



MUCH

MAGOR & UNDY COMMUNITY HUB

Business Plan 2021-24



Version 8.0

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1. Executive Summary

For decades the people of Magor with Undy have been crying out for a sizable, secular centre where they can meet to socialise, learn, pursue hobbies and exercise, as the existing few ‘halls’ are small and principally non-secular and not fit for purpose. Fortunately, a local resident donated land, known as the Three Fields Site, to the county council on condition that it was used for such purposes. Various local groups have tried over the years, working with the county and community councils, to raise funds to erect a multi-purpose building, within a pleasant green site, that could be used for the various activities. For one reason and another the efforts of the previous groups failed, but since those times the community has grown and continues to grow, so the need has intensified dramatically. In 2016 a new group of keen volunteers formed, Magor & Undy Community Hub (MUCH), working with local authority staff, to try once again to bring the vision, shown on the front of this document, to fruition.

MUCH is now a Charitable Incorporated Organisation (CIO) but under its previous name of the Three Fields Community Trust, it instigated a community-wide postal consultation in 2016. This survey confirmed the vision and aims of ‘The Hub’ as being a centre that could facilitate not only the social, educational and recreational activities but also, working with other bodies, be a centre for wellbeing and a ‘destination’ for visitors to use the facilities, local businesses and the surrounding countryside.

The new building (The Hub) has been designed by Pentan Architects (Cardiff) via a contract let by Monmouthshire County Council. It is smaller than envisaged by earlier groups but is still of a size and type that will meet the needs and aspirations of the residents. It also has the capability of a conservatory-type extension, on the eastern elevation, being added in the future. Planning permission for the structure and the landscaping of the grounds, was granted in August 2018. The original building cost, as evaluated by MCC and Mott MacDonald, was estimated at £1.45m. Monmouthshire County Council earmarking £800k towards the cost. The challenge then for the MUCH group was to raise the balance (the ‘funding gap’) and to identify funding sources for its fit-out. In summary, the vision is that The Hub will become the accessible centre for the community, providing a large and small hall, situated in the green space of a wetland and orchard, that will be used for recreation and exercise, adjacent to the proposed site for a mainline railway station that integrates with the local bus services.

The timeline for the development had been amended several times since the start of this most recent iteration of delivering ‘a centre’. The project has been further exacerbated by the COVID-19 pandemic which further delayed delivery, increased costs and made consultations extremely difficult. However, the Trustees continued to meet monthly over ‘Zoom’ or socially distanced, during the pandemic, to continue to progress the project and communicate with residents and interested parties. For example, a joint announcement was made via the [local press in November 2020](#). In April 2021, the project was recognised by

Welsh Government by providing a massive grant from the Economic Stimulus Fund which allowed MCC to commence the detailed 'plan and build' phase, with a then expected completion date of Autumn 2022. Again, this was announced in the [local press in July 2021](#). Subsequent to this, in November 2021, MUCH was successful in obtaining a substantial grant from the Peoples Lottery Community Fund. This brought the budget up to £2.2m, which was the latest cost estimate by the appointed contractor, Keir, following RIBA stage 3.

Governance and management of the project, and eventually the Hub itself, follows the rules and regulations laid down by the charity commission. A board of trustees has been established which currently also doubles-up as a management team. It works closely with both the County and Community councils, other local groups (e.g. The 'Magor Station' group and the Living Levels partnership) and involves residents in decisions and activities of the project. 'Working Groups' have been set up for 'Policy & Administration', 'Resource Management', 'Communications' and 'Site and Building Development', delivering anything that will contribute to the eventual opening and operation of The Hub. In the longer term, it is expected that the centre will be run by a management team, possibly involving one or more of the Trustees, formed from existing and future volunteers, activity group leaders (e.g. from the Pilates group) and 1 or 2 full or part-time paid members of staff.

The Trustees carried out a community-wide survey of residents in late 2019/early 2020 that requested their latest thoughts and 'needs' from 'The Hub'. Reassuringly, this consultation not only re-affirmed the requirements identified in the 2016 survey but also added new ideas and further offers of help to run activity or social groups. Originally, of course, the concept of a new centre was purely locally driven, but as time has passed it has become more apparent that the need now fits with the strategic direction laid down by governments. It has evolved into a centre that can and will address the importance of the wellbeing of our current and future residents (prescribed in the 2015 Wellbeing and Future Generations Act). It also very much relies on the help of 'The Third Sector' (people in their communities identifying and delivering the services they need). If, as expected the much-vaunted concept of the 'Magor & Undy Walkway' station is opened and, as intended, it integrates with The Hub and the local bus service and other public transport, The Hub will be helping to facilitate the use of sustainable transport and promoting 'active travel'.

The Trustees have taken time to evaluate and calculate the projected demand of services provided by The Hub and the proposed charges to ensure that it is self-sustaining. It has done this by making comparisons with similar operations in other communities and the use and demand of the current facilities offered by the small non-secular halls. This has been set against a background of understanding the strengths, weaknesses, opportunities and threats (a SWOT analysis) that may impact or effect delivery. Consequently, a risk management plan has been formulated and will be maintained throughout the project to ensure safe, timely and cost-effective delivery.

In mid-2022, it became clear that the impacts of COVID and conflict in Europe was having a detrimental effect the global and domestic economies and hence the estimated cost of build. This resulted in the cost raising from £2.2m to £2.7m. However, in partnership working with MCC, specifications were amended to reduce costs (Value Engineering). Simultaneously, funding sources were identified that could be either raised or justifiably introduced to bridge the gap.

There are undoubtably many challenges ahead, both known and unknown but with the current team of competent and enthusiastic volunteers, working in partnership with the County Council, there is a high confidence that any problems can be solved and The Hub can now be built and operated.

2. Purpose & Aims

Magor and Undy Community Hub (MUCH) is a charitable incorporated organisation (CIO) whose purposes are to develop, maintain and administer a community centre and outdoor community site for the benefit of residents of Magor and Undy and immediate surrounding communities.

Aims:

- To bring the 'Three Fields' site into beneficial community use by providing facilities for educational, social, and recreational purposes for the residents of Magor and Undy
- To contribute to improving the health and well-being of all members of the community
- To facilitate the local delivery of non-statutory services to the community
- To cooperate with other organisations, voluntary and public bodies in achieving the goals of the Magor and Undy Community Hub charity.
- To encourage visitors from further afield to use the Hub facilities, visit the Living Levels, surrounding areas and use the local businesses during their visits

See Appendix 1 - Constitution.

3. Background

The need for a community centre for the growing population of Magor and Undy has long been recognised. Efforts have been made locally, since pre-2000, to secure such a resource to complement the existing, mainly non-secular, small halls.

In 2016 a new group of volunteers formed MUCH with the intention of establishing a Hub that serves the whole community, improving wellbeing and catalysing further community action. The Committee comprises of Trustees, interested residents and partner organisations.

Plans have been drafted, and numerous community consultations and surveys have been completed, to ensure developments are needs-based and community-led.

