

West Rainton Parish Council

Jubilee Hall Working Group Terms of Reference

Membership

Cllr Wallage, Cllr Haddick, Cllr Storey

Management

1. Group to elect a Chair
2. Minutes be kept of all meetings
3. To report back to the Parish Council with findings/recommendations.

Purpose

4. To develop a draft business plan to assess the future sustainability of the Hall over a 3 to 5 year period.
5. In preparing the above, to seek and consider advice provided by DCC, Durham Community Action and Durham Sparks.

In particular,

- To consider the 4 potential management arrangement options discussed with DCC as set out in Appendix A.
 - To develop a business plan using the template provided by DCC attached at Appendix B.
6. To consult with the Management Committee of West Rainton and Leamside Community Association (WRLCA) regarding current usage, funding, costs, current management and volunteering arrangements and any proposed initiatives for future development.
 7. To consult with the Village Partnership and other current and potential users of the Hall to gain feedback on what they like/dislike about the Hall and its overall suitability as a community asset and suggestions for any improvements.
 8. Building on the feedback obtained through the Parish Plan Consultation, to consult further with the wider community to gain more specific feedback on what they like/dislike about the Hall and its overall suitability as a community asset, current activities provide and suggestions for any improvements.
 9. To co-opt other interested parties/individuals to support the development of the business plan as considered necessary.

Expected Outcomes

10. A report to be presented to the Parish Council clearly outlining the future suitability of the Hall, or not, over the next 3-5 years.

The Report should

- Be supported by the draft business plan
- Detail assumptions made in arriving at the draft business plan
- Detail the proposed most appropriate management arrangements to deliver the draft business plan
- Make recommendations and outline the next steps

Expected Timescales

Dec 2018

Appendix A

Potential Management Options

1. The Parish Council holds the land and the deeds for the building and manages the asset directly itself.
2. The Parish Council the land and the deeds for the building and runs the building themselves via the creation of a separate legal entity (e.g. incorporated charity, not for profit company) to run the building – usually within the governing documents it states that all trustees/directors would be Parish Councillors. The Parish Council would then lease the building and land to this separate legal entity. In addition, this model usually requires centre management and/or caretaker roles either voluntary or employed to run the building day to day.
3. The Parish Council holds the land and the deeds for the building, then delegates all activities to a separate management committee of volunteers. The Parish Council would be responsible for the building maintenance, insurances and health & safety (e.g. licences, risk assessments, legislative certifications). Whilst the volunteers on the management committee would be responsible for ensuring there were appropriate community activities in the building and they would be accountable for covering the expenses for the caretaking, cleaning and general running costs (e.g. toilet rolls, crockery, activity equipment). The management committee would need to be a separately constituted group (e.g. unincorporated, incorporated charity, not for profit company).
4. The Parish Council holds the land and the deeds for the building, then formally and legally leases the land and/or building (as a full repairing arrangement) to a separate legal entity (e.g. incorporated charity, not for profit company). The separate legal entity would be then responsible for all of the building/land up keep, maintenance, running costs and provision of the community activities (this is similar to the model that Durham County Council did with the Community Building Asset transfer programme).

Name of Organisation
Name of Community Building
5 Years Business Plan

Date prepared: DD Month Year
Prepared by: Name of Author/s

Name of Community Building
Address 1
Address 2
Village/Town/City
County Durham
Postcode
UPRN

Telephone:
Email:

Summary

Aims

What are the aims of your organisation? For example, to encourage children and young people in the community to engage in healthy activities which builds their confidence and self esteem

Objectives

E.g.

- Develop a robust business plan which will guide the organisation over the next X years
- Develop a clear plan to identify future requirements and funding needs supported by a clear evidence base to inform future funders
- Improve the external appearance of X Youth Club to become an attractive and well maintained building

Overview of the Club

A brief outline of your organisation, what do you do and who uses it. This can include benefits to your community.

Organisation/Governance *(who are we)*

Current Management

Future management

Legal Structure and Lease

Do you have any limited liability, are you a company or sports association?

Charitable Status

Are you a charity at present?

Future Plans

Staff

Who do you currently employ?

Future Plans for Staff

Do you need anyone else? What would they do?

Volunteers

Current Situation

How many do you have, what do they do, how often?

Future Plans for Volunteers

Members**Current Plans****Future Plans for membership**

Are you planning any changes? Do you charge a membership fee or could you in the future?

