

Warwick Gates Community Centre **Business Plan - revised March 2021**

Executive Summary

Warwick Gates Community Centre is a not-for-profit facility with a proven track-record of running welcoming, efficient and effective community services.

In response to the rapid and extensive growth of Warwick's population in the new housing developments across Heathcote (CV34), the Community Centre Management Committee and Heathcote Parish Church are seeking to transform the Warwick Gates Community Centre to:

- Increase capacity and provide greater versatility for users
- Improve access to services and be better placed to serve the needs of the much expanded (and still increasing) local community
- Provide safer facilities for all users, including compliance with safeguarding requirements and health and safety guidance

The plans have been produced following consultation with existing Church and Community Centre users, Warwick District Councillors, architects, quantity surveyors and Coventry Diocesan Trustees.

1. Introduction / Overview

1.1 Brief history / background

Warwick Gates Community Centre was opened in 2000 to serve the needs of the population on the new estate. The Centre is very well used and an appreciated facility for local people of all ages. Before the Covid-19 pandemic forced the Centre to close, there were regular activities for the community to enjoy and participate in and it is also used by various not-for-profit community groups. Approximately 950 residents used the church and centre each week in 2019/2020 (see *Appendix 1* for more detailed breakdown of centre usage).



In the past 4 years the area of Heathcote has experienced exponential population growth on account of a significant new homes building programme. In the year 2000 the population of the original Warwick Gates estate totalled approximately 5,000. In subsequent years, the construction of 2,200 new homes has led to Heathcote hosting a population in excess of 15,000 people.

In March 2020, Warwick Gates Family Health Centre (the only medical practice for Warwick Gates and Heathcote) completed a building project to increase

their capacity of registered patients from 7,500 to 19,000, indicating both the rapid surge in local population and also the growing demand for local services.

Consequently Heathcote Parish Church (established in April 2018), in consultation with the Management Committee of Warwick Gates Community Centre, have taken the initiative to develop a community centre that will be able to better serve the needs of this growing community. No additional community provision for community meetings or activities are planned in this local area.

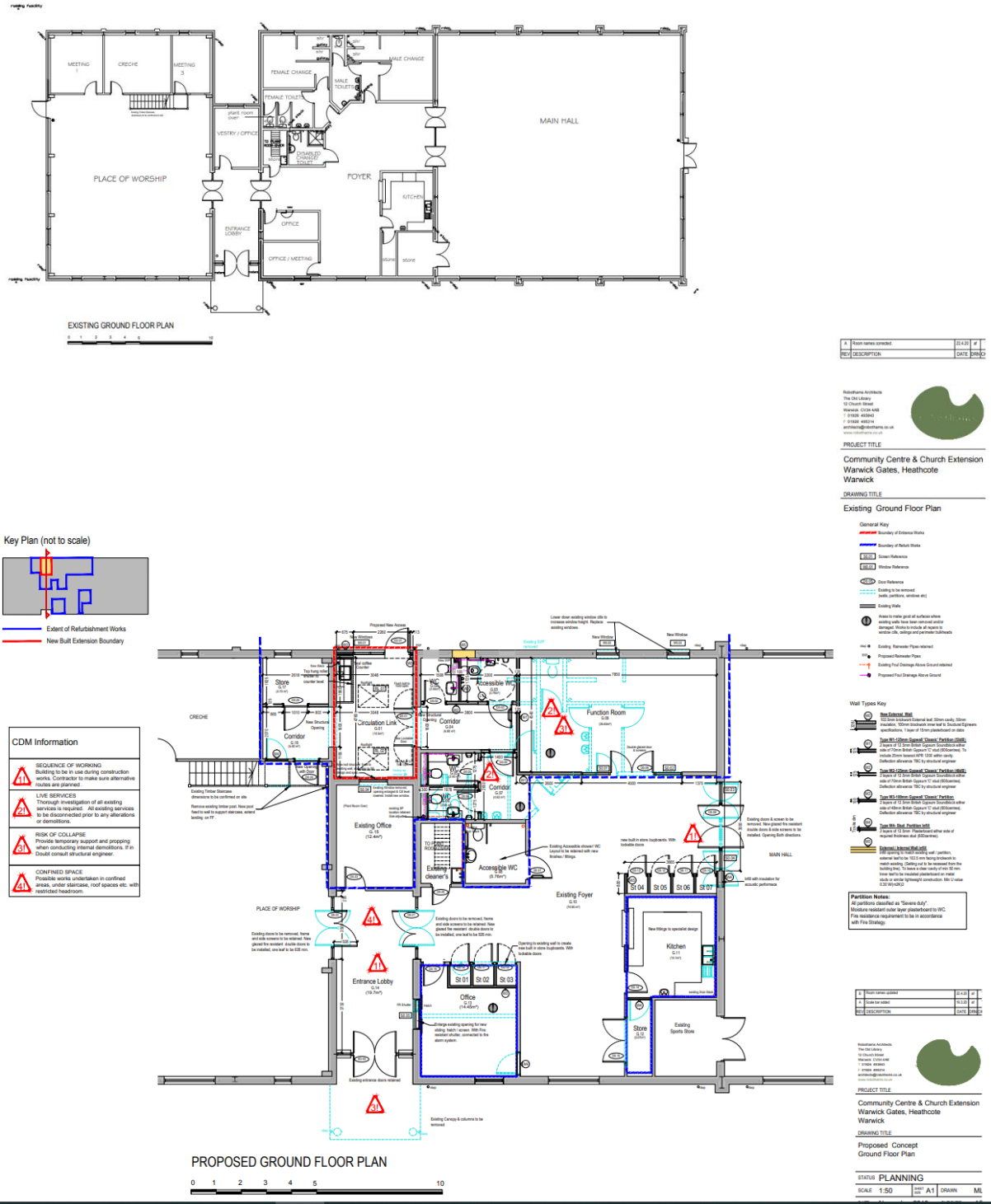
1.2 Aims & objectives

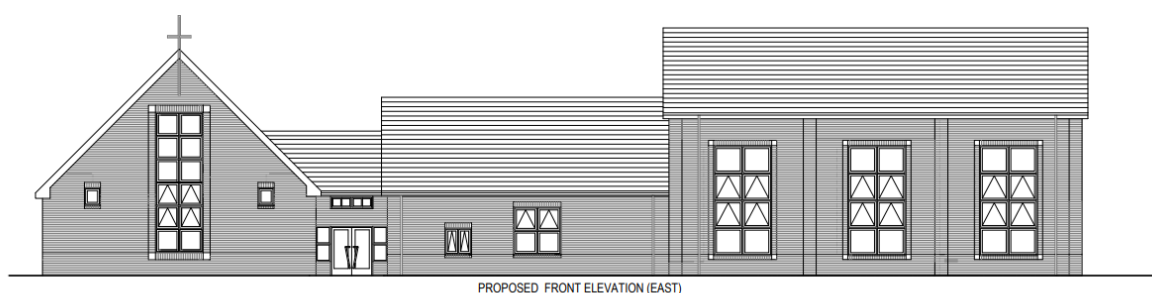
This capital project aims to:

- enlarge and improve the current facility
- make the building more versatile, safe and fit-for purpose
- increase and enable greater community access to the facilities

1.3 Planned development

The Architect drawing below depicts the proposed reconfiguration work to create a new multi-purpose meeting room, re-configure the toilets, create a kitchenette and some other adjustments to the internal layout. (for a more detailed description see section 2.1). The completion of the work will provide a new, safe meeting area which will enable different groups to access the building simultaneously and safely. Thus, the capacity of events and activities for the growing community is increased by circa 50%.