4. Hub Facilities

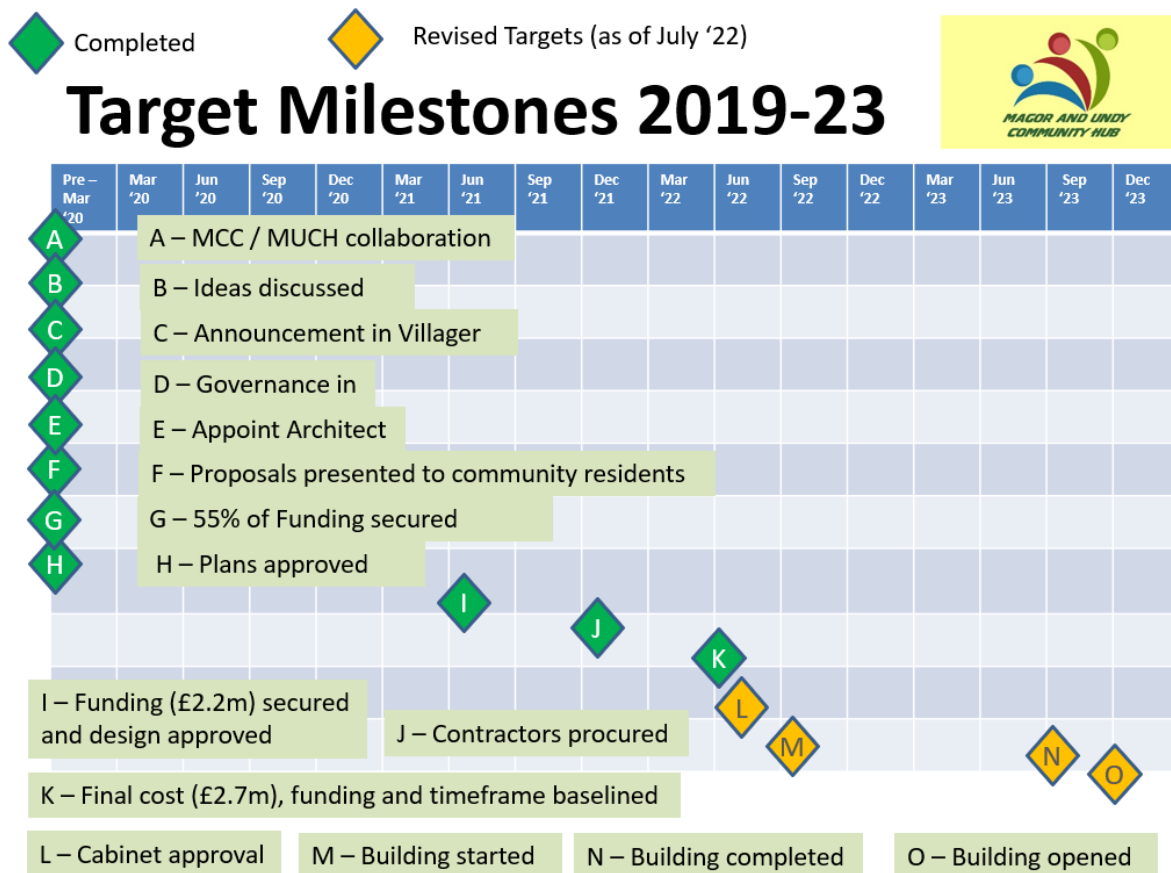
The Hub will offer a café and rooms for hire to local groups and organisations. Individual private hire will also be on offer. It will comprise of a main hall, a smaller hall, 2 small flexible meeting rooms, café area, kitchen and toilet facilities. Outside, the grounds will be developed to provide a place for exercise, recreation and leisure – including safe, off-road paths, ‘chatting-benches’ and picnic tables in the orchard.

5. Unique Selling Points (USP)

The Hub will address the following needs and current gaps in provision:

- A large hall will allow sizable events which are not possible in any of the current local facilities
- The Hub will hopefully adjoin a ‘Walkway’ railway station that will further promote well-being via ‘active travel’ routes
- The buildings position, in a large green space, will promote wellbeing and will include –
 - an orchard
 - a semi-wetland
 - community garden
 - a large, safe space for outside events
 - an adjacent Multi Use Games Area that is unrivaled in the locality.

6. Project Timetable



The Hub building will initially belong to Monmouthshire County Council, but on completion both the Hub and land will then be subject to a community asset transfer to MUCH.

MUCH was granted charitable registration, as a Charitable Incorporated Organisation, in October 2019 - charity number **1185780**.

7. Management of MUCH & Personnel

Management Structure

Development is managed by the MUCH Trustees who meet monthly:

- Paul Turner – Chair
- Kevin Wright – Treasurer
- Linda Squire – Secretary
- Sally Raggett – without portfolio
- Mike Burke – without portfolio
- Sian King – without portfolio

With support from the wider MUCH Committee which meets a minimum of 4 times per year (to be revived when COVID constraints allow).

Presently the Committee consists of approximately 15 volunteers including:

- Trustees
- Monmouthshire County Council officers
- Community and County councillors
- Residents
- Ad hoc advisors

Work is delegated to four working groups, namely:

- Communications group Chair – Paul Turner
- Policy and Administration group Chair – Sian King
- Resources Chair – Kevin Wright
- Site and Buildings Chair – Mike Burke

The working groups meet on an ad hoc basis, as needed and report back to the wider MUCH Committee.

Further details outlining the management of the Hub, during development and once operational is contained in Appendix 2.

Personnel – Staffing & Volunteers

Staffing

The Trustees and wider MUCH Committee will oversee development, management and administration of the Hub. Ultimate responsibility for the development and delivery of the Hub lies with the Trustees.

Once operational, daily management tasks will be delegated to a paid, Caretaker/Manager. Alternatively, two separate part-time posts of Hub Manager and Caretaker may be sought.

Volunteers

All volunteers are expected to complete a short induction which includes discussion of their role and working arrangements. An Induction Pack containing policies and procedures, including Health & Safety and Safeguarding, is given as part of the induction.

A Volunteer Management Policy will be developed.

Training & Support

A Skills Matrix (Appendix 3,) has been completed for all trustees and volunteers to identify gaps in knowledge and skills. These are being addressed by -

- Attending courses and workshops provided by the local authority and other training bodies
- Seeking support and information from Gwent Association of Voluntary Organisations (GAVO) and other Third Sector, public and private bodies.

8. Strategic Fit

MUCH dovetails strategically with the Wellbeing of Future Generations Act 2015 and Monmouthshire County Council's Wellbeing Plan. It is a needs-led, community driven approach supports active citizenship and an asset-based development approach, advocated by statutory and Third Sector partners across the County. Volunteering, the development of social enterprise and Third Sector provision by the community, for the community, aligns with Public Service Board and Local Authority work.

Developing alternatives to statutory provision and empowering people to develop the services they need, locally and for the purposes of improving their own wellbeing, is at the heart of Welsh Government strategy.

Both the Well-being of Future Generations Act (Wales) 2015, and the Social Services and Well-being (Wales) Act 2014, are based on the principles of wellbeing;

- placing people at the centre of decision making about their lives;
- working in partnership with individuals in order to achieve their desired outcomes, and
- on prevention and early intervention.

These principles are also fundamental to tackling loneliness and social isolation in Wales (Welsh Government Consultation document 'Connected Communities Tackling Loneliness and Social Isolation, 2018')

The Hub will play a pivotal role in helping to develop a Wales of 'cohesive communities' (one of the seven pillars of the Wellbeing of Future Generations Act 2015) and a 'thriving and well-connected county' (Monmouthshire County Council Wellbeing objective 2017/18).

The project also compliments other local initiatives including MAGOR's campaign to install a new railway station and a walkway adjoining to the Hub. The Hub will be within easy walking distance of the railway platforms and will receive foot traffic from commuters. Similarly, it is well placed to be accessed from the Gwent levels and Magor Marshes.

Monmouthshire County Council are working with Sustrans to develop active transport routes around Severnside and the Hub's position will link well with the cycle/walkways under development as part of its Active Travel strategy.

Local housing developments and a rapidly expanding population make the Hub critical for nurturing cohesive and inclusive communities, that are central to people's sense of wellbeing.

9. Evidence of Need

Currently there are approximately 6,500 residents in Magor and Undy. New housing developments mean this will shortly rise to 8,000. Monmouthshire County Council's plans see this rising to 10,000 over the next few years. Community spaces are over-subscribed and do not provide adequate capacity for large events such as dramatic or film performances.

In 2016 a Three Fields questionnaire was distributed to all local households. The headline results from over 760 responses indicated the need for the following:

- Large hall for amateur dramatics, choral performances, film shows, tea dances and exhibitions etc.
- Social hall for club and society meetings
- Hall available for private hire
- Outdoor venue for carnivals, fetes and markets etc.
- Community park for walks, jogging and picnics etc.

Community consultation is ongoing and takes place approximately every six months via the local, well-attended May and Frost Fayre's that act as a platform to engage with the wider community. The aim of the consultation has been to ensure people remain up to date with progress; to gain feedback on services people want to see at the Hub and to refine the design of the Hub. To aid the latter, building plans and images of the Hub have been used to stimulate debate.

A Community Duck Race was held in the Summer (2019) to raise awareness of MUCH plans and to encourage the community to come together. Building plans were marked out onsite to help people to envisage the size and design of the build. Feedback from people attending was overwhelmingly positive and attracted new volunteers. Further social events have also taken place since, again raising awareness.

A second, wide-scale survey of residents of Magor and Undy, started in October 2019.) principally using the local community magazine and 'Survey Monkey' has taken place. The survey asked for feedback on the range of services and facilities people want at the Hub and comments were also invited on plans and progress to date. The survey also appealed for volunteers.

Around 90 people responded to the recent survey. Appendix 4 Shows the results of the most recent survey of the community. It reinforces the findings of the large-scale 2016 survey, views expressed at engagement events and other anecdotal evidence.

The headline needs are –

- Somewhere to socialise indoors and outdoors
- Somewhere to exercise
- Somewhere to learn
- Somewhere for entertainment
- Somewhere for hobbies
- Somewhere for wellbeing support

The results of the survey are depicted in Appendix 4

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10. Marketing

MUCH has a website detailing the projects background and purposes. The Project Timetable includes development milestones, so progress can be tracked.

The website (maintained by the communications sub-group) features news updates, forthcoming activities and minutes of meetings. The sub-group will continue to lead on marketing and promotional matters.

