

CHURCHFIELD HOUSE LTD.

BUSINESS PLAN

2015 - 2018

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CHURCHFIELD HOUSE LTD.
BUSINESS PLAN

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Section 1. Introduction

1.1. Executive Summary

This business plan has been compiled by Churchfield House Ltd, in order to develop a sustainable plan for the use of Churchfield House, located on Church Street, Great Harwood.

It is the intention of Churchfield House Ltd:-

- To maintain the structure, character and upkeep of Churchfield House to enable its continued use as a public and community resource.
- To act as stewards of Churchfield House such that future generations can benefit from its use.
- To provide the opportunities and resources whereby people can access learning information.
- To encourage and promote involvement with education by ensuring availability of a variety of learning courses and learning activities within Churchfield House.
- To trade for social and not for profit purposes in order to maintain and provide upkeep of the House and bring about long-term, social, economic and environmental benefits in Great Harwood.
- To provide a community resource centre and activities in the interest of volunteering, capacity building, community engagement, social welfare, culture, learning, education, training, skills development and recreation for residents of Great Harwood.
- To promote the positive image of Great Harwood.
- To work in close co-operation with local community groups, resident groups, youth groups, local businesses, public sector, voluntary groups and any other groups in the development, promotion and regeneration of Churchfield House and Great Harwood.
- To work in co-operation with statutory and voluntary bodies in pursuit of common objects.

- To be non-party political.
- To promote community cohesion and individual personal and skill development by involving members of the community in managing and running Churchfield House.
- To promote capacity building by involving community members in the Management of the building, which may be realised in the future.
- Equipping people with skills and competencies which they would not otherwise have.
- Realising existing skills and developing potential.
- Promoting people's increased self-confidence.
- Promoting people's ability to take responsibility for identifying and meeting their own and others people's needs.
- In consequence encouraging people to become involved in their Community and wider society in a fuller way.
- To ensure that the skills are transferred between generations for the future benefit of Churchfield House.
- To engage in other social, recreational and not for profit activities outside of Churchfield House, such that benefit may be brought to Churchfield House through income, co-operative actions, working in partnership and any other such actions that are complementary to Churchfield House.

In order to sustain use of Churchfield House and bring social benefits to the community, income will be generated through hiring rooms and space. One or two rooms will be rented as office accommodation. All income will be reinvested into maintaining the building and local community projects. The rented office space will be let to 'not for profit' organisations, voluntary organizations or local charities. The house will be open to the general public:-

Monday to Friday	10.am until 3pm.
Saturdays	Closed, except by prior arrangement for community groups and events.
Sundays	11am until 4pm.

The opening times are at the discretion and availability of volunteers.

Lunches and light refreshments will be available and catered for by volunteer staff.

The house will host a range of events which will include:-

- Craft Fairs.
- Seasonal markets.
- Talks given by local people on a variety of topics.
- Exhibitions and displays.

1.2. Background

Churchfield House was bequeathed to the people of Great Harwood by Milton Haydock who died in 1926. In his will he instructed that his residuary and personal estate be sold and the annual income used to pay all outgoings in respect of the property. He also left a large collection of books and other artefacts. The 'Will' also specified that:- On the death of his wife the house was to be used as a free Library.

Janet Haydock outlived Milton by 10 years and during her widowhood, a library had been built in Water Street as a temporary structure. Following Janet's death The Urban District Council applied to the Charity Commission to turn Churchfield House into a public library in compliance with Milton Haydock's wishes.

After several letters had been interchanged the Charity Commissioners turned down the suggestion of a library as too many alterations and additions would be required to make it a suitable place. They suggested that the terms of the 'Will' would be satisfactorily interpreted, if it became a reference library. Two rooms in Churchfield House were then equipped and opened to the public as reading rooms with daily newspapers provided.

Unfortunately years of high inflation and low interest rates have meant that the interest has become inadequate in meeting costs.

In December 2012 the Great Harwood Civic Society raised concern that the condition of the house was unsatisfactory. The aim of the Society is to preserve buildings of historical interest. It was therefore agreed that steps needed to be taken in order to stop Churchfield House falling into disrepair. Following many discussions and meetings it was agreed that members of the Civic Society would take over the management, renovation and preservation of the house from its current custodians Hyndburn Borough Council. Churchfield House Ltd. was formed, which then leased the building for the initial term of 18 months.

1.3. Company Description

Churchfield House Ltd is a:-

Private Company Limited by Guarantee and not having a share capital

With not for profit aims stated within its Articles and Memorandum of Association.

Its aim is to maintain Churchfield House as a community resource to bring about long term, social, economic and environmental benefits to the people of Great Harwood.

The Company is administered by seven dedicated volunteer Directors drawn from a cross section of the community and bring with them a range of experience.

These include:-

Local government, retail, education, finance, administration, construction, business management and fund raising. Thereby jointly providing the knowledge, skills and expertise necessary to enable them to deliver the services and facilities required to achieve the aims of the company.

