



THE ASHBROOK CENTRE BUSINESS PLAN

(8th Revision 29 JANUARY 2018)

Produced with support from



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The Ashbrook Centre

Foreword

As Ward Member for Ockbrook and Borrowash on Erewash Borough Council, as Parish Councillor for Ockbrook & Borrowash, and as Chairman of the Buildings Committee for this particular Project, I have great pleasure in writing the Foreword for this Business Case.

I am delighted that the residents of Ockbrook and Borrowash have decided upon this course of action in order to take control of the running of Ashbrook Community Centre by way of a Renewable Lease from Derbyshire County Council. It is extremely important that these essential facilities are kept at the heart of our local communities, run by and for the benefit of local groups, organisations and people of all ages.

The Parish Council has shown its support for this project by authorising in principle a loan and the Borough Council has indicated the availability of a loan to ensure the essential refurbishing work that is required for the building can take place and ensure its long term future. I am sure that the Project will be a great success and that all residents of the Parish have access to a well used and well run facility.

On a personal note, I wish everyone connected with this Project all the best for the future.

Councillor Mike Wallis

Executive Summary

It is with great anticipation that I have been able to facilitate the completion of this business plan, designed to enable the Ashbrook Centre to continue to serve the Ockbrook and Borrowash communities and locality groups. As the Rt Hon Hazel Blears M.P. wrote in 2008, "There is no more powerful force for change than local people coming together, finding their own solutions, and having a real say over the future of the places where they live. Managing or owning local assets is a very important way for people to instigate change in their local areas."

This ideal is amplified in Derbyshire by the '5 pledges to the people of Derbyshire'. Ashbrook Centre aims to help build a strong economy by making available office space for rent; promoting health equalities through NHS clinic use; helping to fight crime by facilitating youth and diversion work; providing care by subsidising playgroup and other community groups' rental; and by having a local community decision making management of the centre.

On behalf of the Community Building Committee I commend Derbyshire County Council for originally suggesting a Community Asset Transfer, and I commend Erewash Borough Council and Ockbrook & Borrowash Parish Council for the work they have already undertaken to secure our Community Centre's future together with their further offers of administrative and financial support.

David Steare, Vice-Chair, Ashbrook Community Building Committee

The Business

The Ashbrook Centre is located within the expanding village of Borrowash, which together with its neighbour village Ockbrook, hosts a population of more than 7500 people including more than 1500 children. Most of the villagers are from a White British background, but Ashbrook Junior School records an above average level of pupils supported at the 'school action' level of need. The proportion of those supported at 'school action plus' or through a statement of special educational needs is well above average. The proportion of pupils for whom the school receives the pupil premium (additional government funding provided, in this school, for children known to be eligible for free school meals) is above average.

It is within this context of children's statutory needs that the Ashbrook Centre is "clearly a valuable community resource" which provides support services (equivalent to statutory provision of services to Section 17 of the Children Act 1989) daily to pre-school infants (Derbyshire Health & Wellbeing Strategy 2012-15 Priority Number 1 – Improve health and wellbeing in the early years), and to teenagers three times per week (cf. DCC 'New Youth Offer' and 'Designing out crime in Derbyshire'). Other users have in the past included the Brownies (one evening per week), mothers and their babies (one afternoon per week), sports pitches users (Derbyshire Health & wellbeing Strategy 2012-15 Priority Number 2 – Promote Healthy Lifestyles) and by DCC to locate minibuses.

In terms of identifying community need and support it should be noted that over the past five years 121 families have sent their children to the Pre-School Playgroup.

The Ashbrook Centre building currently costs around £26,000 per year to run, including £18,500 per year for 29.5 hours per week caretaking and cleaning costs. In a DCC proposal minuted at a meeting on August 13th 2013 at the Ashbrook Centre to discuss the potential of a Community Asset Transfer it was suggested that a community voluntary group could reduce running costs to as little as £7550 per year. Whilst this may not be feasible given the proposals for commercial usage as outlined within the Business Plan the suggestion underpins the plan's costings.

Following discussions, Ockbrook & Borrowash Parish Council has in principle agreed to provide a deferred loan at minimal interest of up to £40,000 to renovate the building once the Renewable Lease is approved. The Erewash Borough Council has also indicated that they will consider a Rural Community grant of £12,000 to assist with the urgent and essential building roof repairs. The Centre has secured in principle a long term leasing agreement with Borrowash Victoria Football Club. Other leasing agreements are currently being negotiated.

As this business plan anticipates an eventual income of around £22,300 p.a. (see Appendix 4) it is not anticipated that VAT registration will be required or that there is need for a separate trading company.

The Product and The Service

The Ashbrook Centre has unique selling points. Its geographical location adjacent to much of the formerly public housing as well as to private housing estates in Borrowash provides the most accessible venue for community based events and private celebrations. The location is just five minutes' walk from the centre of Borrowash and has direct access to surrounding parkland and playing fields. The site currently provides parking for 12 vehicles and with further minor groundwork could provide additional parking spaces. The Centre has a floor area of 265 square metres including a 105 square meeting community room, two rooms (38.4 square metres) on the west side suitable for converting back to sports changing rooms and three rentable office spaces of 22.6, 19 and 18.7 square metres respectively. Outside, the only multi-use all-weather games facility in Borrowash and Ockbrook is available for teams and clubs to play five-a-side football, basketball and tennis.

Originally, Borrowash Victoria Football Club part-funded the building of the Centre and they are keen to renew their involvement. This would enable their youth and ladies football teams to use changing rooms close to the pitches on which they train and play, as well as using the all-weather games facility. The annual lease from this use would provide a significant income in funding the Centre's running costs.

Within the grounds of the Centre are three containers offering storage space to users and enabling a modular multi-use approach to building and outdoor resources. The grounds themselves offer space for outdoors activities, juvenile crime diversion activities, fairs and other outdoor events.

The Management committee would be keen and motivated to restore the building to a safe and sound standard as well as to reconfigure the building to the needs of customers and the community. A budget of up to £40000 including contingencies to be spent over two to three years will be allocated for this work. This will be funded by a Rural Community Grant from Erewash Borough Council and a deferred loan from Ockbrook & Borrowash Parish Council when the Renewable Lease is approved.

The Marketing and Promotional Strategy

There are a number of organisations interested in renting spaces that would be offered. These include church groups and health agencies who may be seeking less expensive premises from which to operate and hold events.

The market can be segmented into:

- Anchor tenants. Organisations leasing space within the Centre.
- Group hirers. Local community groups or commercial organisations wishing to hire the communal area or grounds to stage their own events or activities (usually regular).
- Personal hirers. Local people wishing to hire the communal area to hold their own (usually one off) events.
- Attendees at organised events and paying audiences at cultural, artistic, sporting or musical events or activities.
- Members of the local community with an active interest in preserving the Centre for community development purposes.

