

# Community Resource Centres in Richmondshire

## “Working Towards a Sustainable Future”

### Report to the York and North Yorkshire Rural Access to Opportunities Programme Management Group

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## 1 EXECUTIVE SUMMARY

This report has been commissioned by the Rural Access to Opportunities (RAOP) Management Group<sup>1</sup> and addresses the aspirations of six Community Resource Centres<sup>2</sup> (CRCs) in the North Yorkshire District of Richmondshire who wish to share best practice and develop their sustainability and are considering a consortium approach to achieving this.

Richmondshire District borders Craven, Harrogate, Hambleton, Cumbria and two Local Authorities in the North East region. It has the 8<sup>th</sup> lowest population density in the country (375 local authorities)<sup>3</sup>. It has low unemployment relative to the national picture but is a low wage economy which is also self contained. Educational achievement is lower than that for England.

The six CRCs are finding strategic management a challenge as the Centre Managers are constrained by the demands of managing day by day. The CRCs had generally started life with a focus on providing access to services, particularly computer usage and internet connectivity. In the course of developing the report, all CRCs were engaged in the development of an individual report, SWOT analysis and Action Plan.

Common threads emerging from the Action Plans are:

- It is important to determine what the driver of any consortium is – if it is economic well-being<sup>4</sup> of the area then a project delivering that would be good; if to sustain the individual CRCs then it is likely to fail
- Strong community involvement and partnership working are regular features of projects in rural areas; economic activities will often also deliver environmental and social goals and benefit all sections of a community in a more integrated way
- It is important to remember, and stay true to, the reason the CRCs were first set up and to work with change and adapt delivery methods to fit in with consumers' changing behaviour patterns. Although good broadband connection is still an issue in many parts of Richmondshire, access to the internet at home has increased dramatically and many people do not need to visit a centre to get online
- Trustee, staff and volunteer capacity is stretched whether in terms of the expertise, capacity or numbers
- There is substantial diversity between the CRCs in both reserves of funding and resources available before their continuation becomes "at risk".

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<sup>1</sup> Representatives of Yorkshire Forward, NYCC and District Council Economic Development teams, the Voluntary Sector, York and North Yorkshire Partnership Unit, City of York Council, North York Moors National Park and Yorkshire Dales National Park formed to distribute Yorkshire Forward Rural Access to Opportunities Funding.

<sup>2</sup> Hudson House, Reeth; Wensleydale Community Learning Centre, Askrigg; Upper Wensleydale Community Partnership, Hawes; A1 Community, Catterick Village; John Ross Suite, Gilling West; Middleham Key Centre, Middleham; Cleasby and Stapleton Village Hall.

<sup>3</sup> Source: NYCC Policy Development Business and Environmental Services Population Estimates 2005

<sup>4</sup> <http://www.ruralcommunities.gov.uk/files/understandingeconomicwellbeing.pdf>

*"We are certainly interested in looking into ways of reducing costs with other members, particularly with regard to IT support providers."*

*Middleham Key Centre*

Taking the Action Plans into account, and in terms of the aspiration to develop CRC joint working into a formal Community Resource Centres Consortium, abbreviated recommendations are as follows:

1. A formally constituted consortium is not formed in the near future.
2. CRCs share information so that cost savings may be made and they may move towards joint working over a period of time.
3. Be specific about annual targets both individually and for any joint working/co-operative projects and focus on these.
4. Change the focus from the Adult Learning funded CRCs to commercial/business use and opportunities that may arise from the Comprehensive Spending Review.
5. Collectively apply to funders, such as Reaching Communities. There is a higher likelihood of success from joint bids as this increases the number of beneficiaries.
6. Ensure simplified accounts are presented and available to directors and trustees.
7. Consider Youth involvement. If a Youth Worker is needed it could be a CRCs joint working bid but delivered in each locality.
8. Consider more use of organisations such as Rural Arts North Yorkshire to bring arts and theatre events to the areas where a net income is achievable.
9. Offer book keeping and PAYE as a service to other local voluntary groups and Parish Councils

*"We are continuing a popular SkillShare workshop for those who have never used a computer. The donations help to defray the costs. We hope to promote the SkillShare concept (which is demand led) and host other skill workshops, as and when there is a demand. We have no 'term' structure, so that sessions can be at any time of the year."*

*Upper Wensleydale Community Partnership*

## 2 SUMMARY OF BRIEF

This report is a response to a number of Community Resource Centres (CRC) in the Richmondshire District of North Yorkshire who had begun to explore setting up a Community Resource Centres Consortium (CRCC) to share best practice and develop the sustainability of individual CRCs. A number of approaches had been made to the Rural Access to Opportunities Fund for continuation funding but this was not an eligible activity.

CRCs had been set up in market towns across North Yorkshire to address the difficulties of service delivery in very sparsely populated rural areas. Over the last 10 – 15 years they have been providing access to services including adult learning and training courses, Citizens' Advice, Business Link, Police services, District and County Council services, email and internet access and meeting rooms. Whilst many CRCs offer similar services, each has developed its individual identity based on the needs of the community it serves. The current economic climate suggests that statutory funding which has been received by these CRCs is likely to be cut in future years and grant funding is increasingly difficult to secure. This means that the CRCs are under pressure to look at new and innovative ways to increase their income streams whilst retaining their identity within their community and not displacing or conflicting with any existing local businesses.

The proposal to form a CRCC was raised with the York and North Yorkshire Rural Access to Opportunities (RAOP) Management Group<sup>1</sup>. The view of the Management Group was that a strategic response was required which would inform decisions to roll out a CRCC approach for CRCs across the County. The RAOP Management Group agreed that thorough engagement and involvement of the individual CRCs, including individual Action Plans for each CRC, formed an essential part of developing a view of any CRCC options.

Consequently, this Report was commissioned by the RAOP Management Group to review service provision and delivery, assist the individual Richmondshire CRCs towards long term sustainability, consider the routes for their joint action (whether as a CRCC or otherwise) and inform options for action elsewhere in the County.

### 2.1 Definition of CRCs in general and Richmondshire's CRCs

Community hubs and spokes are a recognised way to provide access to services in rural areas and have been defined as<sup>2</sup>:

- Shared or multi-purpose service outlets – perhaps based on Council one-stop shops, but with access to services in other locations such as Village Halls and shops using new technologies.

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<sup>1</sup> Representatives of Yorkshire Forward, NYCC and District Council Economic Development teams, the Voluntary Sector, York and North Yorkshire Partnership Unit, City of York Council, North York Moors National Park and Yorkshire Dales National Park formed to distribute Yorkshire Forward Rural Access to Opportunities Funding.

<sup>2</sup> "Achieving sustainable rural communities for the 21st century", The Rural Coalition, August 2010

- The use of more outreach and mobile services – taking the service to (or closer to) the end user, and resourcing this by involving more than one service. Good examples exist of partnerships between local government and police, fire and health services providing advice across all sectors and identifying need where necessary.

There are over 9,000 community-owned halls in rural communities across England, many of which already provide a base for regular outreach and advice services. Village Halls can also provide access to online services and reduce the digital divide in rural communities.

In Richmondshire, each of the CRCs provides access to services based on the needs of the community it serves. Most started with an emphasis on providing access to computers and the internet with training on how to make the best use of these. Some are now specialising in adult learning and training courses, some facilitating links with Local Authorities and other statutory services, others providing meeting rooms, office space and support services. Most offer a little of everything and endeavour to attract funding as and when projects arise.

*“We are already in the process of producing a support pack for incoming workers to the area with the voluntary help of a small group of people, (including some Quakers). It involves creating a small publication to signpost facilities and help. There are some locally based foreign speakers who will provide practical and advisory support network. It is hoped there will be a small amount of grant money available. The project will require us to produce a website and allow us to signpost other useful contacts and websites. This project will evolve over the coming months and will be in place for early summer 2011.”*

*Upper Wensleydale Community Partnership*

## **2.2 Objectives of the Report**

1. To assist the target CRCC and CRCs to identify ways in which they can provide a more effective and self sustaining service, by reducing costs, sharing services and increasing income;
2. To evaluate the likelihood of sustainability being achieved;
3. To assist the CRCC in determining a suitable model of legal status/governance and ensure individual CRC’s governance models are still the most suitable;

Subject to a positive result from the above:

4. Evaluate the potential benefits of applying the approach to other CRCs in the County.

### **3 METHODOLOGY**

The Rural Access to Opportunities project manager and the Rural Support Officer (RSO) met with the proposers of a Richmondshire CRCC to provide an opportunity for the group to clarify what would be covered and who would be involved in the report.

CRCs were asked to provide a brief outline document covering background, services offered, successes and challenges.

A brief with objectives was drawn up and circulated to the proposers of the Richmondshire CRCC for comments and input.

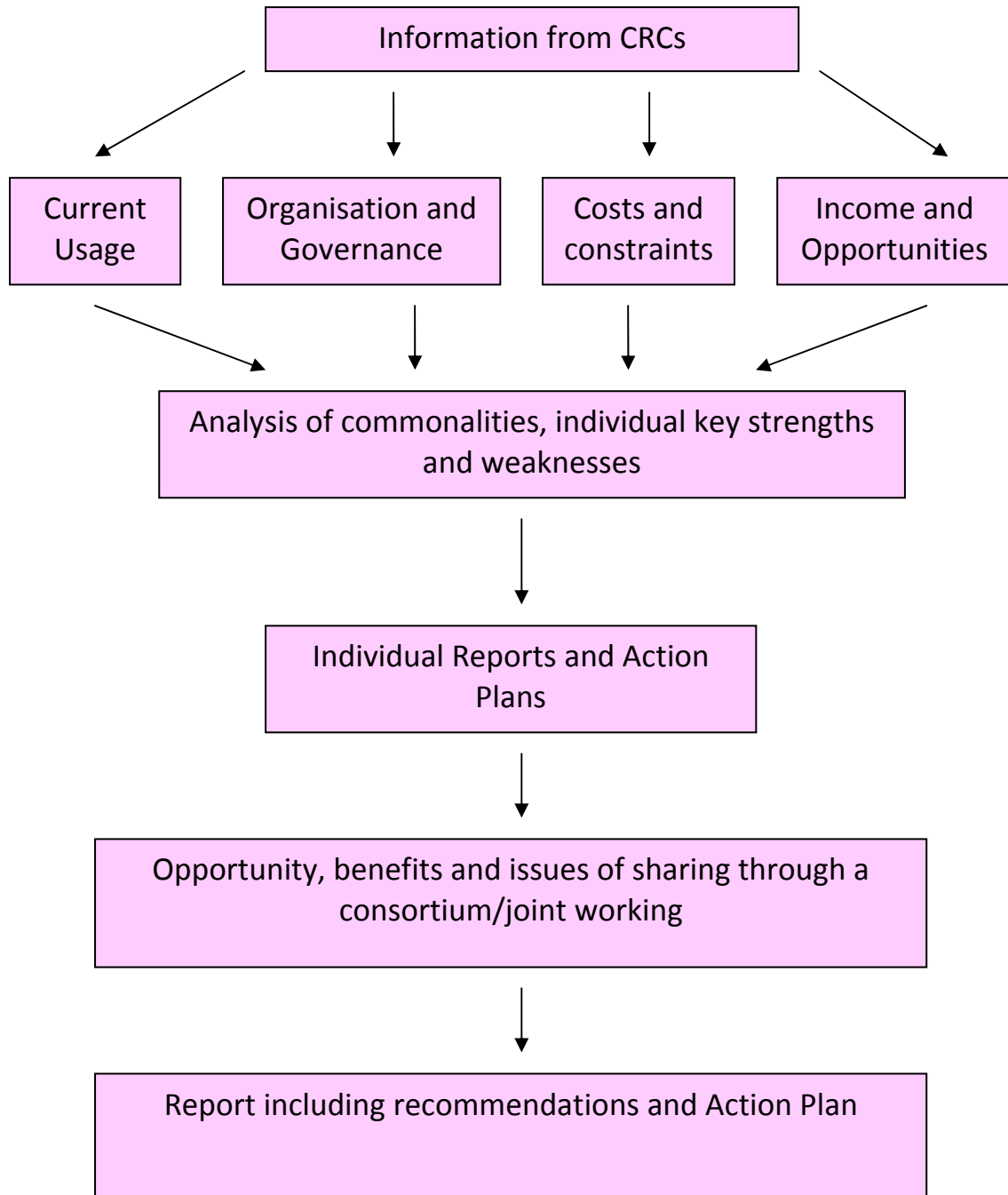
The RSO visited each CRC and spoke with the centre manager for up to two hours. Each visit included a tour of the premises. The RSO checked that the CRC's Memorandum and Articles allowed co-operative working and was provided with copies of the annual accounts for the last 3 years.

