



**Business Plan  
for the creation of a  
Brereton Community Hub  
OR  
Business Plan  
for the transformation of  
Ravenhill Ward Social Club into a  
Community Hub for Brereton  
October 2015**

## **1. Executive Summary**

Brereton Million Partnership (see Appendix 1) wish to purchase the Ravenhill Ward Social Club Hall on Armitage Road in Brereton as part of their investment in this Big Local area and to meet three main objectives: to create a vibrant community hub; to prevent a local community facility from being lost; and to provide a focal point for the Brereton Million initiative.

This Business plan examines the allocation of Brereton Million Big Local funds to the purchase of the Hall, the associated running costs and potential income, the advantages resulting from its purchase and revitalization, the potential use for the Hall and the risks associated with the venture.

Brereton Million would transfer its existing meetings and groups to the Hall, thus saving room hire expenditure elsewhere and there is good potential for additional WEA educational sessions and community groups to hire the Hall for their purposes. Initial financial calculations indicate that the Hall can become profitable within a relatively short timescale, which can be shortened if some of the start up costs are funded from elsewhere.

The revitalization and use of the Hall will add to the Social Value of the area in a range of ways: the local community will be able to meet at the venue, attend training, educational and health related sessions, thus improving their health and wellbeing. The Brereton Million programme is all about inclusivity – local residents will be able to volunteer for the various initiatives or activities, empowering them to be engaged in improvements to their local area, enabling them to contribute to their delivery.

## **2. Background**

The Ravenhill Ward Social Club Hall (the Hall) is a community building located within the Brereton Parish. It has been used within the community since construction and was refurbished in 1998. It has been used for many different events and activities, including bingo, birthday parties, an array of meetings and also as a polling station during elections.

During the last few years, activities at the Hall have reduced and the running of the building has been left to elderly residents who have raised concerns that they cannot carry on with their duties. The Hall is a part of the community and Brereton Million Partnership (the Partnership) have expressed an interest in purchasing the property as an asset for community use.

The matter was discussed at a meeting of the Partnership on the 21st April 2015, where it was agreed to investigate the possibility of acquiring the Hall and its potential uses. Meetings were arranged with the Trustees and Big Local were contacted for support. Further progress meetings of the Partnership took place on 2<sup>nd</sup> June 2015 and 7<sup>th</sup> July 2015. It was noted that Cannock Chase District Council had requested a minimum of 21 names of residents who supported the community asset right to bid application and this number has been obtained.

### 3. Rationale

The main reasons why this purchase is being considered centre around the opportunity to retain a community asset, which will provide a stable base for the Partnership to deliver its Big Local Plan and a hub where the community can meet, gain skills and enjoy activities.

**Some (more) words needed in this section about the other facilities (Parish Hall, St Michael's etc) and why they are not suitable/booked up etc.**

Whilst the Brereton Million Youth group currently meets at the Parish Hall, we wish to start at least two other youth groups – one for younger children and another for those with disabilities. The Parish Hall is booked a substantial amount of the times that these groups could meet and so a more available space is needed – such as the Ravenhill Ward hall.

Also we wish to increase the number and scope of training and leisure courses available in to the community, making them accessible in their own neighbourhoods and negating the need for them to travel far afield. Again, the other halls in the area are committed much of the time that we wish to provide such courses.

Our Big Local Plan incorporates a wide range of projects and activities, including: improvements to Ravenhill Park;

- regeneration of a number of Open Spaces within the community;
- visual improvements to the environment through tree planting, bus stop improvements;
- providing mechanisms for upskilling members of the community.
- delivering and administering a Community Chest fund that will help local groups and organizations improve the services and activities they provide for the community;

Such a Plan involves a great deal of work, organization, meetings of the Partnership and its subgroups, administration. This is most efficiently achieved from a permanent base. WE have recently had to vacate our small office, which only had enough room for a desk and one filing cabinet. The Support Worker is currently working from home, which prevents her from meeting conveniently with residents or representatives from businesses. Partnership meetings take place at the Parish Hall (which is often already booked) or people's homes. There is also a range of resources such as posters, paperwork and equipment needing permanent storage space. Consequently there is no room for our Support Worker to meet

This Hall would provide a focus for Brereton Million activities and be an asset available for improving the health and wellbeing of members of the Brereton community

