

2011- 2014

Canolfan Ceiriog Centre



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Produced by the user groups, staff and
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Canolfan Ceiriog Centre CYF

Business Plan 2011 - 2014

1.0 Introduction

The purpose of this plan is to define what it is we do as a business, realistically assess for whom we do it, and put in place a course of action that will enable us to deliver a set of agreed outcomes within an agreed timeframe and budget. It will provide the basis for a clear and strategic way forward.

It sets out the governance arrangements for the business, defines the roles of Trustee Directors and paid staff, and places this within the context of known financial constraints.

The process of developing this plan will allow trustees to step back, re-evaluate the direction of the charity, clearly articulate what it wants to achieve, by when and at what cost, and identify how it might recover those costs. This plan will also provide a clear basis for drawing down additional grant aid in order to further deliver the charity objects.

The plan will also allow for the development of measurable targets and work plans, and help identify who needs to do what by when. It will be accompanied by a clear budget based on FCR. It will also identify the corporate risks and opportunities associated with delivery.

The plan articulates an ideal scenario for the business. It should be noted that in order to reach this ideal scenario various objectives (outlined in Annex 1. will need to have been achieved). Individual actions required to deliver objectives have not been detailed nor have the day to day duties that will be carried out by the centre manager and caretaker. These will be identified as and when needed.

2.0 Business description

Registered charity 1103898

Charitable Objects

To promote for the benefit of the inhabitants of the Community Councils of Llansantffraid Glyn Ceiriog, Ceiriog Uchaf and Glyntain and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have such need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

3.0 Charity background

The charity was formed in 2005 to act as a focus for the rebuilding of the community centre in the village of Glyn Ceiriog, Wrexham. The initial purpose of the charity was to draw down grants to facilitate the rebuilding works and establishment costs. This work is now complete and the current focus is on developing both a sustainable approach to delivering the charity's objects and maintaining and running the building and infrastructure to facilitate this.

The charity seeks to offer its services to the inhabitants of, and visitors to, the Ceiriog Valley.

4.0 Management

The management structure of the charity is simple. The Board of Trustees are responsible for issues of governance, namely

- Strategic direction
- Policy
- Corporate risk management
- Employment
- Finance

The charity employs a Centre Manager or alternative staff to manage the day to day operational activities of the charity.

The hands-on nature of the charity means that Trustees also have an operation role in helping to deliver the day to day operational activities of the charity. They carry these out in a voluntary capacity and there is a clear division between their voluntary activities, co-ordinated by the Centre Manager, and their role as Trustees.

Volunteers working on behalf of the centre are not limited to Trustees.

The strategic direction of the charity is agreed by trustees and reviewed every three years. This is set out in the Business Plan. A more detailed work programme is agreed annually each November and ratified, along with an accompanying budget at the AGM held in December.

The Centre Manager is responsible for co-ordinating the delivery of the annual work programme and reports to the Chair of the Board of Trustees.

Trustees meet quarterly to discuss issues of governance, receive and approve the management accounts and any variance in the budget, and receive a report on the progress of the annual work programme.

Volunteers meet on an as needed basis to ensure the agreed work programme is delivered. These meetings are co-ordinated by the Centre Manager.

5.0 Services

The charity seeks to offer a number of services, including

- Sports hall
- Tennis courts
- Meeting rooms
- An events programme
- A venue for functions
- A base for local clubs / societies
- Cycle hire
- Cafe
- The administrative hub for local community care
- Nature area and outside seating

6.0 Achievements to date

Canolfan Ceiriog Centre has been successful in organising a wide range of events and activities including professional theatre productions of Beauty and the Beast and Miracle on 34th St plus shows put on by Theatr Clwyd. Local bands including Kelly's Heroes and Juke Box Mama, and talks from BBC wildlife photographer Michael Leech and The BBC's Generation Game host Isla StClair.

The Centre also co-ordinated and promoted a successful 10k run and two longer distance fell runs, a bike project open day where the Centre's bikes were available for use, the Police were present to security tag bikes and the Centre's bike technicians were on hand to service bikes and give practical advice. The bikes are used regularly by young people through the Nantyr Outdoor Centre.

Funding for holiday play schemes has meant that for the last three years the Centre has been able to offer holiday clubs for local children and young people.