The objectives of the marketing strategy are to:

- Let all available office space to core tenants leaving as little unoccupied space as possible.
- Maximise the hire of the building by groups and individuals for private and community use.
- Promote the usage of the communal area more widely; expand the range of hirers.
- Encourage the widest possible use of the communal area for community activities.
- Offer a varied and thriving multi-purpose venue to the community.

The lettings and bookings will be undertaken by the parish clerk. Letting of office spaces to commercial or third sector users will commence following asset transfer and after remedial work to each space has been completed.

It is anticipated that a high utilisation of the office / activity rooms could be achieved within six months, allowing for the requisite building conversion works. It is hoped to achieve:

- 20% occupation six months following asset transfer
- 25% occupation twelve months following asset transfer
- 30% occupation eighteen months following asset transfer
- 35% occupation two years following asset transfer
- 40% occupation thirty months following asset transfer

Each element of the marketing and promotional strategy will be recorded, measured and evaluated, so the most effective tools can be identified and used to best advantage.

The initial tools of the promotional strategy will be used as follows:

Personal Selling: Use existing contacts to build upon past customers for the hall. A high take up can be expected.

Public Relations: Existing good links with local media (e.g. Derby Evening Telegraph, Long Eaton Chronicle, etc.) will be built on. Stories will be given to local press and radio announcing the asset transfer and availability for hire, and for developing a continuing interest in the centre's events and resources.

Website: A website, vital to any project today, <http://www.theashbrookcentre.info/> has been established and is ready to be reconfigured to promote the availability of the centre as well as having the potential to offer an on-line enquiry facility.

Point of Sale: Use will be made of the large perimeter of the centre to promote availability of offices, room hire spaces and specific events.

Advertising: Though expensive, this may be essential in the early stages to raise the profile of the newly reconfigured centre depending on the initial take-up.

Sponsorship: The centre is an attractive proposition for sponsorship deals with local businesses to mutual advantage.

Direct Marketing: Attractive leaflets and posters will be produced and distributed widely and a carefully targeted campaign run to local organisations and individuals.

The Development of The Ashbrook Centre

Once the Centre has completed the leasing process, many options are available to the Management Committee.

- The building and multi-use sports facility will be re-opened immediately to secure start-up funding streams. Self-employed cleaner / caretaker and sports instructor to be contracted.
- Phase One repairs and improvements to the building to improve its form, function and appeal will be carried out. Initially this will cater for the needs of anchor tenants hiring office space and community groups or commercial organisations wishing to hire the building and/or grounds for their own functions. The major improvement work should be completed within six months with repair work continuing on from this over the next few years.
- In year two, a feasibility study will be carried out to establish the market demand for, and the community's opinion of, an expansion of the building's use into a broader business, creative arts and well-being centre.
- In year two, Phase Two repairs and improvements to the building will be completed, enabling it to stage a broader range of events.
- In year three, a feasibility study will be carried out to establish the case for a Centre Officer with marketing and public relations skills to be appointed on a self-employed basis, with a view to evidence this post's benefits over the costs.
- Throughout, the Ashbrook Centre will be relaunched and marketed as a new multi-purpose venue featuring programmes of sports, well-being and creative arts activities alongside the core business uses.

The Place

The Ashbrook Centre is well known to potential customers and to the community. However, it needs to be brought to the attention of the wider district. The availability of the facilities for hire and events needs to be highlighted widely once it is available for use following the rebuilding phase. An active and energetic promotion and marketing strategy will address this issue.

Under the direction of the Centre trustees, it will be the intention of the management committee to establish a readily identifiable brand image and identity which can be easily recognised in the area. This will help to maximise the existing high profile and promote the venue at every turn.

The management committee will be comprised of individuals taking leadership of each co-ordinating managerial aspect of the Centre. One member of the management committee will lead on brand image and identity.

Additional publicity and marketing costs over and above the sample budgets may be augmented out of any refurbishment budgetary savings and lack of take up from the £900 per year contingencies budget.

The Management, The Organisation and The People

The charitable organisation trustees consist of a minimum of five members of the management committee committed to maintaining and developing the Centre for the benefit of the local community in Borrowash. The committee membership will initially be drawn from the existing Buildings Committee but thereafter will be elected at an advertised open public meeting. The committee members will represent the voice of users and supporters of the Centre. The Charities Commission document is used as a constitution document for the Centre.

The trustees and management committee are committed to maintaining the Ashbrook Centre as a community hub for voluntary groups, statutory agencies, business users and local families. As landlord the trustees and management committee will ensure compliance with all statutory obligations and will include a 'Statutory Compliance' clause within commercial leases. The premises will be let to business users on a commercial leasing basis but for voluntary groups and local people hiring charges will be significantly reduced (see Pricing Structure below).

The management committee members will have considerable experience and skills that they will be able to use in running and managing the centre. The majority are or have been involved in running and managing other organisations. Most have a range of organisational and management skills from current or former careers.

All Committees and Sub-Committees will form a quorum of a third of all members. A Marketing and Promotion Sub-Committee will be set up to oversee the energetic promotional strategy with the active engagement of volunteers and supporters.

The Pricing Structure

Centre hire rates are based on similar facilities in community-run ventures e.g.

	Communal Area	M.U.G.A.	Office 005	Office 006	Front Office
Day-time Hourly Rate (Business)	£12	£12	£12	£12	£12
Day-time Hourly Rate (Community)	£10	£10	£10	£10	£10
Evening Hourly Rate (Business)	£14	£14	£14	£14	£14
Evening Hourly Rate (Community)	£12	£12	£12	£12	£12

- Commercial rates variable and subject to negotiation.
- Rates will be sought at the higher end of the scale and lower rates only accepted if necessary.

The Finance

The Buildings Committee has put together an outline set of running costs for the Centre in its revised form. These are much lower than the actual costs incurred by DCC. These reductions have been based on the following assumptions:

- Lettings of the building and sports facility to be undertaken by the parish clerk.
- A contracted caretaker and cleaner will service the Centre. However, the playgroup and youth group will undertake their own caretaking and cleaning.
- Reductions in Non-Domestic Rates would be reduced by 80% due to mandatory relief for voluntary and charitable groups.
- Responsive maintenance during the first three years at least will be reduced as a consequence of the preventative elements within the refurbishment programme.
- Utility costs may be recharged to the leaseholders, depending on leasing agreements. However, possible utility savings have not been included within the budget forecast.
- Decommissioning any rooms not in use.
- Financial benefits from the availability of volunteers are also not included in the costings.