Following the visit, a list of questions was sent to each centre which enabled direct comparison of their respective offers and identified potential areas of need. Results can be found at Appendix 2.

The review, Strengths, Weaknesses, Opportunities and Threats analysis, overview and Action Plan was prepared in draft by the RSO and then sent to each CRC for their review, amendments and input. Actions identified for more than one centre were used to form the basis of the recommendations for further action.

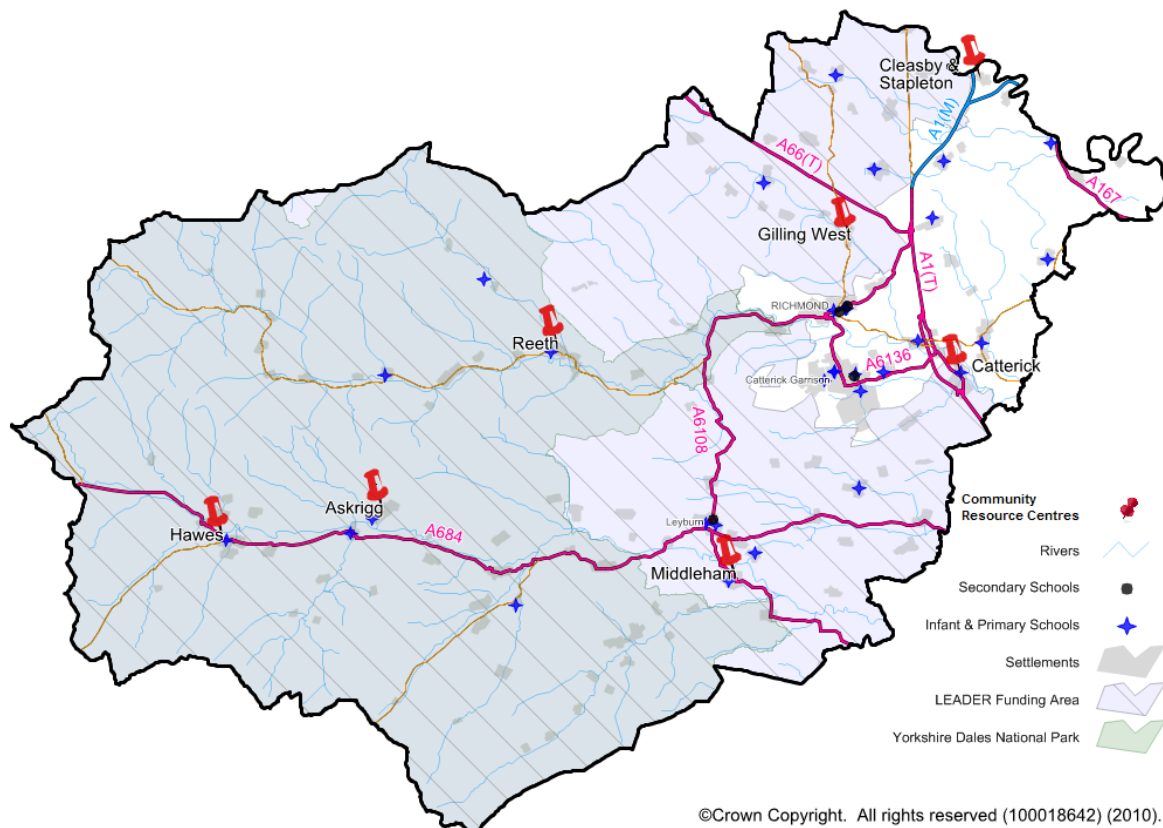
The draft report was reviewed by the Rural Access to Opportunities Fund Management Group before the final copy was forwarded to the CRCs.

## Methodology Diagram



## 4 RICHMONDSHIRE

The District of Richmondshire covers an area of 1,319 sq km which is the second largest District in the sub-region of York and North Yorkshire. The total population within the District is 50,700 which is the lowest population across the sub-region and the 8<sup>th</sup> lowest population density in the country (375 local authorities)<sup>3</sup>. The District is situated to the North West of the sub-region and borders Craven, Harrogate, Hambleton, Cumbria and two Local Authorities in the North East region: County Durham and Darlington.



**Map 1 Richmondshire Showing Location of Resource Centres included in the Report**

The main settlement areas are Richmond, Leyburn and Hawes. The remainder of the population is dispersed throughout the District in villages and remote hamlets. The ethnic make up of the Richmondshire District is predominantly white at 98.25%; this is much higher than the national average which is 92.1%<sup>4</sup>.

Although public transport is available across the District through a number of bus services, there is a relatively infrequent service in the more rural areas. The lack of public transport, particularly for remote villages provides added difficulties, in terms of access to

<sup>3</sup> Source: NYCC Policy Development Business and Environmental Services Population Estimates 2005

<sup>4</sup> Source: Census 2001

employment, training and other support agencies and services. The need for access to transport is further emphasised by the fact that Richmondshire has the second lowest percentage of households in the sub region without a car or van at 14.6%<sup>5</sup>

Within the Richmondshire District 25% of people aged 16-60 have no qualifications; this is lower than the sub-regional average. There is also a comparatively low percentage of people who are educated to level 4/5 at 19% of the population, which is lower than the sub-regional average but higher than the regional average<sup>6</sup>.

The rural nature of the District is highlighted by the DEFRA Rural Definition<sup>7</sup> which states that 100% of people in the Richmondshire District live in rural areas. This is compared to a 20% average across Yorkshire and Humber. 25% of Richmondshire's residents live in 'sparse' rural areas and 75% live in 'less sparse' rural areas.

#### **4.1 Employment**

The most up to date economic assessment for Richmondshire is the York and North Yorkshire Economic Assessment November 2010. The spatial area used by this assessment for the following statistics include Richmondshire and also areas of North and East Craven, Pateley Bridge and Masham.

##### **Key Points<sup>8</sup>**

- Half of all jobs are in micro enterprises<sup>9</sup>, twice the sub regional rate
- There are high levels of employment in retail and hospitality, the public sector and, in relative terms, within agriculture and construction
- 31% of all businesses are within distribution, hotels and restaurants sector
- The total number of jobs in the spatial area has increased by 40% between 1991 and 2008
- Manufacturing accounts for 14% of jobs, a higher rate than the sub region and region. This is an increase of 18% since 1991 against a regional and national decline. There has been significant growth in the food and drink manufacturing sector
- Self employment accounts for 31% of all employment compared to 16% across the sub region and just 12% regionally. 8% of those self employed are in agriculture, with self employment occurring across a range of other sectors such as manufacturing and construction and also retail/hotels/restaurants, reflecting the nature of the economy of this area
- 77% of all businesses are very small firms employing less than 4 people. This represents 26% of employment which is nearly double that for the sub region.

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<sup>5</sup> Source: Census 2001

<sup>6</sup> Source: Census 2001

<sup>7</sup> Source: DEFRA Rural Evidence Hub 2004

<sup>8</sup> Source: York and North Yorkshire Economic Assessment, October 2010

<sup>9</sup> EU definition - less than 10 employees with turnover of less than €2m

Richmondshire has a lower average pay than the national and sub regional averages both by residency and by workplace. This low level of average income exacerbates the findings of the Joseph Rowntree Foundation report: A Minimum Income Standard for Rural Households<sup>10</sup> (November 2010) which identified that residents in rural areas need to earn more to cover basic cost of living than their urban neighbours.

**Table 1 Weekly Pay Comparisons<sup>11</sup>**

<b>Weekly pay by residency</b>	
National	£496.00
York and North Yorkshire	£470.20
Richmondshire	£421.60
<b>Weekly pay by workplace</b>	
National	£495.20
York and North Yorkshire	£450.80
Richmondshire	£411.10

Richmondshire has experienced employment and business growth in two sectors: Creative and Digital and Advanced Engineering and Metals. The Creative and Digital sector is projected to continue to grow (particularly in output terms) in the future, while the Advanced Engineering and Metals will remain largely static.<sup>12</sup>

#### 4.2 Travel to Work

The North Yorkshire Local Transport Plan 2000-2011 states that 11.4% of all Richmondshire's work trips are cross boundary (i.e. to destinations outside of the District). This is less than the County average of 26%.

**Table 2 Travel to Work<sup>13</sup>**

Travel by car to work	52%
Work at home	15%
Travel less than 2km to work	30%
10km – 20km	13%
Travel outside the District to work	11%

The York and North Yorkshire Strategic Economic Assessment asks whether home working is a necessity or an active choice.

<sup>10</sup> <http://www.jrf.org.uk/sites/files/jrf/minimum-income-standards-rural-full.pdf>

<sup>11</sup> Source: Annual Survey of Hours and Earnings, Office for National Statistics.2009

<sup>12</sup> Source: Richmondshire Joint Employment Land Review Arup RDC 2007

<sup>13</sup> Source: Richmondshire Joint Employment Land Review Arup RDC 2007

Each community where the six CRCs are situated has their individual employment strength; Hawes is very much geared to catering for visitors to the National Park and both Hawes and Reeth offer a number of workshop units; Middleham is heavily reliant on the race horse training industry and Catterick offers easy access to employment opportunities out of the District via the A1.

There is a need and opportunity in the District to strengthen the economy by raising incomes and the quality of jobs creating a sustainable and diverse rural economy and the CRCs are well placed to play a role in this particularly with regard to the Creative and Digital sector.

### 4.3 Adult Population Educational Attainment Levels in Richmondshire<sup>14</sup>

Although as a sub-region the adult attainment levels are higher than for England as a whole, Richmondshire District is consistently lower than that for England as shown in Table 3.

35% of Richmondshire residents aged 18 or above have taken no form of learning in the past 3 years, which is below the average for York and North Yorkshire as a whole. The proportion of residents aged 16-74 who have no qualification is 24.6%, compared to 26% for York and North Yorkshire.<sup>15</sup>

The CRCs are well placed to find out from residents in their communities why they have not taken part in any learning and then playing a role in increasing these rates.

**Table 3 – Adult Population Education Attainment Levels**

	York and North Yorkshire	England	Richmondshire
Proportion of Working Age Population with NVQ Level 2+	70%	64%	62%
Proportion of 19 to 59/64 year olds qualified to at least NVQ Level 3	57%	50%	43%
Proportion of 19 to 59/64 year olds qualified to at least NVQ Level 4	35%	30.5%	27%

<sup>14</sup> Source YNY Economic Assessment 2010

<sup>15</sup> Source Richmondshire Community Strategy 2021

#### 4.5 Political, Economic, Social and Technological Analysis (PEST) Analysis

In addition to the statistical data set out above, it is important to make an assessment of the factors and changes taking place in the operating environment of the CRCs. These are summarised in the PEST table below.