The legal structure 'Company Limited by Guarantee' has been selected to protect the personal liability of the Company Directors and removing a potential barrier to participation.

The inclusion of 'not for profit' objects within this document is to ensure that Churchfield House is used for the benefit of the residents of Great Harwood and in doing so ensure that it is used appropriately and in keeping with the terms of the Milton Haydock bequest.

1.4. The Rationale

Over the last 10 years the building has received minimal repair and decoration. Churchfield House had become tired and worn and uninviting to the public. It has been under-used by the community, with few people hiring rooms, a majority of the building has not been open to the community at all for any purpose.

The following provides details of how the building was used during 2013.

- Speech and Drama classes 1 half day per week
- Mothers Union 1 evening a month
- Individual group meetings 1 evening per month on average
- Church events 2 half days per year.

Access to the public reading rooms has also been virtually nil due to the very restricted opening hours. The collection of around 2,000 books left by Milton Haydock has all-but disappeared since 1926, with only between 150 and 200 books remaining. None of the artefacts continue to be present within the building and have been lost without trace. There is no catalogue of the contents or of their whereabouts. Many of the remaining books have deteriorated to a hazardous condition due to mould or are so aged that they have little reading value in a modern society. The remaining books have been catalogued and consideration needs to be given to the most appropriate method of disposal. It is proposed that the books be donated to a public lending/reference library such that the books might continue to be used by the public.

Following the lease to Churchfield House Ltd. the following improvements have been made.

- Kitchen renewed and enlarged to a modern standard.
- Carpets removed and floors sanded to create a light airy public space.
- Fully redecorated and furnished throughout.
- New boiler and heating system installed.

The improved condition of the building coupled with intensive marketing strategies have already increased the number of organisations and individuals hiring rooms.

Recent events staged at the house have seen more visitors in a single event than in any number of previous years. The recent 'John Mercer - Life and Times' exhibition funded by the Heritage Lottery Fund and the 'First World War' exhibition, which combined had a footfall of over 1,000 people. including children from 5 primary schools.

On the basis of the work completed during the last 12 months and the commitment of the Directors, volunteers and local resident, Churchfield House Ltd has proposed that a 25 year lease be granted between Hyndburn Borough Council and Churchfield House Ltd.

Securing a 25 year lease would enable the company to build on the foundation that it has already laid and ensure Churchfield House can be utilised fully, further developing it into a hub of local community activity to meet the needs of and bring social benefits to the residents of the town.

1.5. Current Users

During the period of the lease to Churchfield House Ltd. the building has been fully opened for community use. From significant underuse the building is now used by a large range of community users.

Current users of the building include:-

- Healthy Lifestyles
- Speech and Drama Class
- Natural Healing
- Yoga
- Mother's Union
- Camera Club
- UKIP
- Prospects Foundation
- Furniture Restoration classes
- Great Harwood Civic Society
- Hyndburn & Ribble Valley CVS.
- Individual Family Birthdays
- Individual Wedding Celebrations.

1.6. The Vision

The Vision for Churchfield House is for the building to become a centre of community learning, community engagement and community activity. Open days will be held to encourage recruitment of volunteers and give the public the opportunity to both view the house and let us know the kind of facilities they would want us to offer them as potential users.

Providing a facility leased on a peppercorn rent and managed by the people of Great Harwood it will provide benefits and facilities for all areas of the community and bring the whole house into greater use.

In order to make this possible income will be generated in the first instance by hiring rooms to individuals, local groups and organisations and from the company's own events.

In conjunction with this, it may be necessary to generate further income by providing office accommodation in one or two of the upstairs rooms.

To establish that the Vision accurately reflects local opinion an extensive consultation with the local community has been completed. A questionnaire was used at the Great Harwood Farmer's Market, Great Harwood Library, Churchfield House, Bank Mill House community centre and residents in vicinity of Churchfield House. 150 responses (1.3% popⁿ Great Harwood) were received to the following questions:-

- Are you happy for Churchfield House Ltd. to act on your behalf as Stewards and manage Churchfield House for an extended period of 25 years?
- Are you happy that the house is used for purposes of education, exhibitions, lectures, talks, and training courses?
- Are you happy that the house is used for purposes of leisure, recreation and private/social functions?

- Are you happy that the house is used for purposes of Voluntary/Community Group Meetings?
- Are you happy that the house is used for purposes of craft fairs, events, and community fundraising activities?
- Do you have any additional comments?

Of the 150 respondents 100% confirmed in favour to each of the questions. No negative responses were received, or any additional comments made. Letters of support have been received from Mrs. Jean Willis, Maureen Harrison on behalf of Great Harwood Mother's Union, Barbara Sharples on behalf of Prospects, Mr. John Rullo (Community fundraiser Derian House Children's Hospice).

The very positive outcome of the consultation reinforces that the correct Vision for Churchfield House has been adopted. The Vision will be delivered through objectives shown in Section 1.1.