#### 4. Ravenhill Ward Social Club Hall

We have three main Objectives which we hope to achieve with the purchase, promotion and revitalization of the Hall:

**1 To retain a local community facility**

**2 To create a vibrant Community Hub**

**3 To provide a focal point for contact with the Brereton Million initiative**

Brereton Million priorities, as outlined in our Local Plan, are to:

- Support Community Groups
- Create opportunities for employment and help residents gain new skills
- Promote Health and Wellbeing
- Bring our community closer together
- Work with partners to generate further opportunities
- Expand the potential of our Green Spaces

Purchase and use of this facility supports the majority of these priorities.

**4.1** Purchase and use by Brereton Million would achieve our first **Objective** for the Hall:

**To retain the facility for the local community.** It should be noted that there is a high demand for housing development land and it is possible that this site could be redeveloped in that respect.

Action by the Partnership will secure the future of the building and enable it to be owned and used by the community to deliver and support much needed services in the area.

An application was made to Cannock Chase Council to register the building as a community asset. The Council required 21 signatures to support such an application and we have achieved this with the support of members of the community.

**4.2** The Hall will also be used to meet our second **Objective** for the facility:

**To create a vibrant community hub** that the community can recognise and use. We would promote a wide range of activities, including:

##### **Supporting Community Groups**

- We will retain the existing users of the Hall (local Flower group) and expand to include others who are interested, including local Beavers, Cubs, Scout groups and the Guide and Scout band. Hiring the Hall to community groups would help with the running costs of the club. At the moment, the Social Club hires the room out to groups within the area. We wish to continue this to cover the running cost of the building.
- This will provide a permanent base for the Brereton Million Youth Club, currently renting other premises in the area.
- This will also provide a base to create a younger age youth club. Brereton Million would like to expand its Youth Club to include a wider age range of children who

could attend. The Parish Hall does not have enough availability to hold more than one Youth Club in a week, so having another room would help us expand in years to come.

- Similarly the Hall could be a base for the creation of a disabled persons youth club

### **Creating opportunities for employment and helping residents gain new skills**

- We will encourage the use of the Hall space for community training courses, delivered by organisations such as the Workers' Education Association or craft courses delivered by local people
- We will encourage the groups using the facility to engage with and recruit volunteers from the local community

### **Promoting Health and Wellbeing**

- We will seek to encourage the delivery of Lifestyle and Social courses, including healthy living and exercise
- Support Staffordshire wish to establish a Community Wellbeing group in the area and view the Hall as an ideal venue. The Community Wellbeing service support the use of volunteers to help local residents who attend the groups

### **Bringing our community closer together**

- The Hall will be a base from which to provide and co-ordinate holiday activities for children
- It will also provide a friendly meeting place for local residents, including the provision of coffee mornings.

### **Working with partners to generate further opportunities**

- This facility will support Partnership working with other organisations who would be keen to work in partnership with BM to progress joint projects in the community but also who may wish to use the facilities for their own purposes.
- The Hall will also provide space to expand services in the geographical area

### **4.3 Our third Objective for the Hall is to Provide a focal point for contact with the Brereton Million initiative**

At the moment, there isn't a place where residents can drop by and talk to someone from Brereton Million. We could use the Hall to achieve our third Objective as a place where people from the community can come and discuss what is going on or volunteer to work on projects. This will enhance the positive image of the Big Local programme.

The facility could be a central location for Brereton Million, used for Partnership meetings and a place to share ideas and progress projects. Currently meetings are held in the local Parish Hall, which comes at a cost to our partnership and, due to demand from the community, isn't always available. In those instances we rely on space in people's homes, or the local Church Hall.

This opportunity will provide a central Hub for local residents who would like to attend meetings and would thereby raise the profile of the Partnership and how residents can become involved

Until recently, Brereton Million had a small office, with only enough room for a desk and one filing cabinet. This space has had to be relinquished and the Support Worker is currently working from home. We have also accumulated a range of resources such as posters, paperwork and equipment and this all needs permanent storage space. Consequently there is no room for our Support Worker to meet with residents or representatives from businesses. These premises would provide an office base for the Support Worker

Owning this facility will also mean a reduction in external costs for Brereton Million for meeting space, youth club etc.

