



## “Raising the Roof”

Improving lives of the disabled through horse riding

*By Broadlands Group RDA (Riding for the Disabled)*

Header Image 16 x 9





# Contents

Background to the purpose of the facilities .....	3
Current Landscape .....	4
Project Requirements .....	5
Sustainability.....	6
Project purpose .....	6
Broadlands.....	6
Finances.....	6
Initial Budget sheet .....	8
Balance Sheet.....	11
Phase 1 Overall Cost Estimate .....	12



## Background to the purpose of the facilities

Broadlands was established in 1955 by the Stratford family. Since 1974, Suzanne Stratford has been managing this life changing provision with a group of dedicated staff and volunteers, providing over 900 rides annually. The purpose of Broadlands Group RDA is to provide therapeutic riding to children and adults with a range of disabilities to enhance their physical health and mental wellbeing. It achieves this by:

1. Providing a unique and calming environment for children and adults to fully experience the therapeutic benefits of riding.
2. Providing a safe and supportive environment for children and adults that allows each individual to achieve their full potential.
3. Providing an inclusive environment that monitors progress and recognises rider achievement at all levels.
4. Providing children and adults with a positive learning environment that encourages the development of new skills.
5. Providing a range of volunteering opportunities to students and adults that enables them to develop important life skills.

Broadlands has achieved its long running financial viability over this time through established links with the local community and grant provision. In addition, Broadland's excellent financial acumen and strong management has ensured overheads have been kept at a minimum.

Over the past 10 years, Broadlands has secured funding from Children in Need (which covered staff salaries for three years), the Co-op, Alresford Show and other smaller agricultural shows in Hampshire, Medstead Fete, the Beer Festival, local businesses including property developer and butcher, Norman Read, and dedicated fundraising events such as golf days and sponsored sporting events.



## Current Landscape

We understand the huge value of riding therapy for disabled persons which is now proven to have recognisable and measurable benefits. As a result, it has probably never been as popular as it is now. Over the decades, Broadlands has seen a shift from primarily helping those with physical disabilities such as spina bifida, cerebral palsy and the after effects of polio to increasingly welcoming adults and children with learning difficulties. This is apparent from the children featured in the video on the Broadlands website ([www.broadlandsgrouprda.org.uk](http://www.broadlandsgrouprda.org.uk)). The breadth of those that Broadlands can help is therefore ever increasing and there is currently a significant waiting list for adults and children seeking regular therapeutic riding.



## Project Requirements

In 2016 it became apparent that the covered school, where the therapeutic riding takes place, was deteriorating significantly. A detailed inspection revealed the roof was constructed from asbestos and would need to be replaced urgently (within 12 months). The lighting was deemed no longer fit for purpose and needed replacing if the school was to continue operating all year round especially afterhours.

A further survey of the site showed the hay barn (a separate building) was also constructed with an asbestos roof and in equally poor condition.

The Broadlands Group RDA “Raising the Roof” project therefore comprises renewing the school roof and adding an additional bay to one end to include a hay store and viewing gallery (see attached drawings). The latter has arisen after decades of parents, family and carers having to stand outside in all weathers to watch riders. The gallery will also aid teaching as it will be fully wheelchair accessible so that pupils can watch others. It will be enclosed with reflective glass so that pupils will be able continue below without constantly being aware that they are being viewed.



# Sustainability

## Project purpose

The Trustees are mindful of the difficulties in raising a large capital sum for the first time in Broadlands history. In September 2016, following a recommendation by the Charities Commission, Broadlands was established as a Charitable Incorporated Organisation. The Stratford family also granted the Broadlands Group a fixed 25-year, renewable lease, at minimal rent, thus ensuring its long-term future.

Additional Trustees have been appointed to the Board with specific skills in engineering, business and parent advocacy to assist with the project. In recognition of the scale of the project and the specific skills required in terms of income generation, a separate Fundraising Committee was created in May 2017 tasked with securing the necessary funds to deliver the project. This Committee includes inter alia a local parish councillor, a professional fundraiser and project manager, a successful retired businessman, and a solicitor. Broadlands has also secured the services of an experienced local PR professional to raise the profile of the project and support the fundraising campaign.

