

OVERTON COMMUNITY ASSOCIATION 2016 BUSINESS PLAN

Executive Summary

Overton Community Association (OCA) is the charity which runs Overton Community Centre. The centre exists for the benefit of the Overton and neighbouring communities and all activities OCA undertakes should further that objective. OCA's long term aim is to keep the centre operating efficiently and for the community to get good use out of it.

Current occupancy rates are on the low side. Fees are competitive. The building is old and so the maintenance is expensive, both large projects and regular maintenance. Through 2016 and 2017 OCA will purchase the freehold for Overton Community Centre in order to reduce costs. Sufficient trustees are needed to help spread some of the work and bring new ideas to raise money.

This document sets out a plan to make ends meet and keep Overton Community Centre open for all between 2016 and 2026.

Mission Statement

To provide for the benefit of the Overton and neighbouring communities inclusive facilities for recreation, leisure and education.

Legal Structure

OCA is a charity (276492). During 2016/17 OCA will change to a Charitable Incorporated Organisation (CIO) as that structure is better suited to owning property.

The Organisation

OCA was formed in 1978 when the village school moved out of what is now the Overton Community Centre. Hampshire County Council retained the freehold of the building but has leased it to OCA on a full repairing lease for the past 38 years. OCA has had help paying for repairs and improvements from a number of organisations via grants. Apart from grants OCA is reliant on bookings, be they permanent, regular or one off, to cover costs. It generally does little better than break even each year.

In 2017 OCA will purchase Overton Community Centre for £1.

OCA has 6 managing trustees who make sure the community centre remains open and efficient. OCA employs a part time caretaker who is responsible for day to day operation. It has two holding trustees who hold the leases but don't generally get involved with day to day activities. OCA is not VAT registered.

Challenges

As one of OCA's key objectives is to provide for the benefit of the community, OCA believes it is important to keep fees low. This doesn't just make competitive sense; the users of the community centre provide valuable services within our community. We have already lost some customers due to budget cuts elsewhere. The community centre is expensive to maintain but simply increasing fees is not a desirable thing to do.

Many people say they want to "put something back" or "do their bit" but OCA has struggled recently to recruit trustees. People are unwilling to commit to relatively un-sexy causes like the community centre.

Overton Community Centre is an old, listed building and in the past OCA has struggled to get tradesmen to do work that needs doing. Uncertainly over Britain's relationship with the EU may further stretch the trades due to reliance on foreign workers. The building is listed and this further increases costs of materials and challenges around getting suitable workers.

The coming year or two will have additional challenges as OCA takes over the freehold of Overton Community Centre, changes legal structure and re-roofs part of the building. These all take time.

Car parking is a perennial problem and if users can't park it makes the centre less attractive to hirers.

OCA Objectives

The primary objective of OCA is to provide facilities for the local community.

Objective	Target	Stretch target
Balance the books	Surplus of £4,000 over operational expenditure and reserve of £14,000	Surplus of £5,000 and reserve of £20,000
Occupancy	2 major users and for the remainder of the building, the occupancy is 8% (guess currently 7.6%) for the Club and 5% (currently 4.5%) for the Palmer room.	3 major users and occupancy rate of 12% for the Club and 6% for the Palmer room.
Trustees	One new trustee per year if appropriate	Two new trustees per year if appropriate

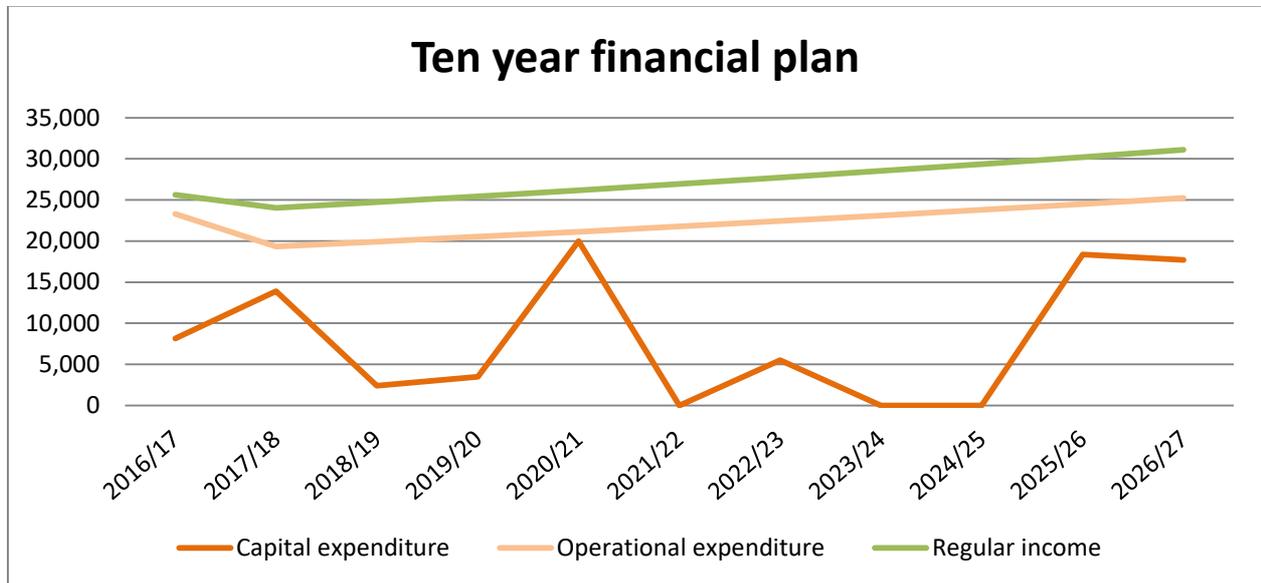
Financial outlook

OCA has a ten year financial plan based on input from a structural surveyor, a quantity surveyor, trustees and, to a lesser extent, tenants. Hampshire Library Service has identified Overton Library as one with relatively low usage but we are not anticipating its closure. Similarly, Playgroup's numbers are low this year but we expect it to be a temporary aberration.

