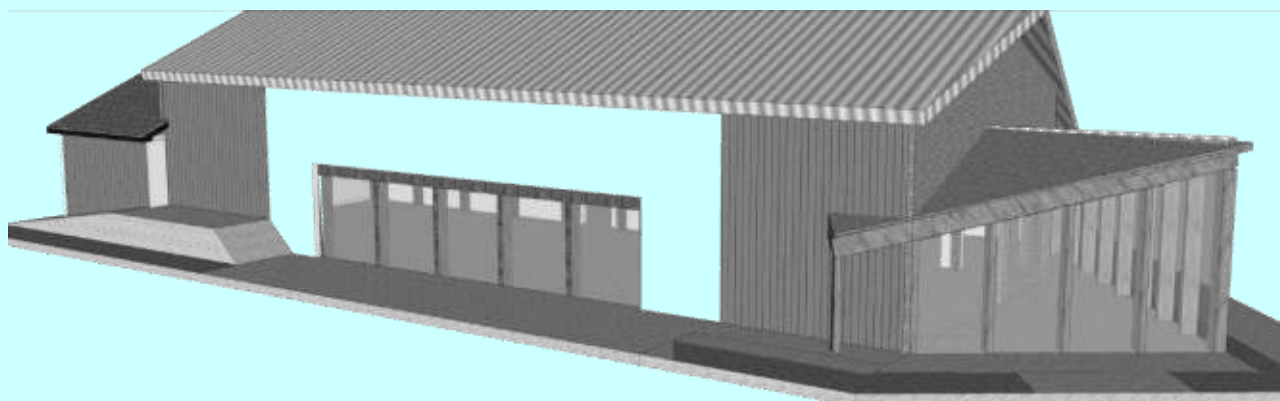


**A new
life
for**

Knighton and District Community Centre”



A Feasibility and Business Plan for the regeneration of Knighton and District Community Centre, 2012 (Revised Edition 2015)

Funded by Glasu and prepared for
the Knighton and District Community Centre Management Committee
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A new life for Knighton’s “Comm”

Business Plan for the regeneration of
Knighton and District Community Centre, 2012
(Revised 2015)

Contents

1: Introduction	5
2: The business plan context	7
Knighton and the Community Centre	7
The policy context	9
Community consultations and research	11
3: The need for change	17
The economic and social environment	17
Gaps in provision	19
Challenges facing the Community Centre	21
4: The options for change	25
The current strategy	25
Options for the future	25
5: The regeneration project	29
Redeveloping the Centre	29
Developing Community Hub services	32
6: Delivering change	38
Developing the building	38
Achieving outcomes for the community	39
Indicators, targets and timetables	41
The risk of failure	43
The consequences of failure	44
7: Working with the community	47
Avoiding duplication	47
Encouraging co-operation	49
Engaging with the community	50
Evidence of community support	51

8: Towards a sustainable future	52
Financial sustainability for the Community Centre.....	52
The sustainability assessment.....	55
The sustainability of the grant-funded outcomes	55
The financial projections	56
9: Governance, management and staffing	64
Governance and the Management Committee	64
Day to day management.....	68
Appendix 1: Community Centre Survey results, 2012	70
Appendix 2: Community Centre Survey results, 2011	82
Appendix 3 - The Options Plan Summary	85
Appendix 4: Project Outcomes and Performance Measures	93
Appendix 5: Knighton and District Community Centre Sustainability analysis	96
Appendix 6: Staff job descriptions	103

June 2015



The architecturally stunning but cavernous, cold and inflexible main hall of Knighton and District Community Centre, which is unsustainable in its present form



More empty space, bare brickwork and tired 1980s decor in the bar



Above - two views from the public car park at the front



The rear of the Community Centre from the adjoining park

1: Introduction

- 1.1 **The consultancy:** This Business Plan has been prepared for the Management Committee of Knighton and District Community Centre by The Community Development Consultancy of Pontypool following an extensive community consultation and feasibility study exercise between April and July 2012. It has been recommended by the Centre's owners Powys County Council and is funded by the Rural Development Fund with assistance from Glasu, the rural development initiative which provides support to businesses, individuals and community groups in Powys.
- 1.2 **Purpose:** The purpose of the feasibility study has been to build on plans developed by the volunteer Management Committee for the refurbishment of the building and the creation of a dynamic "community hub" facility to serve the Knighton area.
- 1.3 **The question:** The key question for the study has been whether and how the Knighton and District Community Centre - which is the largest building of its kind in Powys - can be managed sustainably by a volunteer-run community charity. The story behind the question is that the building is popular and well used by local residents. But it is badly designed, in a poor state of repair and expensive to run. Resourceful members of the community have been struggling for years to keep it open, and they could run out of money, patience or luck at any time.
- 1.4 **Approach and methodology:** The feasibility study has involved
 - a widely circulated community questionnaire
 - face to face interviews with a more than 30 people including residents, members of user groups, other community organisations, businesses, local representatives and council officers
 - brainstorming and planning with members of the Centre Management Committee
 - liaison with architects
 - examination of the Committee's governance, business management and financial arrangements
 - the evaluation of various options for the future.
- 1.5 **Conclusions**
 - The research has shown that the Committee is a skilled, dedicated and seriously overstretched group who have increased the number of users, improved the management of the charity, and pursued a recovery plan - the "Big Ren" - which is realistic, innovative and meets serious social and economic needs in Knighton.
 - But their plan will only succeed in creating a sustainable community centre with a long-term future if funding is secured for

a major renovation programme which creates space in the building for a much wider range of activities.

1.6 Revisions for 2015

- Minor changes have been made-where plans and ideas have been further developed since the original Business Plan was produced.
- Dates have been revised to fit in to the new timescales of the project.

2: The business plan context

- 2.1 **Contents:** This section sets the historical and public policy context for the present business plan.

Knighton and the Community Centre

- 2.2 **Knighton:** The character of Knighton and its community is an important factor in determining the role of its community centre.
- **The economic mix:** Knighton is a small rural Powys market town on the eastern edge of the county adjacent to the English border. In relatively recent times it has enjoyed the benefits of significant industrial activity accompanied by an influx of workers from the English Midlands. But the factory work has declined and the jobs have not been replaced. Incomers are now mainly retirees taking advantage of the town's historic charm and rural setting.
 - **The social mix:** The resulting community is an unusual mix of indigenous residents almost outnumbered by those who have arrived over a number of years, while the town itself remains the hub of an active farming hinterland (with a busy Thursday Livestock market). In economic terms this means low rural incomes and unemployment alongside the relative affluence of some older residents.
 - **A sense of identity:** Residents variously enjoy and regret the sense of isolation which Knighton shares with many other parts of the county. Some even relish a grittiness derived from its unconventional industrial past, and a sense that it is somehow a poor relation to its near neighbour Prestiegne (a distinction which is difficult to substantiate). People identify strongly with their town, but in different ways.
 - **A strong community spirit:** Despite the differences and the ready distinction that people make between locals and newcomers, the community is close-knit and neighbourly. When asked in the survey what issues in Knighton were most important, the top response among a dozen other options was strikingly "opportunities for the community to come together".
- 2.3 **Knighton and District Community Centre:**
- **The building:** Knighton and District Community Centre was built in the 1980s by Powys County Council, and it reflects a bold and confident view of community activity in the town. The result is a cross between the facilities of a modest village hall and an ambitious theatre - though it no longer serves either function particularly well. The building is the largest community centre in Powys, and the main hall is the largest hall. There is a large bar area, a functions room (a snooker room until recently renovated to become an additional community space), a stage and dressing

room. A cloakroom and small shower area were later converted to office accommodation.

- **Early activities:** The Centre remained Powys County Council property and was extremely successful for many years under volunteer community management. It attracted major entertainments to the town and ran dances which regularly attracted hundreds of young people. These events also generated a healthy income from bar takings, allowing financial reserves to be accumulated.
- **Changing times:** By the end of the last century the centre was attracting fewer users. The County Council was at the same time in the process of reducing its expenditure on community buildings, which involved encouraging centres to become more independent and take on full repairing leases. In 2001 Knighton and District Community Centre was established as a charitable trust with Knighton Town Council members providing custodian trustees, and local residents forming the charity Management Committee. A year later a new lease was agreed which has been a bone of contention almost ever since.

2.4 The present Management Committee:

- Concerns about the financial sustainability of the Centre became critical in 2008 when the Management Committee resigned en masse. The members who form the core of the present Committee stepped in at an emergency public meeting to avoid the possibility of closure when it became clear that the community were overwhelmingly in support of keeping the Centre open.
- They set about reforming its governance and financial arrangements and planning an impressive programme to refurbish the building which became known as the “Big Ren” (big renovation).
- Although the 2002 lease remains (*this has now been revised and a new lease is in place*) in force, there is little disagreement that the requirement to maintain the huge and aging Community Centre building in return for a small annual PCC grant of £2,300 is unsatisfactory and unsustainable. The Council has effectively relaxed its requirements by agreeing to pay for expensive health and safety compliance checks which could have put the Centre out of business.

2.5 **The Big Ren programme:** This impressive programme in four phases was agreed by the Committee in 2009 and has been actively and successfully pursued. Much of the timetabled targets to date have been achieved, demonstrating the management skills and dedication of the management team. But the programme has necessarily evolved as the Committee members have gained experience of managing the Centre and dealing with its continuing challenges - including worsening problems with the leaking roof and the recognition that the building in its present form is unlikely to be

financially sustainable. The main components of the Big Ren have been:

- **Phase 1 - Putting the foundations in place**
 - securing good governance arrangements
 - understanding and managing the building efficiently and effectively
 - securing funding / resources / support in kind for some basic improvements to help sustain the centre in the short term
 - establishing partnership arrangements that will provide mutual strength and sustainability to the work of the Committee and the survival of the Centre.
- **Phase 2 - Refurbishment:** This phase included
 - improving bar management arrangements that meets the needs of the centre and maximises income to support sustainability
 - redesigning the bar and lounge as a multi-functional community room (although put on hold because of the leaking roof)
 - canvassing and reviewing the use of the snooker room to optimise utility and availability and generate additional income
 - marketing and publicising the improved facilities to prospective users.
 - Ceasing the unused snooker room and turning it in to a small community space.
- **Phase 3 - Improving the hall and reception areas:** These proposals have evolved into the more general restructuring of the space in the building following the appraisal by the present consultancy and the suggestions of architects Trioni.
- **Phase 4 - Maximising use and sustainability:** These proposals include the ideas for the Community Hub which have been developed further as a result of community consultations and feasibility study planning (see Section 5).

The policy context

2.6 **Underlying strategies:** The assessment of needs and opportunities in Section 3 has also been made in the context of public policy. The Committee's aspirations are consistent with and, in many respects, are designed to make a practical contribution to these wider strategies, including in particular:

- the "One Powys" Plan, the Local Service Board's integrated single plan outlining a programme which aims to extend partnership working between agencies - the Plan's purpose is to improve planning and service delivery, remove duplication, encourage collaboration, and provide better value for money
- the Powys Regeneration Strategy, and policies to develop community hubs

- Wales Government policies on issues such as sustainable development, social enterprise and the devolution of services to local agencies.
- Welsh Government’s Tackling Poverty Action Plan - Building Resilient Communities.

2.7 The Powys Regeneration Strategy:

- Powys County Council’s 2011-16 Regeneration Strategy recognises the need to rely on “the empowerment of local initiative and building the capacity to drive change at a local, community-based level”.
- The Committee’s initiative to regenerate the Community Centre which started in 2008 closely parallels the Council’s own regeneration strategy which specifically prioritises:
 - harnessing community strengths
 - using council assets as a regeneration catalyst
 - maximising the regenerative impacts of education and training
 - supporting Powys’ economy
 - facilitating the renaissance and resilience of Powys’ town and village centres
 - employing information communication technology as a catalyst for regeneration.
- The significance of the Powys Regeneration Strategy for Knighton and District Community Centre is not that it is driving the approach and policy of the Management Committee, but that it underpins and categorically supports the objectives which members had already identified.

2.8 Knighton as a “community hub”:

- Powys County Council is currently pioneering a flexible community hub approach to supporting its community centres. Importantly, Knighton and District Community Centre is one of three pilot initiatives in the county, and it is seen as being a key example of a large centre which could become the focus for a range of local services - although it has been left to develop its own vision free of Council preconceptions and constraints.
- The concept of a hub is not well defined, and is interpreted differently by different agencies. But it is widely supported by voluntary sector umbrella bodies such as the Wales Council for Voluntary Action and Community Development Cymru, and it forms part of the thinking for structuring the local elements of the Welsh Government’s updated Communities First Programme.
- In practice a community hub is a way of focusing local resources at a single point for users to access a variety of services in a co-ordinated way. It is a potentially important mechanism for improving efficiency and reducing duplication in services. Hubs also provide an opportunity for public bodies to devolve their services

for delivery by community organisations, and for transferring assets to community ownership.

- The Management Committee is committed to developing the Community Centre as a community hub. In Knighton's case this will involve a significant shift in their function from primarily managing a building which is available for use by the community, to being a much more proactive organisation which will also set its own priorities and actively develop projects and resources to reduce the impact of poverty, meet local needs, and create opportunities for local people to access services provided by other agencies in their own town.
- The full potential of the community hub approach is yet to be fully explored by the Committee as the County Council's own community policies evolve. It does not imply more generous grant funding since the policy is part of a strategy to reduce budgets. But clearly the possibilities for such a major building are substantial, and the crucial decision to earmark Knighton as a community hub indicates strong Council support for the Centre overcoming its present difficulties to become fully sustainable.
- The Council's strategy is clearly well suited to enabling the Committee to achieve its ambition to play a much more substantial role in meeting the community's needs.

Community consultations and research

- 2.9 **The feasibility study research project:** The KDCC Management Committee have been involved in ongoing community consultations and project research since 2008. In April 2012 this was given new impetus by a consultation and planning consultancy funded by the rural development programme Glasu and provided by the Community Development Consultancy. This has involved:
- providing support and advice to the Management Committee and individual officers
 - facilitated planning with Committee members
 - questionnaire-based community surveys
 - desk research and information gathering
 - in depth interviews with stakeholders and meetings with the public and local councillors
 - an investigation and evaluation of various options for the future development of the Community Centre with the aim of helping the Committee to identify and plan the route to its future sustainability
 - the production of an interim Options Report leading to further consultation work
 - liaison with architects on planning to restructure the interior of the building
 - the current Business Plan.
- 2.10 **The importance of community consultation:** The Big Ren proposals have been developed progressively over a period of almost eight

years in a process which has involved continuous refinement in the light of feedback from members of the community and the evolution of Powys County Council's community policies. Engagement with the community in this process has been essential for:

- ensuring that the planned developments will achieve their objectives of meeting community needs, attracting more users , and generating additional income to make the Centre sustainable
- explaining the constraints which the Committee faces, and the reasons for the choices they are making in order to keep impatient and sometimes despondent local residents on side.

2.11 Community surveys: There have been three recent questionnaire-based surveys to collect community views on the future of the Centre and an intensive feasibility study research project.

2.12 The 2011 Survey: A survey carried out by Management Committee members and volunteers in the summer of 2011 identified that:

- the main issues of concern for local residents are in order of importance
 - not enough activities for children and young people
 - not enough opportunities for the community to come together
 - not enough opportunities to do training and improve skills
 - lack of activities for older people.

Proposals for the Big Ren project are aimed to address these issues.

- activities which people would most like to see at the Community Centre included
 - adult education classes
 - arts and craft classes
 - activities for older people
 - activities for children and young people
 - sports and fitness classes
 - performing arts classes
 - activities for parents and pre-school children
- criticisms of the Centre included lack of information about activities, an unwelcoming environment and the poor condition of facilities.

2.13 The June 2012 Survey: The survey which was carried out as part of the 2012 feasibility study research for the present Business Plan has confirmed the findings of the 2011 survey and added further detail. The questionnaire and analysis of the main results are in Appendix 1.

- The three main community concerns of Knighton residents were opportunities for the community to come together, care for the environment and healthy activities and lifestyle
- The Centre was identified as being able to meet virtually all the community facility and entertainment needs of Knighton residents who responded.

- Respondents were keen to see the Centre retained as a venue for stage plays, concerts, meetings, weddings and parties, and for it to provide activities for children and young people, older residents, film shows, adult education classes and sports and fitness sessions.
- The survey indicated that residents generally welcomed the provision of new resources in the building. But their priority was the upgrading of almost all the existing facilities, which was seen as a prerequisite for developing *any* new activities.

2.14 Community Centre activities survey, July 2012:

- A spot survey conducted at the Food and Craft Fare in July aimed to identify what activities residents were actually likely to use (rather than those which they thought other people might use).
- The responses confirmed the high level of interest in education courses for adults.
- Other new activities for which there is now evidence of likely take-up include art and crafts classes and workshops, a gardening group to improve the appearance of the grounds, a cinema club, art exhibitions, table sales and flea markets, classes for older people, vocational training courses, a community café and recycling projects.
- This research needs to be continued in future when the Centre is more conducive to new uses, and when its potential is more evident to prospective customers. Even so, these results provide a valuable basis for the Committee and a future Project Development Worker to start building a programme geared directly to the wishes of local people.

2.15 Research interviews and residents' comments:

- The feasibility study commissioned by Glasu involved more than 20 in depth interviews with residents, officers of community groups, traders, voluntary and public sector agencies. Other interviews were conducted by phone. The interview responses were evaluated together with a large volume of written information provided on the questionnaire forms.
- This has helped to build a detailed picture of options for the future of the Community Centre on which the Management Committee have made decisions.
- The responses provide strong support for the creation of a broader multi-purpose community centre which includes the "Community Hub" approach to meet a wider range of users and needs. This diversity emerged as a critical factor for creating a regenerated Centre which would enjoy the highest level of public support.
- It is clear that there is no single view of what the Centre should be. Knighton residents are concerned to avoid any specialisation which would close the building to other possibilities. This was an important factor in evaluating different options which are considered in Section 4.

- Despite some despondency from residents who have grown weary of the difficulties with repairing and refurbishing the Community Centre over a number of years, all the feedback received supports the efforts of the Committee to safeguard its future.

2.16 Community consultations and planning events: A variety of community consultation activities led by the Management Committee (and in some cases supported by the community development consultant) have taken place and are continuing as part of the development of the present plans. These include:

- Discussion of community needs and options with members of the local community at the KDCC Annual General Meetings in 2011 and 2012. One clear message to emerge from the recent consultation was that the development of the Community Hub should not be allowed to compromise possibilities for the provision of high profile entertainment, cultural events and activities which support the business community, and this has been taken on board in the planning.
- Facilitated brainstorming and feedback sessions have been held with the consultant.
- Customers and stall holders were interviewed at the food and craft fare.
- A presentation of proposals was made to Knighton Town Council for discussion and feedback.
- Discussions with staff and users at Knighton Leisure Centre and informal discussions with groups of young people carried out by the consultant and a member of the Management Committee.
- Architectural plans for the building will be put on display in the Centre and will be available for discussion by people attending Knighton Show in August.
- It is intended to maintain the momentum of these consultations at suitable opportunities in the Centre's calendar so that ideas for activities and projects at will continue to be refined (although care will also be taken to avoid the risk of creating unrealistic expectations).

2.17 Knighton and District Community Centre activities have continued to expand within the confines of the current configuration of the building, since the completion of the Business Plan. These include healthy Cooking, Leg Club, Community Lunches and more arts workshop activities for younger children and a drop in session run by the local youth service.

2.18 In addition, the committee have successfully recruited more committee members and what is particularly pleasing is that they are younger than the previous average age of committee member. The committee sees this as more evidence that there is growing

interest and more likely hood of continuity planning and sustainability.



Rotary Club of Knighton & District
Presents a Charity Concert by The

Treorchy Male Choir

Saturday 26th May 2012

7.30pm - doors and bar open from 7.00pm

Knighton Community Centre, LD7 1DR

Advance Tickets - £12.50, £15 on the day (if available)
Under 16s - £10 in advance only

All proceeds to Rotary Charities including Midlands
and Wales Air Ambulances and Local Youth Charities

Tickets - can be obtained in person from
Tower House Gallery Knighton 01547 529530 or

Art & Framing at Gallery House, Leintwardine 01547 540593

Tickets can be ordered from Kim Smith, Gallery House, High St, Leintwardine, SY7 0LQ
email kimsmith@schoolhousecrafts.co.uk 01547 540593
if paying by card, a £1 transaction fee will apply

Charity Number 1024293

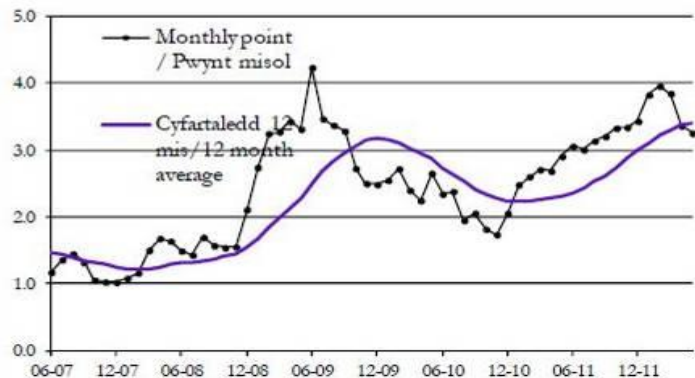
Knighton and District Community Centre is still an occasional venue for major cultural events with big audiences

3: The need for change

- 3.1 **Contents:** This section describes the evidence to support the Big Ren and Community Hub strategy - to improve the Community Centre building and carry out community development work - which has emerged through research and consultations.

The economic and social environment

TABLE 3.1: Rising unemployment in Knighton
The graph shows monthly increases in the number of people claiming Job Seekers Allowance and the general trend between 2006 and 2011



- 3.2 **Social and economic disadvantage in Knighton:** Disadvantage is less prevalent and concentrated in Powys than some other parts of Wales. But Knighton has certainly not escaped the impact of rising unemployment.
- the number of benefit claimants in the Council-defined “Knighton Planning Area has more than doubled since 2008
 - the percentage of benefit claimants in the area (3.3%) was the second highest in Powys behind Llandrindod Wells in May 2012
 - Knighton also had the county’s second highest proportion of long-term unemployed people (1.6%) in May
 - 1 in 16 young people in Knighton (6.2%) are benefit claimants, above the county average of 1 in 20.
- 3.3 **The aging population:**
- 25% of Knighton residents are aged over 64, significantly more than the Welsh average of 19.5% and above the Powys average of 22%. The proportion of residents aged over 74 is rising rapidly throughout the county as a result of longer life expectancy. Council planners anticipate that these trends will put progressively greater strains on social services provision.
 - The trend co-incides with the concern expressed repeatedly in community surveys that there should be more activities for older people - both for active retired people who may need opportunities to keep them physically and mentally healthy and for infirm older people who may need extra support.