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Implications of Comprehensive Spending review October 2010</li> <li>• Big Society</li> <li>• Stable Government until 2015</li> <li>• Local government budget cuts</li> <li>• Closure of Regional Development Agencies</li> <li>• Creation of Local Enterprise Partnerships</li> <li>• Reduced funding from EU and national government</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Inflation increasing slightly around 3% followed by longer term settlement at around 2% from 2012<sup>16</sup></li> <li>• Forecast of increasing short term unemployment<sup>17</sup></li> <li>• Job insecurity</li> <li>• Sluggish medium term economic outlook<sup>18</sup></li> <li>• Increasing cost of higher education</li> <li>• Gap between rich and poor<sup>19</sup></li> <li>• VAT increase from January 2011</li> <li>• Uncertainty about bank interest rates</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Availability and cost of care for elderly</li> <li>• Increasing age demographic for District</li> <li>• Seasonal employment especially in tourism affecting population and culture demographics</li> <li>• Increasing awareness of green issues</li> <li>• High number of second homes and affluent retired population</li> <li>• Increasing numbers choosing to spend leisure time in own home</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Broadband funding for North Yorkshire confirmed</li> <li>• Lower cost of home technology hardware</li> <li>• Increasing use of home technology e.g. social networking, Wii, mail order films (e.g. Love Film), movies on demand through pay to view television, home delivery</li> </ul>

<sup>16</sup> Office for Budget Responsibility, Economic and Fiscal Outlook, November 2010 3.8 page 56

<sup>17</sup> Office for Budget Responsibility, Economic and Fiscal Outlook, November 2010 1.7 page 7

<sup>18</sup> Office for Budget Responsibility, Economic and Fiscal Outlook, November 2010 1.3 page 5

<sup>19</sup> An anatomy of economic inequality in the UK, Government Equalities Office © Crown copyright 2010

## 5 INDIVIDUAL COMMUNITY RESOURCE CENTRES

The CRCs are located at:

- Hudson House, Reeth
- Wensleydale Community Learning Centre, Askrigg
- Upper Wensleydale Community Partnership, Hawes
- A1 Community Works, Catterick
- John Ross Suite, Gilling West
- Middleham Key Centre, Middleham
- Cleasby and Stapleton Village Hall (overview only)

See Map 1 Section 4 Page 9

All these CRCs have been established within the last 15 years to provide a place where the community could access services including adult learning and training courses, Citizens' Advice, Business Link, Police services, District and County Council services, email and internet access and meeting rooms. Not all services are available at each centre and each has developed its individual identity based on the needs of the community it serves; this local need was central to the development of the individual CRCs and future sustainability may depend on this linkage remaining in place.

All CRCs, except the John Ross Suite and Cleasby and Stapleton which are governed by their respective Village Hall committees, are registered under the Companies Act as a Company Ltd by Guarantee with some also having charitable status.

Cleasby and Stapleton Village Hall is currently focussing its efforts on fundraising to replace the dilapidated toilets and kitchen, and although would like to be part of the CRCs joint working, do not have the time to give in the short term. They are therefore included in this report as a potential CRCs joint working member but it was not felt necessary for them to complete the full SWOT analysis and provide other information as their current focus is capital fundraising.

*"There is a plan to co-ordinate with the Community Office in Reeth in the provision of Computer technical support. It would be recommended that this is investigated consortium wide."*

*Upper Wensleydale Community Partnership*

## **5.1 HUDSON HOUSE, REETH**

Hudson House Rural Resource and Enterprise Centre opened in January 2003 to provide a diverse range of services which otherwise would not be available because of the remoteness of Swaledale and Arkengarthdale.

The building works on a partnership model, providing accommodation for four public bodies and a number of smaller, voluntary-led organisations. The partnership model enables partner organisations to provide a full service whilst providing part-time cover. Front-of-house staff from Richmondshire District Council (RDC) and the Yorkshire Dales National Park Authority (YDNPA) assist North Yorkshire Police with document receipt and general enquiries, signpost users to North Yorkshire County Council (NYCC) services and provide National Park tourist and community information.

The public sector partners are currently 3 years into their second 5 year licence. The centre employs a part-time manager, 22 hours per week, and a part-time administrator, 8 hours per week.

Other partners renting office space in Hudson House (contributing towards costs) are the Reeth and District Community Transport Project; Citizens Advice Bureau; Business Link; Swaledale Festival; Upper Swaledale and Arkengarthdale Business Association (USABA) and the Community Orchard Group.

Licence fees provide the bulk of its income and these cover staff salaries. All other expenditure must be met through room lettings, charges for IT services, courses and grants for specific projects.

### **5.1.1 Governance**

Hudson House is a Company Limited by Guarantee, board meetings are held six times each year with good attendance by all Directors. Some Directors have been given special responsibility for various aspects of the centre and work in sub groups to achieve these. However, there is high reliance on the Manager to action much of this work. Hudson House is not a registered charity but reviews this position regularly.

### **5.1.2 Facilities**

Hudson House reception area is branded by YDNPA who provide staff seven days a week in summer and at weekends and during school holidays in the winter. At other times front-of-house is staffed by a combination of volunteers and council paid employees - Richmondshire District Council (RDC) provide staff for 18.5 hours per week.

Fully serviced office accommodation is provided in *The Barn*, an adjacent self contained building: one office is currently let to Swaledale Festival and there are 3 hot desks available for use on an ad hoc basis; a small interview room in this building houses the Two Dales Live

video-link equipment. In the main building is a small interview room mainly for use by NY Police, an office used by Community Transport, the IT suite which doubles as a meeting room seating 16 boardroom (30 cinema style) and at the rear of the building is the centre's administration office.

There is a large, lean-to conservatory on the south aspect of the building overlooking gardens which are maintained by the Community Orchard Group. The conservatory is used for special events, such as the annual 'Apple Day', receptions and some craft classes; it is also used as an overspill for meetings. The conservatory is neither heated nor insulated and is therefore very hot in summer and very cold in winter.

### 5.1.3 Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Variety of rooms and space offering flexible accommodation</li> <li>• Independent access to IT suite and rear office</li> <li>• Fully accessible for all users</li> <li>• Visible location in Reeth</li> <li>• Garden and outdoor space</li> <li>• Licence agreements in place until 2013</li> <li>• Paid Manager 22 hpw and admin 8 hpw Cleaner 7hpw</li> <li>• Own building</li> <li>• Some cash reserves</li> <li>• Good WiFi and broadband coverage</li> <li>• Strong team of volunteers offering range of skills</li> <li>• Updated business plan addresses acknowledged problems</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Review accommodation uses to increase income</li> <li>• Review reception area layout to emphasise community benefit</li> <li>• Increase use of conservatory</li> <li>• Fundraising and Community Events</li> <li>• Early retirees in the area</li> <li>• Increase links with hospitality industry for increased business use</li> <li>• Proactively encourage youth use</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Heavily reliant on statutory income and grants (as tenants)</li> <li>• Grants needed for new projects</li> <li>• Hot desks not sufficiently utilised</li> <li>• High overheads and fixed costs</li> <li>• Perception that centre is externally funded</li> <li>• Publicity and marketing inconsistent</li> <li>• Indifference of some sections of the community</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Building maintenance and repair requirements</li> <li>• Losses being funded from reserves/ capital</li> <li>• Increasing overhead costs</li> <li>• Public sector funding cuts over next 5 years</li> </ul>

#### 5.1.4 Review

Hudson House needs an all hands on deck approach with only two years to run before the current partner licences are reviewed. It is important that the Directors use this time to consider the most effective ways to use the current accommodation to maximise income.

This could be combined with a strategic planning exercise and a review of the constitution together with some governance training and skills auditing for directors.

Increasing community involvement through fundraising and community events targeted at both early retirees in the area and the under 18s could also increase the number of both volunteers and regular users of Hudson House.

Continued working with local businesses and tourism providers on joint marketing schemes, e.g. leisure interest breaks with guided tours and speakers could raise the profile and increase use.

#### 5.1.5 Specific Objectives:

To increase paid use of the facility

To increase the involvement of community

To reduce costs through CRCs joint working

#### 5.1.6 Action Plan

Recommendations	Responsibility / Partners	Resources Required	Target Completion
<b>PREMISES</b>	<i>Table completed by Hudson House and reflects their view of responsibilities, resources required and timescales.</i>		
Implement accommodation layout review carried out in spring 2010 to maximise income	HH	£1,500	2011
Review reception area to emphasise community benefit	HH	£1,000 to implement	2012
Encourage participation of under 18s in activities within HH (Youth directory completed 2009)	HH	To be confirmed (TBC)	To be arranged (TBA)
Prepare accommodation list for all CRCs joint working members to share	CRCs joint working	Staff time only	Mar 2011

Cont/

<b>Recommendations</b>	<b>Responsibility / Partners</b>	<b>Resources Required</b>	<b>Target Completion</b>
<b>GOVERNANCE AND TRAINING</b>			
Review constitution and governance training	HH and CRCs joint working	Investigate Prohelp and NYFVO to support	March 2011
Prepare skills audit and identify training needs for all volunteers and directors	HH	Time only	June 2011
Seek training - for directors and volunteers to benefit	HH and CRCs joint working	Course costs or done internally through joint working	Ongoing
Consider taking PAYE in house - training/up skilling	HH	TBC	TBA
<b>UTILITIES</b>			
Contact Energy Broker to ensure current rates are competitive	CRCs joint working	Saving	Ongoing by contract
Contact IT support providers	CRCs joint working	Saving	June 2011
<b>MARKETING AND COMMUNICATION</b>			
Complete marketing plan for 2011	HH	Time only	End Nov 2010
Events programme for over 60s	HH	£2000 for tutors	Ongoing
Events programme for under 18s	HH	TBC	TBA
Be proactive with local businesses to provide special interest breaks	HH and CRCs joint working with Business Associations	TBC	Ongoing, start with Business Associations by Dec 2010

## **5.2 THE WENSLEYDALE COMMUNITY LEARNING CENTRE, ASKRIGG**

The Wensleydale Community Learning Centre (WCLC) is based in the Old Yorebridge Grammar School building in Askrigg. The buildings were transferred from the LEA to the Yorebridge Educational Foundation, a charity established to manage the site (among others), in 1987. The building functions in three parts: as a primary school (centre), outdoor and Adult Education (West End), and a community meeting space, youth club and playgroup (East End). In 2008/9 the East End of the building was refurbished as a Sure Start Children's Centre and the Youth Club moved to the East End.

In the late 1990s Yorebridge Sport Development Association (YSDA) took over the derelict tennis courts on this site and raised the funding to have them resurfaced to become a Multi Use Games Area (MUGA). When Craven College withdrew from the Wensleydale Centre in 2006, YSDA took over part of the space to provide a gym and dance studio. The two classrooms are leased by NYCC Adult Learning Service for adult education provision and are now also used by the Youth Club. This gym and fitness refurbishment was completed in 2007 and provides a venue for sports and leisure activities to both residents and visitors to the area. Further alteration and improvements to internal facilities were funded in 2008/9.

The centre has 50 members and this number of members has remained fairly static; as users leave, new users join. Activity classes are held but it has proved difficult to convert gym members to class users and vice versa at full cost recovery. Discount incentives have supported some conversions.

### **5.2.1 Governance**

Community volunteers established YSDA (an unincorporated body with constitution) to raise funds to refurbish the tennis courts and develop the gym facilities. As the project gained momentum and grant aid was attracted YSDA Ltd was formed to protect those directly involved in delivering the capital and revenue projects. The Company was also registered as a Charity. The number of trustees has fallen in recent years and like many voluntary bodies struggles to attract new, skilled trustees. YSDA Ltd provide a reception and sign posting service and manage the day to day running of the Centre for all user groups and organisations.

### **5.2.2 Facilities**

Facilities include gym with treadmills, cross trainers and weights, a dance room which is also used as an additional gym area for stretching, step and floor exercise, self service café area and two classrooms which are fully networked for internet access. Outside are 2 court multi use games area (MUGA) which is available for private hire and used by football and tennis clubs. The facility is staffed for a minimum of 2 hours each weekday and Saturday morning using a mix of paid staff and volunteers but access is available to members from 7am to 10pm seven days a week via an entry key pad. The organisation employs a Community and Sports Facilities Coordinator (8hrs per week), a Book Keeper (8hrs per

week), a cleaner (2.5hrs per week) as well as sessional staff to provide exercise classes, inductions, project and strategic management functions.

