be sufficient, and will work with the Town Council and provide more detailed estimates/quotes regarding each aspect of change before any works are undertaken. The Town Council will then prioritise which changes and/or improvements should be undertaken, through cost: benefit analysis.
- 4.8. The Town Council estimates that with project management support, the alterations to No 3 could be completed within 3 months of the Town Council completing the purchase contract.

4.9. See Appendix 2 for architect's suggested layout plans for No 3 The Green.

*Estimate the future running costs, repair and maintenance costs of the assets and the cost of compliance with statutory inspections and health and safety requirements.*

## 5. Estimated future running costs

5.1. The Town Council is currently fortunate that it is still benefiting from £30,000 it invested with Leeds City Council in 2003. That investment allowed the Town Council use of its current office at zero rent, for 15 years. Once the 15 year period has expired in 2020 the Town Council will have to start paying commercial rent and full utility costs, either to Leeds City Council or at a new location. Leeds City Council has already indicated that they now require the space that the Town Council occupies. Continued use of the current office is therefore unlikely.

5.2. Commercial premises, of a similar size (52 sqm), are likely to cost the Town Council;

	£K
Rent	7.5
Business rates (with 80% discount)	0.6
Premises insurance	0.6
Light, heat, power & water	3.0
Premises cleaning & similar service charges	1.5
	<b>13.2</b>

**Table 3**

5.3. If the Town Council was to be successful in its plan to purchase the premises on The Green many of the necessary office overheads would contribute to the running of the new community space.

5.4. Several of the cost overheads regarding the ownership of the acquired buildings will be fixed, independent of whether the properties are occupied or not. The key ones are: -

- The loan repayments
- Site management and planned external maintenance
- Health & safety and statutory inspections
- Premises insurance
- Business rates

5.5. Some overheads will be dependent on who occupies the premises and how frequently the premises are used: -

- Utility bills for lighting, heating, power and water
- Internal maintenance
- Cleaning

- 5.6. Leeds City Council is unable to give the Town Council any figures regarding how much 3 and 5 The Green currently cost to run and maintain, as these are bound up within LCC departmental running costs and are therefore difficult to extract. Current costs are hidden within the budgets for several premises and departments within the city. Horsforth Town Council has therefore had to estimate some of the following figures, using a similar sized building as a baseline.
- 5.7. The Museum has provided the Town Council with some current running costs for The Stables.
- 5.8. Horsforth Town Council has reviewed two scenarios at two different extremes: -
  - Scenario 1; HTC will be in the premises on its own;
  - Scenario 2; All the buildings will be fully occupied and used.
- 5.9. The Town Council does feel it could carry the cost of being the only occupier for a short period of time, but would not be comfortable with this situation long term. It would actively seek other tenants to occupy and contribute to the building’s overheads.

<b>3 &amp; 5 The Green</b>	<b>Property Overheads</b>		
	Loan repayment £290k loan	14,000	
	Site H&S and statutory inspections	3,600	
	Site premises insurance	3,600	
	No 3 cleaning charges	1,000	
	No 3, No5 & Stables business rates	5,000	
	No 3 light, heat, power & water	2,000	
	Site management and maintenance	1,000	
			<b>-30,200</b>
<b>3 &amp; 5 The Green</b>	<b>Anticipated Minimum Income</b>		
	HLAH for no.3: room hire	0	
	The Museum for no.5: rent & premises insurance	0	
	HTC for The Stables: rent & premises insurance	0	
	Room Hire:		
	Evenings (weekdays)	0	
	Weekends	0	
			<b>0</b>

**Table 4**

- 5.10. As detailed in para 5.2, if the Town Council were to continue without purchasing The Green the likely overheads in running the office would be around £13,200 per annum. The figures above in para 5.9 show that if the Town Council purchases the premises in The Green the annual financial risk to the Town Council is likely to be around £30,200.
- 5.11. The risk to the Town Council would reduce if there were other tenants paying rent and other overheads to £34,100 - £11,000 = £23,100.

<b>3 &amp; 5 The Green -</b>	<b>Property Overheads</b>			
	Loan repayment £290k loan	14,000		
	Site H&S and statutory inspections	3,600		
	Site premises insurance	3,600		
	No 3 cleaning charges	3,000		Note 1
	No 3 business rates	2,400		Note 2
	No 3 lght, heat, power & water	6,000		Note 1
	Site management and maintenance	1,500		Note 1
			<b>-34,100</b>	
<b>3 &amp; 5 The Green</b>	<b>Anticipated Minimum Income</b>			
	HLAH for no.3: room hire	5,000		
	The Museum for no.5: rent & premises insurance	3,000		
	HTC for The Stables: rent & premises insurance	3,000		
	Room Hire:			
	Evenings (weekdays)	0		
	Weekends	0		
			<b>11,000</b>	

Note 1: increases with increased occupancy

Note 2: decreases if Museum is paying rates for No5

**Table 5**

5.12. In summary;

- Premises costs to Town Council today = £0 (agreement due to expire soon)
- Likely premises cost post rent review (or premises move) = £13,200
- Likely premises cost if Horsforth Town Council purchases the properties on The Green and we are only tenants = £30,200 (this includes the £14,000 loan repayments)
- Likely premises cost if Horsforth Town Council purchases the properties and we have The Museum and Horsforth Live at Home contributing to the building costs and paying rent = £23,100 (this also includes the £14,000 loan repayments).

5.13. In addition to Horsforth Live at Home and the Museum, who are committed to support the Town Council on this project, there is also the opportunity for the ground floor of No 3 to be hired by other community groups in the evenings and/or at the weekends. Care needs to be taken regarding this use however, as costs of use (cleaning, heating, electricity etc.) must be reflected in the room hire rates.

5.14. There is no forecast for one off room hire shown in any of the figures above. This is a deliberate omission at this point in time. The Town Council would like to allow community groups to use the premises in the evenings or at the weekends, set at an affordable rate. Until running costs are known, however, it is difficult for the Town Council to assess whether this is a viable option. The Town Council is aware of what other community venues charge as a comparison. Some of these charges are detailed in Appendix 5.



## 6. Statutory inspections and health & safety requirements

- 6.1. As well as utilities overheads, there will be a requirement for the Town Council to have periodic checks on equipment and systems within the buildings undertaken by professional contractors. Many tests are now mandatory although the frequency of these tests is more liberal and left to the business to decide on best practise, within their own premises.
- 6.2. Estimated costs for the required testing is shown in the table below (Table 6) and the total amount has been included in Tables 4 and 5 under H&S and statutory inspections.