TABLE 3.2: Unemployment benefit claimants in Powys, May 2012

	<i>Number of claimants</i>			<i>Percentage of working age population</i>		
	<i>Male</i>	<i>Female</i>	<i>TOTAL</i>	<i>Male</i>	<i>Female</i>	<i>TOTAL</i>
Llandrindod Wells	170	75	244	6.1	2.6	4.3
Knighton	52	27	79	4.3	2.2	3.3
Ystradgynlais	130	69	199	4.3	2.3	3.3
Newtown	246	105	351	4.2	1.8	3.0
Rhayader	35	22	57	3.6	2.2	2.9
Welshpool	173	113	286	2.9	1.9	2.4
Machynlleth	47	20	67	3.1	1.2	2.2
Brecon	129	70	197	2.8	1.6	2.2
Presteigne	29	26	56	2.2	2.0	2.1
Builth Wells	66	26	92	2.9	1.2	2.1
Llanfyllin (revised)	56	27	83	2.1	1.0	1.6
Hay on Wye/Talgarth	48	28	77	2.1	1.2	1.6
Llanfair Caereinion	23	13	36	1.7	1.0	1.4
Llanidloes	31	16	47	1.8	0.9	1.4
Crickhowell	34	15	49	2.0	0.9	1.4
Powys	1269	650	1919	3.2	1.7	2.4
Wales	54,666	23,867	78,533	5.8	2.5	4.1
United Kingdom	1,076,039	514,669	1,590,708	5.3	2.6	3.9

Sources: Office for National Statistics. Sub-county rates estimated by Powys CC, based on resident population aged 16-64

TABLE 3.3: Long Term and Youth Unemployment Benefits Claimants in Powys, May 2012

	<i>Total</i>	<i>Long-term claimants</i>		<i>Young claimants</i>	
	<i>number</i>	<i>number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
Llandrindod Wells	244	138	2.5%	71	8.8%
Knighton	79	39	1.6%	25	6.2%
Newtown	351	138	1.2%	110	5.7%
Ystradgynlais	199	75	1.2%	70	7.3%
Machynlleth	67	35	1.1%	30	6.7%
Welshpool	286	125	1.0%	90	4.8%
Presteigne	56	26	1.0%	15	3.9%
Rhayader	57	19	1.0%	24	8.4%
Builth Wells	92	44	1.0%	27	4.0%
Llanfyllin (revised)	83	42	0.8%	25	3.1%
Brecon	197	75	0.8%	70	4.8%
Llanfair Caereinion	36	17	0.7%	12	3.2%
Hay on Wye/Talgarth	77	33	0.7%	18	2.6%
Crickho.,vell	49	20	0.6%	10	2.4%
Llanidloes	47	13	0.4%	18	3.3%
Powys	1919	840	1.1%	620	5.1%
Wales	78.533	35,965	1.9%	26,025	6.9%
United Kingdom	1590708	716220	1.8%	438,715	5.9%

Source: Office for National Statistics

3.4 Outward migration of young people:

- It is estimated that the population of the “Knighton 1” lower super output area (ie west Knighton and the surrounding area) fell by 3.2% between 2001 and 2010. This net loss (45 residents) is likely to include a significant proportion of 15 to 25-year-olds, which is the age group most affected by outward migration in Powys.
- Changes on this scale in a small close-knit community like Knighton are almost certain to have an impact on the social and economic life of the town. One specific concern is that it will inevitably deplete the working population which provides care for the elderly.

3.5 **Inward migration:** There is (unverified) anecdotal evidence of continuing inward migration into Knighton across the English border of retired people taking advantage of the Knighton’s market town charm, the attractive countryside and slower pace of life. If this continues it will act to accelerate the growth of the aging population and exacerbate potential future community care issues.

3.6 **Low incomes:** Low incomes and child poverty are not major problems in the town, although there are almost certainly families under stress and examples of hidden poverty which go relatively unnoticed in an otherwise slightly more affluent area.

3.7 **Isolation:** Problems with transport and difficulties with accessing services are common issues in Powys. But Knighton and the surrounding area is in the bottom 20% of the county for access to services - one of the indicators in the Welsh Index of Multiple Deprivation. This has significant economic consequences and is seen to contribute to problems with loneliness, particularly among older people.

3.8 Other issues:

- **Educational achievement:** 33% 16-74 year olds have no qualifications
- **Health:** In Knighton and surrounding district at the time of the 2001 Census 19% of people had a limiting long term illness
- **Disability:** 430 people in the Knighton area claim Disability Allowance (4.3%)

Gaps in provision

3.9 Adult education and training:

- Out of more than 450 part time adult and community education courses listed in the Spring 2012 Powys programme published by the Powys Adult and Community Partnership only four are available in Knighton. Presteigne is served equally poorly. Some small villages in other parts of the county have more courses on offer, and if Knighton residents want a range of options they must travel 20 miles to Llandrindod.

- This dearth of local adult education and training opportunities is seen as having serious social and economic implications.
 - The possibilities for Knighton residents who have a poor academic record, or lack confidence, or are unemployed, or want to boost their chances of returning to paid employment after raising families to improve their life chances are clearly limited.
 - The community consultations and surveys identified many people who would welcome the chance of classes to help them stay mentally active or develop social contacts. Top of the wish list are arts and crafts courses.

3.10 Resources for young people:

- The lack of challenge for young people is an area of special concern in the light of the current trend of outward migration. Knighton has an attractive Council-run youth centre adjacent to the Sports Centre which operates twice a week during term time. Organised activities for young people are also provided by a number of community groups, including the 1st Knighton Guides and youth sections in organisation such as Teme Spirit, and the badminton and other sports clubs. But young people complain that the options for less structured social and learning facilities are limited, and for much of the week there is nothing to do.
- The lack of programmes in Knighton for unemployed young people is a matter of special concern to some residents, particularly as the present recession looks set to be long-lasting. The research identified no resources locally for learning and practicing business skills, for instance.

3.11 **Mental health:** Stakeholder interviews and the surveys suggested that mental health issues for Knighton residents are a growing concern which needs to be addressed. Elderly people living alone are an identifiable target group, but it is suspected that problems may be more widespread. This is already part of Knighton Community Support's workload, and interviewees suggested that there is a case for Knighton and District Community Centre joining forces with their sister charity to explore further approaches and proactive project possibilities.

3.12 **Healthy lifestyles:** In common with most communities, there is concern in Knighton that more needs to be done to provide encouragement for people of all ages to lead more active lifestyles and adopt healthy eating regimes. There is clearly scope for proactive community development work to make an impact in this area. Suggestions to explore further include:

- keep fit classes
- activity groups for older people
- dance classes
- creating new opportunities for indoor sports activities

- walking groups
- gardening and environmental projects
- an expansion of existing healthy eating classes

3.13 Community development initiatives:

- Community organisations in Knighton also lack the resources and capacity to do anything about these gaps in provision. The only group undertaking any proactive community development work is Knighton Community Support, which rents premises in the Community Centre.
- The establishment of their volunteer-run furniture recycling project which provides low-cost items of furniture is a model of what is needed. But Community Support's resources are grant-dependent, limited and sometimes insecure.
- The Community Centre Management Committee see the Community Hub initiative as an opportunity to co-operate and collaborate with Community Support and start to address the pressing issues identified above.

Challenges facing the Community Centre

3.14 **Overview:** The Knighton and District Community Centre Management Committee is a hard-pressed community organisation facing multiple difficulties:

- maintaining an aging building which is in need of repair and improvement
- running facilities in a building which is seriously ill-suited to many modern community activities
- providing high quality management and governance with negligible resources.

3.15 The condition of the building:

- The long-standing problems with leaks in part of the roof create hazards and deter users. Repeated repairs have failed to solve the problem because the original roofing tiles are obsolete.
- The County Council have accepted that they must pay to completely reroof the building (estimated cost £75,000), provided there is evidence that it can become a sustainable community-run Centre. They are therefore a major financial contributor to the present Community Hub project.
- Problems with leaking roof cause danger and inconvenience for users, and some organisations have found alternative venues and premises.
- The heating system is inefficient and expensive.
- The toilets are not up to the standard required for some income-earning uses - major entertainment events and public dinners and weddings.
- The décor is dingy, unattractive and out-of-date.

3.16 The design of the building: Knighton and District Community Centre is a remarkable and impressive building with some excellent features, including the breathtaking scale of the main hall. But it also has a number of very serious design defects which consistently undermine the Committee's efforts to run the facilities on a sustainable self-supporting basis.

- The hall is too large for many public events, and it feels cold and empty unless parts are screened off.
- The acoustics for stage performances are poor, partly because of the size of the hall.
- The hall, bar and Reynolds Room are each large and bare. Only the changing room behind the stage offers anything approaching a comfortable space to let for small meetings and activities.
- There are no spaces for office use (except the rooms occupied by Knighton Community First) or for project work, and no small social areas where users or volunteers can sit down with a cup of coffee.
- Access to other parts of the building, including the bar, is usually through the main hall, which creates conflicts with hall users.
- The entrance lobby is dark and uninviting. Lighting throughout is poor and there are no IT or presentation facilities for training or workshop uses.
- Despite the enormous size of the Centre there is very limited storage space for moveable furniture and for users to keep equipment, and much of the equipment is stored inaccessibly in the pit under the stage.

3.17 Implications for the Centre's sustainability: In the view of the Community Development Consultancy which carried out the consultations KDCC is not fit for purpose as a general community centre, and even if it was in good condition there would be many activities which it still could not accommodate.

- The huge size of rooms size make them expensive to heat, equip and keep clean
- "Economic" hire fees would be a deterrent to users, so it is only possible to change basic room rates to hirers for each of the four lettable spaces. This severely limits the earning capacity of the building.
- Proactive community development work involving training and volunteering activities to address the identified needs of the Knighton area is all but impossible in the building in its present form.
- Considering the scale of the problems presented by the building it is extraordinary that up to 2011 the Committee was still able to generate earned income of £50,000 or more a year. If they were allowed to run a genuinely sustainable building the results could be spectacular.

3.18 Management and governance: The main challenges come from the building itself, but these difficulties tend to amplify other problems which might otherwise seem more manageable.

- running a large problematic building
- a lease whose terms are unachievable
- an out of date constitution
- financial resources which are too limited for them to do the job which is needed with their building
- compliance with expensive health and safety regulations
- a necessary focus on building management which leaves too little time and energy for the Committee to initiate its own activities or promote the Centre
- limited bar income because of lack of clarity about its management arrangements
- the inability to take advantage of offers of volunteer help, because of lack of time and capacity to organise or support volunteers.

3.19 How the Centre is seen:

- Since the pressure is unrelentingly to generate income to keep the Centre open, the Committee is necessarily prepared to accommodate almost any potential user which shows an interest. This has led to a varied mix of activities with no clear specialism. It has become an impressive building without a distinctive focus or image.
- Filling the image vacuum Knighton residents still mistakenly identify the Centre with what happened there in the past - Saturday night dances and a full programme of stage entertainments. This is not helpful for attracting hirers and members of the public or for developing new uses.
- Despite some local negativity, members of the business community take a much more positive view that a regenerated and busy community centre could help to put Knighton back on the map, attract new visitors to the town, and raise business confidence.

3.20 Investing in activity: Ironically, with reserves at only about £5,000, it is no longer possible for the Committee to risk staging any large-scale events themselves to generate much-needed extra income. A single loss-making show could close the building permanently. So they have to leave high profile entertainments to be promoted by others.

3.21 Conclusions: The conclusions of the independent research confirm the view of the Management Committee: only a substantial restructuring of space within the Knighton and District Community Centre building can create the conditions for running an effective self-supporting centre which would be used by the public and would contribute to meeting the needs of the community.

The Centre's dark and uninviting entrance and lobby



The most comfortable meeting space in the building is the changing room behind the stage

The Reynolds Room is a former pool room which was recently refurbished to use for functions and meetings. It can hold more than 40 people.



4: The options for change

4.1 **Introduction:** This section describes the issues which have determined the Management Committee's strategy for redeveloping the County Centre.

The current strategy

4.2 **Progress with the Big Ren strategy:** The "Big Ren" programme for the Centre described in Section 2 has made impressive progress. As well as the physical improvements to the building, the Committee have moved forward by

- largely containing the loss of users despite the building repair problems
- stabilising the financial position by attracting additional users and income (however for the first year since 2008 the Centre made a small loss due to the recession and a reduction in the number of major events - this is set to right itself in 2014-15)
- planning and marketing a programme of activities and events
- carrying out ongoing community consultations
- creating links with groups of children and young people to help identify potential new activities
- upgrading operating policies and procedures
- developing a new constitutional structure to replace the present charitable trust and Town Council trustees with a much clearer arrangement of a charitable company limited by guarantee (the new constitution was adopted at the 2014 AGM)
- negotiated a new lease with Powys County Council

4.3 **What the Big Ren does not say:** The Committee's Big Ren strategy was an excellent model and impressive step forward for an organisation with limited resources. It carefully mapped out a direction and potentially achievable timetable. But the 2012 feasibility study has been able to fill some important gaps and create the circumstances for moving forward an updated Strategy. This takes account of:

- unforeseen financial and maintenance problems in 2011 which were beyond the control of the Committee
- the general impact of the public's declining spending power as a result of the recession
- the Committee's relatively conservative view of the building (and, in particular, a natural wish to preserve the excessively large the space in the main hall) which needed to be challenged by feedback from the community consultation and then turned into exciting new possibilities by the consultant architects
- the Big Ren's need for a stronger business focus and answers to challenges on income generation
- the need to see space in the building as a flexible asset rather than tied permanently to existing defined uses.

4.4 **Planning progress:** These issues were discussed with the Management Committee in June 2012 along with the main options for the future which had been clarified by the consultation process.

Options for the future

4.5 **The range of possibilities:** For the purpose of the discussion the "Option Plan" report presented five choices for the future of the Centre, although in practice the distinctions between some options was rather less clear-cut. These were broadly

- Option 1 - A place for big events
- Option 2 - A sports and recreation centre
- Option 3 - A multi-use community and social enterprise centre
- Option 4 - More of the same
- Option 5 - Resignation/closure.

4.6 Criteria for evaluating the options: Decisions about which direction to take needed to bear in mind:

- the capital costs of conversion and the availability now or later of grants for the necessary work
- whether there is sufficient existing demand for these uses, and whether demand could be created by good marketing
- whether the income generated would make the building sustainable
- the flexible use of the available space
- the need to set aside attachments to uses which had been successful in the past but which nowadays did not generate interest (disco sessions for teenagers and young adults for instance)

4.7 Option 1 - A place for big events:

- **The approach:** This approach would in principle preserve the character of the Centre and its uniquely large spaces (in the three main rooms). It could involve investing in upgrading facilities to create an effective regional centre and marketing it to audiences and users over a wide area of the Wales-England border.
- **Possible activities:** This option is favoured by some officers in public bodies and the business community, who identify it as contributing to the economic wellbeing of the area. Activities would include:
 - stage shows including high quality drama and music presentations
 - high quality facilities for weddings, parties, dances etc
 - a conference and training venue
 - commercial and trade shows staged by private sector organisations
 - large-scale local activities such as the successful food and craft market, as at present.
- **Potential viability:** It was recognised that this option was not unrealistic, and it was at least possible in theory to generate sufficient income to sustain the building.
- **Objections:**
 - A primary objection to taking this route was the difficulty in identifying how it could be achieved. The Centre is managed by a grass-roots community organisation and supported by volunteers whose main interest is serving the local community. No one during the consultation process had expressed a personal interest in helping to take the Centre in a different direction.
 - Detailed research on this option would require further consultancy work. But there is scepticism that this approach would work in Knighton while comparable centres in larger towns (Llandrindod, Builth and Newtown) seem to be struggling.
 - The “big events” approach would require permanent skilled management, technical and administrative staff with experience of entertainment and conference promotions. As well as being more expensive than a conventional community centre, there are serious doubts about whether volunteers would want or be able to contribute to reducing the costs as they currently do at the Centre.

- The approach would potentially demand an investment of much higher levels of revenue funding than other options, and the risks to the charity would be greater.
- **Conclusion:** The concept of a regional entertainments and conference venue was not adopted for KDCC. But this clearly does not rule out continuing to develop the building to host a wide range of major social, community and commercial events alongside other more low key activities.

4.8 Option 2 - A sports and recreation centre:

- **The approach:** A number of people have advocated adapting parts of the building for sports and associated activities, and emphasising its role as a local recreation and leisure facility.
- **Possible activities:** The community centre could be ideal for a variety of activities which cannot be comfortably accommodated at Knighton Sports Centre because of the lack of a large sports hall there. Suggestions include:
 - five-a-side football
 - basketball
 - indoor cricket
 - winter training for sports teams
 - increased uses for martial arts and dance
 - links to outdoor sports using designated parts of the adjoining public car park
- **What would be needed:**
 - The Sports Centre Manager recognises the benefits of links with the community centre and the opportunities for jointly promoting activities in the two buildings.
 - Adaptations for these uses would include protection for windows and lighting.
 - There would be an inevitable sacrifice in terms of the appearance and flexibility of the main hall. So options 1 and 2 would probably be mutually exclusive, and a high level of sports use could deter other potential users such as pre-school children and elderly people.
- **Potential viability:**
 - Staff for some sports activities would be provided by Knighton Sports Centre, who might also indirectly support the Centre's promotion, administration and security.
 - Sports uses might help to fill the building in the evenings and generate café or bar income. Entertainments in the bar could also boost bar income.
 - Option 2 would eliminate any prospect of reducing the size of the main hall and creating office accommodation and other multi-use activity areas, and would probably limit options for volunteering.
 - It is difficult to predict the level of sports use the building would generate, although it is highly unlikely that overall use of the building would expand greatly or that this would raise more income than the Centre generates at present.
 - There was little indication in the community consultations that volunteers would be willing to take a serious role in managing the building as a sports centre.
- **Conclusion:** The sport centre option was rejected primarily because it is unlikely to generate sufficient income to meet the Centre's needs.

4.9 Option 3 - The Community Hub. This option is basically the Big Ren Strategy with embellishments. It involves:

- developing Knighton and District Community Centre into a multi-use community facility

- taking a long term social enterprise development approach to sustainability including grant funded posts to boot start a programme of community development work and project work to reduce poverty.
- Option 3 is discussed at greater length in Section 5.

4.10 Option 4 - More of the same: This is effectively a strategy to do what the Centre does well at present and to do more of it more effectively, including raising grant funding where it can.

- **The approach:** This more-of-the-same approach would involve the Committee finding the capacity to continue to deliver the same excellent service as at present, possibly with the help of paid staff.
- **Potential viability:**
 - Doing nothing new will create no additional opportunities for generating earned income.
 - In some circumstances this approach could work with support from local authorities (a new lease and extra funding). But there is nothing to indicate that the Committee has an appetite to attempt to survive in this way or that Powys County Council would agree to it.
- **Conclusion:** Option 4 is probably a slower and more painful way of arriving at Option 5, and cannot be recommended.

4.11 Option 5: Resignation:

- Provided there are no outstanding debts, no special action would be required if the Committee chose to resign and hand the role of managing the Centre back to Powys County Council.
- As holding trustees, members of the Town Council would be responsible to the Charity Commission if it was decided to wind up the charity and dispose of any remaining assets.
- It might be expected that the PCC would try to attract a new Committee, though this would probably be unsuccessful. So they would need to close the building and keep it secure until they decide what to do with it.
- The present Committee could, alternatively, close the Centre themselves and remain in office with responsibility for the charity, but not the building, while Knighton Town Council and PCC make their decisions. But this is perhaps the least attractive option of all.
- This is not the outcome which the Committee wants, and it is not currently entertained.

5: The regeneration project

- 5.1 **Contents:** This section describes the proposed project development work aimed at regenerating the Community Centre building and for developing a community hub to radically enhance the services which it is able to provide for the community. The sustainability of the project is considered in section 8.
- 5.2 **Overview of the regeneration project:** Action to complete the next phase of Knighton and District Community Centre's Big Ren project involves
- a major building refurbishment (estimated cost £765,523.00, excluding VAT)
 - the employment of grant-funded staff to boot start a substantial programme of community development work which will comprise:
 - a young people's Enterprise Project to tackle unemployment
 - a Knighton Health and Wellbeing Project
 - the creation of an active volunteer team to provide for the future sustainability of community activities
 - promotion and marketing for the refurbished building.

Redeveloping the Centre

- 5.3 **Building development aims:** The refurbishment of the Community Centre is a fundamental part of the Committee's programme for developing the building as a community hub. It will totally transform the atmosphere and uses of Powys' largest community centre by:
- providing a range of new flexible workspaces within the existing building in order to
 - allow a much wider range of community activities to be developed, accommodated and supported
 - provide significant additional income generating opportunities from rents, hire fees and projects to support the long-term sustainability of the building
 - creating a substantially more attractive and welcoming environment (with a target of more than double the current number users in two years) with
 - a new well-equipped reception area with strong visual impact,
 - a central café and bar area
 - improved heating and lighting, building insulation, toilet facilities etc
 - improving access to all parts of the building through a busy "community street" environment which encourages social contact between users and collaboration between projects and activities
 - improving the flexibility and facilities for large-scale community and commercial activities in the 300-seat main hall without destroying its distinctive features or significantly reducing its size.
 - A series of grant funded projects designed to address or reduce the impacts of poverty on three local key groups
 - Young unemployed people - training and employability initiatives as well as developing enterprise opportunities for the less employable such as people with disabilities and mental health problems.
 - Young families - working in partnership with Flying Start and Families First to support families with young children to support their own needs, including cooking, parenting and learning opportunities for parents and their children.
 - Older people - working with Adult Social Care and Health Service to address issues of isolation and loneliness by providing health, social, recreational and

essential services such as leg clubs, luncheon clubs, dementia cafes and opportunities for life-long learning.