The classrooms are used by the Youth Club and Duke of Edinburgh Award two evenings a week during term time and NYCC Adult Education as and when they run courses. The Youth Club contributes towards cleaning but there is no income from adult education when these classes are held as this is offset against rent. The Upper Wensleydale Newsletter group prints and collate the monthly newsletter at the Centre and make a contribution towards cleaning.

### 5.2.3 Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Comprehensive Strategy Review carried out 2009</li> <li>• Versatile space</li> <li>• Core usage good and stable</li> <li>• No close competition</li> <li>• Good skilled volunteer base and dedicated core staff</li> <li>• Flexible membership scheme</li> <li>• Provide statistics for council participation indicators</li> <li>• Perception that it is a community facility (i.e. not statutory funded)</li> <li>• Good marketing ideas</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Encourage tourists to use facility</li> <li>• Develop corporate membership</li> <li>• Encourage user groups to engage in management and fundraising</li> <li>• Increase day time use of classrooms</li> <li>• Revisit and update sports and activities sections in 2005 Parish Plan</li> <li>• Revitalise volunteering and directorship opportunities</li> <li>• Community fundraising</li> <li>• Use of learning rooms for income generating projects</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Reliant on grant income</li> <li>• Financial instability</li> <li>• Fundraising event income reduced</li> <li>• Youth club equipment doesn't encourage other use of those rooms</li> <li>• Limited population in catchment area</li> <li>• Limited number for classes available due to size of facility</li> <li>• Some perception of restricted opening times and below standard equipment</li> <li>• Lack of skilled directors and their reducing numbers</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Cost of resurfacing MUGA</li> <li>• Short window of opportunity to generate income from MUGA</li> <li>• Imminent replacement of laptops</li> <li>• Lack of funding for repairs and maintenance leading to loss of members</li> <li>• Qualified staff at capacity</li> <li>• Current economic climate reducing spending on extras such as gym membership</li> </ul>

#### 5.2.4 Review

A major strategic review and customer satisfaction survey were carried out in 2009 and YSDA is endeavouring to implement the action points resulting from these especially in the areas of product and customer development including marketing and increasing the customer facing team; and functional development including understanding finance and increased Director input.

In common with other CRCs, attracting and retaining volunteers and Directors is a challenge. With the specific need for trained staff – to carry out induction sessions and on-going training programmes in the gym - there is the added challenge of these trained staff leaving to take up more highly paid posts elsewhere.

The benefit of having a membership scheme which gives a guaranteed core income can be negated by the low population in the catchment area and the short term (2 – 3 year) nature of gym membership

YSDA has found their main market is the over 50s. Population statistics from the Office of National Statistics show<sup>20</sup> the 50 – 64 age group to have grown since 2001 from 237 to 282 in 2009 with a peak in 2005 of 293.

A simplistic prediction of numbers of over 50s for 2010 and 2020 based on 2001 census, not adjusted for people moving into or out of the area, shows a considerable fall in the number of over 50s by 2020. This indicates a need to move towards marketing to other age groups.

Age	2001 Actual	2010 Prediction	2020 Prediction
60 - 69		155	153
50 - 59	155	153	127
40 - 49	153	127	
30 - 39	127		

YSDA has relatively high overheads due to the need for trained staff and a somewhat immovable cap on income from membership because of the low population of the rural catchment area. This means focus should be on income generation from sources outside membership.

A review of the two adult learning rooms to share the space more effectively with the Youth Club and Prince's Trust could enable these rooms to be more useable by other users as they are currently in sole use by these two groups.

#### 5.2.5 Specific Objectives

To increase paid use of the facility

To increase the number of volunteers especially through skill share programmes

To reduce costs through CRCs joint working

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<sup>20</sup><http://neighbourhood.statistics.gov.uk/dissemination/LeadDatasetList.do?a=3&b=6180557&c=addlebrough&d=14&g=476300&i=1001x1003&m=0&r=1&s=1289209966250&enc=1&domainId=13>

## 5.2.6 Action Plan

Recommendations	Responsibility/ Partners	Resources Required	Target Completion
	<i>Table completed by YSDA and reflects their view of responsibilities, resources required and timescales.</i>		
Continue to focus on areas identified in Strategic Review 2009	YSDA	£2,000 - £3,000	2013
<b>PREMISES</b>			
Review use and layout of two adult learning rooms	YSDA and Youth Club in consultation with NYCC	£2,000 Storage in IT room	March 2011
Prepare accommodation list for all CRCs joint working members to share	CRCs joint working	Staff time only	March 2011
<b>GOVERNANCE AND TRAINING</b>			
Review constitution and governance training	YSDA /CRCs joint working	£500	March 2011
Prepare skills audit and identify training needs for all volunteers and directors	YSDA	£500	June 2011
Contact NYFVO re training - for directors and volunteers to benefit	CRCs joint working	Core Staff time	March 2011
<b>UTILITIES</b>			
Contact Energy Broker to ensure current rates are competitive	CRCs joint working	Subscription to NYCC bulk buy scheme	February 2011
Contact IT support providers	CRCs joint working	TBC	TBA
<b>MARKETING AND COMMUNICATION</b>			
Involve accommodation providers	CRCs joint working	Business Networking £200	Apr 2011
Update marketing plan	YSDA	£250	March 2011
Encourage user groups to engage in management, income generating projects and fundraising	YSDA	Cost neutral	January 2011 and ongoing
Assist Parish Council to update Parish Plan 2005	YSDA	Core Staff time	May 2011
Review book keeping and PAYE services	YSDA	N/A	N/A

### **5.3 UPPER WENSLEYDALE COMMUNITY PARTNERSHIP (UWCP), HAWES**

The CRC in Hawes was established in 1997, following the 1996 Community Plan, originally operating from a small suite of offices in the town and known as Community Office. When a larger building became available, at the instigation of UWCP, NYCC purchased and converted the building to accommodate both Community Office and the NYCC Library service. The UWCP now run the library on behalf of the County Council and it is also a point of access for Richmondshire District Council (RDC), North Yorkshire Police (NYP) and the Little Red Bus Company. The building is branded as the library with corporate window banners and external blue signage which does dominate the UWCP aspect of the building. UWCP are paid licence fees by RDC and NYCC to provide the council services.

The building is open 36 hours a week including two days until 6pm. There is a core staff of three with some of the hours being given voluntarily. All staff are trained by partners to provide services and answer queries on behalf of all partners, including taking copies of documents and answering general enquiries for NYP who also have a dedicated office and use of meeting rooms and kitchen and toilet facilities, and for the Little Red Bus community transport service.

#### **5.3.1 Governance**

The Community Office is run by Upper Wensleydale Community Partnership Ltd which is a Company Limited by Guarantee. There are four directors who meet annually and otherwise when required.

#### **5.3.2 Facilities**

The reception area houses the library provision, six computer terminals with internet access and information point/ services help desk. Behind the library are further rooms accessed either through the library or via a self contained entrance.

On the ground floor there is a small meeting room which also houses the Two Dales Live video link; kitchen and toilet; and on the first floor the IT server room and large meeting room, the Police Office and further desk and storage space.

The upstairs meeting room is used for SkillShare workshops, community education courses, meetings and training. The centre holds twelve laptops which are used for courses and also loaned out to local users.

*“We are investigating the cost of a Coffee machine. We now have a book spinner available for our used book sales, ready for immediate use. Sales will contribute to our other small incomes from photocopying, laminating, projector hire, hearing loop and PA system hire, Wifi access, etc.”*  
*Upper Wensleydale Community Partnership*

### 5.3.3 Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Central location</li> <li>• Well established – since 1997</li> <li>• Upstairs room has separate entrance</li> <li>• Licence agreements in place until 2015</li> <li>• Secure tenure as NYCC own building</li> <li>• Accounts are strong</li> <li>• Reserves held steady</li> <li>• Income covering expenditure</li> <li>• Good volunteer base</li> <li>• ‘SkillShare’ experience</li> <li>• Community Education</li> <li>• Well known in community</li> <li>• Well equipped IT suite</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Tourist “honey pot” location</li> <li>• Work with businesses via Upper Wensleydale Business Association on promotional events</li> <li>• Assist Parish Councils to refresh 2005 Parish Plan</li> <li>• Increase support for foreign workers</li> <li>• Increase services offered to library users, e.g. second hand book swop/sales, tea and coffee machine</li> <li>• Increase use of upstairs meeting room with added value events</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Not enough use of upstairs meeting room</li> <li>• Poor signage from Market Place</li> <li>• Poor website</li> <li>• Library livery is very dominant – hard to see that it is anything but a library</li> <li>• Lack of contact with Upper Wensleydale Business Association</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Highly dependent on statutory income</li> <li>• Increasing burden of legal requirements when using volunteers</li> <li>• Lack of time to plan</li> <li>• Other rooms available locally for hire at smaller or no cost</li> </ul>

### 5.3.4 Review

Upper Wensleydale Community Office is in a strong position to move forward as the contract with NYCC is very recent. There is a good core of paid staff and whilst there are issues about volunteers carrying out duties on behalf of statutory bodies, increasing the number of volunteers involved could relieve paid staff on some other duties to carry out project work, as with the current support for foreign workers project.

The Community Office is well placed to assist the Parish Councils and the Upper Wensleydale Business Association and this would help to diversify the users of the building.

The upstairs training room is an excellent resource and increased use of this would help towards the longer term sustainability. Like other CRCs it could be used to link in with tourism providers as a room for talks and training on special interest short breaks.

### 5.3.5 Specific Objectives

- To increase use of the upstairs training room
- To increase community input to the centre
- To improve the ambience and footfall
- To reduce costs through sharing with CRCs joint working

### 5.3.6 Action Plan

Recommendations	Responsibility / Partners	Resources Required		Target Completion
<b>PREMISES</b>	<i>Table completed based on information from UWCP and reflects RAOP Management Group view of responsibilities, resources required and timescales</i>			
Renew external signage	NYCC	TBC		2011
Consider increasing signage for Community Office	UWCP	Staff Financial	Low Med	2011
Prepare accommodation list for all CRCs joint working members to share	CRCs joint working	Staff Financial	Low Low	Mar 2011
<b>GOVERNANCE AND TRAINING</b>				
Contact NYFVO re training - both as venue and for directors and volunteers to benefit	CRCs joint working and UWCP	Staff Financial	Low Low	Mar 2011
Review constitution and governance training	CRCs joint working and UWCP	Staff Financial	Med Low	Mar 2011
Prepare skills audit and identify training needs for all volunteers	UWCP	Staff Financial	Med Low	June 2011
<b>UTILITIES</b>				
Contact IT support providers	CRCs joint working	Staff Financial	Low Benefit	Mar 2011
<b>MARKETING and COMMUNICATION</b>				
Prepare marketing plan for 2011	UWCP	Staff Financial	High Low	Apr 2011
Update website	UWCP	Staff Financial	Med Med	Apr 2011
Prepare email list for e letter	UWCP	Staff Financial	Med Low	Apr 2011
Involve accommodation providers	CRCs joint working	Staff Financial	Med Low	Jan - Apr 2011

## **5.4 A1 COMMUNITY WORKS, CATTERICK VILLAGE**

A1 Community Works serves as a central contact, information and learning point for residents of 20 parishes along the A1 corridor in Richmondshire. A1 Community Works suffered funding cuts a number of years ago and as a result changed its focus from being primarily a community office/ information point and Learning Centre with capacity to deliver community capital projects to one which now delivers training to increase skills and employability.

It has extremely well trained and highly focussed staff and the organisation has a clear vision and strategy in place. Staff, in their own time and partly at their own expense, have taken on personal development training including PTLLS (Preparing to Teach in the Lifelong Learning Sector), Neuro Linguistic Programming and Train the Trainer courses. This has multiple benefits as they are able to not only manage the centre but also deliver courses professionally and this gives added value to funders.