Requirement	Buildings covered	Frequency	Estimated cost	Annual cost
Fire (and security) alarm checks	Site	1 year	£500	£500
Fire extinguisher checks	Site	1 year	£500	£500
Kitchen fan and flue cleaning	Only No 3	1 year	£200	£200
Electrical installation condition	Site	5 year	£5,000	£1,000
PAT – low risk items	Only No 3	5 year	£250	£50
PAT – high risk items	Only No 3	1 year	£250	£250
Gas safety checks	Site	1 year	£400	£400
Waste removal	Site	Annual total	£700	£700
			<b>Total</b>	<b>£3,600</b>

Table 6

## **7. Funding the project**

- 7.1. It is estimated that Horsforth Town Council will hold in the region of £112,897 in unallocated reserves plus an additional £99,422 in designated and restricted funds at the end of the financial year 2018/19. For 2019/20, it is proposed to increase designated and restricted funds to £121,432. Of this, £70,000 will be ring fenced for the No 3 The Green, No 5 The Green & The Stables project refurbishment costs and £7,392 for pre-acquisition costs. See appendix 9.
- 7.2. Horsforth Town Council will borrow up to £290,000 over a 50-year term (repayment estimate of £14,000 per annum). The Town Council's budget management may allow the initial loan to be reduced, or some of the borrowed sum to be returned early. This will be reviewed on an annual basis (minimum).
- 7.3. Leeds City Council has agreed a 125-year leasehold sale price of £200,000 for the buildings No 3 The Green, No 5 The Green, The Stables and the associated land.
- 7.4. Horsforth Town Council has estimated that they require £160,000 for the works to No 3 to be carried out.
- 7.5. Professional and legal funds are included in the £160,000 budgeted.
- 7.6. The architect employed will provide detailed estimate for each stage of the project, prior to the works being started. The Town Council will then be able to prioritise which aspects of the works are the higher priorities and delete the lower priority parts from the plan if other more critical stage costs over run. E.g.s; the first and second floor decorating may be delayed until a later date; the purchase and installation of a movable partition between the two Town Council offices may be put on hold.
- 7.7. The funds set aside above will only be for the purchase and renovation of the buildings. Any funds still available after the buildings are occupied will be returned to the town council's general funds. Future development and improvement projects will then be considered individually, at the annual Town Council budget reviews.

## **8. Funding on-going costs**

- 8.1. Horsforth Town Council wishes to purchase the properties in order to support community need. Horsforth Town Council accepts that there may be additional cost to the Town Council in the future. The Town Council will look to mitigate and or reduce this cost through careful asset management, under review of its Finance and General Purposes Committee.
- 8.2. It has already been demonstrated that income will not match outgoings, even if the building is fully occupied; table 5. General maintenance costs have been factored in, but property improvements or unexpected issues will have to be paid for through the Town Council's future income.

## 9. Financial risk

- 9.1. Horsforth Town Council is fortunate that its income comes, on the whole, from an annual precept, collected on its behalf by Leeds City Council within the Council Tax system. This precept can be increased (or decreased) each year if the Town Council wishes. However, future financial regulations may cap levels of annual increase and the Council is mindful that it is responsible to the people of Horsforth to tightly control its costs.
- 9.2. Horsforth Town Council currently spends most of the precept it receives each year. The purchase of these premises would require funding from a significant percentage of the Town Council’s income, if tenants could not be found. The precept is large enough to cover the amount needed to cover the costs of the loan repayments, and the overheads relating to the properties, if the building remained vacant. However, this would result in other community projects being delayed or reduced.
- 9.3. The Town Council’s Community and Environment budget would be most affected if the cost of the premises could not be shared with other tenants. The Community and Environment Committee currently spend around £27,000 of the Town Council’s budget. This may have to reduce to £20,000 if the premises remained untenanted.

	<b>2018-2019</b>
	£K
Grants and sponsorship	5.0
Hanging baskets and floral displays (incl. watering)	9.2
Christmas displays and event	14.2
Events, band concerts & civic services	3.2
Magazine - <i>Horsforth Matters</i>	3.5
	<b>35.1</b>

**Table 3**

## 10. Occupancy risk

- 10.1. The Museum is a well-established community asset and has been based in No 5 The Green since 1988. The Museum volunteer members are very keen to stay in their current location and they now occupy the whole of No 5, having originally occupied one room only. In addition to No 5, the Museum also has a classroom and a meeting room in The Stables at the rear of the property. The volunteers who support the Museum are retired local residents. Although they are all very active, there is a risk that the number of Museum volunteers will diminish over the next few years.
- 10.2. The Museum currently pays Leeds City Council zero rent for both No 5 and The Stables. This is one of the factors in Leeds City Council’s decision to try and dispose of the properties. In 2009 during a rent review Leeds City Council requested that the Museum should start paying an annual rent of £7,200. The start date for the new rent

increase was deferred and is still pending. It is considered that this rent amount is beyond the capacity of the current Museum budget.

- 10.3. Horsforth Town Council will require the Museum to pay some rent. The rent required would be heavily subsidised, however. There would also be an option for the Museum to release The Stables for other use (e.g. an alternative tenant) and to use the new meeting room in No 3 instead, if it made better financial sense to the Museum.
- 10.4. Horsforth Town Council believes that it could find an alternative use (e.g. a tenant) for The Stables, which would also provide significant financial stability to the project.
- 10.5. Horsforth Live at Home Scheme is currently looking for new premises. The premises that they currently occupy are in a church, and the church has asked them to reduce the number of activities they put on in their main hall.
- 10.6. Horsforth Live at Home Scheme is currently also trying to expand its number of activities, however, and is keen to rent as much space as it can from Horsforth Town Council. Sharing its activities between the two sites would be of benefit to the community as well as to the scheme.
- 10.7. A significant proportion of Horsforth Live at Home Scheme's income comes from Leeds City Council in the form of a grant. The scheme is very popular and is widely recognised as being well-run. Leeds has just renewed Horsforth Live at Home Schemes funding for a further 5 years, minimum. If, after 5 years, the grant were to be removed, Horsforth Live at Home would have to reduce (rather than expand) on the number of activities they undertake. This may result in them requiring less room within No 3 or them not being able to afford their rent. It is clear though that there is a well-established need for the Live at Home Scheme offer to continue in Horsforth.
- 10.8. Horsforth Town Council currently employs two members of staff; the town clerk and an assistant. It is very unlikely that the Town Council could ever release these jobs to home working only, so it will always require an office. The Town Council consists of 22 elected members and will always require a meeting room, on a regular basis, which can accommodate this number of councillors, the staff, plus those members of the public who wish to attend any meetings or other functions.
- 10.9. There are many volunteer organisations within the town that require meeting/activity space, office space and other facilities. All volunteer groups struggle with funding, however. The Town Council is not concerned that the premises will remain un-used; the risk relates more to whether the users are able contribute to the premises overheads through hiring the facilities for their activities.
- 10.10. A Steering Group for the project has already been set up. As well as Town Councillors there are also two members of Horsforth Live at Home and two members of The Museum on the group. Once the financial aspects of the project have been established by the Town Council the steering group will begin actively seeking other tenants and working through minimising or eliminating risks already identified. It is currently envisaged that this group will continue after the purchase and refurbishment

of the buildings has been completed and it will play a key role in advising the Town Council of any issues and actions, relating to the properties, as they arise.

## **11. Long term risk**

- 11.1. Leeds City Council has agreed to sell the leasehold for the properties to Horsforth Town Council on the condition that the premises remain available for community use.
- 11.2. Leeds City Council officers were more comfortable selling the leasehold rather than the freehold as it would give LCC the opportunity to take over management of the site if the Town Council were no longer able to. This would restrict the Town Council regarding any future sale of the leasehold, but it would ensure that LCC would effectively stay involved with the future of the buildings, so providing a fallback.
- 11.3. The leasehold period of 125-years provides long-term security to the Town Council for its and its tenant's use of the buildings.
- 11.4. The 50-year funding arrangement will give the Town Council great flexibility in terms of fund availability and repayment duration, thus smoothing and reducing financial risk.
- 11.5. The funding of the Town Council itself, through the precept, provides a statutory income stream, although the flexibility to increase the precept rate may be capped in the future.

## **12. Managing risk**

- 12.1. The Town Council has set up a Risk Register document. This document will be regularly reviewed and updated by the Finance and General Purposes Committee within the Town Council.
- 12.2. The Town Council has drafted its 3 Year Financial Projections document. This document will be regularly reviewed and revised (when necessary) by the Finance and General Purposes Committee within the Town Council.