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5.4 **Achieving the Big Ren objectives:**

- The Big Ren project initially provided mainly for essential refurbishment of the community centre to put right long-standing defects (such as the leaking roof) and upgrade the facilities (heating, lighting toilets, building insulation etc) and décor which have demonstrably damaged the image of the Centre and reduced community use in recent years.
- The current feasibility study funded by Glasu has enabled this process to be taken further with a more fundamental appraisal of the sustainability of the Centre in its present form. The consultations with Committee members and users, and the review of the financial commitments and earning potential of the building led quickly to the conclusion that more changes to the building are essential.
- The management Committee in partnership with Powys County Council has commissioned architects Trioni of Aberystwyth to produce building designs which meet these requirements, and to cost the plans.
- The revisions provide for more radical alterations to the building, though the original objects are unchanged, namely:
 - undertaking essential repairs and upgrading facilities
 - making the Centre more attractive to uses so that it can be developed as an active community hub
 - improving the flexibility of the space to allow for increased lettings
 - energy conservation and environmental sustainability
 - ensuring its financial sustainability, and the capacity of the Committee to keep the building open to serve the community.

5.5 **Description of the plans:** The present building comprises four main lettable areas (main hall, bar, Reynolds Room and changing room) plus two small and unattractive offices converted from showers and a cloakroom. The plans supported by the Committee for the refurbished building include:

- demolishing the substandard block housing the entrance lobby, main toilets and offices, and replacing this with a high-visibility glass-fronted reception area which draws users directly into the heart of the building from the large adjoining public car park
- creating three multipurpose rooms (flexible offices, meeting rooms or project spaces) in the present bar area (including two rooms which can be joined when necessary to create a larger space)
- retaining and improving the Reynolds Room as a meeting room and functions area, but reducing its width slightly
- creating a new café and bar facility in the “community street” area between the main hall and the new multipurpose rooms, and reconfiguring the kitchen
- creating a mezzanine floor at the rear of main hall to create up to four lettable offices, projection and lighting areas and a possible gallery viewing area (with access by stairs and lift)
- window and door openings on both sides of the main hall allowing activity to break out into the car park area and the café area when extra space is needed.

5.6 **The expected impact of the proposals:** The plans for the restructured building are genuinely exciting and radical. They achieve everything which the feasibility study has proposed, including:

- a modest reduction in the size of the main hall (by 20%) to make the space more manageable and less cathedral-like for all but the very largest events and activities (the excessive size of the hall is a common complaint by users and members of the public)
- significant improvements to external appearance of the building to make it more inviting and accessible to users
- access to all parts of the building from a single point without interfering with other activities
- more rooms and space available for community use - effectively increasing from four to possibly eight or nine - and much more flexibility in the range of room sizes available to meet individual user needs
- the resulting potential for accommodating much more activity to earn increased income with the same floorspace from a wider spectrum of potential users, and prospects for new income-generating activities
- the creation for the first time of a permanent communal space for socialising, and refreshments
- a new potential to provide accommodation for
 - ongoing project activity associated with grant funded or volunteer services operating from the Centre
 - a permanent team of volunteers who will be encouraged to have a sense of shared “ownership” and to take responsibility for the Centre
 - social enterprises
 - voluntary sector and small business tenants.

5.7 **The negatives:** Concern has been expressed by some users that reducing the size of the main hall will adversely affect important users who currently make full use of the space. Following up these comments, we have concluded that problems will be extremely small and greatly outweighed by the advantages.

- The smaller hall will be easily able to accommodate all stage events where the audience is seated in rows - eg choir and music events concerts, and the annual “Knighton’s Got Talent” talent show
- The Community Centre will continue to offer the largest space for many miles for formal dinners, weddings and large parties where people are seated at tables; designs will allow extra space in the café area to be incorporated in the hall on the rare occasions it is needed
- The same flexibility applies to the important annual Knighton Show associated with the town’s carnival
- For most all users the reconfigured hall will have more intimate environment which will be welcomed
- The fortnightly food and craft fair will be able to make use of the café and the Reynolds Room, and in the summer will be encouraged to spill out into the car park area at the front of the building.
- There is one exception. It will no longer be possible to provide two full-sized badminton courts. At least one of the courts has been used continuously on one or two nights each week since the Centre was built. Discussions with the secretary of Knighton Badminton Club (a former Management Committee member) have been extremely amicable. The club is prepared to recognise the importance of the Centre’s sustainability, and would be prepared to relocate to facilities elsewhere if two courts are needed.

Developing Community Hub services

5.8 Aims of the Community Hub: The Knighton and District Community Centre Community Hub will aim to:

- continue to run community centre facilities and to accommodate as far as possible all existing activities
- establish a sustainable income generation and funding regime which ensures the future of the Centre (see Section 8 for a description of sustainable funding)
- develop partnership working with other community organisations and public sector agencies in order to attract new resources to Knighton and safeguard existing services
- actively promote the Centre, its activities and the town of Knighton
- undertake community development projects to start addressing needs identified in Section 3
- establish a permanent team of volunteers whose work will help to ensure the sustainability of the Centre and its community services

5.9 Key elements of the Hub project: Achieving these aims is a substantial long-term undertaking. But it is hoped to have most of the key elements in place within two years of the re-opening the refurbished Community Centre. Components of the hub will include:

- the employment of a paid Development Manager with project management and community development skills (not a “Centre Manager”) to drive the process
- providing accommodation for community groups, social and cultural events and stage entertainments as at present
- promotion of facilities to attract training events, workshops and conferences
- a community health and wellbeing project
- a Young People’s Enterprise project to address the challenges of unemployment and outward migration
- new user groups, including facilities for young people and spin-offs from the above project work
- recruitment, induction, training and support arrangements for the KDCC Volunteer Team
- it is hoped to operate a small activities “seed-fund” scheme at least initially to encourage people to set up new activity groups and projects
- the Management Committee will aim to stage at least one major annual “Family Fun” event to show off the refurbished building, bring people together, and reach people who may not normally use the Centre
- a Knighton and District Community Network to encourage the co-ordination of work by voluntary organisations and other community services
- environmental work to improve the area around the Centre - for instance, a collaborative environmental project with other groups to regeneration the semi-derelict tennis courts area adjacent to the Centre and make use of, or demolish, the unsightly former pavilion building
- Powys County Council’s support for the Community Hub raises prospects that the building could have strategic significance for the authority as it readjusts its services in future years. There are hopes that services or staff may be based in the building on a sessional or part-time basis, bringing them and KDCC closer to the public.
- refreshment facilities for users including a possible occasional café; improved bar management.

5.10 Principles for operating the Community Hub:

- The Hub will be actively developed as an attractive, sociable environment which is enjoyable to visit - not just a place to pass through on the way to programmed activities.
- The Hub needs to cultivate a creative atmosphere where people are encouraged to use their initiative, work together and help to establish new activities. This sense of freedom can be cultivated by community art and drama activities, a community newsletter or social networking for instance.
- An important way to stimulate activity will be to cultivate social contact between users so that people attending one type of activity can feel confident about trying out others.
- It will be essential to make more efficient use of space.
- An important objective will be to foster longer term sustainability by:
 - emphasising to users the need to develop a self-help and volunteer-led approach to meeting local needs
 - encouraging groups to generate their own income and highlighting opportunities for social enterprise activities where this is appropriate and possible
 - adopting a business-minded approach to the management and funding of the Centre by appointing trustees with relevant experience.
- The Hub will take advantage of information technology and networking opportunities to maintain contact with users, carry out promotional campaigns, consult with local people, and generate community feedback to help evaluate its impact and effectiveness.

5.11 Inside the Hub: The Committee has developed ambitious plans which realistically address many of the social and economic challenges identified in Section 3. Their vision for the Community Centre is for a friendly multi-purpose bustling building offering a wide mix of activities and services, some of which have been developed by KDCC staff to meet known community needs. Potentially the Community Hub will include:

- stage entertainments, function rooms and meeting space, as at present
- training courses, hobby groups, help with basic skills and chances to take up new learning challenges
- work experience, vocational training, job search and job readiness help
- help for small business, planning for new ventures, involvement in social enterprises
- information, signposting, surgeries with support agencies, guidance from experts
- a place to meet friends, a café and bar, help for lonely older people
- networking between voluntary organisations and opportunities for co-operation between voluntary and public sector services
- a youth group run by and for young people
- martial arts, keep fit, dance groups, cookery and healthy eating initiatives
- opportunities for volunteers to help run the centre, to develop new ideas, and get the Management Committee to listen to them
- encouragement and support for people to start up their own new activities, and provide seed funding to get them going.

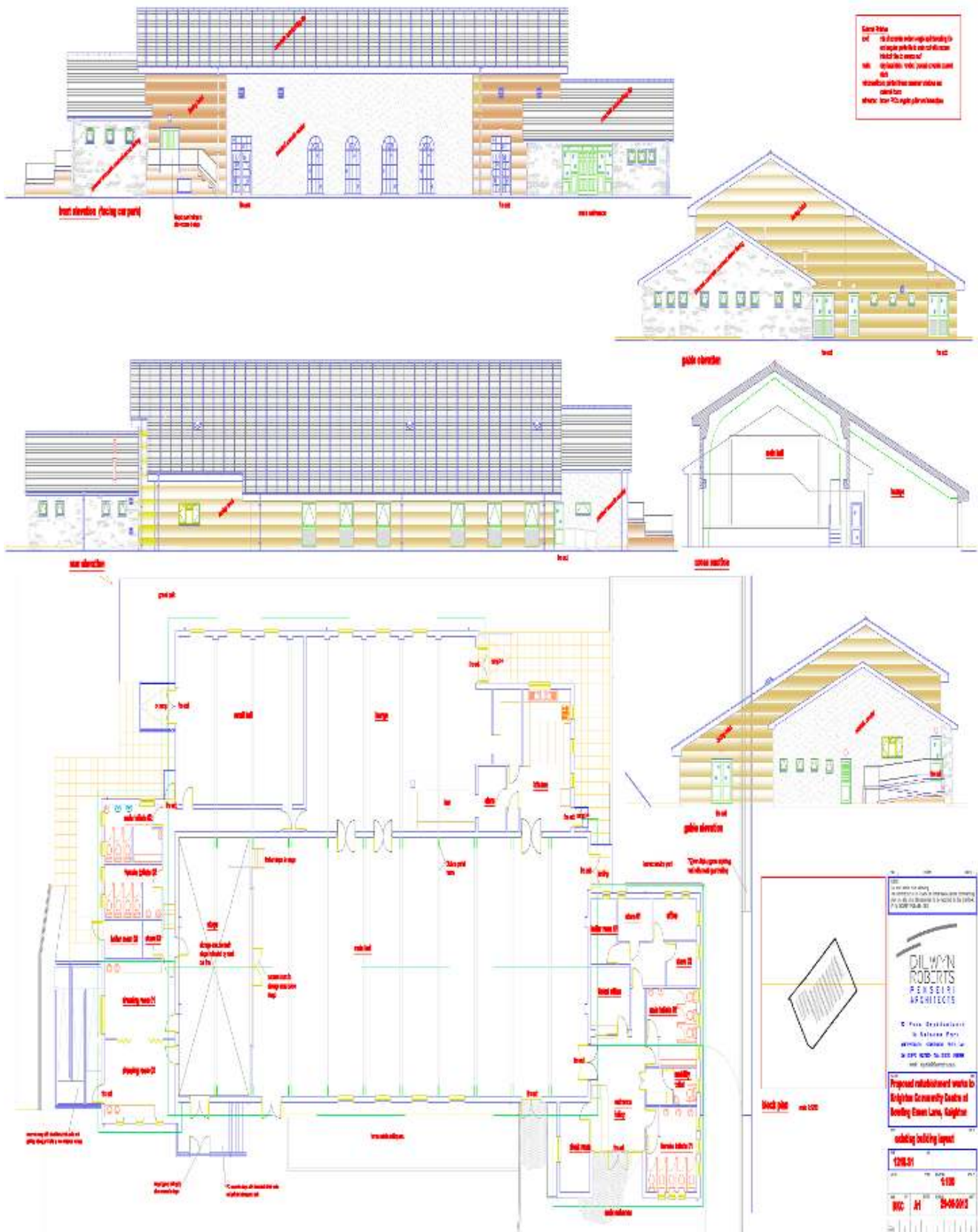
5.12 Development work: Some of this will be possible as a result of employing specialist development workers and managing projects. Initial proposals include:

- a new proactive approach to recruiting, training and motivating volunteers
- a Young Person's Enterprise Project geared to help people (especially unemployed people aged 16 to 25) to gain confidence, work experience and skills to improve their job prospects

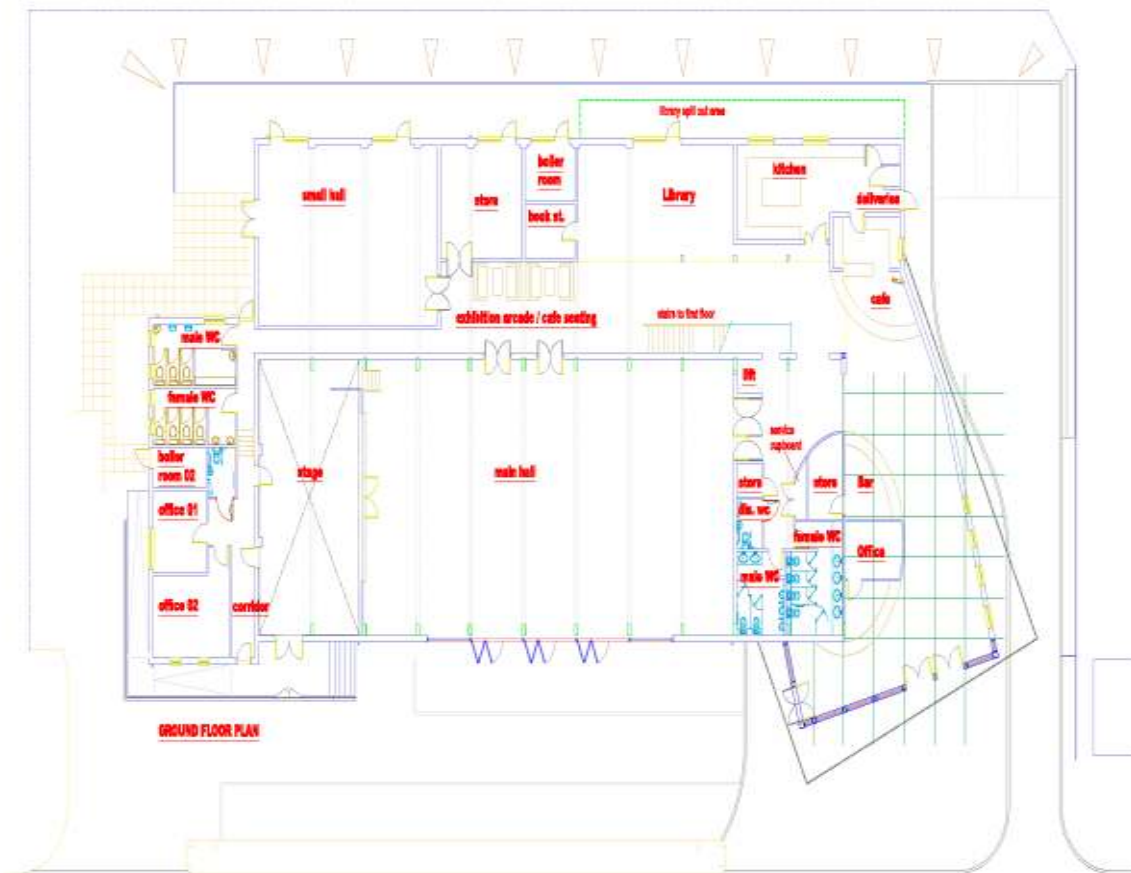
- a Health and Wellbeing Project which will run courses and group activities to encourage people to take up active lifestyles, eat better, tackle loneliness, recover from mental illness etc.

5.13 **Core objectives:** With paid staff available to ensure that the Community Centre is meeting local needs, there will be opportunities to carry out some tasks much more effectively than before:

- staff will develop a dynamic Promotions and Marketing Plan to attract tenants, hirers, partners and members of the public to use their services
- users will be regularly consulted on new ideas
- progress with achieving targets will be carefully monitored, and research will be carried out to establish whether the Community Hub is succeeding in improving the quality of user's lives, especially vulnerable people.



Plan 6.1: The present ground floor plan of Knighton and District Community Centre



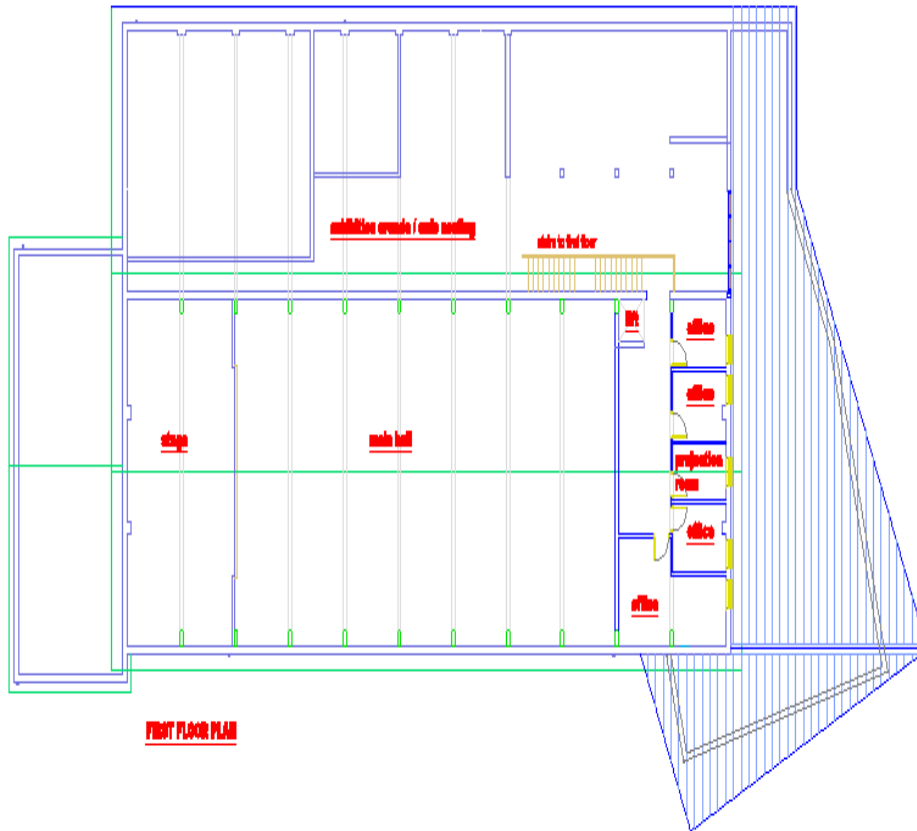
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Proposed refurbishment works to
**Knighton Community Centre at
 Bowling Green Lane, Knighton**

Proposed Scheme GF Plan
 Sheet No: 04-09-14 Scale: 1:100
 Date: 04-09-14

Plan 6.2: Proposals for the new internal layout of Knighton and District Community Centre - ground floor plan



11. Proposed internal layout - 11.2.10

Trianal-Architecture Ltd

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Proposed refurbishment works to Knighton Community Centre at Bowling Green Lane, Knighton

11.2.10

Proposed Scheme FF Plan

date/rev	by	checked	date	rev	description
AS			11/10		
DRG			04-08-2014		T-1000.P110

Plan 6.3: Proposals for the new internal layout of Knighton and District Community Centre - first floor plan

6: Delivering change

- 6.1 **Contents:** This section describes how the objectives of the proposed Community Hub project will be achieved in practice, specifically:
- the regeneration project targets, landmarks and timescale
 - resources for the capital project
 - managing the development of the project
 - how the community outcomes will be monitored and evaluated.

Developing the building

- 6.2 **Costs:** The total capital costs of implementing the Community Hub project are £765,523.00 exclusive of VAT.
- 6.3 **Funding sources:** Prospective and potential funders - primarily charitable trusts and Powys County Council - have been identified to meet most of these costs. Fund raising will continue on an ongoing basis until all funding has been identified.
- 6.4 **Planning permission:** Trioni Architects have produced initial costed plans. It is anticipated that they would also provide project management. Planning permission will be required, and the Powys County Council Planning Officer regards the plans as “fundamentally acceptable”.
- 6.5 **Floor plans:** Drawing plan 6.1 shows the current floor plan, and Plan 6.2 shows the proposed ground floor layout with the new reception area. Plan 6.3 shows the first floor with the new mezzanine offices and balcony.
- 6.6 **Centre closure:** The building programme is expected to take nine or ten months, and the Centre will need to close completely to the public for at least part of this time. It is possible that activities can continue in the changing room which is largely unaffected by the works and has separate access. Provision will need to be made to help users and tenants relocate during this period, and to manage the financial implications of the loss of rental income. There is naturally a risk that displaced users may be reluctant to return if they settle elsewhere.
- 6.7 **The building development plan:**
- The practical details of the proposed building developments and the fundraising for it are beyond the scope of the present Business Plan which is intended to deal primarily with the *operation* of Knighton and District Community Centre. The building development will be addressed separately by Trioni Architects in liaison with the Management Committee.

- A project plan and timetable for the physical generation work is included with the Community Centre’s grant application to the Big Lottery People and Places Programme (Development Grant) in August 2014.

Achieving outcomes for the community

Table 6.1: The formulation of outcomes for the People and Places bid

Project Outcome 1 -To create a environmentally friendly facility both internally and externally that is aesthetically pleasing, substantially reduces its impact on the environment, and has a sustainable long term future
Project Outcome 2: To reduce the impacts of poverty and support people to improve their quality of life, feel less isolated and more able to meet their own health, social and economic needs.
Project Outcome 3: To provide and enhance an asset to generate revenue and facilitate improved economic opportunities to both develop and sustain the Centre and the wider community.
Project Outcome 4: To provide opportunities for people to gain new skills and confidence through volunteering, training, advice and guidance.

6.8 **Defining the project outcomes:** Table 6.2 (below) identifies the intended outcomes of the Community Hub project and the targets against which these outcomes will be measure. For consistency, the table correlates various formulations for project outcomes, namely:

- those defined by the Knighton and District Community Centre Big Ren project plan
- the project outcomes for Big Lottery People and Places application identified by KDCC in its stage 1 application in 2011 (see also Table 6.1 above)
- the format for defining outputs and outcomes required by the Community Facilities and Activities Programme application form
- the Powys County Council “Powys One Plan” framework.