The centre receives no core funding from the District or County Council but relies on income through delivering funded programmes such as Employability Training and Think Positive which are sponsored by European Social Fund and Department for Work and Pensions and funded through North Yorkshire Learning Consortium. A small part of the income is generated through IT training via UK Online<sup>21</sup> for individuals and some funding is obtained through other grant funded projects.

### **5.4.1 Governance**

A1 Community Works Ltd is a company limited by guarantee. The trustees have fully considered charitable status and decided not to register as a charity as there would be insufficient benefit. There are two Directors, one works part time for the organisation, and six Trustees. The staff feel the Trustees have strong business, community and financial expertise and would only consider the need for more if they felt a particular project area needed strengthening.

### **5.4.2 Facilities**

The building is fully accessible and has an administration office where the public can access information, photocopying and fax machine, and an IT centre with 12 computers, whiteboard, overhead projector and flat screen TV with DVD player. The room can accommodate up to 20 people when used solely as a meeting room and has an adjacent

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<sup>21</sup> UK Online is a Government funded initiative which provides free introductory training to get online. Registered centres are provided with online content and resources and can decide what parts of *myguide* (the introductory programme) to offer but all clients must be registered on *myguide* and be made aware of what it is and what it offers. There must be a minimum of 3 new *myguide* registrations each month. Funding is available for marketing support but this is usually only available if a target number of registrations are reached.

kitchen area and toilet. The centre has an excellent take up for UK Online courses, holds webinars and can carry out specific training, e.g. health and safety, for businesses as required. The current focus has meant that the facility is utilised to deliver contracts secured and revenue obtained from hiring out the Learning Centre has significantly reduced over the past three years.

### Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Ability to be innovative</li> <li>• Strong leadership with positive focus and attitude</li> <li>• Multi skilled staff</li> <li>• Ability to maximise relationship with North Yorkshire Learning Consortium</li> <li>• Ability to move quickly with changing markets and grasp opportunities</li> <li>• Track record of delivery</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Big Society</li> <li>• focus on employment skills, work placed training etc</li> <li>• Obtain skills training accreditation</li> <li>• Partnership delivery of large government contracts (by ensuring networks are in place)</li> <li>• Grant funding for both revenue and capital (to purchase and refurbish the premises)</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of staff/staff time to focus on funding bids</li> <li>• IT room doubles as meeting room so limits available booking time</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Loss of admin hours - managers would have to cover</li> <li>• Cash flow – funders paying post delivery</li> <li>• Contracts being taken by bigger organisations</li> <li>• Grow too fast too quickly</li> </ul>

#### 5.4.4 Review

In common with all the CRCs, A1 Community Works does not have secure long term funding streams in place however it is well placed to bid for work and contracts due to the measures it has already put in place.

It is well respected by Job Centre Plus as a delivery agent and has achieved good results in assisting people into employment. It acts as a public information point for the District and County Council but does not receive any direct funding from them for providing the service.

It must be emphasised that the success of this centre is solely due to the high level of management who have changed the business model to suit the future needs of society and to become a professional centre for learning. By investing in their own personal development and taking the time to develop a strategic plan, they have not only been able

to offer more to funders but will be able to take a lead role in obtaining larger contracts in the future.

As the Directors at A1 Community Works have a clear strategy in place for their development it was not considered appropriate to include additional objectives.

#### 5.4.5 Action Plan

Recommendations	Responsibility/ Partners	Resources Required		Target Completion
<b>PREMISES</b>	<i>Table completed based on information from A1 Community Works and reflects RAOP Management Group view of responsibilities, resources required and timescales</i>			
Prepare accommodation list for all CRCs joint working members to share	CRCs joint working	Staff Financial	Low Low	Mar 2011
<b>GOVERNANCE AND TRAINING</b>				
Review constitution and governance training	CRCs joint working	Staff Financial	Med Low	Mar 2011
Contact NYFVO re training - for directors and volunteers to benefit	CRCs joint working	Staff Financial	Med Low	Mar 2011
Contact NYFVO re training as venue	CRCs joint working	Staff Financial	Med Low	Feb 2011
<b>UTILITIES</b>				
Contact Energy Broker to ensure current rates are competitive	CRCs joint working	Staff Financial	Low Benefit	Feb 2011
Contact IT support providers	CRCs joint working	Staff Financial	Low Benefit	Mar 2011
<b>MARKETING and COMMUNICATION</b>				
Broadband – ensure up to speed with developments for North Yorkshire – speak to NYnet	A1 Community Works	Staff Financial	Med Low	Ongoing
Assist Parish Councils when reviewing and updating Parish Plans 2005	A1 Community Works	Staff Financial	Med Med	Ongoing

## **5.5 JOHN ROSS SUITE, GILLING WEST**

Opened in November 2007 the John Ross Suite (JRS) is a purpose built extension to the Village Hall in Gilling West. The building has been 95% funded through National Lottery, European Regional Development Fund, North Yorkshire County Council and Richmondshire District Council and was primarily built to provide access to the internet and computing skills for the residents in this rural area.

### **5.5.1 Governance**

During development, build and the early years the JRS has been run by a steering group which is a sub-group of the Village Hall Committee. The Village Hall Committee is to take on the responsibility for the JRS from late 2010. The Village Hall is a registered charity and last reviewed their constitution in 2005.

### **5.5.2 Facilities**

The building is at the rear of the Village Hall, has off road car parking for approximately 6 cars and is fully accessible with a self contained entrance. An internal door connects the two buildings making the letting space very versatile. In the JRS there are two meeting rooms each with OHP and these rooms can be combined by opening the dividing wall between them. The building has 5 PCs and 8 laptops. Hirers can make full use of the adjacent kitchen in the Village Hall.

Adult education courses are held in the centre and in Autumn Term 2010 the rooms are to be used for courses run by the JRS and Richmondshire Adult Learning Services. In line with its original purpose to enable access to the internet for residents who do not have a computer at home or lack a broadband connection, computer workshops are held weekly with one to one tuition being available to enable everyone to get online. The centre is registered with UK Online but there has been little take up. A recent UK Online funded day saw registrations below the 10 required which meant that no funding could be claimed. This is an issue for rural areas with a low population and a joint approach to UK Online by CRCs joint working could be a way of addressing this.

JRS receives no statutory income and therefore has to cover all costs through bookings and fundraising. It received a grant to cover the cost of a part-time co-ordinator and this funding comes to an end in October 2010. The co-ordinator has done extensive marketing of the centre to both local businesses and the public sector to encourage room hire and although the profile has been raised significantly, take-up has been limited. This may in part be due to the recession and companies wishing to reduce their expenditure on room hire.

### 5.5.3 Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Excellent accessibility to A66 and Richmond</li> <li>• On site parking</li> <li>• Modern building fully accessible</li> <li>• Versatile accommodation seats 24 plus access to the adjoining Village Hall and kitchen</li> <li>• Low overhead costs</li> <li>• Full internet access via wi-fi in the JRS</li> <li>• UK online centre</li> <li>• Evening and daytime classes supported by Adult Learning</li> <li>• Strong community in village</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Area of waste ground at back of car park could be better utilised</li> <li>• Carry out Community Plan</li> <li>• Potential to reduce cost of IT support as contract ends Oct 2010</li> <li>• Numbers of accommodation providers and tourists/walkers are increasing so opening hours could be extended to provide tea/coffee/toilets/wi-fi</li> <li>• Potential to expand into roof space provided it is cost:benefit positive – carefully consider income to be generated</li> <li>• Poor Broadband coverage in surrounding villages</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Governance structure may need reviewing to remove liability from committee members</li> <li>• Upkeep of outdoor area is poor</li> <li>• Low level of communication with users</li> <li>• Website needs updating</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Continued and increased use of home computers</li> <li>• Little take up of UK Online despite promotion</li> <li>• Little take up from private sector as a meeting venue</li> <li>• Cuts in local authority spending on venue hire</li> </ul>

### 5.5.4 Review

The JRS is in a strong position as it has relatively low overheads and works in partnership with the Village Hall so that each can help the other in covering overheads. If income were to increase sufficiently a part-time co-ordinator could be re-employed for marketing, however in the short term this role must be taken on by existing volunteers. However the immediate village has less than 400 inhabitants and it would mean drawing from a much wider area to fund a co-ordinator post.

The constitution of the Village Hall was last reviewed in 2005 which is prior to the building of the JRS. As the Community Learning Facility and Village Hall are soon to be merged for

accounting and governance purposes, it would be opportune to carry out a review of the constitution together with some governance training and skills auditing for directors.

Like most villages the same people sit on Parish Council, Village Hall Committee, Parochial Church Council and sports clubs, and whilst this means that the burden of work is great for a few it does mean that there is continuity and community cohesion. There is no parish/community led plan in Gilling West and this would be a good time to look at preparing one: one of the benefits is likely to be increased awareness of the JRS and an increased interest in volunteering.

Whilst it is good that the JRS has room and plans to expand into the loft area to provide art workshop space, volunteers should focus efforts on ensuring the existing space is fully occupied before spending time developing a new project. A study has been prepared by Richmondshire District Council on the development of a multi-purpose "Arts Hub" in the District, and although current spending cuts have put further progress of this on hold, if built it would have implications for arts use of the JRS.

The JRS is unusual in that there has been a lot of development locally of redundant farm and estate buildings to create high quality office and meeting space. This means it would be more appropriate for the management team to focus on increasing use in areas related to the original purpose of the building rather than trying to compete with the private sector who are offering a higher specification product for meetings and corporate use.

#### 5.5.5 Specific Objectives:

To increase paid use of the facility

To increase the opportunity for community to access the internet, and increase computer skills

To reduce costs through CRCs joint working

#### 5.5.6 Action Plan

Recommendation	Responsibility / Partners	Resources Required		Target Completion
<b>PREMISES</b>	<i>Table completed based on information from JRS and reflects RAOP Management Group view of responsibilities, resources required and timescales</i>			
Increase awareness of JRS and village services through use of signage adjacent to A66	PC, shop and JRS	Staff Financial	Low Med	2011
Remove weeds and tidy outside	Community/In Bloom Group co-ordinated by JRS volunteers	Staff Financial	High Low	Mar 2011

Cont/

<b>Recommendation</b>	<b>Responsibility / Partners</b>	<b>Resources Required</b>		<b>Target Completion</b>
Review use of waste land at top end of car park - is there a potential income stream - community use - growing food or community orchard	JRS and VH	Staff Financial	Med Low	Apr 2011
Prepare accommodation list for all CRCs joint working members to share	CRCs joint working	Staff Financial	Low Low	Mar 2011
<b>GOVERNANCE</b>				
Contact NYFVO re training - both as venue and for directors and volunteers to benefit	JRS and VH/CRCs joint working	Staff Financial	Low Low	Feb 2011
Review constitution and governance training	JRS and VH	Staff Financial	Med Low	Mar 2011
Prepare skills audit and identify training needs for all volunteers.	JRS and VH and CRCs joint working	Staff Financial	Med Low	June 2011
<b>UTILITIES</b>				
Contact Energy Broker to ensure current rates are competitive	CRCs joint working	Staff Financial	Low Benefit	Feb 2011
Contact IT support providers	CRCs joint working	Staff Financial	Low Benefit	Mar 2011
<b>MARKETING and COMMUNICATION</b>				
Prepare marketing plan for 2011 to include accessing wider user groups and skill sharing of existing users to new users	JRS and VH	Staff Financial	High Low	Apr 2011
Update website	JRS and VH possibly CRCs joint working	Staff Financial	Med Med	Apr 2011
Prepare email list for marketing e-letter	JRS and VH	Staff Financial	Med Low	Apr 2011
Prepare feedback form for users	JRS and VH	Staff Financial	Med Low	Mar 2011
Assist Parish Council to prepare a Parish/Community Led Plan	JRS and PC	Staff Financial	High Med	2011/12

## 5.6 MIDDLEHAM KEY CENTRE, MIDDLEHAM

Middleham Key Centre (MKC) opened in August 1998 as a community resource centre, education provider and non-residential conference and meeting venue capable of accommodating up to 150 delegates. It provides a meeting and training venue for the public and voluntary sectors and also to community and family groups for wedding receptions, celebrations and private functions.