Accepting these assumptions will significantly reduce the annual running costs whilst allowing for further future savings.

To ensure that the Management Committee has enough funding to carry out the on-going maintenance of the building as identified in the 'Ashbrook Condition Survey' it is intended to utilise some or all of the loan funding made available by the borough council. The anticipated comprehensive refurbishment is likely to be both costly and disruptive in the short term. The anticipated costs are based on the Condition Survey undertaken, however, these can only be considered indicative and actual costs may differ when the contract for the works are let.

The five year Revenue and Cash flow Projections are deliberately set at conservative levels so exclude any anticipated revenues from agencies and individuals not already expressing interest in renting or hiring the Centre whilst simultaneously allowing for considerable funding to promote the Centre in anticipating of generating further revenues. It can be seen that even without these anticipated revenues the Centre is due to break even by FY 2019-20 and be producing a financial surplus thereafter. It is hoped that this surplus will be used to commence repaying the start-up loans and/or funding the outstanding building repair costs from Year 5 or 6. However, the final loan repayments await detailed agreements with Ockbrook & Borrowash Parish Council.

The Phasing of the Refurbishment Work

The Ashbrook Centre Buildings Committee has already started to negotiate funds for the refurbishment of the building (see Funding Plan). However, in consideration of the needs of current users, it needs to carefully consider how it carries out the refurbishment work to ensure minimum disruption to the tenants and hirers which may also impact on the operations of the group as well as the suitability of the premises. The 'Ashbrook Condition Survey' will be used as a starting point for contractor tenders but will be adjusted as the works proceed and as the tendering process adjusts costs. For example, an initial contractor estimate put the repair costs at £10000, however this estimate precluded a detailed inspection. Additional financial risk management allows for a £900 refurbishment contingency reserve for each of the first five years of operation.

Phase 1: £24845 budgeted.

The initial refurbishment work, starting June 2018, is intended to prepare the building for commercial use whilst minimising disruption to the activities of the playgroup and youth group. Only essential/high risk maintenance will be carried out within this phase to ensure the whole building can be let following the 2018 August bank holiday.

Priority areas for refurbishment are as follows:

- The roofs.
- Anti-vandalism measures to deter climbing onto the roofs.
- The indoor sports facilities: shower room, toilets, changing rooms, and office.
- Conversion of fire doors to lockable external entrance/exit doors whilst maintaining fire exit routes.
- Direct external door entry/exit to front office.
- Enlarge front porch for playgroup and youth group consultations.
- Replace internal doors for security upgrade (Ofsted safeguarding).
- Fire safety upgrades.
- Separate telephone and internet access to each office.
- Improve access to storage containers to facilitate modular facility use.
- Redecoration of the indoor sports facilities and offices.
- Refurbishment of the Communal area and kitchen for evening event hire.

Phases 2 & 3: £13340 budgeted.

In September 2018 the repair phase of the refurbishment programme will be planned to effect the outstanding repairs as identified in the Ashbrook survey report and as confirmed by works contractors. This phase will aim to minimise disruption to the centre users and will therefore be completed by March 2021 to allow proper planning and scheduling.

It is anticipated that funding for phases 2 & 3 will be met from grant and loan contingencies. If this is insufficient then it is expected that net revenue surpluses will provide sufficient reserves.

The Ashbrook Centre – Business Plan Appendices

Appendix 1

The Ashbrook Centre Vision, Mission and Objectives

Vision

Our vision sees the Ashbrook Centre at the heart of our community providing a sustainable, secure, diverse and accessible space that is valued and supported by the people of Ockbrook and Borrowash and the surrounding area.

Mission

Our mission is to promote, enable and facilitate activities which embrace the child, youth and adult social, health, welfare and recreational needs of the local community.

We aim to:

- Keep the building available, accessible and safe for the use of local people and others.
- Enable a range of social, welfare, educational, recreational, development and health activities to take place at the Centre which responds to the needs of local people.
- Provide access to advice and information for all sections of the community.
- Provide good quality services to users and tenants.
- Consult with the local community so that we keep up to date with local needs and where possible, advocate and support the local community.
- Be financially sustainable.

Our Values:

Responsibility – Ashbrook Centre is managed and run by local people and we are committed to upholding our Vision, Mission and Values in all of our work. We will demonstrate resource and financial accountability at our annual open meetings.

Collaboration – We will strive to create and maintain collaborative relationships with Centre users, tenants and local people.

Mutual Respect – We will treat everyone involved and connected with the Centre the respect they and we deserve. We will deliver equality of opportunities.

Financial Sustainability – We will provide financial skills and responsive co-ordination of resources to sustain the Centre. Trustees will not receive any fees for their work.

Appendix 2: List of Potential Lessees and Hirers of the Centre for Events

Expressed interest

Ashbrook Youth Group
Borrowash Pre-School Playgroup
Borrowash Victoria F.C.
National Childbirth Trust
Borrowbrook Homelink
NHS Health Visitors
Sandiacre Children's Centre

Possible interest

Sandiacre Town F.C.
Wiggly Tots Dance
Street dance group (Tom Horley)
Yoga / Pilates / Tai Chi groups
Martial Arts group
Self-help groups
Individual health & well-being practitioners
Women's Institute

Appendix 3: The 'Ashbrook Condition Survey'

See attached.

Appendix 4 : Ashbrook Centre Financial Plan

See attached.

Appendix 5: Ashbrook Centre Health & Safety Policy

Statement of Intent

Ashbrook Centre Management Committee will take measures, so far as is reasonably practicable, to ensure that the centre and its equipment are maintained to a standard that provides a safe environment for its users. Lessees are advised to formulate and work to their own detailed policies and procedures within the overall framework of this Health and Safety Policy. The Centre has public liability insurance but lessees are advised to take out their own public liability and where relevant, employers' liability insurance.

The Management Committee member responsible for health and safety is Cllr Michael White. He is a Chartered Member of the Institution of Occupational Safety and Health (CMIOSH) and a Fellow of The International Institution or Risk and Safety Management (FIIRSM). He will routinely update other management committee members on any significant developments affecting this policy and health and safety in general. This policy will be reviewed at least annually.