The chart below has an overview of the ten year outlook. Regular income and operational outgoings are largely based on current figures so are smooth. They are around £24,000 and £20,000 respectively. The challenge OCA faces is that some of the spikes on the capital expenditure are substantial. Taking

potential grants into account the average annual surplus for OCA is £203 from 2017 - 2027. Note that the yearly financial target for surplus excludes capital expenditure so is not directly comparable.

Full detail is in Appendix 2 (not in the website version).



Plan

The coming year will be busy with the purchase of the community centre. The headline plan for the year is to maintain business as usual while making the transfer to CIO and buying the freehold.

Longer term OCA has a number of areas to address. The following sub-sections have ideas for solving the problems outlined above. There is no requirement to do everything but OCA will need to decide which elements to pursue.

Customer acquisition and occupancy increase

Currently the community centre is advertised in the Test Magazine, Overton News and Views, via our website (so internet search) and word of mouth. There is scope to promote via social media though the benefits are questionable.

The playgroup may need more space in the future.

The trustees could organise events.

There may be places to advertise online for people who want to do talks or trade.

A bar might increase the centre's appeal and provide revenue.

The building marks the centre of the village and currently has no signage to encourage customers to book rooms.

It isn't clear what the building is for and which entrance is for what to new members of the community. Better communication to passers-by would encourage them to enter. Even the URL on the front signs would help. A floorplan on the website perhaps.

Overton is likely to grow significantly over the next ten years. As will Basingstoke. Even if OCA do nothing different the usage of the centre should increase.

If it serves the needs of the community by helping to keep the centre prices low then letting parts of the community centre commercially should be investigated. In 2016 we have a number of empty units on the high street but that won't always be the case.

The phone box outside the community centre is available for "rent" from OBA and is free for local charities so could be used for advertising

Make more noise in local press and electronic media about interesting bookings and the freehold purchase.

Better grounds maintenance will make the centre more appealing.

Fundraising

Some fundraising will almost certainly be required to keep the community centre open.

Increasing membership, though a reason to join might be necessary.

If we can get more visitors to the website then a donation button might drive a small amount of income.

Sign up for Give As You Live affiliation.

Networking with local potential benefactors.

"Buy a slate/brick" when we undertake major projects.

Register and claim Gift Aid if OCA gets more donations.

Building maintenance

Apart from paying for work, the biggest challenge OCA faces when getting work done is actually finding people to do it. Particularly small jobs. There are 7 other halls in the village which, to varying degrees, will face the same problem. Working with the other halls might make getting and keeping tradespeople easier.

The structural survey of 2016 shouldn't be a one off. A refresh in 2021 will allow good planning.

Giving contractors evidence of a long term programme of work might make jobs more appealing.

Trustee recruitment

Most of the points under customer acquisition are relevant to trustee recruitment. In addition to the points above, a certain amount of advertising within our building is required.

OCA trustees are predominantly hands-off when it comes to community centre activities. Having more and more hands-on trustees (subject to constitutional maximum) will build interest and reduce costs.

Meet with users and ask if they interested in becoming a trustee. Present at users' meetings.

Appendix 1

Strengths

Location, attractive rooms, forecourt, reputation, caretaker, chair of managing trustees, building (village design statement showed that the Centre is considered by the community to be a prime asset), a growing, wealthy and ageing community, parking, ownership of building, stability of committed trustees.

Weakness

Oversupply of halls in the village, limited parking, listed building, reliance on two main customers (more than a 50% of income), trustees' age profile, only partial Wifi, ownership of building.

Opportunities

Owning the building, growing village, social media to raise profile and improve marketing.

Threats

Withdrawal of the Library and/or Playgroup, failure to agree with HCC and consequent loss of Centre as a village resource, structural problems, rising energy costs, retirement of caretaker, retirement of trustees, failure to find new trustees, changes in legislation.

Appendix 2

Scenarios

OCA needs to have contingency plans in place for big events which materially affect operations. The table below outlines what some of those might be. Items with a likelihood multiplied by impact of over 20 need further thought. Likelihood is over the coming year.

Event	Likelihood 1-10	Impact 1 - 10	Cost	Notes
Playgroup moves out	1	9	£8,000 p/a	Or increase capacity and so take over more of the building
Library closes	3	7	£6,000 p/a	
Price for works is 10% low	8	2	£7,000 over ten years	
Price for works is 25% low	4	6	£16,000 over ten years	
Extra unforeseen expense	7	5	£15,000	Probably needs breaking down to expense bands.
Can't get enough trustees	4	4		
Caretaker resigns	4	6		Impact really depends on our ability to find a suitable replacement. Anyone new may not stay long.
Occupancy increases by 25%	3	4	£1,800 positive	Expenses will increase too
Commercial let of Children's Centre rooms	4	4		Effort but potentially positive for income
Problem so Centre has to close for a month	2	5	£3,000	Goodwill lost. Loss of earning mitigated by insurance to some extent.
Significant portion of Centre collapses	1	10		Explosion, arson. Mitigated by insurance to some extent.

Serious insurance event	2	5	PR and time impact
Competition for business increases	2	4	Might have to reduce costs or invest in sweeteners

Appendix 3

Excel sheet