

WARWICK CORPS OF DRUMS



BUSINESS PLAN - UPDATE

Incorporating facilities development plan

For West End Point Community Project

March 2018

BUSINESS PLAN

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Section 1 - Overview

Warwick Corps of Drums, formerly the Warwick Girls Marching Band, is a registered Charity and offers musical training and performance opportunities to boys and girls, young men and women aged 8-25 from South Warwickshire and neighbouring areas.

Boys and girls are offered the chance to learn and perform on instruments not typically accessible to them including marching percussion, bass brass and tuned percussion. The band takes part in the British Youth Band Association's competitive season as well as performing all over the UK and overseas.



All staff: are volunteers and the band is entirely self-financing and relies on fundraising and donations to purchase, maintain and replace instruments, uniforms and other equipment. It also has a headquarters in Warwick building, which must be maintained, again financed through fundraising, grants and donations.

Like many not-for-profit organisations and charities, Warwick Corps of Drums has the continual challenges of funding and maintaining the quality of its buildings and facilities. This Business Plan demonstrates the professional approach adopted by the organisation and its commitment to provide a safe and organised environment for young people to flourish.

1.1 Organisation Details:

- Established: January 1979
- Registered Charity Number: 510895
- Board members: 5
- Volunteers: 24
- Phone number: 01926 490444
- Address: West End Centre Hampton Road Warwick CV34 6JP
- Chairman: Mr John Morton jmstjohn1965@gmail.com 07866 459564

Section 2 - History

Warwick Corps of Drums was formed in 1979 by: Ron Everett who had previously led the Kenilworth Guides band. Ron and his wife Jo put a great deal of their lives into making the band a success and providing a fun, safe and educational hobby for young boys and girls in the Warwick and Leamington area. Over the years many hundreds of young men and women have performed in the band.

The Warwick Corps of Drums now draws members drawn from across the Warwick district and town. Currently there are two bands:

- Warwick Corps of Drums (25 members)
- Warwick Community Band (80-90 members)

The Bands perform locally and nationally at many events throughout the year – and have built a fine reputation through success in many regional and national competitions.

Section 3 - Management and Organisation

The Warwick Corps of Drums: is run solely by volunteers. The organisation is a registered Charity (registered number 510895) and has an elected Management Committee – many of whom give their personal time to the running and future development of the group.

3.1 Aims and Objectives

The Organisation's aim as stated in the Constitution (2014) is:

“To promote, improve, develop and maintain public education in and appreciation of the art and science of music”. We achieve this by performing and competing across the UK and Europe.”

The Objectives of the Organisation (as submitted to the Charities Commission) are:

To promote, improve, develop and maintain public education in, and appreciation of, the art and science of music by giving public performances and by such means as the Charity, through its Management Committee, shall determine from time to time in furtherance of the foregoing Objects but not further or otherwise, the Charity may:

- a) Offer musical training and performance opportunities to boys and girls, young men and women aged 8-25
- b) Represent Warwick in marching youth band competitions
- c) Obtain, collect and receive money and funds by way of contributions, donations, legacies, grants and any other lawful method and accept and receive gifts of property of any description,
- d) Do all such things as are necessary for the furtherance of the Objects of the Charity.

Section 4 - Development Plan

4.1 General

Warwick Corps of Drums plans will continue to increase the membership of the Bands and to extend the performing arts into all areas of the Warwick district, bringing the benefits of the same particularly to those members of the community that would not otherwise have such benefit.

The existing facilities, are already used extensively by several local community groups including:

- Hannah Clare Dance Academy
- Morris Dancers
- Irish Dancers
- Rock n Roll
- Karate
- Bingo
- Visiting national and international bands
- National Frisbee Team
- Car Booters
- Caravan Club
- Keep fit class
- Private functions



Corps of Drums has recently begun to rent out some of its facilities – with an initial sub-tenant being Warwick Cam-Riders, a motorcycle training school who rent an office, storage space and car park access. This is proving a successful venture and, along with other future sub-lets and venue hire, represents an important future income generation source, as the facilities will be maximised in terms of daytime usage and occupation. Such income will be needed to sustain the Corps of Bands and its activities, as well as providing financial resources to maintain the upkeep of the building complex. To capitalise on this opportunity for workspace and event hire, the Corps has embarked on a Buildings Improvement Plan – designed to upgrade facilities for Corps activities whilst at the same time presenting a higher quality venue and work space for the community and other outside organisations and businesses.