Legal Framework

- Health and Safety at Work Act (1974)
- Management of Health and Safety at Work Regulations (1999)
- Electricity at Work Regulations (1989)
- Control of Substances Hazardous to Health Regulations (COSHH) (2002)
- Manual Handling Operations Regulations (1992 (As Amended 2004))
- Health and Safety (Display Screen Equipment) Regulations (1992)
- Control of Asbestos Regulations (2012)

Further guidance

- Health and Safety checklist for village and community halls (HSE, 2011)
- Health and Safety Law: What You Need to Know (HSE Rev 2014)
- Health and Safety Regulation...A Short Guide (HSE 2003)
- Electrical Safety and You: A Brief Guide (HSE Rev 2013)
- Working with Substances Hazardous to Health: What You Need to Know About COSHH (HSE Revised 2009)
- Legionnaires' disease: The Control of Legionella in Water Systems L8 (HSE 4th Ed. 2013)
- Getting to Grips with Manual Handling – A Brief Guide (HSE 2012)
- Managing Asbestos in Buildings – A Brief Guide (HSE 2012)
- IEE Wiring Regulations 17th Ed BS7909 (2008 – 2011)
- Safety in the Installation and Use of Gas Systems and Appliances 1998 L56 (HSE 4th Ed 2013)

Building Faults

The building will be regularly checked for faults but users are requested to report any defects to the committee, either directly or through the caretaker as soon as possible.

Messages can be left with the Ockbrook & Borrowash Parish Clerk on 01332 664100

Accidents

An accident book is provided and will be kept next to the first aid box.

The accident book should be used to record the details of any injuries sustained at the time they occur. A member of the management committee will check this weekly and remove any written notes for confidentiality. These will be kept securely for 3 years from the date of the accident.

It is accepted that some user groups may have their own accident books. However, we request that all user groups still record details of any injury sustained in the Community Centre's accident book.

A telephone, for emergency use only, will be made available for use during normal opening times. However, it is advised that all user groups have a working mobile phone available for use at all times.

There is a fully stocked first aid box and biohazard box in the kitchen. The first aid box has a yellow tagged seal so we can monitor when it has been used so it can be re-stocked appropriately. It is not designed to keep people out. If you need to administer first aid please break the yellow seal!

Fire

Smoking is not permitted in the building or grounds. Hot work, for example by contractors, is only permitted under a permit to work system.

People using the building are requested to familiarise themselves with the fire exits and escape routes. The fire plan, including the evacuation procedure will be shared with all users upon booking and a copy of this plan will be displayed on the main noticeboard.

Anyone discovering a fire should raise the alarm by activating the nearest alarm call point. On hearing the alarm all persons inside the building should leave immediately and go directly to the fire assembly point in the playground.

Once at the assembly point the group leader is responsible for calling the emergency services and then carrying out a head count to ensure all persons are accounted for.

Evacuated people should remain together, at your group's assembly point. Under no circumstances should anyone return to the building, until it is deemed safe to do so by the fire service.

Fire extinguishers are provided and maintained annually by our appointed Fire Safety Engineers. It should be noted that any improper use of any fire fighting equipment will result in the group/individual being charged for a replacement.

The centre management committee will ensure that the fire alarm and emergency lighting are tested and maintained at least annually by a qualified electrician. The fire alarm and emergency lighting will be tested by the Caretaker at least once per month and details recorded in the fire log.

The gas boiler will be serviced and maintained at least annually in accordance with Statutory requirements. A current certificate of inspection and test will be displayed adjacent to the boiler.

Electrical Equipment

It is a requirement that all portable electrical appliances are subject to inspection and test at least annually in accordance with the requirements of the Electricity at Work Regulations 1989. The management committee will ensure all owned portable electrical appliances are tested by our appointed Electrical Engineers. Items owned by individual user groups will also be tested and the cost met in full by that group. Each appliance will be labelled stating the date of the check. Any items that fail the test will also be labelled as failing and should not be used again. The owner of such an appliance should arrange for the item to be disposed of.

It is the responsibility of the user groups, to ensure that any electrical appliance (old or new) brought into the centre, meets the safety test requirements. The management committee reserves the right to remove any item without a valid PASS sticker.

Control Of Substances Hazardous to Health (COSHH)

The person responsible for the control of substances hazardous to health will:

- Identify all substances including water which need a COSHH assessment
- Undertake the COSHH assessments, and review every 12 months or as required
- Provide information to those who handle the substances
- Provide the necessary PPE (Personal Protective Equipment)
- To ensure this can be done the person responsible will be informed of any chemicals purchased (new and existing), so the safety data sheet can be obtained. All persons who are in contact

with substances hazardous to health must read and sign to say they have understood the substances requirements.

- Any incidents involving substances hazardous to health must be reported to the person responsible.

Legionnaires' Disease

The responsible person for COSHH will comply with their legal duties in relation to Legionella.

Hot water will be stored above 60°C and distributed at least 50°C. Cold water will be stored and distributed at 20°C or below.

The Caretaker will carry out water temperature tests and records details of each test.

Shower head disinfection to be carried out on a weekly basis and records kept accordingly.

Contractors

The selection of contractors to work on the premises will take into account their Safety Policy, accident record and previous performance with respect to accident and ill health prevention and their ability to carry out their work in compliance with The Health and Safety at Work etc. Act 1974 and other relevant legislation.

On selection they will be required to co-operate with the Centre Management Committee in meeting all Statutory obligations imposed on it and provide relevant information on the health and safety risks created by their work and how they will be controlled in the form of a risk assessment and method statement. Any hot work or work at a height is only allowed under a permit to work which will be issued by The Management Committee member responsible for health and safety.

Security

The management committee will take reasonable measures to ensure that the building is kept secure.

Authorised users will be provided with a key for the purposes of opening and closing the building.

All users should ensure that the building is secure when they leave, with the doors fitted with exit bars shut and the main door locked. Under no circumstances should the building remain unlocked when there is no one in the premises.

Personal Safety

We do not recommend people work alone in the building but we recognise on occasions this cannot be avoided. In such circumstances that person must ensure their own personal security at all times.

However, remember that you may need to evacuate the building quickly in an emergency situation and other persons may need to reach you if you feel ill or you have an accident.

Prior to the commencement of any lone work that person must be in possession of a working mobile phone.

Insurance

Ashbrook Centre management committee has buildings and basic contents insurance (which covers items owned by the committee and covers our own IT equipment). We also have public liability insurance for our own activities and for communal areas. Users are advised that they need to ensure that they have adequate insurance cover for their own individual activities and property.

Emergency Contacts

If there is an emergency at the centre please contact the appropriate emergency service(s) in the first instance, if the emergency warrants it.

There are also emergency contact numbers displayed for the Ashbrook Centre Management Committee members and the caretaker.

Please contact individual members or the caretaker appropriately depending on the circumstance of the incident or emergency.