6.9 **Knighton and District Community Centre’s project objectives:** The Community Hub project is geared to mitigating the impacts of poverty, improving the capacity of organisations and individuals, and creating opportunities for people to take more control of their lives. KDCC intends that the project should deliver the following outcomes:

- **community togetherness and social objectives (community safety)** - creating a new inviting, vibrant community centre environment and a strong sense of community ownership

- **business and employment objectives** - helping local people (and young people in particular) to become more self-reliant and enterprising; the 'In to Work' will be aimed at
 - containing the number of long-term unemployed and young unemployed people in the Knighton area
 - fostering entrepreneurial attitudes and social enterprise projects
 - reducing outward migration by young people
 - providing those who generally find it difficult to get gainful employment such as people with a disability of mental health condition.
- **prosperous community objectives** - help to improve the prosperity of Knighton, by raising the profile of the town, attracting more visitors to its landmark Community Centre, and creating access to IT facilities and accommodation for possible new micro-businesses
- **health and wellbeing objectives** - helping individuals to adopt healthier lifestyles; the Healthy Living Project will aim to raise self confidence, foster learning opportunities generally, and help people to deal with loneliness, mental health problems, inactive lifestyles and unhealthy eating
- **reducing the impact of poverty objectives**
 - providing support for parents and children, particularly chaotic families and those with challenging children; the Health and Wellbeing Project will help them to access parenting classes and professional help, for instance
 - providing support and training to help children and young people to improve their confidence, social skills and abilities.
 - advice and support in relation to housing and debt and promoting the use of credit unions.
- **environmental objectives** - creating a landmark building with a reduced carbon footprint and visual appeal to raise aspirations and environmental standards in one of Knighton's less environmentally attractive areas.
- **volunteering objectives** - creating a volunteering culture at the Community Centre and boosting volunteering activities, particularly for older and retired people through the creation of the Community's Centre's Volunteer Team.
- **education and training objectives** - supporting all aspects of the above benefits and filling a serious community education gap by providing significantly better opportunities within Knighton for community learning, skill training and personal development
- **community capacity** - making the benefits permanent by improving the capacity of voluntary organisations, eg through
 - the creation of a Knighton and District Community Network
 - training, information and guidance for local groups
 - help for groups to become more self reliant with small-scale income generation and better fundraising.

- 6.10 Staffing to deliver the project outcomes:** The Community Hub project will be managed by a paid Development Manager funded by the Big Lottery People and Places Programme. The Development Manager will be an experienced community development worker with responsibility for developing the Community Centre's resources and activities. Duties will include:
- promoting the facilities and supporting new user groups
 - recruiting, training and supporting the Volunteer Team based at the Community Centre
 - directing the work of Lottery-funded project workers running the 'into work' and health and wellbeing projects.
- 6.11 Project tasks:** Tasks necessary to deliver the outcomes include:
- accommodating more community activities in the building by providing more activity and meeting rooms, and developing an attractive, welcoming environment
 - establishing a local network which will help community groups and agencies to work more effectively together
 - setting up an activities fund which actively attracts resources and promote new community activities, initially
 - a Young Persons Enterprise Project to develop training, work experience, employment and enterprise activities
 - a Health and Wellbeing Project
 - operating a small activities fund to support people to set up new activities and projects at the Centre
 - providing support and advice to groups and individuals in partnership with Knighton Community Support, Red Kite Credit Union and other specialist organisations.
 - establishing a permanent Knighton and District Community Centre Volunteer Team to support these developments
 - providing help, advice and access to experts and information provided by outside agencies.

Indicators, targets and timetables

- 6.12 Target numbers of users:** The Project will result directly in a significant and permanent increase in the number of people taking advantage of Knighton and District Community Centre's facilities and services.
- **Year 1:** It is expected that the annual number of users through the doors of the Community Centre will increase from the present total of 7500 to more than 12500 in the first full year of operation after the upgrading of the facilities. This represents an immediate rise of two thirds as a result of the refurbishment and community development work activities. This increase will be assisted by special launch and promotional activities to raise awareness.
 - **Year 2:** In the second year the number of users will increase by a further 3000 to 15000 - double the present number. This will mainly be a result of:

- ongoing community development work to foster new activity groups
- promotional work to attract entertainment events
- growth in the use of the Centre as a drop-in centre for informal social contacts.
- **Future growth:** Further increases at a more modest rate are anticipated in subsequent years, partly as a result of:
 - growth in the number of adult education courses and trainees
 - the attraction of visitors from a wider geographical area attending occasional workshops and conferences and commercial activities such as craft fairs and commercial events
 - possible contract work on social projects, and social enterprise developments such as catering.

6.13 **Resources:** The revenue cost of delivering the project is £207,678) It is proposed that this will be part-funded by the Big Lottery People and Places Programme (£185,178) It is hoped that other resources will be secured from Powys County Council's Community Regeneration Fund, and from other trust funds which the Management Committee is currently in contact with.

6.14 **Timetable for delivery:** Table 6.3 identifies the costs and timetable for delivering the revenue funding aspects of the project, including staff salaries.

6.15 **Quantity and quality:** The targets identified in Table 6.2 refer to changes in the first full year of operation of the project and reflect confidence in that the Community Hub project will have a major impact on Knighton and District Community Centre and the way it works with the community. User numbers will increase, and so will the quality of their experience in the building.

6.16 **Monitoring and evaluation:**

- The targets will be backed by new measures for monitoring and evaluation which have yet to be worked out in detail and adopted by the Management Committee. However, it will include both basic attendance, distance travelled and satisfaction rate monitoring. The Development Manger will be responsible for ensuring that the system operates effectively and that regular reports are presented to the Committee.
- The approach will be modelled (as far as is practicably possible) on Results Based Accountability methods now being applied to the Powys One Plan and Communities First programme elsewhere in Wales to measure change. This will include efforts to monitor (with periodic surveys of individual project users) the way the Community Hub changes their personal perceptions of the wellbeing, confidence, skills etc.

The risk of failure

6.17 **The challenge:** The problem faced by the Committee is not primarily about the quality of their management, or their relationship with community, or the building's landlords Powys County Council. There is naturally scope for improvement in all these areas. But the most serious and pressing challenge comes from the lack of viability of the Knighton and District Community Centre building in its present form.

6.18 **The issues are:**

- its running costs
- its inflexibility as a community resource
- its financial drain on reserves (caused partly by the building itself and also by the structure of the lease from the County Council)
- its state of disrepair
- its run-down facilities and unattractive and unwelcoming décor.

6.19 **The real danger of closure:** Knighton and District Community Centre is failing, and if action is not taken, sooner or later it is bound to close. It is important to emphasise that this is not a idle threat designed to win sympathy or support grant applications. It is an outcome which has been discussed repeatedly and at length by the Management Committee, and something which they have planned painstakingly for four years to avoid.

6.20 **The strain of responsibility:**

- The strength of the Committee: The management Committee responsible for the Centre it is not a weak organisation. Its members are talented, knowledgeable, well-connected, successful at generating income, diligent charity managers, and extremely hard working. The building is also still hugely important to the community, although some users have been lost because of maintenance problems.
- The Committee has a strong sense of loyalty and commitment, and it has the capacity and the determination to carry through the Big Ren regeneration programme for the building. Members have declared that failure is not an option.
- However, it is recognised that the strain of indefinitely maintaining Powys' largest community centre and continuing to attract people to make use of its increasingly unattractive facilities (which defeated the previous committee) is ultimately unsustainable for a team of volunteers. Objectively, their effort to keep the Centre open is only justified as long as there is a real possibility of securing the support and resources to deal effectively with the underlying problems.
- The Committee also have a parallel responsibility to ensure that the charity they manage does not run into debt. If this becomes an

immediate prospect they will not be able to avoid closing the doors.

6.21 The worst case: In practice this means that, although the search for funding would continue if present grant applications are unsuccessful, if the Committee comes to the point when it can no longer identify potential means of funding the Big Ren project they will need to hand the building back to Powys Council. In the present financial climate it would then almost certainly be closed to the public. There are no alternative plans for a community building on the site, and no future community or council building could be expected to offer a hall on the same scale as the present Centre.

6.22 Other options:

- **A phased development:** The present plans lend themselves to a phased development over time if it is not possible to secure all the funding immediately. The Committee is prepared to plan for this if necessary, although it might produce management and financial problems.
- **A scaled down development:** The prospects for scaling down the cost of the project overall are extremely limited. Making piecemeal improvements is not a realistic solution. The Committee has experience of doing this with both the Kitchen and the new Reynolds Room, and this approach has not so far changed the underlying financial position at all. This is because, as the feasibility research has demonstrated, the needs of the building have to be addressed *simultaneously on several different fronts*:
 - urgent repairs (eg the roof) to make the building usable
 - reconfiguration to the creation of additional rentable spaces for income generation
 - improvements to its facilities (heating, toilets, reception area, IT etc) to make the Centre attractive to the public and fee-paying users.

The consequences of failure

6.23 The analysis: An important component of evaluating the sustainability of Knighton and District Community Centre is to identify the potential costs of the building being forced to close. It is only possible to guess at the financial implications, but the stakeholder consultations have produced a fairly clear picture of the community impact, and this has not so far been seriously challenged.

6.24 Immediate impact of closure: If the Community Centre closes existing users will need to find alternative facilities. Small room hire would be accommodated elsewhere, but larger users would be adversely affected. For example:

- The Food and Craft Market would probably find an alternative venue, but it would inevitably suffer in smaller premises with poorer public access. Any resulting decline in income for stallholders might threaten its long-term survival.
- Many large events such as celebration dinners, large weddings and rallies would probably be permanently lost to Knighton. This would be a setback for the business community which is working to develop the town's appeal as a centre for business and trade.
- Teme Spirits amateur drama group suggest that they would no longer be viable without the Centre's main hall, and quickly be forced to close.

6.25 Longer term impacts:

- **On charities:** The most serious result of the closure of the Community Centre would be its impact on the capacity of local charities to raise money to maintain their activities and to donate to other good causes. Smaller venues would inevitably mean smaller box-office takings, and if the returns on fundraising events tailed off these activities might be abandoned altogether.
- **On local entertainment and cultural activities:** The loss of popular music, drama and other stage entertainments at the Community Centre would benefit centres in towns such as Llandrindod Wells, Builth Wells, Ludlow and Newtown. But Knighton residents would continue to enjoy these activities only if they could afford, and were able, to travel further afield.
- **The lasting legacy** of losing the Community Centre would therefore almost certainly be a narrower range of communal activities, a more isolated community and a weaker, more impoverished voluntary sector.

6.26 Consequences for Powys County Council: The Centre's closure might have some adverse political impact for the Council if they were forced to mothball and provide security for such a large and prominent building for any length of time. But closure would definitely not be cost-free for the authority, and the planning and policy consequences could be significant in the long term, for example:

- assuming the Council would not want to run the Centre themselves, an alternative use would have to be found for the site
- if the building was not taken over for commercial use by a private sector tenant (who might be difficult to find) the cost of demolition would be substantial
- the scope currently offered by Knighton and District Community Centre for contributing to the delivery of the Council's evolving Community Strategy would be lost (eg the flexibility of the community hub to coalesce services on fewer sites, and possible contracts with voluntary sector organisations to deliver services locally)

- it is likely that in due course it would be necessary to provide an alternative community centre to meet needs in Knighton - inevitably costing a great deal more than the present refurbishment plans.

7: Working with the community

7.1 Contents: This section describes:

- how Knighton and District Community Centre works in partnership with other voluntary, public and private sector organisations
- how competition with other similar activities and facilities is managed and any adverse consequences are minimised
- the consequences for the community and KDCC's partners if the proposed developments do not take place
- support for KDCC and its proposed development
- how the community will be involved in KDCC activities and management.

Avoiding duplication

7.2 **Awareness of the risks:** Knighton and District Community Centre has a pivotal role in the community and it is intensely aware of the need to ensure that the development of the Community Hub project and the Committee's efforts to become sustainable do not adversely affect other local organisations. The development strategy for the Centre is in fact designed to have the opposite effect - increased co-operation and mutual benefits for the voluntary sector.

7.3 Knighton and District Community Centre and independence:

- The Centre is widely recognised in Knighton as an independent organisation (although some residents continue to confuse it with Powys County Council) which is not aligned to any other local interest or political or church group. This has earned it credibility and respect, which it is keen to retain.
- The Community Centre itself is a unique and distinctive building providing many opportunities not available elsewhere. The Big Ren project is also predicated on carrying out tasks which other individuals and groups are unable to do, and to helping them gain the capacity to help themselves.

7.4 Other community meeting halls in Knighton:

- There are three church hall facilities in the vicinity of Knighton town centre (within a mile of Knighton and District Community Centre). The largest is St Edwards Church Hall which is a small hall with a stage and a small adjoining committee room. The Baptist and Methodist churches also have facilities.
- These provide accommodation for local community activities, such as a pensioners luncheon club, specifically related to their host churches. Knighton and District Community Centre could not be in a position to offer alternative accommodation to these groups. There would also be no point in attempting to duplicate the services they

provide (and reducing the viability of both) while Knighton has many other unmet community needs which the Centre hopes to address.

- Some independent community groups for good reasons need to find low cost accommodation for meetings, and some of these periodically move their activities to take advantage of cheaper facilities in the church halls. It is KDCC's policy to charge competitive hire fees, but not to deliberately undercut other halls.
- The Big Ren project is based fundamentally on a vision of attracting new community group users to additional facilities at the Community Centre through the pioneering development work of its staff and the Centre-based volunteer team, and not by poaching from elsewhere.

7.5 Knucklas Village Hall:

- Knucklas is a small village community three miles from Knighton where the Village Hall Committee have recently been awarded a CFAP grant for the re-building of their village hall. Despite the apparent overlap with the Knighton and District Community Centre Big Ren project, the two initiatives are entirely different, and there is no duplication between them.
- The letter of support provided by the Village Hall for the Knighton and District Community Centre project points not only to the distinction between the two projects, but also underlines KDCC's important role as a district/sub-regional centre which provides benefits for a hinterland well beyond the town of Knighton itself. The support letter states that:

The Knighton Community Hall functions on a different level; the hall being much larger, serving a different community, drawn from a wider area of benefit, staging larger events.

There is a real need to ensure the future of the Knighton Hall. Associated with a Market Town it provides a larger venue for events, attracting a wider, more mobile audience. Although Knighton is a border town the Community Centre seeks to reflect the town's 'Welshness'. Witness to this is the recent visit to the town of the Treorchy Male Voice Choir.

There have been many other events that only a hall of Knighton's capacity can accommodate. These events are looked forward to by local people, reducing the need to travel to enjoy events that only larger towns serving more populous areas can stage. The quality of life of the local community would be diminished (without Knighton and District Community Centre)..."

7.6 Volunteering:

- The expanded pool of Community Centre volunteers will not come from other organisations but primarily from:

- providing new opportunities for young people who are poorly served in Knighton at present
 - the substantial and rapidly growing population of active retired people in their 60s 70s and 80s (people over the age of 60 comprised more than 25% of the town's population in the 2001 Census and the proportion is expected to be significantly higher in the 2011 figures).
 - The joint activities of KDCC and Knighton Community Support (which recruits volunteers for other local groups) will raise the profile of volunteering generally, which is expected in practice to mean that the number of volunteers available to other community groups in the town will also increase as a result of the project.
- 7.7 Functions suite:** The only function suite of any size is at Knighton Hotel. While the Community Centre hall is much bigger and is able to cater for larger weddings and parties, it does not provide competition for the hotel's accommodation and catering facilities. The Big Ren project will not change this position.
- 7.8 Calendar co-ordination:** Knighton and District Community Centre works closely with the Knighton Tourism Group to develop the annual calendar of local events and activities. This helps wherever possible to avoid unhelpful clashes.

Encouraging co-operation

- 7.9 The Community Hub:**
- Acting as a community hub for Knighton and the surrounding area will give the Community Centre an important new role in helping the voluntary sector to work more effectively. This rules out the possibility that it might deliberately compete with existing groups, and creates an obligation to actively avoid damaging competition.
 - The additional resources of the Big Ren project will give KDCC the opportunity to play a much more significant role than previously in building capacity, creating alliances, and working collaboratively within Knighton and the district to improve the quality of life and long term outcomes for the community.
- 7.10 The community networking initiative:** Community organisations and agencies in Knighton and the surrounding areas work well together on the whole at present. But this co-operation is mainly informal. Through the Big Ren project the Development Manager aims to work with other agencies such as PAVO and Powys Community Care (plus public sector agencies) to foster the creation of a more formal network of community service organisations. The network will work to improve the co-ordination and targeting of voluntary services, attract resources and, potentially in the long term, tender to provide devolved Council services.

Engaging with the community

7.11 **Recent community consultations:** These are described in Section 2.

7.12 **The Community Hub approach** offers much greater opportunities for engaging proactively with Knighton residents than the passive hall bookings at present. But it will need to be cultivated by the Committee and staff, even when the message from local people is not what they want to hear.

7.13 **Community engagement in practice:**

- **The Volunteer Team:** The Volunteer Team will be encouraged to work together to develop ideas for the Centre and to present these to the Management Committee. Possibilities will be explored for:
 - encouraging the Volunteers to work formally through their own Committee which will report to the Management Committee
 - using social networking facilities to maintain contact between volunteers and between the Volunteer Team and the Management Committee
 - routinely inviting a volunteer representative to attend Management Committee meetings
- **The proposed Community Networking Initiative** will open up communications between the Community Centre and a range of voluntary organisations and public agencies. This will be an ideal opportunity for consultations about the current and proposed work of the Hub.
- **Relations with users:** The Development Manager will be responsible for keeping records of user numbers, developing an opening and responsive complaints procedure, and carrying out an annual user satisfaction survey. Information gathered will feed into monitoring and evaluation systems.
- **Public meetings:** The current practice of holding at least one public meeting each year as part of the Annual General Meeting will continue. The meetings will be an opportunity to discuss progress and developments with supporters and other stakeholders, and generate feedback from the community.
- **Work with the business community:**
 - The Development Manager and Committee members will take special steps to work with local businesses, including people involved in tourism, to explore options for involving the Centre directly in activities to promote Knighton.
 - Business people will be strongly encouraged to take a lead in developing activities at and involving the Centre, and to take part in the proposed employment and enterprise project for young people.
- **Committee observers:** A decision was taken at the 2012 AGM to open Committee meetings to individual “Observer” members, including officers of partner organisations, who may attend when

they are able to and be invited to contribute to discussions, although they will not have voting rights. This is also seen as a potentially useful training ground for new Committee members.

- **Committee democracy:** The opportunity will be retained in the proposed new charity company for appointing members of the Management Committee each year (probably on a one third rotation system). This will be important for bringing new blood on to the committee.

Evidence of community support

7.14 **Letters of support** for the regeneration of the Community centre have been received from the following organisations:

- Powys County Council
- Rhos Market Garden
- Knighton Community Market
- Knighton Leg Club
- Knighton Show and Carnival Committee
- Knighton Food Bank
- Knighton Chamber of Trade
- Knighton Community Support
- Knighton Fair Trade Group
- Knighton Tourism Group
- Knighton Town Council
- Knighton Young Farmers Club
- Knighton Tree Allotments Trust
- Knighton and District Air Force Association
- Footloose
- Tower House Gallery
- Knighton Youth Project
- Knucklas and District Community Centre
- Owen's Motors – local coach and taxi company
- Powys Association of Voluntary Organisations
- Powys Carers
- Precious Earth - a local business that provides options to build, remodel or decorate in a healthy and more sustainable way.
- Samurai International Wales
- Teme Spirits (amateur dramatics)
- Teme Valley Environment Group
- Mid Wales Food and Land Trust
- NFU Mutual
- The Rotary Club
- Yoga provider
- Kirst Williams Am
- individual members of the Friends of the omm Group.
- Powys MIND
- Red Kite Credit Union
- Powys teaching Health Board
- Zero Miles Food Stall

8: Towards a sustainable future

8.1 Contents: This section:

- describes the Committee's general sustainability objectives and how additional income will be raised to support the Community Hub
- provides a detailed analysis of these objectives using Powys County Council's Sustainability Toolkit.

Financial sustainability for the Community Centre.

8.2 Sustainability objectives: The Management Committee recognise that the Community Hub project is only the start of the process to establish the long-term sustainability of the Community Centre:

- The project deals with and eliminates huge existing problems which provide a barrier to sustainable business management of the Centre
- The Committee understands that securing large sums of grant money, including revenue funding, is a tool for securing the future of the Centre, and not a security measure in itself.
- It appreciates that challenges remain to:
 - plan for and effectively manage the opportunities for increased income
 - develop a systems for managing and maintaining the building
 - acquire the capacity to manage and support full-time staff for the first time
 - to raise and manage earned income and fresh grant income on an ongoing basis in a way which allows paid posts to continue wherever possible after the end of each funding period, including making flexible arrangements to scale down working hours and restructure jobs.
- It will also be necessary to ensure that the proposed small activities fund scheme:
 - will contribute to KDCC's own sustainability
 - minimises the possibility of sustainability problems for the projects which it supports
 - has at least some prospect of continuing after the end of the funding period - through further fundraising or the recycling of the income which the Community Centre derives from any projects it supports.

8.3 The sustainable funding strategy: The Management Committee will adopt best voluntary sector practice in planning for its long-term financial security. This approach includes a realistic and pragmatic approach in which:

- it aims to maximise earned income,
- but it does not assume that it needs to become an entirely self-supporting business enterprise without any grant support

- the key goal is to ensure that its core operation - keeping the Community Centre open for business - is always able to survive times of funding drought by
 - depending primarily on earned income and judicious use of reserves
 - using grants wherever possible to create *additional* opportunities
- security is achieved by developing diverse *multiple funding streams* and at all times avoiding dependency on any single funding source or even any single type of income.