Whilst the primary objective is to generate income from new tenants and venue hire, the Corps of Drums is also keen to meet local expectation and demand for community facilities. The Committee have started discussions with local community organisations, residents groups and council community sport officers to identify gaps in local facility provision for community and internet café and free WIFI, which will include a soft play and sensory play area for mom and tots groups including disabled children, along with outdoor play area which will also have disabled accessibility. Recording studios for start up musicians, Nosh and natter, afternoon tea and old time dancing for the elderly, community health groups and dementia care. In addition first aid training area, conference suites and venue hire.

4.2 Building Improvement Plan

Over the years since formation, great strides have been made in turning the once derelict West End Centre into a valuable young people's centre and community asset. With previous financial support of the District Council and the Henry VIII Charity, the building now has two halls, a conference room, several classrooms, a garage, a kitchen and showers.

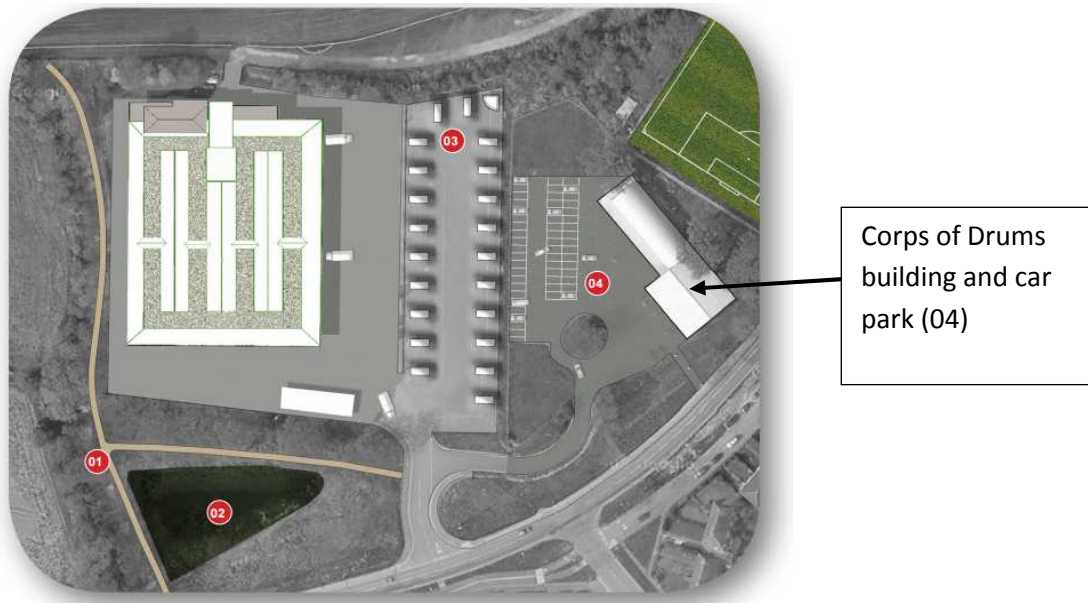


However, the existing building, which was erected in 1979, is now in need of updating and more precisely, adaptation to service the modern needs of the Corps, other venue users and of the surrounding community which it supports including disabled access and disabled facilities.

As part of the Council-led St Marys Redevelopment Scheme¹, the site forms an important facility not only for the Corps own activities and that of its user groups but also in the wider context of St Mary's Lands – with the potential to provide an important conference and events venue and provide over-spill car parking for Warwick Racecourse.