Other communications with residents are carried out by a range of methods including; Twitter, Face Book accounts, Public Notice Boards and advertising banners on the site. Local Newsletters such as The Villager, member mailing lists and local networks e.g. Gwent Association of Voluntary Organisations, Magor Amateur Dramatics group, Magor Action Group on Rail (MAGOR) and Magor with Undy Community Council.

11. Charges

MUCH have looked at local providers and similar facilities in the wider area, to determine what its user charges may be. See Appendix 5 – Draft Charging Policy.

12. Budget/Cash Flow Forecast

Although we compared other Community Hall Accounts. MUCH used the Hartpury Hall accounts for 2017/18, as a basis of income and expenditure for a similar sized, Trustee operated Community Hall.

The chart predicts figures for the first four years of the Hub's operation. Should income figures be exceeded, MUCH will seek to appoint a Caretaker/ Manager ASAP to increase the availability of the HUB. The need for this increased availability is predicated due to the fact that Hartpury Hall has a catchment of approximately 3000 residents and Magor and Undy currently has double that - with the current Monmouthshire CC housing plans suggesting a further increase in population of approx. 4000 over the coming years.

Hartpury Income 2017/8 £ 22,942.00
Hartpury Expenditure 2017/8 £ 12,972.00

	Year 1	Year 2	Year 3	Year 4
	25% of Hartpury	40% of Hartpury	75% of Hartpury	100% of Hartpury
Predicted Income	£ 5,735.00	£ 9,176.00	£ 17,206.00	£ 22,942.00
Predicted Expenditure	£ 12,972.00	£ 13,296.30 Year 1 +2.5%	£ 13,628.71 Year 2+2.5%	£ 13,969.43 Year 3+2.5%
Surplus/Deficite ()	£ (7,237.00)	£ (4,120.30)	£ 3,577.29	£ 8,972.57

To further gauge business income, we have completed a totally independent conservative forecast exercise, based on conversations with likely users' indicating their use of the facilities. This second forecast closely mirrored the predictions gained from the Hartpury figures.

We again looked at Hartpury Income and Expenditure for 2021/22 and revised our table (below) for the first four years of operation. (These latest accounts have only just been prepared for Year End March 2022 so have not yet been independently verified).

Hartpury Income 2021/2 £ 18,069.82
Hartpury Expenditure 2021/2 £ 10,258.55

	Year 1	Year 2	Year 3	Year 4
	25% of Hartpury	40% of Hartpury	75% of Hartpury	100% of Hartpury
Predicted Income	£ 4,517.46	£ 7,227.93	£ 13,552.37	£ 18,069.82
Predicted Expenditure	£ 10,258.55	£ 10,771.48 Year 1 +5%	£ 11,310.05 Year 2+5%	£ 11,875.55 Year 3+5%
Surplus/Defacit ()	£ (5,741.10)	£ (3,543.55)	£ 2,242.31	£ 6,194.27

The first 2 years still show a deficit, but this would be off-set by the revenue element of the Lottery Grant.

Whilst having a Teams discussion, the Chair of Hartpury confirmed that they had done a similar 3-year forecast when they opened, but that they had started making a profit after only 3 months of operation, which was very encouraging.

Clearly, in the post-Covid era, it is very difficult to accurately predict future earnings but Hartpury do seem to have recovered quite quickly to pre pandemic usage levels. We are also faced with ever increasing energy costs, however the predicted income figures have not taken into account likely usage charge increases, which we could use to offset these increased costs.

The following is a copy of the Hartpury Accounts showing the itemised income and expenditure for 21/22. The lines highlighted have been excluded from the finance comparison figures as they will not be relevant to MUCH. (E.g. Additional Income streams and Hall improvements)

HARTPURY VILLAGE HALL - Accounts for Year ending 31st March 2022		
INCOME	2020/2021	2021/2022
Hire of Hall: Alexander Technique	202.50	745.00
Badminton	--	700.00
Balance Classes	--	315.00
Bowls	--	565.00
Drama Group	--	300.00
Election	--	300.00
Fitness Class	50.00	340.00
Health Walks	60.00	270.50
Leadon Choir	--	280.00
Line Dancing	247.50	855.00
Miscellaneous (incl deposits on keys)	90.00	438.00
Parish Council	--	284.00
Pilates	--	461.00
Private Parties	50.00	5,159.00
Produce Market	--	187.50
SupaStrikers	--	360.00
Weddings	-600.00	2,910.00
WI	40.50	244.50
Yoga	465.00	1,679.50
	605.50	16,394.00
Donations & Grants	23,715.50	10,843.96
Contribution from Bar	-70.69	921.51
Transfer from "100" Club	815.00	735.00
Marquee hire	100.00	2,000.00
Concerts & Theatre performances	--	749.77
Village BBQ	--	-187.40
Sale of surplus items	--	30.00
Investment Income	221.56	4.54
	25,388.87	31,491.38
EXPENDITURE		
Work on Hall & Grounds - Cleaning	2,347.88	2,511.02
- Gardening & Maintenance	1,556.14	2,873.60
	3,904.02	5,384.62
Additions & improvements to Hall & Grounds	26,110.58	7,226.90
Licences, Subscriptions, Fees, Taxes & Gifts	115.00	873.71
Other Expenses	790.96	212.91
Insurance	1,148.68	1,166.99
Electricity	1,896.62	2,284.52
Telecom	228.68	237.48
Water	139.55	98.32
	34,334.09	17,485.45
SURPLUS/DEFICIT	-8,945.22	14,005.93
MONETARY ASSETS (See note below)		
NS Investment A/c	28,239.68	28,242.50
Santander Savings Accounts	18,834.07	18,835.79
Cash in Hand	237.40	275.14
Bank Current Account	10,139.34	23,966.71
"100 Club" Working Account	525.00	425.00
Cash Float & Stock for Bar	1,005.72	1,242.00
	58,981.21	72,987.14
Note: Of money held in the bank accounts the following sums are specifically earmarked		
- The sum of £1,523.44 is held for the Youth Club.		
- The nominal (depreciated) sum of £69,303 for replacement of hall equipment - now exceeds the available money held		
G H Jones, Treasurer, 04/04/2022		Independent Examiner

Our hire charges are comparable to Hartpury's. Taking the three main income sources as examples, private parties, weddings and yoga, we have calculated the number of instances of each per year. These equate to –

- 15 private parties
- 4 to 5 wedding receptions
- 56 yoga sessions

We consider these numbers to be easily achievable and therefore validates the income we can achieve.

To further gauge business income, we have completed a totally independent conservative forecast exercise, based on conversations with likely users' indicating their use of the facilities. This second forecast closely mirrored the predictions gained from the Hartpury figures.

Business Plan Forecast Usage of HUB			
Year 1			
Large Hall			
3 clubs averaging 2hrs Week	£	90.00	
1 large 3hr function per month eg Cinema, theatre, Social event		£200	
Smaller Hall			
Youth evenings (2hrs) twice a week	£	48.00	
Business usage 4hrs month	£	60.00	
Clubs usage 3x 2hrs week eg art club, writing club	£	72.00	
Coffee shop lease income	£	100.00	
Monthly Income	£	570.00	
Total for Year	£	6,840.00	
Year 2			
Large Hall			
5 clubs averaging 2hrs Week	£	150.00	
3 large 3hr function per month eg Cinema, theatre, Social event		£600	
2 Childrens Parties		£100	
Smaller Hall			
Youth evenings (2hrs) three times a week	£	72.00	
Business usage 6hrs month	£	90.00	
Clubs usage 5 x 2hrs week eg art club, writing club	£	120.00	
Coffee shop lease income	£	200.00	
Monthly Income	£	1,332.00	
Total for Year	£	15,984.00	
Year 3			
Large Hall			
8 clubs averaging 2hrs Week	£	240.00	
3 large 3hr function per month eg Cinema, theatre, Social event		£600	
3 Childrens Parties		£150	
Smaller Hall			
Youth evenings (2hrs) three times a week	£	72.00	
Business usage 10hrs month	£	150.00	
Clubs usage 7 x 2hrs week eg art club, writing club	£	168.00	
Coffee shop lease income	£	250.00	
Monthly Income	£	1,630.00	
Total for Year	£	19,560.00	

13. Magor and Undy Community Hub SWOT Analysis

This table will be reviewed periodically at Trustee's meeting

Strengths	Weaknesses
Community led	Grant dependant
Charity registered & Trustee Constitution	Not fully funded for fit-out
On a site where nature and heritage protected	Community engagement / awareness medium
Design based on people's needs	Lack of marketing expertise
Sustainable design to BREEAM excellent standard	Lack of legal expertise
Skilled and experienced trustees and group members	Community engagement was restricted by COVID
Partnership approach – County and Community/Town Councils, Peoples Lottery, MAGOR and Living Levels	
Consultations completed in 2016, 2019/20 & 2021 to ensure requirements are valid and up to date	
Opportunities	Threats
Place for expanding population to use	Not reaching funding target (for fit-out)
Appropriate development for unused land	Lack of uptake of facilities by community
One-stop shop for council services	Station not approved
Complements proposed 'Walkway Station'	Increasing capital costs
Accommodates indoor and outdoor events	Parking limitations
Brings the 2 villages closer together	
Can be adapted for future requirements	
To seek various new funding opportunities	
To seek engagement and work with local businesses	
Provides post-COVID social help and wellbeing	

Reviewed July 2022

14. Risk Management

Risks have been assessed and are shown in Appendix 6 and, as for the SWOT analysis, will be reviewed periodically at Trustee / Management meetings.