8.4 **The strategy in practice:** The Management Committee has already demonstrated an exceptional capacity to generate earned income to keep the Centre open and this will remain central to its business model. At the same time it will aim to diversify types of income as much as possible. These multiple sources will include:

- **hire fees** - no significant changes in rates are envisaged at present, although charges will need to rise in line with inflation
- **permanent room rents** for voluntary sector and suitable business tenants - including accommodating Knighton Community Support in improved office accommodation; there could be four office spaces to rent earning at least £6,000 year if fully occupied
- **hot desking** - some space in the building can be made available for renting individual desks, phones and broadband connections
- **management fees** (at 10%) from grant-funded projects - an important contribution will be made to the Centre's core costs (eg the Development Manager's salary) by routinely building management fees into applications for grant-funded projects
- **contract work** - it is possible that the Community Hub and KDCC will in time be ideally placed for securing contracts with Powys County Council and other agencies as they progressively pursue government policies for devolving community services to the voluntary sector (this may be one of the reasons for the Council developing the hub approach in the first place)
- **developing social enterprise services:**
 - the Community Hub will create new opportunities for KDCC to develop income generating business activities
 - bar income, café and catering and seminar and conferences services are already identified as important for future income streams
 - it is anticipated that development work and training with Centre users will generate other more innovative projects which may eventually make a contribution to meeting overheads
 - the added value of trading activities is extremely important: while a hall booking for a workshop may earn a room hire fee for half a day, providing services to conference organisers such as catering, reception, break out rooms etc will be substantially more lucrative; the same arithmetic applies to

the in-house delivery of training courses if this can be achieved.

- **shared resources** - the costs of office equipment can be shared between tenants and users to generate hire fees.

8.5 Generating room hire fees: The refurbished Centre will offer more attractive facilities and much more space for hiring to a wider range of customers. New opportunities to generate room hire income will include:

- surgeries and drop-in sessions run by public agencies
- evening sessions for young people
- children's parties
- attracting training organisations to use the building to deliver courses
- grant-funded projects which will aim deliberately at creating new community groups that will meet at the Centre and will be liable to pay hire fees after a possible initial free period
- organisations funded by the small activities fund scheme may need to hire accommodation to run their projects
- support by the Community Hub staff for local voluntary organisations to raise funds (through grants or modest income generation activities) will often help them to afford room hire fees.

8.6 Creating the market for office accommodation:

- There is no significant demand for office accommodation in Knighton at present. But voluntary sector experience elsewhere shows that vibrant, busy and well run community buildings have the capacity create their own market for business office space - the hugely successful Galerie in Caernarvon and the refurbished Llanhilleth Institute in Blaenau Gwent are two impressive examples.
- One of the functions of the Community Hub will be to encourage people to set up their own micro-businesses and social enterprises - and these ventures will also be rent-paying tenants until they outgrow their space in the Centre.
- Grant-funded projects established by the Development Manager will in some cases need to rent office accommodation.

8.7 Volunteering: Volunteers will require an investment of staff time and resources for training and support. But the impact of a well-run team on reducing staffing and management costs cannot be overlooked.

8.8 The policy on sustaining initial staff posts: It is recognised that it is unrealistic to assume that staff posts created by initial revenue grants can be retained intact. The Management Committee's approach will be:

- to seek alternative grant funding for project activity which has been demonstrated to be particularly effective - there is a fair

possibility, for instance, that well-gearred projects which chime with County Council priorities will be able to attract grants to continue

- to seek alternative funding, if at all possible, for all or part of the Development Manager's post
- in any case, to target some earned income (from hire fees, room rents, enterprises etc) to ensure that there is at least some continuity for this important post on a part time basis
- to apply flexibility to paid positions - eg combining part-time job elements into full time posts or creating job-share opportunities as appropriate - so that the best employees can be retained.

The sustainability assessment

8.9 The assessment tool: The Management Committee have prepared a detailed assessment of the Community Centre project using a sophisticated Sustainability Toolkit employed by Powys County Council officers. This SWOT analysis helpfully acknowledges that sustainability is not solely about finance, and it takes a variety of factors (natural, human, social and infrastructure capital) into consideration. This is particularly relevant as the Council have a special interest the evaluation of the Centre's sustainability. See Appendix 6 for this analysis.

8.10 Awareness of weaknesses, risks and potential: The impressive sustainability assessment prepared by the Management Committee - independently of the community development consultancy - demonstrates a high level of self awareness by the group developing the Community Hub project. It shows:

- their willingness to be honest and self-critical
- a readiness to face the possibility that some things will go wrong and that they will need to deal with the consequence
- an understanding of their need to seize the opportunities which their ambitious initiative offers
- the capacity to see the project in a wider environmental, social and community-wider context
- the growing sophistication of their planning techniques which is unusual for relatively small volunteer charity management committees.

The sustainability of the grant-funded outcomes

8.11 Objectives: It will be important to provide assurances to grant funders not only that the Centre as a whole has a long-term future, but all that the elements of the Community Hub project which they are funding have reasonable prospects of being maintained.

8.12 The future of grant activities: The work of the Community Hub staff will include responsibility for building the potential for

sustainability into the management and funding of new activities. This includes:

- building up financial reserves to allow the Project Development post to continue at least on a part time basis after Lottery funding ends
- demonstrating the innovation value, impact and importance of project work to attract continuing grant funding from other sources
- developing the capacity of the Volunteer Team, enhancing its status and role, encouraging it to develop its own volunteer leadership, and enabling it to support some key functions of the Community Hub and to replicate selected aspects of the paid staff roles if necessary
- recycling money to retain the small grants scheme if possible.

The financial projections

8.13 The current financial position:

- **The sustainability challenge:** It is clear without detailed planning that under present circumstances the Centre's very marginal funding makes the venture hard and frequently demoralising to sustain. Forward financial planning based on the current operation will have no long-term value for the following reasons(although it could be useful for short-term crisis management).
- **Vulnerability:** With annual outgoings in the region of £50,000, the extremely low level of regular grant funding to meet core costs (£3,300 per year), the increasing difficulty of attracting and retaining bookings as a result of the leaking roof, rising maintenance costs, and low levels of reserves (little more than £5,000), KDCC is extremely vulnerable.
- **Critical risks** include the possibility of:
 - the loss of another major user
 - serious maintenance problems (eg heating system) or adverse weather which could reduce income by temporarily closing the building
 - the loss, even temporarily of the (mainly voluntary) caretaker's contribution
 - the failure of a single user to pay a large bill (which has already happened recently)
 - a large unexpected and unavoidable item of expenditure
 - a cash flow crisis caused by these or any other problems
 - more than one simultaneous Management Committee resignation (which would undermine morale and the groups' capacity)
- **Consequences:** Any of these issues could lead at almost any time to the prospect of insolvent trading and the need to close the building immediately. It is difficult to see how a simple financial bail out would remove the Centre's inherent vulnerability. It is a great credit to the Management Committee that they are prepared to continue in office under these circumstances.

8.14 **The plan for the Big Ren:** The proposals for the regeneration of the Centre and the development of Community Hub facilities change the financial equation completely. There will still be business risks. But, while the present business has no escape route, the Big Ren project provides considerable scope and flexibility for minimising the dangers and capitalising on new opportunities.

8.15 **Assumptions behind the projections:** Revenue projections for the period 2015/16 to 2020-21 have been prepared on basis that:

- grant funding will be raised to cover building works broadly to the plan described in Section 5
- capital funding or donations are also available to upgrade facilities and equipment (eg public address, IT, presentation systems) to support the Centre's income-generating potential
- building work does not close the building for more than 12 or 13 months - a longer closure will compound the income loss and make the recovery of users more difficult
- revenue grant funding is also available to enable the Management Committee to manage the building project and plan for and boot start the Community Hub
- while ongoing grants will be highly desirable to maintain the initial level of funded posts for building management and community development work, they cannot be predicted or assumed; post-project core staffing *must* become self-supporting from income
- modest levels of non-core grant funding or contracts - eg for training and particular areas of service delivery - are assumed to be available
- timings will be important; so although it may be possible for the whole programme to shift together in time, the projections depend on the building works and staff recruitment being synchronised
- the main principle of sustainable funding will therefore be achieved within a period of no more than three years - that is, *the core organisation will be able to survive on its earned income and other secure sources, and the purpose of additional grants will primarily be to extend its capacity.*

8.16 **Overview of the financial projections:**

- **Programming the development funding:** The main period of Lottery and other revenue grants for development work will be 2016 / 17 (£23424) and 2017-18 (£90728). This provides for the recruitment of the grant-funded Development Manager, Administrator and project workers to be timed to create maximum impact for their work with the community from the day the renovated Centre re-opens to the public (and in some activities the development work will start before the reopening). This is important both for the success of the business and for getting best value from the funded posts. Further significant revenue grants are assumed in 2019-20 (£22,500) as earned income levels are building up, but not after this.

- **Closure and recovery:** The income and expenditure forecasts show a period when earned income contracts during 2016 and 2018 as a result of closure for building works (September 2016 to October 2017) and the gradual recovery during 2017-18 and 2018-19. Chief elements at this stage are:
 - hirings which return to 2014-15 levels (£16,000+) within 18 months
 - bar takings which return to 2014-15 levels (£36,000+) within 30 months.
- **Cash flow and working capital:**
 - Grants will also be important for cash flow during the construction and recovery period because some significant costs will still be incurred (heating and lighting, insurance and marketing preparation) while earned income is low.
 - Grants will provide working capital to augment the low level of reserves, and enable the Management Committee to set aside more of its income to safeguard its future.
- **Reserves:** The forecast shows that the Centre can in this way emerge from the redevelopment period with a conservative projected accumulative reserves (2019-2021) of £14,915. This represents 14% of predicted turnover by the end of 2020-21.

8.17 Notes on the income projections:

- Table 8.1 shows the combined total for hirings and room rents rising to £30,000 three years after the Centre reopens - double the pre-renovation level. This is based on the following assumptions.
 - Room hire totalling £24,000 representing 40 hours of use per week at an average of £12 per hour. This is well within the capacity of the improved building which will have a minimum of four rooms of different sizes available for sessional hire.
 - This income is a rise of 50% on 2015-16 levels - a relatively modest increase considering the additional and improve space available and a hugely increased scope and resources available for promotion.
 - Room hire will be limited partly by local demand and partly by the Centre's effectiveness at generating potentially lucrative new activity, particularly training courses and private parties. The long term prospects for further improvements would seem promising.
 - Office rentals for three or four new office spaces, possibly including hot desking, are expected to generate £6,000 - up from £1,000 at present. This will be made up by one existing tenancy, rents from accommodating new projects which the Centre has established itself or helped other organisations to set up and fund, and potential business/public/voluntary sector lettings.
- **Seminar and conference development and other events:**

- Conferences represent a new untested trading venture for the Centre. But similar levels of income (£9000 after three years) could alternatively be achieved if the market for commercial trade shows, rallies and other regional events is pursued. The Centre has an excellent track record in these areas.
- The redesigned building layout means that major events can take place using the hall, the Reynolds Room and possibly in other break out space without disrupting other Centre activities. The projected income figures are net and include hire charges and services, but not catering.
- **Bar and catering:**
 - Bar income is assumed to return quickly to 2015-16 levels (£36,000) in the refurbished building, helped by special events and promotions coinciding with the re-opening.
 - There is very significant scope for continuing growth if the activity programme is designed to include stage shows and other entertainments, and if the existing healthy market for private parties is exploited further.
 - A key innovation after re-opening will be to bring management of the bar in-house to improve its profitability. This is an essential move and not considered an option if necessary income levels are to be achieved. The estimated cost of servicing (with stock costing 50% of resale prices) and staffing the bar (£8 per hour and 15% of bar income) is provided for in the expenditure forecasts. The issue of bar licensing is under consideration by the Committee, and a suitable option for becoming licensed will be adopted in due course.
 - It is assumed that a new volunteer-run community café will emerge for daytime use (and a possible youth evening drop in). As a community service rather than a business prospect, little or no profit is expected for a café alone.
 - The projections take little account of the potential for in-house food catering by a new social enterprise project for events such as training courses seminars and private parties.
 - The possibility of generating rental income from the kitchen and catering facilities operated by an outside contractor is an alternative scenario for generating income in the longer term.
- **KDCC functions:** The Management Committee and staff will promote entertainment events independently to raise funds (and to provide a more varied programme for the public). The income from these will include ticket sales and additional bar profits. Four events per year can be expected to yield a net profit at least £4,000 by 2021, with substantial volunteer involvement in organising them cost effectively.
- **Grant funders:** The projections identify existing funders (Knighton Town Council and Powys County Council) and prospective trust fund supporters. Other fundraising will take place continuously.
- **Total income:** A total of income of £107,000 is predicted for the second full year after reopening. This is approximately double the

average for recent years. This is clearly within the reach of an organisation which already had extensive experience and a loyal market, and which will be enjoying the benefits of a new building, marketing resources, improved financial reserves, paid staff and a volunteer team trained to support the initiative.

8.18 Notes to the expenditure projections: In general, running costs are based on existing experience with adjustments for higher levels of activity and the need to support paid staff and permanent volunteers.

- **Grant funded staff costs:** Detailed planning for KDCC to become a much more significant employing organisation has been carried out already by the management committee for current funding bids. These figures can be considered reliable, and total costs (salaries, employers NI and pension contributions) for all posts are identified in the attached forecasts. (Staff job descriptions are also provided in Appendix 7.)
- **Self-funded staff costs:** It is likely that staff hours and the costs of staffing will be scaled down as Big Ren project revenue funding comes to an end in 2019. KDCC will continue to fund the Development Manager and Admin Officer posts from earned income for about half the number of hours they worked previously. The change is reflected in the projections. This will be a planned contraction and the new levels will be adequate to maintain the work of the Community Hub. (But it will clearly be desirable to seek grants elsewhere to maintain their jobs unchanged if at all possible.)
- **Trainers and project workers:** These staff are likely to be employed on a sessional basis, with future activity levels reflecting the funding available.
- **Caretaking:** The hours for this critical job will be more than doubled on a permanent basis compared with the present entirely inadequate paid level. (Volunteer help will also still be necessary to assist with the work.)
- **Cleaning:** The excellent cleaning arrangements (two part time staff) will continue.
- **Associated costs:**
 - Staff travel and volunteer expenses are budgeted for for the first time.
 - Stationery and phone and IT costs will increase considerably to reflect activity levels.
 - A staff and volunteer training budget is introduced. This is separate from the costs of delivering training courses.
- **Light heat and power:** Considerable efficiency improvements are expected as a result of the renovation work. But increased building use and above-inflation increases in costs are forecast to leave the resulting expenditure at approximately current levels.
- **Other costs:** Increases in costs for insurance and accountancy are anticipated.

- **Outside training:** Training will either be provided by outside agencies and individuals who will pay a room hire fee, or in house (where grant income is required to cover the cost of tutors, plus an element for overheads - which is the way it is shown in the projections).
- **Small activities fund:** This is a temporary funded to get new activity started in the regenerated Centre, although efforts will be made to preserve some elements of this support after Big Lottery income finishes.

8.19 **Sustainable funding:** The 2019-20 figures show an overall surplus of income over expenditure of £4,400 with grant subsidy continuing at present levels. (Other grant income totalling £10,000 is shown in the projections matched by expenditure on sessional staff and materials, so this does not affect the bottom line figure.) Further growth in activity and earnings can be predicted with confidence in future years.

TABLE 8.1: KNIGHTON AND DISTRICT COMMUNITY CENTRE - REVENUE PROJECTIONS 2014-2020

INCOME	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	TOTALS	Notes
Hirings	15000	9250	6250	18000	20750	24000	90250	+15%/yr; 40 hours/wk for 50 weeks @£12/hr by 2017-18
Rents		0	0	2000	4500	6000	12500	inc rents from social enterprise activities
Conference income		0	0	0	2000	9000	11000	new social enterprise development
KDCC functions	500	500	1200	3000	3000	4000	12200	events organised by KDCC to generate income
Other bar takings; catering	20000	6000	15000	24000	35000	50000	150000	
Other income and donations		0	0	500	750	1000	2250	
Knighton Town Council grant	1000	1000	1000	1000	1000	1000	6000	
PCC	2200	2200	2200	2200	2200	2200	13200	
Big Lottery revenue grant		20924	83228	81026	0	0	183178	grant programmed to meet cash flow needs
Community Regeneration Grant		10000	0	0	0	0	10000	
Lloyds		0	0	12500	12500	0	25000	
Laura Ashley		0	0	0	10000	0	10000	
Glasu		2500	7500	0	0	0	10000	
Additional training grants		0	0	0	4000	5000	9000	
Other grants - grants for projects	2500	0	0	0	4000	5000	11500	
		0	0	0			0	
Total income	41200	52374	118378	144226	99700	107200	558078	
Less expenditure	35546	52488	118423	136490	97308	102776	537203	
Annual balance	5654	-114	-45	2604	2392	4424	20875	
Cumulative balance	5654	8740	2935	5239	7639	12063		

TABLE 8.1 (continued) KNIGHTON AND DISTRICT COMMUNITY CENTRE - REVENUE PROJECTIONS 2014-2020

EXPENDITURE	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	
Development manager		20720	37203	42516	24806	2125	hours reduced 06.18; self funding from 09.18
						8	
Caretaker	3828	2634	7000	10030	8500	8500	stop during build
Cleaners	4368	2184	1820	4368	4368	4368	stop during build
Admin/accounts officer		2500	8900	10650	5000	5000	self-funded from income from 09.18
Project staff (sessional workers)		4000	7340	17792	3500	3500	further grant-funded project work 2018-20
Trainers		0	1800	3750	3750	3750	sessional workers (grants less running costs)
Recruitment		2700	0	0	0	0	
All staff costs (inc NI, pensions)	8196	34738	64063	89106	49924	4637	
						6	
Bar purchases; catering costs	12500	3900	9750	15600	22750	3250	Cost of stock (50% of income) + staff (15%)
						0	
Printing, stationery, materials	200	1500	4700	1700	1000	1000	
Phone, IT, web site		750	2250	1250	1250	1250	
Training (staff and volunteers)		500	3300	4250	300	300	
Community event & Activities prog		0	15500	7750	1284	500	
Travel		400	1000	1000	1000	1000	
Volunteer expenses		0	650	1000	1200	1200	
Light heat power	7000	3000	4000	7500	7500	8000	
Water and sewerage	600	600	600	600	650	700	
Repairs and Maintenance	1000	250	250	500	1000	1000	
Cleaning materials	500	500	500	500	500	500	
Service contracts	1500	600	750	2000	2000	2000	
Performing Rights licences	1000	300	600	1200	1200	1200	
Marketing		2000	4700	2500	1500	1000	
Insurances	2700	2700	3500	3500	3500	3500	
Accountancy	350	750	750	750	750	750	
Monitoring & Evaluation		0	1560	2208			
		0	0	0			
Total other costs	27350	17750	54360	47384	47384	56400	
Total expenditure	35546	52488	118423	136490	97308	10277	
						6	

9: Governance, management and staffing



The Knighton and District Community Centre Management Committee - winners of the Powys Association of Voluntary Organisations Volunteer Award for community groups in 2012

9.1 Contents: This section describes:

- the present status of the charity and measures to update the constitutional structure
- the background to the work of the present Management Committee
- recent improvements in the charity's governance
- day-to-day management arrangements
- detailed proposals to enhance the management arrangements
- proposed staffing arrangements
- proposals to expand volunteering activities

Governance and the Management Committee

9.2 **The building lease:** The current Powys County Council building lease was established in 2002 for a period of 25 years. Negotiations to revise the lease between the Council and the Management Committee have recently lead to clarification and adjustment to its terms, specifically the external maintenance and structure. A new lease agreement has now been drawn up and agreed.

9.3 Constitutional arrangements:

- The Management Committee has updated its constitution which was adopted at the 2014 AGM.
- Registration of a limited company limited was established in August 2014 in order to ensure that we had incorporated status to take on the lease.
- There are currently four Trustees who have also become Directors of the Company and to date the company has met twice. However, the Trustees are considering the surrender of the Ltd status to become a Charitable Incorporated Organisation (CIO) and new governing documents are currently being drafted.

9.4 Company policies:

- **Existing policies:** The charity's key operating policies have been updated by the present Management committee. They will be adapted and adopted by the new company. These policy documents include:
 - Health and Safety
 - Equal Opportunities Policy
 - Children and Vulnerable Adults Protection Policy
 - Code of Conduct.
 - Welsh Language Scheme
 - Financial Procedures
- **Additional policies:** A number of new policy and procedure documents will be drafted or updated to meet the expanded needs of the Community Hub project. These will include:
 - Recruitment and Employment Policy
 - Standard staff employment contracts
 - Grievance Procedure and Disciplinary Procedure
 - Statement of Financial Management Policies and Procedures
 - Volunteering Policy
 - Customer Relations Policy and Complaints Procedure (to clarify how staff and volunteers will work with Centre users and other members of the public)
 - Promotions and Marketing Plan.
- **The Welsh language:** There is a low level of use of Welsh by adults in Knighton and the surrounding area (below 5% are speakers). But growing numbers of young people are able to use Welsh and it will be important to reflect this in promotional material, information and signage.

9.5 Committee members:

The management Committee responsible for the Centre it is not a weak organisation. They are talented, knowledgeable, well-connected, and successful at generating income, diligent charity managers, and extremely hard working. Committee members include:

- **The Chair:** A seasoned health professional who understands the needs of disadvantage and vulnerable people, and recognises the importance of this project as a regeneration initiative, providing leadership and encouragement.
- **The Treasurer and Health and Safety Officer:** A retired Customs and Excise Officer who has worked as a treasurer for a number of voluntary groups and is committed to full transparency in financial reporting.
- **The Secretary:** An experienced community worker and ex local authority councillor who is currently also a parish clerk. She has also had experience of community capital projects.
- **Fund Raiser:** Is a high level strategic commissioning manager who has had professional responsibility for designing large scale service delivery and has managed high cost multi-million capital programmes; many years' experience working voluntarily and paid in the voluntary sector, and for local authorities, and is the lead for the Big Ren project.
- **Youth Committee Member:** An early years professional who has galvanised the energy and ideas of young people, and who is committed to transforming the Centre into a place which young people will want to use.
- **Other members:**
 - A loyal and valuable volunteer with long standing local intelligence and knowledge, who also provides much needed moral and pastoral support to committee colleagues,
 - A retired business man who continues to work as a professional photographer and is a well-known member of the community. He sits on several committees including PAVO, RAFA, Knighton Town Forum and Knighton Twinning. He is a Town Councillor and has been for 22 years. In 2013/2014 he was the Mayor - the 5th time he has been selected. Roger has assisted us in obtaining small donations from local organisations such as the Rotary Club and Teme Valley Masonic Lodge.
 - A successful business woman running a shop in the High St. She is town councillor and at present is the Mayor.
 - A local artist who helps organise children's workshops for the committee at key points in the year such as Easter, Halloween and Christmas.
 - A committee member who sits on several committees, namely Alms Houses Trust, Knighton Twinning Association, Knighton Town Forum and Hospital League of Friends. He works tirelessly for the community in many practical ways, for example as a volunteer hospital driver. As a retired accountant he is able to give guidance on the financial implications of the 'Big Ren'.
 - A member who is a young mother and will support the development of family activities and support for parents of small children.