To make improvements to the site and building, which will not only sustain activities but will also present valuable community space and income generation prospects e.g. venue hire and add value to the realisation of the St Mary's Lands Development Plan.

¹ <http://friendsofstmarylandswarwick.co.uk/item-6---160324-st-marys.pdf>



As part of the work to support the negotiations with the Council, WDC officers undertook building survey work on behalf of the Corps of Drums in 2015 to enable them to determine the level of investment required to undertake the building improvements – and at that time, an outline estimate of costs was £176,000 Inc. VAT (This has subsequently been adjusted in line with revised plans to a budget of £195,000 Inc. VAT).

The building refurbishment proposals (detailed overleaf and summarised below) include:

- Structural improvements to be made to deal with the building's water penetration issues;
- Investment in the fabric of the building to provide better insulation and energy efficiency i.e. reducing costs of heating and lighting by installing PV Solar roof panels which will provide energy to heat and light the building and also generate a small income back from the grid.
- Internal improvements to the building and layout including kitchen, café and bar facilities to enable multi-use for the community and commercial hire.
- The washroom, toilet and showering facilities are upgraded for Corp members and for visitors including disabled toilets and shower area.
- Providing an indoor soft play and sensory room, along with an outdoor play area all to have accessibility for the disabled.
- Provide two new entrances for disability access and covered porch over both entrances.
- Provide a more aesthetic outdoor area enhancing the buildings outdoor space by planting trees, shrubs and plants to give this space character and help with screening and shading. The plants will add colour, texture and scent to attract a better habitat for butterflies, birds and other wildlife to the site.

Section 5 – Description of Works

Staged Planning and Works. This schedule will depend upon confirmation of grant funding

The Corps of Drums has prepared an internal 'Vision Paper' which outlines the various stages of work planned as shown in the outline plans and as follows:

Small Hall -

The Small Hall requires a new insulated ceiling, new low energy lighting. Redecoration throughout has taken place. The kitchen needs to be updated to provide a working space & bar area to provide for the new Internet - café and free WIFI area. This will be a full equipped working kitchen.

A brand new Music and Uniform Store has been created into the Small Hall.

2016



2018 – Plastered



2018 painted



Section 6 - Financial Plan and Funding Strategy

6.1 Present financial situation

The Charity's present sources of income are:

- a) Subscriptions from members
- b) Licence fees and event fees
- c) Donations (including £500 pa from Warwick Town Council for signage and publicity)

As of 1st January 2017, the Charity's three accounts with Lloyds Bank PLC (Swan St, Warwick) are in credit to the sum of £26,683.00 (see below).

6.2 Three-years accounts

The Corps of Drums has itemised income and expenditure accounts produced and audited going back over several years. The 2016 accounts have now been completed to 31.12.2016 and these figures have also been included. These figures have provided the baseline for forward Income & Expenditure projections to 2019 (see summary below and detailed analysis).

Warwick Corps Of Drums

Financial Summary 2014-2017 (FY to end 31/12 each year)

	2014 £	2015 £	2016 £	2017.1.1 £
Bank Balance at 01.01	9,158	15,991	12,062	26,683
Income	23,420	24,654	54,661	
Expenditure	16,587	28,584	40,040	
Surplus/Loss	6,833	-3,930	14,621	

6.3 Income & Expenditure

The Corps of Drums has produced a realistic projection of the income and expenditure deemed likely as a result of the grant awards and the building improvements. The summary below (and the detailed I&E forecast) shows that the grant support provides the Corps with a steady and positive profit over the next four years, given the slow start in 2016-17 (due to works only started in Winter 2016 and therefore reduced income generation opportunity). The grants (on the assumption of successful awards for the four Stages) are shown in the 2016-17 income, as are the build improvement costs, based on the assumption that all works will be completed by Autumn 2018. 2016 figures are a true account.