Section 2. Personal and Human Resources

2.1. Management Committee

The management committee will consist of the seven directors of Churchfield House Ltd. who whilst working jointly in the development of the aims of the company will have specific areas of responsibility in line with their personal skills and experiences. Which are as follows:-

Chair Local Government. Public Relations. Administration.

Vice Chair Business Management. Volunteer Recruitment.

Treasurer Teachers Certificate. Lecturer in Child Development
Financial Management of Pre-school setting including Budget setting and staff development. 28 years as school Governor, current areas of responsibility include, Chair of Health and Safety and Finance & Resource Committees.
Current Treasurer of Great Harwood Civic Society.

Secretary Local Government. Office Administration.

Director Managerial experience and Construction and Horticultural skills.

Director Research. Seamstress.

Director Charity Co-ordinator. Fund Raising and Public Relations.

Skills audits will be undertaken annually to identify any gaps and either appropriate training sourced where feasible or support sought from the public or private sector. This will serve to provide the opportunity for all members of the committee to both update and improve their personal skills. Training is currently being sourced to close the existing gap in I.T. which is at present undertaken by a volunteer.

The committee members will also be supported both by voluntary Solicitors and Accountants from the private sector.

2.2. Volunteers

A recruitment drive for volunteers is scheduled. Following this a volunteer data base will be established comprising:-

- Contact detail.
- Hobbies and interests.
- Skills and experience.
- How much time they are prepared to give to the house
- When they can give their time to the house.

Section 3. Operations

3.1. Premises

Whilst it is the intention of the Directors to maximise the use of the building in order to achieve financial sustainability it is also intended to use it in keeping with the terms of Milton Haydock's bequest. For this reason it is proposed that up to one or two of the upstairs rooms may be made available for rented office accommodation. To ensure that the building retains its community 'feel' and purpose, it is proposed that only 'not for profit' community or voluntary type organisations/companies be permitted to use the rented office accommodation.

Ground Floor

This floor contains one large gathering room, one small reading room. A recently extended and modern kitchen equipped to provide high quality catering facilities. One small storage cupboard and disabled toilet facilities.

Mercer Room

This room will be open during the day as a public reading room and educational resource room and furnished initially with, newspapers, magazines and a small selection of books. When funds become available these will be enhanced by the addition of notepads, computers, laptops and free Wi-Fi/internet access. Thereby utilising 21st century technology to provide opportunities for people to have access to information, education and learning material. The aim is to ensure that the House is used in keeping with the 1936 Charity Commissioners ruling on the future use of Churchfield House.

In the evenings this room will be available free of charge for small community group use. The room has a maximum room capacity of 12 people.

Haydock Room

The second and larger of the two rooms on the ground floor, can be used as a single room for events such as weddings, birthday parties, christenings, meetings or community events. It does however have the added advantage of having dividing doors in the middle, which can be closed and the room made available to two separate groups to use at the same time for meetings, informal gatherings or as an interview facility.

First Floor

This floor contains four rooms. Toilet facilities and a separate bathroom containing a bath and sink. It is intended to remove the appliances from the bathroom in order to create additional storage space. Depending on financial need one or two of the four rooms may be made available as rented office space. The remaining two rooms will be used for community and hire purposes.

Hesketh Room

Is a large room with the capacity for 30 people. It is an ideal venue for breakfast meetings, discussion groups and community events.

Trappes Lomax Room

A small informal room with a maximum capacity of 16 but with the advantage of a brew station attached. It is ideal for tea and chat or a friendly get together.

De-Lacy Room

This medium size room is ideal for use as office accommodation and presents us with the opportunity to rent the space to a tenant

The fourth room on this floor is currently used as an office for in house administration.

Cellar

Although covering a large area, due to the lack of maintenance it is in a dilapidate condition and only provides minimal storage. Repairs and renovations are needed. This will create more useable floor space and enable it to be used for storage of not only our own resources but also community equipment such as, gazebos and seasonal items.

3.2. Legal Requirements

The Directors of Churchfield House Ltd will ensure that all legal obligations are fully adhered to with the following currently in place.

- Compliance with all statutory requirements.
- Public liability insurance.
- Employer's liability insurance.
- Indemnity insurance.
- Public and Products liability insurance.
- Building contents insurance.
- Buildings insurance is arranged by Hyndburn Borough Council and then re-invoiced to Churchfield House Ltd.

The following Policy documents are in place and will be reviewed annually.

- Health and Safety/Risk Assessment.
- Volunteer Safety and House Security.
- Equal Opportunities.
- Safeguarding Children.
- Safeguarding Children Code of Behaviour.

- Protection of Vulnerable Adults.
- Pricing Policy.
- Volunteer and Director training needs assessment and policy.

Additional Policies will be created as and when required.

3.3. Unique Selling Points.

Churchfield House is a period building set within well laid out gardens overlooking the town of Great Harwood. Once the property of Milton and Janet Haydock, benefactors of the town, this valuable community asset provides a range of facilities and accommodation.

Within easy reach of the motorway network and with parking facilities within the grounds, this majestic house offers spacious, traditionally decorated accommodation in which to hold meetings, training courses, interviews, family gatherings and community events.