The plans have been produced following consultation with existing Church and Community Centre users, Warwick District Councillors, architects and quantity surveyors. Coventry Diocesan Trustees (a party to the lease) have been consulted and informed of these plans and support the project. The plans were approved and determined by Warwick District Council on 15 June 2020.

1.4 Management / governance and organisation

Management Structure of Warwick Gates Community Centre

Charity Commission - Heathcote Parish Church is registered with the Charities Commission, Registered Charity Number 1189550.

Technically the name is The Parochial Church Council of the Ecclesiastical Parish of Heathcote i.e. the PCC. It was registered on 19 May 2020 following the creation of a new parish and PCC in April 2018 (previously the church and community centre came under St Margaret's Church, Whitnash). The PCC members are the Trustees. A PCC Charity is governed by two key documents, which are pieces of legislation:

- (i) **The Parochial Church Councils (Powers) Measure 1956 as amended** (most recently amended in 2019). This defines the function and purpose of the PCC as promoting the whole mission of the church, which includes to be pastoral - to look after individual people - and to be social - to help the poorer members of society and those suffering from racial, economic and other forms of injustice.

A parallel may be the Objects of a company.

The full text is at: <https://www.legislation.gov.uk/ukcm/Eliz2/4-5/3/contents>

- (ii) **The Church Representation Rules** (re-written in November 2019). These set out how the church will be run, covering many issues including financial reporting, routine and annual meetings, elections and appointments, the electoral roll, data protection and communication. They include rules which must be applied and some which can be tailored to suit particular circumstances and location.

A parallel could be the Articles of a company.

The full text is at: <https://www.churchofengland.org/more/policy-and-thinking/church-representation-rules/church-representation-rules-online-introduction>

The Charities Commission has approved these as the governing documents of PCCs and does not require any further form of constitutional document.

Management

The PCC discharges its responsibilities in accordance with the governing documents above. It is also bound by other pieces of legislation, for example employment law, licensing laws.

The PCC members are Trustees (and abide by Trustee regulations). The PCC can appoint committees for specific purposes, as necessary.

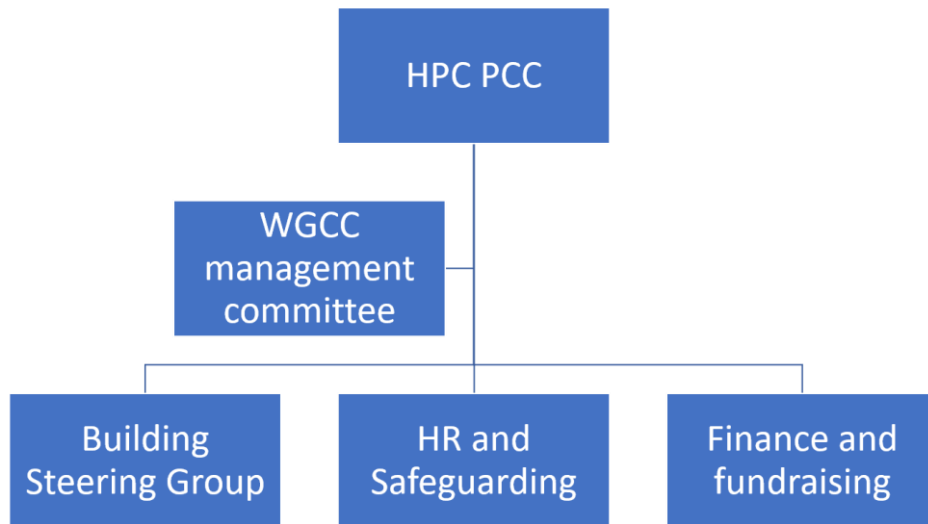
The PCC Charity entered into a Lease with WDC (and Coventry Diocesan Trustees) for the premises encompassing the church and community centre.

Covenants in the lease ensure that the Tenant (PCC Charity) runs the church and community centre separately, these include (i) to constitute a Management Committee to run and manage the centre (ii) to appoint staff specifically to ensure "the safe proper and lawful operation" of the community centre (iii) not to use the church other than as a church or for specific ancillary activities (iv) not to use the community centre other than as a community centre "open to the public at large".

The PCC has set up a **Management Committee** as required, comprising the Chair of the PCC, the Centre Manager and the Treasurer and can draw on the expertise of others as needed. The Management Committee have its own approved terms of reference (*see Appendix 4*).

Matters requiring Management Committee consideration include, approving the annual fees charged for the hire of facilities and preparation of repair and maintenance quotes to be presented to the PCC for approval.

The financial accounts are split, and all transactions are recorded separately for the church and community centre to enable the Management Committee to monitor and manage the financial performance and budget of the community centre.



Following careful review, Warwickshire CAVA has confirmed our governance structure is appropriate to receive funding, local authority or otherwise.

Employee Handbook

All **policies and procedures** are held in the employee handbook and reviewed regularly. They are issued to and accepted by all employees on appointment and apply to volunteers, including Health & Safety, Equality and Safeguarding policies.

2. Project Proposal

2.1 Description of project

The existing configuration means that only one group can comfortably and safely use the Centre at a time. The main area available to hire is the large Sports Hall which is not necessarily the right environment for some groups and meetings. There are many occasions when demand for space far exceeds capacity. The new plans seek to ***increase the useable capacity in the centre.***

Key features include:

A New Community Function Room enabling new activities

- To increase our capacity for more groups to be using the building safely and simultaneously. The existing configuration means that only one group can comfortably and safely use the Centre at a time.

Refurbished kitchen and an additional kitchenette

- To increase our capacity by providing alternative and independent access for users to offer refreshments, enabling the Centre to be more of a social hub.
- To enable more groups to offer simple hospitality and a welcome – one step towards countering social isolation.
- To provide a facility and environment that conforms to the latest hygiene and best practice safety guidelines. e.g. Our current kitchen is 20 years old and refurbishment is overdue. New materials and worktops are needed for ease of cleaning and to minimise the risk of spreading infection.

Improve the toilets

- To provide an additional accessible toilet, making the Centre more accommodating of all users.
- To comply with safeguarding recommendations, we are advised to create more individual unisex toilets rather than a separate facility for men and women.
- Increasing the capacity of the Centre would require different groups to be able to access specific toilets allocated to their space. The new plans provide separate toilets that can be used safely and simultaneously by different groups.