West End Project & Warwick Corps Of Drums		2016	2017	2018	2019
Income & Expenditure Forecasts		£	£	£	£
INCOME					
WCOD		6,260.00	3,005	3,250	4,750
West End Project	Grants	27,560.00	100,000	25,000	-
West End Point		20,841.00	27,500	33,500	43,250
Total Income		54,661.00	130,505	61,750	48,000
Expenditure					
WCOD		6,519.00	2,500	2,800	2,900
West End Project		15,027.00	100,000	25,000	-
West End Point		18,494.00	25,500	28,800	32,400
Total Expenditure		40,040.00	128,000	56,600	35,300
Surplus/Loss		14,621.00	2,505	5,150	12,700
Surplus will be used for future projects					

Section 7 - Project Budget

7.1 Estimated Remaining Project Costs

Detailed work has taken place to identify the estimated costs required to support the site refurbishment proposals as outlined in this Business Plan. The Warwick Corps of Drums appreciates the support being provided by Warwick District Council and other organisations that have so far supported this project.

The total project costs still requiring funding is £25,000 including VAT. This is made up of the following components

Stage	Area		Cost
Stage Four	Small Hall		
Phase One	Fit and Supply new suspended ceiling with low energy lighting		£10,800.00
Phase Two	Fit New Flooring (Already Purchased), Skirting boards and paint		£3,600.00
Phase Three	Re-wire hall and fit new power points & emergency lighting & Additional Radiators		£2,850.00
Phase Four	Replace windows with new UPVC Double glazed units		£2,750.00
Phase Five	New Website, Signage, Brochures to promote building, band and facilities		£5,000.00
Total Funding Request			£25,000.00

7.2 Grant Funding Sources

7.2.1 Warwick District Council match funding

In October 2014, the Council agreed to provide 'match funding' to the Warwick Corps of Drums to the 'tune' of £50,000 from the Council's Capital Investment Reserve to enable

Leverage: of further funding and to contribute to the refurbishment and upgrading of the building facilities at the Hampton Road site.

Minutes from the WDC 3rd Sept 2015 Executive Report confirmed this contribution (following the withdrawal of the Warwick Cadets relocation option) as follows:

Minute 2.9 - That the Executive modify the decision made in October 2014, from:

"That Executive agrees to make available £50,000 from the Capital Investment Reserve to be administered by Deputy Chief Executive (AJ) in consultation with the Portfolio Holder for Development Services, as a pump-primer to help facilitate much needed investment in the Warwick Corps of Drums building." To:

"That the release of £50,000 from the Capital Investment Reserve to the Warwick Corps of Drums and landlord's consent for the proposed alterations referred to in Appendix 5 is delegated to the Chief Executive and the Portfolio Holder for Culture upon receipt of confirmation of the other necessary funding, a sound and credible business plan and that planning permission and any other statutory consents are obtained."

The funding from Warwick District Council's Capital Investment Reserve has paid for the refurbishment of the Toilets and Showers and part of the new Corridor and Entrance doors.

This further request is to complete the works as stated in 7.1 of this business plan.

SECTION 8 – MARKETING AND COMMUNITY ENGAGEMENT

8 - Marketing and Community Engagement

One of the justifications for building refurbishment and upgrade is to enable the Corps of Bands to generate income through letting of facilities to external organisations and groups. This will add to the cash flow and profit-and-loss account of the organisation and will sustain the Corps of Drum's main objectives and responsibilities.

As part of the Development Plan, a marketing strategy is already underway to promote the existing facilities to external user groups. We have also obtained a domain web-site www.westendpoint.co.uk which is being set up to help promote the site along with face book and twitter feeds to reach everyone in the community. One significant result has been the facility hire arrangement with Warwickshire County Council during 2015-16, which demonstrates the suitability and potential of the Corps of Drums venue. This contract provides for a number of staff seminars / conferences for WCC up to July 2016. The venue has the attraction not only of adequate space for large seminars but also good car parking on the edge of Warwick town. To encourage new users such as WCC, the Corps has offered very competitive introductory hire rates, which will be gradually increased as facilities are improved.

