

# CHASE MEADOW COMMUNITY CENTRE



## BUSINESS PLAN

2018-2021

*17<sup>th</sup> July 2018*

<https://www.chasemeadowcc.co.uk>



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## Chase Meadow Community Centre Business Plan 2018-2022

This Business Plan will update and replace the 2013 Business Plan, inform about the current status and situation of CMCC and demonstrate how the forward strategy of the social enterprise / charity will be managed and resourced. The Business Plan will also serve as evidence for external funding applications.

Community centres such as CMCC provide an important facility and service to residents, businesses, organisations and user groups. Many have charitable objectives that prioritise community activities and facilities over commercial hire. However, whilst centres provide a valuable social service, they still incur costs of buildings, staffing and utilities. Therefore achieving financial resilience must be a prime objective of company directors and trustees – hence the need for a robust Business Plan.

### Purpose:

- To provide a benchmark review that demonstrates the successes and challenges of CMCC since its opening in 2013.
- To demonstrate the real short-term and medium term challenges being faced by CMCC – and how these are being addressed internally.
- To provide CMCC with an achievable set of outcomes and realistic financial targets over the next three year period.
- To provide clear evidence of need and justification for external financial support.

### Key Objectives:

The Business Plan will:

1. Provide a background and summary of CMCC's current situation at June 2018
2. Identify and confirm CMCC's charitable and community objectives
3. Demonstrate community value of CMCC highlighting its strengths, benefits and successes
4. Promote 3-year Strategy to achieve CMCC objectives and outcomes
5. Prepare 3-year Income & Expenditure forecast
6. Identify funding gaps, risks and consequences
7. Raise key issues in terms of CMCC Ltd resilience and sustainability
8. Develop Scenario Analysis from best case to worst case
9. Investigate possible external funding sources and resources required
10. Communicate need for external funding support to deliver the Business Plan



## 1. Chase Meadow Community Centre Business Review

### 1a. Strengths and Strategies

1. CMCC has operated both as a social enterprise (Company limited by Guarantee) and as a charitable body since 2014. Following a successful first four years of operation CMCC is now focussed upon maintaining financial resilience and operational sustainability.
2. A forward strategy has been prepared by the Management Board January 2018 - providing the structure upon which to build a business plan to service the next 3 years of operation.
3. CMCC's strongest assets remain its people – its directors, trustees, staff and cohort of volunteers - as well as its modern, fit-for-purpose building servicing the local West Warwick community and surrounding villages.
4. The appointment of a p/t Community Development Manager in 2017 has increased the profile and community focussed activities of CMCC amongst local residents and businesses.

### 1b. Challenges

5. CMCC is perceived as being a successful community centre – however business resilience is of increasing concern and must be addressed.
6. As with many other community centres, CMCC has the ongoing challenge of maintaining income through balancing commercial hire with the fulfilment of community objectives.
7. Operational team resilience - current paid staff resources are stretched with staff already working significant additional voluntary hours to support existing facilities and activities.
8. The position of Community Development Manager is critical to sustaining CMCC's community and charitable objectives – and needs to be secured on a permanent p/t basis.
9. Whilst CMCC enjoys a strong level of volunteer input, it will be essential to increase numbers to maintain this support at management and operational level and avoid 'volunteer fatigue'.
10. The Centre has built up a loyal user group and significant programme of activities. However the room hire profile struggles to fill space in the afternoons and during holiday periods.
11. Whilst the WDC-owned CMCC building is in good condition, there are signs of wear and tear now appearing (flooring, kitchen) which raises the issue of costs, liability and funding.

## **1. Chase Meadow Community Centre Business Review**

12. Response time and costs related to the building fabric and facilities needs to be addressed via a new Service Level Agreement between CMCC and Warwick District Council (landlord).

## 1c. Income Generation and Funding

13. CMCC's hire charges are generally in line with other similar community centres in Warwick District and beyond and are not seen as a barrier to hiring groups and organisations.
14. CMCC has steadily increased its income from room hire and events over the four years of operation up to end 2017.
15. CMCC has attracted a range of funds from various sources over the last five years. However, as a registered charity and as a social enterprise, there are more opportunities especially for community grants to increase income – but this brings internal resource issues.
16. There is a strong case for a community grant officer to identify and submit grant bids for funding. This could be a part-time role and perhaps shared with other community centres.
17. More externally funded community projects should be possible each year but must be affordable i.e. with funds able to support its own facility hire and staff running costs.
18. A closer examination is being carried out by CMCC of the opportunity to raise income from community enterprise activities i.e. 'trading', and service contracts e.g. education, health.
19. It is the intention to introduce a community café operating in the daytime e.g. 10.00-15.00 – this brings associated benefits and risks and should be the subject of a business case.
20. The development of day/night classes for local residents could be expanded to increase usage and income e.g. Escape Arts workshops e.g. adult art, 'In Stitches', 'Men in Sheds'.
21. The funding contributions previously received from King Henry VIII Endowment Fund mainly to fund the Community Development Management role is unlikely to be sustained in future. This places this key position 'at risk' beyond December 2018 – and requires urgent attention.
22. Attracting support from local businesses, whether in the form of room hire, sponsorship, or 'in kind' has not been very successful – but considering the continued growth of the Tournament Fields and Warwick business community this needs persistence.

## 1d. Centre Infrastructure

23. There is a consensus that the original design of the heating and electricity control systems was over complicated and has led to energy inefficiencies. Technical advice has been sought.
24. Costs of energy (gas and electricity) are rising annually – due not only to annual above

inflation increases from suppliers but also from inefficient control systems.

25. Transition to more efficient LED lighting should be introduced – this brings short term capital cost but longer term cost savings. Community grants may be available for lighting upgrades.

26. The Business Plan will identify the need for CMCC and the landlord (WDC) to address the shared responsibility related to increasing cost of maintenance, repair and replacement.
27. There is a need for a Service Level Agreement to clarify WDC's roles and responsibilities as landlord and ensure timely response and adequate budget to cover essential repairs.
28. Solar photovoltaic panels represent a possible means of reducing electricity costs and hedging against rising tariffs – however this has capital implications in the first instance.
29. Signage to the Centre could be more visible and along with 'open door' / 'drop in' events should attract an increase in footfall – and requires support from WCC / Highways.

### 1e. User Groups – current and future

30. A Community Survey will be circulated to 1200 homes in and around Chase Meadow in July 2018 – this should increase the Centre's profile and identify gaps in provision.
31. The Centre already services a wide age group e.g. youth club; mums; homeworkers; senior citizens but there is a commitment to address social isolation through new activities.
32. CMCC is keen to play an increasing role in supporting lower income families and other 'in need' groups in West Warwick e.g. healthy living activities – but this requires external funds.
33. There is an intention to encourage more cultural diversification within West Warwick community and beyond through promotion of facilities and a wider range of activities.
34. Efforts are being made to address the needs of younger people and reduce anti-social behaviour – with the Lottery-funded Youth Club project providing a good example.
35. Good links have been made with Leicester House care home - there is an opportunity for CMCC to promote its 'service offer' to other sheltered housing schemes and care homes.
36. Small Business Connect Up is a successful monthly event – there seems to be potential to increase business network usage of CMCC in the daytime e.g. meeting rooms; main halls.

### 1f. Marketing

37. CMCC's marketing budget is very small and essentially covers the p/t costs of a Marketing specialist: this budget should be expanded to better promote CMCC's activities and facilities.

38. CMCC should consider how it might attract more user groups and individuals through a wider marketing campaign and how it might better demonstrate it is 'open for business'.
  
39. The website could better reflect user groups and activities - there are some interesting comparisons with other local community centres e.g. The Gap [www.thegapwarwick.org](http://www.thegapwarwick.org)

## 1g. Collaboration and Partners

40. Warwick District Council is a main partner for CMCC and is the landlord. However, CMCC may not represent a 'priority area' for the Council based on social demographics.
41. St Michael's Church plays a major role supporting the management and operation of the Centre – and has a key role to play in attracting 'hard to reach' sectors of the community.
42. Chase Meadow Residents Association represents an active group of local people with an 'arms-length' association with CMCC and provide a source of volunteers e.g. gardens.
43. Significant benefits could arise through sharing of information, ideas, group purchasing, fund raising and joint bids with other local community centres – representing 'better value'.

## 1h. Opportunities

44. CMCC should investigate the opportunities to negotiate a 'contract to deliver services' with public sector organisations such as the NHS, WDC, WCC, CAB etc.
45. Discussions are under way with the New Dispensary Surgery to develop opportunities for 'social prescribing' – this has benefits and resource implications.
46. A strong focus is needed to extend the use of CMCC facilities during school holiday periods through attracting a wider range of holiday activity clubs, workshops, ad-hoc private hires.
47. Use of the main hall spaces for appropriate 'retail fairs and enterprise days' could utilise spare capacity in the afternoons, weekends and holiday periods and add to Centre profile.
48. There is a business case for the installation of solar photovoltaic panels on the CMCC roof to reduce electricity bills – but this will require external capital grant assistance.
49. CMCC feels unable currently to take on additional responsibilities for outdoor spaces e.g. community garden; walking mile; managed play area within Chase Meadow curtilage.

## 1i. Actions Required

50. Urgent need to attract more directors and trustees – with focus on adding a younger cohort and attracting those with experience and influence beyond Chase Meadow.
51. Establish a new 5-year landlord-tenant Service Level Agreement with WDC to identify areas of responsibilities, costs and response to maintenance requests.

52. Work with WDC and others to establish a 'confederation of community centres' across Warwick District.
  
53. Update Business Plan up to 2022

## 2. Introduction / Overview

### 2a. Background

Chase Meadow Community Centre (CMCC) opened its doors in October 2013 – and is now approaching its 5-year anniversary. A Business Plan for the Centre was prepared in 2013 – and each year the Board of Trustees has reviewed the Centre’s aims, objectives and activities to evaluate what has been achieved, the outcomes of the Centre’s work and the benefits that have accrued to those groups of people the Centre was set up to help.

The CMCC building was funded through a combination of WDC-sourced developer contributions, and from external funding sources such as St Michael’s Church, Sport England and Warwickshire County Council. The benefits of having a purpose built facility catering for a wide range of users has certainly been a success and has contributed greatly to developing the Chase Meadow community and cohesion between the various stakeholder groups e.g. Chase Meadow Residents Association. The multi-purpose facility was well planned – rapidly generating interest from a wide group of local user groups providing an impressive programme of activities for residents of West Warwick (Chase Meadow and Forbes Estates) as well as surrounding villages e.g. Budbrooke, Barford.

In 2017, the decision was taken to increase the focus upon community support activities through the appointment of a Community Development Manager – ensuring that the charitable objectives of the CMCC continue to be met and reinforced. This also ensures that important needs of often ‘hard to reach’ groups such as socially deprived and low income families, disengaged young people, and those facing loneliness and isolation often in their own homes. CMCC therefore provides an increasingly important social service for the West Warwick area – but seeks external financial support to sustain this part of the Centre’s activity programme.

### 2b. Current position

After almost five years of operation and trading, the Board of Trustees consider that it is now time to revise and update the Business Plan to support the Centre’s developments over the next 3 year period i.e. up to 2022. As evidence of commitment, CMCC directors and staff have carried out a Strategic Review (included as Appendix 1) providing an opportunity to look back, identify lessons learned, and plan for the future sustainability of the Centre. **To help the delivery of this Strategy and to achieve financial sustainability, CMCC is seeking support funding over the next 3 years.**

#### Centre Hire Usage

CMCC has built up an impressive list of regular hirers and user groups (outlined in Appendix 2). The Centre also has a number of hirers who use the facilities for short blocks of time. These include:

- ☐ Warwick District Council e.g. polling station
- ☐ Community Cinema
- ☐ First Aid and Self Defence Courses
- ☐ Small Business Network

The Centre is also available for hire at weekends for parties and private hire which provides an additional income stream to the Centre. CMCC will be focussing upon filling the daytime slots for hire which are currently underutilised.

## Community Development Programme

CMCC's Community Development Manager (CDM) has worked hard since her appointment in March 2017 to build stronger links with residents and other local organisations. This has extended CMCC's offering and appeal to a greater diversity of people and groups using facilities and is now more in line with the organisation's charitable and community objectives (see Section 2c below). Community activity groups now include:

- Dementia Café and Dementia Friends classes
- ☒ Youth Club
- ☒ Business Meetup
- ☒ Diamond Club (older peoples social club)
- Mini Meadows (run by St Michael's Church)
- Chase Chill (run by St Michael's Church)
- ☒ Free lunch in school holidays (for children who get free meals in school)
- ☒ Football/activity club in school holidays - starting 2018
- ☒ Health Fair
- ☒ Christmas events (run by CMRA)
- Children's Fun Day (CMRA)
- ☒ Knit and Natter (on and off due to changing demand)
- ☒ Family quiz nights.

The Centre provides discount hall hire for not-for-profit organisation e.g. scouts, WI, etc.

CMCC also provides space and facilities on a free-of-charge basis to advance their wider charitable objectives. These include:

- ☒ Supporting Chase Meadow Residents Association in organising Family Fund Days, regular Committee meetings and the AGM plus other resident-focussed meetings held to keep residents informed and involved in local issues.
- ☒ Opportunities to network, share news and updates as well as to coordinate initiatives with each other and with local councillors / council officers who regularly attend.

The CMCC Strategy Document of December 2017 (Appendix 1) also outlined the focus for the Community Development Manager going forward:

- ☒ Create more opportunities for young people (5 - 21)
- ☒ Develop opportunities for older people and carers
- ☒ Expand community projects run by volunteers
- ☒ Build lasting relationships with other local organisations
- ☒ Provide events for the whole community to enjoy

Work is under way on a number of specific current community activity initiatives which include:

- ☒ working with the local GP surgery The Old Dispensary towards a social prescribing initiative (see Appendix 3).
- establishing a Community Café operating with light refreshments during the daytime.
- initiate support activities for any user groups with carers –e.g. children with additional needs

- ② providing training and skills classes for school leavers.

## Centre Infrastructure

Energy cost rises are giving some concern to CMCC and this Business Plan includes an analysis of expenditure on heat and power. Efforts are being made to reduce the impact of these rises, as shown in the response (July 2018) from the Centre Manager below:

### Lighting:

- ☐ Lamp bulbs have been removed from the hallway and the recessed area in Oak Room. Power has been turned off for the uplighters in Oak Room for summer.
- ☐ We installed a timer on the sports hall lights so they go off at 11pm if left on, we haven't replaced certain emergency lights.
- ☐ We have turned one of the water boilers off so only one operates. The main boiler for the heating is also currently turned off with the intention of putting it back on when the colder weather comes back.
- ☐ Constant communication with regular hirers re the use of heating and light and trying to educate them in not putting either on un-necessarily.
- CMCC Management has discussed the possibility of low energy lamps in the sports hall but due to limited resource and capital outlay, this has to remain as an idea only – unless external funding can be sourced.
- External lights – there is a problem with the controls for external lighting – and we are investigating whether they are indeed linked to the Busy Bee Nursery building next door.

### Electricity:

- ☐ Attention has focussed upon the level and cost of power consumption - triggered by the rise in energy costs during 2017 (see Section 5a). As a result a supplier review was carried out and new 3-year energy tariff contracts are now in place.
- Solar panels (roof mounted) would provide a cheaper source of electricity for the Centre – and the installation of battery storage would enable use of solar power in evenings. However CMCC is conscious that this would incur capital expenditure - a case of 'short term pain; long term gain'. A short business case is included as Appendix 4 demonstrating potential return on investment and the need to balance solar generation with demand profile.

### Heating:

- Since its construction, the maintenance team at CMCC has regarded the heating control system as 'over complex'. This has been confirmed by CMCC's gas/boiler contractor – and whilst there would be opportunity to replace certain parts of the heating control system to become more user-friendly, the costs of doing so would be in the region of £5k.
- ☐ A heating engineer has reviewed the heating system for Oak Room which has resulted in the Maintenance team having a better understanding of how it should work. This will be monitored during the autumn and winter season 2018-19.
- ☐ Velux blinds were installed in Oak Room improving the heating and cooling control in this room. A further improvement would be to install a vertical blind on the big window at the end of the hall.