Secure and accessible storage

- To enable long-term, regular Centre users to store their equipment safely and access it easily when needed.
- To give users safe access to cleaning equipment so that they can leave the premises in a clean state for bookings that follow them. This is vital to ensure the Centre is a safe and hygienic space for all to access.

Reconfiguration of entrance lobby and office

- To provide a more welcoming and accessible facility for Centre users.
- To redevelop space, currently used for administration, into a multi-purpose room, suitable, for example, for small meetings and for sensory activities for children with special learning needs.

Removal of front canopy

- To improve the welcome and access to the building.
- To follow the recommendation of the local police - that this would deter groups of people gathering outside the entrance, which can be intimidating for users.

2.2 Rationale for project; evidence that supports the need for the project

We are the only community building in Heathcote, with (pre-pandemic) over 950 users accessing the Community Centre each week for a variety of activities, equating to an average annual footfall of nearly 50,000. The need and demand for community services is already strong and will continue to grow.

We are now facing huge pressures as:

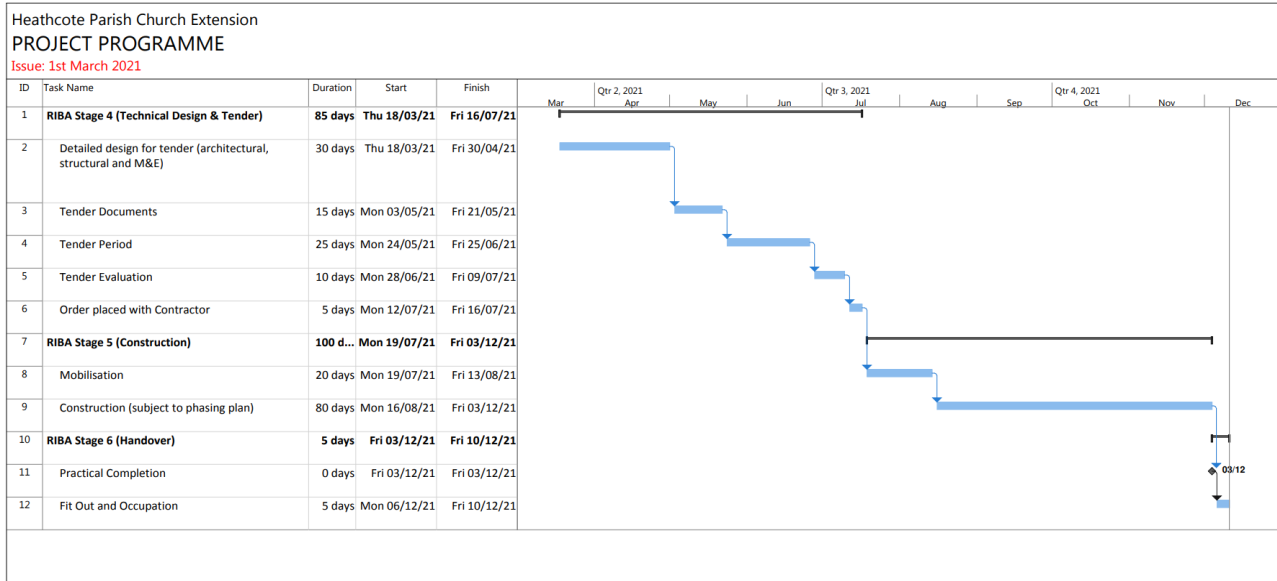
- The Centre has been operating at full capacity in its current configuration
- Demand is increasing with the new housing locally
- The building layout is no longer 'fit-for-purpose' as it greatly restricts both the quantity and quality of services that can be offered to the community

The latest JSNA (Joint Strategic Needs Assessment) survey, conducted by Warwickshire County Council in 2019, identified a key priority for residents in Heathcote and Warwick Gates to promote mental health and wellbeing. This is especially pertinent as the survey reveals that rates of depression, obesity and heart disease are higher in this area when compared with levels across the county of Warwickshire. ***One of the specific report recommendations is to enable local residents greater access to local community groups and activities.*** The current layout and configuration of the Community Centre lacks flexibility and prohibits multiple users simultaneously using the building safely, which means the potential capacity is greatly reduced.

In March 2020 the neighbouring Family Health Centre in Warwick Gates completed a major building project to their surgery increasing the capacity of registered patients from 7,500 patients to 19,000 patients. This figure is indicative of the enormous increase in demand on local services. With recent challenges in the UK, the NHS is recommending that GP's look to utilise social prescribing much more. The redeveloped WGCC will be well-placed to support Warwick Gates Family Health Centre in their work towards improving health and health outcomes for the local community.

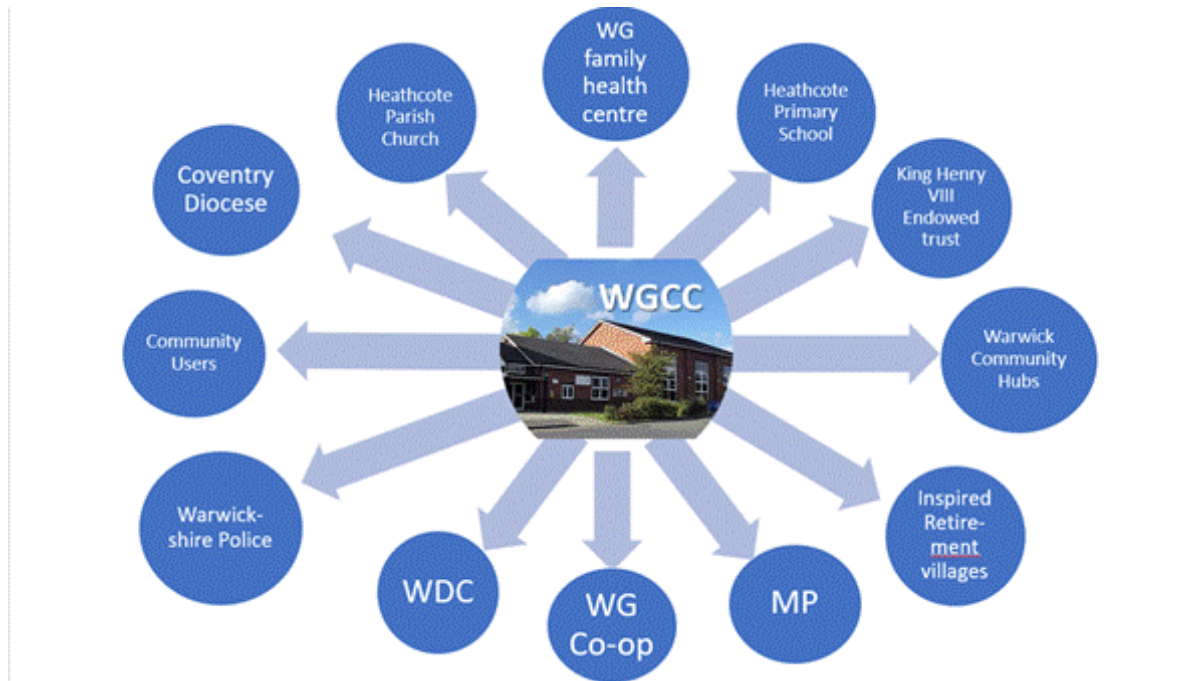
Despite the exponential growth in local housing and the money derived from Section 106 there are no other plans for a community centre to be built in Heathcote and so we are proactively seeking to respond to this growing local need. We are actively involved in supporting the Warwick Recovery plans and we are working with the Community Hubs to provide coordinated solutions to the key needs and work streams which have been identified.