Appendix 6: The Ashbrook Centre SCOT Risk Analysis

STRENGTHS	CHALLENGES
<ol style="list-style-type: none"> 1. Substantial multi-use building 2. All-weather sports/games pitch 3. Large grounds around building 4. Storage for modular use resources 5. Renewable leasing 6. Support from Erewash Borough Council 7. Support from Ockbrook & Borrowwash P.C. 8. Collaboration with Borrowwash Victoria F.C. and long-term leasing agreement. 9. Current youth group 10. Current Health Service user 	<ol style="list-style-type: none"> 1. Building requires refurbishment and conversion for commercial use 2. Building requires extensive repairs 3. Building requires maintenance 4. Building currently expensive to heat 5. Need to reduce Caretaking costs 6. Need to lease/rent rooms 7. Need to rent all-weather pitch 8. Need to convert resources and storage to enable modular use of the building 9. Need to repay EBC loan. 10. Need to conduct Health & Safety assessments through and after works using HSE checklist.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Possible rental by Borrowbrook Home Link and other community groups. 2. Possible rental by Community Safety Partnership 3. Possible rental by families in community for social events 4. Possible rental by professionals for arts, crafts, and well-being activities 5. Possible rental for community events, both paying and non-paying. 6. Wider community engagement can promote community cohesion which reduces social conflict and service demand (cf. OECD, GSDRC). 	<ol style="list-style-type: none"> 1. Govt. budgetary cuts could reduce need for community based services. 2. Govt. budgetary cuts could reduce voluntary agency funding. 3. Economic downturn starting in 2008 suggests a cyclic repeat starting 2015-2018. 4. Economic downturns can affect people's ability to spend on recreation, the arts, health and well-being.

Appendix 7: The Ashbrook Centre Management Committee Members and Profiles

Chairman: Cllr. Michael Wallis. Mike was born in Erewash and has spent most of his life working and living in Erewash. Mike has run his own successful packaging business and was first elected as a politician in 2003. Within two years Mike was elected Mayor of the Borough. Mike holds voluntary executive positions with a local football club, table tennis club and gardener's association. Mike's skills include governance/committee procedures, organisational financial management/budgeting, funding/fundraising, community knowledge / engagement, marketing, media/public relations, customer care, partnership working, events organisation, strategic & business planning, organisational development, policy implementation, human resources, and management/administration.

Vice-Chair: David Steare. David served in the Royal Navy, then worked and lived in London and the Home Counties before moving to the Derby area in 1987. David has lived in Borrowash since 1993 and became semi-retired in 2014 following careers in psychiatric nursing and social work. David served as Chair of Governors of Ashbrook Junior School for ten years and retains voluntary involvement with the school and as co-organiser of other local groups. David's skills include governance/committee procedures, funding/fundraising, community knowledge / engagement, marketing, media/public relations, customer care, partnership working, events organisation, equal opportunities/human rights issues, community safety/child protection, organisational development, policy implementation, human resources, management/administration, law/legal processes, information technology, construction expertise.

Treasurer: Cllr. Terry Holbrook. Councillor Terry Holbrook is a ward member for the Ockbrook & Borrowash ward. Prior to his retirement Terry ran his own accountancy business and was a director for a building developer. Terry is an experienced Parish and Borough Councillor and was Mayor of Erewash in 2009. Terry's skills include governance/committee procedures, organisational financial management/budgeting, funding/fundraising, community knowledge / engagement, marketing, media/public relations, customer care, partnership working, events organisation, strategic & business planning, organisational development, policy implementation, human resources, management/administration, accountancy/bookkeeping and construction.

Secretary: Alison Vine. Alison has always lived in Borrowash. As a teenager Alison went to the youth club at the Ashbrook Centre. Later she attended night school there, finding its location easily accessible from home. Alison is using her secretarial experience to provide the committee with minutes of our meetings. Alison's skills include community knowledge / engagement, customer care, management / administration.

Ashbrook Youth Group: Phillip Whitt. Phillip has been active within the local community for 40 years. Phillip previously served as a Parish Councillor and school governor and was a former Chair and Leader of the Borrowash Methodist Boys Club. Phillip currently serves as Chair of the Ashbrook Youth Group, Chair of the Ockbrook and Borrowash Labour Party, and Campaign Organiser of the Borrowash Action Group. Phillip's skills include governance/committee procedures, funding/fundraising, community knowledge /engagement, health & safety, equal opportunities/human rights, & events organisation.

Cllr Michael White: Councillor Michael White has lived in Borrowash for the last 25 years. He is a ward member of Erewash Borough Council and is also Chairman of Ockbrook and Borrowash Parish Council. Michael has been employed in health and safety management since 1980 and is currently employed as a Health and Safety Consultant in a business he established himself in January 2002. Michael's skills include governance /committee procedures, community knowledge/engagement, media/public relations, partnership working, events organisation, organisational development, policy implementation, human resources, and management/administration.

Trustees and Management Committee membership, arrangements for the AGM, and the management of conflicts of interest ("connected person") are set out in the Charity Constitution.

Appendix 8: The Ashbrook Centre Equality and Diversity Policy

1. STATEMENT OF EQUAL OPPORTUNITIES

- 1.1 The Ashbrook Centre Trustees and Management Committee have received Equal Opportunities training and believe that our actions are as important as our intentions. We are committed to achieving an environment where all people will feel welcome and valued.
- 1.2 We value all individuals irrespective of their age, gender, disability, ethnic origin, religion, language, sexual orientation, political beliefs, socio-economic circumstances, or health (including HIV status).
- 1.3 We will challenge discrimination and promote positive attitudes to equality to benefit all at Ashbrook Centre.
- 1.4 These abiding principles should be maintained and promoted in our approach to service users, contractors, volunteers, Management Committee members and visitors. Thus, actively encouraging an appreciation, understanding and implementation of equality of opportunity for all.
- 1.5 This policy is monitored and reviewed as required.

2. EQUAL OPPORTUNITIES POLICY

- 2.1 Ashbrook Centre's policy covers the following areas:
 - 2.1.1 Management / governance and individual responsibilities.
 - 2.1.2 Service provision.
 - 2.1.3 Contractors, Volunteers and Management Committee members.
 - 2.1.4 Non-compliance
 - 2.1.5 Implementation and Monitoring

3. MANAGEMENT RESPONSIBILITIES

- 3.1 Ashbrook Centre's Trustees and Management Committee members share overall responsibility for the implementation and monitoring of this policy, ensuring its effectiveness and dealing with any breaches of the policy.
- 3.2 We will undertake that all of our policies, services, plans, procedures and practices reflect and incorporate equal opportunities objectives.