- Two medium size meeting rooms and one large function room are available for hire at competitive rates. Hire rates will be set according to the user type, with local community groups receiving reduced rates.
- Fully refurbished office accommodation is available for rent.
- Tea-room (and reading/education room) will be open from 12 noon until 2pm weekdays and 10am until 4pm on Sundays for snacks and light lunches.
- In house catering is a speciality and menus and price lists are available on request.

3.4. Pricing Policy

Churchfield House room hire, office rental and catering charges have been benchmarked against other provision within the local area, whilst taking into account the unique qualities of the house. Rental charges for office space would include heating and electricity but a tenant would have to be responsible for the instillation of telephones and internet provision. To promote the premises and encourage prospective clients we offer new hirers a small discount on the first 5 sessions booked. Analysis of the running cost of the house will be used to establish ongoing financial targets.

Section 4. Marketing

4.1. Market Analysis

The main source of the income required for the upkeep of the house and the delivery of services to the community will be acquired from room hire. The rates set in the income forecast have been benchmarked against similar provision within the local area.

There are three other properties in the town with rooms to hire. All of these do however only have one room each and which in each case, are frequently used for their own organisations events, therefore allowing only limited scope for hire to the general public. Churchfield House has the advantage of have four rooms of varying sizes available for hire. Whilst it is the intention of the company to sub-let one with the possibility of a second as office space, this will still leave two rooms available for hire to the general public at any one time.

The recently refurbished Town Hall has pleasant moderately sized office accommodation for rent but this building along with the above three are all situated within the semi-enclosed spaces of the town. Whereas Churchfield House, we believe has the advantage of its location within beautiful well maintained gardens.

There are three large hotels within a 3 mile radius of Churchfield House which cater for large formal weddings and business functions. However because we are aiming our market at informal family weddings, small business and local organisations, we do not perceive these to be a threat.

Informal market research has shown a need for local, pleasantly situated and reasonably priced venues to accommodate community group activities and family functions.

Following re-decorations carried out during our 18 month lease we have seen an increase in the number of visitors to the house and families and organisations hiring rooms thus giving a clear indication of potential for future use and further opportunities for hire.

4.2. Marketing Aims

Our first priority will be to raise awareness within the local community that Churchfield House and its grounds were left to the people of Great Harwood for their pleasure and enjoyment by Milton Haydock its last owner.

Our second aim is to create awareness of the facilities and opportunities which Churchfield House provides:-

- Venue for meetings and organisational events
- Recreational and social events
- Family celebrations
- Catering facilities for events and tea-room refreshments.
- Access to local information publications.
- Storage point for Council blue bags and blue boxes re-cycling equipment for collection by local residents.

We then aim to involve local community members in the running of the house by holding volunteer recruitment days.

Our aim to promote room hire and office rental space is essential in order for the company to achieve the level of income required for continued provision of facilities and delivery of our services to the community.

4.3. Target Markets

Local people.

Initially the main source of income will be from room hirers, therefore it will be essential to target local community groups, organisations and individuals. In order to do this we need to create opportunities for them to find out about the facilities and opportunities the house has to offer. Strong advertising campaigns, along with staging our own events will create opportunities for people to visit the house, which will then enable them to find out more about the house and its history and encourage local involvement.

Training and Developments Organizations

The large ground floor room is an ideal venue for the delivery of training and other courses.

It is our intention to invite representatives from organizations such as the Council for Voluntary Services to visit the house and explore and discuss the facilities the house has to offer.

Local Businesses

It is proposed to sub-let one or two of the first floor rooms as office accommodation. We would contact a reputable local letting agency in order to enable us to acquire a tenant whose business provides a community based/not for profit service to the local community. The tenant will be charged a standard rent and this along with the hire charges for other rooms, will enable us to fulfil our aims of delivering services to the local community.

Local Enterprise

Our research has shown that there are people within our community who have a range of skills and hobbies which they would be willing to pass on to others in small groups. For instance:-

- Yoga
- Meditation classes
- Painting
- Furniture restoration
- Sewing
- Cookery

Churchfield House is an attractive location for this kind of local enterprise scheme.

It would bring the house into greater use and give people opportunities for socialising whilst at the same time having the opportunity to develop new skills or hobbies.

4.4 Marketing

A minimal amount of marketing has already been undertaken during the 18 month lease. We now need to build on this by expanding it to encompass a far wider range of people and organisations.

- The local media will be contacted prior to major events being staged at the house.
- The local free press will be given a list of weekly events to put on the community page.
- For events involving local dignitaries such as 'Lancashire Day' press releases will go out to both newspapers and radio stations.
- Churchfield House web site address will be printed on letterheads, pamphlets and posters and information on the web site will be updated weekly.
- Local Churches and the town primary schools will be asked to include event information in their weekly newsletters
- Notices and leaflets detailing information about events and activities taking place at the house during the forthcoming month will be displayed at the house. Word of mouth is one of the best methods of communication and hirers and visitors will be encouraged to take a leaflet and to pass on the information to people they know.
- Leaflets and posters giving details of individual events will be displayed on notice boards within Churchfield House and also in shops, schools, churches and the library.
- The marketing for the proposed rental of office space will be undertaken by a professional commercial lettings agency.