15. Funding Opportunities

MUCH intends, if necessary, to seek funding from a range of grant providers, including:

- Lottery Awards for All – capital & revenue funding
- Community Facilities Programme (CFAP) – capital for build
- Heritage Lottery (Community green space - orchard)
- Garfield Weston Foundation
- Foyle Foundation – Arts grants & small grants scheme
- Sports Wales - sports courts
- Arts Council Wales - amateur dramatics
- Lloyds Bank Foundation - youth projects
- Gwent High Sheriffs fund
- People's Health Trust
- Co-op Local Community Fund
- The Rank Foundation

Appendices:

Appendix 1. Constitution

Appendix 2. Skills Matrix

Appendix 3. Hub Management (development & operational phases)

Appendix 4. 2019 Community Consultation & Survey Results

Appendix 5. Draft Charging Policy

Appendix 6. Risk Management

Appendix 1 – Constitution

The following is a hyperlink to the Constitution of the CIO, [Magor and Undy Community Hub](#)

Appendix 2 – Skills Matrix

MUCH current skills analysis	CQUH	CTLH	CLXH	CSPH	CTSC	CMTH	CEUH	CNCH	CNCC	CHDC	DNCH	Total Score
Administration	2	2	2	3	2	1	2	2	1	4		21
Board/committee experience	1	2	4	2	2	2	1	2	1	3		20
Campaigning	4	4	4	4	3	4	3	4	3	4		37
Change management	1	3	1	4	4	2	2	1	2	4		24
Charity/voluntary organisation governance	3	2	3	2	2	4	2	3	2	3		26
Conflict resolutions	1	4	2	2	3	2	2	2	2	4		24
Customer care	2	2	1	2	1	1	2	3	3	1		18
Digital	2	3	2	2	3	2	1	2	1	3		21
Enterprise/business development	4	4	4	4	3	4	1	2	3	2		31
Facilitating meetings	1	3	1	2	3	2	1	1	1	4		19
Finance	2	3	1	4	3	2	2	2	3	2		24
Fundraising	4	4	4	4	1	4	3	3	3	4		34
HR/Training	2	3	2	4	4	2	3	4	3	4		31
Income generation	3	4	4	4	3	2	1	4	3	4		32
Influencing	1	3	2	4	3	2	1	2	2	3		23
IT/systems	1	3	1	2	3	2	1	4	1	4		22
Leadership	1	3	1	2	3	2	3	1	2	3		21
Legal	3	4	4	4	4	4	4	4	4	4		39
Listening	2	3	2	2	2	1	2	3	2	2		21
Marketing	4	4	4	4	3	4	2	4	2	4		35
People management	1	2	1	2	2	1	1	1	2	3		16
PR/communications	3	3	4	1	3	3	3	4	1	4		29
Project management	1	3	1	4	4	2	1	1	1	2		20
Property	3	4	4	4	4	4	4	2	4	2		35
Relationship management	2	3	4	3	4	2	2	3	2	2		27
Service user/beneficiary of the organisation	2	4	4	2	2	3	4	4	2	4		31
Team development	1	2	2	2	3	1	1	1	2	4		19
Voluntary sector experience	4	2	4	1	1	4	3	3	2	3		27
	61	86	73	80	78	69	58	72	60	90	0	
	2.2	3.1	2.6	2.9	2.8	2.5	2.1	2.6	2.1	3.2	#DIV/0!	
Low score = strong												
High score = weak												

Appendix 3 - Hub Management (during development phase and once operational.)

Overall Policy decided by: -

- Meeting of trustees and any co-optees
- Or in writing or electronic format by a majority of trustees

Day to day decisions: -

- Urgent or important items will be communicated to the Trustee / Management Group via 'instant messaging' and decisions taken accordingly
- Once the Hub is established, non-urgent matters will be dealt with by the attending keyholder (who may be a Trustee, Manager/Caretaker or volunteer.)

Procedures for target setting

- comparing with similar size community centres and communities
- reviewing what has been achieved to forecast for the future

Management reporting/monitoring

- monthly update reports to MUCH trustees on progress on funding/build
- once built, monthly reporting of
 - bookings /events / footfall
 - type of community groups using the facility
 - income/expenditure
 - review of successes and any lessons learnt.

Staff supervision/appraisals

- not applicable initially
- In the future any manager appointed will have supervision/appraisals from 2 trustees. The manager will carry out supervision/appraisals for any staff reporting to them.

Accountability

MUCH Trustees are accountable to the following:

- The Charity Commission
 - As part of their charitable obligations, MUCH will report annually to the Charity Commission. (Note, every registered charity must produce a trustees' annual report and make it available on request. Those with an income below £10,000 are required to submit an Annual Update to the Charity Commission, which includes changes to the charity's details, changes to trustee details, plus income and expenditure for the year.)

- Our landlords, Monmouthshire County Council. (Once agreed, please refer to lease for terms and conditions.)
- To the local community and the community council

During the build MUCH will -

- Overall build will be managed by MCC – With MUCH representatives taking a holistic stakeholders view
- Compare progress against project Gantt chart on a monthly basis at Trustee meeting & on a 6-weekly basis at the Wider MUCH group
- Review risks and actions required to manage them, which will link in with achievements

MUCH will communicate with and involve the community, users, partners, funders by: -

- Publishing an annual report at the AGM on financial position, as well as progress/achievements, including photos and feedback on any future plans.
- Inviting users, partner and funders to the AGM, and circulating copies of the annual report to individuals upon request
- Sharing the annual report on social media and the MUCH website
Circulating and displaying information in prominent areas in the community. For example, the Community Council offices, P.O., churches, dentists and doctors etc. Also, once the Hub is built it will be displayed in reception
- Undertaking regular surveys and consultations with the community to ensure the Hub provides what they want and need
- Once established, to undertake regular user surveys to obtain views on the facilities
- Holding events promoting awareness of the Hub to all groups and the public in the Magor and Undy area
- Holding Public meetings
- Arranging a formal opening of the Hub, inviting all groups in the community and those that have provided funding and support
- Co-opting community representatives to obtain advice and provide information.

Appendix 4 – 2019 Community Consultation and Survey Results.

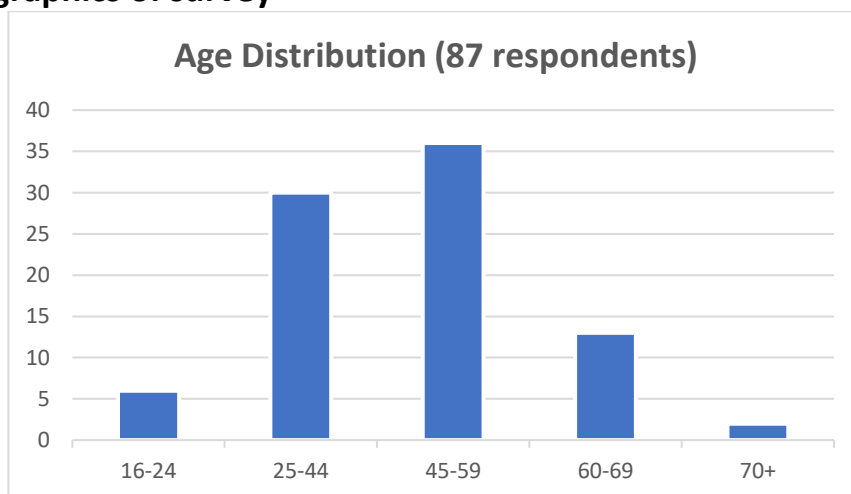
MUCH Community Survey (October 2019 – January 2020)

To build on the 2016 survey of residents and to aid business planning, views were again sought from the community via the Villager Magazine, Survey Monkey (courtesy of Magor with Undy Community Council) and hard copies of the survey form distributed at various opportunities.