4. INDIVIDUAL RESPONSIBILITIES

- 4.1 The policy will be made accessible to all users – displayed in the Centre and copies provided to all groups.
- 4.2 It is expected that all Centre users put into practise the principles of equality at the Centre. Non-compliance with the policy will be taken seriously and dealt with in accordance with Section 7 of this policy.

5. SERVICE PROVISION

- 5.1 Ashbrook Centre aims to provide appropriate and accessible services to all the community. We seek to achieve this through the following means:-
- 5.2 Providing a wide range of services to the diverse communities, in response to identified need.
- 5.3 Delivering services to promote social-inclusion and to reduce social-exclusion.
- 5.4 Consulting with users, service providers and non-users – to inform changes of the programme.
- 5.5 Annual evaluation and monitoring, subsequently reviewing services and implementing change as appropriate.

- 5.6 Ensuring that the building is DDA compliant.
- 5.7 Ensuring that all publicity regarding services is accessible.
- 5.8 Ensuring that all other organisations delivering services at Ashbrook Centre are aware of and implement Ashbrook Centre's Equal Opportunities policy.

6. CONTRACTORS, VOLUNTEERS / WORK PLACEMENTS, TRUSTEES AND MANAGEMENT COMMITTEE MEMBERS.

- 6.1 It is unlawful to discriminate directly or indirectly on the grounds of gender, marital status, disability, race, religion, ethnic origin or sexual orientation. To avoid direct or indirect discrimination and harassment we will implement the following:

6.2 CONTRACTOR PURCHASING

- 6.2.1 Broad advertising in order to reach all potentially contractors.
- 6.2.2 Selection and contract award will be on basis of pre-determined criteria.
- 6.2.3 All relevant information will be sent to all interested contractors.

6.3 RECRUITMENT OF CENTRE COMMITTEE MEMBERS

- 6.3.1 Broad advertising in order to reach all potentially suitable candidates.
- 6.3.2 Selection and appointment will be on basis of pre-determined criteria in compliance with charity law.
- 6.3.3 All relevant information will be sent to all potential candidates.
- 6.3.4 Alternative formats to be made available for candidates with disabilities.

6.4 WORKING WITH VOLUNTEERS AND WORK PLACEMENTS

- 6.4.1 Broad advertising in order to reach all potentially suitable candidates.
- 6.4.2 Selection and contract award will be on basis of pre-determined criteria.
- 6.4.3 All relevant information will be sent to all potential candidates.
- 6.4.4 Alternative formats to be made available for candidates with disabilities.

7. NON-COMPLIANCE

- 7.1 Any service user, contractor, volunteer, work placement, trustee or management committee member who believes that s/he has been harassed or discriminated against on the grounds of age, gender, race, religion, disability, marital status, or sexual orientation, has the right to refer the matter to the Chair or Vice-Chair of Ashbrook Community Centre.
- 7.2 The Management Committee will form a sub-committee to make inquiries into the alleged non-compliance, ensuring no possible conflict of interest. All active and potential parties to the alleged breach will be offered opportunities to contribute.
- 7.3 Any person who has been found to have breached the policy will be dealt with by the management sub-committee following legal advice.

8. IMPLEMENTATION AND MONITORING

- 8.1 Each individual has responsibility for implementing the policy.
- 8.2 Any relevant legislative changes will be considered by the Management Committee and implemented.
- 8.3 This policy will be reviewed on an annual basis by sub-committee.

Appendix 9: Ashbrook Centre Child Protection Policy

1. As a community organisation, Ashbrook Centre wants every child who uses the centre, regardless of age, to develop their potential and to enjoy and benefit from the services and facilities we have to offer. We therefore believe that at all times and in all situations they have a right to feel safe and protected from any situation or practice that might lead to their being physically or psychologically damaged. This policy is our commitment to provide systems for recognising and reporting any such risk, and outlines our duty of care to safeguard all children involved in activities at the centre. The responsible committee member for child protection is Mr David Steare.

1.1 We also understand that most groups that work with children will also have their own comprehensive Child Protection Policies and the Ashbrook Centre will work in a co-ordinated approach with these groups to protect children who use the centre.

2 Policy Aims

2.1 The aim of the Ashbrook Child Protection Policy is to promote good practice.

2.2 Allow all Committee members/contractors/volunteers to make informed and confident responses to specific child protection circumstances.

3 Staff Involvement & Policy Application

3.1 Committee members, contractors and volunteers working directly with Ashbrook Centre do not have regular or extensive involvement with children; the majority of contact is indirect through the use of the premises by external groups or clubs.

3.2 The Child Protection Policy applies to all Trustees, staff, volunteers, members, hirers and their associates, and members of the public using any premises operated or owned by Ashbrook Centre.

3.3 It is the responsibility of all staff, paid and volunteers, Trustees, members and Centre users to follow the Ashbrook Centre Child Protection Policy guidelines and to work together to maximise the protection we can offer children who use our facilities. Whilst all staff are aware of, and have agreed to comply with, this policy, there will be many events and activities at the centre where parents are present and must accept full responsibility the activities and behaviour of their children.

4 Managing Incidents

4.1 If any of the following occur you should report this immediately to another colleague and record the incident. You should also ensure the parent/carer of the child are informed:

4.1.1 If you accidentally hurt a child

4.1.2 If he/she seems distressed in any manner

4.1.3 If a child appears to be sexually aroused by your actions

4.1.4 If a child misunderstands or misinterprets something you have done.

5. Good Practice Guidelines

5.1 Good Practice Means:

5.1.1 Always working in an open environment avoiding private or unobserved situations and encouraging open communication.

5.1.2 Treating all young people/disabled adults equally with respect and dignity.

5.1.3 Always putting the welfare of each young person first. Making activities fun, enjoyable and promoting fair play.

5.1.4 Maintaining a safe and appropriate distance.

5.1.5 Building balanced relationships based on mutual trust and empowering children to share in decision making.

5.1.6 Ensuring that if any form of manual/physical support is required, it should be provided openly.

5.1.7 Involving parents/carers wherever possible.

5.1.8 Giving enthusiastic and constructive feedback rather than negative criticism.

5.1.9 Securing parental consent in writing, in case the need arises to administer emergency first aid and/or other medical treatment.

5.1.10 Keeping a written record of any injury that occurs, along with the details of any treatment given. (This should be recorded in the accident book located in the building's main kitchen.)

5.1.11 Requesting written parental consent if persons are required to transport young people in their cars (though this should be avoided).