## 2c. Aims & objectives

CMCC works within the stated charitable objectives as outlined in Appendix 5. The CMCC Trustee Report (December 2017) stated that *'the main objectives have been to expand our offering to look at a more diverse range of users, and identify gaps in provision'*. The Board of Trustees is cognisant of the delicate balance between maintaining a community centre that is fully inclusive and represents opportunity for all local residents and user groups to enjoy the benefits of this modern multi-purpose centre - whilst at the same time ensuring a viable albeit it 'not-for-profit' business model<sup>1</sup> to operate and further develop the community facility at Chase Meadow.

CMCC purpose is set out in the Company's Memorandum of Understanding as follows:

*'To further or benefit the residents of Chase Meadow and the neighbourhood, without distinction of sex, sexual orientation, race or political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.'*

The 'public benefit' provided by and through CMCC can be summarised as:

*'Our activities focus on fun, informative and healthy clubs and are undertaken to further our charitable purposes for the public benefit. During 2017 we have focussed on offering a more diverse range of activities – and the Board intend to continue this strategy to ensure a diverse user base and provide as many different types of activities as possible to benefit a broad range of people within the community.'*

CMCC works in partnership with St Michael's Church which provides financial support to the Centre and supports the CMCC Board in meeting the aims of activities for all. Warwick District Council has both partner and landlord status.

## 2d - Planned development

CMCC plans to continue the activities outlined in 2b and 2c above in the forthcoming years subject to affordability and satisfactory funding arrangements. The 2017 Strategy Document provides a detailed statement of intent for CMCC and is based upon the following 10 Key Objectives:

- Financial stability
- Succession planning
- Marketing
- More opportunities for young people (5 - 21)

- More opportunities for older people and carers

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<sup>1</sup> CMCC Ltd is a Company Limited by Guarantee. The organisation is also a registered charity.

- Community projects run by volunteers
- Foster feelings of pride, security and community cohesion
- Improve the local environment
- Build lasting relationships with other local organisations
- Provide events for the whole community to enjoy

CMCC Board of Directors and Trustees take their responsibilities of managing the social enterprise and meeting their charitable status obligations very seriously. There are a number of areas that require attention at both an internal and external level – some of which will require additional external funding over the next three years to place CMCC Ltd on a sustainable footing and ensure that the Centre continues to offer community support services. Key areas are:

- To source additional external funding to support the post of the Community Development Manager for a minimum of 3 years;
- To reach a Service Level Agreement between CMCC Ltd and Warwick District Council that identifies the division of responsibilities and ensures a fully funded repairs and maintenance agreement is in place.
- To maintain and grow the number of community grant applications (both revenue and capital) necessary to sustain CMCC as a viable, not-for-profit community organisation.

## **2e. Management / governance and organisation**

### **Governing document**

The Organisation is a charitable company limited by guarantee, incorporated on 6<sup>th</sup> December 2010 and registered as a charity on 27<sup>th</sup> March 2014. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

### **Governance of Chase Meadow Community Centre**

An umbrella organisation comprising of the three partners (CMCC, PCC and WDC) was created in 2013 to be responsible for the lease of the building. The purpose of this over-arching body was to put the Church on an equal footing in terms of leases with CMCC and to enable WDC to have an appropriate level of involvement in the operation of the Centre.

A Community Interest Company was created as the over-arching body and is called Chase Meadow Centre Partners.

To reflect the above arrangement, lease agreements are in place and structured as follows;

- A head-lease exists between the Council (landlord) and Chase Meadow Centre Partners (head-tenant)
- Sub-leases below the head-lease are in place between CMCP and Chase Meadow Community Centre Ltd and the Church (See diagram in Appendix three.)
- CMCC's lease is for the Sports Hall area and also gives the right to use the communal area and the Church's lease is for the Place of Worship Area (and smaller meeting rooms) and also gives the Church the right to use the communal area too

There is also a Management Agreement in place between the partners which sets out how the organisations work together as Chase Meadow Centre Partners. The Agreement sets out the rights and responsibilities (including financial) of each of the partners. It also explains the governance arrangements for CMCP, including the role of the Board of Directors, and the arrangements for decision making.

### **Organisational Structure**

The Management Committee of 4 members meet at least bi-monthly and are responsible for the strategic direction and policy of the charity. At present the Committee has nine members from a variety of professional backgrounds relevant to the work of the charity.

### **Recruitment and Appointment of Management Committee**

The Directors of the company are also charity trustees for the purposes of the charity and under the company's Articles are known as members of the Management Committee.

Under the requirements of the Memorandum and Articles of Association, the members of the Management Committee are elected to serve for a period of three years after which they must be re-elected at the next AGM. All members of the Management Committee give their time voluntarily and receive no benefits from the charity. Trustees receive regular induction and training to ensure they are familiar with the responsibilities of governance and meeting the obligations under the Charity Commission.

### **Responsibilities of the Management Committee**

Company law requires the Management Committee to prepare financial statements for each financial year which gives a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing these financial statements the management committee follow best practice in conjunction with the appointed accountants and:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare financial statements on the going concern basis unless it is not appropriate;
- To assume that the company will continue on that basis.

The Management Committee is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985. The Committee is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Risk Management**

The Management Committee is responsible for risk management and has conducted a review of the major risks to which the charity is exposed. A summary is included later in this Business Plan (Section 6a). Where appropriate, systems or procedures are in place to mitigate the risks the Charity may face. Procedures and a rolling plan ensure compliance with health and safety of staff, volunteers, clients and visitors to the Centre.

DRAFT

### 3. Project Proposal

#### 3a. Purpose of the Business Plan

The main purpose of this Business Plan is to provide evidence of the current situation and plans demonstrating how CMCC will operate over the next 3-year period i.e. 2019 - 2022. This will highlight the need for ongoing financial resilience of CMCC, identify likely funding gaps to meet objectives and targets, and determine the necessary transitional support required to provide continuity of provision to the West Warwick community and beyond.

The Business Plan is designed to assist the directors and staff at CMCC to achieve their stated '10 Key Objectives' (see Appendix 1 for detailed CMCC Strategy document):

1. Financial stability
2. Succession planning
3. Marketing impact
4. More opportunities for young people (5 - 21)
5. More opportunities for older people and carers
6. Community projects run by volunteers
7. Foster feelings of pride, security and community cohesion
8. Improve the local environment
9. Build lasting relationships with other local organisations
10. Provide events for the whole community to enjoy

Based around the principle of maintaining and extending the delivery of services to the West Warwick Community this Business Plan will place particular focus upon those priority areas of revenue and capital expenditure – and propose how such costs might be achieved within a balanced budget.

#### 3b. Rationale for project; evidence that supports the need for the project

CMCC directors and staff have identified several key issues that are starting to impact upon the financial viability and overall sustainability of the organisation – a social enterprise and charity. These are addressed in more detail within this Business Plan. In summary these are:

1. Preparing for increasing costs of utilities, repairs and maintenance and identifying ways of improving energy efficiency
2. Increasing Centre activity and profile by initiating a new community café to promote the Centre's facilities and programmes more effectively.
3. Securing the key role of Community Development Manager for the next three years to 2022.
4. Maintaining and extending the community activity programme through attracting community revenue grants.
5. Building the level of volunteer support – at Board, management and helper levels – through a promotional campaign and a volunteer training programme.
6. Consolidating landlord/tenancy arrangements and ensuring adequate

development funds are in place to build resilience into repair & maintenance

Since its formation in 2013, and working alongside the Chase Meadow Residents Association (formed in 2008), the community enterprise CMCC Ltd has had the challenge of establishing a local community ‘from scratch’. In this ‘edge of town’ development, many of the residents move into the area with no established network within the local community.

Funding for the initial construction of the community building came largely through developer contributions (S106 and Community Infrastructure Levy – CIL) as well as capital funding support from St Michael’s Church, Sport England, County Council and landfill trusts.

### A successful programme of users

The development of a varied programme of activities started very well and in terms of facility hire participants and turnover, considerably exceeded expectations outlined in the pre-launch CMCC Business Plan of 2013 (see Appendix 6). This can be attributed not only to the quality of the new facilities but also the marketing, promotion and management skills of the staff, board of directors and volunteers.

Net Income from room hire (taken from CMCC Cashbook) indicates a level of stability since 2015 with just over 70% of the income coming from regular hirers and user groups.



Building up a regular user profile (2018 programme included as Appendix 2) is no mean feat, especially within a new residential area such as Chase Meadow and from a ‘standing start’. The Centre Manager, staff, directors and volunteers all deserve considerable credit for this achievement.

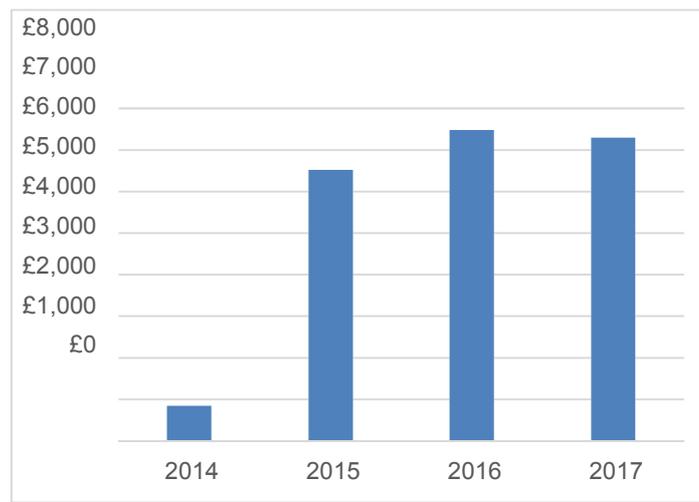
The challenge is now to sustain and expand this programme – maintaining a balanced mixture of commercial, community and private hire user groups.

## Key areas requiring financial investment

### a) Building efficiency, maintenance and operation

For the first four years, and largely due to the quality of construction and finish, the costs of repairs and maintenance have been low to date. However, this situation is changing due to 'wear and tear' – with replacement of floor coverings and upgrade of kitchen equipment imminent.

Repairs and Maintenance



CMCC Ltd has established a 'sinking fund' to provide a source of capital funding for the replacement of such materials – however, up to now, maintenance costs and consumables have been paid out of general expenditure – leaving the sinking fund as yet untouched.

### b) Initiating a new community café

The idea of introducing a community café formed a part of the original 2013 Business Plan for CMCC. This has now become a focus of intention and investment for the Directors – determined to create a more lively and attractive hub for all members of the community to enjoy – and at the same time, raising awareness and encouraging participation. The café will likely operate between the hours of 10.00 and 14.00 – providing light refreshments during week days.

There are many examples of successful community cafés established as 'social enterprises' i.e. not for profit. The Directors and staff consider that there would be insufficient footfall for a commercial franchise to operate successfully – and this would create direct competition with the local café in the precinct.

Nevertheless, it will be important for CMCC to prepare a business case for the establishment of the café. An outline budget has been drawn up (see overleaf) to

enable the necessary upgrade of the kitchen equipment and café furniture. A grant request is currently being prepared by the Community Development Manager.

Funding Area	Description	Estimated cost (JW)
Capital upgrade of kitchen and café	Cost of bringing current 'domestic quality' up to commercial standard, including: replacing two current dishwashers with commercial dishwashers, purchasing coffee machine, water urns, additional cutlery and crockery and additional fridges	£6000
	Cost of additional furniture in café area, including; tables, chairs, menu boards, children's toys.	£3000
	Cost of commercial waste services due to additional waste/recycling incurred as a result of the community café	£1000

c) Securing the Community Development Manager position for 3 years

During 2017 – 2018, the appointment of the Community Development Manager has provided clear evidence of the need to focus upon 'hard to reach' members of the West Warwick community. This is particularly important in the new Chase Meadow estate which represents an increasingly typical example of a new residential and business park development.

This position is currently part-time, and operates at a cost of approximately £8k per annum. Funding to date for this position has been partly funded from external grants (King Henry VIII Charity, and Comic Relief).

d) Maintaining and extending the community activity programme

Funding Area	Description	Estimated cost (JW)
Volunteer programme	Training courses for volunteers and people taking up work placements at CMCC including food hygiene courses, safeguarding training	£1000
Marketing	Costs of publicity and promotion of new services/opportunities	£1000
Enhancement of youth services,	Costs to be covered include: games consoles, end of year trip, offsite sports activities, group residential, sports equipment and craft materials	£4000
Enhancement for Dementia Drop In	Costs to be covered include: craft materials, musical instruments, additional experiences such as visits from therapy animals, singers and excursions	£2000
Bursaries	Money to subsidise costs for those most in need in our community enabling them to access the many amazing services already at CMCC	£2000

### 3c. Phases / works programme

This Business Plan reflects the need for external support funding if the Centre is to remain as a viable not-for-profit organisation and meet its community development objectives.

CMCC Ltd cannot continue on its current financial trajectory without an injection of capital and revenue funding over the next four years 2018 – 2022. Over and above the current income and expenditure costs (shown below in Section 5) the following investment areas have been identified as critical to the sustainability of the social enterprise and charity.

These items will form the basis of an enhanced fund raising effort to secure the necessary external grant support of £100k over the next 3.5 years:

Item	Capital / Revenue	2018	2019	2020	2021
Community Development Manager	Revenue		£10,000	£10,000	£10,000
Kitchen and café upgrade inc. furniture	Capital		£10,000		
Community Development Programme	Revenue	£10,000	£10,000	£10,000	£10,000
Building upgrade (flooring, lighting)	Capital		£10,000	£10,000	£10,000
<b>TOTAL</b>		<b>£10,000</b>	<b>£30,000</b>	<b>£30,000</b>	<b>£30,000</b>

### 3d. Key partners

Chase Meadow Centre Partners Community Interest Company (the Centre's operator) is made up of three member organisations; Chase Meadow Community Centre Ltd, St Michael's Church, Budbrooke and Warwick District Council.

#### St Michael's Church

The planning requirements for the development of the wider local Centre made provision for a Place of Worship. The opportunity to run a Place of Worship was advertised and St Michael's, Church of England Church was the only religious body to register an interest to have a presence on the estate.

As the project developed it was felt that the most cost effective way of delivering a worship space for the Chase Meadow Community was to incorporate this space into the Community Centre building. The Church and CMCC then worked together to develop the Centre proposals for the benefit of the local community.

#### Warwick District Council

*“As a key part of its role to assist in the creation of vibrant and cohesive communities, Warwick District Council (WDC) has been involved in facilitating and enabling CMCC. The Council prioritised the initial development of the new facility through the allocation of staff resource and Council funding. As the owner of the land and the building WDC is keen to*

*maintain a supportive role in the on-going operation of the Centre with the object of helping the Centre to become sustainable and also protecting a valuable Council asset. To do this the Council appointed an elected Member to the Board of Chase Meadow Centre Partners.”*

### Chase Meadow Residents' Association (CMRA)

In 2008, the Chase Meadow Resident Association was formed to look at local issues on the new housing development and one high priority to emerge was the need to develop the Community Centre to provide a hub for residents' activities and attract outside groups.

The aim of the Association is to unite the residents of the estate to create a safer, supportive community, encourage a culture of respect and co-operation, and ensure that every resident's voice is heard – building a thriving community.

The Association's Events Group arranges events e.g. Party in the Park to help build a sense of community and to raise funds to support the organisation.

### 3e. Milestones

Date	Activity
August 2018	3-year Business Plan to 2022 completed and adopted by CMCC Ltd
August 2018	Grant application for £10k to support community programme submitted to National Grid
September 2018	Grant funding plan developed to fund additional capital and revenue items
October – December 2018	Fund raising campaign through grant applications and crowd funding
January 2019	CDM post extended for 3 years following securing of funding contributions
January - February 2019	Kitchen upgrade and community café completion
April 2019	Lighting upgraded throughout building to replace with LED lighting and controls
May 2020	Flooring upgrade throughout the building

### 3f. Outcomes

The additional investment outlined above should provide the following outcomes:

- ☐ Security of employment for the Community Development Manager
- ☐ The Community Programme will become more inclusive and service a wider cross section of the West Warwick community
- ☐ External grant support will ensure that CMCC Ltd can continue as a sustainable and viable social enterprise
- Through the new café, footfall will increase and provide a lively and attractive hub for all the community
- Well maintained facilities will maintain the Centre's appeal as a location for hire for activities and events

## 4. Marketing and Promotion

### 4a. Marketing Plan

CMCC Ltd is engaged in developing a new Marketing Plan during 2018 to ensure that the charitable, community and enterprise objectives both current and proposed within the Business Plan are achieved. The Directors' stated rationale for the Marketing Plan is 'to ensure maximum capacity combined with diversity of offering'.