- Consultation with local residents have already been undertaken to establish public opinion on Churchfield House Ltd. acting as Stewards on their behalf in managing Churchfield House for an extending period of 25 years. Initial results show 100% in favour.
- Future opinion polls will be carried out through the town in order to establish the views of residents on the future use of Churchfield House. This will also serve to provide opportunities to raise awareness of the services and facilities the house has to offer to the community. Detail of the consultation can be found in Section 1.6.

Section 5. Risk Management

5.1. SWOT Chart

Strengths

- Community Managed.
- Increased Community Involvement
- Refurbishment Opportunities.
- Unique venue in desirable location
- Parking adjacent to the house.
- Used, Managed and Owned by the Community.
- Wide Spectrum of Experience.
- Local service delivery
- Number and size of rooms.

Weaknesses

- * Need 25 year lease to create stability of purpose.
- * Need to increase awareness within the community that the house is owned by the community
- * Lift required to enable people with physical disabilities to access all areas of the house.

Opportunities

- Legacy of the reading rooms.
- Opportunities for making Revenue
- Catering.
- Education and training courses.
- Celebrations.
- Seasonal and Community Activities.

Threats

- * Do not acquire 25 year lease.
- * Failure to secure hirers.
- * Local Competition
- * Charity Commission Refusal

5.2. SWOT Analysis

Strengths

Community Managed

A local board of Directors and a dedicated group of volunteers all of whom will be recruited from within the local community will be responsible for the management and running of Churchfield House. This will fulfil a need within the town for a sense of ownership and create a sense of pride in the ownership of the house.

Increased Community Involvement

Having a house managed by local people will have a positive impact on the town, creating greater awareness of the potential benefits to the community. It will also ensure the organizations activities benefit the whole community. The development of facilities and services which meet the needs and aspirations of residents will lead to greater use and the house will become a hub a local activities.

Refurbishment Opportunities

Initial refurbishment has taken place by volunteers which has enhanced the condition of the house. There is potential for major alterations and improvements if funding is accessed.

Unique Venue in Desirable Location

The house is in the 'Late Georgian Style' with existing features. It has highly desirable garden views with spacious outdoor facilities for recreational activities. Photographic opportunities abound for celebrations and events.

Own Parking

Churchfield House has the added benefit of private parking space within the grounds. A ramp leading directly from the car park to the front door of the house provides ease of access for people with disabilities, hirers, visitors and potential clients.

Used, Managed and Owned by the Local Community

The house is owned by the inhabitants of Great Harwood.
Managed by residents of Great Harwood.
For the use, benefit and enjoyment of all the people of Great Harwood.

Wide Spectrum of Experience

Directors and Volunteers bring a broad cross section of knowledge, experiences and skills which they readily use for the benefit and improvement of the house and the activities and facilities it provides.

Local Service Delivery

Churchfield House is an ideally situated, central location for the delivery of local services within the town.

Centre of collection for:-

- Council blue bags and blue boxes
- Food Bank
- Doggy Bags

Display centre for:-

- Planning application notices.
- Information posters pertinent to local issues
- Local maps
- Town Trail and other informative booklets

Number and Size of Rooms

The accommodation within the house consists of:-

- 1 large function room for family celebrations, exhibitions and lectures
- 2 medium size meeting rooms
- 1 medium size room with potential for use as office space.
- 1 Small room used as office accommodation for in house administration
- 1 small community room for use as a reading room and small group meetings

Weaknesses

Lease

Need 25 year lease to create stability of purpose.

The Directors are currently operating under an 18 month lease. In order to create stability and assist in achieving the aims of the company a 25 years lease is needed. This would also provide the opportunity for funding from areas which are presently not available under an 18 months lease.

Community Awareness Raising

Need to increase awareness within the community that the House is owned by the community.

Due to lack of consistency of use in the past and part of the building having residential occupancy the majority of the residents of Great Harwood were of the belief that the house was privately owned. Very few people under the age of 50 are aware of the history of the house or the legacy of Milton Haydock. Intense publicity is required to increase awareness that the house belongs to the people of the Town. This will be carried out through, media coverage, staging events such as exhibitions and displays, widely publicizing opening hours and refreshment facilities and publication of information leaflets and books telling the story of the house.

Lift

A lift is desirable to enable people with physical disabilities to access all areas of the house.

The construction of the house is such that the only access to the first floor rooms are via a very narrow staircase, this makes them too small for a stair lift to be fitted. The steps are also steep and anyone with walking difficulties or wheelchair users are unable to use them. The result of this is that a section of the community cannot access upper rooms or take part in activities at the house unless these are taking place on the ground floor.