- 9.6 Strengthening the Committee:** The Community Hub project provides an impetus for reinforcing the Committee. The Committee continues to recruit committee members. Additional co-opted members with specialist knowledge have also been recruited on to Committee Sub Groups for example the Building Sub Group has an ex chartered surveyor and a local business man who runs a design and build company.
- 9.7 Induction and training:**
- The Community Development Consultancy has provided training in the evolving roles and responsibilities of the Management Committee.
 - Members will also receive training in employment law and staff supervision to prepare them for their new increased responsibility as employers.
 - A formal induction process including training and a pack with key documents will be provided for newly appointed trustees.
 - The Committee is committed to receiving further training on an annual basis after new appointments have been made at the Annual General Meeting.
- 9.8 Sub-committee arrangements:**
- The increased workload of the Committee and more complex financial arrangement of the Community Hub operation will need sub committees and task and finish groups.
 - These do / will include:
 - a Building Sub Group to oversee the refurbishment programme (established)
 - a Building User Group to develop policies and procedures for the day to day use and operation of the building (due to be established in September 2015)
 - a small Finance Committee to ensure procedures are followed and reporting to the main Management Committee works effectively
 - a personnel committee to deal with recruitment and confidential staff matters.
 - A Centre Young Person's Committee will be set up to advise the Management Committee and give responsibility to young users for developing their own programmes and activities.
- 9.9 Friends of the Community Centre:** The Friends group is a growing band of volunteers who support the Centre in a variety of ways including catering for special events, maintenance tasks and gardening.

Day to day management

- 9.10 **Current staff:** The Community Centre employs four modestly paid part time workers:
- Caretaker (10 hours paid and full time informal volunteer Centre Co-ordinator / bookings and marketing manager etc)
 - two cleaners
 - casual Bar Manager for large events.
- 9.11 **Vulnerability:** The inability to afford the salary of a Centre Manager and dependence on a volunteer who is permanently on duty to deal with emergencies is a source of vulnerability. It is essential to generate additional resources for both the management and the caretaking roles as soon as possible.
- 9.12 **Challenges for the Management Committee:** The Community Hub will significantly change the role of the Committee, and will require members to adapt sensitively to new management arrangements:
- Committee members will no longer be responsible for day-to-day management of the building, and will need to be careful not to undermine paid staff.
 - Their new role will focus more on policy-making and monitoring the delivery of previously agreed work programmes, project plans and budgets.
 - The Management Committee will need to allow an entirely new relationship to evolve with the paid Development Manager, based on mutual respect and mutual dependency.
- 9.13 **The Development Manager:**
- This will be a full time post funded by the Big Lottery People and Places Programme.
 - The post holder will be a community development worker with a strong track record for project development and management.
 - Key job elements during the building phase:
 - During the building renovation stage the Development Manager will be responsible for providing the link between the charity and the architects and building project manager, and for maintaining basic Centre services as far as possible.
 - While part or all of the Centre is closed to the public for the building work (a period of nine or ten months) the Development Manager will also be planning and assembling all the components of the Community Hub, such as planning for the community development projects, staff recruitment, developing the small activities fund scheme (to be launched with the completion of the building), assembling the volunteer team, and drafting outstanding policies.
 - **Community Hub job elements:** The Development Manager will be responsible for the launching and leading the work of the

Community Hub, including liaison with tenants and users, project co-ordination, supporting the volunteer team, overseeing income generation, and reporting to the board.

TABLE 9.1: Grant-funded Community Hub staff		
<i>Post</i>	<i>salary scale</i>	<i>hours per week</i>
Development Manager	PO 7-10	29
Administrator	Scale 1-3 (4-17)	20
Health & Wellbeing Project Worker	Scale 3/4 (B) 5 (scp 14-21)	12
Back to Work Project Worker	Scale 3/4 (B) 5 (scp 14-21)	12

9.14 **Project staff:** The two first community development projects will be delivered by part time staff (identified in Section 5), who will be innovative community workers who have experience of work with vulnerable groups, young people and unemployed people. See also the job descriptions in Appendix 7.

9.15 **Admin worker:** The staff will be supported by a part time administrator.

9.16 **Promotions and marketing plan:** This will be a detailed blueprint for marketing the Community Centre and the Community Hub activities which will be researched, prepared and launched by the Development Manager while the building is closed to the public.

Appendix 1: Community Centre Survey results, 2012

The 2012 community survey aimed to gather ideas about what the Community Centre means to local people and how they see it being used. A number of questions involved written answers and a wealth of material was collected which contributed to the feasibility study's Options Report and informs the current proposals for the Community Hub.

Over 360 forms were circulated

- direct by email and post to local community organisations, businesses and local representatives (100 forms)
- through public buildings and shops.
- delivered door to door with newspaper distribution.

The following statistical analysis is based on 50 responses. This is a response rate of 14%, which is lower than expected. (Similar surveys elsewhere consistently produce a response rate of about 20%.) Explanations offered for this include the fact that the Management Committee carried out a survey only 12 months earlier, and the suggestion that Knighton residents may be suffering from "crisis fatigue" over their Community Centre whose problems have been local news for four years.

The full questionnaire form is also attached.

Q 2. If you know the building at all please give a score out of 5 for the following features: ("5" = excellent to "1" = very poor, and "?" = I don't know)

	<i>average score</i>	<i>rank</i>
The convenience of its location	4.7	1
Access to facilities in the building	3.4	2
The Centre's external appearance	3.3	3
The range of rooms available	3.3	3
Bar facilities	3.1	4
The state of internal decoration	3.0	5
The usefulness of the activities to you and your family	2.9	6
The welcome for users	2.8	7
Hire charges and costs of activities	2.7	8
Convenience and length of opening hours and time	2.7	9
The publicity for its activities	2.6	10
The range of activities	2.3	11
Backstage facilities	2.3	12

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Q 3. What issues in Knighton are important to you personally? Please rate the following issues out of 5: (“5” = very important to “1” = very unimportant)

	<i>average score</i>	<i>rank</i>
Opportunities for the community to get together	4.5	1
Care for the environment	4.4	2
Healthy activities and lifestyles	4.3	3
Facilities for children & young people	4.2	4
Access to the arts and music	4.1	5
Activities for older people	4.0	6
Tackling unemployment	4.0	6
Training and adult education	3.9	8
Crime and antisocial behaviour	3.9	9
Help for families on low incomes	3.7	10
Access to shopping facilities	3.6	11
Sports activities	3.6	12
Access to childcare facilities	3.2	13

Q4A: Is there a need for these facilities and activities in Knighton?		
	%	Rank
Stage plays and concerts	92%	1
Activities for older people	92%	1
Activities for children and teenagers	92%	1
Facilities for weddings & parties	92%	1
Sports and fitness sessions	85%	5
Rock and pop music concerts	83%	6
Dance classes	83%	6
Meeting rooms for hire	83%	6
Rehearsal space for any of the above	81%	9
Film club or children's films	81%	9
Adult education classes	81%	9
Community meetings	81%	9
Facilities for children's parties	79%	13
Arts and crafts classes	79%	13
Employment advice and support	79%	13
Art and other exhibitions	75%	16
Activities for pre-school children	73%	17
Work experience and volunteering	73%	17
Conferences and seminars	71%	19
Welfare rights and debt advice	69%	20
Creche for families using these services	60%	21
A community café	58%	22
A community newsletter	54%	23
A community shop	35%	24

Q4B Is the Centre a suitable venue for these activities?		
	%	Rank
Stage plays and concerts	88%	1
Meeting rooms for hire	85%	2
Facilities for weddings & parties	83%	3
Rehearsal space for any of the above	81%	4
Activities for children and teenagers	81%	4
Dance classes	81%	4
Rock and pop music concerts	79%	7
Film club or children's films	75%	8
Activities for older people	75%	8
Community meetings	75%	8
Facilities for children's parties	73%	11
Sports and fitness sessions	73%	11
Conferences and seminars	71%	13
Art and other exhibitions	65%	14
Adult education classes	65%	14
Arts and crafts classes	65%	14
Activities for pre-school children	63%	17
Employment advice and support	60%	18
Work experience and volunteering	58%	19
Welfare rights and debt advice	58%	19
A community café	52%	21
Creche for families using these services	46%	22
A community newsletter	44%	23
A community shop	31%	24

Q4C Would you help to run any of these activities?	
	<i>Number of "yes" responses</i>
Stage plays and concerts	8
Rock and pop music concerts	7
Film club or children's films	5
Activities for children and teenagers	5
Art and other exhibitions	4
A community café	4
Arts and crafts classes	4
Rehearsal space for any of the above	3
Activities for older people	3
Activities for pre-school children	3
Adult education classes	3
Creche for families using these services	3
A community newsletter	3
Community meetings	3
Facilities for children's parties	2
Facilities for weddings & parties	1
Sports and fitness sessions	1
Work experience and volunteering	1
Meeting rooms for hire	1
A community shop	1
Dance classes	0
Employment advice and support	0
Welfare rights and debt advice	0
Conferences and seminars	0

Q 11. HELP! The job of running this large Community Centre *and* developing activities to make sure it meets local needs is simply too big for the present small volunteer Committee. Support is urgently needed to ensure the long-term future of the building. **Would you be prepared to help with any of the following?**

	<i>Number of "yes" responses</i>
As a member of a "Friends of Knighton and District Community Centre" group	11
General volunteering	10
Organising community events	6
As a member of or advisor to the Centre Committee	6
Marketing and publicity work, including distributing leaflets	5
Helping to provide activities for older people	4
Helping to provide facilities for children or teenagers	4
Helping to set up and run a community café	3
Administration and reception work	3
Finance and fundraising	3
Recruiting and co-ordinating volunteers	3
Maintenance, gardening, cleaning	3
Helping with the bar	3
Running sports, hobby groups or other regular activities	2
Running a newsletter or maintaining a web site	0

A combination of responses to questions 4C and 11 showed that 22 different respondents - 46% of all those analysed - say they were prepared to help in at least one capacity.

Q 7. How important would the following improvements or changes at the Centre be in meeting the needs of users? Please give a score out of 5 for each suggestion (“5” = very important to “1” very unimportant, and “?” = I don’t know).

	<i>average score</i>	<i>rank</i>
Redecoration and updating of the bar	3.9	1
Upgrading the reception area	3.8	2
Improvements to toilets	3.8	3
Improved heating	3.6	4
Improved access to rooms at the rear of the building	3.5	5
A garden area with seating	3.2	6
Display equipment for training and workshops	2.9	7
A community café area	2.9	8
A gallery for displays/sales of art work	2.8	9
Improved disabled access	2.8	10
Improved performance or backstage facilities (please specify)	2.6	11
Small private interview rooms	2.6	12
Creating a small shop area for the sale of local produce and crafts	2.6	13
Reducing the size of the hall to create an extra activity room	2.3	14
Permanent crèche or nursery facilities	2.0	15

The respondents:

The total number of responses analysed is 50.
16 were male (32%) and 34 were female (68%)

Age of respondents:

- 1 respondent (2%) was aged 19-25
- 6 respondents (10%) were aged 26-40
- 21 respondents (42%) were aged 41-60
- 16 respondents (32%) were aged 61-75
- 6 respondents (12%) were aged over 75

Only 20 respondents (40%) were in full- or part-time work. 2 respondents (4%) were disabled.

The future of Knighton and District Community Centre

CONSULTATION QUESTIONNAIRE AND PRIZE DRAW

The Committee of Knighton and District Community Centre are preparing grant applications for a 500,000 project to give the building a new lease of life and to employ a worker who will develop new activities for local people. But their chances of success depend heavily on them demonstrating that they have good support from residents and local organisations, a strong Committee, and a sustainable future.

This questionnaire is your chance to contribute ideas and suggestions and, if possible, indicate ways you can help this important project. Completed forms will also be entered into a 25 prize draw in June.

Many thanks for your support.

Q 1. Do you know Knighton and District Community Centre? (Please tick)			
I don't know it at all	<input type="checkbox"/>	I know it, but have not been inside	<input type="checkbox"/>
I have attended activities there	<input type="checkbox"/>	I have attended stage performances	<input type="checkbox"/>
My organisation has used the Centre for its activities		<input type="checkbox"/>	<input type="checkbox"/>

Q 2. If you know the building at all please give a score out of 5 for the following features: ("5" = excellent to "1" = very poor, and "?" = I don't know)			
	Score		Score
The convenience of its location		The publicity for its activities	
The Centre's external appearance		The range of rooms available	
The state of internal decoration		The range of activities	
Bar facilities		The usefulness of the activities to you and your family	
Backstage facilities			
Access to facilities in the building		Convenience and length of opening hours and time	
Hire charges and costs of activities			
The welcome for users			
Do you have any comments about the building?			

Q 3. What issues in Knighton are important to you personally? Please rate the following issues out of 5: ("5" = very important to "1" = very unimportant)			
	Score		Score
Facilities for children & young people		Help for families on low incomes	
Activities for older people		Access to shopping facilities	
Access to childcare facilities		Sports activities	
Access to the arts and music		Training and adult education	
Crime and antisocial behaviour		Tackling unemployment	
Care for the environment		Opportunities for the community to get together	
Healthy activities and lifestyles			
Any comments? Are any other issues particularly important to you?			

Q 4. We need to know whether the Centre could meet the current needs for community facilities & entertainment in Knighton and the surrounding area. (Please tick)

	Is there a need for these facilities and activities in Knighton?	Is the Centre a suitable venue for these activities?	Would you help to run any of these activities?
<i>Entertainment & social activities</i>			
Stage plays and concerts			
Rock and pop music concerts			
Rehearsal space for any of the above			
Film club or children's films			
Art and other exhibitions			
Activities for older people			
Activities for children and teenagers			
Activities for pre-school children			
Facilities for weddings & parties			
Facilities for children's parties			
A community café			
Sports and fitness sessions			
Dance classes			
<i>Education & support services</i>			
Adult education classes			
Arts and crafts classes			
Employment advice and support			
Work experience and volunteering			
Welfare rights and debt advice			
Creche for families using these services			
A community newsletter			
Community meetings			
Conferences and seminars			
Meeting rooms for hire			
A community shop			
Can you suggest any other activities you would like to see at Knighton and District Community Centre?			

Q5 Which, if any, of these facilities and activities would you be most likely to use?

Q 6. What other venues are there in the area which might be better at meeting the needs of user organisations and local residents. Do you have any views about possible competition between the Community Centre and other venues?

Q 7. How important would the following improvements or changes at the Centre be in meeting the needs of users? Please give a score out of 5 for each suggestion (“5” = very important to “1” very unimportant, and “?” = I don’t know).

	Score
Improved access to rooms at the rear of the building	
Redecoration and updating of the bar	
Permanent crèche or nursery facilities	
A community café area	
Improved disabled access	
Improved heating	
Creating a small shop area for the sale of local produce and crafts	
Display equipment for training and workshops	
A gallery for displays/sales of art work	
A garden area with seating	
Improvements to toilets	
Reducing the size of the hall to create an extra activity room	
Small private interview rooms	
Upgrading the reception area	
Improved performance or backstage facilities (please specify)	
Any other improvements or adjustments? Please add your suggestions	

Q 8. Do you think Knighton and District Community Centre should change its name to make it more appealing to users and attract people from a wider area?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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If so, can you suggest an appropriate new name for the building?

Q 9. Do you have any other comments or suggestions for the project to improve Knighton and District Community Centre for the community and make the building sustainable?

Q 10. If a small grant pot was available to help you start a new community activity:

what would you spend it on?	
how much would you need?	

how would you keep the *-activity going after the start up grant had been spent?

Q 11. HELP! The job of running this large Community Centre *and* developing activities to make sure it meets local needs is simply too big for the present small volunteer Committee. Support is urgently needed to ensure the long-term future of the building. **Would you be prepared to help with any of the following?**

	Yes	Possibly
General volunteering		
Organising community events		
Running a newsletter or maintaining a web site		
Helping to provide activities for older people		
Helping to provide facilities for children or teenagers		
Helping to set up and run a community café		
Running sports, hobby groups or other regular activities		
Administration and reception work		
Finance and fundraising		
Recruiting and co-ordinating volunteers		
Marketing and publicity work, including distributing leaflets		
Maintenance, gardening, cleaning		
Helping with the bar		
As a member of or advisor to the Centre Committee		
As a member of a “Friends of Knighton and District Community Centre” group		
Is there anything else you would like to do, or do you have any particular skills to offer?		

Q 12. Would you be prepared to be interviewed on your views or ideas for the Centre? (Please tick)

Yes		No	
-----	--	----	--

Your name:			
Organisation:			
Telephone:		Email:	

Q 13. Are you ... ?	Yes		Yes		Yes
Male		Aged under 11		Aged 41-60	
Female		Aged 11-18		Aged 61-75	
Disabled		Aged 19-25		Aged over 75	
In full or part time employment		Aged 26-40			

If you would like to know more about the Committee’s effort to improve the Centre and make it more sustainable please contact Mel Witherden on 01495 769000. If you would like to make a booking to use the Centre, please call 07751 221487. If you would prefer a version in Welsh please contact us.



Appendix 2: Community Centre Survey results, 2011 Knighton and District Community Centre Consultation Questionnaire

63 completed questionnaires returned.

Do you use Knighton and District Community Centre?

Yes = 60

No = 2

1 visitor

1. Reasons why you do not use the Community Centre

0 Did not know there was one in my area

6 Don't know what is going on

0 Location of the Centre

1 No suitable activities

1 Activities not on at a suitable time

0 Centre not open at a suitable time

3 Not welcoming

0 Too expensive

0 Poor reputation

2 Facilities in poor condition

Other

- Not from the area
- Visitor to area
- Always cold
- The Community Centre is always cold in Spring/Autumn/ Winter

50 Unanswered

2. What Services would you like to see available at the Community Centre?

38 Activities for children and young people

44 Ault education classes

35 Sports & fitness classes

40 Arts & crafts classes

29 Performing arts activities

34 Activities for older people

19 Activities for both parents and pre school children

16 Crèche to enable you to attend activities

19 Welfare rights and debt advice

16 Help getting back into work

9 Female only activities

6 Male only activities

Other

- Flicks in the sticks
- Anything to benefit community
- The more use the better
- Adult education= U3A maybe?
- Sports & fitness- for people with physical disabilities/ Tai Chi excellent for all abilities
- Live music
- Films, Farmer's market to continue

1 Unanswered

3. What are the three main things that concern you about where you live?

43 Not enough for children and young people to do

19 Lack of activities for older people

22 Not enough opportunity for community to get together

18 High unemployment

12 Lack of access to health or fitness activities

22 Not enough opportunities to do training and improve skills

Other

- People travelling from Knighton to do shopping elsewhere
- Roads
- Vandalism
- Locals total lack of desire to support their community especially the 20-40 year old age group
- Welsh language lessons
- Support local business to help Knighton to be sustainable

5 Unanswered

4. What time of the day would you prefer to access services at the Community Centre?

25 am

27 pm

29 Evening

Other

- Any of the above
- Any time
- Activities should be held at all times

5. Would you be interested in volunteering at the Community centre?

Yes 2

No 29

Maybe 20

Unanswered 12

6. If you are interested in volunteering what areas would it be in?

- 7 Organising Community events
- 1 Helping with finances
- 1 Create or maintain a website
- 3 Reception duties
- 1 Create a newsletter
- 1 Join the committee and attend committee meetings
- 3 Door to door distribution of materials
- 2 Marketing
- 1 Taking and typing minutes
- 7 Helping to set up and run a community Café
- 2 Gardening
- 3 Cleaning
- 0 Running a regular activity

Other

- N/A
- Environmental advice
- One off events
- 49 Unanswered

THE RESPONDENTS

1. Gender

Male 21 Female 42 Unanswered 3

2. What age group are you in?

- 0 under 11
- 2 11-18
- 4 18-25
- 8 25-40
- 43 40-79
- Comment: 40-79- abit of an age range.
- 3 80+
- 2 Unanswered

3. Would you consider yourself to have a disability?

Yes 5 No 54 Unanswered 4

4. Nationality

- 52 White British
- 1 White Irish
- 2 White other
- 1 Asian
- 3 Welsh

27 Addresses/ contact details collected wishing to volunteer or be kept up to date with Community Centre activity.

Appendix 3 - The Options Plan Summary

This summary of a more detailed Options Report was circulated as part of the consultations on proposals for the future of the Centre.

A sustainable future for Knighton and District Community Centre

Summary Options Report and interim findings

Introduction

1. **This report:** The Options Report is the interim report on consultations and research into the future of Knighton and District Community Centre. It is “the story so far” - a document for further consultation with the community in Knighton and other stakeholders, and a basis for decision making by the Centre Committee. It is *not* a definitive statement of findings, and comments and corrections are welcomed.
2. **The consultancy:** Knighton and District Community Centre, Hub Development Consultation is being carried out by Mel Witherden of the Community Development Consultancy for Glasu, the Rural Development Plan Funding Agency for Powys.
 - **Its aims** are to work with the Knighton and District Community Centre Committee to help them refine their development plans, to carry out a community consultation exercise, evaluate existing and proposed activities for the Centre leading to a comprehensive programme for achieving its long-term sustainability, and compiling a business plan to bring together the outcomes of this work.
 - **The business plan** will:
 - clarify the role of the organisation, support, delivery plans etc
 - identify project finances, a timetable, recruitment and contingency plans, monitoring and evaluation arrangements
 - provide evidence of long-term sustainability.
 - **Agreed tasks for the consultancy:** The work includes:
 - meetings and interviews with the Committee and other relevant officers and representatives of key stakeholder organisations (including Powys County Council and Glasu)
 - a questionnaire-based community survey
 - an examination of the constitution and governance
 - feedback in the “Options Report” which will be the basis of further consultation
 - production of a Business Plan.