#### Current provision:

- At present CMCC uses social media extensively – especially Facebook and Twitter
- ☐ CMCC activities and facilities are also advertised within the Centre and via leaflet drops and the CMCC website

### 4b. Future service offer options

Chase Meadow Community Centre was established in 2013 to service the needs of the residents of West Warwick (Chase Meadow and Forbes Estate). Having had a successful first four years of operation leading to an extensive programme of activities, it is imperative going forward that CMCC Ltd remains a viable social enterprise whilst continuing to expand its community service offering.

### 4c. Competition

Chase Meadow Community Centre is one of a number of similar centres across Warwick District; namely:

- |   |                                   |
|---|-----------------------------------|
| • Chase Meadow Community Centre           | • Warwick Space                   |
| • Sydni Centre                            | • Packmores Community Centre      |
| • Brunswick Hub                           | • The Kenilworth Centre           |
| • Shree Krishna                           | • Whitnash Community Hall         |
| • Sikh sports & Cultural Community Centre | • Budbrooke Community Centre      |
| • Lillington Community Centre             | • Radford Semele Community Centre |
| • The Gap                                 | • Packmores Community Centre      |
| • St Chads Centre Bishops Tachbrook       | • Warwick Gates Community Centre  |
| • Cubbington Village Hall                 | • Leek Wootton Community Hall     |

It is CMCC's understanding that only Chase Meadow and Warwick Gates are centres where the physical assets are owned by Warwick District Council as 'landlord'.

CMCC's regard these centres as 'collaborative' rather than 'competitive'. They maintain close connections with other centres – and in particular with The Gap. There would seem to be a good opportunity to extend and formalise these connections – and investigate the potential for sharing resources, staff and facilities as well as efficiencies such as bulk buying.

#### 4d. Community engagement

CMCC is continuously engaging with the residential community of Chase Meadow. Greater efforts are being made to ensure that residents of the adjacent Forbes Estate are also fully aware of CMCC and its facilities. Particular inputs being implemented or planned include:

- A community questionnaire circulated in July 2018 to ensure that the needs of residents (established and newcomers) are being made – and providing information for improvements.
- Open Days – designed to attract commercial and community user groups
- Community Café – this initiative will increase footfall into the Centre between the hours of 10.00 and 14.00 – providing light refreshments on a ‘drop-in’ basis to local residents. This will ensure that activities are promoted and also capture needs of individuals and potential community user groups.
- Business User Groups – the Business Club recently established brings a new audience into the Centre. This represents a potentially lucrative income source – and will form the basis of a local business survey to further promote the facilities.

#### 4e. Planned marketing activities;

- Residential survey – prepared jointly by the Community Development Manager and WDC’s Community Development Worker – will be circulated to 1200 homes in the West Warwick area.
- It is the intention to utilise other sources of advertising e.g. ‘Warwick Local’ magazine and information provided by WDC to support the Dementia Café
- ☐ CMCC will consider using Facebook advertising
- Regular monitoring of capacity and diversity of offer to direct CMCC’s marketing campaigns
- ☐ CMCC will consider charging for advertising within the Centre and on the website e.g. commercial activity groups

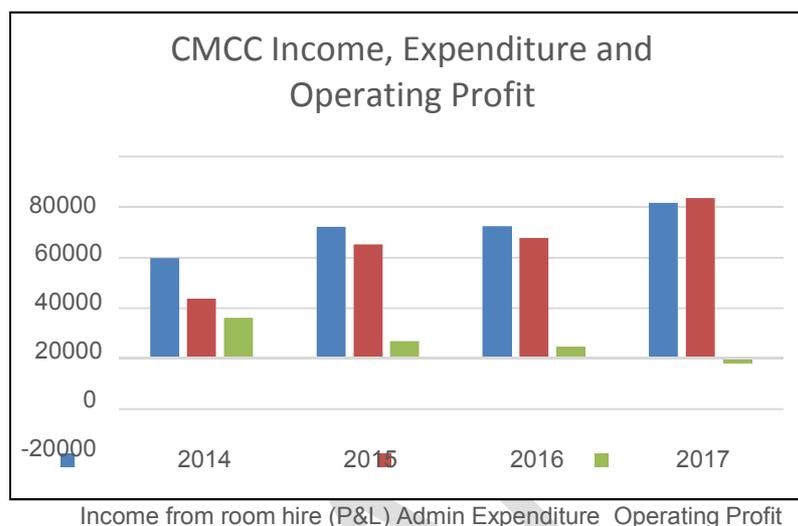
#### 4f. Agreements already in place

Chase Meadow has established a loyal commercial and community user group listing over four years and is very keen to retain this participation through maintaining hire charges at competitive rates and well-maintained facilities.

## 5. Financial Plan

### 5a. Present financial situation

Profit and Loss Accounts taken from the annual audited accounts for the three full years of operation to date are included as **Appendix 7** and summarised below. Indicators demonstrate CMCC continues to provide careful and pro-active financial management with key inputs from the Centre Manager and the Community Development Manager – and strong support from the facilities management team and from the significant input from the small group of dedicated volunteers.

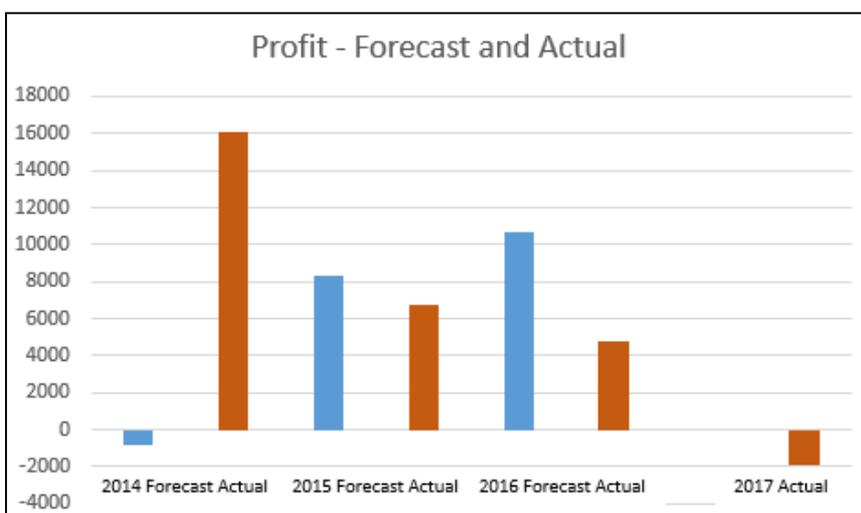
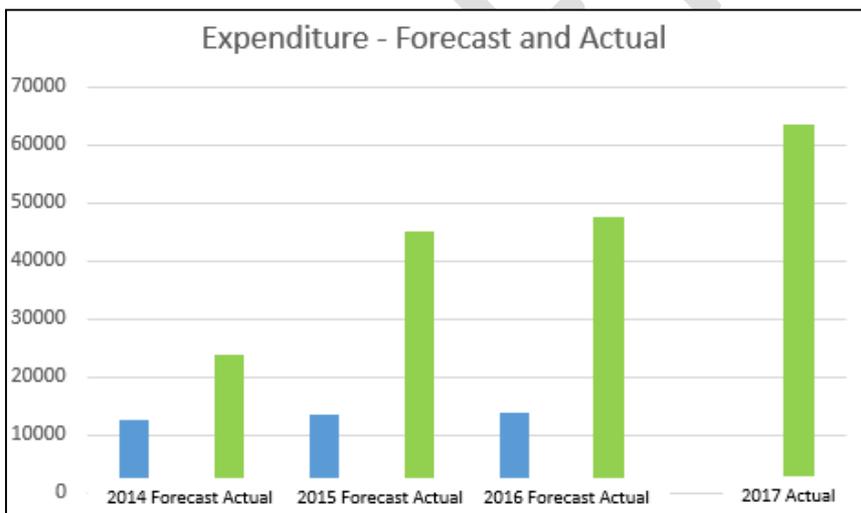
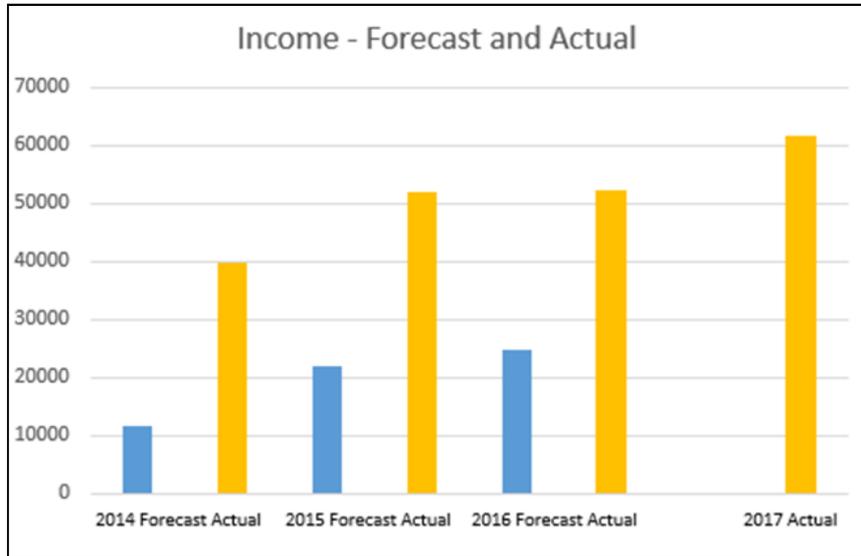


This combination continues to generate a steady year-on-year increase in income for the Centre – with 2017 income ('gross profit') rising to £61,676 from £52,380 in 2016. However expenses incurred also rose significantly from £47,641 in 2016 to £63,599 in 2017. This resulted in a £1,883 loss for 2017 compared to a profit in 2016 of £4,739. This continues the downward trend in profit over the last three years (illustrated below) – and represents the main cause for concern for CMCC Ltd.

CMCC Profit & Loss Summaries 2014 - 2017				
	2014	2015	2016	2017
<b>Turnover</b>				
Sales	39,874.00	57,106.00	52,380.00	61,676.00
Cost of Sales	0.00	5,036.00	0.00	0.00
<b>Gross Profit</b>	<b>39,874.00</b>	<b>52,070.00</b>	<b>52,380.00</b>	<b>61,676.00</b>
<b>Admin Expenses</b>				
Wages & Salaries	5,795.00	12,294.00	14,686.00	15,278.00
Entertaining	189.00	269.00	142.00	238.00
Premises (Light, Heat, Water, Rates) Note 1	9,385.00	13,911.00	9,944.00	12,476.00
Tel fax	1,176.00	958.00	693.00	680.00
Stationery & Printing	368.00	235.00	111.00	424.00
Cleaning (staff and consumables)	2,614.00	5,461.00	9,536.00	12,657.00
Insurance	1,320.00	2,041.00	2,097.00	2,113.00
Repairs & Maintenance	845.00	6,524.00	7,482.00	7,295.00
Depreciation	0.00	1,695.00	1,346.00	1,094.00
Sundry expenses	227.00	59.00	154.00	144.00
Community Development Costs Note 2				8,367.00
Accountancy fees	1,834.00	1,833.00	1,450.00	2,793.00
<b>Total</b>	<b>23,753.00</b>	<b>45,280.00</b>	<b>47,641.00</b>	<b>63,559.00</b>
<b>Operating Profit</b>	<b>£16,121</b>	<b>£6,790</b>	<b>£4,739</b>	<b>-£1,883</b>
<b>Notes:</b>				
1. Cleaning and Premises merged under 'Light & Heat' 2017 P&L				

2. Development costs include Community Development Manager and Dementia Cafe

Comparison with 2013 Business Plan forecasts - A comparative analysis of forecast and actual P&L figures demonstrating that whilst income has far exceeded that forecast, the original estimates of expenditure were unrealistic. Even given the above-expectation income figures, the rising cost of expenditure has resulted in the declining operating profits for CMCC Ltd.





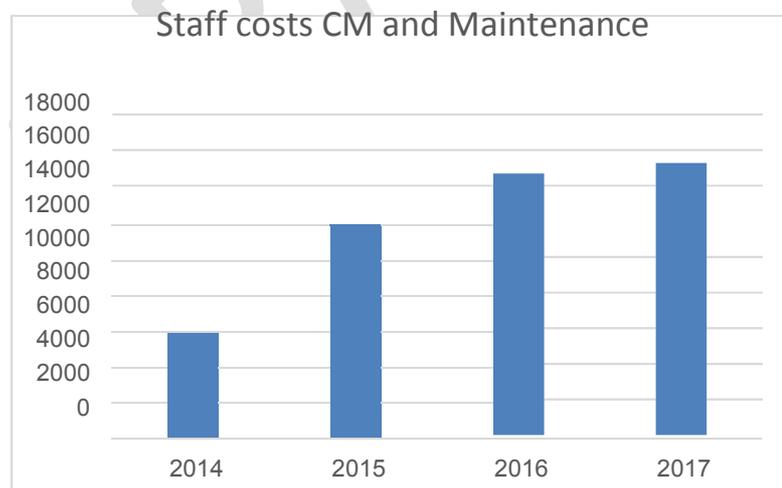
## EXPENDITURE REVIEW

There are four main areas of expenditure shown in the P&L summary above:

- ☐ Wages and Salaries
- ☐ Utilities (Light, heat and water)
- ☐ Cleaning staff and consumables
- ☐ Building Repair and Maintenance

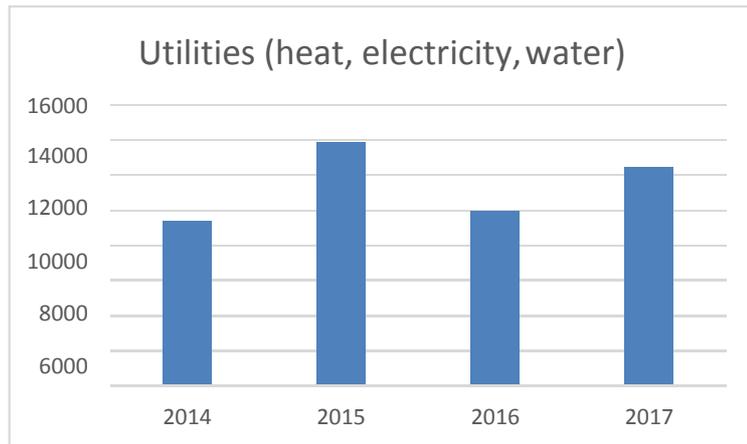
Other areas make up the total – with ‘sundry expenses’ starting to reflect the costs attributed to the community development programme initiated in March 2017 (with the appointment of the Community Development Manager). From 2018, CMCC Ltd has recognised that the income and cost related to community development activities (grants, staff and programme costs) should be included separately within the company accounts – and as such a separate bank account has been established for this. In future, the financial statements and P&L accounts will show this – and provide an improved management tool for Directors to decide and implement strategy.

- ☐ **Wages and salaries** - These include salaries of the Centre Manager (p/t) and Maintenance Manager (p/t) and have included minor amounts each year for marketing support. Since the appointment in 2014 of the Centre Manager, these costs have remained steady over the four year period of operation. However they do not reflect accurately the additional (voluntary) time given to the operation and running of the Centre.