Behind the scenes significant funds have been drawn down to help regular groups who use the centre, equipment for sports and the funding for the Centre Manager post

Volunteers have worked hard to keep the grounds and outside area, including the environment area looking great and available for everyone in the community to enjoy.

In addition, the Centre has provided

- fitness classes,
- dance classes
- youth club
- cafe,
- facility for local groups (toddlers etc)
- party venue
- holiday club

7.0 Competition

There are no venues within the Ceiriog Valley that offer the full suite of services provided by Canolfan Ceiriog Centre. Other venues do offer elements, such as a sports hall or cafe and Canolfan Ceiriog Centre seeks to ensure that its activities compliment those of other venues within the valley.

Competition is, however, not limited to other service providers within the valley (see 10.0 Geographical Area and Market Analysis).

8.0 Financial projections/viability

Canolfan Ceiriog Centre has no income other than that associated with the running of projects, events and initiatives. It is essential therefore that all projects and activities based at Canolfan Ceiriog Centre are run on the basis of full cost recovery (FCR).

Full cost recovery involves recovering the total costs of a project or activity, including the relevant proportion of all overhead costs. Each project or service has costs directly associated with it, such as the cost of staff or equipment. It will also draw on the rest of an organisation's resources including some of the Centre Manager's time and central functions, such lighting, heating, cleaning and building maintenance costs.

Although it is possible to identify direct costs and overhead costs separately, full cost recovery works on the premise that both direct costs and a relevant portion of overheads are integral to the delivery of a service or project.

FCR has not always been an integral element of planning in the past. In order to achieve financial sustainability FCR must be an integral element of all work programme planning for the period of this business plan.

Currently Canolfan Ceiriog Centre is currently running a balanced budget. This, however, includes grant aid for the Centre Manager Post. This grant aid is only available for the financial year 2011/12. It is also not a budget based on FCR so is therefore unsustainable.

9.0 Mission and vision statement

Mission

To provide on a not for profit basis a suite of recreation and leisure facilities for all age groups and abilities, whatever their social and economic background, in the interests of social welfare and improving the quality of life for the inhabitants of the Ceiriog Valley and surrounding area.

Vision Statement

Canolfan Ceiriog Centre CYF is a sustainable, efficiently run, social enterprise, valued highly by the inhabitants of the Ceiriog Valley, attracting support and patronage from a wide spectrum of residents and visitors and providing an excellent, high quality suite of services and activities.

10.0 Aims

For objectives, completion dates and responsibilities see Appendix 1.

- | | |
|--------------|---|
| Aim 1 | Canolfan Ceiriog Centre CYF functions as a well governed, economically sustainable enterprise |
| Aim 2 | Canolfan Ceiriog Centre CYF attracts a representative team of volunteers from the Ceiriog Valley to assist and run activities and events |
| Aim 3 | Canolfan Ceiriog Centre CYF is aware of, and responds to, the needs of the community |
| Aim 4 | Canolfan Ceiriog Centre CYF provides a programme of events for residents and visitors of the Ceiriog Valley |
| Aim 5 | Canolfan Ceiriog Centre CYF provides meeting space and facilities for user groups throughout the year |
| Aim 6 | Canolfan Ceiriog Centre CYF provides a sports hall and facilities for user groups throughout the year |
| Aim 7 | Canolfan Ceiriog Centre CYF provides tennis courts for residents and visitors throughout the year |
| Aim 8 | Canolfan Ceiriog Centre CYF provides a well-used cycle hire facility |

Aim 9 Canolfan Ceiriog Centre CYF provides a hub for social care provision in the Ceiriog Valley. This provision links recipients of care with the opportunities and facilities provided by the Canolfan Ceiriog Centre.

Aim 10 The grounds in which the Canolfan Ceiriog Centre sits, and adjacent nature area, are well maintained and fully utilised in line with the charity's objects.

11.0 Geographical area of operation and market analysis

The operational area of the charity is not defined. Activity, however, must promote the services of the business for the benefit of the inhabitants of the Community Councils of Llansantffraid Glyn Ceiriog, Ceiriog Uchaf and Glyntrain and the surrounding area.