2.3 Phases/works programme



2.4 Key partners

We are delighted to be working in partnership with several local organisations and individuals. Our partners are included in the stakeholder map:



2.5 Milestones

- Assessment of need – 2019/20
- Draw up design and plans - 2020
- Approval of plans – JUNE 2020
- Fundraising – ONGOING
- Commence tender process for work – APRIL 2021
- Commence work – SEPTEMBER 2021 (provisional)
- Completion of works- TBC

2.6 Outcomes

As detailed elsewhere, this redevelopment would enable greater access, versatility, and safe use of the community facilities for the local community

3. Marketing and Promotion

3.1 Description of current marketing plan

Warwick Gates Community Centre is well established within the local community already and is a vital hub for the area of Heathcote. A key focus going forwards would be to keep the centre accessible and available to the local community. Annual footfall and word-of-mouth have proven very effective in ensuring the centre remains well used. Furthermore, the Management Committee, in conjunction with Heathcote Parish Church, have a proven track record of hosting large scale community events. Hundreds of residents have accessed the services of the Centre and taken part in events such as a Community Fun Day, Community litter pick, Community Easter Egg Hunt and a Community Christmas Fayre (*see Appendix 2*).

3.2 Future service offer options

In 2019 a Warwick County Council Joint Strategic Needs Assessment identified mental health and wellbeing as a top priority for residents of Heathcote and Warwick Gates; depression, obesity and heart disease are higher in this area than in Warwickshire as a whole. The report recommended giving residents greater access to local community groups and activities, which is an overall strategic aim of the Management Committee.

The Centre continues to receive new requests from groups who want to access the facilities. In September and October 2020 when the Centre was able to re-open safely to some users, new and varied groups including Bhangra dancing, Tai Chi, Yoga, Pilates, children's rugby, slimming groups and a local stroke recovery charity all requested long term bookings. We have been able to offer short-term bookings (to December) to some of these groups which will be reviewed when we are able to re-open.

During the previous year, the following groups have approached the Centre looking for a venue for their specific activities, but unfortunately the building configuration prevented us from being able to accommodate them. These included:

- National Health Service clinics
- Mental health clinics
- Affordable counselling
- Patient Participant Group (linked with the neighbouring family health centre)
- Warwick District Council consultation events
- Local neighbourhood awareness meetings
- Debt counselling/advice

The planned medium sized meeting room would provide an ideal space for many of these services.

We have met with the local Social Prescribing team and are in discussion about how best we can support them. They hope to restart a gardening club and use the Community Centre for inside activities and socialising. We are in contact with Citizen's Advice South Warwickshire about the potential for providing an outreach venue and are also considering becoming a venue for NHS Blood Donation.

Prior to the Covid-19 pandemic, there was a clear need for a reconfigured and modernised facility to meet the needs of the growing Heathcote population. The pandemic underlines this need. The outcome of the proposed reconfiguration work will be a more versatile building with around 50% additional capacity that enables social distancing, provides safe access for community users, and adheres to best practice safeguarding and hygiene guidelines.

3.3 Competition; similar service offerings within the local area, within the district, within the county

Within the district and wider county, other community centres offer a very wide range of services and activities. Through our work with the Community Hubs, we are able to coordinate the provision and access of these services where possible. Our research has identified that there is no local offering for some of the essential services for Heathcote residents and our development plans aim to address this. In addition, we are able to offer affordable activities which we know some local residents would otherwise not be able to access.

Whilst provisional plans are underway for the new Oakley Grove School, this is not due to be finished until 2023 and the facilities there would only support evening and weekend fitness groups. Its location is over a mile away from many Heathcote residents, it is not on a local bus route and a 30-minute walk would prevent many from accessing it. Therefore, Warwick Gates Community Centre remains the only community venue able to support groups who require daytime facilities and for whom close proximity is essential (e.g. elderly, parents of young children).

3.4 Community engagement; consultation, involvement with the organisation

The Church and Community Centre are working in partnership with the neighbouring Family Health Centre to consider how the growing and complex health and wellbeing needs of the rapidly growing community can be met through services that the Community Centre can provide. Discussions are ongoing with the Social Prescriber for the area and plans were formed for prioritising the strategic activities and services that the Community Centre could offer. An anticipated outcome of the Covid-19 pandemic is that there will be an even greater demand for community services that support mental health and wellbeing.

We have developed strong links with the newly built Heathcote Primary School and have welcomed school visits to our facilities. A musical concert from the school choir was due to be hosted at the Centre but had to be cancelled due to Covid-19. We have hosted events for the local police and our near neighbours who work at the Leamington Rehab Hospital and have offered annual visits to their patients.

We are an active partner in the Warwick Community Hubs, seeking to cultivate joined-up services and working practices that best meet the needs of the whole area of Warwick and liaise with the teams working from Chase Meadow Community Centre, The Gap and The Packmores Centre.

We have worked in partnership with Inspired Retirement Village and the local Co-op store on a number of community initiatives. For example, community litter picks, Easter Egg Hunts and Summer Community Fun Days (*see Appendix 2*).

Church and Community Centre Consultation Surveys

The Community Centre has a history of responding to the needs of the local community. Since the Community Centre was opened various surveys have been conducted with residents seeking feedback to improve services:

- A community survey in 2015 identified residents' concerns that they would like more done about the problem of litter. Heathcote Parish Church and Warwick Gates Community Centre responded with successful community-based litter picks for the past 3 years. People are appreciative as we move around the estate, demonstrating a care for the local environment.
- Residents requested more groups for children and teenagers. There now are more initiatives running for that demographic from the Centre.
- Heathcote Parish Church and Warwick Gates Community Centre conducted a survey in 2018/19 (*see Appendix 3*). Residents expressed an interest in a choir and drop in café and following discussion and research, both were subsequently provided in 2019.
- In March 2020 the Warwick Gates Community Centre Management Committee worked in partnership with Berni Allen, Joanna Daag and Jon Barnett from Warwick District Council to

construct an online poll for all residents in Warwick Gates / Heathcote to complete (See <https://www.smartsurvey.co.uk/s/HEGCPY/>). Due to the pandemic, this survey was put on hold but we will continue to work in partnership on any future consultations

Community Engagement with development ideas

In July 2019, Heathcote Parish Church and the community were consulted about the building plans. Their input was sought over three weeks, with opportunity for discussions and exploration. The plans were also displayed in the Church for any frequent users of the building to consider and feedback.