5.2 Practices to be avoided

5.2.1 The following should be avoided except in emergencies. If a case arises where these situations are unavoidable (e.g. the child sustains an injury and needs to go to hospital, or a parent fails to arrive to pick a child up at the end of a session), it should be with the full knowledge and consent of someone in charge of the group or the child's parents. Otherwise, avoid:

5.2.2 Spending excessive amounts of time alone with children away from others.

5.2.3 Taking or dropping off a child to an event or activity, without written parental consent.

5.3 Practices Never to be sanctioned

5.3.1 The following should never be sanctioned. You should never:

5.3.2 Engage in rough physical or sexually provocative games, including horseplay.

5.3.3 Allow or engage in any form of inappropriate touching.

5.3.4 Allow children to use inappropriate language unchallenged.

5.3.5 Make sexually suggestive comments to a child, even in fun.

5.3.6 Reduce a child to tears as a form of control.

5.3.7 Allow allegations made by a child to go unchallenged, unrecorded or not acted upon.

5.3.8 Do things of a personal nature for children or disabled adults that they can do for themselves.

5.3.9 Invite or allow children to stay with you at your home unsupervised.

6. Use of photographic/filming equipment

6.1 Evidence suggests that some people have used some activities as an opportunity to take inappropriate photographs or film footage of young and disabled people in vulnerable positions. All clubs should be vigilant and any concerns should be reported to the group leader.

6.2 Video as a training aid: there is no intention to prevent appropriate groups using video equipment as a legitimate training/teaching aid. However, children and their parents/carers should be made aware that this is part of the programme and give written consent. Such films should be stored securely.

7. Confidentiality

7.1 Every effort should be made to ensure that confidentiality is maintained for all concerned. Information should be handled and only discussed on a need to know basis only (with need being defined as need to 'have access in the course of their duties'). This includes the following people:

7.1.1 The Child Protection Officer of the Ashbrook Centre

7.1.2 The parents of the person who is alleged to have been abused

7.1.3 The person making the allegation

7.1.4 Social Services or Police

7.1.5 The Community Association Chairperson.

7.2 No confidentiality agreement should be offered to children in a disclosure situation

8 Responding to Allegations or Suspicions

8.1 It is not the responsibility of anyone working in Ashbrook Centre, in a paid or unpaid capacity, to decide whether or not child abuse has taken place. However, there is a responsibility to act on any concerns through contact with the appropriate authorities.

8.2 Contact should be made with the Child Protection Officers who will support you in following the reporting procedures in accordance with the Derbyshire Safeguarding Children's Board.

8.3 Ashbrook Centre will assure all Committee members/contractors/volunteers that it will fully support and protect anyone who in good faith reports his/her concern that a centre user is, or may be, abusing a child.

9 Medical Emergency

9.1 Centre users must call an ambulance if a child requires emergency medical treatment. Tell the ambulance and hospital staff immediately if there is any suspicion that the injury is non-accidental.

9.2 There are useful numbers at the back of this policy.

9.3 Committee members/contractors/volunteers must not transport children in their own cars.

9.4 Parents/carers must be contacted immediately if possible. A written consent form for emergency medical treatment should have been completed when the child started using the provision if this is appropriate.

10 Concerns about Suspected Abuse

10.1 Any suspicion that a child has been abused should be reported to the Child Protection Officer of the Centre, who will take such steps as considered necessary to ensure the safety of the child in question and any other child who may be at risk.

10.2 The Officer will refer the allegation to the Social Services Department which may involve the police, or go directly to the police if out-of-hours.

10.3 The parents or carers of the child will be contacted as soon as possible following advice from the Social Services Department.

10.4 The Officer should also notify the Ashbrook Centre Chair who will deal with any media enquiries.

10.5 If the Officer is the subject of the suspicion/allegation, the report must be made to an alternative Committee member, who will refer the allegation to social services.

11 Disclosure of Abuse

11.1 In cases where a child makes a disclosure of abuse or where there is strong suspicion of abuse, the procedure is slightly different:

11.2 STAFF MUST NOT TRY TO INVESTIGATE THE MATTER THEMSELVES, or question a child for further information. This is a specialist task and is the responsibility of the Social Services Department who work in conjunction with the Police Child Protection Team. Inappropriate questioning, i.e. asking leading questions, can lead to vital evidence being inadmissible in court.

11.3 It is also essential that where a child's clothing may be used as evidence, it is not tampered with, and that any evidence, such as a child's drawing, is not discarded.

11.4 The centre user must immediately report the concerns/incident to the Duty Social Worker at the Social Services Department who will decide what action to take. In cases where the parents/carers are the alleged abusers, the centre user/group leader must not inform parents/carers before reporting it the Duty Social Worker.

12 Contact:

If you believe that any child is in danger ring Call Derbyshire on 01629 533190 choosing the option for urgent child protection calls at any time or contact the police by ringing their call centre number 101 (24 hours).

APPENDIX 10: ASHBROOK CENTRE RISK MANAGEMENT PLAN

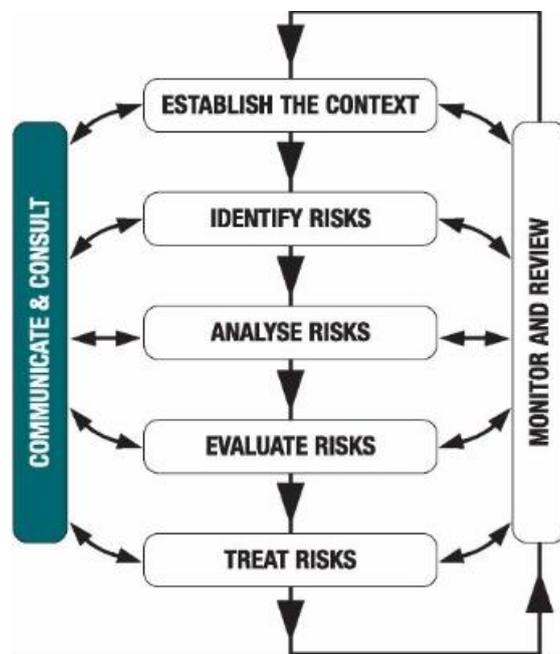
1 RISK MANAGEMENT PRINCIPLES

- 1.1 Ashbrook Centre believes in the support of risk management as an essential component of its operations and of its goals.
- 1.2 The Management Committee, contractors and volunteers play a vital role in protecting our mission, reputation and assets
- 1.3 The Risk Management Plan incorporates the existing risk management policies and duties of the organisation as specified throughout the Business Plan and Charity Constitution.
- 1.4 The Risk Management Plan is a live document and must be continually reviewed and updated to reflect a wide range of views and perspectives from centre users, contractors and volunteers as well as those of the Management Committee.
- 1.5 The Risk Management Plan focuses on priority and secondary risks.