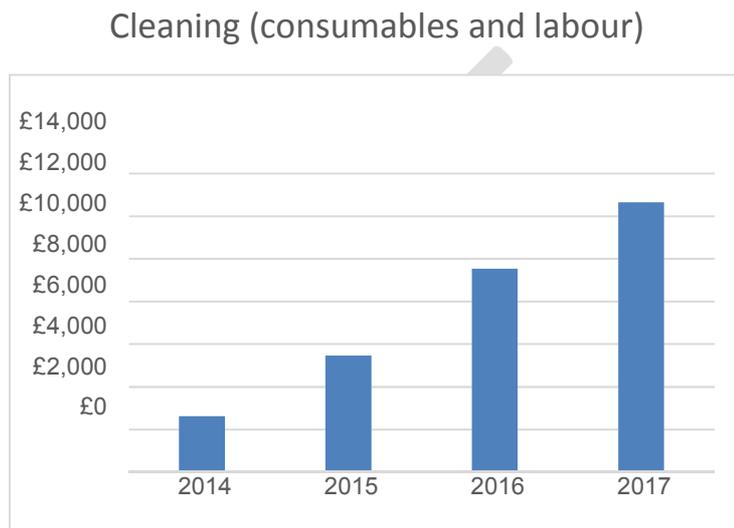


- **Utilities (Light, Heat and Water)** - CMCC is faced with over-inflation cost increases for heat and power in particular. With the combination of estimate and actual meter readings, and the carry-over of costs between years, it is difficult to allocate and compare utility expenditure year on year. Using Profit and Loss account as a guide, the following picture emerges – which shows that even given the above inflation increases, utility costs are under control – with several measures having been taken to reduce usage of electricity and gas e.g. tariff changes; light switch controls; user

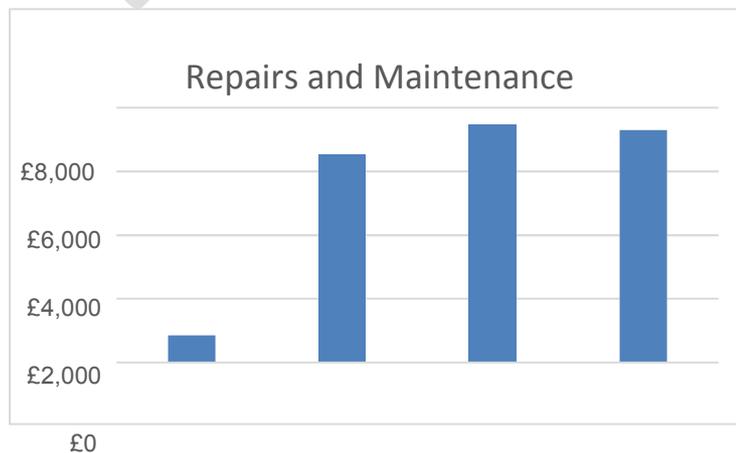
group education.



- 2 **Cleaning (including labour)** - As the room hire and activities programme has increased since 2014, so have the costs of cleaning (including labour and consumables).



- Repairs and Maintenance** – following its opening late 2013, over the last three years, CMCC has incurred a steady expense on standard building repairs and maintenance costs:



2014

2015

2016

2017

However, it is of concern that after almost five years of operation, there are increasing signs of 'wear and tear' e.g. floor surfaces; kitchen units. This suggests that the repair and maintenance costs are likely to rise during this next three years of operation.

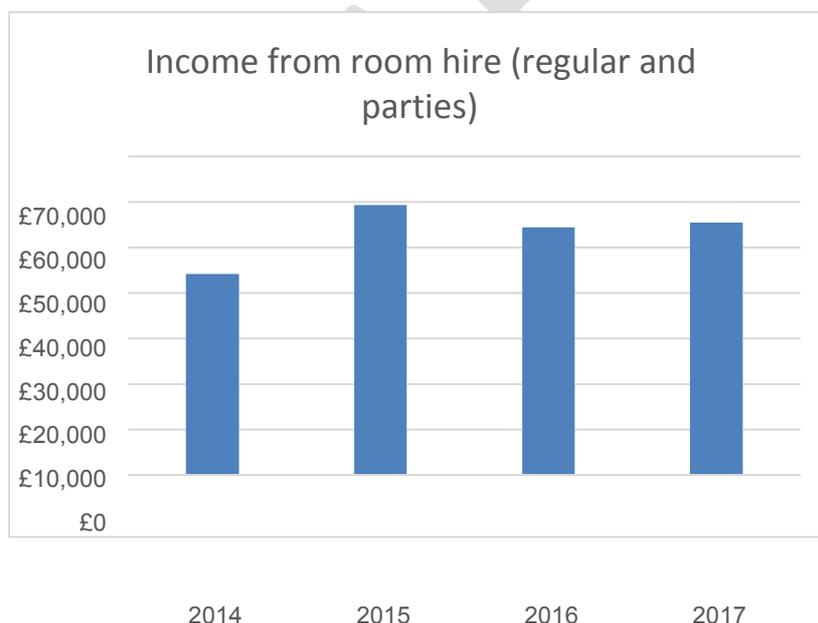
• **Other expenditure costs:**

- **Sundry expenses** – as indicated above, from 2018 all community development costs and in particular the CDM salary cost previously included in ‘sundries’ will be held within a separate bank account.
- **Accountancy fees** – 2017 has shown an increase – mainly due to additional PAYE responsibilities to cover additional staff.
- **Marketing** – it is notable that apart from small payments to cover part time inputs from the marketing consultant (Katherine Attwood) e.g. running the Small Business Connect Up Club, no other marketing budget exists. This may be restricting the awareness of CMCC and its activities amongst the local community and beyond – and will be addressed.

**INCOME REVIEW**

**Principal funding sources:**

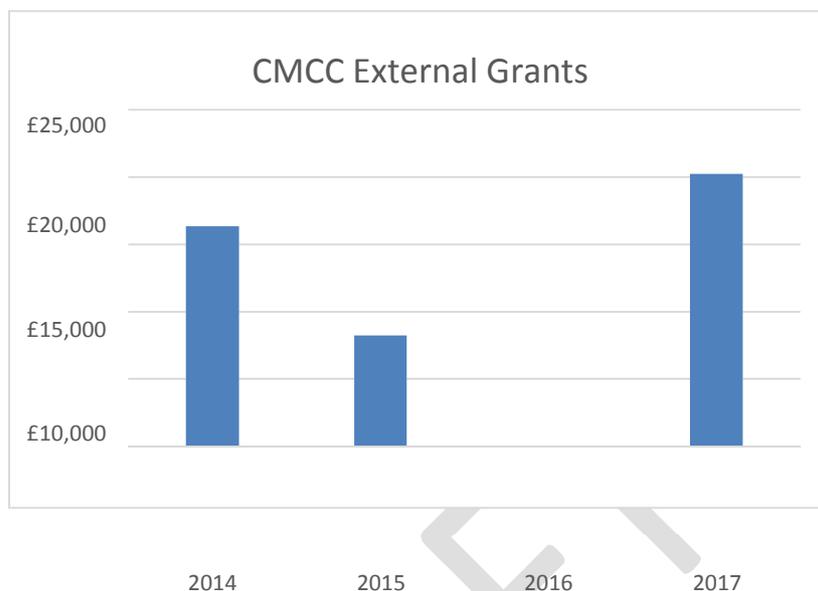
**Facility Hire** - The principal source of funding for CMCC remain firmly through hiring income. Since its opening in late 2013, the Centre has increased the range and number of activities and hirers although income has stabilised. Room hire rates have increased by £0.50p year-on-year to reflect inflation.



Chase Meadow Community Centre Hire Charges - Effective from May 2018						
	Beech (sports Hall)	Oak	Maple	Elm	Maple & Elm combined	Willow
Commercial group	£19.50	£17.50	£10.00	£10.00	£12.50	£10.00
Discount for Commercial groups (9+ weeks)	£19.00	£17.00	£9.50	£9.50	£12.00	£9.50
Community groups & non-profit groups (no regular booking discount)	£12.50	£12.50	£8.50	£8.50	£11.50	£8.50
Party Hire Pricing	£65.00 for the first 3 hours then £15.00 per every subsequent hour					

A review of facility hire charges amongst other similar community centres in the locality (Appendix 8) demonstrates that these charges are in line. CMCC directors consider that any further increases over and above inflation would carry the risk of alienating existing and regular hirers and driving them away to alternative venues.

- **External funding sources** – CMCC directors and staff have actively sought additional funding to cover some of the capital and revenue costs of the Centre. A full list of funds accessed since 2014 is included as Appendix 9 – but in summary this has attracted more than £50,000 of grant support over four years.



During 2017, successful applications were made for more than £20k of grant funding, reflecting the input and experience of the Community Development Manager and others in submitting successful funding applications – mainly to support revenue costs of developing the community programme:

Fund	Purpose of contribution	Value
Lottery Awards for All	New Youth Club	£10,000
Warwick Community Forum	Window blinds	£2,375
Pam Britton Trust	Dementia Café running costs	£1,500
Court Leet / Warwick Relief	Older people in the community activities	£ 900
Kings Henry VIII Trust	Community Development Manager	£5,000
Comic Relief	Community Development Manager	£1,373

The Directors of CMCC Ltd consider that there are even more opportunities that should be pursued - considering the community enterprise and charitable status of the organisation. This represents a resource issue however, and the Directors are examining ways of attracting external funds to support a part-time fund raiser.

Discussions will be taking place with WDC and with other community centres in the District to identify whether there is a case for a shared fund-raiser between centres.

## 5b. Estimated project costs

This Business Plan has been developed to highlight and address the downward trend in profit – through a combination of reducing costs where possible and increasing income. To achieve this CMCC have set a target of raising £100k of external revenue funding over three years to place CMCC in a more sustainable position by 2022 (see Section 3c).

### 5c. 3-Year Income & Expenditure forecast

The Income and Expenditure forecast indicates the potential reduction in Operating Profit if:

- Income generated from room hire increases at equivalent rate to inflation est.3% pa;
- Income from external funding sources is maintained at 2017 levels of around £20k;
- Administrative expenses rise with inflation at 3% - with increase in utility costs (electricity, heat and water) increasing annually at 5%.

	2014	2015	2016	2017		2018	2019	2020	2021	
	audited					current	forecast			
<b>Turnover</b>						3%	3%	3%	3%	
Sales	£23,537	£48,874	£52,380	£41,429		42,672	43,952	45,271	46,629	
Grants	£16,337	£8,232	£0	£20,247		20,000	20,000	20,000	20,000	
less Cost of Sales	£0	£5,036	£0	£0		0	0	0	0	
<b>Gross Profit</b>	<b>£39,874</b>	<b>£52,070</b>	<b>£52,380</b>	<b>£61,676</b>		<b>62,672</b>	<b>63,952</b>	<b>65,271</b>	<b>66,629</b>	
<b>Admin Expenses</b>					<i>Inflation rate forecast 2018-21</i>	3%	3%	3%	3%	
Wages & Salaries	£5,795	£12,294	£14,686	£15,278		£15,736	£16,208	£16,695	£17,196	
Entertaining	£189	£269	£142	£238		£245	£252	£260	£268	
Heat, elec, water 5% infln	£9,385	£13,911	£9,944	£12,476		£13,100	£13,755	£14,443	£15,165	
Tel fax	£1,176	£958	£693	£680		£700	£721	£743	£765	
Stationery & Printing	£368	£235	£111	£424		£437	£450	£463	£477	
Cleaning 2014 & 2015	£2,614	£5,461	£9,536	£12,658		£13,038	£13,429	£13,832	£14,247	
Insurance	£1,320	£2,041	£2,097	£2,113		£2,176	£2,242	£2,309	£2,378	
Repairs & Maintenance	£845	£6,524	£7,482	£7,295		£7,514	£7,739	£7,971	£8,211	
Depreciation	£0	£1,695	£1,346	£1,094		£1,127	£1,161	£1,195	£1,231	
Sundry expenses	£227	£59	£154	£195		£201	£207	£213	£220	
Community Development				£8,315		£8,564	£8,821	£9,086	£9,359	
Accountancy fees	£1,834	£1,833	£1,450	£2,793		£2,877	£2,963	£3,052	£3,144	
Misc	£0	£0	£0			£0	£0	£0	£0	
Travel & subsistence	£0	£0	£0			£0	£0	£0	£0	
Marketing & advertising	£0	£0	£0			£0	£0	£0	£0	
<b>Total</b>	<b>£23,753</b>	<b>£45,280</b>	<b>£47,641</b>	<b>£63,559</b>		<b>£65,715</b>	<b>£67,949</b>	<b>£70,262</b>	<b>£72,659</b>	
<b>Operating Profit</b>	<b>£16,121</b>	<b>£6,790</b>	<b>£4,739</b>	<b>-£1,883</b>		<b>-£3,043</b>	<b>-£3,997</b>	<b>-£4,992</b>	<b>-£6,030</b>	

Clearly, even if external grant funding is maintained at 2017 levels, the downward trend in operating profit/loss continues – presenting an unsustainable level of economic viability over the next 3 years.

### 5d. Sensitivity analysis

CMCC Ltd must therefore examine a range of potential scenarios to ensure it can continue to maintain a balanced social enterprise whilst being able to continue to divert profits into a sinking fund for future repairs, extend support to community development initiatives and provide for other essential capital expenditures.

## Scenarios:

There are a number of factors that could impact upon the profitability and viability of CMCC Ltd over the next three years (to end 2021). The three main factors will be

1. The amount of capital and revenue grant funding that can be sourced to sustain and grow the community programme and also reduce essential service costs e.g. LED lighting;
2. The additional income that can be generated from facilities e.g. café income; increase in room hire turnover.
3. Maintaining expenditure costs at the current level and with an annual inflation level of 3%.

Variation of the level of success of these factors will impact upon Income and Expenditure forecasts – which will in turn affect the operating profit of CMCC Ltd. External factors such as inflation % are included but remain a constant throughout the 3-year period.

## Scenario options:

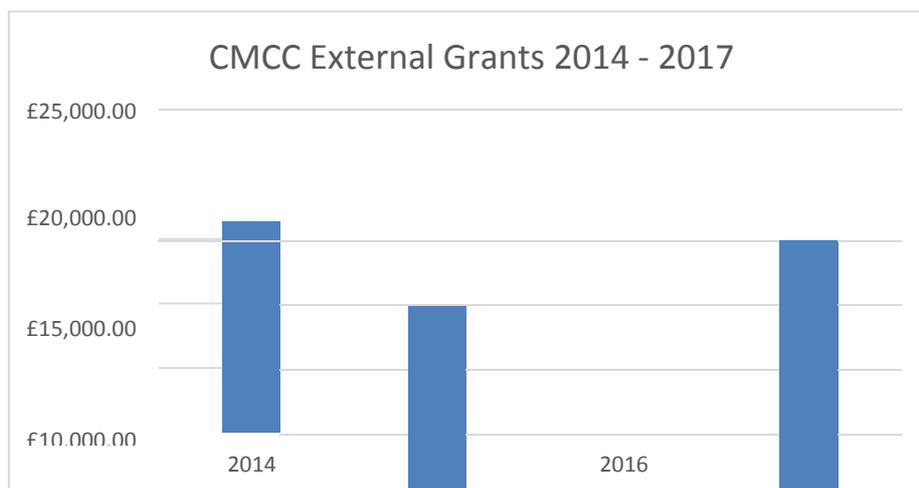
Using the 2017 Profit and Loss Account as a baseline, and assuming administration expenditure rises in line with inflation (3%) and utility prices at 5% inflation per annum, several situations have been proposed to reflect the level of grant funding and sales (room hire etc) possible. In summary these are:

- Increasing sales by 3% and maintaining grants at 2017 level of £20k per annum
- Increasing sales by 3% and raising grant contributions to £30k per annum
- Increasing sales by 5% and maintaining grants at 2017 level of £20k per annum
- Increasing sales by 5% and raising grant contributions to £30k per annum

## Scenario 1 – Amount of grant funding achieved to sustain and grow the community programme and reduce essential service costs

### Scenario 1a – 2017 level of grant funding maintained at £20k per annum

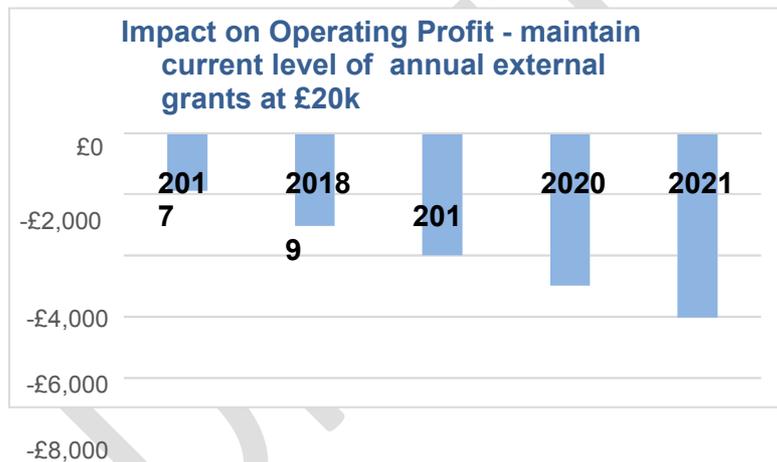
Since 2014, CMCC has attracted more than £50k of external funding to cover a range of capital and revenue costs. In the earlier years, grants were sourced largely to cover capital costs of equipment, furniture, essential fixtures and fittings.