A lift large enough to accommodate wheelchairs is desirable, however costs for these are high and funding needs to be sourced. Whilst the need for a lift it is desirable it is not essential, and will not impact on the delivery of the business plan. In the absence of a lift, and where possible, any activities involving members of the public will be held on the ground floor. Only pre-arranged event will be held on the first floor where the participants and their abilities are known.

The capacity of the building to incorporate a full access disability life needs to be explored through the appointment of an architect. The building is not listed and therefore planning permission for an internal lift will not be required, however building control approval will be required. The building is within a 'proposed' conservation area, approval for an external lift is unlikely.

Opportunities

Legacy of the Reading Room

To continue the purpose of the Milton Haydock bequest by providing access to reading materials.

The lease to Churchfield House Ltd. facilitates a real opportunity to recreate the reading room and ensure that the legacy of one man is not lost to future generations.

The original concept of a reading room has long since disappeared. Churchfield House Ltd. will recreate the dream with a modern twist by providing alongside newspapers, magazines and books, computers, laptops, and notepads with free wifi and internet access.

Milton Haydock's aim was to provide the means through which people could acquire knowledge. Our aim is to ensure his legacy is carried on.

Revenue Making

Hiring for events and training opportunities will be an income generator but difficult to quantify. Continued use and advertising will create greater usage. The sub-letting of an upstairs space will not compromise any activities but will lead to a stable income from the let.

The Directors will take advantage of new opportunities to enhance revenue and usage.

Catering

In house catering will be a speciality. Providing homemade meals and light refreshments using good quality, locally grown produce and herbs from Churchfield House raised beds for hirer's events, the companies own events and the house tea-room will encourage return visits

and increase the number of people requesting our catering facilities. CFH Ltd will seek to achieve a minimum 4 Star FSA (Food Standard Agency) rating for food hygiene and safety.

Education and Training Courses

The building lends itself as a venue for training and educational pursuits. The newly refurbished kitchen is an ideal facility for cookery lessons whilst the large downstairs room is an ideal venue for lectures and informal talks on:- art/local history/geology/poetry etc. By encouraging local people with specific skills to share their expertise and undertake to deliver training through both vocational and educational courses, the house will come into greater use by local people.

Celebrations

The unique character of the house set within well maintained gardens and offering large, spacious, tastefully decorated accommodation create the perfect setting for Wedding Receptions, Family gatherings and children's parties.

Seasonal and Community Activities

The layout of Churchfield House provides a wealth of opportunities for activities jointly involving children and older family members together.

- Craft and social activities.
- Easter egg hunts
- Summer treasure hunts within the grounds
- Pumpkin carving at Halloween
- Lancashire Day celebrations
- Christmas parties
- Christmas Fairs
- Or, for the more energetic Maypole Dancing

Threats

Do not acquire 25 year lease

Having already obtained an 18 month lease, Hyndburn Borough Council, cannot grant a second short term lease. Without a lease in place Churchfield House Ltd. cannot continue to manage the property and the responsibility for this would then return to the Council. This would mean that whilst the house would still belong to the people of Great Harwood they would no longer have a role in running the house or the opportunities to create a hub of community activities designed to meet their needs and aspiration.

Failure to secure Hirers

Failure to secure hirers would result in Churchfield House Ltd. not having the income required for the upkeep of the house or to be able to provide the opportunities and services for the community which it was created to do.

Local Competition

The could potentially damage usage of the House. However much of the competition is aimed at specific target audiences who have specific needs or interest. It remains to be seen if the

current trend towards public funding of private enterprise damages the future of public buildings in the voluntary sector.

Charity Commission Refusal

Refusal of the Charity Commission in agreeing to the proposed change of ownership from Hyndburn Borough Council to Churchfield House Ltd and also change of use to office space of one/two upstairs rooms.

This would result in Churchfield House Ltd. not being able to generate the income required in order to deliver the intended services to the community and therefore would no longer be in a position to manage the house.

Section 6. Monitoring and Evaluation

6.1 Records

A record of all Directors and Volunteers which include contact details and postcodes are stored on site. An attendance book is in place, close to the front door and everyone undertaking duties at the house must sign in and out for each session attended.

There is a separate attendance book for contractors.

All hirers are required to fill in a booking form which contains contact details and a brief description of the activities they undertake.

Visitors are asked if they will sign the 'Visitors Book' which is displayed in a prominent position. This provides the company with information about the number of people attending any particular event and assists in future planning. This however can only be a request and the average percentage of visitors complying is estimated to be approximately 40%.

6.2 Reports

The Directors meetings are held on the first Thursday of every month. This ensures that each member of the board receives regular reports which include:-

- Finance
- Room Hire Booking
- Premises status

Additional small group meetings may be held when circumstances require them but items discussed will be passed on to all directors at the next full meeting of the board. This will ensure that minor problems can be solved before they become major concerns.