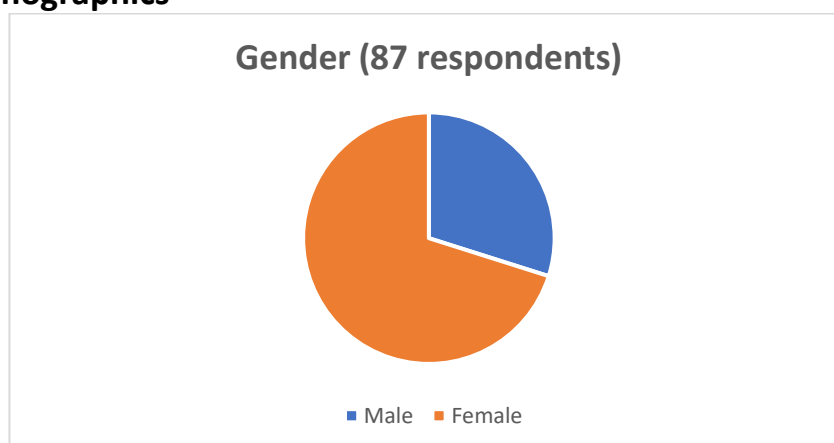
There were some 86 returns, which provided 'needs' and activity ideas for the Community Hub (community halls) and the surrounding grounds. The survey also captured offers of help to run such activities.

The results were summarised and are presented as follows –

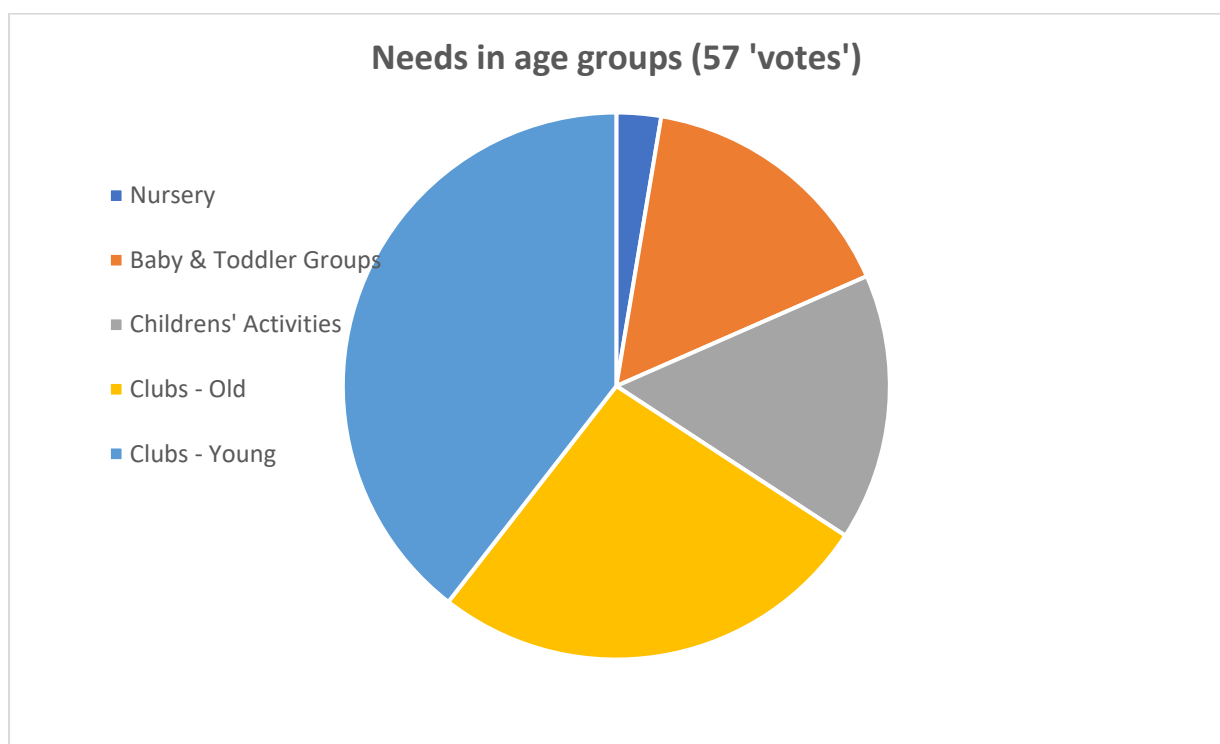
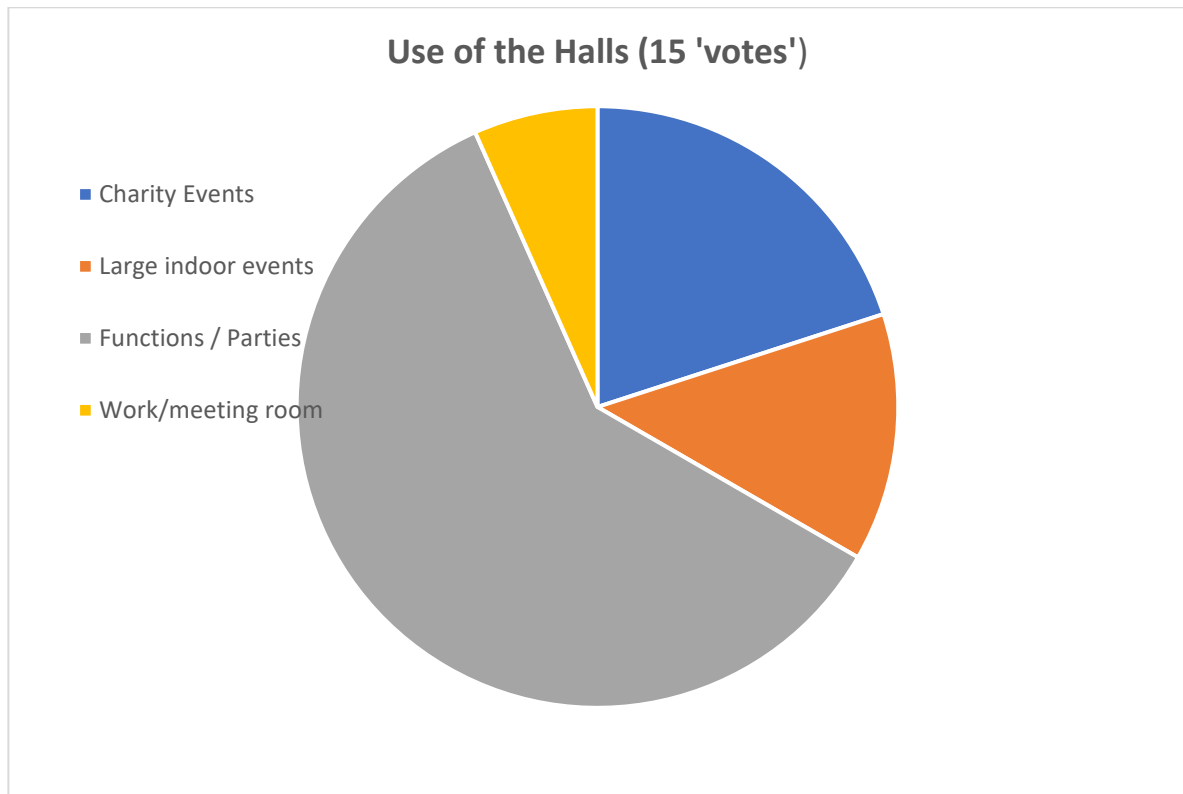
Age demographics of survey –