In 2017, CMCC Ltd raised approximately £20,000 in grant funding (see Appendix 9) – what is significant is that almost 90% of this amount supported revenue costs e.g. new Youth Club, Dementia Cafe. This type and level of grant has enabled an expansion of the community programme and made a significant contribution to the turnover. There would seem to be no reason why this level of funding cannot be sustained - assuming that the post of Community Development Manager can be funded across the next three years.

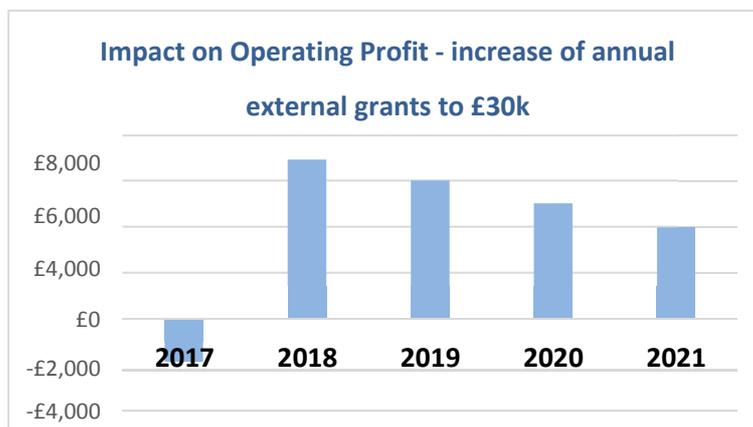
However, CMCC has been a beneficiary of capital and revenue funds provided by the King Henry VIII Trust since 2014. The Trust has provided a £5k grant in 2017 and again in 2018 specifically to contribute to the costs of employing the Community Development Manager. It is understood that this grant might not be forthcoming in future years due to pressures on the Fund. If this situation is confirmed, the potential loss of Henry VIII grant support will require the replacement of CDM funding from other community grant sources.

Nevertheless, even if this funding level is maintained, with the expenditure rises following 3% annual inflation (utility bills by 5%), the operating deficit that has appeared in 2017 will increase in subsequent years (as shown in the graph below):



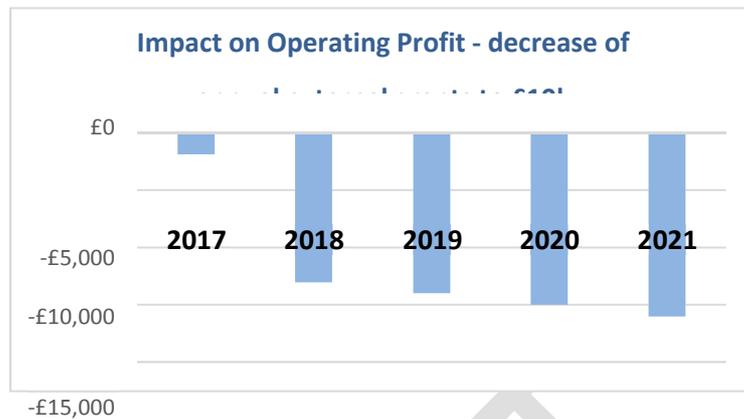
Scenario 1b – level of grant funding increases to £30k per annum

Discussions with the Community Development Manager (CDM) have raised the potential for an increase in applications to a wider range of community fund providers with a target of raising £30k each year. Indeed, it will be imperative for this to happen, and for applications to be successful, if the Operating Profit is to remain positive.



**Scenario 1c – level of grant funding decreases to £10k per annum**

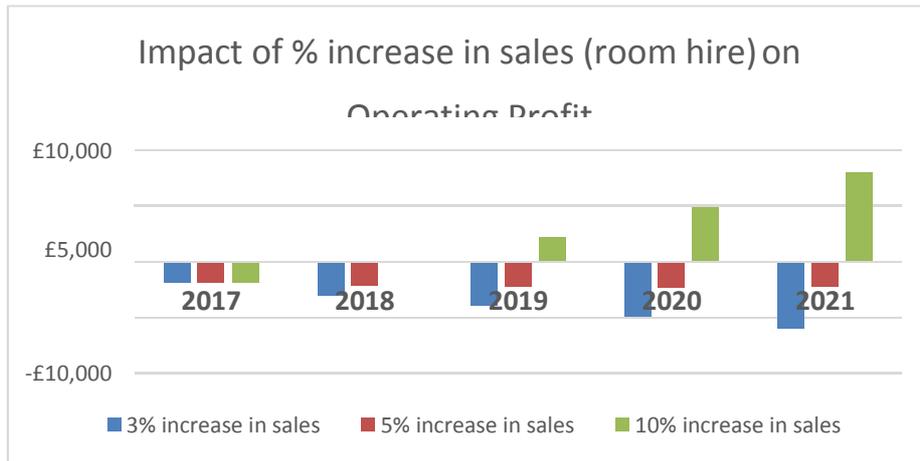
Should the post of Community Development Manager not be funded in future years, it will be extremely hard for CMCC to find the staff resource (salaried or volunteer) with the time or skills to make successful bid applications. This would likely mean a drop in grant funding to the level of grants raised by CMCC staff and volunteers prior to the appointment of the CDM i.e. approx. £10k per annum.



**Scenario 2 - Additional income generated from facilities**

In this scenario, CMCC would increase room hire income through attracting additional facility hire in the afternoons, at weekends and during school holidays. This would be boosted by the introduction of a Community Café. This initiative would operate on a ‘voluntary’ basis initially – with the intention of a ‘break even’ enterprise. Its main objective would be to draw more people to the Centre, and encourage a wider use of facilities particularly in less busy periods. Some capital funding would be required to upgrade the existing kitchen facility and make it ‘fit for purpose’.

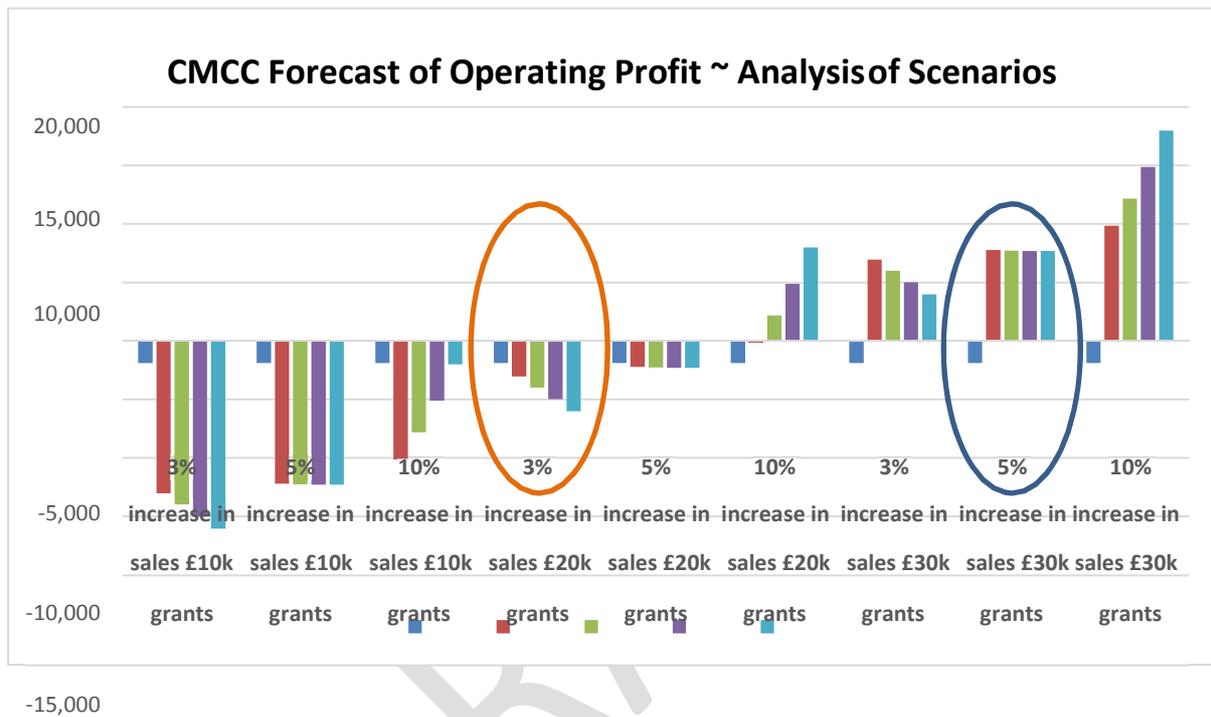
The chart below indicates that even with an ‘inflation linked’ 3% increase in sales (mainly room hire) and assuming that external funding is constant at 2017 levels i.e. £20k, the Operating Loss continues to grow. If sales are increased by a modest 5%, even then Operating Profit remains negative if external grants continue at £20k pa.. It is only when sales increase by a factor of 10% year on year that this impacts positively upon the Operating Profit – but this represents a highly challenging target that might upset the balance between commercial hire and community usage.



**Important Note:** An alternative way of increasing room hire income could be to raise the room hire charges to regular and occasional user groups. However, the Directors and Centre Manager are convinced that this would have a negative impact overall with the risk of driving user groups away from CMCC.

**Summary of Scenario Options**

The graph below demonstrates the impact of each scenario on Operating Profit using a matrix analysis:



This forecast highlights the impact of raising both sales and grants up to £30k (grants) and up to 10% annual lift in sales (room hire and café income). **Note:** All scenarios make the realistic assumption -based upon actions already taken or under way at CMCC - that there is little opportunity to reduce expenditure through efficiency savings – whether this be on utilities, staff or other cost areas. As such, all expenditure items are forecast to rise at 3% annual inflation with the exception of utilities which are forecast to rise by 5% annually.

**Discussion:**

It is clear from the forecast analysis that even if the Centre’s 2017 income level is maintained (including an annual 3% inflation lift) and the level of grant success is sustained at the 2017 level of around £20k per annum (circled orange above), the organisation’s profit continues to slide. This is detailed in the Income & Expenditure forecast above in Section 5c.

The 10% lift in sales and £30k grant success scenario would seem to be a challenging target. This is because whilst the increase in room hire might be generated through increasing commercial hire, this would be at the cost of hosting subsidised, low charge community groups – and run counteractive to CMCC Ltd’s community enterprise and charitable objectives. A smaller lift in room hire income i.e. 5% annually would seem to be a more achievable target.

CMCC Ltd's objective is to stabilise a reasonable level of Operating Profit year on year whilst continuing to expand the level of community development activity across West Warwick shown in 2017-18 - providing an essential community service to those hard-to-reach and in-need individuals. Given the challenges of increasing income from room hire it would seem reasonable to select the scenario selected in the graph above i.e. **5% annual increase in income along with £30,000 annual external grants.**

The Funding Plan below is designed therefore around this scenario.

#### **5d. Funding plan**

The Directors and Centre Manager are committed to increasing the Centre's income (the scenario analysis suggests a 5% increase annually up to 2022) through improved marketing of facilities, the opening of the community café facilities, and continued 'due diligence' in expenditure efficiencies.

Therefore, the Funding Plan will be to secure a minimum of £30k per annum from external sources between 2019 and 2022. Whilst this could come from additional grant funding bids (note the resource issue here highlighted in 5a above), there is a need for a more secure funding source to cover the salary costs of the Community Development Manager.

Coupled with the need to supplement the increasing costs of building maintenance and repair, and given the community services that CMCC provides and will continue to provide to the residents of Chase Meadow and Forbes Estate, it is the intention to request a 'gap funding' grant of £10k over the three year period from 2019 – 2022 from Warwick District Council.

#### **5f. Investment and Reserves Policy**

##### **Investment Policy**

The Directors have maintained a 'sinking fund' balance for the medium to long term upkeep of the building in the sum of £5000. This fund has not been used to date to cover general maintenance costs which have been paid out of the general expenditure budget. In addition CMCC Ltd obtained additional funding from external bids such as King Henry VIII Charity and Warwick District Council in 2014 and 2015.

##### **Reserves Policy**

The Management Committee policy remains that the unrestricted funds not committed nor invested in tangible fixed assets held by the Charity should be between 3 and 6 months of the (overall) annual expenditure. Budgeted expenditure for 2017 was £50,000 and therefore the target of between £12,500 and £25,000 in funds was maintained during the first part of the year. However, as income from room hire dipped in the autumn and winter months of 2017, this has challenged the Directors to maintain this level of reserve.

Steps have been taken to reduce expenditure (new broadband and telephone costs and reduced utility costs) along with renewed efforts to generate an increase in facility hire income. This has included several new user groups such as a youth club, Small Business Connect, and secured bookings for holiday clubs in 2018.

These actions ensured that CMCC Ltd has not depleted the 'sinking fund' – and throughout 2017 the reserves held met the working capital requirements of the Charity. The Management Committee are confident that at this level they are able to continue the current activities of the Charity.

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## 6. Risks and Issues

### 6a. Risk Analysis

As part of this Business Plan and as a requirement for the funding applications planned, a risk analysis is provided below:

Risk	Consequence	Level	Mitigation
CMCC fails to increase sales income year on year beyond 3% inflation lift	Operating deficit (2017) continues to grow. CMCC Ltd viability at risk.	M	Carry out needs analysis amongst Chase Meadow residents and local potential user groups (business and leisure).  Improve marketing campaign (residential and commercial) to promote facilities & services.
Failure to attract 3-year <u>secure</u> grant funding to cover salary costs of Community Development Manager	Community Development Manager role is unaffordable. Community Development Programme left to volunteer actions. Community grants applications reduce. CMCC Ltd viability at risk.	H	CMCC Ltd request annual grant from Warwick District Council to support the costs of employing the Community Development Manager for a further 3 years.
Level of community grant fails to meet £30k annual target.	Operating profit for CMCC remains low or in deficit. CMCC Ltd viability at risk.	M	Continue to support / fund Community Development Manager in her role in attracting external grants.  Increase room hire and café income above 5% per annum.

<p>Expenditure costs expand annually beyond the 3% inflation lift (5% lift for utility services)</p>	<p>Operating deficit (2017) continues to grow. CMCC Ltd viability at risk.</p>	<p>M</p>	<p>Efficiency measures e.g. tariffs, lighting controls currently operating are maintained.</p> <p>External grants provide capital replacement of lights to LED.</p> <p>Service Level Agreement with landlord prepared to share 'wear and tear' and fixed item replacement costs.</p>
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## 6b. Issues log

ISSUE LOG						
Project: Chase Meadow Community Centre					Date:	July 2018
Issue	Description	Priority (H, M, L)	Responsibility	Status	Date Resolved part resolved	Resolution / Comments
001	New Business Plan required for 2018-2022	H	CMCC Ltd / WDC	Draft completed (ATI)	24.7.18	Draft to be approved by CMCC Ltd
002	Needs Assessment to identify new user groups	H	CMCC Centre Manager & Community Development Manager	Residents survey being circulated Business survey needed		
003	New Service Level Agreement needed between WDC (landlord) and CMCC Ltd (tenant)	H	CMCC Directors / WDC	Work in Progress		
004	New CMCC Marketing Plan developed and implemented	M	CMCC Marketing Manager			
005	Community café initiative – business case required	M	CMCC	Work in Progress		
006	Solar panels to reduce electricity costs	L	CMCC	Outline business case prepared (Greenwatt) – requires external capital funding		

## Appendix 1 – CMCC Strategy Document – December 2017

### 10 Key Objectives:

1. Financial stability
2. Succession planning
3. Marketing
4. More opportunities for young people (5 - 21)
5. More opportunities for older people and carers
6. Community projects run by volunteers
7. Foster feelings of pride, security and community cohesion
8. Improve the local environment
9. Build lasting relationships with other local organisations
10. Provide events for the whole community to enjoy

### Key Objective 1 - *Financial stability*

#### Rationale

- Ensure stability and a certain future for CMCC and ensure ongoing benefits for the community it serves.
- As a minimum, balance income and expenditure to avoid deficit but aim to save annually to build a savings pot for future capital expenditure.