Appendix 1

Churchfield House Ltd. Income and Expenditure. Year 1.													
Income	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	Totals
Function room	140		280	140	280	100			70			70	1,080
Meeting room 1.	163	323	242	174	250	260	260	260	120	120	260	280	2,712
Meeting room 2.	127	111	98	68	106	160	160	160	80	80	160	160	1,470
Office											300	300	600
Own Events			490	232					320			300	1,342
Catering	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Total income	630	634	1,310	814	836	720	620	620	790	400	920	1,310	9,604
Expenditure													
Insurance Bldgs.					696								696
Insurance other							672						672
Security			148										148
Water/Sewerage		340						340					680
Phone/Broadband			16	15	16	16	23	20	20	20	20	20	186
Gas	123	123	29	29	29	29	123	123	123	123	123	123	1,100
Electricity	60	60	60	60	60	60	60	60	35	35	60	60	670
Maintenance	275	400	550	275	400	400	275	400			275	550	3,800
HBC H&S Testing (Legionella, PAT, Fire System)	125			125			125			125			500
Stationery	10	10	10	10	10	10	10	10	10	10	10	10	120
Catering materials		60	60	60	60	60	60	60	60	60	60	60	660
Miscellaneous	20	20	20	20	20	20	20	20			20	20	200
Total Expenditure	613	1,013	893	594	1,291	595	1,368	1,033	248	373	568	843	9,432
Bal B/Fwd	0	17	-362	55	275	-180	-55	-803	-1,216	-674	-647	-295	172
Cash Credit/Debit	17	-379	417	220	-455	125	-748	-413	542	27	352	467	
Balance	17	-362	55	275	-180	-55	-803	-1,216	-674	-647	-295	172	

Churchfield House Ltd. Income and Expenditure. Year 2.													
Income	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	Total
Function room			150		150				150			150	600
Meeting room 1.	240	240	240	240	240	240	240	240	120	120	240	240	2,640
Meeting room 2.	160	160	160	160	160	160	160	160	80	80	160	160	1,760
Office	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Own Events		200			200			200			200		800
Catering	170	170	170	170	170	170	170	170	170	170	170	170	2,040
Total income	870	1,070	1,020	870	1,220	870	870	1,070	820	670	1,070	1,020	11,440
Expenditure													
Insurance Bldgs					700								700
Insurance other							682						682
Security			150										150
Water/Sewerage		340						340					680
Phone/Broadband	20	20	20	20	20	20	20	20	20	20	20	20	240
Gas	123	123	29	29	29	29	123	123	123	123	123	123	1,100
Electricity	60	60	60	60	60	60	60	60	35	35	60	60	670
Maintenance	275	400	550	275	400	400	275	400			275	550	3,800
HBC H&S Testing (Legionella, PAT, Fire System)	125			125			125			125			500
Stationery	15	15	15	15	15	15	15	15	15	15	15	15	180
Catering materials	20	60	60	60	60	60	60	60	60	60	60	60	680
Miscellaneous	20	20	20	20	20	20	20	20			20	20	200
Total Expenditure	658	1,038	904	604	1,304	604	1,380	1,038	253	378	573	848	9,582
Bal B/Fwd.	172	384	416	532	798	714	980	470	502	1,069	1,361	1,858	2,030
Cash Credit/Debit	212	32	116	266	-84	266	-510	32	567	292	497	172	
Balance.	384	416	532	798	714	980	470	502	1,069	1,361	1,858	2,030	

Churchfield House Ltd. Income and Expenditure. Year 3.													
Income	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	Total
Function room			150		150				150			150	600
Meeting room 1.	360	360	360	360	360	360	360	360	180	180	360	360	3,960
Meeting room 2.	240	240	240	240	240	240	240	240	120	120	240	240	2,640
Office	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Own Events		200			200			200			200		800
Catering	210	210	210	210	210	210	210	210	210	210	210	210	2,520
Total Income	1,110	1,310	1,260	1,110	1,460	1,110	1,110	1,310	960	810	1,310	1,260	14,120
Expenditure													
Insurance Bldgs					704								704
Insurance other.							692						692
Security			155										155
Water/Sewerage		340						340					680
Phone/Broadband	25	25	25	25	25	25	25	25	25	25	25	25	300
Gas	123	123	29	29	29	29	123	123	123	123	123	123	1,100
Electricity	60	60	60	60	60	60	60	60	35	35	60	60	670
Maintenance	325	450	2,500	325	450	450	325	450			325	450	6,050
HBC H&S Testing (Legionella, PAT, Fire System)	125			125			125			125			500
Stationery	20	20	20	20	20	20	20	20	20	20	20	20	240
Catering materials.	40	70	70	70	70	70	70	70	70	70	70	35	775
Miscellaneous	20	20	20	20	20	20	20	20			20	20	200
Total Expenditure	738	1,108	2,879	674	1,378	674	1,460	1,108	273	398	643	733	12,066
Bal B/Fwd	2,030	2,402	2,604	985	1,421	1,503	1,939	1,589	1,791	2,478	2,890	3,557	4,084
Cash Credit/Debit	372	202	-1,619	436	82	436	-350	202	687	412	667	527	
Balance.	2,402	2,604	985	1,421	1,503	1,939	1,589	1,791	2,478	2,890	3,557	4,084	