Our **Vision** for the facility is:

**Brereton Community Hub will be a vibrant and sustainable community facility, delivering and supporting much needed services in the area, run and owned by the community, for the community.**

## **5. Ownership and Management**

The Hall will be purchased and owned initially by Support Staffordshire, the local infrastructure organisation. Support Staffordshire is the Locally Trusted Organisation which administers the funding on behalf of the Partnership. It also employs the Big Local Support Worker. Details of the commitment from Support Staffordshire are given in Appendix 2.

We intend to set up a separate charity to own and be responsible for the building (and any other major assets that we may consider in the future). When the building has been secured and is in the ownership of Support Staffordshire, we will commence establishment of the new charity.

The ongoing management of the Hall will be overseen by a sub-group of the Partnership, which will be responsible for ensuring that matters regarding security, maintenance and supplies, etc are addressed. Day to day responsibility for bookings, queries, supporting hirers, etc rests with the Brereton Million Support Worker, assisted by volunteers from the community.

## **6. Building Condition and Status**

An approximate layout and some internal photographs are given in Appendix 3.

More information is needed here about:

- the dimensions of the floorspace, including all rooms;
- the internal condition, decoration etc
- the external condition, walls, rendering, roof etc

I don't have any of this but am happy to meet someone there and have a look in general terms – does anyone know a friendly builder who would have a good look?

You also need to mention the Restrictive Covenants – this keeps cropping up.

## 7. Marketing and Promotion

A range of initiatives will be employed to promote the Hall as the base for Brereton Million, as a facility for hire, a training venue, youth club. etc. These will include:

- Signage on the building, indicating that it is the base for Brereton Million
- Posters advertising current and future activities, availability for hire etc
- Use of the Brereton Million website, Facebook page and Twitter
- Liaison with the Rugeley and Chase Gazette, expanding upon the already good relationship we have with the paper
- Promotion at our events and activities with leaflets and handouts

In addition, we consult on a regular basis with the community and would use such activities to further promote the Hall and its use within the community.

Activity Plan (Appendix 4) – KP to create after discussion and decisions about income streams to include.

## 7. Financial Plan

Initial purchase cost will be found from the Brereton Million Big Local funds. In addition, we understand the Local Trust has a separate budget for legal expenses associated with such major purchases.

Something in here about an independent market valuation? Dave Brennan says you have obtained one?

There will be additional start-up costs, as identified in the following table and these will be sought from the Local Trust, a negotiated price reduction from the Ravenhill Ward Social Club trustees, or found from reallocation of the Big Local budget. Any reduction in the start up costs would mean gaining profitability after a shorter period of time and external funding of these costs will also be investigated.

Item		Expenditure	Comments
<b>Building purchase</b>		£90,000	
<b>Legal Fees</b>		£1,000	
<b>Start up costs (Estimated)</b>			
Tables/Chairs (existing ones removed by current owners)	£1,000		
Cleaning equipment etc	£100		
Decorating	£300		
Electrical certification and PAT testing	£80		
Gas certification	£60		
Smoke alarms	£30		
Fire extinguishers	£150		
First Aid kit	£20		
<b>Total</b>		£1,740	
	<b>Total</b>	<b>£92,740</b>	



Appendix 5 contains an estimated cashflow forecast for the first two years of ownership. It can be seen that the Hall breaks even and begins to become profitable after only a few months, provided forecasted income streams are reached. The following is a summary of the estimated income and expenditure for the first 2 years.

	Year 1	Year 2
Income	£3,606	£4,206
Expenditure	£2,510	£3,190
Balance	£1,096	£1,016

Certain items of expenditure are already accounted for within the Support Worker budget but, in time, the Hall will take on responsibility for some expenditure, including a telephone and landline at the premises.

It has been difficult to obtain actual bills for some of the utility costs and this cashflow relies on verbal confirmation by the Ravenhill Ward Social Club of some expenditures.

All activities of the Partnership will be transferred to the Hall, including the Partnership meetings, internal events and current groups. This will create savings in external room hire. It is hoped the existing group using the Hall will remain.

The WEA have indicated that they could set up and run three lots of three groups as soon as the facility becomes available.

Within the community, five groups have expressed a strong desire to rent the Hall for their group or organisation and these have been added into the cashflow at a rate of joining of one per quarter during the first year.