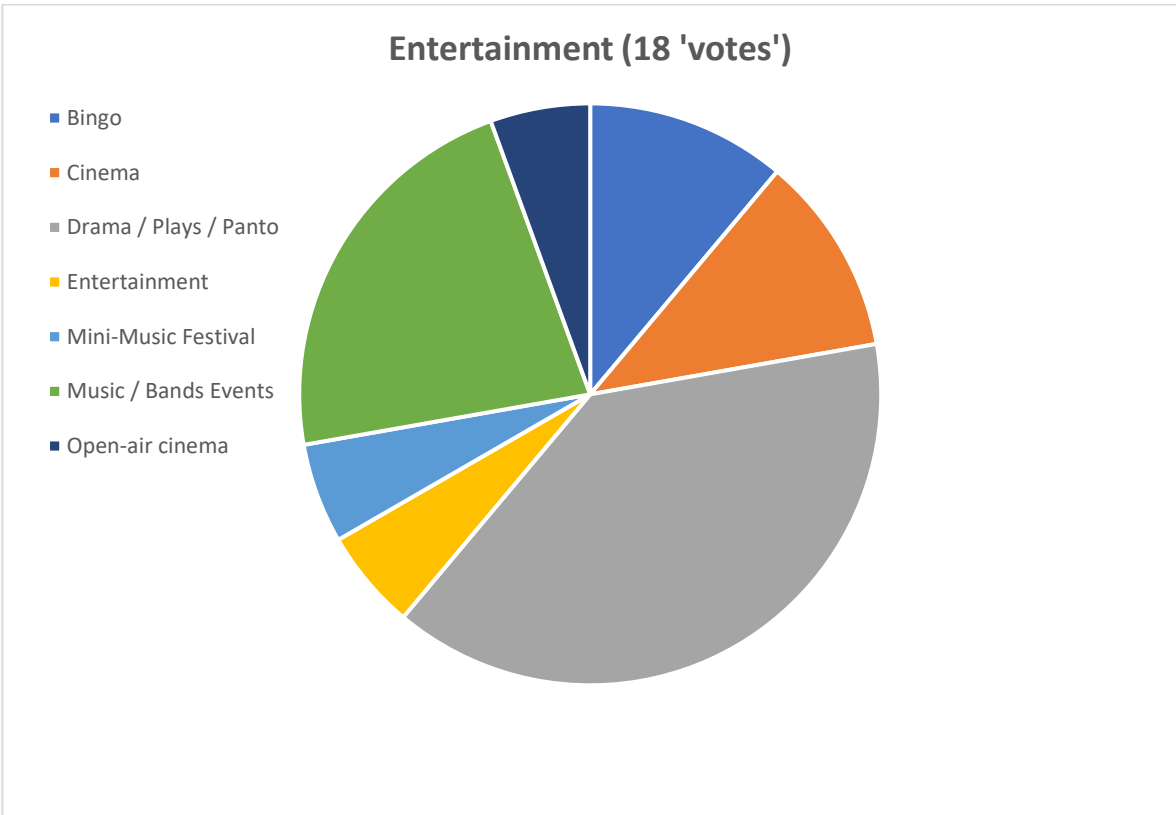
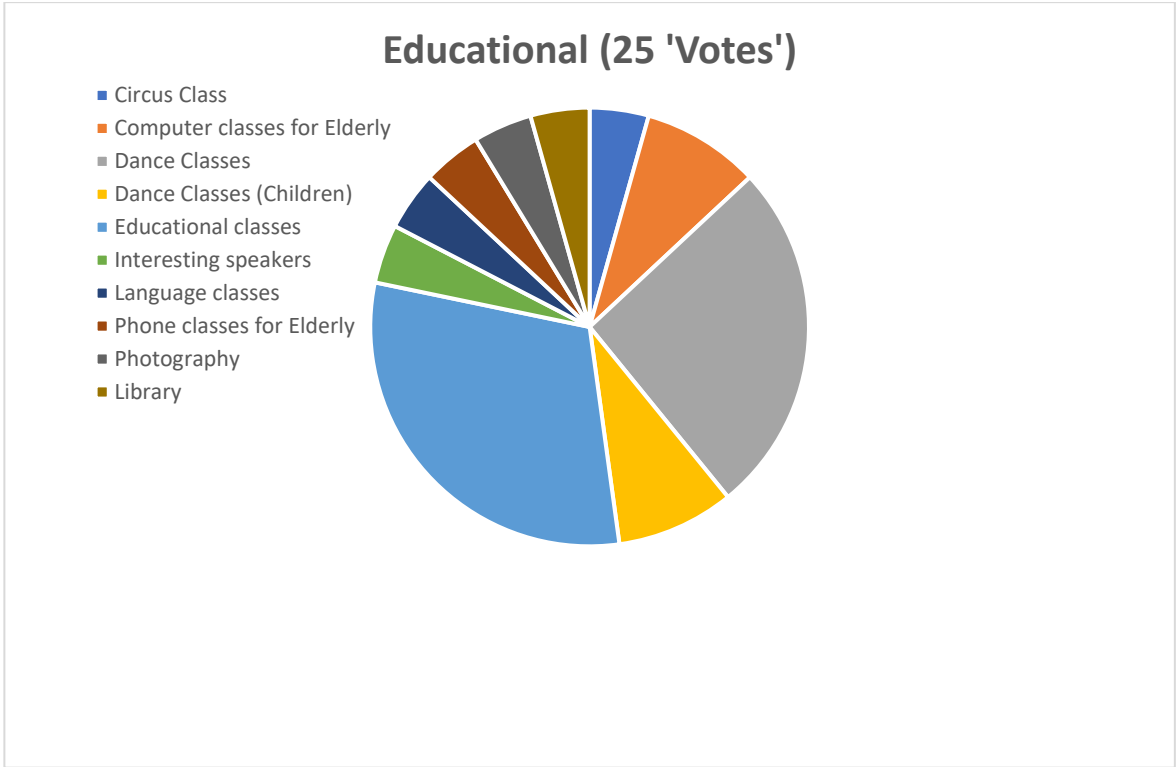


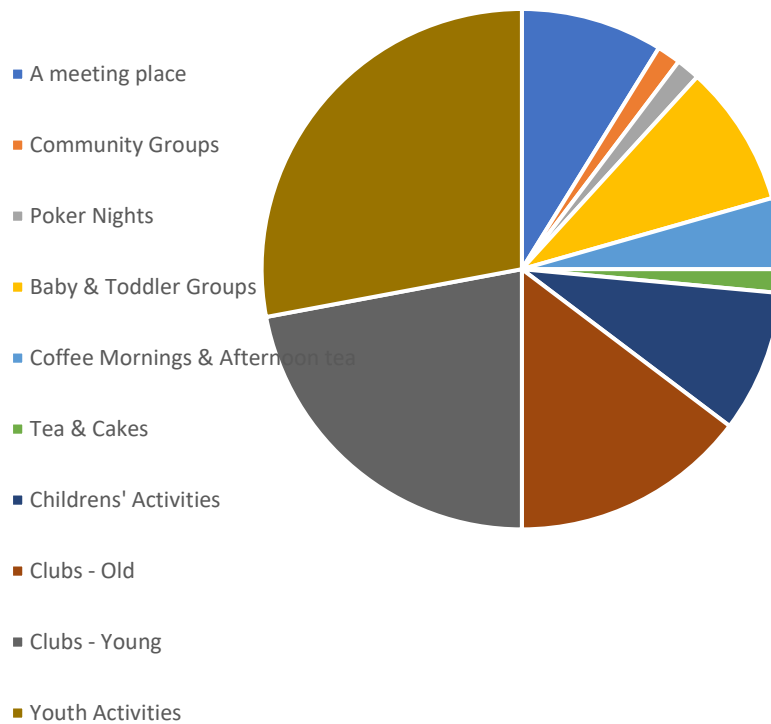
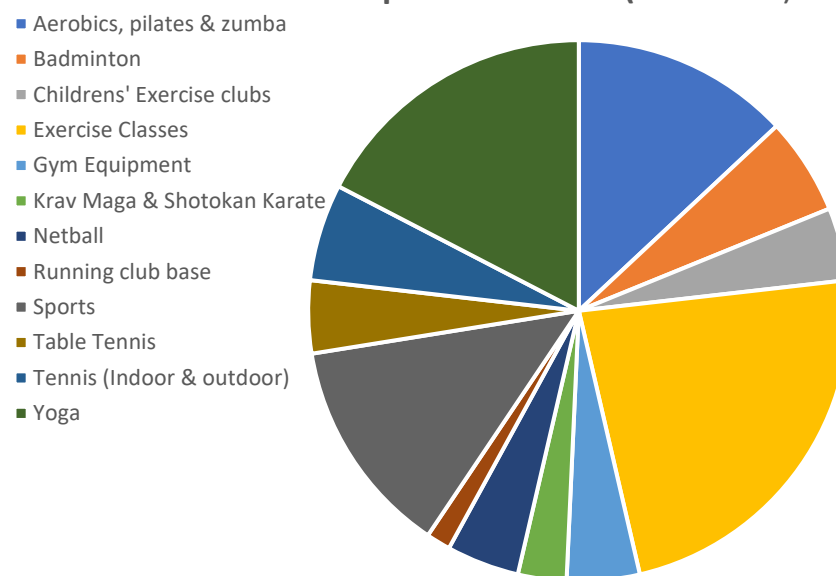
Gender demographics –