To quote the original business plan written in 2004 %be associates of the project and people from other agencies believe that there are many issues relating to rural deprivation which are not . but need to be . addressed in Glyn Ceiriog and the Ceiriog Valley. It has experienced the closure of twelve quarries (slate, granite, china-stone and silica); the demolition of the community centre; the loss of over fifty other amenities including shops, public houses, inns, a social club, a concert hall, the railway connection with the mainline station six miles away, together with the threat of closure on the local post office and reduction of local banking to one day a week.+

In 2010 the situation regarding infrastructure has hardly altered. The new community centre is now complete and offering a range of services and the post office has widened its remit to include tourist information and computers with internet access for public use but the bank has now closed completely.

A relatively recent study of data gathered from the 2001 Population Census, (sourced from the Office for National Statistics - ONS) has been used to describe the socio-economic character of the Ceiriog Valley and the Welsh Index of Multiple Deprivation 2005 which has been analysed to represent levels of deprivation. It should be noted that the Ceiriog Valley in this study included the town of Chirk. Summary findings are as follows

Total population	5847
Population density (persons per hectare)	0.79 (Wales national average 1.40)
Families with dependent children	42% (Wales national average 44%)
Levels of limiting long-term illness	21% (Wales national average 23%)
Proportion of working age popq. that is economically active	66% (Wales national average 61%)
Proportion of the employed population that works from home	13% (Wales national average 10%)
Levels of unemployment	2.9%(Wales national average 3.5%)

The age profile is similar to the Wales average apart from a slightly greater number of people between the ages of 0 and 9 years at the time of census (now 10-19 years)

Social and economic deprivation is measured through the Welsh Index of Multiple Deprivation 2005. This dataset combines data from a range of sources to measure the condition of people's lives across the seven domains of income, employment, health, education, access to services, housing and the physical environment. The domains are also combined to give an overall index of Multiple Deprivation

The data is available at Lower-level Super Output Area (LSOA) with a relative ranking given for each LSOA (compared to all LSOAs in Wales) of the deprivation in each domain. The Ceiriog Valley covers 4 LSOAs.

In summary the data indicates the following

Income	1 LSOA falls within the least deprived 25% of Wales
Employment	3 LSOA fall within the least deprived 25% of Wales
Health	1 LSOA falls within the least deprived 25% of Wales
Education	1 LSOA falls within the least deprived 25% of Wales, 1 in the most deprived 25%
Access to services	3 LSOAs fall within the most deprived 25% of Wales

All LSOAs not noted did not fall within the least or most deprived categories.

There have been notable improvements in the provision of education in the area to which this data relates. It is therefore unlikely that 1 LSOA remains in the most deprived 25%.

In Summary

The Ceiriog Valley has a relatively sparse population with a slightly higher proportion of young people than the national average. Levels of unemployment are low with a relatively high proportion of the population working from home. Income levels range from average to significantly better than average and this is also true of population health. Education ranges from average to slightly better than average for the area. Access to services however, for the majority of the area, is significantly lower than the national average.

The overall index of multiple deprivation places the Ceiriog Valley in the 3rd quartile within Wales (i.e. a consistent and fairly low level of deprivation).

Accepting that the IMD is a combination of sub-indicators there appears to be only one area of deprivation that could be usefully addressed by Canolfan Ceiriog Centre CYF through the delivery of objectives set out in this plan, namely access to services. It is important, however, that delivery is set within the wider context outlined above.

With access to services a notable issue within the valley. The services provided by Canolfan Ceiriog Centre CYF (detailed in 5.0) could facilitate access to the following (indeed some activities are already provided)

- Childcare
- Job search services
- Planning advice
- Police
- Politicians
- Library services
- Higher education
- Public Services for Businesses
- Legal services
- Access to broadband
- Public transport information
- Shops
- Healthcare
- Leisure services
- Citizensqadvice
- Public open space

12.0 Influencing factors, opportunities and risks/threats

The initial SWOT analysis that accompanied the first business plan was focussed primarily on the building project itself. It did not adequately identify the strengths, weakness, opportunities and threats associated with running the charity itself and the actual delivery of a suite of services, the foundation of which was based on necessarily optimistic levels of community engagement in not only the delivery of services but in take-up of the services offered.