## Broadlands

With over 60 years of successful management underpinned by continuity of staffing, the Team at Broadlands has a deep and thorough understanding of ongoing quantification of running costs and how to secure these funds. Broadlands also has excellent people in place to continue and indeed develop its provision to reduce waiting times by increasing the number of rides offered annually. There are currently 58 volunteers including Riding Instructors, Duke of Edinburgh Award students, parents and a range of therapists who actively support Broadlands. For example, one member of staff is currently undergoing specialist training that will enable Broadlands to diversify into equine therapy (the going rate is £75 non-ridden per hour). With an updated riding school that is fit for purpose, Broadlands can take the next exciting step in its evolution. A renewable lease has already been signed to secure the use of the facilities for the next 25 years at a nominal rent.

## Finances

Broadlands Fundraising Committee has planned a multi-faceted approach to raising the project funds:

- First tier – We need donors willing to commit funds to help us achieve our urgent and essential targets.
- Second tier – User involvement. Parents and children have been consulted on the project and are keen to help. One autistic rider who is a gifted artist is selling his own Christmas cards to raise funds. Another 9-year-old child with a muscle wasting disorder has set up a BT Donate account to raise £1,000. A volunteer has hosted a series of talks (the latest was by the celebrated jockey Nico de Boinville) at her home, variously raising approximately £1,000 per time. These endeavours also raise local awareness.
- Third tier – Direct financial support from business and organisations. A member of the Fundraising Committee is horizon scanning and targeting corporates in



the local area to secure funds.

- Fourth tier – Grants. Two members of the Fundraising Committee with experience in securing grants are writing applications to foundations, councils and other grant giving organisations.

The refurbishment of the riding school will enable greater use as it will be possible with enhanced lighting and the Gallery to start afterhours lessons. This will raise the income from the covered school by between 15% and 20%.

The Trustees have embarked on a process of increasing the recruitment of new helpers and providing full training for them (Rider Assessment, Helper/ Rider training, Health and Safety, all helpers and staff. Safeguarding, Tracking). This will enable Broadlands to take on an extra 8 riders per week.

Equine Therapy will be introduced in 2018. Investigation shows that this will generate initially £300 per week rising to £1,200 per week into 2019.

Additional ponies/horses are being sought. There is a constant waiting list of riders and the actions listed above will mitigate this.

**Note:** Detailed income, expenditure and forecasts will be supplied.

# Initial Budget sheet

**Note:** This is an extract from an Excel Spreadsheet that can be provided separately. All values are in £ sterling.

2016/17 Actual				Budget		Actual	Budget		Budget		Budget
				2017/18			2018/19		2019/20		2020/21
		<b>Expense</b>									
		<b>Horse upkeep</b>									
6,304.33			Feed/ Bedding	6,934.76		670.60	7,628.24		8,391.06		9,230.17
3,055.43			Veterinary	3,360.97		908.83	3,697.07		4,066.78		4,473.46
2,550.00			Blacksmith and Dentist	2,805.00		320.00	3,085.50		3,394.05		3,733.46
675.23			Tack and equipment	742.75		369.00	817.03		898.73		988.60
			Purchase								
	12,584.99				13,843.49			15,227.84		16,750.62	18,425.68
		<b>Labour Charges</b>									
9,880.00			Yard Manager *	14,332.07			21,840.00		24,024.00		26,426.40
			Secretarial/accounts	6,000.00			6,600.00		7,260.00		7,986.00
5,200.00			Yard Assistant rising to 2**	11,440.00			12,584.00		13,842.40		15,226.64
2,763.00			Casual labour	3,039.47			3,343.42		3,677.76		4,045.53
		NHI Group B		1,059.84		3,055.75	1,165.82		1,282.41		1,410.65
	17,843.00				35,871.38			45,533.24		50,086.57	55,095.22



2016/17 Actual			Budget		Actual	Budget		Budget		Budget	
		<b>Property Cost</b>									
			Stable Lease	100.00		100.00		100.00		100.00	
			Field Lease	20.00		20.00		20.00		20.00	
			Field and Stable Maint]	250.00		1,075.14		329.02		345.48	
2,393.57			Rates]	284.87		299.11		314.07		329.77	
	2,393.57				654.87			732.47		763.09	795.25
		<b>Fees</b>									
			Accounts	350.00		385.00		423.50		465.85	
-			Legal/Professional	200.00		220.00		242.00		266.20	
-			Insurance	1,305.00		1,435.50		1,579.05		1,736.96	
1,676.59			Affiliation Costs	230.00		635.00		278.30		306.13	
	1,676.59				2,085.00			2,293.50		2,522.85	2,775.14
		<b>Running Expenses</b>									
265.00			New Forest Picnic	291.50		320.65		352.72		387.99	
291.97			Events/Conferences	321.17		249.00		388.61		427.47	
-			Show Expenses	150.00		165.00		181.50		199.65	
323.00			Cost of Training Volunteers	355.30		390.83		429.91		472.90	
249.74			Postage Stationary	274.71		302.19		332.40		365.64	
288.00			Other	316.80		348.48		383.33		421.66	
	1,417.71				1,709.48			1,880.43		2,068.47	2,275.32