#### Current provision:

- At present, income is solely generated through room hire, hire of storage facilities and funding bids.
- Our Community Development Manager (CDM) has been employed on a 1-year basis for 2017-18. This role is being jointly funded by CMCC and King Henry VIII Endowed Trust. Funding sources for specific projects have been secured by our CDM.

#### Short term priorities:

- Continue careful budget management
- Encourage use of café to provide an income.
- Evaluate all projects as evidence for further funding (Requirement for registration with centre and data monitoring).
- Organise fund raising events.

#### Longer term possibilities:

- Employ a professional fund raiser.
- Investigate sources of unrestricted fundraising.
- Look at ways to gift-aid any donations made to CMCC.

## Key Objective 2 – Succession planning

### Rationale

Ensure stability and a certain future for CMCC and ongoing benefits for the community it serves.

### Current provision:

- ☐ At present there are three active Trustees of the CMCC Charity who are also Directors of CMCC Ltd (David, Sinead, Helen). Paul is still registered at Companies House and the Charities Commission.

### Short term priorities:

- ☐ Identify additional Trustee / Director skills that would benefit the Centre.
- ☐ Seek to actively recruit Trustees / Directors (consider the role of Advisory Group in this respect).

### Longer term possibilities:

- ☐ Ensure regular review of skills and targeting of Trustee / Director recruitment.

## Key Objective 3 - Marketing

### Rationale

- ☐ Ensure maximum capacity combined with diversity of offering

### Current provision:

- At present we use social media – Facebook and Twitter
- ☐ We also advertise within the Centre and via leaflet drops and CMCC website

### Short term priorities:

- Identify through other sources of advertising i.e. Warwick Local' magazine and WDC supplied information for the Dementia Café
- ☐ Consider using Facebook advertising

### Longer term possibilities:

- ☐ Regular monitoring of capacity and diversity of offer to direct marketing campaigns
- ☐ Consider charging for advertising

## Key Objective 4 - Opportunities for young people

### Rationale

- ☐ Engage young people in activities to interest them in order to ensure their safety as well as reducing the likelihood of becoming involved in antisocial behaviour.
- ☐ Help prepare young people for adulthood.
- ☐ Recognise young people as an integral part of our community and afford them the respect they deserve.
- ☐ Support potentially vulnerable/'at risk' children i.e. where appropriate signpost to services.
- ☐ Support very young children and their parents to ensure the very best start in life.

### Current provision:

- ☐ Mini-Meadows
- ☐ Birthability pre and postnatal support and breast feedingsupport
- ☐ Baby massage
- Dance – LWAD
- ☐ Scouts, beavers etc
- ☐ Arty Splats
- ☐ Sing and Sign
- ☐ Monkey Music
- ☐ Various sports
- ☐ Mum and Me Fitness
- ☐ Cinema evenings
- ☐ Youth sessions
- ☐ Church Youth Club

### Short term priorities:

- ☐ Primary school age youth provision
- ☐ Post primary age youth provision

### Longer term possibilities:

- ☐ Music programmes
- ☐ DoE Awards
- ☐ Young Volunteers Programme
- ☐ School Leaver programmes

## Key Objective 5 - Opportunities for older people & carers

### Rationale

- ☐ Engage older people, and provide a social outlet to combat feelings of isolation.
- ☐ Provide opportunities for older people to build and maintain health, both physically and mentally.
- ☐ Provide support for older people with ongoing conditions, and their carers.

### Current provision:

- ☐ Tai Chi
- ☐ Pause to Play
- ☐ Knit & Natter
- ☐ Diamond Club
- Dementia Café
- Gentle Exercise classes for older age groups connected to Dementia Café

### Short term possibilities:

- ☐ Continue to promote Knit & Natter and games afternoons / evenings
- ☐ Continue to build links with Leycester House
- Establish social hub (through use of café)

### Longer term possibilities

- ☐ Establish community garden
- ☐ More leisure opportunities e.g. bingo
- ☐ Afternoon Tea
- ☐ Music

## Key Objective 6 - Community projects run by volunteers

### Rationale:

- ☐ Provide opportunities for personal development, allowing people to increase skills, work possibilities and confidence through volunteering.
- ☐ Provide support to disadvantaged and vulnerable groups within our community.
- ☐ Focus these projects on providing social contact and support for marginalised groups such as those dealing with depression, financial issues or language barriers.

### Current provision:

- ☐ Use of volunteers to open and close the Centre
- ☐ Members of CMCC committee helping to run projects e.g. Knit & Natter
- Dementia Café supported by volunteers
- Regularly find opportunities to advertise for more volunteers for general duties or specific projects e.g. Dementia Café

### Short term priorities:

- ☐ Provide basic training for volunteers, and tailor opportunities to their needs (New skills for employment / giving back / improving physical health)
- ☐ Establish Advisory Group to help support overall running of the Centre
- Community Café run by volunteers

**Longer term possibilities:**

- ☐ Long term plan for volunteer programme
- ☐ Increase the number of sessions at CMCC run by volunteers
- ☐ Help from volunteers to plan and run community events

**Key Objective 7 - Foster feelings of pride, security and community cohesion.**

**Rationale**

- ☐ Celebrate the diverse community living in Chase Meadow.
- ☐ Encourage good feeling to all to combat crime and antisocial behaviour.
- ☐ Reduce feelings of isolation or exclusion.

**Current provision:**

- ☐ Chase Chill
- ☐ Easter and Christmas activities (in partnership with Church)

**Short term possibilities:**

- Establish community café
- ☐ Provide volunteering opportunities
- Give local people 'ownership' of the Centre through Advisory Group, and give us a strong presence at Community Forums
- ☐ Bring community together socially at events / quizzes etc building on and supporting the work done by other organisations e.g. CMRA

**Longer term possibilities:**

- ☐ Reach out to the range of cultures on Chase Meadow and offer opportunities for integration
- ☐ Community wide events to compliment key national and local celebrations
- ☐ Building strong relationships with other key organisations, and work collaboratively towards shared objectives.

**Key Objective 8 - Improve the local environment.**

**Rationale**

- ☐ Encourage residents to take ownership of Chase Meadow in order to make it as pleasant a place to live as possible.
- ☐ Model good practice within the Centre to encourage the wider community to respect the environment.
- ☐ Improve Chase Meadow's open spaces for the benefit of the community, providing opportunities for recreation and relaxation.

**Current provision:**

- ☐ Centre enjoys a high level of maintenance and appearance
- ☐ Garden upkeep is looked after by local volunteer, work which is supported by CMRA
- ☐ Provide support to and a base for CMRA for The Big Clean Up

☐ Utilise all recycling opportunities in the Centre

**Short term possibilities**

- ☐ Education to reduce anti-social behaviour including vandalism and litter

**Longer term possibilities:**

- ☐ Develop our current partnerships (CMRA; The New Dispensary; Aylesford / Newburgh) to help to secure funding and permission to install equipment on the open space at Stratford Road to enrich the lives of Chase Meadow residents e.g. Outdoor gym; measured mile; community garden.

**Key Objective 9 - Build lasting relationships with other local organisations.****Rationale**

- ☐ Foster relationships with key organisations connected to Chase Meadow to help identify and support vulnerable members of the whole community.
- ☐ Collaborate with other organisations to provide the community with access to training, education, skills and information.

**Current provision:**

- Centre has good relationships with CMRA; The Unicorn; Leicester House; St Michael's Church; WDC; Henry's; The New Dispensary; Surgery and the Chemist
- ☐ Links have been made with Newburgh and Aylesford Schools
- ☐ Community Notice Board in the New Dispensary
- ☐ Doctors in the New Dispensary to signpost to CMCC
- ☐ Advertising for CMCC through Connells Estate Agents

**Short term priorities:**

- ☐ Unite all organisations operating within CMCC in organising events for fund raising
- ☐ Organise detached sessions run by CMCC in other venues

**Longer term possibilities:**

- ☐ Establish a formal social prescribing programme and secure funding
- ☐ Encourage use of Centre by other local organisations

**Key Objective 10 - Provide events for the whole community to enjoy.****Rationale**

- ☐ Encourage cohesion and integration by bringing the community together socially.
- ☐ Encourage feelings of belonging to the community for all.
- ☐ Provide a source of income for other community projects.
- ☐ Promote awareness of CMCC and the facilities.
- ☐ Increase visitor numbers to the Centre.

**Current provision:**

- Chase Chill (St Michael's)

- Make Lunch (ST Michael's)
- ☒ Family quiz nights (run by other groups / individuals)
- ☒ Hold quizzes to raise money for CMCC

**Short term priorities:**

- Hold events for significant events e.g. fireworks; Diwali in November; International Womens' Day; War commemorations)
- Community café / picnics / lunches
- ☐ Table top sales
- ☐ Celebration of all local cultures
- ☐ Bring and share food sessions

**Longer term possibilities**

- ☐ Annual Chase Meadow event or festival
- ☐ International days
- ☐ Recruit volunteers to deliver content which will appeal to a broader range of cultures

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## Appendix 2 – CMCC Programme of Activities 2018

<b>Monday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0915 - 1015	<u>Ladies Fitness Training</u>	Clare Gould	Beech
0930 - 1130	<u>Weight Watchers</u>	Melissa Lucas	Oak
1005 - 1205	<u>Baby Massage (0-1yrs)</u>	Joanna Wong	Maple / Elm
1045 - 1145	<u>Mum &amp; Me Fitness</u>	Tam	Beech
1400 - 1445	<u>Childrens Dance (LWAD) (2-4yrs)</u>	Viv Kibble	Beech
1730 - 1830	<u>Unite Fitness</u>	Trisha Quinn	Oak
1800 - 1900	<u>Circuits Class</u>	Lisa Roberts	Beech
1830 - 1930	<u>Healthy Living Club</u>	Trisha Quinn	Maple/Elm
1830 - 2100	<u>Karate (Children/adults)</u>	Nick Burton	Oak
1900 - 2010	<u>Zumba</u>	Lisa Roberts	Beech
<b>Tuesday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0930 - 1030	<u>Tai Chi Classes</u>	Debbie Wild	Beech
0930 - 1030	<u>Ladies Fitness Training</u>	Clare Gould	Oak
1045 - 1145	<u>Mum &amp; Me Fitness</u>	Tam	Beech
1100 - 1200	<u>Small Business Connect Up</u>	Katherine Attreed	Oak
1300 - 1430	<u>Dementia Friends Cafe</u>	Holly	Cafe
1700 - 1800	<u>Football Coaching</u>	Top Corner Coaching	Beech
1800 - 1900	<u>Basketball (5-10yrs)</u>	Alex Birch	Beech
1830 - 1930	<u>Beavers</u>	Phil Fry	Oak
1830 - 2200	<u>Antenatal Classes - Birthability</u>	Sarah Cossey	Maple & Elm
1900 - 2100	<u>Scouts (10-14yrs)</u>	Phil Fry	Beech
1930 - 2030	<u>Kalah Self Defence</u>	Matt Degville	Oak
<b>Wednesday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
9.15-10.15	<u>Solo Salsa Fitness</u>	Trisha	Beech
1000 - 1130	<u>Mini Meadows (0-4yrs)</u>	St Michaels - Lou Thomas	Oak
1045 - 1145	<u>Mum and Me Fitness</u>	Tam	Beech
1200 - 1300	<u>Birthability (Newborn support)</u>	Sarah Cossey	Maple & Elm
1230 - 1500	<u>Birthability (Newborn support)</u>	Sarah Cossey	Oak
1700 - 1830	<u>Irish Dancing (10yrs+)</u>	Katie Martin	Oak
1800 - 1900	<u>Hiit</u>	Tam	Beech
1830 - 2000	Cubs (starts 26/4/17)	Phil Fry	Oak
1900 - 2100	<u>Birthability (Newborn support) (once a month)</u>	Sarah Cossey	Maple & Elm

1900 - 2000	<u>Mum and Me Fitness (every 2nd &amp; 4th week)</u>	Tam	Beech
1945 - 2115	<u>Scouts ( every 1st &amp; 3rd week)</u>	Sue Cartwright-Smith	Beech
1930 - 2130	<u>Chase Meadow W.I (2nd Wed month)</u>	Jennie Morton	Oak
2000 - 2100	<u>Badminton (2nd &amp; 4th Weds)</u>	Stephen Poole	Beech
<b>Thursday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0915 - 1215	<u>Arty Splats (6mnths-5yrs)</u>	Jo Powell	Beech
0915 - 1215	<u>Sing and Sign (0-2yrs)</u>	Jude Meaney	Maple & Elm
0945 - 1215	<u>Fun-4-LittleUns (0-4yrs)</u>	Sionnian Backman	Oak
1030 - 1200	<u>Diamond Club (60+)</u>	CMRA	Cafe
1600 - 1915	<u>Dance (LWAD) (5yrs+)</u>	Viv Kibble	Beech
1830 - 2000	<u>Cubs (8-10yrs)</u>	Phil Fry	Oak
2000 - 2100	<u>Solo Salsa Fitness</u>	Trisha Quinn	Beech
2000 - 2200	<u>Village Voices Choir</u>	Claire Darlington	Oak
<b>Friday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0900 - 1330	<u>Monkey Music (3mths-4yrs)</u>	Claire Grimes	Oak
0930 - 1030	<u>Top Totz Football (18mths - 4 yrs)</u>	Top Corner Coaching	Beech
1310 - 1500	<u>Balance Bikes</u>	Sarah Warrington	Beech
1700 - 2200	Youth Club	St Mikes - Lou Thomas	Oak
1830 - 1930	<u>Beavers (6-8yrs)</u>	Phil Fry	Beech
1930 - 2015	<u>Taekwon-do (10yrs+)</u>	Kal Appal	Beech
<b>Saturday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0900 - 1330	<u>Dance (LWAD) (5yrs+)</u>	Viv Kibble	Beech
1000 - 1200	<u>Chase Chill (1st Sat each month)</u>	St. Michaels	Oak
<b>Sunday</b>	<b>Activity</b>	<b>Contact</b>	<b>Room</b>
0800 - 1300	St Michaels (From January 2017)	St. Mchaels	Oak
1000 - 1300	<u>Coolsportz Tennis (16/11/16-2/4/17)</u>	Lianne Candappa	Beech
1515 - 1800	<u>Community Tea (2nd Sunday)</u>	St. Michaels	Oak / Beech
1500 - 1800	<u>Community Worship (4th Sunday)</u>	St. Michaels	Oak / Beech
1830 - 1930	<u>Family Karate</u>	Zoe	Beech

## Appendix 3 - Social Prescribing Summary

*With extracts from: Local Government Association document – ‘Just what the doctor ordered. Social prescribing – a guide for local authorities’ May 2016*

**Social prescribing** – sometimes called community referrals – is a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of non-clinical services.

Often they are provided by the local voluntary sector, but statutory services provided by councils, housing associations or the NHS can also be involved. The prescriptions can include referrals to everything from arts groups and volunteering to activities that involve physical exercise, such as gardening and dance clubs. They can also involve simply putting people in contact with services that can provide help and advice with issues such as debt, benefits and housing.

Most schemes have a link worker or navigator who GPs refer patients on to and they organise the social prescription, but there are examples of doctors referring patients directly on to an activity. Commonly prescriptions are for a set length of time, between eight or 12 weeks with a structured follow-up once that is complete.

### The benefits

Certainly there is good evidence that getting people involved in community life, keeping them active and improving social connections – all of which are hallmarks of social prescribing – is good for both health and wellbeing.

Evaluations of well-established schemes which had been reviewed ( University College of London 2015) concluded that from what it could see there were good outcomes, including increases in self- esteem and confidence and improvements in psychological and mental wellbeing.

Specific benefits identified by individual schemes e.g.