*Propose a timetable for community engagement and consultation regarding the change in management of the assets*

### **13. Community engagement, to date**

- 13.1. Horsforth Town Council wrote to nearly every household, within the town, outlining the proposal to purchase and develop No 3 and No 5 The Green. The letter also explained that it would be likely that the Town Council would have to increase the precept in 2019/20 by the following amounts. [Appendix 3, page 1]
- 13.2. The letter also included an overview about The Museum, Horsforth Live at Home Scheme and The Town Council. [Appendix 3, pages 2, 3 & 4]
- 13.3. The letter was distributed during March 2018.
- 13.4. Approximately 9,000 homes received the letter. The letter also contained a prepaid reply card (Appendix 3, page 5) asking the residents whether the Town Council should or should not purchase the properties.
- 1,946** (21.62% of all households) responses were returned: -
- 1,804** (92.7%) responded 'Yes';
- 106** (5.4%) responded 'No';
- 36** (1.84%) made a response without indicating their preference.
- 13.5. The Town Council took a pitch at the Horsforth Gala, on 30<sup>th</sup> June 2018. Around 2,000 – 3,000 people attend the gala each year. Councillors managed the stall throughout the whole afternoon and asked local residents attending to provide feedback on two topics. One of the topics of conversation and feedback was the potential purchase of the site on The Green.

Question: What would you like the community space used for at 3&5 The Green?

Feedback:

- Affordable meeting rooms for local organisations to rent on an ad-hoc basis
- Somewhere for the teenagers to go e.g. a youth club
- Hosting events during different themed weeks, dementia awareness week, Fairtrade fortnight etc
- Activity space for those in our community who are less fortunate
- Art space for workshops and displays of art
- Event space for walk of Art.
- Mums and Tots groups
- Somewhere for the scouts to do indoor games
- Environmental education space

Not all of these requests would be achievable but many of them would.

- 13.6. The Town Council is holding an extraordinary meeting on 27 February 2019 to consider the finances and loan application in detail. In addition to the usual statutory public

notice of the meeting that will be given, the Town Council has published a poster advertising this meeting on its website, Facebook page, public noticeboards and on the Horsforth Community Hub noticeboard. See appendix 10.

## **14. Future community engagement**

- 14.1. Although the Town Council did not seek comments during its consultation with residents in March 2018, several of the responses had comments or questions written on them when they were returned. The Town Council found this feedback useful and has recorded these comments and questions. A sample of the comments is shown at appendix 3, page 5. The Town Council plans to address these concerns and give further feedback to the community through its regular newsletter *Horsforth Matters*.
- 14.2. All Town Council activities are covered in detail within pre-published meeting agendas and the resulting Minutes of that meeting. All meetings are open to members of the public and all agendas include a section (agenda item 3) when members of the public have opportunity to speak directly to the Town Council. The Town Council welcomes such input to its activities.
- 14.3. The Town Council currently has its own website. The website is not easy for the administration team to use but important data can be posted on the webpage when required. The council is also actively looking to improve its IT facilities and one aspect of this will be to redesign the webpage and have one that is much easier for the council employees to access and upload information onto. Once the council has a more user friendly website, data can be posted more frequently and more extensively.
- 14.4. The Town Council will actively seek input from tenants and users through user-surveys and suggestion logs. The aim will be to provide facilities that suit users, while covering, as near as possible, the cost of facility provision.
- 14.5. The Town Council, as it is regulated to do, will publish income and expenditure details as part of its management accounts and annual financial reporting. This is mandatory.

## **15. Conclusion**

- 15.1. Horsforth Town Council has resolved, by elected members' vote, following community consultation, to progress with the purchase of No 3 The Green, No 5 The Green and The Stables. The Town Council believes this purchase will help protect the future of both The Village Museum and Horsforth Live at Home Scheme, provide much-needed community group activity facilities, as well as providing a more permanent office for itself. The Town Council is well-placed to plan and execute this project.
- 15.2. The costs of running and maintaining three buildings are not trivial, however, and the Town Council acknowledges that there will be considerable new ground for it to cover in taking on this responsibility.
- 15.3. The Town Council recognises that it is critical for there to be tenants sharing the building, if the Town Council is to be able to continue funding its current activities within the community. The ground work on potential tenants has already been laid with the organisations mentioned above.

- 15.4. As a regulated public body, the Town Council already has documented, scrutinised, audited and robust financial monitoring systems in place. Through its Finance and General Purposes Committee, the Town Council, and any interested Horsforth resident, will see performance reports and financial accounting, specific to this project, within its regular reviews of activities.
- 15.5. The 22 elected members of Horsforth Town Council demonstrate a wide skill-set, ranging through local authority, legal, financial, property development, business management, care services, education, health, IT, judicial, marketing and promotion skills, to name a few. The Town Council is confident that these skills will be drawn together specifically to meet the demands of this project, and to deliver the planned outcomes.
- 15.6. The Town Council recommends this project to the people of Horsforth and the benefits it will bring.

## 16. Appendix 1: Estimated Repayment Costs

Correct on 13.02.2019



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### Fixed Rate Loans - Estimated Repayment Costs

Gilt Market +

Treasury Bills +

#### Report Overview

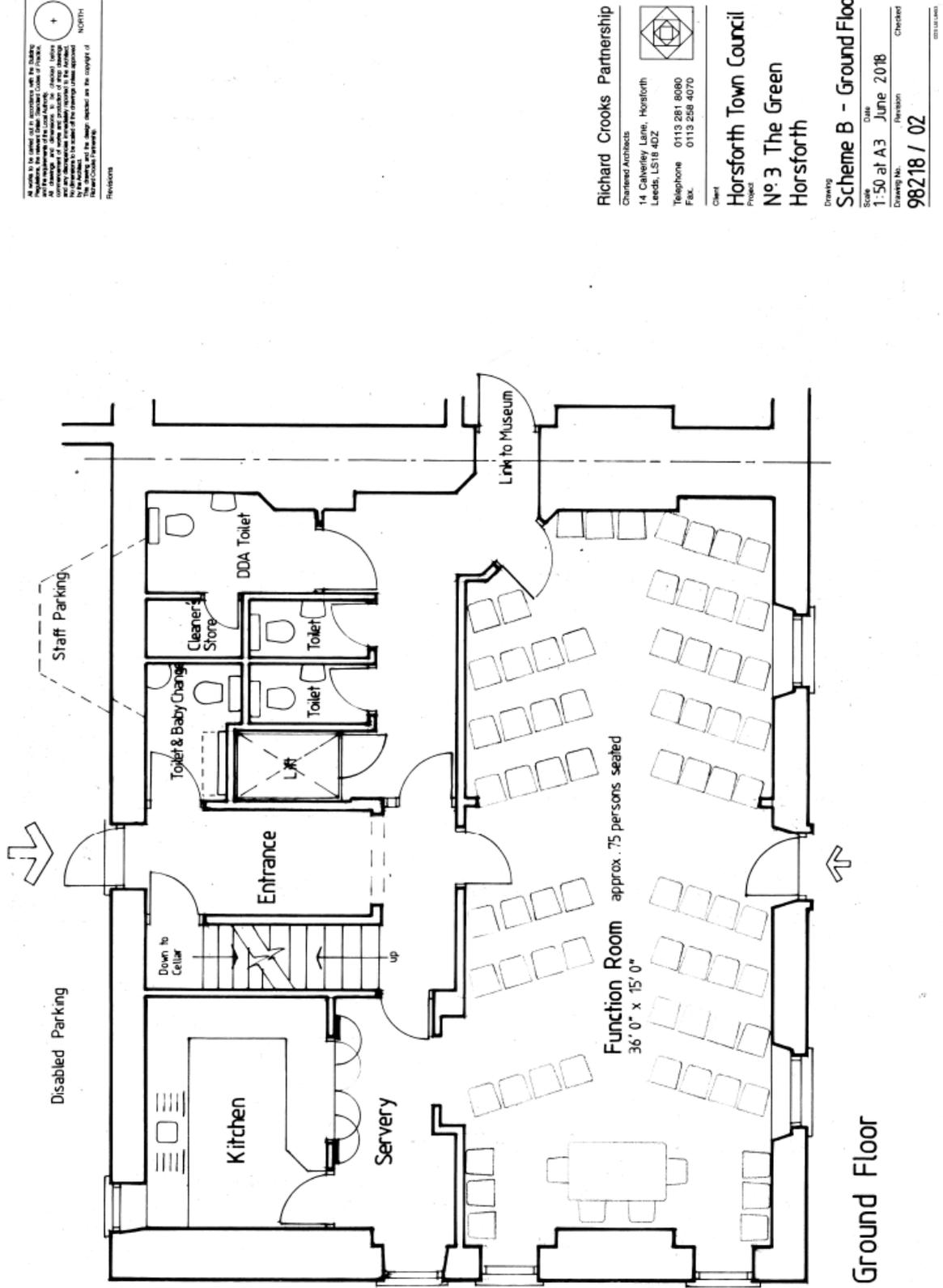
This report displays the estimated repayment costs for fixed rate loans repayable by the annuity and EIP (equal instalments of principal) methods based on the rates currently in force.