MKC receives no regular income from statutory bodies for service provision and relies totally on grants and trading income. Drop in sessions are held by CAB, Benefits Agency, Police Community Support and RDC Information Point but these are not income generating for MKC.

MKC recently secured LEADER funding for 3 years to develop the centre, provide additional resources, including staff time for delivery, and is therefore in a strong position to market itself forward.

This funding will:

- develop the Centre as a rural hub and visitor centre
- provide more courses, both certified and non-certified
- provide resources to improve outreach services offered at MKC
- market the Centre more as a venue for conferences, meetings and family celebrations

MKC has recently joined the UK Online network (October 2010) and will be able to benefit from the shared experience within the CRCs joint working. Six new PCs purchased through European Union LEADER funding are already providing opportunities to provide IT courses. A series of workshops for people not wishing to attend a formal course is planned for later in the year.

*“UK Online week and an IT course run by Adult Education has seen a positive interest in IT learning which will be of direct financial benefit to the Centre. We are also discussing ways of attracting new groups to the Centre – starting with a “Think Tank” lunch-time session for parents of young families.”*  
Middleham Key Centre

The Centre employs four part-time staff and an Evening Supervisor to cover opening times, the only volunteer time is approximately 2 hours per month for opening and closing the building out of hours.

### 5.6.1 Governance

Middleham Key Centre is a registered charity and limited company. The manager has overall responsibility for the day to day running of the Centre and reports to the quarterly

meetings of the Board of Directors. There are four Directors who have been with MKC for between 5 and 6 years.

MKC is registered for VAT from the original option to tax when it was built and under HMRC (VAT) rules must remain registered until 2018. The net effect of this is usually zero and although it means that VAT must be added to all hire fees, VAT can be reclaimed on capital works or equipment purchased.

### **5.6.2 Facilities**

In addition to the management offices and an office occupied by the Town Clerk, the centre has 5 large letting rooms seating between 12 and 120, and two smaller meeting rooms which can be used for office space, meetings or break out space when hired with other rooms. The Centre has good broadband connection and wi-fi throughout the building. It has an excellent relationship with three outside caterers allowing it to offer a wide selection of home-made food, from finger buffet to soup and sandwiches or three course meal.

The venue is fully accessible, has a modern well equipped catering kitchen, showers and on site car parking.

Contd/

## Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Large car park</li> <li>• Variety of room sizes</li> <li>• Spacious entrance</li> <li>• Catering kitchen</li> <li>• Showers</li> <li>• Fully accessible</li> <li>• 3 years reserve</li> <li>• LEADER funding for 3 years</li> <li>• Not reliant on statutory income</li> <li>• Committed staff</li> <li>• Staff with fundraising expertise</li> <li>• UK Online centre</li> <li>• RDC community and visitor information point</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increase community buy in</li> <li>• Increase opening hours through encouraging volunteers</li> <li>• Increase use from private sector</li> <li>• No TIC in Middleham</li> <li>• Richard III and Heritage work</li> <li>• Permanent or shared office-space available</li> <li>• Provision of hot desk/managed workspace</li> <li>• Library provision</li> <li>• Review/update Middleham 10 year plan from 2005 with TC</li> <li>• Miller Report 2009 Actions, in particular: <ul style="list-style-type: none"> <li>○ IF2 - Develop the Key Centre as a hub for business and the community</li> <li>○ CE1 – Develop the Key Centre as a hub for Arts Workshops and Exhibitions</li> </ul> </li> </ul> <p><a href="http://www.richmondshire.gov.uk/pdf/Middleham_miller%20report%20v4.pdf">http://www.richmondshire.gov.uk/pdf/Middleham_miller%20report%20v4.pdf</a></p>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Perceived to be funded by public sector</li> <li>• Town Council paying heat and light not rent</li> <li>• Registered for VAT</li> <li>• Location hidden from Market Place</li> <li>• Lacks 100% local community support</li> <li>• Small number of Directors who have been with organisation for some time</li> <li>• Limited opening hours</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Reliant on funding from reserves</li> <li>• High overheads – especially electric and insurance</li> <li>• Building poorly insulated</li> <li>• Cuts in local authority spending on venue hire</li> <li>• Reduced grant funding opportunities</li> <li>• Methodist Church meeting room offers community space</li> </ul>

#### 5.6.4 Review

Middleham Key Centre has excellent conference facilities and with the high running costs of the building this market needs to be the priority area to develop as it is likely to raise the most income.

However specific forecasting based on room/office occupancy for longer term letting would confirm this and show where best to focus marketing.

Working with local businesses and tourism providers on joint marketing schemes, e.g. leisure interest breaks with guided tours and speakers could raise the profile and increase use. Formalising the accommodation links would also be useful when marketing the centre for conferences.

Community input to MKC is low and the LEADER funding recently secured will help in the plans to address this.

In common with most of the CRCs, MKC is struggling to recruit both volunteers and Directors and a pro-active campaign to encourage community participation may attract both.

*"We are currently employing someone on free-lance basis for approx 6 hrs/week to concentrate solely on marketing. We would expect to see an increase in room bookings from early 2011. We have already seen an increase in the number of delegates for Food Hygiene and First Aid courses." Middleham Key Centre*

#### 5.6.5 Specific Objectives

To increase paid use of the facility

To increase the involvement of community

To reduce costs through sharing through CRCs joint working

## 5.6.6 Action Plan

Recommendations	Responsibility	Resources Required		Target Completion
<b>PREMISES</b>	<i>Table completed based on information from MKCP and reflects RAOP Management Group view of responsibilities, resources required and timescales</i>			
Carry out energy audit and prepare implementation plan	MKC	Staff Financial	Low Med	Mar 2011
Prepare accommodation list for all CRCs joint working members to share	CRCs joint working	Staff Financial	Low Low	Mar 2011
<b>GOVERNANCE AND TRAINING</b>				
Review constitution and governance training	CRCs joint working	Staff Financial	High Low	Mar 2011
Prepare skills audit and identify training needs for all volunteers and directors	MKC	Staff Financial	High Low	June 2011
Contact NYFVO re training - for directors, staff and volunteers to benefit	CRCs joint working	Staff Financial	High Low	Mar 2011
<b>UTILITIES</b>				
Contact Energy Broker to ensure current rates are competitive	CRCs joint working	Staff Financial	Low Benefit	Feb 2011
Contact IT support providers	CRCs joint working	Staff Financial	Low Benefit	Mar 2011
<b>MARKETING and COMMUNICATION</b>				
Involve accommodation providers	CRCs joint working	Staff Financial	High Low	Feb 2011
Prepare forecasts based on room letting potential	MKC	Staff Financial	Med Low	Feb 2011
Prepare marketing plan	MKC	Staff Financial	Med Low	Mar 2011
Assist Parish Council to update Parish Plan 2005	MKC/ Town Council/ other Middleham groups	Staff Financial	Med Med	2011
Could offer book keeping to other CRCs	MKC/CRCs joint working	Staff Financial	Med Low	TBA

## **5.7 CLEASBY AND STAPLETON VILLAGE HALL (OVERVIEW ONLY)**

Cleasby and Stapleton are adjacent villages at one of the most northern points of North Yorkshire and are within 4 miles of the centre of Darlington. The Village Hall is in Cleasby and was built as the village school in 1848. It is a Grade 2 listed building and was converted to a Village Hall in 1949. The villages are in Barton Ward which has a population of 1272 (Census 2001).

The main Grade 2 Listed Building structure of the Village Hall was renovated in 2003 and extended in 2007. The extension provides a computer room for internet and computer-based training and purpose built internal storage facilities. There is further capital work needed to replace the existing dilapidated kitchen and toilets.

A successful “Starter Course for Computer Users” has been held with help from Richmond Adult Learning Services but like many rural facilities no further funding is available in the near future. The Village Hall committee’s highest priority is to raise funding to replace the toilets. They also intend to employ an Access Officer to facilitate access to internet and computer based training in the Village Hall and possibly to assist in its delivery.

The committee would like to increase the use of the Village Hall by more recreational organisations so that a wider range of activities is available for people in the two villages and surrounding area, whilst being mindful of any unacceptable increase in the traffic and parking requirements which this might give rise to.

### **5.7.1 Governance**

The Village Hall is a Registered Charity founded in 1949. There are 14 committee members who, by and large, are also the Trustees. The committee meets about 4 times per year and there is an AGM which is held in November.

### **5.7.2 Facilities**

The Village Hall comprises three rooms in addition to the toilets and kitchen: The Main Hall, capacity max 180 people, with a demountable stage; the Meeting Room, capacity approx 30 and the Training Room with 6 computer work stations and room for more people without computers or with laptops if necessary.

The toilets and kitchen are housed in a single-brick, flat-roofed structure added to the back of the Hall in the 1970s to replace the old outside toilets. The roof leaks and the facilities are permanently damp and are beyond economic repair. The toilets are usable but not fit for purpose in a public training centre especially as they lack disabled facilities. The kitchen cannot be used for the preparation of food. The trustees are aware of evidence suggesting that people have been put off hiring the Hall because of the poor toilet facilities so they are becoming a real liability. Being within the curtilage of a Listed building, the work will have to meet conditions of Listed Building consent which will increase the cost of the work.

## 6 WAY FORWARD

Six Community Resource Centres in Richmondshire have looked into, and begun the process of, forming a consortium (CRCC) with the aims of sharing best practice and to maximise funding opportunities. This Options Report has been commissioned by the Rural Access to Opportunities Programme Management Group to review service provision and delivery, and assist both the proposed CRCC and individual CRCs in their aspiration towards long term sustainability.

An embryonic CRCC has met 3 times and a draft Terms of Reference has been produced. Since the CRCs first met, the political climate has changed dramatically and the budgets of statutory authorities have been more severely cut than perhaps was initially anticipated.

The main reason to form any consortium is to undertake enterprises or activities that would be beyond the capabilities of individual members and/or pool their resources to achieve a common goal. The key remit in the short term for a CRCC would be to draw in funding and to assist group buying in order to reduce costs. Whilst these meet the reasons stated to form a consortium, both of these aims could be met without the formation of a formal CRCC and it is felt that it would not be an effective use of time and resources to pursue the formation of a formal CRCC at this time.

CRCs must work with change and adapt delivery methods to fit in with consumers' changing behaviour patterns and this is particularly important with regard to the public accessing IT through the CRCs. It is important to remember, and stay true to, the reason CRCs were first set up. Although good broadband connection is still an issue in many parts of Richmondshire, access to the internet at home has increased dramatically and many people do not need to visit a centre to get online. Support and information through high profile national organisations such as the BBC enable individuals to access support at home. The CRCs need to be aware that competition is likely to increase as commercial organisations move in with, for example, mobile facilities and remote support programmes.

In order to apply for funding it would be necessary for the CRCC to be a constituted body with a bank account and another set of trustees. With it already being difficult to encourage volunteers to engage as trustees for individual CRCs it is felt unlikely trustees would be readily forthcoming to support a new body with a wider geographical remit than the individual CRCs. This would also create another layer of bureaucracy together with a financial burden in providing annual accounts, and so would not be recommended.

If a funding opportunity were to arise in the near future which all CRCs wanted to benefit from, it would be more effective for one CRC to take the lead and charge back a management fee within the bid.

However, while a "big bang" approach to creating a CRCC may not be appropriate a more organic development of one may be something to work towards which could be a benefit to the CRCs in the long term. It is important that any consortium has very clear and focussed

aims and objectives. Should the CRCs reach this point, they will need to be rigorous in their Action Plan about what they are going to do and how they will achieve this - being quite clear about the “who, what and when”.