Strengths

- High quality community centre with good facilities
- Central, prominent, location in the valley
- Established user group base
- High level of enthusiasm for project within trustee directors and existing user groups
- Government (central and local) support for our charitable objects

Weaknesses

- Good governance suffers as a consequence of immediate operational requirements
- Disproportionate workload falls on trustee directors and a few volunteers
- High turnover of centre manager post holders
- Dependency upon grant aid . financially unsustainable
- No marketing plan
- Limited number of potential volunteers in the community willing or able to help

Opportunities

- These are manifold and are clearly outlined within the business plan.

Threats

- Loss of willing trustee directors as a result of disillusionment
- User groups going elsewhere if service levels do not reach a high standard
- General bad publicity for the project infusing the valley based on poor experience
- Services that could be offered by the facility, being developed and offered elsewhere within the valley
- Volunteers employing their skills elsewhere

13.0 Strategies

13.1 Short term (within the next year – 2011-2012)

There is an immediate need to refocus the business on what is required and achievable over the next financial year. Actions will include addressing the weaknesses and threats outlined in the SWOT

analysis (11.0 Influencing factors, opportunities and risks/threats), delivering the time sensitive objectives outlined in Annex 1, maintaining the current user groups, and developing a realistic budget based on FCR.

This short term strategy will require the appointment of a centre manager or alternative staff and the effective involvement of volunteers to deliver specific tasks within a defined timescale. Trustee directors will be acting as volunteers in addition to fulfilling their roles as trustee directors.

13.2 Medium term (2012 - 2014)

There is a need to grow the business through a wider and deeper programme of service provision. This means increasing not only the breadth of services offered to the existing market but opening up new markets through innovative planning and engagement. This will include the delivery of the remainder of the objectives outlined in Annex 1. and the development of a clear division between operational activities and governance.

14.0 Appendices

Appendix 1	Aims and Objectives
Appendix 2	Summary of feedback from user groups
Appendix 3	Centre Manager objectives
Appendix 4	Management Accounts 2011/12

Appendix 1 Aims and objectives

Aim 1. Canolfan Ceiriog Centre CYF functions as a well governed, economically sustainable enterprise		
Objective	By whom	By when
1.1 Review charging structure based on FCR	Trustees (G)	January 2011
1.2 Confirm a global budget based on FCR for the FY year showing cash flow predictions	Trustees (G)	January 2011
1.3 Prepare and adopt a set of financial regulations	Trustees (G)	February 2011
1.4 Ensure budget and budgeting systems are fully integrated	Centre manager	March 2011
1.5 Carry out a basic corporate and financial risk assessment for the charity	Trustees (G)	March 2011
1.6 Implement a programme of action based on risk assessment	Trustees (G)	April 2011
1.7 Prepare and adopt a reserves policy	Trustees (G)	January 2012
1.8 Set up a specific fund raising sub-group to develop and implement a basic fund raising strategy	Trustees (V)	January 2011
1.9 Review and update business plan on a regular basis	Trustees (G)	December Annually
1.10 Carry out a light touch governance review and organise a training programme to reflect need	Trustees (G)	March 2011
1.11 Put in place simple agreed monitoring and evaluation mechanisms	Trustees (G)	February 2011
1.12 Devise work programme for Centre Manager	Trustees (G)	January 2011
1.13 Appoint Centre Manager	Trustees (G)	February 2011
1.14 Develop a programme of actions required to ensure the successful running of all events	Centre manager	April 2011

Aim 2. Canolfan Ceiriog Centre CYF attracts a representative team of volunteers from the Ceiriog Valley to assist and run activities and events		
Objective	By whom	By when
2.1 Assign portfolios to trustees	Trustees (V)	January 2011
2.2 Register volunteer group with the BTCV	Trustees (V)	February 2011
2.3 Ensure insurance and risk assessments are in place for all voluntary activity	Trustees (V)	February 2011
2.4 Run a volunteer drive fully utilising existing support i.e. local voluntary services councils, BTCV, CSV, DofE, Ysgol Dinas Bran etc.	Centre manager	April 2011