All input was taken into consideration in drafting the final plans for the desired redevelopment work. The positive feedback also meant that we started the fundraising work for the project.

3.5 Planned marketing activities

The Centre has its own website and an established Facebook page with over 1000 followers, which will continue to be used to promote services and activities.

The marketing plan aims to promote the Centre to the individual end-user and to encourage groups and companies to book the most appropriate space. The ways of marketing the Centre have been identified and include: -

- Direct contact with all previous users of the Centre and those who have previously expressed an interest, but we have been unable to accommodate with current configuration
- Local press and media (such as the local newspapers - Courier and Observer)
- Posters and leaflets in local shops, Family Health Centre, pub and the Community Centre and other community notice boards
- Community Centre website and social media
- Contact with schools to promote groups and activities
- Contact with sporting agencies

3.6 Agreements already in place

There are Terms and Conditions of Hire in place for all regular users of the Community Centre. Pre-lockdown there were 24 groups who had regular bookings and many more who had monthly or occasional bookings. We have kept in contact with these groups and expect the large majority of them to resume their bookings.

During 2020, when it was safe to reopen the Centre temporarily, several new groups signed up to our Terms and Conditions of Hire. Some were able to meet albeit for a short time. These groups have confirmed they wish to resume their bookings.

Since January 2021, we have had a surge in interest from many different groups looking for a venue. We aim to prioritise those groups which will best serve the needs of the local community and support the community as it comes out of lockdown.

Going forwards, our plan is for the community centre to continue to be used for a wide range of services and activities, which reflect and serve our local population. Having multiple and varied users also spreads any financial risk to the centre as we are not reliant on any one major income stream.

4. Financial Plan

4.1 Present financial situation

Centre finances for 2019

The table below displays the separate receipts and payments for all transactions in the Community Centre in 2019. The original 2020 budget figures are included for ease of comparison with the actual 2019 figures, but these are now not applicable as the Community Centre has been closed due to the COVID-19 lockdown. This shows that prior to any reconfiguration work, our pre-pandemic annual receipts were circa £42,000.

	Budget 2019	Actual 2019	Budget 2020
Centre Receipts			
2104 Deposits	£0.00	£3,062.54	£0.00
4000 Cash Collection		£10.00	£0.00
4210 Lettings and Rental	£36,000.00	£33,346.77	£36,000.00
7310 Utilities (Solar Panels)		£813.64	£0.00
7360 Maintenance, Hygiene & Waste		£98.00	£0.00
7820 Bank Interest/Charges		£87.38	£84.00
Cost transfer - Church Bton/Kurling in Centre	£240.00	£520.00	£240.00
Cost transfer - Church use of Centre	£3,200.00	£3,500.00	£3,200.00
Cost transfer - JinBox use of Centre	£1,870.00	£1,870.00	£1,870.00
Total	£41,310.00	£43,308.33	£41,394.00
Centre Payments			
2104 Deposits	£200.00	£3,100.54	£200.00
4210 Lettings and Rental	£0.00	£118.50	£0.00
7020 Training & Study		£11.03	£0.00
7200 Wages/Payroll and Pensions	£10,724.10	£10,980.80	£12,090.00
7203 Employers Pension Costs			£816.10
7310 Utilities	£6,600.00	£4,951.36	£7,000.00
7320 Insurance	£1,250.00	£1,223.92	£1,250.00
7330 Rates	£2,151.00	£1,810.40	£2,172.00
7340 Repairs	£12,000.00	£2,374.19	£7,000.00
7360 Maintenance/Hygiene/Waste	£7,200.00	£6,762.72	£7,200.00
7365 Equipment/Furniture etc.		£307.57	£0.00
7385 Speakers Expenses/Gifts		£76.93	£0.00
7501 Stationery/Copying	£600.00	£1,214.27	£1,200.00
7520 Website Expenses/Advertising	£400.00	£0.00	£200.00
7800 Subscriptions/Licences	£25.00	£635.68	£100.00
7820 Bank Interest/Charges	£180.00	£94.31	£180.00
Transfer - support to Centre	£8,496.00	£8,496.00	£8,496.00
Total items in budget	£49,826.10	£42,158.22	£47,904.10
7350 Building Refurbishment Project		£3,990.00	
Total Centre Payments		£46,148.22	
Centre Surplus/Deficit- Budgeted items	-£8,516.10	£1,150.11	-£6,510.10
Centre Surplus/Deficit inc NonBudget items		-£2,839.89	

The financials for the year ending **2018** as compared to **2019** are included at *Appendix 6*. Please note that in **2017** the centre was under the management of the previous tenant (St Margaret's PCC, Whitnash) so financials for that year are available through their annual report if required.

Financial figures for **2020** are in the process of being reviewed by the independent examiner.

4.2 Estimated project costs

The overall cost of the project has been quoted as **£366,100** by Starkey Button (Quantity Surveyors Ltd), 1a Highfield Terrace, Leamington Spa, CV32 6EE. This figure includes all professional fees, VAT and contingencies.

Breakdown of Capital Costs

Demolitions and alterations	£26,600
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Substructure	£3,300
Superstructure	£46,500
Finishes and fittings	£50,200
Services Installations	£76,700
External Works	£9,000
Sub Total	£212,300
Preliminaries	£31,800
Contingencies	£24,400
Professional fees and charges	£36,600
Total ex VAT	£305,100
VAT	£61,000
Total	£366,100

4.3 Funding plan; to include details of the status of the funding

The tables below indicates the funds that have been raised to date.

Donor	Amount Requested	Status
Heathcote Parish Church	£74,400	Secured
Coventry Diocese	£5,000	Secured
All Churches Trust	£5,250	Secured
King Henry VIII Endowed Trust – Warwick Town Share	£60,000	Secured
L&Q (Counties and Estates)	£31,791	Secured
Congregational Trust	£15,000	Secured
29 May 1961 Charitable Trust	£10,000	Secured
TOTAL	£201,441	Secured

The table below indicates the funds that are pending to achieve our target.

Donor	Amount Requested	Status
Warwick District Council	£150,600	Application submitted – November 2020
Joseph Rank Trust	Up to £15,000	Pending - Invitation to resubmit application once 75% of fundraising total is secured

4.4 VAT status of project including consideration of the VAT status for future costs and income; if project VAT is recoverable, provide evidence of the VAT status (as VAT is a complex area, and mistakes potentially costly, organisations are advised to seek their own independent specialist advice)

We have been advised by a VAT consultant (Les Howard) that the work on the accessible toilets is the only part of the redevelopment project that has a VAT zero rating (*See appendix 5*).