Amount of Advance:

Period (years)	Annuity			EIP			
	Rate %	½ Yearly Cost (£)	Total Cost (£)	Rate %	Initial ½ Yearly Costs (£)	Reduces by each ½ year (£)	Total Cost (£)
Over 42½ not over 43	2.73	5,750.48	494,541.28	2.71	7,301.59	45.69	460,933.25
Over 43 not over 43½	2.74	5,725.70	498,135.90	2.72	7,277.33	45.33	463,536.00
Over 43½ not over 44	2.74	5,691.76	500,874.88	2.72	7,239.45	44.82	465,508.00
Over 44 not over 44½	2.74	5,658.68	503,622.52	2.72	7,202.43	44.31	467,480.00
Over 44½ not over 45	2.74	5,626.41	506,376.90	2.72	7,166.22	43.82	469,452.00
Over 45 not over 45½	2.74	5,594.95	509,140.45	2.73	7,145.31	43.50	472,091.00
Over 45½ not over 46	2.74	5,564.25	511,911.00	2.73	7,110.67	43.03	474,070.25
Over 46 not over 46½	2.74	5,534.29	514,688.97	2.73	7,076.78	42.56	476,049.50
Over 46½ not over 47	2.73	5,494.81	516,512.14	2.73	7,043.61	42.11	478,028.75
Over 47 not over 47½	2.73	5,466.24	519,292.80	2.73	7,011.13	41.67	480,008.00
Over 47½ not over 48	2.73	5,438.35	522,081.60	2.73	6,979.33	41.23	481,987.25
Over 48 not over 48½	2.73	5,411.11	524,877.67	2.74	6,962.69	40.96	484,677.00
Over 48½ not over 49	2.73	5,384.50	527,681.00	2.74	6,932.18	40.54	486,663.50
Over 49 not over 49½	2.73	5,358.50	530,491.50	2.74	6,902.29	40.13	488,650.00
Over 49½ not over 50	2.73	5,333.10	533,310.00	2.74	6,873.00	39.73	490,636.50

**Note:** 1. If a borrower wishes to make a premature repayment of a loan, either in whole or in part, it should contact the Board giving full details beforehand. The Board will usually agree to accept this request but it should be noted that a premium will be payable when the interest rate on the loan to be repaid is higher than the current rate applying to the premature repayment of a loan repayable by the same method and over the same period as that remaining on the loan which it is proposed to repay. When the interest rate on the loan to be repaid is lower than the current rate applying to the premature repayment, a discount will be allowed.

# 17. Appendix 2: Architect's initial layout plans



All works to be carried out in accordance with the Building Regulations, the relevant British Standards and all other applicable legislation. All drawings are the property of Richard Crooks Partnership and shall remain the property of the Architect. No part of this drawing shall be reproduced or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of the Architect. The Architect's name shall be the copyright of Richard Crooks Partnership.

Revisions

**Richard Crooks Partnership**  
 Chartered Architects  
 14 Calverley Lane, Horsforth  
 Leeds, LS18 4DZ  
 Telephone 0113 261 8080  
 Fax 0113 268 4070

**Horsforth Town Council**  
 Project  
 No 3 The Green  
 Horsforth

Drawing  
**Scheme B - Ground Floor**  
 Scale  
 1:50 at A3 June 2018  
 Drawing No. 98218 / 02  
 Revision Checked



## 18. Appendix 3: Letter to residents; March 2018



Horsforth Town Council  
The Mechanics Institute, Town Street, Horsforth

Page 1

March 2018

Dear Resident

An exciting opportunity has arisen for our town which would enable us to take back local control of three community buildings and to provide some much needed community space.

Following approaches from Horsforth Town Council, Leeds City Council has offered to sell us a 125 year leasehold of No3 The Green, No5 The Green and the Stables Community Centre. Two of these buildings are currently being used by the community through the Village Museum. The third is currently used by Leeds City Council housing officers, but it will soon be vacated.

No3 will require extensive remodelling inside in order to turn it into a large community space, so as well as finding the funds to purchase the buildings we would also need to find the funds to rearrange and refurbish No3 The Green.

As a Town Council we are able to borrow funds at a favourable interest rate, from Government, but we would need to pay back that borrowed amount and the interest it accrues, over the next 50 years. This would therefore mean that from **April 2019** we would have to increase our Precept and your gross household Council Tax bill in order to accommodate the new overheads that this project would bring to Horsforth Town Council.

Our estimates today suggest that the yearly increase will be in the range 44p (for a Band A home) to £1.58 (for a Band H home) **per annum**. The amount for a Band D home would be 79p.

Horsforth Town Council believe that this is a rare and exciting opportunity to safeguard community assets for the future and so we are now writing to you to seek your support in taking this step. We believe that it is important that we protect our heritage and offer a more secure future to our Village Museum, to our Horsforth Live at Home Scheme and to other volunteer groups who often struggle to find the meeting spaces that they need.

Please will you take the time to complete and return the enclosed, postage paid, card. Our next actions will be guided by whether or not a majority vote in favour of this project.

Thank you.

**Julie Sou**

*Clerk to Horsforth Town Council*

### Horsforth Village Museum

Horsforth Village Museum was set up by the Horsforth Village Historical Society in 1988. It is located in No5 The Green (at the bottom end of Town Street) and has grown from just having one display room to filling the whole of the building.



In 2000 The Horsforth Village Historical Society also raised the funds needed to fully refurbish the building at the back of the Museum, which has now become the Stables Community Centre. Some of the funds came from the Heritage Lottery Fund, other funds came from local businesses and people. This small community centre has a meeting room on the 1<sup>st</sup> floor and also offers a place on the ground floor where local school children can go and find out how great-grandma had to do the washing, in the wash-room that has been set up there.

The Museum is run entirely by volunteers. They open the Museum every weekend from the end of March until the end of November but are also happy to open at other times through prior arrangement. Entry is free. They have also become custodians of many of Horsforth's historical documents, maps, photographs and artefacts. Many objects that have been given or loaned are family heirlooms but one was dug up in a local farmer's field!