**More needs to be said about income streams**

## **8. Risk Management**

Appendix 6 contains an analysis of the Strengths, Weaknesses, Opportunities and Threats pertaining to the Hall.

**Do you want the SWOT in here as Dave Brennan suggests?**

We have also considered what Risks might be encountered with this venture and an analysis of these is given in Appendix 7. We do not consider there to be any risks required preventative action at this stage.



## Appendix 1

## Brereton Million Partnership

Brereton Million Partnership is a community Partnership comprising of residents, Parish Council representatives and voluntary/community organisations (see Appendix 2). The Partnership has been awarded £1,000,000 from the Local Trust, over the next 10 years to support and deliver initiatives and activities to address the needs identified by residents, which have been included in the Big Local Plan for Brereton.

**Vision:** We believe in our community and the positive changes we can make, by bringing people together and investing in our future.

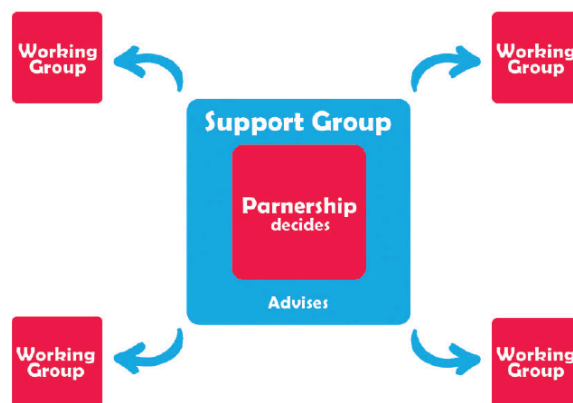
**Our Purpose** is to act on behalf of the community and those actively involved in Brereton and Ravenhill Parish to benefit the community of Brereton and Ravenhill through planning and administering the expenditure of Big Local and related monies granted to the community by the Big Local and others.

### Partnership Board:

Matthew James Walker (Chair)  
Jack Berkinshaw (Vice-Chair)  
Tim Jones (Secretary)  
Christine Stewart  
Paul Fisher  
Sophie Moulton  
Emily Sharrat  
Hazel Southwell  
Amy Crooke  
Ann Dakin  
Keira Derbyshire  
Mike Rowley  
Representative from the LTO

The Locally Trusted Organisation (LTO) is Support Staffordshire, which employs the Support Worker, Sue Merriman.

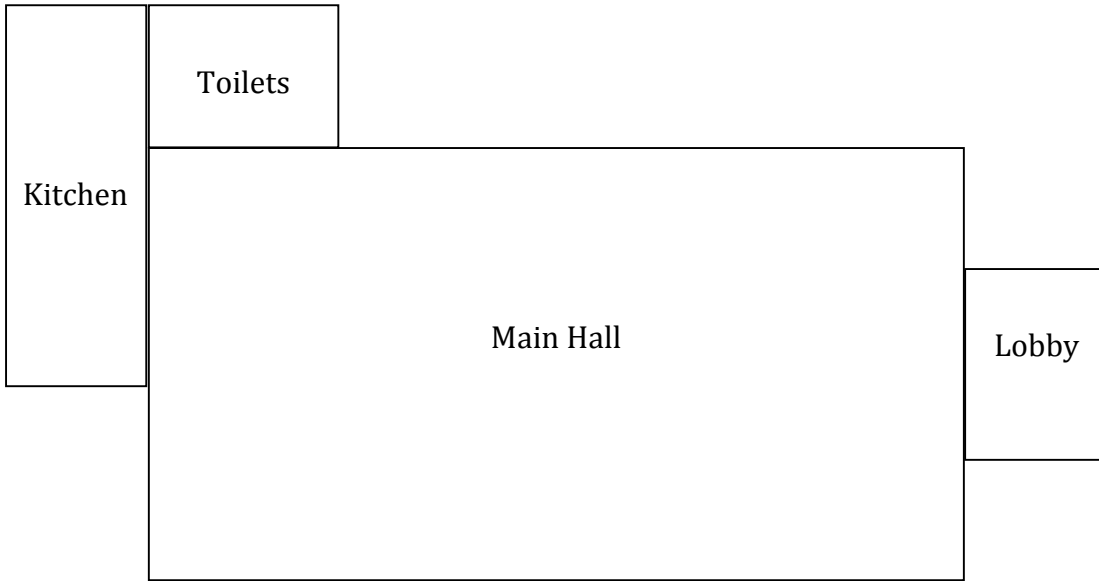
Meetings of the Partnership are held on the second Tuesday of every month. The group is supported by additional people and agencies, including the Police, the Councils and the Park Keepers. However, when we progress into doing key projects, we have the flexibility to create working groups/sub groups in case we need feedback from other representatives from the community.