Aim 3. Canolfan Ceiriog Centre CYF is aware of, and responds to, the needs of the community		
Objective	By whom	By when
3.1 Seek feedback on the breadth and quality of provision from regular user groups	Trustees (G)	January 2011
3.2 Programme action based on the results of above	Trustees (G)	February 2011
3.3 Question previously unengaged residents and visitors, utilising a variety of approaches, on their needs in relation to the Canolfan Ceiriog Centre	Centre manager	July 2011
3.4 Assess the annual programme of activities and events for barriers to inclusion	Centre manager	November 2011
3.5 Implement a programme of action based on the assessment of inclusion	Trustees (V)	January 2012

Aim 4. Canolfan Ceiriog Centre CYF provides a programme of events for residents and visitors of the Ceiriog Valley		
Objective	By whom	By when
4.1 Set up an events committee	Trustees (V)	January 2011
4.2 Devise an outline programme of events for the year	Events committee	January 2011
4.3 Confirm an annual budget, based on FCR, for the events programme	Events committee	January 2011
4.4 Prepare a basic marketing strategy for all events	Events committee	March 2011
4.5 Fully utilise the website as the main media for marketing and promotion	Centre manager	March 2011
4.6 Fully utilise social networking in marketing, promotion and communication	Centre manager	March 2011
Aim 5. Canolfan Ceiriog Centre CYF provides meeting space and facilities for user groups throughout the year		
Objective	By whom	By when
5.1 Develop a membership structure that engages user groups	Trustees (G)	November 2011
5.2 Analyse annual meeting room use and identify gaps in use	Centre manager	November 2011
5.3 Specifically target potential user groups to increase income	Trustees (V)	January 2012
5.4 Prepare a basic strategy for better use of the centre café	Centre manager	February 2011

Aim 6. Canolfan Ceiriog Centre CYF provides a sports hall and facilities for user groups throughout the year		
Objective	By whom	By when
6.1 Analyse annual sports hall use and identify gaps in use	Centre manager	November 2011
6.2 Specifically target potential user groups to increase income	Trustees (V)	January 2012
6.3 Assess current liabilities with regards school holiday club	Trustees (G)	January 2011
Aim 7. Canolfan Ceiriog Centre CYF provides tennis courts for residents and visitors throughout the year		
Objective	By whom	By when
7.1 Analyse annual tennis court use and identify gaps in use	Centre manager	November 2011
7.2 Specifically target potential user groups to increase income	Trustees (V)	January 2012
Aim 8. Canolfan Ceiriog Centre CYF provides a well-used cycle hire facility		
Objective	By whom	By when
8.1 Investigate opportunities to run the cycle hire facility as a discrete social enterprise with surplus income used to offset the cost of event and meeting space provision	Centre manager	June 2011
8.2 Specifically target potential user groups to increase income	Centre manager	July 2011
8.3 Fully utilise the opportunities offered by the Ceiriog Valley for off and on road cycling through targeted promotion of this facility.	Centre manager	July 2011

Aim 9. Canolfan Ceiriog Centre CYF provides a hub for social care provision in the Ceiriog Valley. This provision links recipients of care with the opportunities and facilities provided by the Canolfan Ceiriog Centre.		
Objective	By whom	By when
9.1 Develop a proposal for a discrete social enterprise drawing on existing models	Trustees (V)	May 2011
9.2 Prepare a budget, showing cash flow projections, to support the model	Trustees (V)	July 2011
9.3 Present model and budget to Board of Trustees for evaluation	Trustees (V)	August 2011

Aim 10. The grounds in which the Canolfan Ceiriog Centre sits, and adjacent nature area, are well maintained and fully utilised in line with the charity's objects.		
Objective	By whom	By when
10.1 Set up a grounds maintenance working group	Trustees (V)	Done
10.2 Develop an annual programme of working parties	Trustees (V)	Done
10.3 Showcase the nature area as a resource for the valley schools	Centre Manager	August 2011
10.4 Investigate grant aid opportunities to develop sensory aspects of the grounds	Trustees (V)	August 2011

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Objectives set out in chronological order December 2010 . December 2011