4.5 Income & expenditure forecast;

The Centre will continue to be run as a not-for-profit community facility by the Management Committee as per the duties and obligations set out in the terms of the lease with Warwick District Council for the premises. Many new users of Warwick Gates Community Centre have been identified already and the number is expected to grow to exceed 1000 user visits per week.

The financial forecast for the reconfigured Community Centre is as follows:

Timeframe	Profit/loss £
Year 1	-5300 *
Year 2	2,260
Year 3	4,250

*this initial loss would be covered by Heathcote Parish Church council, who have where necessary made up any small shortfall in previous years

4.6 Potential Profit and Loss Forecast for First Three Years

The Management Committee forecasts that the Centre will be profitable by the end of the Year 2 following completion of the works. This table outlines the forecast for how this would be achieved. It is based on two key assumptions:

- (i) annual receipts (see section 4.1) remain consistent based on 2019/2020 usage by regular groups (*see appendix 1*).
- (ii) additional income from the new room would be supplied by new groups who have previously requested to use the centre (see section 3.2) and from attracting new users to this customised facility (see section 3.5)

Year	Receipts Current annual receipts for Community Centre =£42,000 (rising by circa £500 per year)	Additional Income New room rental Charge £15 per hour	Payments Current annual payments for Community Centre =£48,000 (rising by circa £2,500 per year)	Profit / Loss
2021	£42,000	10 hours booking = £150 per week 38 weeks Additional income = £5,700	£53,000 (includes £5,000 one off payment for new furniture)	-£5,300*
2022	£42,500	18 hours booking = £270 per week 38 weeks Additional Income = £10,260	£50,500	+ £2,260
2023	£43,000	25 hours booking = £375 per week 38 weeks	£53,000	+ £4,250

		Additional Income £14,250	=		
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*this initial loss would be covered by Heathcote PCC

As is evidenced by our previous, current, and potential future users of the centre, the income stream for bookings is spread across a diverse range of activities and services. This is an effective financial model for us as we are not reliant on just one or two main income streams but spread across multiple users.

4.6 Sensitivity analysis

As highlighted above, the nature of our bookings profile means that we are not dependent on any one major income stream and at any one time there is more demand for space than we can hire out. In terms of sensitivity, this means that we are not at particular risk to reasonable variances in income and we are able to respond quickly to changes in circumstances.

For the past 12 years, the Community Centre has been run within budget. It has not received external grants and finances have been managed carefully to ensure it continued to be viable. Occasionally there has been a small deficit which Heathcote Parish Church has met.

During Covid-19, grants have enabled the Community Centre to continue, and work has been ongoing, in conjunction with other providers, to be able to prepare for reopening.

5. Risks and Issues

5.1 Risk register; list individual risks (for example; project stages overrun, overspends, planning permission is refused), the risk level (low, medium, high) and the mitigation (actions) to reduce the risk

A risk register will be drawn up in collaboration with the architects when the necessary funding is in place for the project to be approved and move to the next stage. project has approval

5.2 Issues log; areas that are prerequisites for the project to go ahead / succeed (for example; access to systems / ICT technology requirements, cash flow whilst waiting for grants to be awarded, facilities management)

See 5.1

6. APPENDICES

APPENDIX 1 – BREAKDOWN OF CENTRE USAGE 2019/20:

Group Name	Frequency	Number of users (approx.)	Notes
Ad hoc bookings	variable	variable	Elections, Education conferences, MP with constituents, Mental health, PPG, Residents association, Heathcote Primary School visits, Holiday activity clubs
Badminton hire	six times a week	90	Club and private use
Big Sing community choir	weekly	30	
Children's parties	fortnightly	40	
CRC counselling services	weekly	15	
FL exercise	weekly	40	Senior exercise class
Go 4 Goals	weekly	25	Football for primary school age
Headway support group	fortnightly	20	For people with head injuries
Indoor kurling	twice weekly	30	For retired people to keep active and socialise
Jack in the Box toddler group	weekly	120	For carers and pre-school children (donation only)
Karate	weekly	20	
LWAD acrobatic arts	weekly	25	
LWAD ballet	weekly	60	
Monster mischief	weekly	45	Pre-school group
NHS baby clinic	monthly	75	
Pilates	Three times a week	45	
Pop up café (with book share)	weekly	10	Open to all
Spa Striders	monthly	15	Circuit training and fitness
Sunday church services	weekly	80	
Toddler multisports	weekly	15	
Uniformed groups (Brownies, Rainbows, Cubs, Beavers, Scouts, Explorers)	weekly	150	


APPENDIX 2 – Examples of recent Community events and initiatives

- Community litter pick attracted over 75 local volunteers and the local press!

Volunteers collect more than 30 bags of rubbish in Heathcote and Warwick Gates

More than 75 people of all ages took to the streets of Heathcote and Warwick Gates as part of a community litter pick.

By Kirstie Smith, Reporter
Monday, 8th April 2019, 5:12 pm
Updated: Monday, 8th April 2019, 5:17 pm



More than 75 volunteers attended the litter pick. Photo submitted.


In the space of two hours the committed volunteers collected over 30 bags of rubbish from around the local area on March 30.

The event was organised by Heathcote Parish Church. Vicar Rev Rob Budd said: "The litter pick was a great way for members of the church family to join with members of the wider community and to demonstrate our care for our neighbours and the community that we share."

"We were grateful for the equipment that was generously supplied by Austin Heath Retirement village and the delicious refreshments provided by the Warwick Gates Co-op."

Most Popular

1.



Homeowners in Leamington, Warwick and Kenilworth could soon be facing a three-week wait to have their black bins emptied



- Community Easter Egg hunts (offered free of charge in conjunction with local partners)



- Community Fun Day for all ages (free of charge)



APPENDIX 3 - Community Consultation Examples



Warwick Gates community safety survey

Warwick District Council, the Police and Warwick Gates Community Centre are working in partnership to host a community safety road show in your area. The aim of the roadshow and this survey is to find out from local residents what their local concerns and needs are.

Do you live on Warwick Gates?

☐ Yes
☐ No

If yes, how long have you lived there?

Do you think that crime is high in your area?

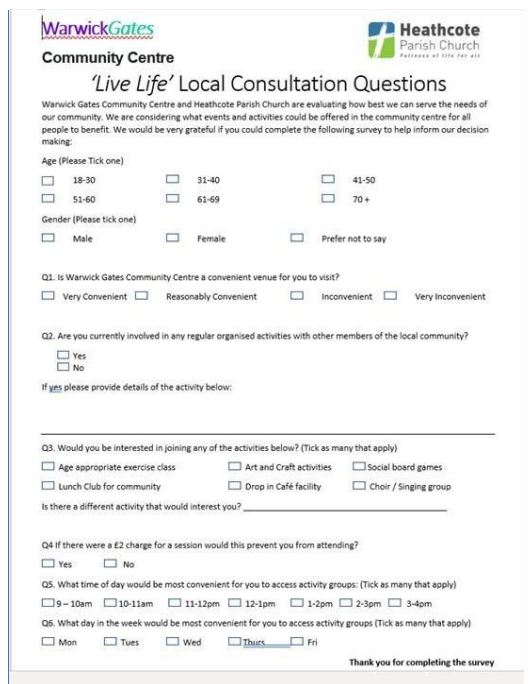
☐ Yes
☐ No

If yes, please explain why you think crime is high

How often have you seen the Police on patrol in your area?