CHURCHFIELD HOUSE LTD.			
BUDGET 2015 - 2018			
Income	Year 1	Year 2	Year 3
Function room	1,080	600	600
Meeting room 1.	2,712	2,640	3,960
Meeting room 2.	1,470	1,760	2,640
Office	600	3,600	3,600
Own Events	1,342	800	800
Catering	2,400	2,040	2,520
Total Income	9,604	11,440	14,120
Expenditure	Year 1	Year 2	Year 3
Insurance Bldgs.	696	700	704
Insurance other	672	682	692
Security	148	150	155
Water/Sewerage	680	680	680
Phone/Broadband	186	240	300
Gas	1,100	1,100	1,100
Electricity	670	670	670
Maintenance	3,800	3,800	6,050
HBC H&S Testing (Legionella, PAT, Fire System)	500	500	500
Stationery	120	180	240
Catering materials	660	680	775
Miscellaneous	200	200	200
Total Expenditure	9,432	9,582	12,066
Balance B/Fwd.	0	172	2,030
End of year balance.	172	2,030	4,084

**ARTICLES OF ASSOCIATION
PRIVATE COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL**

The Company will assume the Statutory Model Articles of Association for a Limited by Guarantee Company (not having a share capital) subject to the following amendments. The provisions made herein and the Model Articles of Association will combine to form the constitution of the company.

1. The objects for which the Company is established are:-
 - 1.1 To maintain the structure, character and upkeep of Churchfield House to enable its continued use as a public and community resource.
 - 1.2 To act as stewards of Churchfield House such that future generations can benefit from its use.
 - 1.3 To provide the opportunities and resources whereby people can access Learning information.
 - 1.4 To encourage and promote involvement with education by ensuring availability of a variety of learning courses and learning activities within Churchfield House.
 - 1.5 To trade for social and not for profit purposes in order to maintain and provide upkeep of the House and bring about long-term, social, economic and environmental benefits in Great Harwood.
 - 1.6 To provide a community resource centre and activities in the interests of volunteering, capacity building, community engagement, social welfare, culture, learning, education, training, skills development and recreation for residents of Great Harwood.
 - 1.7 To promote the positive image of the Great Harwood.
 - 1.8 To work in close co-operation with local community groups, resident groups, youth groups, local businesses, public sector, voluntary groups, and any other groups in the development, promotion and regeneration of Churchfield House and Great Harwood.

- 1.9 To work in co-operation with statutory and voluntary bodies in pursuit of common objects.
- 1.10 To be non-party political.
- 1.11 To promote community cohesion and individual personal and skill development by involving members of the community in managing and running of Churchfield House.
- 1.12 To promote capacity building by involving community members in the Management of the building which may be realised in the future:-
 - equipping people with skills and competencies which they would not otherwise have.
 - Realising existing skills and developing potential.
 - Promoting people's increased self-confidence.
 - Promoting people's ability to take responsibility for identifying and meeting their own and other people's needs.
 - In consequence encouraging people to become involved in their Community and wider society in a fuller way.
 - To ensure that the skills are transferred between generations for the future benefit of Churchfield House.
- 1.13 To engage in other social, recreational and not for profit activities outside of Churchfield House, such that benefit may be brought to Churchfield House through income, cooperative actions, working in partnership and any other such actions that are complementary to Churchfield House.
- 1.14 To do all such other lawful things as are necessary for the achievement of the objects.
2. The Company shall not remunerate Directors for their service as Directors or for any other service they undertake for the Company.
3. The income and property of the Company shall be applied solely towards the Promotion of the objectives of the Company as declared above. The Directors undertake to ensure no profit from the company is paid or transferred directly or indirectly, by way of dividend, bonus or otherwise to Members of the Company.
4. The Liability of the Members is Limited.
5. Every Member of the Company undertakes to contribute to the assets of the

Company, in the event of the same being wound up, during the time that he or she is a Member, or within one year afterwards, for payment of the debts and Liabilities of the Company contracted before the time at which he or she ceases to be a Member and of the costs, charges and expenses of winding up the same and for the adjustment of the rights of the contributories amongst themselves, such amount as may be required not exceeding GBP 1.

6. If upon winding up or dissolution of the Company, there remains after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid or distributed among the Members of the Company but shall be transferred either to some other institution (whether or not a member of the Company) having objects similar to the objects of the Company, or to some institution, (whether or not a member of the Company) the objects of which are the promotion of charity or anything incidental or conducive thereto, Such institution or institutions to be determined by the Members of the Company at or before the time of dissolution.
7. At a General Meeting of the Company, each Member shall be entitled to one vote.
8. **Equal Opportunities**
Churchfield House Ltd. shall uphold equal opportunities and work for good relations among all members of the community, strictly prohibiting any conduct which discriminates or harasses on the grounds of race, age, gender, sexuality, disability or religion.