Partners/Advisers**Current Partners****Future plans for partnership working**

Succession Plan**Current Plans****Future Plans for Staff**

Market *(who do we do this for)***Market Research/ Assessing the needs of your community**

Do you need a survey? Think about what you know already about the people who use your building (and those who don't – why not?). What do they need, where do they live, what sort of times do they want the building? What will they be willing to pay? Could your building be used during the day? Are there any other sports they would like to do? How do they know about you? Do they use your Facebook page for example? If you don't know this, you need a survey (which we can help you design).

Survey Results

Service Users – Profile and Needs

Competitors

e.g. Pop up clubs, schools, other centres

Location

A little about your location, any issues (security parking etc)

SWOT Analysis *(all the points that come up in your SWOT should be in your plan)*

Strengths

Weaknesses

Opportunities

Threats

Developing the Service (what do we do and what will we do in the future)

Activities/Income Streams/Future Development

What activities do you provide now

Which sessions, how often, what is the attendance

Is there anything else you could do in the future?

If you do a survey, this section should be guided by that

What are your plans for the building and the surrounding area, what about parking, would residents support additional parking space? Lighting improvements, security etc.

PROMOTION (how we tell people about us)

If you do a survey, how do people know about your club? Write about this here. What do you need to do to promote your club? Here are some ideas

Open Event – tell people about your plans, you may have to charge a little more, this is where you tell them why, could you run taster sessions to get people through the doors (perhaps the external appearance puts them off?)

Branding or Advertising

Website or social media

Leaflets, noticeboard, press release

Managing your Building (Keeping it safe and legal)

Policies and Procedures (this section is about what you have and what you may need)

Licences

Insurance

Compliance

Training

Risk Assessments

Energy Efficiency

Finance (how will we pay for it?)

Pricing Structure

Current Charging

How much do you currently charge? Think about all classes you run and anything you sell (incl. water and tea/coffee). This will need to match with your cashflow forecast

Future charges *how much could you charge in the future? (this should be guided by how much you actually need, so you might have to do a future forecast*

Grants

Do you currently receive any grant funding and what could you get in the future?

Funding Applications

Do you have any applications in at present, and what could you consider in the future.

Financial Forecast

Year	Total Income	Total Expenditure	Balance (+/-)
2018 – 2019	£	£	£
2019 – 2020	£	£	£
2020 – 2021	£	£	£

In your paper copy this is where you will put your financial forecast from the Excel document for 2018-19

Notes to the Cashflow 2018-19

Income

Room Hire	Details of expected number of hires plus projected income
Membership Fees	Details of expected number of memberships plus projected income
Fundraising	Details of expected income from fundraising and events planned
Neighbourhood Grant Budgets	Details of any funding from Councillor's Neighbourhood Budgets
Parish Council	Details of any funding from Parish Councillor's Budgets
Other Grants	Details of other grants secured/expected with sources and amounts.

Show months of payment on the cashflow forecast.

Expenditure

Electricity – note only needed if anything unusual in payments	
Gas/Oil – note only needed if anything unusual in payments	
Water Rates - note only needed if anything unusual in payments	
Rates (if applicable) - note only needed if anything unusual in payments	
Insurance including:	
Buildings	£ and month paid
Contents	£ and month paid
Public Liability	£ and month paid
Employers	£ and month paid
Personal Accident	£ and month paid
Compliance including:	
Gas Servicing	£ and month paid
Legionella Service	£ and month paid
Emergency Light Service	£ and month paid
PAT testing	£ and month paid
Fixed Electrics Inspection	£ and month paid
Fire Alarm testing	£ and month paid
Automatic Doors servicing	£ and month paid
Lifts – servicing	£ and month paid
Air Conditioning Servicing	£ and month paid
Asbestos Checks	£ and month paid

Licences including:	Heating Controls	£	and month paid
	PRS Licence	£	and month paid
	TV Licence	£	and month paid
	Premises Licence	£	and month paid
	Alcohol Licence	£	and month paid
	Raffle/Lotteries Licence	£	and month paid
	Food Premises Licence	£	and month paid

Administration Costs – Details and amounts

Marketing/Promotion Costs – Details and amounts

Stationery – Details and amounts

Cleaning Materials – Details and amounts

Staff – wages – if applicable

Staff - Employers NI – if applicable

Repairs and Renewals – Details and amounts

Building Maintenance – Scheduled maintenance details and amounts (from your Building Maintenance Plan.)

Catering supplies – Details and amounts

Bank Charges – Details and amounts

Bank Charges – Details and amounts