The Museum is a fully accredited museum and operates under the recognised standards of museum management under the Arts Council England's directive. It is still part of the Horsforth Village Historical Society, a registered charity and a non profit making organisation.

The Museum also supports other volunteer organisations in the town such as Horsforth in Bloom, providing them with a meeting room every month so that they can at least plan their activities in the warm even if the weather doesn't always let them work outside in the best conditions.

The Horsforth Civic Society also has strong links with the Museum and the Museum volunteers are keen for Rainbows, Beavers, Cubs, Brownies, schools and other local groups to visit them as often as they can.



### The Proposed Plan

Horsforth Town Council would offer the continued use of No5 The Green and the Stables Community Centre to the Museum.

**Horsforth Live at Home Scheme**

Horsforth Live at Home Scheme is one of the 70 MHA Live at Home Schemes operating throughout the country. Each scheme focuses on the needs of its local community and tailors its activities to what will benefit its members and the local residents the most. All Live at Home schemes are supported by MHA's national staff team, which delivers training to all of the staff and ensures that standards are maintained.



Horsforth Live at Home Scheme is also recognised by Leeds City Council as one of the important Neighbourhood Network Schemes it actively supports. Neighbourhood Network Schemes are community based, locally led organisations which help older people to live independently and actively participate within their own communities. They provide services that reduce social isolation, provide opportunities for volunteering, act as a "gateway" to advice/ information services, and promote health and wellbeing improving the quality of life for individuals. They are part funded by Leeds City Council, but are managed and run by the members, volunteers and staff of the Scheme.



The Horsforth Live at Home Scheme arranges activities for every weekday. The activities range from "Wellbeing Workout", "Bat and Chat" (a little light table tennis), indoor bowls to Bacon Buttie Day. "Reminis-Sing", "The Smile Cafe" and Walk and Talk" offer activities particularly for members with memory loss or dementia.

The group also arranges trips to the local supermarket each week, as well as more entertaining rides out to local pubs for lunch or trips to the seaside in the summer.

**The Proposed Plan**

The ground floor of No3 The Green would be remodelled and refurbished so that it could become the prime location for Horsforth Live at Home Scheme. It would also provide a space which could be used by other community groups.



**Horsforth Town Council**

Horsforth Town Council was established in 1999. It consists of 22 elected councillors (unpaid volunteers), a town council clerk and an office assistant. The Town Council is limited in its powers but it can provide an essential service in helping residents to find the right department within the City Council should they need assistance.

Part of the Town Council's activity is to try and influence planning and development within the town. The council is currently drafting a Neighbourhood Plan which will support the retention of all of our Green Belt land. Once our Neighbourhood Plan has been approved at referendum it will have the same legal status as the Leeds Local plan. At this point it comes into force as part of the statutory development plan.



The Town Council also endeavours to improve the town by providing enhancements to the town such as the Christmas lights in the winter holidays, hanging baskets through the summers, activities in the park and many other small things which hopefully improve people's enjoyment of life.

The Town Council also offers grants and sponsorship to other organisations and volunteer groups within the town. Past projects have included providing funds to The Friends of Hunger Hills to improve the footpaths on the hill and lending funds to Horsforth Churches Together when they needed to buy stalls before setting up the monthly Farmers Market. The council has also given smaller amounts of funds to organisations such as Broadfields Sheltered Housing who asked if we could help them buy a selection of craft materials for their activities.

Horsforth Town Council has its own website, managed by its small admin team, which has a lot of information and contact details. The Annual Reports are a useful way to find out what we have been doing over the last few years.

**The Proposed Plan**

The first floor of No3 The Green would become the new home of the Town Council offices, similar in size to our existing office space. The existing Town Council offices are currently owned by Leeds City Council. Our lease agreement for those would be relinquished and our rental payments would stop.



Business Reply  
Licence Number  
RTBC-CXZE-CAKR



Page 5

Horsforth Town Council  
Mechanics Institute  
Town Street  
Horsforth  
LEEDS  
LS18 5BL

A Communication from Horsforth Town Council

Horsforth Town Council would like to buy the leasehold of No3 The Green, No5 The Green and The Stables to help preserve our own towns heritage and to save these assets for community use. More details are in the enclosed letter.

We would like to know what you think. Please could you answer the following question by placing a cross in one of the boxes and then return this card to us. Please return the card before the 31st March 2018.

**Should Horsforth Town Council buy a  
125 year leasehold of No3 The Green,  
No5 The Green and the Stables?**

Yes  No

Your Post Code

**Sample of Comments received on response cards**

- 'Excellent idea – Only question is; why are the LCC not giving it to us, don't they think they paid anything for the Horsforth assets when we were absorbed into Leeds?'
- 'Negotiate a better deal – should be free'
- 'What about a freehold purchase, would support this then?'
- 'I would be interested to know how the money saved in rent will be used by the town council'.
- 'We strongly agree and wish you every success!'
- 'This is a poor building for redevelopment – better exist'
- 'Why should we buy it again?'
- 'Already paid my council tax, enough is enough!'
- 'We are paying for what we already own'
- 'Not enough information relating to costs'

## **19. Appendix 4: Statutory inspections and health & safety requirement in detail**

### 19.1. Fire safety equipment

The minimum requirement will include the following: -

- A suitable fire-detection and warning system. The system must be able to warn people in all circumstances, i.e. not just when the Town Council offices are open. The installation costs of such as system will be included within the £160,000 improvements budget and the system will undergo appropriate annual testing.
- A way of fighting a small fire. Multipurpose fire extinguishers will be required. As a rule of thumb one extinguisher is required for every 200 metre square of floor space with at least one on every floor. Fire extinguishers will undergo appropriate annual testing and certification.
- As well as ensuring No 3 has sufficient fire safety equipment we will also need to review whether the existing fire safety equipment in No 5 and The Stables is suitable and in good condition. Appropriate annual testing will be required.

### 19.2. Fire prevention

- Kitchen fans and flues may have high fire risk if they are not regularly cleaned. Depending on degree and type of use, fat can condense and build up inside the ventilation system. No extraction equipment should be operated without a suitable filter which can be removed and cleaned each week. Extraction equipment and ducting should be commercially cleaned each year and this is likely to be a requirement for buildings insurance.

### 19.3. Electrical Safety

- Electrical installations in business premises require a 5-year periodic inspection and associated testing to check that they are in a satisfactory condition for continued service. On completion of the necessary inspection and testing, an Electrical Installation Condition Report will be issued detailing any observed damage, deterioration, defects, dangerous conditions and any non-compliances with the present-day safety standard, which might give rise to increased hazard or risk. The periodic inspection and testing must be carried out by qualified electricians.
- Any new electrical installation within No 3 will have to comply with current building regulations and the building will also require an immediate electrical inspection and safety check after the building works have been completed.

### 19.4. Portable Appliance Testing (PAT)

- Portable electrical equipment is vulnerable to damage because it is regularly moved. Movement can stress the unit itself and the electrical cable supplying the electricity.
- Anyone using a piece of electrical equipment should check that there is no obvious external damage to it, or to its cable, every time it is relocated. Even if the equipment has recently had its periodic Portable Appliance Test.

- The frequency for Portable Appliance Testing will depend on the equipment itself and on how often it is moved. Fixed equipment such as desk top computers can be tested every 5 years. Smaller pieces of equipment that are regularly moved about, such as kettles, should be tested every 12 months.