2 RISK MANAGEMENT OPERATIONS

- 2.1 The Management Committee will ensure that generic Risk Management Plans exist for all areas and planned activities of the Centre.
- 2.2 Any user group intending to engage in activities not planned by the Management Committee will be required to complete their own Risk Management Plan and submit for regulatory and insurance compliance approval.
- 2.3 Users will be required to undertake their compliance with relevant Risk Management Plans.

3 RISK MANAGEMENT FLOWCHART



4 COMMON RISKS AND HOW THE MANAGEMENT COMMITTEE IS OR WILL MANAGE THEM (Based on 'Managing Risks in Asset Transfer – A Guide'.)

- 4a. **Community empowerment objectives proposed by community organisation are vague, weak or not aligned to those of the local authority.**
DCC objectives that support this application are included on pages 3 & 4 of the plan.

- 4b. The receiving organisation does not have the capacity/skills to manage the leased asset.**
The extensive qualifications and experience of committee members and of the H&S consultant is evidenced within Appendix 7.
- 4c. Local authority lacks the capacity to support the asset lease adequately.**
The convened meetings between LA and management committee representatives have proved effective in progressing the application.
- 4d. Community organisation does not have the funds to lease and/or refurbish the asset.**
Transfer proposed at £nil consideration. Provisional funding arrangements to date for refurbishments include a grant from Erewash Borough Council and a minimal interest loan from Ockbrook & Borrowash Parish Council. Applications to voluntary organisations (Local Rotary, Freemasons, Lions) on hold pending CAT approval.
- 4e. Community organisation cannot afford to maintain the asset on an on-going basis.**
The financial plan suggests an eventual settled budget of around £22300 income and around £17400 expenditure, producing an annual surplus of around £4900. The financial plan suggests that significantly less than £30,000 of the proposed OBBC loan will be required unless there are significant unforeseen liabilities that require take up of any or all of the remaining £20,000. It is anticipated therefore that around £2500-£3000 per year would be available for loan repayments and £1900-£2400 for contingencies. Repayment of the loan within 10 years is considered achievable.
- 4f. Lack of knowledge of the asset.**
All of the committee members are longstanding local residents / parish councillors. Provisional estimates for refurbishment have already been elicited and provided, amounting to expenditure significantly below the planned item budgets. Local contractors and volunteers will carry out the refurbishment work.
- 4g. State aid rules prevent public financial support for project.**
The asset is a local resource for the residents of Borrowash and Ockbrook, and the surrounding villages. It is too economically small / limited for regional value let alone international value.
- 4h. Asset not used in the public interest.**
The main objective of the Ashbrook Committee in taking on the asset is to safeguard the community youth group and to retain/restore the community playgroup. The financial plan precludes charging the youth group for rental and to charge only 25% of rental fees to the playgroup. A large room is allocated for business rental to fund the community activities.
- 4j. Fragmented ownership of assets precludes a strategic approach.**
The Ashbrook Centre will be leased in its entirety to the Management Committee.
- 4k. Confusion in roles between the LA and the community organisation.**
This needs to be addressed within the legal documents of transfer.
- 4m. Limited potential for enterprise development in the area.**
The financial plan shows income significantly below the capacity of the centre to generate yet still able to operate a surplus of around £4900 p.a., based on average earnings and expenditure over 4 years. The Parish Council has identified that there has been and continues to be inquiries about using the centre from diverse potential users.
- 4n. Reliance by the receiving organisation on a small number of volunteers.**
The main operation of the centre will rely on a self-employed caretaker/cleaner and sports instructor, on parish resources as well as committee members/trustees. The centre is fully supported by both borough and parish councils.
- 4p. Use would not fit with wider strategic aims of the local authority.**
The business plan shows alignment with DCC strategic aims. DCC may wish to continue using the asset and the management committee would positively regard such interest.

APPENDIX 11: ASHBROOK CENTRE PROCUREMENT POLICY

1. BASIC PRINCIPLES

- 1.1 The Procurement Policy is intended to promote good purchasing practice, ensure public accountability and deter corruption. Following the policy is the best defence against allegations that a procurement has been made incorrectly, has not complied fully with legislative requirements or has been undertaken fraudulently.
- 1.2 Ashbrook Centre committee members responsible for purchasing must comply with the following Compliant Procurement Rules (CPRs). They lay down minimum requirements:
 - 1.2.1 Follow the rules when you purchase goods or services or order building work.
 - 1.2.2 Take all necessary professional, financial and legal advice.
 - 1.2.3 Declare any personal financial interest in a contract. Corruption is a criminal offence.
 - 1.2.4 Review and appraise the purchasing need having due regard to achieving best value for all money spent.
 - 1.2.5 Comply with all legal requirements (UK and EU).
 - 1.2.6 Provide potential suppliers with sufficient time to produce and submit properly considered bids. The exact period will be dependent on the complexity of the purchase but should normally be two to four weeks.
 - 1.2.7 Keep bids confidential.
 - 1.2.8 Ensure that non-commercial considerations do not influence any contracting decision.
 - 1.2.9 Complete a written contract before the supply, service or works begin.
 - 1.2.10 A committee member will act as contract manager with responsibility for ensuring the contract delivers as intended.
 - 1.2.11 Keep all records of written communications (including e-mails etc.) with potential and actual suppliers.
 - 1.2.12 Review each contract afterwards for need and value requirements.

2. RESPONSIBILITIES

- 2.1 Procurement Sub-Committee must
 - 2.1.1 Ensure that competitive tendering bids have been sought from at least three contractors for procurements in excess of £1000 and that contract awards are based on cost and specification criteria.
 - 2.1.2 Appoint from its own resources a procurement contract manager and an assistant contract manager with delegated responsibility for ensuring the contract delivers as intended.
 - 2.1.3 Ensure that contractors' quotes include appropriate levels of public liability insurance, employer's liability insurance and/or professional liability insurance.
 - 2.1.4 Consult with users to determine service requirements/standards; centre health and safety officer; borough or parish council for financial approval, accountancy, statutory regulation and/or legal advice.
 - 2.1.5 Advertise any procurement exceeding £10000 on a recommended portal website.
 - 2.1.6 Approve standardised tender and contract forms.
 - 2.1.7 Ensure that appropriate risk assessments have been undertaken.
- 2.2 Contract Managers and Assistant Contract Managers
 - 2.2.1 Contract managers will have delegated responsibility for the tendering process of procurements between £500 to £1000 (minimum two written quotes) and for the tendering process of procurements of less than £500 (minimum one written quote).
 - 2.2.2 Assistant contract managers will assist the contract manager in reviewing the written quotes and with the issuing of contracts. They will also deputise for the contract manager in case of the contract manager's non-availability.