- Other outcomes: Evidence of long term sustainability can also be used by the Committee to support a Big Lottery grant application and secure Powys County Council (PCC) funding for roof repairs.

Why change is necessary

3. **A record of success:** The present Committee has achieved a remarkable amount in the past three and a half years, including:
 - a long-term development strategy for the building, and improvements to the Kitchen and Reynolds Room
 - increasing the use and income of the Centre, establishing the food and craft market, and developing an impressive web site
 - new company policies, sound financial controls, higher standards of charity governance, improved reputation of the KDCC Committee.
4. **A context of crisis:** Even so, the challenge of running the huge aging community centre entirely voluntarily and with a lease which imposes huge burdens on the Committee is probably impossible. This report focuses on the challenges and difficulties which face the present impressive Committee - not because they are failing but because the challenge is unrealistic, and it is time for sweeping changes in the way the centre is run.
5. **Challenges for the Committee:** The Management Committee is a hard-working, dedicated, resourceful group facing multiple difficulties:
 - a **building** which is too large for most community uses
 - a **lease** whose terms are unachievable
 - a **constitution** which is out of date
 - **limited financial resources** which are insufficient to maintain the building, invest in the future or take risks with new activities
 - **compliance** with expensive and oppressive health and safety regulations
 - a **focus on building management** which unavoidably leaves too little time and energy to initiate activities or promote the Centre
 - **the risk of burn-out** for overstretched Committee members
 - **competition** from other community buildings in Knighton
 - **the need for a more focused approach** with clearer priorities to bring the Centre more into line with community needs
 - **financial stress**, because user organisations have equally difficult financial circumstances
 - **commercial and business pressures** which demand efforts to attract private functions rather than meet the needs of vulnerable local people
 - **social and economic trends** which have caused a switch to more individual and home-based entertainments.

6. **The building:** Knighton and District Community Centre is a remarkable building with some excellent features. But it also has a number of very serious drawbacks which undermine the Committee's efforts.
 - inefficient design and layout which is unsuitable for a multi-purpose community centre trying to meet local needs
 - cold, unwelcoming, out of date décor; poor heating, lighting etc
 - large rooms, especially the cathedral-like main hall, which are unattractive and unsuitable for many uses
 - lack of up-to-date IT and sound equipment, poor acoustics
 - uneconomic hire fees because of the size of rooms
 - long-standing maintenance problems
 - lack of office accommodation, storage space and facilities for volunteers and projects.

7. **Mixed community views:**
 - **Negative views:** The consultations show that the view of the local community is mixed. Some people point to high hire charges, limited activities, an unwelcoming building, a chequered management history, problems with recruiting Committee members and low usage.
 - **Positive views:** A majority of people consulted believe the community centre is a much-loved local building, which is still a suitable venue for many different types of activity, and the best venue in Knighton. *Most importantly the survey and interviewees identify an important role the Centre as the only building in town with the capacity to bring the whole community together.*

8. **The business management challenge:** Conclusions from the research suggest that the Centre needs:
 - a stronger business and financial management focus
 - clearer aims and community roles
 - a flexible social enterprise approach to long-term sustainability
 - additional types of income and a wider range of sources
 - improvements in the running of the licensed bar
 - proactive development of activities - not just a building for hire
 - more promotion
 - more volunteering to involve and support local residents
 - increased Committee membership, including people with business skills
 - resources to invest in improvements
 - staffing to achieve these changes.

9. **Other conclusions:**
 - **the charity:** the present outdated charitable trust needs to be transformed into a modern charitable company
 - **the lease:** the present full repairing lease is unsustainable; if it is not changed urgently it is likely that the Committee will be unwilling to continue

- closer links with **Knighton Community Support** are essential for a sustainable future
- clarity on the relationship with **Knighton Town Council** is needed.

Options for development

10. **The need to develop the existing strategy:** The Committee has been extremely successful at developing and pursuing long-term plans to improve the Centre. But the Committee now needs to move on to Phase 4 of the 2009 “Big Ren” (renovation) Strategy as originally agreed, and to refine and extend the Strategy details.
11. **The range of possibilities:** The research identified 5 basic options for future development. Underpinning the main options (1 to 3 below) is the view that increased specialisation is the only realistic way to improve Knighton and District Community Centre’s potential to generate additional income and become sustainable. Some approaches are mutually exclusive, although there is likely to be some flexibility to include a mix of elements in the final strategy.
 - **Option 1 - A place for big events**
 - **Option 2 - A sports and recreation centre**
 - **Option 3 - A multi-use community and social enterprise centre**
 - **Option 4 - More of the same:** this option involves improvements to the Centre, but no significant change in the Committee’s approach
 - **Option 5 - Resignation/closure:** this option would mean that the Committee decides it is unable to achieve sustainability and is not prepared to continue (eg because the terms of the lease are untenable); it would hand the building back to Knighton Town Council (the custodian trustees).
12. **Option 1 - A place for big events:**
 - **The approach:** This approach would preserve the character of the Centre and its uniquely large spaces (in the three main rooms). It would involve investing in upgrading facilities to create an effective regional centre and marketing it to audiences and users over a wide area of the Wales-England border.
 - **Possible activities:**
 - a conference and training venue
 - stage shows, high quality drama and music presentations
 - high quality facilities for weddings, parties, dances etc
 - commercial and trade shows staged for the private sector
 - large-scale local activities - eg the food and craft market.
 - **What would be needed:** To become sustainable this approach would need:
 - permanent skilled management and administrative staff with experience of entertainment and conference promotions
 - evidence of a substantial potential market and audience to beat competition from existing regional centres

- investment in high quality lighting and sound systems, flexible staging, state of the art IT and presentation equipment etc
- a strongly business-orientated Management Committee.

13. **Option 2 - A sports and recreation centre:**

- **The approach:** A number of people have advocated adapting parts of the building for sports and associated activities, and emphasising its role as a local recreation and leisure facility.
- **Possible activities:** The community centre could be ideal for a variety of activities which cannot be comfortably accommodated at Knighton Sports Centre because of the lack of a large sports hall there. Suggestions include five-a-side football, basketball, indoor cricket, winter training for sports teams, increased uses for martial arts and dance, links to outdoor sports using designated parts of the adjoining public car park, small-scale entertainments in the bar area, weddings, parties for adults and children and in-house catering for events.
- **Potential viability:** The problem with this option is that it would reduce the flexibility of the building for other community activities and would generate little more income than the Centre at present.

14. **Option 3 - The community hub.** This option involves developing Knighton and District Community Centre into a multi-use community and social enterprise centre by creating smaller rooms to accommodate a wider range of activities and types of users. *This is the option recommended by the consultancy and favoured by the Committee.*

The Community Hub

15. **Key characteristics:** The Community Hub would aim to:

- provide services and opportunities to a wide range of local residents, including vulnerable groups
- foster a sustainable, self-help approach to meeting local needs
- employ community development staff (rather than a Centre Manager)
- foster volunteering to help keep the Centre running
- aim to fill the building with activity and establish it as a real centre for mutual community support, education and initiative
- use the building as flexibly as possible
- maintain the tradition of accommodating local groups, community-wide events and entertainments.

16. **What will be needed:** Option 3 will only be possible if there are major changes at the Centre, including:

- grant funding of at least £800,000 (and possibly more) for the substantial refurbishment of the building
- recognition that it is uneconomic to preserve the large hall in its present form

- creating a number of smaller rooms by dividing up the larger spaces (and losing a few existing users - eg the Badminton Club)
- adopting a more proactive approach to meeting community needs, especially those of vulnerable local people - children, older people, people with mental and physical health problems, unemployed people, people improving their basic skills, confidence and vocational qualifications etc
- changing the terms of the PCC lease.

17. **Achieving sustainability by diversifying income and resources:** The Community Hub is the option which offers the best potential for the building to achieve sustainability. It will do so by ending the present over-reliance on room hire and bar profits for income and dependence on a tiny group of over-worked volunteers. The changes include:

- increasing the number of rooms for hire
- stimulating new training and adult education courses, hobby groups and projects, social activities etc to increase use
- an open door policy to attract new users (eg with drop-in facilities, free use for new groups, surgeries run by outside agencies) who will become future customers, hirers and tenants
- using the building as a base for income-generating social enterprise projects
- improving the operation and opening times for the bar
- diversifying income sources to include grant-funded projects, management fees, office rentals etc
- a dedicated team of volunteer workers to support activities
- operating in partnership with other local organisations to share information, resources, equipment and staff.

18. **Possible activities:** The Community Hub would aim to cater for a wide range of social, educational, health and economic activities for local people. Feedback from the consultations is still being analysed, but possibilities include:

- a drop-in centre of teenagers
- activities for children
- groups and activities for elderly people
- a support/interest group for people suffering mental ill-health
- healthy activity projects and groups
- basic skills training and a job club
- arts and crafts workshops
- vocational training courses
- a gardening group to improve the appearance of the grounds
- collaborations with local groups - eg to improve community facilities in the Bowling Green Lane area and the car park
- flea markets
- children's film shows
- networking events for outside agencies - eg on health issues
- an internal café providing refreshments for users.

19. **Implications for the Committee:** The Community Hub approach will create a different role for the Management Committee. They will be less building managers (volunteers and a paid worker will help with this) and more employers, project developers and business managers. It will be essential to recruit more members.
20. **The role of the development worker:** The role of the development worker will be to:
- promote the Centre and its Community Hub
 - attract and develop training and education activities
 - support individuals to set up new support and interest groups based in the Centre
 - develop partnerships with other bodies
 - recruit, train and support a volunteer team
 - raise grant funding
 - generate sufficient income to sustain at least a part time development worker post in the future.
21. **Possible changes to the building:** Architects will draw up options for building refurbishments which include both basic improvements (heating, windows, toilets etc) and a redesign of the room spaces. The main possibilities include:
- dividing the bar area into offices and/or activity spaces
 - screening off the rear of the main hall for a communal meeting space, bar and café area
 - a mezzanine level above the communal meeting space for project offices and administration
 - a redesign of the main entrance to improve access and the attractiveness of the building
 - developing ideas for improving the external appearance of the Centre.
22. **Fundraising:** Fundraising for these changes will start with a second stage bid to the Big Lottery Fund and an application to the Welsh Government Community Facilities and Activities Programme in July 2012. (An Outline Proposal to the Big Lottery has already been accepted.) Other trust fund sources will be approached in due course as necessary.

Conditions for progress

23. **Conclusions:** The preliminary conclusions of the consultancy include recommendations that the following steps are essential to allow Option 3, the Community Hub development, to progress:
- Powys County Council pays for repairs to the roof
 - the Committee develops a more business orientated approach and uses the promise and publicity of the Community Hub project to attract new members with appropriate skills

- the Committee member attend a training workshop run by this consultant to prepare them for their new roles
- changes to bar management to improve its profitability
- realistic partnership arrangements are established with users and stakeholders, including a mutual commitment with Knighton Community Support to develop collaborative working relationships, and the support of Knighton Town Council
- Powys County Council treats the Centre as a special case and adjusts the terms of the building lease to give the Committee responsibility for internal maintenance only
- if there is no change to the lease, the Committee should move to Options 4 or 5.

Appendix 4: Project Outcomes and Performance Measures

BIG REN OUTCOME	NEW OUTPUT	MEASURE	TIMESCALE
Project Outcome 1 To create a environmentally friendly facility both internally and externally that is aesthetically pleasing, substantially reduces its impact on the environment, and has a sustainable long term future	Improve the quality and quantity of the facilities whilst reducing down the carbon foot print of the Centre.	Utility costs reduced by 0.5% taking in to account rising costs	1 full year following building completion
	Increase access to good quality kitchen / café facilities both for commercial usage, healthy eating / cooking and training purposes	30 episodes of kitchen usage catering for more that 30 people at a time 10 healthy eating and or learning to cook activities for 10 people at a time 1 person employed and 2 voluteers to operate cafe	At the end of the project
	Improve people’s understanding of the environment.	1 environmental project involving 30 people	1 full year following building completion
	Sustain a library service for the community and provide access to learning and literacy activities for all ages	Library co-located 100 people access learning and literacy activities as part of the library service	At the end of the project
Project Outcome 2 To reduce the impacts of poverty and support people to improve their quality of life, feel less isolated and more able to meet their own health, social and economic needs.	Enable more people to come together, socialise and have fun.	200 more people who attend social events Increase the number of social events by 40	1 full year following building completion At the end of the project
	Children and young people have the opportunity to make better use of the Centre.	Increase the number of new activities by 8. 100 children learning and having fun	1 full year following building completion

	Improve the prospects of young unemployed people to receive guidance, advice and training to seek training, employment or develop a social enterprise	50 young unemployed people helped	At the end of the project
	Improve the prospects of people with mental health conditions and or disabilities to training and work	10 people with mental health or disability conditions have access to training, employment and or volunteering at the centre	At the end of the project
	More people understand, can make use of, and have access to information technology	100 people make use of IT and Wi Fi availability in the centre	At the end of the project
	People with mental health conditions including dementia feel welcomed and have access to specially designed services	50 people with mental health and dementia conditions make use of the centre and attend specialist services	At the end of the project
	Improve people's access to advice, guidance and specialist services to access benefits and manage their resources including debt advice	40 people receiving advice and guidance. 5 people receiving eligible benefits as a result of advice received.	At the end of the project
	Improve families with children (with particular focus on children under 5) to support their own needs through cooking and nutrition, parenting and learning opportunities to enhance their children's development.	40 parents receive services and have enhanced confidence in their parenting ability	At the end of the project
	Older people have opportunities to come together and or take part in new activities to reduce their sense of loneliness and isolation	50 people over 65 years attend or receive new services and feel less lonely and isolated	At the end of the project
	People, including children and young people have access to healthy living opportunities, including specialist health services, preventative and exercise classes	100 more people access healthy living activities	At the end of the project
	To create employment opportunities in the Centre.	1 full time member of staff 4 part time members of staff (8 hours a week or more) 5 sessional members of staff	At the end of the project

		(less than 8 hours a week)	
Project Outcome 3 To provide and enhance an asset to generate revenue and facilitate improved economic opportunities to both develop and sustain the Centre and the wider community.	Establish a more sustainable building that can accommodate long term tenant organisations	4 new tenants renting flexible or office space.	At the end of the project
	Encourage the growth of ethical and local micro business production.	Increase the number of stalls at the craft and farmers market by 33%	At the end of the project
	Promote participation in artistic and cultural activity	Annual number of arts activities (including amateur dramatics, world music, films, exhibitions) increased by 34	At the end of the project
Project Outcome 4 To provide opportunities for people to gain new skills and confidence through volunteering, training, advice and guidance.	Improve access to learning and education opportunities	Increase the number of sessions by 46	At the end of the project
	Build and sustain the centre through a comprehensive volunteering programme.	Number of young volunteers (under 25) by 25 Number of adult volunteers by 20	At the end of the project
	Build peoples capacity to meet their own needs through implementing a training and support programme for volunteers	Annual number of training programmes delivered 4	At the end of the project

Appendix 5: Knighton and District Community Centre Sustainability analysis

Weaknesses

Perspectives	Natural Capital How does this have a negative impact on natural resources and ecosystem services?	Human Capital How does this undermine people's capabilities, mental and physical health and motivations?	Social Capital How does this work against the creation of mixed social networks, employment, trust, participation, relationships, respect, community cohesion, equality?	Infrastructure Capital How does this have a negative impact on building infrastructure, spaces for living/ work/ leisure, material assets and offer equal access to other resources?	Financial Capital How does undermine our financial viability now and in the future?
Operational	<ul style="list-style-type: none"> We may not be able to afford new technology such as grey water recycling systems to replace old / existing systems 	<ul style="list-style-type: none"> Committee is small and currently lacks some capacity making them feel inadequate. 	<ul style="list-style-type: none"> The majority of the Committee are not born and bred in Knighton and are seen by some as outsiders. 	<ul style="list-style-type: none"> There may be some duplication of facilities. 	<ul style="list-style-type: none"> The project potentially relies on support to sustain the centre's infrastructure from the local authority and may not be totally independent.
Service users	<ul style="list-style-type: none"> More activities may result in more users driving to the facility. 	<ul style="list-style-type: none"> A small amount of users have difficulty in sharing the vision and therefore will not commit their support 	<ul style="list-style-type: none"> Complacent community who are unlikely to voice firm opinions making it hard to seek approval 	<ul style="list-style-type: none"> Service users will have to learn to use the building differently, even perhaps where they come in to the building. Due to the capital investment we may have to ask users to take more care and follow more stringent guidelines. 	<ul style="list-style-type: none"> In order to make the building more financially viable it will have to be run on a better quality business model which may result in a change in charging infrastructure.
Wider community		<ul style="list-style-type: none"> Unambitious and unimaginative Town Council. 	<ul style="list-style-type: none"> Some activities may take away from other facilities if it is seen as a better venue. 	<ul style="list-style-type: none"> It may draw business away from other facilities. 	<ul style="list-style-type: none"> The project is totally reliant on substantial grant funding and although detailed work on a business plan is / has been done and all risks have been assessed there are no guarantees it will work. We are developing in a time of recession which may hinder some of the developmental work being planned

Strengths					
Perspectives	Natural Capital How does this protect and enhance natural resources and ecosystem services?	Human Capital How does this enhance people's capabilities, mental and physical health and motivations?	Social Capital How does this enhance mixed social networks, employment, trust, participation, relationships, respect, community cohesion, equality?	Infrastructure Capital How does this enhance building infrastructure, spaces for living/ work/ leisure, material assets and offer equal access to other resources?	Financial Capital How does this deliver long-term value for money and/or create economic value added?
Operational	<ul style="list-style-type: none"> An Environmental Audit has identified that the building has a large carbon footprint and lacks efficiency and effectiveness in terms of fuel consumption and other environmental sustainability factors - the project is designed to address many of these issues. 	<ul style="list-style-type: none"> The Project is providing a much needed strategic focus and is building confidence in the committee. It will provide a paid resource to build on the foundations created by the Committee and enable them to manage the building not run it. It will provide greater opportunities to employ both paid and unpaid workers. 	<ul style="list-style-type: none"> It provides the opportunity to work collaboratively with other key organisations and agencies in Knighton. The Project is designed to under-pin the County Councils Regeneration Strategy to establish a community hub and will provide facilities for a wide range of community development activity to take place. 	<ul style="list-style-type: none"> The capital investment will enhance a publically owned community asset. It will redesign a facility that was badly designed and has never been fit for purpose. It will provide existing partners with an enhanced work environment and potentially provide an incentive for them to stay and work in partnership (tenant organisations) 	<ul style="list-style-type: none"> The project by definition has to meet best practice standards in terms of capital investment. It will replace old and depleted infrastructure such as inefficient single glazing and central heating. It will reduce down the size of rentable spaces ensuring that rent is more likely to cover actual cost.
Service users	<ul style="list-style-type: none"> It will provide a more fit for purpose facility that is of a high quality and will be more attractive to use, therefore being more efficient in relation to optimum usage. 	<ul style="list-style-type: none"> The project is generating a growing interest and support by user groups and individuals. The project addresses the consultation responses that the building is tired and unwelcoming. 	<ul style="list-style-type: none"> The project is designed to inspire existing and future service users to identify and meet their own needs. 	<ul style="list-style-type: none"> With a better designed infrastructure and security features we hope to reduce the impact of vandalism. 	<ul style="list-style-type: none"> The project is designed to attract more users and thus more income. Users may be prepared to pay slightly more for a quality service / building / facility.

Wider community	<ul style="list-style-type: none"> • Through good quality design and use of high quality materials we can demonstrate efficiency and ways of reducing the impact on the environment. • The project aims to join forces with a range of interest groups including environmental groups to help develop the facility beyond the project period. 	<ul style="list-style-type: none"> • Through the project we are attracting more friends of the Community Centre and volunteers. • Knighton has not received any significant public investment for many years - this will show the community is worth investing in. 	<ul style="list-style-type: none"> • The project is designed to develop capacity and resilience within the community of Knighton and surrounding district with a view to the community helping themselves. 	<ul style="list-style-type: none"> • By extending the range of activities for all service users including young people we hope that they will value and respect the facility and their town. 	<ul style="list-style-type: none"> • If we get the balance of activity between general community / commercial activity and that designed to meet the most vulnerable we will address issues of poverty and disadvantage . This will include projects around training and employment.
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Opportunities					
Perspectives	Natural Capital How could this better contribute to protecting and enhancing natural resources and ecosystem services?	Human Capital How could this better enhance people's capabilities, mental and physical health and motivations?	Social Capital What opportunities can you see to boost mixed social networks, employment, trust, participation, relationships, respect, community cohesion, equality?	Infrastructure Capital In what way could this raise the quality, efficiency and usability of building infrastructure, spaces for living/ work/ leisure, material assets and offer equal access to other resources?	Financial Capital What opportunities are there to use finance and/or accounting models to offer greater value for money, now and in the long-term?
Operational	<ul style="list-style-type: none"> By working with quality architects we may be able to improve consumption of natural resources and use more sustainable materials. This could include movement responsive lighting, zoned heating etc. 	<ul style="list-style-type: none"> The Centre could employ people with particular needs, such as those with mental health and learning disability issues in order to help them contribute to community life and build their own self esteem. 	<ul style="list-style-type: none"> The success of the project will enhance the status of the Committee and should attract new Committee members - strengthening the Committee. 	<ul style="list-style-type: none"> Provide a wider variety of usable spaces. Could provide the opportunity to build in more public amenities such as a public toilet that is clean and maintained. Shared tenancy might support a better reception service. 	<ul style="list-style-type: none"> It should ensure that the building becomes cheaper to run and will release much needed resource in to front line provision / activity. There would be endless opportunities to attract additional funding to support spin off projects and help maintain the facility.
Service users	<ul style="list-style-type: none"> By the employment of a Centre Manager we could enforce better environmental policy and ensure that users follow environmental procedures such as turning off taps, recycling materials, and contributing ideas for saving power and costs. 	<ul style="list-style-type: none"> The project must respond positively to ideas and have the capacity to respond, including financial support to help people help themselves. 	<ul style="list-style-type: none"> The project is designed to enhance the range of activities, services and opportunities for the whole community to come together, learn, share and have fun. A particular focus on the needs of young people will broaden their horizons about what is possible. 	<ul style="list-style-type: none"> It will provide new organisations with the opportunity to become tenants in a state of the art building. Users are more likely to respect a better quality of building. If the building accommodates meeting and waiting spaces people may congregate, socialise and communicate. 	<ul style="list-style-type: none"> We could provide another focal point for the local Credit Union and other ethical self-help projects which are designed to provide value for money.