☐ Every day
☐ Weekly

The online Community Consultation in partnership with Warwick District Council and Warwickshire Police, March 2020. See <https://www.smartsurvey.co.uk/s/WGSafety/>



Warwick Gates Community Centre

Heathcote Parish Church

'Live Life' Local Consultation Questions

Warwick Gates Community Centre and Heathcote Parish Church are evaluating how best we can serve the needs of our community. We are considering what events and activities could be offered in the community centre for all people to benefit. We would be very grateful if you could complete the following survey to help inform our decision making:

Age (Please Tick one)

☐ 18-30 ☐ 31-40 ☐ 41-50
☐ 51-60 ☐ 61-69 ☐ 70 +

Gender (Please tick one)

☐ Male ☐ Female ☐ Prefer not to say

Q1. Is Warwick Gates Community Centre a convenient venue for you to visit?

☐ Very Convenient ☐ Reasonably Convenient ☐ Inconvenient ☐ Very Inconvenient

Q2. Are you currently involved in any regular organised activities with other members of the local community?

☐ Yes
☐ No

If yes please provide details of the activity below:

Q3. Would you be interested in joining any of the activities below? (Tick as many that apply)

☐ Age appropriate exercise class ☐ Art and Craft activities ☐ Social board games
☐ Lunch Club for community ☐ Drop in Café facility ☐ Choir / Singing group

Is there a different activity that would interest you?

Q4. If there were a £2 charge for a session would this prevent you from attending?

☐ Yes ☐ No

Q5. What time of day would be most convenient for you to access activity groups? (Tick as many that apply)

☐ 9-10am ☐ 10-11am ☐ 11-12pm ☐ 12-1pm ☐ 1-2pm ☐ 2-3pm ☐ 3-4pm

Q6. What day in the week would be most convenient for you to access activity groups (Tick as many that apply)

☐ Mon ☐ Tues ☐ Wed ☐ Thurs ☐ Fri

Thank you for completing the survey

'Life life' Community Consultation in 2018/19

Appendix 4 - The Terms of Reference for Warwick Gates Community Centre Management Committee

1. Background and Role

Heathcote Parish Church ("HPC") is responsible, under a lease with Warwick District Council (the "Lease"), for running the church and Warwick Gates Community Centre (the "Centre"). The Community Centre Management Committee (the "Committee") has been established by the HPC PCC to ensure the efficient and cost effective running of the Centre. Its objective is to provide operational management support to enable the Centre to be hired and used community-wide to promote social, emotional and physical wellbeing through a wide range of activities for groups of all ages and abilities. This document sets out the terms of reference for the Committee.

2. Accountability

The PCC is permitted to delegate powers and functions to a committee or other group. The Committee is accountable to the PCC and these Terms of Reference have been adopted by PCC and will be subject to its review.

The Committee will report to the PCC as required and provide an annual report for inclusion in the HPC Annual Report and Accounts.

The Committee will fulfil other duties as the PCC requires, relevant to managing the Centre as set out in the Lease.

3. Responsibilities

The Committee is responsible for

- ensuring all legal and regulatory requirements of running the Centre are met
- approving the fees charged for use of the facilities
- preparing repair and maintenance quotes to be presented to the PCC for approval
- monitoring and managing the financial performance and budget of the Centre, ensuring that it is sustainable
- liaising with local community and other stakeholders, including relevant fundraisers, to promote the Centre and help identify areas of improvement and development
- implementing PCC policies and procedures and agreeing practises for the Centre to do this
- ensuring the Centre is run only as a community centre and not for any other purpose and ensuring it is a welcoming, friendly and safe environment to visit

4. Powers

The Committee can make recommendations to the PCC on any matter it deems appropriate.

The Committee has authority to make decisions in respect of its areas of responsibility, save that any matter involving a spend of over £500.00 must be referred to the PCC for approval.

5. Membership

The Committee is made up of the Chair of the PCC, the Centre Manager and the Treasurer. The Chair of the Committee will be the Chair of the PCC.

6. Proceedings

The Committee will meet at least quarterly and will keep records of its meetings. Any member may call a meeting and, subject to the agreement of the others, no prior notice is required. Any conflicts of interest must be declared.

Any member may invite a guest to attend a meeting with the prior consent of the others. The Chair has the right to ask for any guest to leave a meeting when confidential matters are to be discussed.

All members are required to attend meetings. If any member is unable to attend, they may provide permission in writing for the meeting to take place without them.

Meetings may take place in person, via telephone or zoom or other electronic means.

Decisions may be made outside of a meeting providing all members submit their decision in writing. Meetings will usually be held at the Centre when in person.

7. Review and assessment

The Committee will evaluate its performance annually.

These Terms of Reference will be reviewed regularly by the PCC: next review date November 2021.

APPENDIX 5 - Advice received from Les Howard (VAT Consultant vatadvice.org) regarding VAT status of the project

Accessibility items – supplies to a charity/church

Access (Group 12, item 9)

Zero-rating is available for the supply to a charity of **constructing ramps, or the widening of doorways or passages, for the purpose of facilitating entry to, and movement within any building** (VAT Act 1994, [Sch. 8, Grp. 12](#), item 9).

Bathrooms, washrooms and lavatories (item 12)

Zero-rating applies to the provision of, or an extension or adaptation of **a washroom or lavatory for use by handicapped persons in a building or part of a building used principally by a charity for charitable purposes where the installation is necessary** ([VAT Act 1994, Sch. 8, Grp. 12](#), item 12).

Other supplies connected with building alterations (item 13)

Any preparatory work and 'making good' connected with qualifying alterations can also be zero-rated as is the supply of goods in connection with any of the alteration services under items 8–11 ([VAT Act 1994, Sch. 8, Grp. 12](#), item 13).

Since the legislation (Equalities Act) provides that buildings are made accessible for disabled persons, the works falling within the highlighted sections will qualify as zero rated.