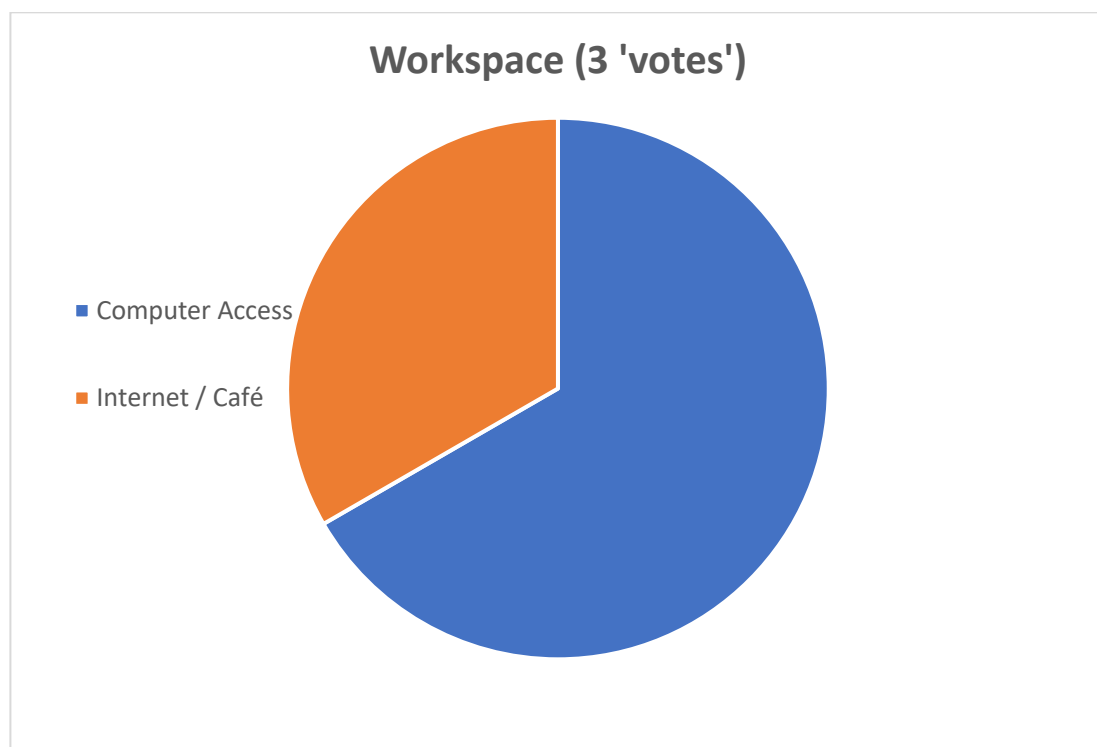
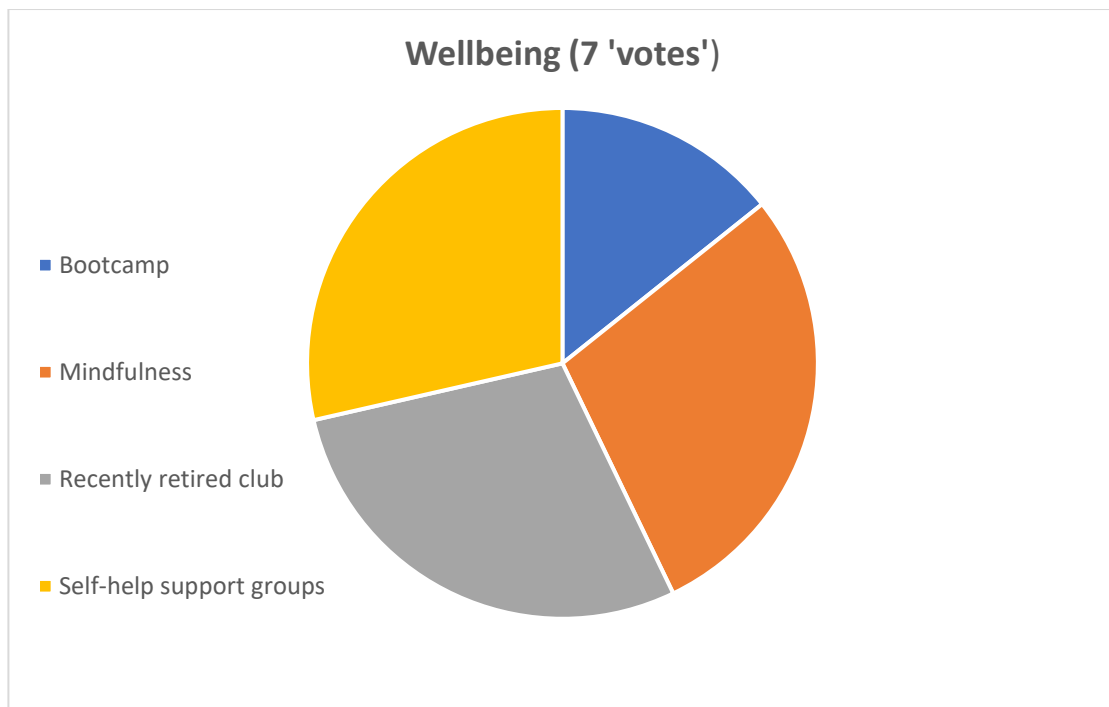


The Needs from the Hub itself . . .



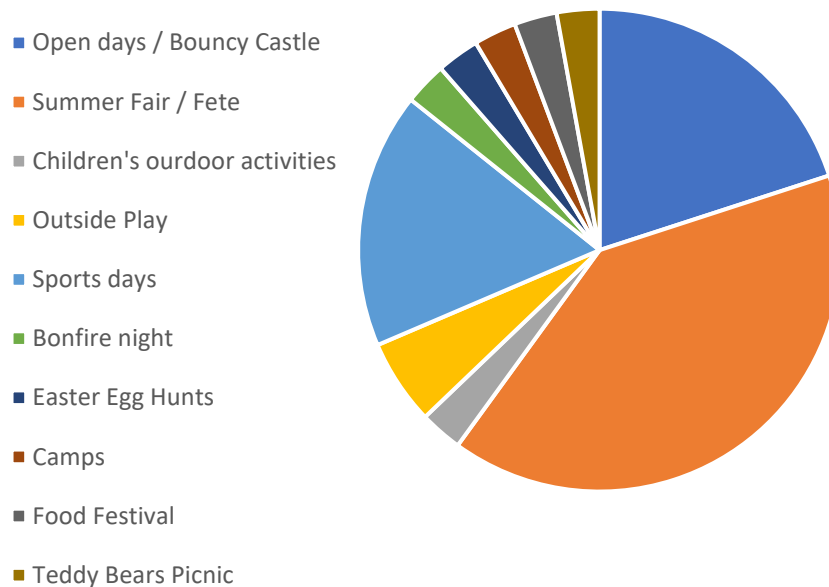


Social (68 'votes')**Sports & Fitness (69 'votes')**

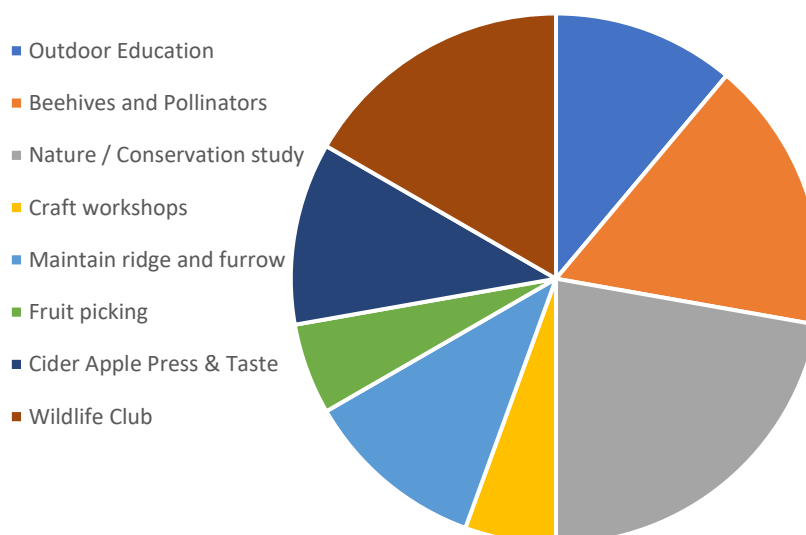


And the outside area specifically . . .