#### 19.5. Gas Safety

- Maintenance, installation and repair works on gas appliances and systems can only be carried out by an engineer registered on the Gas Safe Register.
- Gas Appliances. The frequency of inspections and equipment servicing may vary depending on the equipment and its use and should follow the manufacturer's recommendations. However, as a general rule, annual inspections are a reasonable minimum frequency, with repairs carried out as necessary.
- Gas Installations. Gas pipe work and flues also require regularly maintained and it is often beneficial to carry out this work at the same time as the appliance safety checks.
- Gas kitchen appliance ventilation. Canopies and hoods over kitchen appliances now have to conform to new standards under legislation. Canopies and hoods need to be the correct size in order to ensure that any un-burnt gases or waste gases are removed from the kitchen environment.
- It is also a requirement that all new and refurbished commercial kitchens have their ventilation system interlocked to the gas supply so that failure of the ventilation system causes the gas supply to the appliances to be shut off. This ensures that good air quality within the kitchen is maintained.

#### 19.6. Asbestos

- Leeds has recently completed an asbestos check on No 3 The Green, No 5 The Green and The Stables. No asbestos has been identified within the premises. Caution will need to be taken during any building work, however, in case asbestos is uncovered.
- Asbestos materials in good condition are safe when undisturbed or sealed. Safety is compromised when the asbestos fibres become airborne, which happens when materials are damaged (for example during building repair, maintenance and refurbishment) or even just through daily use (if in an exposed area). Workers who carry out repair and maintenance work such as cutting or drilling into walls, ceilings or partitions, repairing boilers and laying cables are most likely to disturb asbestos if it is present.
- If asbestos is discovered within the building, the Town Council has a duty to manage it, which might include containing it on site or alternatively removing it.

#### 19.7. Lighting

- Lighting at work is very important to the health and safety of everyone using the workplace. Poor lighting can not only affect the health of people at work causing symptoms like eye-strain, migraine and headaches, but it is also linked to Sick

Building Syndrome in new and refurbished buildings. Symptoms of this include headaches, lethargy, irritability and poor concentration. Poor lighting also makes it harder for hazards to be identified and avoided.

- The redesign of No 3 The Green must also include a review of the lighting that is already installed and any that is to be installed.
- Once the correct lighting equipment is in place, ongoing maintenance is low, but provision must be made so that any lighting fixtures (including lamps and bulbs) must be replaced with similar components and baffles or filters kept clean to maximise light output and reduce fire risk.

#### 19.8. Waste removal

As a waste producer the Town Council will be responsible for disposing of any waste it produces in a responsible manner. It is illegal for any business to dispose of its waste free at any recycling site, and Leeds City Council will pursue any business that does not have a clear commercial solution as to how its waste is disposed of (i.e. it doesn't have a bin).

#### 19.9. Pest control

It is unlikely that the Town Council will produce enough food waste that it will need to contract a pest control company on a regular basis. This is an area that will need to be monitored in the future. However, vermin can become an issue if adjacent premises do not control their waste adequately.

#### 19.10. Health and Safety and Statutory inspection cost estimates.

Estimated costs are detailed in table 6 on page 15.

## **20. Appendix 5: Community Infrastructure Levy (CIL)**

20.1. The Community Infrastructure Levy (CIL) is a new levy which Leeds City Council will charge on many new developments. The CIL will be charged per square metre on many new buildings, based on their use and location. The charges are based on viability and have been approved by an independent Examiner and by Leeds City Council, Full Council. The City Council has to ensure that there is an appropriate balance between the rates being high enough to help fund infrastructure and not harming the economic viability of development as a whole across Leeds.

20.2. The Regulations require a % 'meaningful proportion' of the CIL income generated locally to be passed to local communities for spending as a neighbourhood fund:

20.3. Town/Parish Council area without Neighbourhood Plan

- 15% of CIL income in that area
- capped at £100 per existing dwelling per year
- given to town/parish Council to spend

20.4. Town/Parish Council area with adopted Neighbourhood Plan

- 25% of CIL income in that area
- given to town/parish Council to spend

20.5. Horsforth Town Council has already received some CIL money from new developments within the town. Other new developments are already in the pipeline and will also contribute as those developments are completed.

20.6. Examples of developments (already being built) likely to generate further CIL within the next 12 months:

- Woodbottom Mills, Low Lane (now referred to as Horsforth Grange) – 34 homes
- Riverside Mills (now part of Horsforth Vale) – 80 homes
- Horsforth Mill, Butcher Hill – 80 homes
- St Josephs, Outwood Lane – 41 homes

## 21. Appendix 6: Other venue room charges

  
**Leeds**  
 CITY COUNCIL

Retirement Life Housing

**Charges for hiring of Communal Rooms & Community Centres**

**From 1<sup>st</sup> April 18**

**Small Room Hourly £10.71**  
**Large Room Hourly £16.69**  
**Guest Room Nightly £11.54**

**Anyone wishing to hire a communal room or Community Centre please speak to your Sheltered Support Officer who will provide you with a booking form**  
**Alternatively you can contact Sheltered Support Services**  
**On 0113 3783696**

**Hire of Emmanuel Baptist Church Hall (Hall)**

**Charge for hire and deposit (Fee/Deposit)**

Main Hall - £50 per hour  
 Kitchen - £15 flat fee  
 Side Hall - £25 per hour

Security/cleaning deposit - £100

**Our contact details**

Emmanuel Baptist Church  
 Hall Lane, Horsforth, Leeds, LS18 5JE

**0113 259 1283**

[office@ebcleeds.org.uk](mailto:office@ebcleeds.org.uk)

St James, Woodside

**Booking Details**

Our hall prices are kept as low as we can – £30 per hour for the whole centre, or £19 per hour for the large hall or £14 per hour for the small hall. All hall hire includes use of the kitchen.

To book a hall, or make an enquiry, contact the church office on 0113 258 4558 (or leave a message) or email Julia at: [office@stjameswoodside.org](mailto:office@stjameswoodside.org)


 📍 Low Lane, Horsforth, Leeds LS18 5QW  
 ☎️ (0113) 258 4558

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<p><b>Address:</b></p> <p>Horsforth Community Sports Association          King George's Fields          off Brownberrie Lane          Horsforth          Leeds          LS18 5SB</p> <hr/> <p><b>Call us on:</b></p> <p style="text-align: center;">Tel: 0113 258 5124</p> <hr/>	<p style="text-align: center;"><b>Rates</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Package</th> <th style="text-align: left;">Price</th> <th style="text-align: left;">Notes</th> </tr> </thead> <tbody> <tr> <td>Hire of Main Room</td> <td>£140.00/4hr</td> <td>150 guests depending on layout including fully licensed bar and music facility</td> </tr> <tr> <td>Hire of Upstairs Bar</td> <td>£120.00/4hr</td> <td>50 guests depending on layout including fully licensed bar and music facility</td> </tr> <tr> <td>Hot Buffet</td> <td>£7.50 per head</td> <td></td> </tr> <tr> <td>Cold Buffet</td> <td>£6.50 per head</td> <td></td> </tr> </tbody> </table>	Package	Price	Notes	Hire of Main Room	£140.00/4hr	150 guests depending on layout including fully licensed bar and music facility	Hire of Upstairs Bar	£120.00/4hr	50 guests depending on layout including fully licensed bar and music facility	Hot Buffet	£7.50 per head		Cold Buffet	£6.50 per head	
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## 22. Appendix 7: Steering group terms of reference

The Green Steering Group TOR\_V8.docx

### Horsforth Town Council

### The Green Steering Group

### Terms of Reference

The Green Steering Group TOR\_V8.docx

#### **1. The role of the steering group**

- 1.1. The role of the steering group is to discuss and consider the potential future use of 3 The Green, 5 The Green and the Stables (these three properties hereinafter referred to as "The Green").
- 1.2. The steering group will generate a draft business plan.
- 1.3. While developing the business plan the steering group will consider the needs of Horsforth Town Council ("the Council"), the Horsforth Historical Society, the Horsforth Live at Home Scheme and other volunteer groups that support and enhance the lives of residents within the town.