Appendix 2 – details of commitment by Support Staffordshire to own and be responsible for the building until Brereton Million have established their own governing charity

**Appendix 3**

**The Building**



Main Hall



Kitchen

Appendix 4 – Activity Plan



**Appendix 6**

**SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Buildings and décor in good condition</li> <li>• Dedicated Brereton Million (BM) facility</li> <li>• Office space for Support Worker</li> <li>• Storage facility for some equipment</li> <li>• Existing group rents the premises</li> <li>• BM purchase will retain the asset in the community</li> <li>• Saves BM paying for meeting places elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• Requires marketing and promotion</li> <li>• Parking facilities limited</li> <li>• May need funds allocated to ongoing routine maintenance</li> <li>• Purchase shifts funds away from other community projects</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Several other groups very interested in renting the facility</li> <li>• Ideal Training facility</li> <li>• Potential Community Hub</li> <li>• Residents can use the Hall to meet together</li> <li>• Potential for Coffee Mornings</li> <li>• BM Youth Club can relocate to the building</li> <li>• Young Persons' Youth Club can be established</li> <li>• Disabled Persons' Youth Club can be established</li> </ul>	<ul style="list-style-type: none"> <li>• Under use by the Partnership and the community</li> <li>• Other facilities in the area (eg Brereton &amp; Ravenhill Parish Hall)</li> <li>• Some residents may be opposed to BM taking on the Hall.</li> <li>• Depending on the market, may lose money if ever sold on</li> </ul>

**Appendix 7**

**Risk Management**

<b>Risk</b>	<b>Likelihood</b>	<b>Severity</b>	<b>Total</b>	<b>Mitigating Actions</b>
Under use by the Partnership and the community	2	4	8	Ensure robust marketing plan – Hall well advertised and linked into local networks and organisations as a bookable venue.
Other facilities in the area compete for business	2	3	6	Other venues are already well used. Discuss agreements between BM and other venue choices
Some residents may be opposed to BM taking on the Hall	2	2	4	Consult with residents and ensure all concerns are addressed. Consider a public meeting to discuss the revitalisation of the Hall with residents. Ensure marketing plan reflects the benefits of the new opportunities available
Loss of money upon resale or gifting at the end of the project .	1	2	2	Ensure property is well maintained. Funds would be invested back into the BM Big Local Plan
Loss of gross funds to use on other community projects	3	3	9	Asset needs to be self sustaining to avoid further cost deficits (Income generation needs to be planned to cover expected costs)
Continued cost of upkeep may deplete monies allocated to other projects	2	4	8	Ensure that property is insured and maintained
Parking facilities are poor so large events are unlikely on the premises	2	3	6	Identify other parking possibilities where possible

**Likelihood:** 5 – almost certain; 4 – likely; 3 – moderate; 2 - unlikely; 1 – rare

**Severity:** 5 – severe consequences; 4 – major consequences; 3 – moderate consequences; 2 – minor consequences; 1- insignificant consequences.