Family Events on the Grass Area (35 'votes')

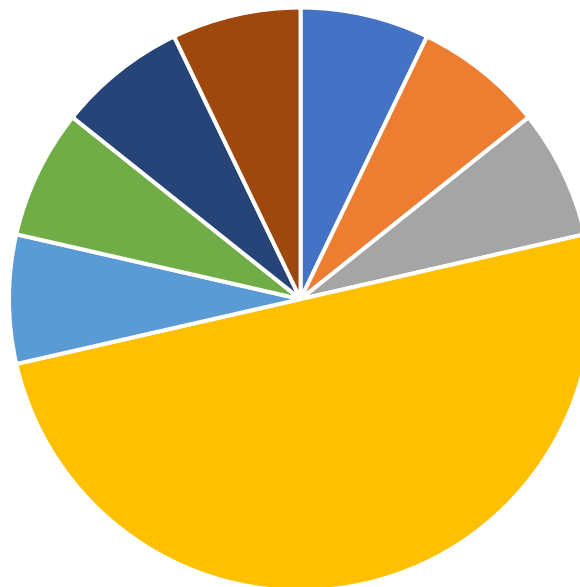


Education & Learning Wetland/Orchard (18 'votes')



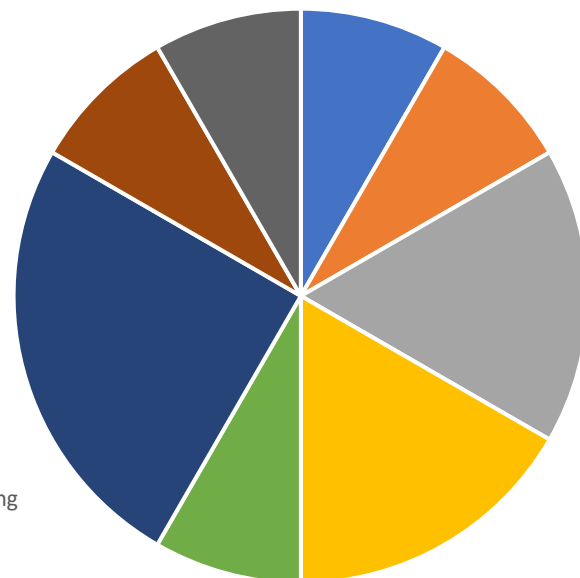
Ideas for the Carpark, Garden, MUGA and Security (14 'votes')

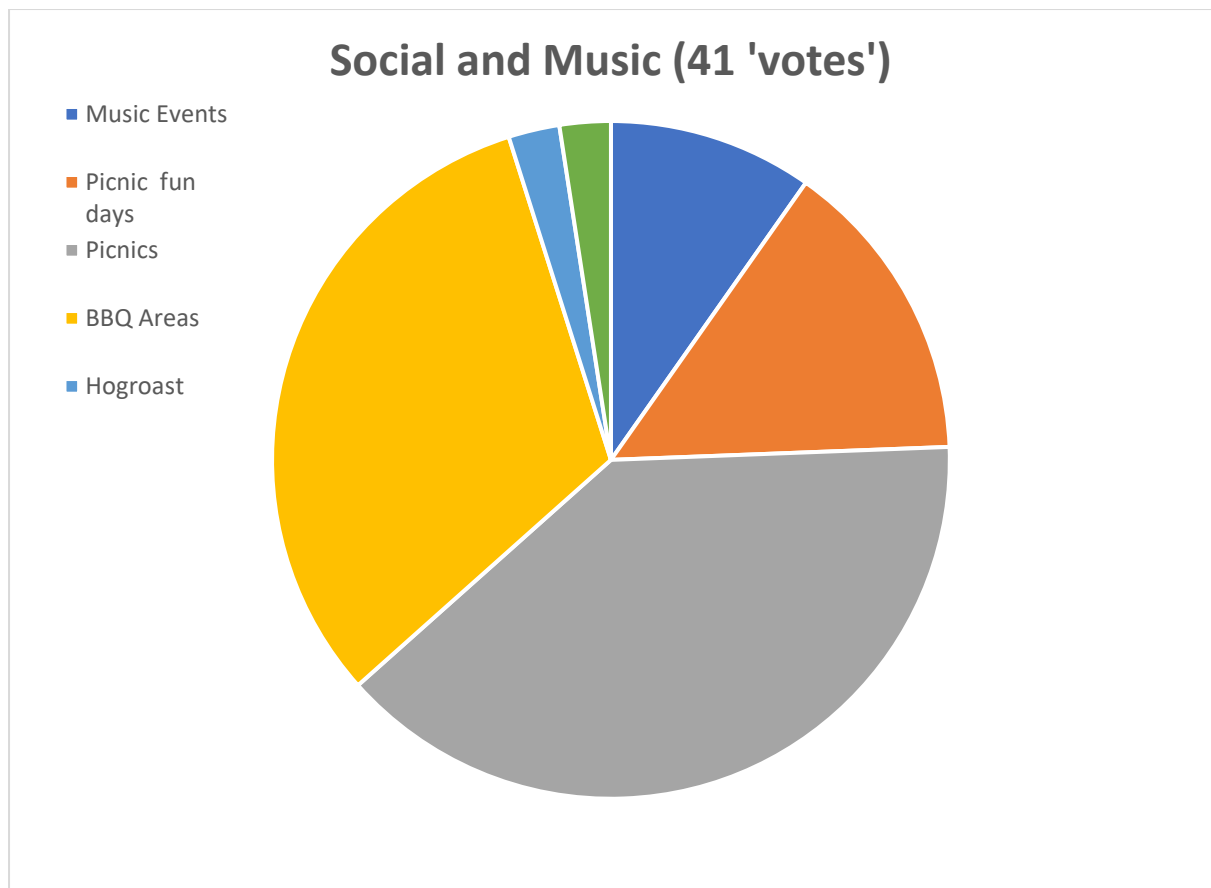
- Carboot Sales
- Produce Markets
- Openair cinema
- Gardening Club
- Games Area
- Football
- Waste Bin
- Security Cameras



Sport & Fitness (12 'Votes')

- Dog Walking
- Outdoor Yoga
- Outdoor Exercise
- Walking
- Rounders
- Tennis Coaching
- French Boules
- Outdoor Bowls
- Community Running





Appendix 5 – Draft Charging Policy

Hire Charges for Magor & Undy Hub & surrounding land

It is planned that the land will be available for use for special one-off events at the discretion of the trustees. Generally it is expected that this will be in conjunction with room hire at the rates below so no extra charges will be made for the surrounding land. Any request for use of surrounding land will be considered very carefully, as these areas would normally be available to the public.

Room Hire	Notes	Cost
Main Hall		£15 per hour
Small Hall		£12 per hour
Changing Room	By arrangement	

Kitchen related

Room Hire	Notes	Cost
Kitchen use	When booked with another room	£3 per hour
Kitchen only use	By arrangement	
Crockery & Cutlery hire		£0.50 per head
Tablecloth hire		£5 each

Parties	Notes	Cost
Children's Parties (under 12 years old)	Includes use of kitchen to prepare food & drinks	£50 (3 hours) + £15 for additional hour
Other Parties	6pm – Midnight, sole occupancy of main hall, small hall and kitchen. Prior approval from committee is required	£200 minimum + £200 refundable bond.
Entertainment/Alcohol Licence		£10

Commercial room rates are charged at an extra £3/hour fee

We regret that we cannot let the hall for teenage parties.

Adult parties are subject to the approval of the committee.

Full payment required at time of booking for "one off" bookings.

Risk Management

Reviewed July 2022

Risk No.	Risk Description	Category	Impact	Prob.	Score	Controls	Actions	Owner
1	Inability to achieve the shortfall in funding to build the HUB	Financial	3	1	3	Identify all likely grant providers e.g. Lottery Further 106 money Public Works loan New CC Precept, etc.	Use contingency options if necessary	KW/PT
2	Inability to generate enough revenue to run the HUB	Financial	2	2	4	Raise awareness of what is available at the hub in the community, social media and outside, promotional booklet Fully engage, market & communicate with potential hirers & community groups.	Contact the bank re potential overdraft facility. Consider possible loan requests from MCC/MUCC Consider other funding opportunities for revenue Fund raising events Some revenue funding obtained from Lottery	KW/PT
3	Project not meeting targets	Build Project	3	2	6	Regular monitoring of Gantt timetable identifying delays and reasons	Rectify through focussed discussion and action planning between MUCH, MCC and Keir	MB
4	Abuse/injury to young person/volunteer/other people	Compliance	3	1	3	DBS checks for all volunteers (as required) and staff; risk assessments, dealing with incidents promptly & proactively, safeguarding policy	Review & monitor on a regular basis	ALL
5	Business continuity-hub cannot be operated as volunteers unable to open or operate the facility. In the future inability to recruit staff or staff on long term absence	Operational	1	3	3	Ensure enough volunteers to open & operate the facility, full awareness when volunteers are unavailable-holidays, long term illness etc. so trustees can manage the situation	Continue to review skill-based training, succession planning and employment opportunities	ALL
6	Organisation is pursued for damages	Compliance	1	1	1	Public liability insurance. CIO registration to protect against personal liability. Trustees discuss emerging legal issues without delay	GDPR policy reviews. Maintain CIO filing and reporting requirements	ALL
7	Financial loss	Financial	2	1	2	Controls in place and are set out in the constitution. CIO protection.	Finances monitored at each meeting.	KW