#### **2. Authority**

- 2.1. The steering group does not have the authority to spend any money nor to make any decisions without proposing them to and first gaining approval for them from the Council.

#### **3. Meetings**

- 3.1. The chairman of the steering group will be selected by the Council.
- 3.2. Meetings will be called by the chairman of the steering group.
- 3.3. At least one week's notice will be given for any meeting.
- 3.4. An agenda will be issued by email, by the chairman one week prior to the meeting.
- 3.5. Members are encouraged to give the chairman notice of any items they wish the steering group to consider so that these items may be included on the agenda.
- 3.6. One agenda item will always be "Any other business" which will give all members the opportunity to raise new concerns or present new information. Any items for any other business must be notified to the Chairman at the start of the meeting. Once presented these items may be deferred to the next meeting agenda if the chairman feels it more appropriate.
- 3.7. A minute taker will be selected by the steering group at the start of every meeting. Minutes will be taken at each meeting and will be reviewed for accuracy at the following meeting.

- 3.8. Minutes of the steering group (approved and/or draft) will be submitted to the Council for information.
- 3.9. At least 6 members of the steering group must be present at any meeting. Members are asked to give apologies in advance if they cannot attend a meeting.

#### **4. Membership**

- 4.1. The maximum number of town councillors on the steering group will not be limited. The minimum number of councillors on the steering group will be 6.
- 4.2. The Town Clerk may be a member of the steering group if they so wish.
- 4.3. The steering group will also have invited members from Horsforth Historical Society and from Horsforth Live at Home Scheme.
- 4.4. The steering group may propose new potential members for the steering group but must have any proposal ratified by the Council before any invitations are issued.

#### **5. Business Plan**

- 5.1. The steering group is responsible for generating a draft business plan for the development of The Green. The draft business plan must:
  - 5.1.1. *Detail the future plans for The Green and demonstrate how they will generate social, economic and/or environmental benefits for the people of Horsforth.*
  - 5.1.2. *Detail how the properties will be developed and transformed into usable community space. This information will include estimated costings and timescales.*
  - 5.1.3. *Estimate the future running costs, repair and maintenance costs of the assets and the cost of compliance with statutory inspections and health and safety requirements.*
  - 5.1.4. *Demonstrate how the above costs will be met.*
  - 5.1.5. *Identify and assess any risks and demonstrate how they will be managed.*
  - 5.1.6. *Propose a timetable for community engagement and consultation regarding the change in management of the assets.*
- 5.2. The developing business plan will be presented and discussed with the Council on a regular basis and will be a standing agenda item at the Council meetings.
- 5.3. When the steering group is satisfied with the draft business plan it will be presented to the Council to consider whether or not it is appropriate for adoption by the Council.

## 23. Appendix 8: 3 Year Financial Projections for Horsforth Town Council

Horsforth Town Council		Budget 2019-20		Approved 30.01.2019			
		Proposed Budget		Proposed Budget		Proposed Budget	
		2019-20		1920-21		2021-22	
		£	£	£	£	£	£
<b>INCOME</b>							
	Precept	119,800		122,196		124,592	
	Council Tax Support Grant	4,576		4,576		4,576	
	3 & 5 The Green						
	HLAH for no.3: room hire	5,000		5,000		5,000	
	The Museum for no.5: rent & premises ins	3,000		3,000		3,000	
	HTC for The Stables: rent & premises ins	3,000		3,000		3,000	
	Room Hire:						
	Evenings (weekdays)	0		1,000		2,000	
	Weekends	0		1,000		2,000	
	<b>TOTAL INCOME</b>		<b>135,376</b>		<b>139,772</b>		<b>144,168</b>
<b>EXPENDITURE</b>							
<b>Community &amp; Environment</b>							
	Grants & Sponsorship	2,000		2,000		2,000	
	Award Scheme	100		100		100	
	C&E/Horsforth Gala	100		100		100	
	Remembrance Service	350		350		350	
	Horsforth Matters	2,500		2,500		2,500	
	Band Concerts	1,000		1,000		1,000	
	Events and Projects	1,500		1,500		1,500	
	Christmas Motifs, Trees and Switch On	10,200		10,200		10,200	
	HTC Floral Displays - Installation & Water	5,077		5,077		5,077	
	Planter Watering - HIB & Fairtrade	3,346		3,346		3,346	
	Garden Maintenance	1,020		1,020		1,020	
			<b>27,193</b>		<b>27,193</b>		<b>27,193</b>
	<b>Planning, Licensing &amp; Traffic</b>		<b>0</b>		<b>0</b>		<b>0</b>
	<b>Cold Calling Control Zone / Other</b>		<b>500</b>		<b>500</b>		<b>500</b>
	<b>Salaries</b>						
	Basic salary costs	41,000		42,230		43,497	
	Overtime	3,200		3,296		3,395	
			<b>44,200</b>		<b>45,526</b>		<b>46,892</b>
	<b>Office</b>						
	Office Equipment & Photocopier Lease	1,000		1,030		1,061	
	New Projector	300		309		318	
	Office/IT Support	1,250		1,288		1,326	
	Stationery & Printing	1,000		1,030		1,061	
	Postage	250		258		265	
	Telephone and Broadband	750		773		796	
	Subscriptions	2,650		2,730		2,811	
	Audit, Accounts & Data Protection	2,500		2,575		2,652	
	Miscellaneous & Quality Council	100		103		106	
	Bank Charges	100		103		106	
	Chairman's Allowance	300		309		318	
	Meeting Expenses & Refreshments	175		180		186	
	Room Hire	525		541		557	
	Legal & Professional Fees	1,000		1,030		1,061	
	Website Maintenance	300		309		318	
	Email	468		482		497	
	Clock Maintenance	500		515		530	
	Defibrillator Maintenance	150		1,155		189	
	Roll Of Honour	100		103		106	
	Combined Insurance	1,250		1,288		1,326	
			<b>14,668</b>		<b>16,108</b>		<b>15,591</b>
	<b>Staff Training</b>						
	Staff Training	1,000		1,030		1,061	
	Councillor Training	2,000		2,060		2,122	
			<b>3,000</b>		<b>3,090</b>		<b>3,183</b>
	<b>Election</b>		<b>8,000</b>		<b>8,000</b>		<b>8,000</b>
	<b>3 &amp; 5 The Green - Property Overheads</b>						
	Pre Aquisition costs	0		0		0	
	Loan repayment £290k loan	14,000		14,420		14,853	
	Site H&S and statutory inspections	3,600		3,708		3,819	
	Site premises insurance	3,600		3,708		3,819	
	No 3 cleaning charges	3,000		3,090		3,183	
	No 3 business rates	2,400		2,472		2,546	
	No 3 light, heat, power & water	6,000		6,180		6,365	
	Site management and maintenance	1,500		2,545		4,621	
			<b>34,100</b>		<b>36,123</b>		<b>39,207</b>
	<b>Horsforth Museum - grant re no.5 The Green rent</b>		<b>3,000</b>		<b>3,000</b>		<b>3,000</b>
	<b>TOTAL EXPENDITURE</b>		<b>134,661</b>		<b>139,540</b>		<b>143,565</b>
	<b>SURPLUS / DEFICIT OF INCOME OVER EXPENDITURE</b>		<b>715</b>		<b>232</b>		<b>603</b>
	Assume salaries and general overheads to increase by 3% each year						
	Assume precept baseline to increase by at least 2% each year (Horsforth Grange, Horsforth Vale and Horsforth Mill)						
	Assume room hire income will increase but site management and maintenance will also increase by similar amounts						