It would be essential for the CRCs to follow these key steps to partnership working:

1. Identify aims and objectives
2. Clarify roles and remits
3. Ensure partners are committed, willing and supported
4. Ensure partnership has resources
5. Establish structure and processes
6. Get working!
7. Review and evaluate

Advice should be sought from North Yorkshire Forum for Voluntary Organisations regarding governance models to determine which type would be most suitable during partnership working stages and for a formal CRCC if this develops.

Administration of any CRCs joint working could also be rotated, perhaps annually, either paid or unpaid. There would need to be a clear and agreed Service Level Agreement about who does what and no decisions could be made unless any CRC joint working has a mandate from their individual boards. In view of the difficult financial times it would not be recommended that any payment is charged for running any CRCs joint working with all communication by email so each member is responsible for their own printing costs.

Taking the Objectives of this report in turn:

Objective 1: “To assist the target CRCC and CRCs to identify ways in which they can provide a more effective and self sustaining service, by reducing costs, sharing services and increasing income.” With regard to the first part as it is not recommended by the Rural Access to Opportunities Programme Management Group that a CRCC is formed in the near future, these points were not explored in detail. In terms of the second part of this objective, the individual CRC Action Plans provide the basis for the future development of each CRC and highlight the opportunities for CRCs joint working.

Objective 2: “To evaluate the likelihood of sustainability being achieved.” This has not been carried forward because of substantial changes in the operating environment for the CRCs as a result of the Coalition Government’s policy implementation and the recommendation not to proceed with a CRCC. Sustainability will also depend on the individual CRCs sign up to and implementation of their Action Plans.

Objective 3: “To assist the CRCs in determining a suitable model of legal status/governance and ensure individual CRC’s governance models are still the most suitable.” The matters surrounding review and adoption of suitable governance models are contained in Recommendation 2.3.

Objective 4: Evaluate the potential benefits of applying the approach to other CRCs in the County. In the light of the results from Objectives 1 – 3 it is no longer appropriate to consider roll out to other parts of the County. This should be reviewed at a later date.

Detailed research has not been able to find any other CRCs working together in a consortium model other than Tees Valley Village Halls Network<sup>22</sup> (TVVHN) – of which Gilling West Village Hall, and therefore JRS, is a member. The TVVHN provides a central website and relevant training events for network members. There is a small charge of £10 per hall per year but its overheads are minimal as it is run by volunteers and managed by a steering group made up from representatives from member halls. On a wider scale and looking at consortium working as a model, to achieve the benefits of working as a consortium it would be essential that the participating organisations have complete buy in to the process, trust in each other and an understanding that there could be limited financial return in the short term.

By working together now on cost saving measures and through the gradual process of sharing information and increasing formal and informal communication between the CRCs, they could evolve into a stronger body than perhaps they would if forced to formalise too quickly.

## 6.1 Benefits

The CRCs would need to carefully consider the benefits of joint working and also of eventually forming a CRCC and determine what the formation of a formal CRCC will give the group over and above joint working. The cost (initially manager time attending meetings) versus benefit needs to be very carefully calculated. The benefits of Richmondshire CRCs joint working are set out below:

Buying power	This could be energy, insurance, paper, IT equipment, IT support, maintenance contracts.
Sharing information	Refer enquiries when not able to meet requirements to ensure bookings are not lost from Richmondshire CRCs. Invite members of all CRCs to meetings with key personnel from other organisations so that person doesn't have to visit 6/7 locations.
Sharing Population and personnel	The CRCs are in locations specific to the needs of the local population and populations cannot be expected to travel (unless they choose to and have transport). Nonetheless, it is important to note that, by CRCs working together and using the total population there could be more access to funding opportunities. This approach could be used with, for example, UK Online where it is not always possible to achieve their attendance targets in an area of low population but could be across Richmondshire.

<sup>22</sup> [www.tvvh.org.uk](http://www.tvvh.org.uk)

	<p>There is room for discussion between CRCs about sharing staff especially those with specific skills e.g. book keeping, presentations, marketing, bid writing.</p>
<p>Knock on and longer term benefits to other services</p>	<p>The CRCs are the front facing organisation for their local community and this gives them a great opportunity in the Big Society.</p> <p>With rural transport facing cuts, encouraging and increasing its use will provide useful evidence of need for providers. Where dial-a-ride services do not exist, there is the opportunity for CRCs to work with providers and co-ordinate in their area.</p> <p>As changes are made to the way Local Authority services are delivered, there is an excellent opportunity for CRCs to work together to identify new ways of service delivery. However, Richmondshire CRCs joint working must be very focussed on what and how it can provide services and be clear to the LA about the costs and benefits.</p>

## 6.2 Weaknesses

**The weaknesses of Richmondshire CRCs joint working are set out below:**

<p>Time and funds</p>	<p>These are the two resources each centre has in short supply. This means Richmondshire CRCs joint working and a consortium if one develops must, at least initially, be run voluntarily.</p>
<p>Delivery</p>	<p>It would be most practical to put one CRC in charge of delivering a CRCC; however there could be issues of trust and fees.</p> <p>If it fell on one or two CRCs/individuals informally without written arrangements for recompense or a Service Level Agreement in place this could become onerous and could be damaging to the engagement of others.</p>
<p>Shared vision</p>	<p>Not all CRCs are fully bought into the idea, while all are ready to achieve potential cost savings.</p> <p>Although physically separate, there is a sub text of competition between the CRCs which is unsurprising in a time of restricted funds. The shared efficiencies and resilience that partnership working could achieve are a little further away.</p>

## 7 RECOMMENDATIONS

1. The prime recommendation is that a formally constituted CRCC is not a priority action and the formation of a consortium should not be pursued. Rather that focus should be on joint working and allowing a CRCC to develop organically.
2. CRCs should share information so that cost savings may be made and they may move towards joint working over a period of time.
  - 2.1 Contact NYFVO to arrange support and training
  - 2.2 Carry out individual and CRC wide stakeholder analysis – look at users, volunteers, trustees etc in order to understand areas of commonality which will give good evidence of need.
  - 2.3 Carry out trustee skills needs analysis and training to ensure both management and trustees understand the role of a trustee and the benefits which can be gained by fully utilising the skills of trustees. Trustees do not seem to be managing the manager in the CRCs. There is strength in a good trustee board which needs harnessing. Ensure all trustees have read “Good Governance – A code for the Voluntary and Community Sector”<sup>23</sup>.
  - 2.4 Carry out volunteer analysis including how they are recruited and engaged. Encourage volunteers to assist with short term project work around publicity, skill sharing, funding applications, business planning or to cover day to day tasks to release managers to do this. Ensure all volunteer job descriptions are up to date and relevant.
3. Be specific about annual targets both individually and for any joint working/co-operative projects and focus on these. In the longer term ensure all members of any formal CRCC or co-operative play a role in setting and delivering targets.
4. Change the focus from the Adult Learning funded centre to commercial/business use and opportunities that may arise from the Comprehensive Spending Review. This could include working with the local tourism industry to give added value to their businesses:
  - provision of an IT room for lectures and demonstrations on short breaks;
  - offer weekend and weekday learning by assisting qualified tutors in the immediate area to put on courses;
  - provision of Customer care training for retail and hospitality industries.
5. Collectively apply to funders, such as Reaching Communities, rather than individually. Reaching Communities is a national fund used to dealing with big numbers – both in terms of cash and number of people supported by a project. There is a higher likelihood of success from joint bids as this increases the number of beneficiaries.

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<sup>23</sup> Good Governance – A code for the Voluntary and Community Sector The full code and a summary document can be downloaded from: <http://www.ncvo-vol.org.uk/codeofgovernance>

6. Ensure simplified accounts are presented regularly to directors and trustees which clearly state the position regarding financial sustainability including a statement of reserves and outlining actions required to meet future costs.
7. Consider Youth involvement through a Youth Café project, replicating Lower Wensleydale Youth Project, homework club (especially where good internet connection is not available at home in neighbouring villages) or similar. If a Youth Worker is needed there could be a CRC joint working bid but delivered in each locality.
8. Consider more use of organisations such as Rural Arts North Yorkshire to bring income generating arts and theatre events to the area.
9. Offer book keeping and PAYE as a service to other local voluntary groups and Parish Councils

## 8 RECOMMENDATIONS ACTION PLAN

In order to facilitate the development of the individual CRCs joint working, this Action Plan sets out potential steps to delivery against each of the Recommendations. These take into account key elements from the individual CRC Acton Plans.

<b>Recommendation 2</b>	<b>Priority</b>	<b>Action</b>	<b>Time Scale</b>
CRCs share information so that cost savings may be made and they may move towards joint working over a period of time.	High	Contact NYFVO to arrange support and training	March 2011
		Carry out individual and CRC wide stakeholder analysis	July 2011
		Carry out trustee skills needs analysis and training	July 2011
		Carry out volunteer analysis	July 2011
		Prepare room size and facilities list to share and to circulate outside group	March 2011
		Contact Energy Broker	March 2011
		Contact IT support providers (inc review Broadband)	March 2011
		Investigate shared website	March 2011
		Contact UK Online re sharing targets	Feb 2011
<b>Recommendation 3</b>			
Be specific about annual targets both individually and for any joint working/co-operative projects and focus on these. In the longer term ensure all members of any formal partnership or co-operative play a role in setting and delivering targets.	High	Identify joint working projects opportunities	March – July 2011
		Prioritise by urgency and timescale to deliver	
		Identify match between specific skills required and those present in CRCs	
		Agree support	
		Identify resource load	
		Assign responsibilities	
		Set milestones and end dates	

<b>Recommendation 4</b>			
Change the focus from the Adult Learning funded centre to commercial/business use and opportunities which will arise from the CSR.	High (but ongoing and long term implementation)	Carry out community and business engagement to determine needs	Ongoing 2011
		Investigate opportunities with Health and Social care providers	
		Contact Richmond CVS to ensure CRCs are included in any opportunities the Big society will offer voluntary sector	
		Investigate and ensure contractual readiness for working with public sector	
<b>Recommendation 5</b>			
Collectively apply to funders	Medium term	Prepare project plan for any proposed joint projects	Sept 2011
<b>Recommendation 6</b>			
Ensure simplified accounts are presented	Medium term	Prepare simplified accounts (alongside ones required by law) including statement of reserves	July 2011
		Provide trustee's financial responsibility training	July 2011
<b>Recommendation 7</b>			
Consider Youth involvement through Youth Café project or similar	Long term	Proactively involve youth and youth agencies	Ongoing 2011
<b>Recommendation 8</b>			
Consider more use of organisations to bring income generating arts and theatre events to the area.	Long term	Investigate leisure event opportunities	Ongoing 2011
<b>Recommendation 9</b>			
Offer book keeping and PAYE as a service to other local voluntary groups and Parish Councils	Long term	Investigate cost v benefit where appropriate	Ongoing 2011

## APPENDIX 1

### SUMMARY OF FACILITIES IN EACH CENTRE

	Hudson House, Reeth	Wensleydale Community Learning Centre, Askrigg	Upper Wensleydale Community Partnership, Hawes	Middleham Key Centre	John Ross Suite, Gilling West	A1 Community Works, Catterick
Small meeting room for up to 4	Y		Y	Y		
Hot desk facility	Y		Y	Y		
Meeting Room Seated Boardroom style	16	12	12	12	10	12
Meeting Room seated cinema style	30	20	20	120	20	20
Gym		Y				
Room suitable for dance/exercise		Y		Y	Y	
Laptops/computers	Y	Y	Y	Y	Y	Y
WiFi	Y	Y	Y	Y	Y	Y
Kitchen	Y	Y	Y	Y	Y	Y
Car Parking on site		20		25	6	
Car Parking nearby	Y	Y	Y	Y	Y	Y