The Committee has several other options, which will help develop and sustain the centre;

1. **A Community Internet Café** with internet access – this could be a daytime usage for the Small Hall providing a comfortable working environment for local people wishing to access the internet, and use table top space for 'out-working' e.g. business start ups. The Internet Café would provide breakfasts and light lunches with coffee/tea in between. Given the location on Hampton Road, this could service passing trade as well as for residents of the Forbes and other local housing estates.
2. **Recording Studios** - Main Hall side rooms (x 2) could provide an ideal location for a suite of sound recording studios with a common recording booth facility. This is in keeping with the sound and music operations of the Corps. The Committee has carried out a preliminary survey of supply and demand in the Warwick area and found only one sound recording studio facility in the area, which is not meeting current demand. The fit-out of these areas (including sound proofing and external doors), which would be included within a later project of the Corps building programme and would be the subject of separate funding applications. Overall management of the facilities would form part of the Site Manager's role and responsibility for several volunteers' roles.

The prospects for expansion of facility use are therefore good and the Corps will continue to work with the District Council Community Partnership Team and other community groups such as Chase Meadow Community Centre to meet local needs and avoid duplication of facilities. But considering the existing standards of the buildings and facilities e.g. catering, washrooms etc. as shown below, the Committee are reluctant to promote the facilities widely.



However, once stages of the refurbishments are completed then a new marketing plan will be actioned to promote the upgraded facilities and widen the local and county knowledge of the new West End Point, Hampton Road facilities. This will include the production and distribution of a professional facilities leaflet to local businesses and community groups – and a promotional, new website which will have other media feeds. Open Day to highlight the improved facilities on offer as well as attracting further members to the Corps of Drums.

8.1 Facilities Marketing Plan

In relation to attracting local interest for commercial venue hire from the local residential and business community, the Committee plan to:

- Produce a professional leaflet highlighting the location and proximity to Warwick town centre, the quality of facility provision and the access to car parking.
- Include an online booking facility on the Corps' new website.
- Promote the facilities widely using outlets such as the local press, Invest in Warwickshire (WCC) and WDC websites.

Whilst much of the marketing activity will continue to be carried out by Committee members and volunteers (Corps members; parents), the responsibility for the marketing of the upgraded facilities for community and commercial usage will require part-time staffing. It is proposed that a part-time Project Manager appointed to coordinate the building works is also responsible for coordinating the marketing of the venue.

8.2 Community Engagement Plan

Warwick Corps of Drums is a well-established and respected charitable organisation and through its various competition successes and event displays has built and impressive reputation across the District and the Midlands. It will be important to maintain the regular communication with the local Warwick community to reflect the exciting next stage of the Corps' development and growth.

In terms of the refurbishment of the buildings and facilities, much will depend on the build schedule, which in turn is dependent on funding. However, the Corps Committee plan to adopt the following activities to engage with young people and community groups across the town and district:

- Promote the Corps' activities and successes widely using the extensive experience within its ranks to access local, regional and national media, including newspaper, television and radio.
- Utilise its in-house volunteer web team to promote the Corps and the facilities through the upgrading of the Corps' website.
- Deliver key messages via social media, including the Corps' very popular Twitter feed and Facebook pages.

- Use print media and 'door knocks' to communicate directly with local residents about the benefits of Corps' membership and the other social opportunities on offer.
- Hold Open Days at the Centre to promote facilities and activities.
- Speak at local resident meetings, schools and community group meetings to keep them updated about developments and inform them about opportunities on site.
- Continue to play an active role in the St Marys Lands Redevelopment Initiative along with neighbouring organisations and the Council.