Objective	By whom	By when
Review and update business plan on a regular basis	Trustees (G)	Dec (Ann)
Assign portfolios to trustees	Trustees (G)	Feb
Set up a grounds maintenance working group	Trustees (V)	Done
Develop an annual programme of working parties	Trustees (V)	Done
Set up an events committee	Trustees (V)	Feb
Devise an outline of events programmes for the year (split according to need i.e. a bands sub-programme, a parties sub-programme etc.)	Events Committee	Feb
Confirm an annual budget, based on FCR, for the events programmes	Events Committee	Feb
Set up a specific fund raising sub-group to develop and implement a basic fund raising strategy	Trustees (V)	Feb
Assess current liabilities with regards school holiday club	Trustees (G)	Jan
Seek feedback on the breadth and quality of provision from regular user groups	Trustees (G)	Jan
Review charging structure based on FCR	Trustees (G)	Jan
Confirm a global budget based on FCR for the FY year showing cash flow predictions	Trustees (G)	Jan
Devise work programme for Centre Manager	Trustees (G)	Jan
Appoint Centre Manager	Trustees (G)	Feb
Prepare a basic strategy for better use of the centre café	Centre Manager	Feb
Specifically target the marketing of the school holiday club	Centre Manager	Feb
Address feedback on the breadth and quality of provision from regular user groups	Trustees (G)	Feb
Register volunteer group with the BTCV	Trustees (V)	Feb
Ensure insurance and risk assessments are in place for all voluntary activity	Trustees (V)	Feb
Prepare and adopt a set of financial regulations	Trustees (G)	Feb
Put in place simple agreed monitoring and evaluation mechanisms	Trustees (G)	Feb
Prepare a basic marketing strategy for all events	Events Committee	Mar
Fully utilise the website as the main media for marketing and promotion	Centre Manager	Mar
Fully utilise social networking in marketing, promotion and communication	Centre Manager	Mar
Carry out a basic corporate and financial risk assessment for the charity	Trustees (G)	Mar
Carry out a light touch governance review and organise a training programme to reflect need	Trustees (G)	Mar
Run a volunteer drive fully utilising existing support i.e. local voluntary services councils, BTCV, CSV, DofE, Ysgol Dinas Bran etc.	Centre Manager	April
Implement a programme of action based on corporate and financial risk assessment	Trustees (G)	April
Develop a programme of actions required to ensure the successful running of all events	Centre Manager	April
Research maximising the charitable status of the centre and opportunities to raise revenue from this source	Trustees (G)	April

Objective	By whom	By when
Develop a proposal for a discrete community care social enterprise drawing on existing models	Trustees (V)	May
Investigate opportunities to run the cycle hire facility as a discrete social enterprise with surplus income used to offset the cost of event and meeting space provision	Centre Manager	June
Specifically target potential user groups of cycle hire facility to increase income	Centre Manager	June
Fully utilise the opportunities offered by the Ceiriog Valley for off and on road cycling through targeted promotion of this facility.	Centre Manager	July
Prepare a basic marketing strategy for farmersq market that utilises existing mechanisms such as Big Barn, the Ceiriog Valley Partnership etc.	Centre Manager	July
Prepare a budget, showing cash flow projections, to support the model for community care	Centre Manager	July
Question previously unengaged residents and visitors, utilising a variety of approaches, on their needs in relation to the Canolfan Ceiriog Centre	Trustees (V)	July
	Centre Manager	July
Present community care social enterprise model and budget to Board of Trustees for evaluation	Trustees (V)	August
Showcase the nature area as a resource for Ysgol Cynddelw	Centre Manager	August
Investigate grant aid opportunities to develop sensory aspects of the grounds	Trustees (V)	August
Develop a membership structure that engages user groups	Trustees (G)	November
Analyse annual meeting room use and identify gaps in use	Centre Manager	November
Analyse annual sports hall use and identify gaps in use	Centre Manager	November
Analyse annual tennis court use and identify gaps in use	Centre Manager	November
Assess the annual programme of activities and events for barriers to inclusion	Centre Manager	November

Appendix 2

Summary of user group feedback (January 2011)

Question 1. What is the Centre doing well?

- Provides a clean, warm, well lit and safe venue catering for many and various activities inside and out.
- It is always welcoming and looks cared for.
- Local produce shows i.e. the Harvest Fair.
- Friendly helpful caretaker.
- Excellent facilities at an affordable, realistic price.

Question 2. In what areas can we improve?

- Better advertising of events
- The notice board inside could be improved
- More colour on the outside of the building (flowers maybe?)

Question 3. Are there any opportunities we have missed?