APPENDIX 6 - Statement of Financial Activities - 1 January to 31 December 2019, with Comparative Figures for the Year Ended 31 December 2018

2019	Note	Unrestricted General £	Restricted £	Total Funds £
RECEIPTS				
Voluntary income	2	55,624	0	55,624
Fee, premises and other income	2	60,586	0	60,586
Interest		124	0	124
Total receipts		116,334	0	116,334
PAYMENTS				
Church activities	3	81,226	2,604	83,830
Mission and charitable giving	5	1,525	3,665	5,190
Total payments		82,751	6,269	89,020
NET RECEIPTS/PAYMENTS		33,583	-6,269	27,314
Total funds brought forward at 01/01/19		24,986	6,269	31,255
Total funds carried forward at 31/12/19		58,569	0	58,569

2018	Note	Unrestricted General £	Restricted £	Total Funds £
RECEIPTS				
Voluntary income	2	36,794	0	36,794
Fee, premises and other income	2	49,225	0	49,225
Interest		16	0	16
Total receipts		86,019	0	86,019
PAYMENTS				
Church activities	3	38,848	2,953	41,801
Mission and charitable giving	5	3,900	0	3,900
Centre activities		29,229	0	29,229
Total payments		71,977	2,953	74,930
NET RECEIPTS/PAYMENTS		14,042	-2,953	11,089
Total funds brought forward at 01/01/18		10,942	9,222	20,164
Total funds carried forward at 31/12/18		24,986	6,269	31,255

1. Accounting Policies

Basis

The financial statements have been prepared in accordance with the Church Accounting Regulations, together with applicable accounting standards and the Charities SORP 2005. The financial statements have been prepared under the historical cost convention.

Funds

- General funds represent the funds of the PCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the PCC. These may include funds designated for a particular purpose by the PCC.
- Designated funds, these are funds designated for specific purposes by the PCC.
- Restricted funds represent monies or assets raised or given for specific purposes. These may not be used for any other reason without express permission of the Charity Commissioners or reverting to the original donors or their representatives.

Income and Expenditure Recognition

The accounts include transactions, assets and liabilities for which the PCC can be held responsible. They do not include the accounts of church groups that owe an affiliation to another body, nor those that are informal gatherings of church members.

Incoming Resources

Voluntary Income and Capital Sources

Collections are recognised when made. Amounts receivable under Gift Aid are recognised only when honoured by the donor. All income tax recovered on Gift Aid donations is included in the accounts. The Gift Aid Small Donations top-up payment is also claimed on all qualifying cash collections and donations.

Other Ordinary Income

Rental income from the letting of Church and Community Centre premises is accounted for when earned. Parochial fees due to the PCC for weddings, funerals, etc. are accounted for on an event-by-event basis.

Income from Investment

Interest/dividends are accounted for when due.

Application of Resources

Costs Directly Related to Work of the Church

The diocesan parish share is accounted for when payable. The rate payable in 2019 was £23,000 p.a. and has been agreed to increase to £27,000 in 2020 and £32,000 in 2021. The expected full amount for a parish is currently £59,035 p.a.

Fixed Assets: Church and Community Centre

As part of the development of the Warwick Gates estate, the contractors, J J Gallagher Ltd, agreed to build the Church and Community Centre in 2001. The Church section was part funded by a grant from the Diocese of Coventry of £60,000. This was paid to the St Margaret's PCC and passed onto J J Gallagher. It was agreed that the freehold of the building would be passed onto Warwick District Council and that the use of it would be granted on a 999-year lease at a peppercorn rent of £1 per year. The contract had the Diocese of Coventry as the trustees, Warwick District Council as the landlord and St Margaret's PCC as the tenant. It has since been amended to transfer the tenancy to Heathcote Parish Church. The lease contains break clauses, particularly in respect of the sports hall, and these are the subject of negotiations to amend them to give Heathcote PCC more certainty of ongoing tenancy. Heathcote PCC has buildings capital insurance through Warwick District Council for £2.5million. We have Public and Employers Liability cover of £10million.

Church Assets

No value is placed on movable church furnishings held by the churchwarden on special trust for the PCC and which require a faculty for disposal, since the PCC considers this to be inalienable property.

2. Incoming Resources

2019	Unrestricted General Church £	Unrestricted General Centre £	Unrestricted General Total £	Restricted £	Total Funds £
RECEIPTS					
Voluntary receipts planned					
Cheque collections	1,277	0	1,277	0	1,277
Gift Aided STOs	38,311	0	38,311	0	38,311
Other STOs	1,202	0	1,202	0	1,202
Tax recoverable	11,033	0	11,033	0	11,033
Total planned receipts	51,823	0	51.823	0	51.823
Other donations					
Open plate	3,801	0	3,801	0	3,801
Total voluntary receipts	55,624	0	55,624	0	55,624
Other receipts					
Fees and miscellaneous	941	921	1,862	0	1,862
Grant	17,100	0	17,100	0	17,100
Premises letting	8,345	33,279	41,624	0	41,624
Total other receipts	26,386	34,200	60,586	0	60,586
Interest	37	87	124	0	124
Total incoming resources	82,047	34,287	116,334	0	116,334

2018	Unrestricted General Church £	Unrestricted General Centre £	Unrestricted General Total £	Restricted £	Total Funds £
RECEIPTS					
Voluntary receipts planned					
Cheque collections	1,229	0	1,229	0	1,229
Gift Aided STOs	24,899	0	24,899	0	24,899
Other STOs	1,400	0	1,400	0	1,400
Tax recoverable	5,706	0	5,706	0	5,706
Total planned receipts	33,234	0	33,234	0	33,234
Other donations					
Open plate	3,560	0	3,560	0	3,560
Total voluntary receipts	36,794	0	36,794	0	36,794
Other receipts					
Fees and miscellaneous	3,614	4,625	7,879	0	7,879
Grant	0	0	0	0	0
Premises letting	8,627	32,703	41,330	0	41,330
Total other receipts	12,241	36,968	49,209	0	49,209
Interest	16	0	16	0	16
Total incoming resources	12,257	36,968	49,225	0	49,225

3. Resources Expended

2019	Unrestricted General Church £	Unrestricted General Centre £	Unrestricted General Total £	Restricted £	Total Funds £
PAYMENTS					
Parish share	23,000	0	23,000	0	23,000
Salaries	4,706	10,981	15,687	0	15,687
Outreach & evangelism	281	77	358	2,604	2,962
Clergy expenses	823	0	823	0	823
Services & Sunday school	1,964	0	1,964	0	1,964
Administration	2,345	2,111	4,456	0	4,456
Property	13,518	21,420	34,938	0	34,938
	46,637	34,589	81,226	2,604	83,830

2018	Unrestricted General Church £	Unrestricted General Centre £	Unrestricted General Total £	Restricted £	Total Funds £
PAYMENTS					
Parish share	20,000	0	20,000	0	20,000
Salaries & Pension	5,380	11,868	17,248	0	17,248
Outreach & evangelism	0	0	0	2,953	2,953
Clergy expenses	1,445	0	1,445	0	1,445
Services & Sunday school	5695	0	5,695	0	5,695
Administration	551	1,382	1,933	0	1,933
Property	5,777	15,979	21,756	0	21,756
	38,848	29,229	68,077	2,953	71,030