8.3 Management and Reporting Procedures - Ensuring Community Benefit

There will be three 'layers' of site management that will oversee delivery of local community benefit:

1. **Corps of Drums Committee:** The committee will retain overall management responsibility of the site and premises and be responsible for any future on-site development. The facility will be owned by; the Corps members and membership will remain open to all sectors of the local community.
2. **Facilities Management sub-committee** – a new group consisting of Treasurer, Committee members and Facilities Manager
3. **Community Engagement sub-committee** – given that external funders including WDC will expect that improved facilities will lead to increased community participation either directly through Corps membership or indirectly through hire of facilities and premises, this sub-committee will be tasked with communication and promotion of the Corps' activities and opportunities especially for young people.
4. **4.New Volunteer vacancies** - will be created to get involved in taking care of the new community space, which will be the areas created indoor and outdoors.

Section 9 - Risks and Issues

9.1 – Risk Register

As part of this Business Plan and as a requirement for the funding applications planned, a risk analysis is provided below to highlight the main risks and the likely mitigations:

Risk	Mitigation
The Warwick Corps of Drums (WCoD) cannot raise all of the grants needed to cover the costs of their proposed works.	WDC are providing assistance to the WCoD in making grant applications. A phased schedule of works is prepared.
WDC does not release its funds until confirmation of funding from other sources e.g. Landfill Trusts to supply the balance of match funding.	WCoD has proposed a staged delivery of works to ensure that the development project can start. Request made to WDC to support Stage 1 refurbishment programme
Planning permission or other statutory consents are not forthcoming for the WCoD leading to only limited improvements and reducing income generation.	WCoD has sought pre application advice from WDC to ensure any applications conform to requirements. It is understood that no planning approval is required for the internal works proposed.
In spite of grant funded improvements, the buildings and facilities fail to attract external users and limit income generation.	A vigorous marketing plan is put into action to inform local and district organisations of the upgraded facilities available.
The phased activity plan struggles due to the time availability of Committee Members and volunteers.	A Project Manager (part time) is appointed to manage the project delivery – with the option on a limited contract to liaise with the grant funders, coordinate the project marketing, and manage the venue hire.
Leading individuals on the WCoD committee leave / retire and the development project loses impetus.	WCoD has a long established and very hard-working Committee and membership with many supportive parents/volunteers who will be continually engaged in the project.

9.2 Main Issues:

Stages of Works – this will be affected by confirmation of the funding commitment from other sources e.g. King Henry VIII Charity and Landfill Trusts and other trusts.

Facility Management – this Business Plan is based on significant increase in hirers and visitors to the Corps of Drums building. This will require a part-time paid caretaker/cleaner to be appointed – and the establishment of a Facilities Management sub-committee.

Section 10 - Summary

The Warwick Corps of Drums is a well-established charitable organisation and provides musical training and performance opportunities within a safe and welcoming environment for young people aged 8-25 from Warwick town and district.

As with many other charitable and 'not-for-profit' organisations, the Corps needs to maintain and raise the quality and standard of its buildings and facilities to preserve the safety and opportunity for its young members, ensure the security of expensive instruments and uniforms, sustain the Corp's financial health, and maintain the reputation of the organisation as a 'good place to learn, enjoy and develop'.

In the existing economic climate, it is increasingly necessary for the Corps to increase their income generation largely through opening up their buildings and facilities to external users for hire – whether these, be private businesses, public bodies or community groups. We are particularly keen to welcome community users to our Hampton Road site and we will be putting in place an active programme of community engagement.

To achieve these objectives, the Corps need to continue to raise funding support to cover the direct costs of building and facility refurbishment, and upgrading services e.g. environmentally friendly lighting, heating & ventilation resulting in a quality venue capable of attracting new paying user groups.

This Business Plan demonstrates the positive approach and actions of the Warwick Corps of Drums Trustees & Management Committee to contribute their own resources, including time and skill, towards the development project proposed. With funding support from Warwick District Council, Suez Landfill trust & King Henry VIII Trust now confirmed and in place and with other funding support from other external funding bodies, the Trustees & Committee is confident that the Corps of Drums can have a sustainable future and meet its primary aim of providing important and much-valued educational, musical and artistic opportunities for the young people of Warwick. Finally be in a position to sustain and maintain the building for many more years.

John Morton – Chairman

March 2018