## 24. Appendix 9: Designated Funds

Horsforth Town Council			
Designated Funds 2018/19 and 2019/20			
<b>Total bank accounts 01.04.18</b>		<b>180,170</b>	
<b>Designated/restricted funds as at 10.01.19</b>			<b>Designated/restricted funds for 2019/20</b>
NHP	10,975		10,975
Election	8,687		16,687
3 & 5 The Green	70,000		70,000
3 & 5 The Green pre-acquisition costs	0		7,394
Community infrastructure levy	9,760		9,760
Community & Environment Committee - contingency	0		6,616
		<b>99,422</b>	<b>121,432</b>
<b>Projected budget surplus/deficit 2018-19</b>		<b>32,149</b>	
<b>Remaining general funds as at 31.03.19</b>		<b>112,897</b>	
<b>Transfers to designated/restricted funds for 2019/20</b>		<b>22,010</b>	
<b>General funds as at 01.04.2019</b>		<b>90,887</b>	

## 25. Appendix 10: Poster advertising extraordinary Council meeting



# 3 & 5 The Green & The Stables Purchase of leasehold

Following a public consultation in April 2018 which showed public support for Horsforth Town Council to buy 3 & 5 The Green and The Stables, the Council has resolved that it will go ahead with the purchase, subject to securing the necessary finance.

The Council will have to take out a loan to pay for the leasehold and some of the refurbishments that will be needed to make the buildings suitable for community use. As explained in the consultation, this would mean an increase in the precept that is paid by Horsforth council taxpayers.

By adjusting the Council's budget to make savings elsewhere, using reserves and anticipating other income, the Council has managed to restrict the proposed precept increase to 5% from last year -

**for a Band D property, this means an increase of 79p for 2019/20.**

There will be a meeting of the Council on **27 February 2019 at 7pm at St Margaret's Parish Centre, Church Lane in Horsforth** when the Council will be looking at the finer detail of the finances.

You are welcome to attend the meeting on 27 February 2019 and there will be an opportunity for public comments at the start of the meeting.

**Horsforth Town Council, Mechanics Institute, Town Street, Horsforth, Leeds, LS18 5BL**  
[admin@horsforthtowncouncil.gov.uk](mailto:admin@horsforthtowncouncil.gov.uk) [www.horsforthtowncouncil.gov.uk](http://www.horsforthtowncouncil.gov.uk) **0113 258 0988**

## 26. Document Amendment Register

Date	Brief description of change	New Version
26/08/2018	<ul style="list-style-type: none"> <li>• In para 1.7 &amp; para 7.7: For clarification add the explanation that the funds listed would only be for the purchase and renovation of the properties. Any funds still available after the buildings works were completed would be returned to the town council’s general funds.</li> <li>• In para 1.8: For clarification add the explanation that the Town Council currently pays zero rent for its one office but has been informed by LCC that a commercial rent will soon have to be paid if HTC were to stay where they are. Also clarify that HTC would not be seeking any further office space (to that which it already has) within the new premises.</li> <li>• Section 2: Add two subheadings “Current Overview” and “Future Potential”</li> <li>• Para 3.1 and para 3.3: Clarify that the precept increase would be an ongoing /permanent addition.</li> <li>• Add para 3.9 &amp; 3.10: Expand on the likely availability of No 3 ground floor, when not being used by HL@H</li> <li>• Addition of Paras 5.1, 5.2 and 5.3: Clarify the future likely overheads for the Town Council if we did not purchase the properties on The Green</li> <li>• Paras 5.4 to 5.13 simplified and re-written</li> <li>• Para 9.2 &amp; 9.3. Adjust figures to reflect 5 yr budget figures</li> <li>• Typo in para 10.3, should read subsidised (not subsidized)</li> <li>• Update 10.7 re HL@H grant update (renewed for next 5 years minimum)</li> <li>• Add para 10.10 about The Steering Group</li> <li>• Add section 12: Managing Risk. Add details about Risk Register and Four Year Financial Projections</li> <li>• Add para 13.5 about The Gala 2018</li> <li>• Add para 14.3 about the website</li> <li>• Add “property development” in list 15.5 (Cllrs Hughes and Collins have experience)</li> <li>• Section 16, first floor plan. Clarify proposed use of office space</li> </ul> <p>Note, some of the above additions have had a knock on effect with the paragraph numbering so some paragraphs now have a higher number to those in V3</p>	V4
15/09/2018	<ul style="list-style-type: none"> <li>• Change last sentence in para 1.6 to “This space would also be available for hire to other community groups, evenings and weekends if a viable way forward could be developed.”</li> </ul>	V5

	<ul style="list-style-type: none"> <li>• Para 3.2; change “Approximately £5,000” to “Nearly £6,000”</li> <li>• Correct third bullet point in 5.13</li> <li>• Addition of Para 5.15 re use of premises in evenings and weekends</li> <li>• Para 7.1, 7.2, 7.6 and 7.7 add further information and clarify</li> <li>• Para 12.2; change Four Year Financial Projections to 3 Year Financial Projections</li> <li>• Changed table 6 to just show 3 options for 2019 – 2020: don’t buy the premises but have to lease elsewhere; buy premises but HTC only tenants; buy premises and Museum &amp; HL@H join us and contribute to costs.</li> <li>• Add Appendix 4; about CIL</li> <li>• Add Appendix 5; details about other room hire fees in the area</li> <li>• Add Appendix 6; steering group terms of reference</li> <li>• Add Appendix 7; 3 Year Financial Projections for Horsforth Town Council</li> </ul>	
	<ul style="list-style-type: none"> <li>• No3 is now vacant. Change tense in some paragraphs</li> <li>• Add Appendix showing Public Works Loan Board, Fixed Rate Loans - Estimated Repayment Costs</li> <li>• Add budget approved 27<sup>th</sup> September 2019</li> </ul>	V6
19/02/2019	<ul style="list-style-type: none"> <li>• Paras 2.18, 3.1, 5.1, 14.1 – changes to punctuation and grammar</li> <li>• Para 3.4 consultation response numbers amended to show the verified figures</li> <li>• Para 5.1 – the year of expiry for the current Town Council lease inserted</li> <li>• Para 7.1 – amended to give estimated reserves figure for year end</li> <li>• Paras 13.2 and 13.4 – appendix number changed from 2 to 3</li> <li>• Para 13.4 – consultation response numbers amended to show the verified figures; insert reference to Appendix 3, page 5 for the response card sent to residents</li> <li>• Para 13.6 – new paragraph to give details of extraordinary council meeting to be held to discuss finances and loan application</li> <li>• Para 14.1 – additional reference to Appendix 3, page 5 sample of comments received during public consultation</li> <li>• Add page 5 to Appendix 3 – response card sent to residents and sample of comments received</li> <li>• New appendix 9 added – reserves spreadsheet. Subsequent appendices re-numbered.</li> </ul>	V7
27.02.2019	<ul style="list-style-type: none"> <li>• Paras 3.7 – correction to taking over maintenance of No5, not No3</li> <li>• Para 3.9 – amend “sub-committees” to “committees”</li> <li>• Para 13.6 – correct reference to Appendix 9 to Appendix 10</li> </ul>	V8