## APPENDIX 2

### OVERVIEW OF EACH CRC'S OPERATING ENVIRONMENT

	<b>Hudson House, Reeth</b>	<b>Wensleydale Community Learning Centre, Askrigg</b>	<b>Upper Wensleydale Community Partnership, Hawes</b>	<b>Middleham Key Centre</b>	<b>John Ross Suite, Gilling West</b>	<b>A1 Community Works, Catterick</b>
<b>Immediate population</b>	685	411	1115	840	555	2743
<b>Ward population</b>	1140	1430	1360	1330	1230	2810
<b>Date of last Parish Plan</b>	2000 (Two Dales CIP)	2005	2005	2004 (10 Year Plan)	No	2003
<b>Other meeting rooms in the locality (Just meeting room and kitchen, no IT available)</b>	Reeth Memorial Hall Fremington Sunday School Gunnarside Village Hall, Low Row Institute, Muker Institute, Marrick Institute	Village Hall in Askrigg	Market House	Methodist Hall for rental	Church for concerts but no similar hall to hire	Booth Hall Sports Pavilion Scout hut
<b>Nearest major town with supermarket</b>	Richmond 12 miles Catterick 13 miles Leyburn 9 miles	Leyburn 12.2 miles Richmond 19 miles Sedbergh 21 miles Settle 28 miles Kendal 33 miles	Sedbergh 16 miles Settle 23 miles Kendal 28 miles Richmond 24 miles	Leyburn 2 miles Richmond 11 miles Northallerton 20 miles	Richmond 4 miles	Richmond 6 miles
<b>Cinema</b>	Richmond	Richmond	Richmond	Richmond	Richmond	Richmond
<b>Major Hospital</b>	Middlesbrough 39 miles Northallerton 27 miles	Middlesbrough 52 miles	Middlesbrough 57 miles	Middlesbrough 43 miles	Middlesbrough 27 miles	Middlesbrough 30 miles

	<b>Reeth</b>	<b>Askrigg</b>	<b>Hawes</b>	<b>Middleham</b>	<b>Gilling West</b>	<b>Catterick</b>
<b>Minor Hospital</b>	Richmond - respite and minor injuries Duchess of Kent - out of hours	Northallerton 30 miles	Northallerton 35 miles	Northallerton 21 miles	Richmond - respite and minor injuries Duchess of Kent - out of hours	Richmond - respite and minor injuries Duchess of Kent - out of hours
<b>Patient Transport</b>	Reeth and District Community Transport	via Richmondshire CVS			NY Ambulance Service	Richmondshire CVS
<b>Opening hours</b>	Mon - Sun 9am - 5pm Evenings by pre booking Rented offices available anytime	Office staffed 9am - 11am Centre available 7am - 10pm through key entry to members	Mon - Fri 9.30am - 4.30pm	Mon - Thur 9am - 4.30pm Fri 9am - 1.30pm Weekends by pre-booking	No staffed office. Available 7 days through pre-bookings	Mon - Thur 9.30am - 4pm
<b>Public license held</b>	No	No	No	TENS as required	TENS as required	No
<b>Swimming Pool</b>	Richmond	Richmond	Richmond	Richmond	Richmond Scotch Corner	Richmond
<b>Nearest Secondary School</b>	Leyburn/ Richmond	Leyburn Richmond Settlebeck Kirkby Stephen	Leyburn/ Richmond	Leyburn/ Richmond	Richmond	Richmond/ Catterick
<b>Post 16 education (excluding IT and Adult Learning available at the CRC)</b>	Vocational courses at Darlington College at Catterick 6th form at Richmond Other 16 - 18 yrs go to York, Skipton, Askham Bryan, Penrith Teesside University at Darlington	Vocational courses at Darlington College at Catterick 6th form at Wensleydale School, Leyburn, Kirkby Stephen Other 16 - 18 yrs go to York, Skipton, Askham Bryan, Kendal, Lancaster Penrith	Vocational courses at Darlington College at Catterick 6th form at Wensleydale School, Leyburn Other 16 - 18 yrs go to York, Skipton, Askham Bryan, Penrith	Vocational courses at Darlington College at Catterick 6th form at Wensleydale School, Leyburn Other 16 - 18 yrs go to York, Skipton, Askham Bryan, Penrith	Vocational courses at Darlington College at Catterick 6th form at Catterick and Richmond Other 16 - 18 yrs go to York, Skipton, Askham Bryan, Penrith Teesside University at Darlington	Vocational courses at Darlington College at Catterick 6th form at Catterick and Richmond Other 16 - 18 yrs go to York, Skipton, Askham Bryan, Penrith Teesside University at Darlington

	<b>Reeth</b>	<b>Askrigg</b>	<b>Hawes</b>	<b>Middleham</b>	<b>Gilling West</b>	<b>Catterick</b>
<b>Industrial Estate / business sites proximity (excluding any availability in the CRC)</b>	Craft workshop units and arts studios at Silver Street, Reeth	Hawes Some smaller business clusters in Askrigg area	Hawes	Leyburn	Richmond 4m Aske/Olliver 1m Harelands 1m Sedbury 1m	Richmond Catterick
<b>Income Source</b>	Licence fees, grants, room bookings/ courses, website and administration support	Membership fees, activities, room hire, grants, fundraising	Licence fees, grants and room bookings/courses	Room bookings, grants, courses	Room bookings, courses	Room bookings, Training, UK Online, Project Management
<b>Year Constitution last reviewed</b>	2001	2010	2009	1998	2005	
<b>No of serving Directors/Trustees</b>	11	5	4	4	n/a	2 Directors 6 Trustees
<b>Preferred number of Directors/Trustees</b>	Constitution allows up to 15	need more with specific skills	8	8		as above
<b>Director/Trustee Skills Audit carried out</b>	Y	Yes	No	No	No	Yes
<b>Director/Trustee Training carried out</b>	Y	No	No	No	No	Yes
<b>Paid staff</b>	Yes	Yes	Yes	Yes	No	56 hours per week 3 staff
<b>Total (usual) staff Paid Hours per week</b>	37 (3 part time)	22.5	72	75	0	56 hours 3 staff
<b>Regular volunteers</b>	Yes	Yes	Yes	No	Yes	Yes
<b>Volunteer hours per week</b>	25 - 30	12	5	0.5	8	6
<b>Need more volunteers</b>	No	Yes	No	Yes	Yes	Time to manage expectations makes this difficult
<b>Any volunteer training taken place in last 12 months</b>	Yes	No	Yes		No	Through Future Jobs

	<b>Reeth</b>	<b>Askrigg</b>	<b>Hawes</b>	<b>Middleham</b>	<b>Gilling West</b>	<b>Catterick</b>
<b>Mobile Coverage in area</b>	Poor - variable	Variable	Non-existent - medium	Variable	Weak	Good
<b>Broadband coverage in area</b>	Yes	Variable	Non-existent - medium	Good	Weak	Good
<b>IT Support</b>	Yes	Support but not contract - Phil Abbot Computers, Redmire	No	No	Contract ends 31/10/2010	Lavertons, Leyburn
<b>Other Contracts</b>	Fire and security alarms, fire extinguisher service, sanitary waste removal	Photocopier lease to Sept 2012 Vending Machine lease to May 2012 Fitness Equipment lease to March 2011 Alarms (annual service agreement)			none	
<b>Phone/Internet provider</b>	BT Dec 2010	Chess	Unicom	BT to Dec 2011	BT	BT
<b>Electric contract</b>	npower Dec 2011	NYCC Group Buyers Scheme	No	Scottish Power - Nov 201	npower no contract	Opus Energy
<b>Mains gas</b>	No	No	No	No	No	Yes (not connected)
<b>Waste collection</b>	LA/Yorwaste	LA	LA	La	LA	LA
<b>Recyclable collection</b>	No	No	No	No	No	No
<b>Book-keeping</b>	Centre staff	Centre staff	Centre staff	Centre staff	Volunteer	In house
<b>PAYE</b>	RDC	Out sourced	Centre staff	Accountant		Richmondshire CVS
<b>Accounts</b>	Dawn Clarkson Associates, Leyburn	Out sourced	O'Reilly, Hawes	Barker, Leyburn	Volunteer	Accountant
<b>Cash Reserves</b>	Less than one year	Less than 6 months	18 months	3 years	One year	Less than 6 months but forward plan in place
<b>Visual appearance of building</b>	Good	Good	Good	Good	Building fine External attntn req.	Good - Grade II Listed building

	Reeth	Askrigg	Hawes	Middleham	Gilling West	Catterick
UK Online Centre	Yes	Not currently registered but has been in past	Yes	Yes	Yes	Yes
Accessible building	Yes	More signage required	Yes	Yes	Yes	Yes
Is there a Budget in place for this current year?	Y	Y	Y	Y	Y	Y
Is there are Budget in place for 2011? If not yet, will there be?	Y	Y	Y	Y	Y	Y
Do you prepare cash flow forecasts?	Y	Y	N	Y	Y	Y but working on improved system
Do you know the exact analysis of your income streams?	Y	Y	Y	Y	Y	Y
Are all employees paid through BACS?	Y	Y	Y	N	n/a	N
Do you have a formal (written) marketing plan in place	Y	Y	N	N	N	Y (not current)
Do you send out mailings by post?	N	Y	N	Rarely	N	Sometimes
Does your website need updating?	N	Y	Y	N	Y	Y
Do you have an up to date email list of users?	Y	N	N	Y	N	Y
Do you contact users regularly by e-newsletter?	N	N hard copy more effective	N	Y	N	Sometimes
Do your events appear regularly in the local village newsletter?	Y	Y	Y	Y	Y	Y

	<b>Reeth</b>	<b>Askrigg</b>	<b>Hawes</b>	<b>Middleham</b>	<b>Gilling West</b>	<b>Catterick</b>
<b>Do you ask users for feedback on a regular basis?</b>	Y	Y	Y	Y	N	Y
<b>If yes how is this feedback used</b>	To modify services	Respond as resources allow	Respond as resources allow	To monitor quality; to incorporate changes		To monitor quality; to incorporate changes

## APPENDIX 3

### LINKS AND RESOURCES

#### National Council for Voluntary Organisations

[www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

Should You Collaborate – key questions and checklist to consider:

[http://www.ncvo-vol.org.uk/sites/default/files/ShouldYouCollab\\_Jan10.pdf](http://www.ncvo-vol.org.uk/sites/default/files/ShouldYouCollab_Jan10.pdf)

Good Governance – A code for the Voluntary and Community Sector:

<http://www.ncvo-vol.org.uk/codeofgovernance>

#### Capacity Assessment Tool

To support organisations wishing to apply for funding Rocket Science has developed an Excel-based 'Capacity Assessment Tool' to allow applicants to assess their particular strengths, weaknesses and capacity to deliver projects.

There are two main parts to the tool:

Organisational health check – This is a series of questions designed to help organisations think about their strengths and weaknesses, which can be used to pinpoint areas for development and to benchmark progress over time.

Project management – This section allows organisations to assess the delivery of projects against some key features of successful project management, such as monitoring, evaluation and sustainability.

The tool can be downloaded from

<http://www.ncvo-vol.org.uk/networking-discussions/blogs/18683/10/10/28/readiness-assessment-tool>

#### Understanding Economic Well Being in Rural Communities

<http://www.ruralcommunities.gov.uk/files/understandingeconomicwellbeing.pdf>

#### York and North Yorkshire Economic Assessment, October 2010

[www.ynyeconomy.org.uk](http://www.ynyeconomy.org.uk)

#### North Yorkshire Forum for Voluntary Organisations

Support from NYFVO includes detailed funding advice, training packs for managing volunteers, governance, employment advisory service, health and safety policies, Trustee obligations and Community Accounting Network North Yorkshire (CANNY). Support is given through one to one support visits by staff, training, advice sheets and an internet resource.

[www.nyfvo.org.uk](http://www.nyfvo.org.uk)

#### Charity Commission

Guidance from the Charity Commission for all charities who may be considering working in partnership or merging with other organisations:

<http://www.charity-commission.gov.uk/publications/cc34.aspx?>