**Total:** combined totals of 10 or more require immediate attention.



# Brereton Million

## Ravenhill Ward Social Club Hall Cash flow

### Year 1

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1
<b>EXPENDITURE</b>													
Electricity	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Gas	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Insurance	£500												£500
Legal & Professional													£0
Maintenance Repairs & Renewals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Postage (from Support Worker budget initially?)													£0
Promotion & Advertising - signage	£250						£250						£500
Council Tax	£250												£250
Stationery (from Support Worker budget initially?)													£0
Sundries	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£120
Telephone (from Support Worker budget initially)							£150			£30			£180
Waste disposal (ordinary bins or relationship with local firm)													£0
Water	£40			£40			£40			£40			£160
First year savings in external room hire*			-£220			-£220			-£220			-£220	-£880
													£0
<b>Total</b>	<b>£1,190</b>	<b>£150</b>	<b>-£70</b>	<b>£190</b>	<b>£150</b>	<b>-£70</b>	<b>£590</b>	<b>£150</b>	<b>-£70</b>	<b>£220</b>	<b>£150</b>	<b>-£70</b>	<b>£2,510</b>
<b>INCOME</b>													
Room hire	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
WEA (3 courses for 3 groups per term)	£402				£402				£402				£1,206
Youth Group	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Additional room hire			£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£500
Additional room hire					£50	£50	£50	£50	£50	£50	£50	£50	£400
Additional room hire							£50	£50	£50	£50	£50	£50	£300
Additional room hire													£0
<b>Total</b>	<b>£502</b>	<b>£100</b>	<b>£150</b>	<b>£150</b>	<b>£602</b>	<b>£200</b>	<b>£250</b>	<b>£250</b>	<b>£652</b>	<b>£250</b>	<b>£250</b>	<b>£250</b>	<b>£3,606</b>

Brought Forward	£0	-£688	-£738	-£518	-£558	-£106	£164	-£176	-£76	£646	£676	£776	
Income	£502	£100	£150	£150	£602	£200	£250	£250	£652	£250	£250	£250	
Expenditure	£1,190	£150	-£70	£190	£150	-£70	£590	£150	-£70	£220	£150	-£70	
Carried Forward	-£688	-£738	-£518	-£558	-£106	£164	-£176	-£76	£646	£676	£776	£1,096	

### Notes

\* Accounts from Support Staffordshire show room rentals of £360 and £230 over approx 8 months (1/9/15 to 10/9/15)

Equates to £885 pa or £220 p qtr

# Brereton Million

## Ravenhill Ward Social Club Hall Cash flow

### Year 2

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 2
<b>EXPENDITURE</b>													
Electricity	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
Gas	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
Insurance	£500												<b>£500</b>
Legal & Professional	£0												<b>£0</b>
Maintenance Repairs & Renewals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	<b>£480</b>
Postage (from Support Worker budget initially?)	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	<b>£120</b>
Promotion & Advertising - signage	£0												<b>£0</b>
Council Tax	£250												<b>£250</b>
Stationery (from Support Worker budget initially?)	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	<b>£240</b>
Sundries	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	<b>£120</b>
Telephone (from Support Worker budget initially)	£30			£30			£30			£30			<b>£120</b>
Waste disposal (ordinary bins or relationship with local firm)	£0												<b>£0</b>
Water	£0	£40			£40			£40			£40		<b>£160</b>
First year savings in external room hire*	£0												<b>£0</b>
<b>Total</b>	<b>£960</b>	<b>£220</b>	<b>£180</b>	<b>£210</b>	<b>£220</b>	<b>£180</b>	<b>£210</b>	<b>£220</b>	<b>£180</b>	<b>£210</b>	<b>£220</b>	<b>£180</b>	<b>£3,190</b>
<b>INCOME</b>													
Room hire	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
WEA (3 courses for 3 groups per term)	£402	£0	£0	£0	£402	£0	£0	£0	£402	£0	£0	£0	<b>£1,206</b>
Youth Group	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
Additional room hire	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
Additional room hire	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
Additional room hire	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	<b>£600</b>
Additional room hire	£0												<b>£0</b>
<b>Total</b>	<b>£652</b>	<b>£250</b>	<b>£250</b>	<b>£250</b>	<b>£652</b>	<b>£250</b>	<b>£250</b>	<b>£250</b>	<b>£652</b>	<b>£250</b>	<b>£250</b>	<b>£250</b>	<b>£4,206</b>

Brought Forward	£1,096	£788	£818	£888	£928	£1,360	£1,430	£1,470	£1,500	£1,972	£2,012	£2,042
Income	£652	£250	£250	£250	£652	£250	£250	£250	£652	£250	£250	£250
Expenditure	£960	£220	£180	£210	£220	£180	£210	£220	£180	£210	£220	£180
Carried Forward	£788	£818	£888	£928	£1,360	£1,430	£1,470	£1,500	£1,972	£2,012	£2,042	£2,112