Rotherham’s social prescribing service- An evaluation by Sheffield Hallam University found a 7 per cent fall in inpatient admissions and a 17 per cent drop in A&E attendances.

Cotswold District Council social prescribing service- An evaluation last year based on questionnaires found that on average patients reported a 22 per cent increase in wellbeing, while GPs recorded a 9 per cent drop in appointments among those given a social prescription

### Chase Meadow potential roles:

- a. **Passive:** encourage a wide range of activities at the centre and ensure the GP service is aware of what is available.  
Link with any social prescribing group that is set up and encourage attendance at the classes / activities provided at the centre  
Identify from the GP service / Pharmacy the key activities and services which are required and actively initiate or encourage the development and provision of the services at Chase Meadow.
- b. **Proactive:** Identify funding sources and stakeholder members (GPs, Pharmacists, social workers and voluntary groups e.g. dementia and aging support groups) to put a bid together to initiate a wellbeing social prescribing group co-ordinated from Chase Meadow.

### Cost and income potential

Looking at a wide range of case studies where different regions have set up a social prescribing system the key costs appear to be related to the co-ordinator and referral team who liaise with all the stakeholders – (GPs, Pharmacists, nurses, social workers) who forward patients. This team then meet patients and liaise with potential providers (leisure centres, exercise groups, community groups, voluntary groups and facilities.) So they can accurately refer and support patients in appropriate groups.

Ideally patients join already established groups and facilities organised in their area. Financial benefit to Chase Meadow participation in the service in that they would;

- ☐ Potentially get a regular supply of local people prescribed to their groups / classes.
- ☐ Have an increased range of classes to support the needs of the community.
- ☐ Broader community benefit - the improved wellbeing of the local community.
- ☐ If a proactive new funding bid was won potentially a Link Worker could be based at Chase Meadow.

### Examples of funding sources for social prescribing;

- Forest of Dean District Council - social prescription hub. Funding from the Prime Minister's Challenge Fund allowed two additional officers to be recruited and we are now able to extend social prescribing to all GP surgeries across the district.
- ☐ Tower Hamlets. Funding for the service and social prescribing work comes from the health service (but works closely with the GP services and local authority).
- Doncaster – Social prescribing program working with GPs and Pharmacists and funded by the Better Care Fund.
- Luton Council social prescribing service is currently funded by Luton's public health department, the Department for Communities and Local Government and the local Better Care Fund.

### Case studies of success

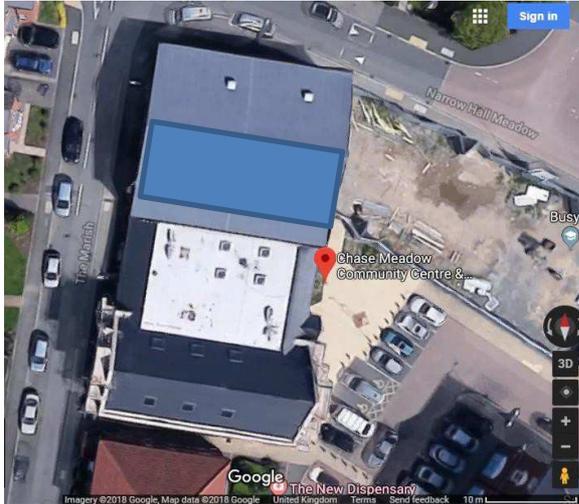
The Merseyside and Cheshire boroughs of Haltom, St Helens and Knowles have commissioned Wellbeing Enterprises CIC to run their social prescription service. The social enterprise has based its model on an "asset-based" system – that is to say building on the resources that are already available locally. In practice, this means the wellbeing advisers who take referrals from GPs and social care staff work with existing services, clubs and organisations to co-design and deliver the interventions.

All the schemes are jointly funded by the local council, NHS and lottery money. Last year nearly 2,000 patients were supported with the prescriptions lasting between four and 12 weeks. Each prescription is based on the five ways to wellbeing – connect, be active, take notice, keep learning and giving. (Contact M. Swift@wellbeingenterprises.org.uk)

*(Ref: Local Government Association – "Just what the Doctor ordered. Social prescribing a guide for local authorities." May 2016.)*

## Appendix 4 – Business case for solar panel installation

Following a desk study of the CMCC building layout, Chase Meadow’s south facing sports hall roof could accommodate as a maximum almost 26kW peak of solar panels (93 panels @ 275 watts per panel) – at an installed cost of around £23,000 + VAT (ex-structural survey of roof for additional load bearing, ex Western Power G59 application, and assumes EPC Level D Certificate).



Using a number of assumptions, but mainly considering the savings on grid electricity costs that the solar panels could generate over the year (estimated as 60% of solar energy generated), the potential return on investment (Internal Rate of Return IRR over 20 years) would be in the region of 15% based on a capital installation cost of £23k.

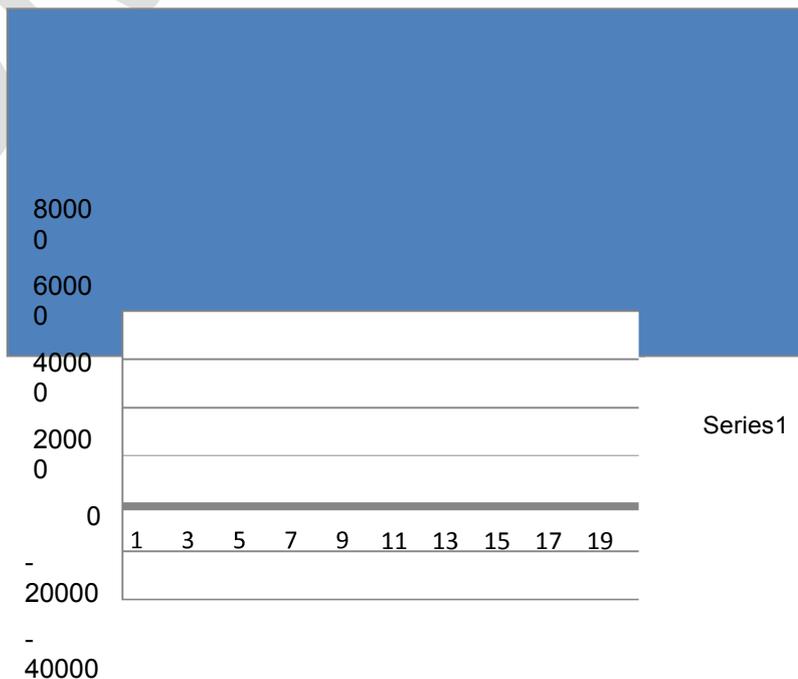
On this basis the solar photovoltaic system (PV) would provide a payback period of around 7 years.

However, it should also be noted that the current Feed in Tariff (FIT) incentive for solar energy will be removed from March 2019 – which means that

time is short for CMCC to arrange capital and installation to capture this incentive. The impact on the FIT removal will mean a reduction in IRR to around 7% and an extended payback period of 11 years – so if CMCC considers this would represent a medium term investment and capital can be raised, then an early decision should be made ahead of the March 2019 FIT deadline.

Assumptions used in the calculations:

- ☐ CMCC would use 60% of the total annual solar power generated and export the remaining 40% back to the grid.
- Solar panels would be installed on the south facing aspect of the sports hall roof with 15° pitch
- ☐ The structural integrity of the roof could carry the additional weight of panels.



- ☐ CMCC electricity purchase price May 2018 is 12.39p / kWh
- ☐ Inflation remains at 3% (FIT payments are index-linked)

- ☐ Inflation of grid electricity prices is 5%

Such a project would require some external funding support e.g. Warwick District Council RUCIS; M&S Energy Fund to provide the initial capital.

## Appendix 5 - Charitable status - Chase Meadow Community Centre Ltd

Data for financial year ending 31 December 2016

### Public address

Chase Meadow Community Centre, Narrow Hall Meadow, Warwick, CV34 6NP

Charity no. **1156393**

Company no. [07461177](#)

### Overview

- Income **£52.4K**
- Spending **£47.6K**
- Status **Up-to-date**

### Contact details

Website: <http://www.chasemeadowcc.co.uk>

Email: [chasemeadowcentre@gmail.com](mailto:chasemeadowcentre@gmail.com)

Tel: 01926 490845

### Aims & activities

Our activities focus on fun, informative and healthy clubs and are undertaken to further our charitable purposes for the public benefit. We aim to provide as many different types of activities as possible to benefit a broad range of people within the community. St Michaels Church is also a partner in the running of the centre and runs a variety of activities which are open to all.

### What the charity does

- General charitable purposes
- Education/training
- Amateur sport
- Recreation

### Who the charity helps

- Children/young people
- Elderly/old people
- People with disabilities
- People of a particular ethnic or racial origin
- Other charities or voluntary bodies

## Appendix 6 – CMCC 2013 Business Plan ~ Income forecast

### Year ONE (2014)

User groups	Hrs per week*	Sessions perweek	No of people	Weeks per year*	Rent per hour*	Estimated Income**
Uniform groups	4	2	40	40	£8.50	£1360
Youth group	2	1	20	40	£8.50	£ 680
Toddler group	2	1	20	40	£8.50	£ 680
Church /faith based groups	9	3	50	52	£4.50	£2,106
Health based groups	6	3	45	50	£10.00	£3,000
Training resource	2	1	10	13	£8.50	£ 221
Sports groups (badminton )	4	2	8	50	£10.00	£2,000
Private parties/events (one per month @40 people)	4		480	12	£15.00	£ 720
Children's parties	2	1	12	26	£8.50	£ 442
<b>Sub Total</b>						<b>£ 11,209</b>
<b>Income from Café</b>						<b>£ 500</b>
<b>Total</b>			<b>673</b>			<b>£ 11,709</b>

\*\* note columns 2 x 5 x 6 = 7

### Year TWO (2015)

User groups	Hrs per week*	Sessions perweek	No of people	Weeks per year*	Rent per hour*	Estimated Income**
Uniform groups	6	4	75	40	£8.50	£2,040
Youth group	4	2	40	40	£8.50	£1,360
Toddler group	2	1	30	40	£8.50	£ 680
Church /faith based groups	9	3	80	52	£4.50	£2,106
Health based groups	10	5	80	50	£10.50	£5,250
Dance class	4	1	35	40	£10.50	£1,680
Training resource	3	2	30	13	£8.50	£ 331
Club for older people (i.e. Age Concern)	3	1	35	40	£8.50	£1020
Sports groups (badminton, football basketball etc )	6	3	80	50	£10.50	£3,150
private parties/events (one per month @40 people)	8		960	25	£15.00	£3,000
Children's parties	2	1	12	26	£8.50	£ 442
<b>Sub Total</b>						<b>£ 21059</b>
<b>Income from Café</b>						<b>£ 800</b>
<b>Total</b>			<b>1230</b>			<b>£ 21,859</b>

\*\* note columns 2 x 5 x 6 = 7

**Year THREE (2016)**

User groups	Hrs per week*	Sessions perweek	No of people	Weeks per year*	Rent per hour*	Estimated Income**
Uniform groups	8	4	160	40	£8.50	£2,720
Youth group	6	2	40	40	£8.50	£2,040
Toddler group	2	1	30	40	£8.50	£ 680
Church /faith based groups	9	3	80	52	£4.50	£2,106
Health based groups	10	5	80	50	£10.50	£5,250
Dance class	4	1	35	40	£10.50	£1,680
Training resource	6	3	40	13	£8.50	£ 663
Club for older people (i.e. Age Concern)	3	1	35	40	£8.50	£1020
Sports groups (badminton, football basketball etc )	8	3	80	50	£10.50	£4,208
Private parties / events (2 per month @ 40 people each)	8		960	25	£15.00	£3,000
Children's parties	2	1	12	26	£8.50	£ 442
<b>Sub Total</b>						<b>£23,809</b>
<b>Income from Café</b>						<b>£ 900</b>
<b>Total</b>			<b>1340</b>			<b>£24,709</b>

\*\* note columns 2 x 5 x 6 = 7

## Appendix 7 – CMCC Profit & Loss Summaries 2014-2017

<u>Chase Meadow Community Centre Ltd</u>				
<u>PROFIT &amp; LOSS ACCOUNT</u>				
<u>For the year ended</u>				
<u>31 December 2015</u>				
	£	2015 £	£	2014 £
<u>Income</u>				
Regular Hirers	54,828		31,731	
Parties & Events	2,278		6,602	
Misc Income	2	57,107	1,541	39,874
<u>less : Expenses</u>				
Materials	-		-	
Consumables	-		-	
Other Direct Costs	5,036		-	
Employee	12,294		5,795	
Premises	13,911		9,385	
Repairs & Maintenance	6,524		845	
Telephone	958		1,178	
Stationery & Stamps	235		368	
Cleaning	5,461		2,614	
Insurance	2,041		1,320	
Sundry Expenses	59		227	
Motor Expenses	-		-	
Travel & Subsistence	-		-	
Advertising	-		-	
Legal & Professional	1,833		1,834	
Entertainment	269		189	
Bad Debt	-		-	
Interest	2		-	
Finance Charges	-		-	
Depreciation	1,695		-	
(Profit) / Loss on Sale of Assets	-	50,318	-	23,753
<u>NET PROFIT / (LOSS)</u>		<u>6,790</u>		<u>16,121</u>

**CHASE MEADOW COMMUNITY CENTRE LTD  
DETAILED PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 £	2015 £
<b>Turnover</b>		
Sales	52,380	57,106
<b>Cost of sales</b>		
Purchases	-	5,036
<b>Gross profit</b>	52,380	52,070
<b>Administrative expenses</b>		
Wages and salaries	14,686	12,294
Entertaining	142	269
Light and heat	9,944	13,911
Telephone and fax	693	958
Stationery and printing	111	235
Subscriptions	9,536	5,461
Insurance	2,097	2,041
Repairs and maintenance	7,482	6,524
Depreciation	1,346	1,695
Sundry expenses	154	59
Accountancy fees	1,450	1,833
	47,641	45,280
<b>Operating profit</b>	4,739	6,790
<b>Interest receivable</b>		
Interest receivable	-	2
<b>Interest payable</b>		
Bank loans and overdrafts	-	2
<b>Profit on ordinary activities before taxation</b>	4,739	6,790

**CHASE MEADOW COMMUNITY CENTRE LTD  
DETAILED PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2017**

	2017 £	2016 £
<b>Turnover</b>		
Sales	61,676	52,380
<b>Administrative expenses</b>		
Wages and salaries	15,278	14,686
Entertaining	238	142
Light and heat	25,134	19,480
Telephone and fax	680	693
Stationery and printing	424	111
Insurance	2,113	2,097
Repairs and maintenance	7,295	7,482
Depreciation	1,094	1,346
Sundry expenses	8,510	154
Accountancy fees	2,793	1,450
	63,559	47,641
<b>Operating (loss)/profit</b>	(1,883)	4,739
<b>(Loss)/profit on ordinary activities before taxation</b>	(1,883)	4,739

## Appendix 8 - Hire Facility Charges Comparisons

Chase Meadow Community Centre Hire Charges - Effective from May 2018						
	Beech (sports Hall)	Oak	Maple	Elm	Maple & Elm combined	Willow
Commercial group	£19.50	£17.50	£10.00	£10.00	£12.50	£10.00
Discount for Commercial groups (9+ weeks)	£19.00	£17.00	£9.50	£9.50	£12.00	£9.50
Community groups & non-profit groups (no regular booking discount)	£12.50	£12.50	£8.50	£8.50	£11.50	£8.50
Party Hire Pricing	£65.00 for the first 3 hours then £15.00 per every subsequent hour					

A short study has looked at community centres and village halls with a similar community programme and pricing structure. It should be noted that most of the Community Centres operating in Warwick District do not show their room hire rates on their websites – and it was considered inappropriate within this study to request such prices directly. Liaison between Community Centre managers and sharing of room hire charges could encourage collaboration rather than competition.