- music gigs, bar for football
- older people - reminiscence, tea dances, benefits forum, swap shop - clothes etc
- party venue, function with drinks
- Local resource centre

Question 4. Do you have any ideas which might help the Centre generate income to help with the running costs and ensure hire fees are kept to a minimum?

- put a fence between the tennis court and the 5 a side course
- cookery demos, utilise the green areas more e.g. hog roast, mini games day, taster days to draw more people in
- more fundraising events, more advertising as a party venue
- Investigate commercial hirings at an increased fee
- Antique fairs, auction sales, carpet sales etc.
- Fun days for kids disco, bouncy castle, fire brigade etc.
- Twin up with other local community centres to share the people who use and support village life / halls

Question 5. Do you have any time to help occasionally as a volunteer at the Centre's fund raising activities?

- Mixed response. Volunteers now on file

Question 6. Do you know of any others who would like to help as a volunteer?

- No response

Appendix 3.

Objectives directly attributable to the Centre Manager

Administration & Planning

- Ensure budget and budgeting systems are fully integrated
- Prepare a basic strategy for better use of the centre café
- Investigate opportunities to run the cycle hire facility as a discrete social enterprise with surplus income used to offset the cost of event and meeting space provision

Events management

- Develop a programme of actions required to ensure the successful running of all events

Promotion / PR

- Run a volunteer drive fully utilising existing support i.e. local voluntary services councils, BTCV, CSV, DofE, Ysgol Dinas Bran etc.
- Question previously unengaged residents and visitors, utilising a variety of approaches, on their needs in relation to the Canolfan Ceiriog Centre
- Fully utilise the website as the main media for marketing and promotion
- Fully utilise social networking in marketing, promotion and communication
- Specifically target the marketing of the school holiday club (if appropriate)
- Specifically target potential user groups to increase cycle hire income
- Fully utilise the opportunities offered by the Ceiriog Valley for off and on road cycling through targeted promotion of this facility
- Showcase the nature area as a resource for the valley schools

Intelligence

- Assess the annual programme of activities and events for barriers to inclusion
- Analyse annual meeting room use and identify gaps in use
- Analyse annual sports hall use and identify gaps in use
- Analyse annual tennis court use and identify gaps in use

This does not constitute a job description. There will be additional duties surrounding the day to day running of the centre attributable to the post.

Appendix 4.

Canolfan Ceiriog

Budget 11/12
Management Accounts Q1

Expenditure			
Core costs	Budget	Actual	Variance
Salary manager	11,737		(11,737)
Salary caretaker	6,800		(6,800)
Electricity	6,000		(6,000)
telephone	240		(240)
Health and safety (CRB)	36		(36)
training courses			-
water rates	536		(536)
internet access / hosting	216		(216)
security	400		(400)
refuse contract	181		(181)
cleaning materials	50		(50)
Companies House	30		(30)
fire alarms	180		(180)
Postage	60		(60)
Insurance	2,200		(2,200)
Administration and sundries	80		(80)
Audit / accountancy	100		(100)
Advertising	120		(120)
Architect			-
			-
			-
Building and grounds			-
Repairs and renewals	400		(400)
Conservation area strimming	50		(50)
Grass cutting	200		(200)
Drapes	500		(500)
			-
Events			-
10k race	100		(100)
Fell race	200		(200)
Events promotion	220		(220)
Event licences	126		(126)
Soccer coaching	60		(60)
Holiday club			-
School disco	95		(95)
Bands	1,200		(1,200)
Additional event 1	500		(500)
			-
Cafe			-
General provisions (tea, coffee, milk)	500		(500)
Total	33,117	0	(33,117)
Income			
	Budget	Actual	Variance
Grant income (CM post)	12,500		(12,500)
Grant income (Cycling)	3,000		(3,000)
Donations	150		(150)
Buildings & Grounds (grant)	5,000		(5,000)
Events	5,675		(5,675)
Sports Hall	8,036		(8,036)
Meeting rooms	9,400		(9,400)
Cafe	600		(600)
Tennis Courts	720		(720)
Total	45,081	0	(45,081)
Summary			
Income	45,081	-	(45,081)
Expenditure	33,117	-	(33,117)
Surplus/(Deficit)	11,964	-	(11,964)