2016/17 Actual				Budget		Actual	Budget		Budget		Budget
		<b>Services</b>									
			Telephone	450.00			495.00		544.50		598.95
			Water	200.00			220.00		242.00		266.20
			Electricity	495.00			544.50		598.95		658.85
			Bank Charges			15.00					
		<b>Marketing and Contingencies</b>		1,500.00			1,650.00		1,815.00		1,996.50
<b>Actual 2016/17</b>	<b>35,915.86</b>				2,645.00			2,414.50		2,655.95	2,921.55
<b>See Note 1</b>	<b>13,697.00</b>	Note 1									
<b>Base case</b>	49,612.86	<b>TOTALS</b>			<b>56,809.22</b>	<b>7,298.32</b>		<b>68,081.98</b>		<b>74,847.55</b>	<b>82,288.15</b>



# Broadlands Group RDA

## Balance Sheet

As of January 31, 2018

	TOTAL
<b>FIXED ASSET</b>	
<b>Total Fixed Asset</b>	
CASH AT BANK AND IN HAND	
1100 Bank deposit account	0.00
1101 Bank current account	11,040.33
1102 Capex	30,222.00
1300 Cash in hand	517.01
<b>Total Cash at bank and in hand</b>	<b>£41,779.34</b>
<b>NET CURRENT ASSETS</b>	<b>£41,779.34</b>
<b>NET CURRENT ASSETS (LIABILITIES)</b>	<b>£41,779.34</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>£41,779.34</b>
<b>TOTAL NET ASSETS (LIABILITIES)</b>	<b>£41,779.34</b>
<b>CHARITY FUNDS</b>	
Retained Earnings	16,549.61
Surplus/(Deficit)	25,229.73
<b>Total Charity funds</b>	<b>£41,779.34</b>

### Note

Fund for project	£31,523.50
Horse Purchase Fund	£4,945.00
General Funds	£5,310.84

Accrual Basis Tuesday, 10 October 2017 02:29 PM GMT+1

# Phase 1 Overall Cost Estimate

Phase 1 comprises:

- Removal of asbestos cement cladding and the re-roofing of the existing Covered School
- Construction of an additional bay to the School
- Fit out of the additional bay to provide a Hay Store and Viewing Gallery
- Renewal of School Lighting

The Building Capital Cost is based on a tender price of £109,650 (excl VAT) received from ATSS following a competitive Tender process with 3 Building Contractors. Their Tender included prelims, mob/demob costs of £13,472 (equating to 14% of the Works costs).

The Fencing renewal is based on an estimate Received from Equestrian fencing and Timber Ltd dated January 2017. This has not been re-priced as at October 2017. Car Parking and Contingency are added.

<b>Stage 1 Budget Totals</b>	<b>Costs excluding VAT</b>		
<b>Construction Element</b>			£109,649
Prelims, Mob/Demob, CDM, H&S responsibilities		£13,472	
Removal and replacement of cladding to the existing Building		£45,823	
Construction of a new single Bay extension to the existing School		£50,354	
Of which:			
• Foundations & foundation walls	£5,428		
• Steel Framework	£9,221		
• Roofing & cladding	£9,728		
• Internal walls and fit out	£18,477		
• Electrics (prov sum)	£7,500		
• Car parking	<u>£12,000</u>		
	<b>£53,133</b>		
Renew Perimeter Fencing and kick Boards			£9,595
<b>Professional and Other Fees (to date)</b>		£7,189	£9,689
• Scheme Drawings to Planning Submission	£1,900		Pro bono
• Construction information & Tender	£1,900		Pro bono
• EHDC Planning Fee	£385		
• Structural Engineers calculations	£504		Pro bono
<b>Site Phase (Prov. March 2018)</b>			
• EHDC Building Regulations Fee (prov)	£500		
• Contract administration	£2,000		Pro bono
<b>Project Total (excl VAT)</b>			<b>£140,933</b>
<b>Contingency</b>			<b>£14,000</b>
<b>Including VAT @20%</b>			<b>£30,986</b>
Excl pro-bono contributions (incl VAT)			<b>£185,920</b>