### 1. Leek Wootton Village Hall

<http://www.leekwoottonandguyscliffe.org.uk/wp-content/uploads/LWVH-Ltd-Flyer-Jan-2017.pdf>

Main hall	Village events	Other village users	Non – village users
Mon – Fri 09.00 – 18.00	£7/hr	£11/hr	£15/hr
Mon – Thurs 18.00 – 23.00	£7/hr	£12/hr	£16/hr
Fridays and weekends 18.00 – 23.00	By arrangement	£14/hr	£19/hr
Committee room		£7/hr	£9/hr

### 2. The Kenilworth Centre – Abbey End Car Park, Abbey End, Kenilworth CV81QJ

Commercial/Public Sector Users (CPS) Per hour	Rate Tier	Discount	Youth Room	Small	Large	Hall
				Community Room	Community Room	
One-off	T1	0%	£29.20	£15.40	£22.55	£28.20
Repeat customer (not one-off)	T2	10%	£26.28	£13.86	£20.30	£26.28
Regular bi-monthly or monthly	T3	25%	£21.90	£11.55	£16.91	£21.90
Regular weekly	T4	35%	£18.98	£10.01	£14.66	£18.98
Regular weekly ( 3+ hours per week) or regular weekend	T5	50%	£14.60	£7.70	£11.28	£14.60

Community/Charity Users (CCU) Per hour	Rate Tier	Discount	Youth Room	Small	Large	Hall
				Community Room	Community Room	
One-off	T1	10%	£26.28	£13.86	£20.30	£26.28
Repeat customer (not one-off)	T2	25%	£21.90	£11.55	£16.91	£21.90
Regular bi-monthly or monthly or repeat weekend	T3	35%	£18.98	£10.01	£14.66	£18.98
Regular weekly	T4	50%	£14.60	£7.70	£11.28	£14.60
Regular weekly ( 3+ hours per week) or regular weekend	T5	55%	£13.14	£6.93	£10.15	£13.14

Room hire for private parties - up to 4 hours	£60.00
(Above 4 hours - to be negotiated)	

<http://www.thekenilworthcentre.com/wp-content/uploads/Room-hire-rates-for-website-1-APRIL-2018.pdf>

## 3. St Chads Centre Bishop Tachbrook

<http://www.bishopstachbrook.com/st-chads-centre/main-hall>

<b>Main Hall</b>	£20/hour
<b>Small room</b>	£10/hour

4. **Oakenshaw Community Centre, Redditch** is home to Oakenshaw Kindergarten, various exercise classes, social groups and youth clubs as well as being available for commercial hire.

<b>Oakenshaw Community Centre</b>			
<b>Small Hall</b> - 7.6m x 11.8m including additional kitchen space and enclosed outside grass area. Facilities provided; Tables and chairs, fridge, microwave kettle, sink.		<b>Main Hall:</b> 10.5m x 11.8m plus a 6.3m x 5.8m resource room / kitchenette. Facilities provided; Tables and chairs, stereo, hot water boiler and sink.	
<b>Small Hall hourly rates from January 2018</b>		<b>Hourly rates from January 2018</b>	
Function Rate	£16.30	Function Rate	£20.60
Voluntary Rate	£9.50	Voluntary Rate	£12.00
Pre- School	£10.85	Pre- School	£13.75
Standard Rate 1	£19.00	Standard Rate 1	£24.05
Standard Rate 2	£21.70	Standard Rate 2	£27.45
Standard Rate 3	£27.15	Standard Rate 3	£34.35
<b>Rate definitions:</b>			
<ol style="list-style-type: none"> <li>1. Function Rate: for closed or private party bookings</li> <li>2. Voluntary Rate: for non-profit/ charitable groups and groups that provide free of charge access.</li> <li>3. Pre-School Rate: for pre-school bookings</li> <li>4. Standard Rate 1: for new business ventures and/or activities that attract no more than an average of 15 participants who are charged to attend</li> <li>5. Standard Rate 2: for activities that attract no more than an average of 15-30 participants who are charged to attend</li> <li>6. Standard Rate 3: for activities that attract more than 30 participants who are charged to attend.</li> </ol>			

## Appendix 9 – Grant Funding Review

Trust	Amount in a/c	Project
<b>2014</b>		
Awards for All (National Lottery)	£6,737.87	Café tables & chairs and Kitchen equipment
WDC Community Forum	£2,200.00	Table & chairs and badminton nets
King Henry VIII foundation	£7,400.00	Oak Chairs and blinds
<b>TOTAL 2014</b>	<b>£16,337.87</b>	
<b>2015</b>		
King Henry VIII foundation	£8,232.16	Equipment, furniture, AV Racking
<b>TOTAL 2015</b>	<b>£8,232.16</b>	
<b>2016</b>		
<b>TOTAL 2016</b>	<b>£0.00</b>	NONE
<b>2017</b>		
King Henry VIII foundation	£5,000.00	Community development Manager (Salary)
Awards for all (National lottery)	£10,000.00	Starting new Youth Club
Comic Relief	£1,373.00	Community development Manager (Salary) part funded...
Pat Britton Trust	£1,500.00	Dementia Cafe
Warwick Community Forum	£2,374.60	Blinds in Oak
<b>TOTAL 2017</b>	<b>£20,247.60</b>	
<b>2018</b>		
King Henry VIII foundation	£5,000.00	Community development Manager (Salary contribution)
Court Leet Warwick	£900.00	Dementia Cafe
<b>TOTAL 2018 (so far)</b>	<b>£5,900.00</b>	
<b>GRAND TOTAL RAISED (since 2014)</b>	<b>£50,717.63</b>	
<b>In process / planned 2018</b>		
Tesco plastic bag fund		Community Development programme
National Grid		Community Café and Programme

## Appendix 10 – CMCC SWOT Analysis

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>INTERNAL</b>	<ul style="list-style-type: none"> <li>• CMCC facilities and community management team.</li> <li>• Committed Board and Trustees.</li> <li>• Cohort of enthusiastic volunteers.</li> <li>• Supportive church partner (St Michael's).</li> <li>• Modern fit-for-purpose building and facilities.</li> <li>• Located within the main commercial hub of Church Meadow Estate.</li> <li>• Adjacent Community Fields represent expanding business growth district and commercial opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Manager funded on short term basis to end 2018 only.</li> <li>• Chase Meadow location 'isolated' from other parts of Warwick.</li> <li>• Lack of time / human resource for grant bids (over and above existing CDM and volunteer efforts).</li> <li>• Potential conflict between main focus upon community activity or commercial hire.</li> <li>• Room hire difficult in weekends and holiday periods.</li> <li>• CMCC building starting to show signs of wear and tear.</li> </ul>
	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>	<ul style="list-style-type: none"> <li>• Crowd funding – potentially affluent local residential and business community.</li> <li>• New community café would increase footfall and contribute to income.</li> <li>• CMCC is a charity - therefore can apply for wider funding range.</li> <li>• Attracting local business community to use CMCC facilities.</li> <li>• Work with other community centres to share staff, resources and buying power.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other community centres for hire facilities.</li> <li>• Reliance on external grants to sustain CMCC Ltd as a social enterprise.</li> <li>• Lack of Service Level Agreement with landlord (Warwick District Council) will impact on repairs and replacement costs in future.</li> <li>• External factors increase expenditure e.g. utility costs.</li> </ul>

## Appendix 11 – Chase Meadow Centre Facilities

Facility Areas	
<p><b>Sports hall - Beech Room</b></p>  <p>A large sports hall fully equipped with heating, ventilation and a sprung wooden floor. The floor is marked out with 2 badminton courts.</p>	<p><b>Large hall - Oak Room</b></p>  <p>A large meeting hall used for a multitude of activities. It is large, well lit, fitted with carpet and is ready to provide microphoned set ups and hearing loop.</p>
<p><b>Meeting rooms - Elm and Maple Room</b></p>  <p>Two meeting rooms which can be joined together via a folding door to make a larger room.</p>	<p><b>Small meeting room – Willow</b></p>  <p>A relaxed and quiet meeting room with sofas</p>
<p><b>Kitchen</b></p>  <p>A very well fitted out kitchen, housing 2 dishwashers, double sinks, large range cooker and 2 full height fridge/freezers.</p>	<p><b>Main Building</b></p> 

## Appendix 12 – Volunteer Policy



### Chase Meadow Community Centre (CMCC)

#### VOLUNTEER POLICY

The objective of this policy is to create a framework that enables volunteers to understand and become a central part of Chase Meadow Community Centre. To have the same rights, opportunities and responsibilities as each other.

##### 1. The role of the volunteer

The general purpose, objectives and tasks involved in a volunteer's role will be agreed with each volunteer and will normally involve but not be limited to some or all of the following:

- becoming an active member of the management committee
- an occasional helper for activities and/or events
- a keyholder who can open/close the centre
- be based at the centre for some time each week to handle enquiries
- to help with fundraising.

Volunteers and employees of CMCC have a right to be treated with dignity and respect by colleagues, hirers and centre users.

##### 2. Initial meeting

- a. All prospective volunteers should be invited to meet with the current team of volunteers so an open and honest discussion can be held to inform the new volunteer of the history and position of the Centre, including what work needs to be undertaken by volunteers. The new volunteer should consider what times and skills they can offer to the committee and agree what tasks they will undertake. This can be written down if necessary.
- b. There are legal restrictions on becoming a trustee /director of CMCC for example those who have already been disqualified as company directors and those who have been convicted of

an offence involving dishonesty or deception are some of the people who cannot become trustees. See charity commission web site for more details.

- c. For the credibility and safe running of the group anyone who acts in a way contrary to the best interests of the community and centre cannot and will not be accepted as a volunteer.
- d. If volunteers undertake duties which bring them into regular close contact with children and/or vulnerable adults a DBS (Disclosure and Barring Service) check will need to be undertaken so volunteers should disclose any issues which may become apparent by such a check prior to it being done.

### **3. Induction**

New volunteers will receive an induction to the centre along with any relevant paperwork to support their role including the Community Centre suite of policies.

### **4. Supervision & support**

Currently each volunteer aids and supports one another – there is no formal supervision process in place. Members know and acknowledge the tasks of each other and try to ensure work is delegated fairly and evenly wherever possible. Should any volunteer feel under pressure this should be made known to other members and help offered as soon as it is known – thus avoiding volunteer burn-out or distress. Every volunteer will have contact information of colleagues and can speak formally or informally to anyone on that list if necessary.

### **5. Training**

The group is committed to providing appropriate training, which develops both the Community Centre capacity and the individual when appropriate and if funding allows.

### **6. Volunteer Expenses**

Volunteers shall be refunded for all authorised out of pocket expenses, this authorisation should be sought in advance from the appropriate budget holder.

### **7. Confidentiality**

Volunteers' personal contact information will remain confidential to the volunteer team and should not be divulged to any third party without the express permission of that volunteer. Some volunteers' information (i.e. Directors) is within the public domain - registered at Companies House and with the Charity Commission - however this does not mean their information can be handed to any third party without approval. All volunteers are expected to maintain the confidence of the centre management committee and users of the centre where appropriate. See also the Confidentiality Policy.

### **8. Insurance**

Volunteers have the same insurance cover as centre users and any paid staff (i.e. accident and public & employee liability). If volunteers use their own vehicles for Centre activities or events, they must have comprehensive insurance cover and inform their insurers of this use.

**9. Health and Safety**

Under the Health and Safety at Work Act, volunteers will have the same information as any paid staff. All volunteers and/or staff members will be expected to behave in a manner that does not contravene the Act.

**10. Grievance**

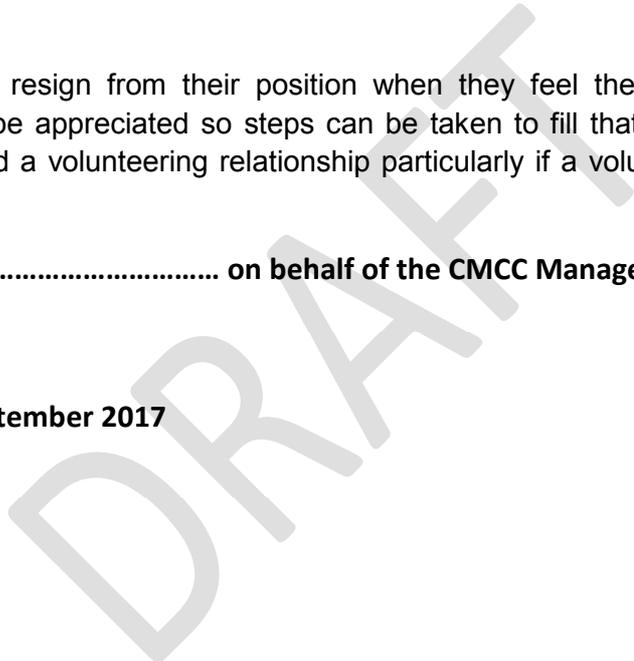
If there is a dispute between volunteers and/or users that cannot be resolved between the parties, the dispute will be directed through the Committee Chair for a three-way discussion to be held to resolve the issue. The Chair can send a delegate on her behalf to the meeting if appropriate. Should no resolution be forthcoming the Chair/delegate will agree the next most appropriate steps which could include, for example, mediation.

**11. Termination**

Any volunteer can resign from their position when they feel the need to do so. Notice of termination would be appreciated so steps can be taken to fill that vacancy. Likewise, CMCC has the right to end a volunteering relationship particularly if a volunteer has contravened any CMCC policy.

**Approved by ..... on behalf of the CMCC Management Committee.**

**Dated..... September 2017**



## Appendix 13 – Community Development Activities

### Chase Meadow community activities 2018

Club/ group	Frequency and time	Average numbers	Hire rate	Brief description including target group
Dementia Café	Monthly – last Tuesday 1-2.30pm	10		Support for people living with Dementia and their carers.
Dementia Friends classes	Ad hoc	40	FOC	Dementia Awareness sessions delivered as part of our wider Dementia programme.
Youth Club	2 x groups – weekly – term time	2 in younger group 6 in older (very early days)	£12 per hour	2 groups for 8 – 11 year olds, and 12-16 year olds. Aims to build relationships with young people, provide a safe space to socialise and tackle antisocial behaviour.
Business meetup	2 <sup>nd</sup> Tuesday of each month, 11 – 12.30	14	£5 per head entry fee	Anyone who wishes to attend. Mainly small business owners, many of whom work from home.
Diamond Club (older peoples social club)	Weekly, Thursday 10 – 11.30	12	N/A monthly donation c£20	A group of ladies 60+ who meet socially to chat, play games and have a hot drink.
Mini Meadows (run by Church)	Weekly, term time. Wednesday 10 – 11.30	30+		Playgroup for mums and babies/toddlers.
Chase Chill (run by Church)	Monthly, first Saturday 10.00 – 12.00	50+		Social gathering. Games, soft play, breakfast. All welcome
Free lunch in school holidays (for children who get free school meals)	Weekly, holidays. Tuesday lunchtime	20+		Aimed at alleviating holiday hunger. Stay and play session for parents and children of all ages (targeted at those on FSM,) followed by 2 course lunch.
Starting 2018 – football/activity club in school holidays	2 x sessions weekly	N/A	Cost of coach has been funded by community forum.	Affordable summer activities. Aimed at school aged children 8+, giving them the opportunity to get active, combat boredom and building up to providing parents with alternative holiday childcare options.

Club/ group	Frequency and time	Average numbers	Hire rate	Brief description including target group
Health fair	Ad hoc	40+	£200	Aimed at all members of the community. Providing information on various aspects of health, including mental health, perinatal health, various long term conditions and healthy lifestyle.
Christmas events (CMRA)	Annual	50+		Bringing the community together. All welcome
Pause to Play				This was a non-starter – planned after discussion with Leycester House who said they would bring residents but never did.
Children's Fun Day (CMRA)	Annual	100+	CMRA have historically made a donation.	Bringing the community together. All welcome. Note: CMRA initially fundraised towards the cost of building CMCC, and are now asked to make a donation for their use of the centre.
Knit and natter (on and off due to changing demand)				When it was going, we had a regular group between 5-10 coming together. Tends to fall away in summer, and needs more marketing but other priorities have taken over.
<b>Potential / planned community user groups 2018:</b>				
<ul style="list-style-type: none"> <li>• Community café</li> </ul>				
<ul style="list-style-type: none"> <li>• Support groups for any user groups with carers – e.g. children with additional needs</li> </ul>				
<ul style="list-style-type: none"> <li>• Training and skills classes for school leavers</li> </ul>				