Wider community	<ul style="list-style-type: none"> • The Centre could provide an example of good practice in terms of environmental sustainability. • The Centre could host environmental groups and projects to train and support the wider community. 		<ul style="list-style-type: none"> • The project will provide opportunities for regeneration activity including, training, education, employment support and entrepreneurialism. 	<ul style="list-style-type: none"> • The facility will have wifi which will enable a new range of activity including a Public Information Point. 	
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Threats and risks					
Perspectives	<u>Natural Capital</u> What are the environmental threats and risks facing your approach?	<u>Human Capital</u> What are the human resource capacity and capability risks facing your approach?	<u>Social Capital</u> What is the social/community based risks facing your approach?	<u>Infrastructure Capital</u> What are the risks to infrastructure facing your approach?	<u>Financial Capital</u> What are the financial risks facing your approach? What are the threats to being able to deliver value for money and viability?
Operational	<ul style="list-style-type: none"> Ability to maintain the standards set by a refurbished centre without appropriate financial help could impact on the environment. 	<ul style="list-style-type: none"> Committee is small (although committed) and the project can seem daunting. 	<ul style="list-style-type: none"> The project may seem to be too ambitious for a place like Knighton and that there is a possibility that we do not take other organisations with us. 	<ul style="list-style-type: none"> A part of the project it is likely that the building as it currently stands will change beyond recognition. Whilst our consultation has identified that people recognise it is tired and unwelcoming they may not approve of any radical changes. 	<ul style="list-style-type: none">
Service users	<ul style="list-style-type: none"> Vandalism of a new facility and expensive infrastructure could mean more environmental impact to replace. 	<ul style="list-style-type: none"> Due to the proposed changes it may well be that certain activities are sacrificed for the greater good, some service users may have to adapt their activities or stop altogether. 		<ul style="list-style-type: none"> Service users will have to learn to use the building differently, even perhaps where they come in to the building. Due to the capital investment we may have to ask users to take more care and follow more stringent guidelines in relation to use. 	<ul style="list-style-type: none"> In order to make the building more financially viable it will have to be run on a better quality business model which may result in a change in charging infrastructure.
Wider community	<ul style="list-style-type: none"> Surrounding area to a newly refurbished building could look unsightly and not in keeping - not carrying through the environmental statement we want to building / facility to make. 		<ul style="list-style-type: none"> This project may be seen as direct competition rather than providing a greater opportunity for putting the town on the map. 		<ul style="list-style-type: none"> We are developing in a time of recession which may hinder some of the developmental work being planned

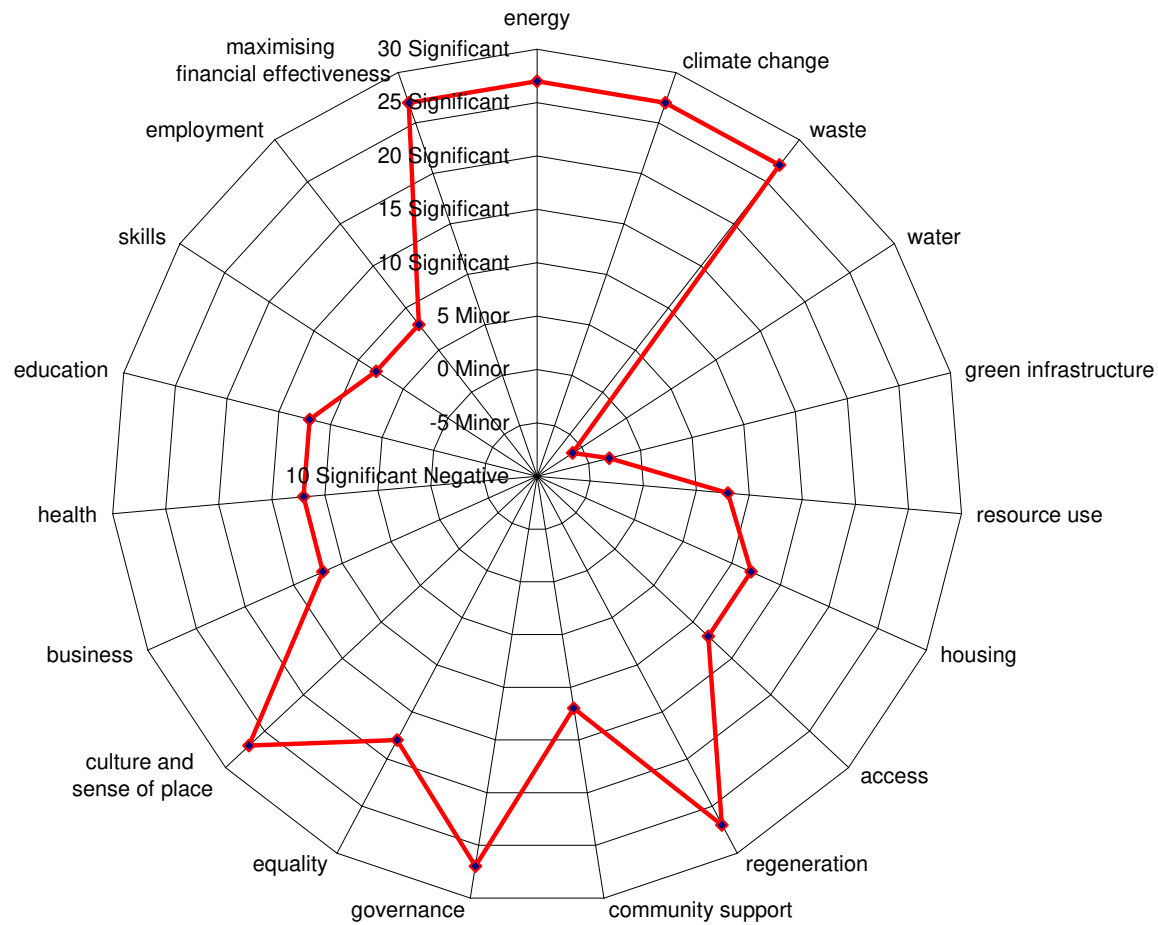


Table A6.1: Spider graph of the Knighton and District Community Centre Sustainability Analysis. See Section 8

Appendix 6: Staff job descriptions

Development Manager – Knighton and District Community Centre

JOB DESCRIPTION

This post is reliant upon and subject to receipt of continued funding.

Title: Development Manager – Knighton and District Community Centre

Salary P0 7-10 £35,430 (Pro-rata)

Responsible for: Administrator, Project Workers Caretaker, Cleaners and Volunteers

Accountable to: The Community Centre Committee (There will be a named officer responsible for providing management support)

Base: Knighton and District Community Centre

Hours Varied according to Project Implementation Timetable

Main purpose of the job:

On behalf of Knighton and District Community Centre Committee deliver the outcomes and targets outlined in the Big Ren Business Plan, which includes managing the capital programme, specific revenue funded projects and in conjunction with the committee develop long term sustainability for the Centre.

In order to achieve this, the following will necessary:

- finding out about the community's needs, problems and barriers to making use of the Centre
- making sure that local people have their say in what takes place at the Centre
- developing new opportunities and monitoring existing projects
- helping to raise public awareness about the Community Centre and any activities or events
- encouraging local people to take action and get involved in the running of the centre or projects and activities including the recruitment of new committee members and a team of volunteers.

- building links with other groups and agencies and seek opportunities for partnership working
- raising funds and generating income to supports additional work and sustain the Centre
- recruiting and training staff and volunteers
- planning meetings and events
- managing budgets
- preparing and delivering ongoing progress monitoring reports and developing and implementing a project evaluation programme.

Specific Duties and Responsibilities

General

- Work with customers, local communities and other stakeholders to research and identify local needs and priorities utilising appropriate methods and techniques.
- Identify and develop plans and project proposals in partnership with customers and potential delivery partners based on the outcomes of the research
- Identify and access funding and partnership opportunities to deliver projects and activities at the Centre.
- Monitor the progress of initiatives (including financial monitoring) developed to ensure they deliver planned objectives and outcomes and continue to meet customers and local needs.
- Assess the benefits of initiatives developed for customers and the wider community, sharing learning and best practice to help raise the profile of the Centre.
- Establish a Users Forum/Panel in order that users are supported in delivering their activities and improvements can be made to enhance access.
- Provide appropriate reports and feedback to funders in line with the specified requirements.
- Provide prudent and effective management of the project and community centre budgets including the monitoring of income and expenditure to keep within the parameters of available resource.

Support

- Provide advice and assistance to Knighton and District Community Centre Committee and customers in developing integrated plans to meet customer's needs and priorities.
- Support, advise and assist community groups on organising, running and sustaining their projects and ideas.
- Provide or access training as appropriate for customers groups to meet their identified needs.

Internal and External Liaison

- Develop and maintain effective working relationships with customers, partners and other stakeholders.
- Develop and participate in local, regional and national networks.
- Identify other agencies and others in the voluntary and statutory sector and where appropriate establish communication to maximise opportunities for collaborative working.
- Attend relevant forums and raise the Community Centre's profile and share information and best practice, and provide internal feed back.

Information and Dissemination

- Collate and maintain statistical information on clients and customers who use the Centre in line with the Big Ren monitoring requirements
- Maintain an awareness of funding opportunities for developing new activities and resources
- Continually update knowledge on evidenced based practice and innovative ways of meeting customers and community needs and priorities,
- Maintain a database of research carried out about client specific groups in the area.
- Maintain a database of useful information which stakeholders might find useful and can easily access.

Marketing

- Produce information for customers in an accessible format
- Contribute to the development of marketing information that promotes the Community Centre's profile and services.
- Support the development of the Centres Web Site

Volunteers and Friends of the Community Centre

- Identify, recruit and monitor volunteers to complement and support the activities, events and maintenance of the Community Centre.
- Provide induction training and information packs for volunteers.

Cultural / Leisure Activities

- Identify customers' needs and preferences for cultural and leisure activities and plan and execute a programme of activities in liaison with a range of other local providers.

The Community Centre

- Manage the community centre and its assets and advise the Committee when things need maintaining or replacing due to wear.
- Liaise with office tenants and ensure that the Centre's Landlord obligations are met.
- In conjunction with the Caretaker ensure that the facility is opened at appropriate times for activities and events.
- Oversee the management of the booking system.

Policies

- The post holder is expected to make him/herself aware of and comply with Knighton and District Community Centre Policies, including:-
 - Health & Safety
 - Equal Opportunities
 - Protection of Children, Young People and Vulnerable Adults.
 - Code of Conduct
 - Welsh Language Policy
- Support the Knighton and District Community Centre Committee in developing policies and practice that enhance the Centre and the way in which it operates.

Training and Development

Knighton and District Community Centre is committed to identification of training needs through a system of appraisal. It is the responsibility of all staff to attend training for their own personal development and to ensure that they maintain and deliver a quality service.

Please Note

The details contained in this job description reflect the requirements of the role at the date it was prepared. Over time roles may change, existing duties may no longer be required and other duties may be gained without changing the general nature of the duties or the level of responsibility entailed. Consequently, the organisation will expect to revise this job description from time to time and will consult with the post holder at the appropriate time.

Development Manager : Person Specification

Essential Skills and Abilities

- Previous experience of overseeing office and administration systems
- Microsoft office skills and competency in outlook, word, excel and other necessary applications.
- Previous experience of setting up and developing projects, services and or activities
- Previous experience of working in a multi-tasked post
- Ability to organise own work load and plan and deliver training and events
- Excellent communication skills both verbal and written.
- Ability to facilitate and encourage others
- The ability to anticipate potential difficulties and help resolve them.
- Ability to relate to people of all backgrounds, ages and abilities.
- Ability to work in a self-directed fashion, organising own workload and taking initiative.
- Experience of successful fundraising and funding applications.
- Experience of monitoring and evaluating services

Desirable Skills and Abilities

- Knowledge of working In and with Third Sector organisations
- Previous experience of volunteering and working with volunteers.
- An understanding and ability to promote the values and aims of the organisation.

Experience, skills and abilities will be assessed from your application form, during interview, and ongoing assessment of your performance.

Drafted July 2014 by Dominique Jones

Admin Officer – Knighton and District Community Centre

JOB DESCRIPTION

Post Title: Admin Officer

Post Number:

Grade:

Location/Work Base: Knighton and District Community Centre

Accountable to: Project Manager

Accountable for: Occasional temporary staff and volunteers

Main Purpose of Post:

To provide quality administration and invoice processing / monitoring to the Knighton and District Community Centre Big Ren Project.

Principal Responsibilities:

- To be responsible for the day to day activities in relation to administration and invoice processes / monitoring as directed by the Project Manager.
- To establish a remit and rota system for Reception Duties and to take responsibility for bookings, enquiries and hire fees.
- To support the Project Manager to establish and implement good quality customer service excellence, including the supervision and support of volunteers who may support your role.
- To monitor workload and work quality of volunteers / temporary staff and use initiative, where required, to resolve any issues to meet operational requirements.
- In conjunction with the Project Manager to ensure that appropriate cover is maintained for administrative support and reception duties through the allocation of annual leave and management of sickness.
- Ensure that letters, memorandums and filing is undertaken promptly and accurately and prioritised where necessary.
- To ensure that communication with Centre users, Committee Members and other key stakeholders is clear, appropriate, timely and effective.

- To ensure that venues and catering arrangements are made for meetings and activities and that the diary is kept up to date and effectively communicated to all partners.
 - To ensure the prompt distribution of agendas and supporting papers for Meetings, sub groups and other general meetings
 - To help arrange for the Community Centre Website to be maintained
 - To ensure the compilation of Performance Indicator statistics and ensure timely and accurate reporting.
 - To assist with the administration in relation to staff and volunteers CRB disclosure checks.
 - To manage orders for stationery, publications and equipment as directed by the Project Manager.
16. To inform and liaise with other statutory, independent and voluntary agencies.
18. To actively support and implement the principles and practice of equality of opportunity as laid down in the Community Centres Equal Opportunities Policy.
- Support the Project Manager and the Committee's Health and Safety Officer address health and safety policies and arrangements in a pro-active manner to ensure that a high standard of safe working practices are maintained.

This position has a requirement for an Enhanced CRB Disclosure.

Please Note

The details contained in this job description reflect the requirements of the role at the date it was prepared. Over time roles may change, existing duties may no longer be required and other duties may be gained without changing the general nature of the duties or the level of responsibility entailed. Consequently, the organisation will expect to revise this job description from time to time and will consult with the post holder at the appropriate time.

Date Prepared: August 2014
Jones

Prepared by: Dominique

PERSON SPECIFICATION

Post Title: Admin Officer

Post Number:

Attribute	Essential	Desirable	Identified			
	(tick as appropriate)		App Form	Interview	Test	Exercise
<u>Experience</u>						
19. Experience of working in an office environment	E		X			
20. Experience of work with committees						
21. Experience in the use of software packages		D	X			
22. Experience of supervising staff	E	D	X	X		
<u>Knowledge</u>						
<ul style="list-style-type: none"> A working knowledge of invoice processing / monitoring 	E			X		
<u>Qualifications & Training</u>						
23. Educated to at least GCSE standard (preferably 5 GCSEs, including English)	E		X			
24. Word processing qualification	E		X			
25. NVQ 3 in Administration	E		X			
26. Content Management Systems training for website maintenance		D	X			
<u>Personal Qualities</u>						
27. Ability to deal with Committee Members and key stakeholders in an appropriate manner	E			X		
28. Committed to excellent customer service	E			X		
<u>Safeguarding Requirements</u>						
<ul style="list-style-type: none"> Understanding and commitment to the issues and promotion of Safeguarding and Protection of children and vulnerable adults. 	E		X	X		

<u>Skills</u>						
29.	Ability to use Microsoft Office or similar word-processing, spreadsheet, Powerpoint and database packages	E		X	X	X
30.	Good administrative skills	E		X		
31.	Proven organisational skills	E		X	X	
32.	Excellent communication skills – written and oral	E		X	X	
33.	Ability to supervise staff	E			X	
34.	Ability to work on own initiative and as part of a team	E		X	X	
35.	Ability to multi-task, prioritise and meet deadlines	E			X	
36.	Ability to take minutes	E			X	
37.	Flexibility in accepting various types of work as the post requires	E		X	X	
<u>Other Requirements</u>						
38.	Ability to work flexible hours	E			X	
39.	A clear understanding of the importance of confidentiality	E			X	
40.	Ability to speak Welsh		D	X		

Date Prepared: August 2014

Prepared by: Dominique Jones

Big Ren Project Worker (In to Work) – Knighton and District Community Centre

JOB DESCRIPTION

£17161 to £19126 (pro rata)

12 hours per week

Based in Knighton (Powys) Community Hub

Purpose

- To provide support for young people, long term unemployed and people with a disability or mental health condition in to training, work experience or volunteering to help secure long term gainful employment.
- Help to establish a Young Person's Enterprise Project geared to help people (especially unemployed people aged 16 to 25) to gain confidence, work experience and skills to improve their job prospects - examples being administration, event management, building management, hospitality, providing information and advice, community development, and youth support.

Key Accountabilities

- To provide and develop opportunities for young people, long term unemployed and people with a disability or mental health condition in order for them to have a better chance of gaining meaningful employment.
- To build positive relationships with individuals to enhance their skills, knowledge and self-confidence in relation to health and wellbeing.
- To work in partnership with education and other relevant voluntary and statutory agencies to ensure the project's development locally through regular communication, good working relationships and the sharing of knowledge skills and resources.
- To develop models of participation enabling the voices of beneficiaries to be heard in the way the project develops and how their individual needs are met.
- To raise awareness of the issues raised by participants which are affecting them and where appropriate utilise appropriate safeguarding systems.
- To contribute to the administration of the project by undertaking tasks that support effective delivery of services, monitoring and evaluation of work and the maintenance of accurate records.

- To recruit, co-ordinate and support a team of volunteers to help implement and expand the work.
- To contribute more generally to the development and implementation of Knighton Community Hub and share good practice

Skills

- Able to form effective, professional and appropriate relationships with a variety of people including those who may have communication difficulties incorporating basic assessment, planning, action, review and evaluation skills (essential)
- Able to work with young people, and adults and colleagues in a way that is sensitive and anti discriminatory - showing respect for backgrounds and points of view. (essential)
- Able to plan, deliver and evaluate programmes of group work (desirable)
- Ability to record interventions delivered in an effective, concise professional manner (essential)
- IT skills (essential)

Knowledge

- A relevant professional qualification e.g. diploma in social work, certificate in youth and community work to A Level with substantial experience (essential) or degree level (desirable)
- Knowledge of relevant legislation directly affecting children and young people and vulnerable adults. (desirable)
- An understanding of the issues affecting the health and wellbeing of children, young people and adults
- Knowledge and awareness of safeguarding, legislation and safe practice. (essential)
- Working knowledge of information technology. (essential)

Experience

- Experience of supporting young people and adults to build capacity in dealing with complex and sensitive issues (essential)
- Knowledge and understanding of delivery of group work and activity based initiatives with children and young people and adults (essential)
- The proven ability to undertake rights based development work with vulnerable and marginalised people (essential)
- Experience of volunteering and or supporting volunteers (desirable)

Special Requirements

This post has the following special requirements:

- Working with vulnerable people can be stressful. Regular supervision will occur as a matter of course, a high level of support will be provided, and an emphasis will be placed on health and safety.

- This post will involve irregular hours, including late evenings, early mornings, and weekend working.

Big Ren Project Worker (Health and Wellbeing) – Knighton and District Community Centre

JOB DESCRIPTION

£17161 to £19126 (pro rata)

12 hours per week

Based in Knighton (Powys) Community Hub

Purpose

- To provide support for children and their families, young people, parents and older adults who live and work in Knighton and the surrounding district through the provision of individual and group work based health and wellbeing services, aimed at promoting the best possible outcomes.

Key Accountabilities

- To provide and develop work with children and their families, young people and older people in accordance with current legislation and good practice guidelines through a variety of methods.
- To build positive relationships with individuals to enhance their skills, knowledge and self-confidence in relation to health and wellbeing.
- To work in partnership with health and social care, education and other relevant voluntary and statutory agencies to ensure the project's development locally through regular communication, good working relationships and the sharing of knowledge skills and resources.
- To develop models of participation enabling the voices of beneficiaries to be heard in the way the project develops and how their individual needs are met.
- To raise awareness of the issues raised by children, young people and adults of the health and wellbeing issues affecting them and where appropriate utilise appropriate safeguarding systems.
- To contribute to the administration of the project by undertaking tasks that support effective delivery of services, monitoring and evaluation of work and the maintenance of accurate records.
- To recruit, co-ordinate and support a team of volunteers to help implement and expand the work.
- To contribute more generally to the development and implementation of Knighton Community Hub and share good practice

Skills

- Able to form effective, professional and appropriate relationships with children, young people and adults incorporating basic assessment, planning, action, review and evaluation skills (essential)
- Able to work with children, young people, and adults and colleagues in a way that is sensitive and anti discriminatory - showing respect for backgrounds and points of view. (essential)
- Able to plan, deliver and evaluate programmes of group work (desirable)
- Ability to record interventions delivered in an effective, concise professional manner (essential)
- IT skills (essential)

Knowledge

- A relevant professional qualification e.g. diploma in social work, certificate in youth and community work to A Level with substantial experience (essential) or degree level (desirable)
- Knowledge of relevant legislation directly affecting children and young people and vulnerable adults. (desirable)
- An understanding of the issues affecting the health and wellbeing of children, young people and adults
- Knowledge and awareness of child safeguarding, legislation and safe practice. (essential)
- Working knowledge of information technology. (essential)

Experience

- Experience of supporting children, young people, and adults to build capacity in dealing with complex and sensitive issues (essential)
- Knowledge and understanding of delivery of group work and activity based initiatives with children and young people and adults (essential)
- The proven ability to undertake rights based development work with vulnerable and marginalised children and young people (essential)
- Experience of volunteering and or supporting volunteers (desirable)

Special Requirements

This post has the following special requirements:

- Working with children, young people and families at risk can be stressful. Regular supervision will occur as a matter of course, a high level of support will be provided, and an emphasis will be placed on health and safety.
- This post will involve irregular hours, including late evenings, early mornings, and weekend working.