

APPENDIX A – HOLME VALLEY PARISH COUNCIL

A1. Track Record

- A1.1 Under the Local Government Act 1972, the Holmfirth Urban District Council was abolished on 1 April 1974 and Holmfirth Parish Council was formed. It subsequently changed its name in 1975 to Holme Valley Parish Council.
- A1.2 The Parish Council is regulated by its Standing Orders and Financial Regulations, reviewed and adopted annually. They include rules of procedure as laid down in legislation and additional regulations chosen by the Parish Council. They help the Parish Council to operate smoothly, e.g. in setting the number of councillors who must be present for a meeting to go ahead (i.e. quorum), voting requirements and procedures for public participation.
- A1.3 As a local authority, the Parish Council has a number of powers and duties, to carry out certain functions. Relevant to the Community Asset Transfer of Holmfirth Civic Hall, these include:
- The power to provide and encourage the use of conference facilities (Local Government Act 1972, s.144).
 - The power to provide and equip premises (such as community centres and village halls) for use of clubs having athletic, social or educational objectives (Local Government (Miscellaneous Provisions) Act 1976, s.19).
 - The provision of entertainment and support of the arts (Local Government Act 1972, s.145).
 - The power to provide buildings for offices and for public meetings and assemblies (Local Government Act 1972, s.133).
 - The power to contribute to the encouragement of tourism (Local Government Act 1972, s.144).
- A1.4 The new Localism Act 2011 gives the Parish Council the tools it needs to achieve one of its goals which is to protect community assets and make best use of public money. The Localism Act 2011, ss.81-86 gives the Parish Council the right to challenge services (and to submit an interest in running those services) that are provided by the principal authority (i.e. Kirklees Council). The Localism Act 2011, ss.87-108 gives the Parish Council the right to nominate assets to be added to a list of assets of community value and the right to bid to buy a listed asset when it comes up for sale.

A2. Summary of Past Financial Information

Copies are attached:

- A1 Budget/Precept 2013-14, 2014-15 and 2015-16.
- A2 Annual Accounts for years to 31 March 2013, 2014 and 2015 (Income & Expenditure Accounts and Consolidated Balance Sheets).
- A3 Annual Returns 2013, 2014 and 2015. The Annual Return is completed (as required by law) by the Parish Council, following the internal audit and tests carried out focusing on areas of risk; it confirms that the Parish Council's system of controls is in place and operating satisfactorily. External auditors are also appointed to review the Parish Council's Annual Return, which is the principal means by which the Parish Council is accountable to its electorate. On a satisfactory External Audit, local taxpayers can be assured that the risks to public money have been managed.

A3. Quality Parish Council

The Parish Council is accredited to the Local Council Award Scheme (Foundation Level) and is scheduled to achieve accreditation at the higher level of Quality status by 31 January 2017.

A4. Resources

A4.1 Project Management & Administration

The administration of the Parish Council is carried out by a qualified Clerk (Sally Barber) who is appointed by the Council and who is also the Council's Responsible Financial Officer (RFO). Sally Barber has been employed by the Parish Council for almost eight years and after training (supported by the Parish Council) on local council administration, Sally was promoted to Clerk in April 2011 (upon the retirement of the previous incumbent).

The Clerk/RFO is currently the Council's only member of staff, employed on a part-time basis (32 hours per week) but additional hours are worked (by negotiation). The Clerk is supported by an Administrative Support Officer, appointed annually on a sub-contract basis (21 hours per week) who provides typing and general administrative support.

The Clerk carries out all the functions required by law as the Parish Council's Proper Officer and issues all statutory notifications. The Clerk is also the Council's legal and financial advisor, publicity officer, events organiser, staff supervisor and project manager.

With experience of project management and producing Business Plans in previous employments, and from running her own business, Sally Barber (the Clerk) has been appointed the Project Manager for the Community Asset Transfer of the Civic Hall.

The Project Manager's role is to co-ordinate all activities relating to the Community Asset Transfer of the Holmfirth Civic Hall, including the successful planning, execution, community engagement, monitoring, controlling, risk management and financial forecasting to support the Business Plan. This will ensure the success of the Community Asset Transfer to secure Holmfirth Civic Hall for the community.

A4.2 Project Team

The Community Assets Safeguarding Committee (and its Civic Hall Working Group) is made up of 10 Members of the Parish Council and its Clerk (as Project Manager).

Members of the team have a varied skill set, including:

Sally Barber	Clerk & Responsible Financial Officer with 7 years' local government experience. 20 years' experience of running own business, working in industry and with SMEs – on business plans, marketing plans, quality standards. Secretary of Holme Valley Land Charity.
Stephen Baggott	Background in IT, sales and marketing, work with SMEs. Parish councillor since May 2015.

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Donna Bellamy	Parish and district councillor, management committee of Marsden Mechanics, facilities management.
Kath Bellamy	Parish councillor. for 5 years, current Chairman, experience of financial matters/accounts from running own business (in tourism industry), past sub-postmistress and work in NHS.
Greg Christofi	Parish councillor for 14 years, runs own businesses here and abroad. Skills/experiences in hazard analysis, health and safety, hygiene. President of Business Association (Holme Valley).
Judith Patrick	Skills/experiences in facilities management, community development, funding, business planning, volunteer management, staff management. Parish councillor since May 2015.
Judith Roberts	Parish councillor for 12 years, chairs a local charity, runs own business and assists in husband's business.

A4.3 All Members of the Parish Council

As local councillors and community leaders, Members of the Parish Council have contributed to the CAT process by identifying local groups and key figures in their community; such members of the public have been encouraged to make representations to the Parish Council during the consultation and community engagement part of the process, to support the Community Asset Transfer application. It is further hoped that a number of those same members of the public will consider becoming part of the Charitable Incorporated Organisation (CIO) once established; they will be involved in the future running of the Civic Hall as members of the Management Committee or as volunteers. This will ensure that the Civic Hall is run/managed by the community, for the community.

The Parish Council is closest to its community and, therefore, the facilities and services to be run from the Civic Hall can be more easily tailored to local needs, particularly if the community has been engaged in the process from day one.

A4.4 Staff or Contractors involved and roles/responsibilities

The CIO will be responsible for appointing staff (e.g. cleaners, caretakers and a centre manager) or contractors to maintain the building (e.g. roofing contractors, window cleaners, garden maintenance).

Any additional resources would be managed by the Council and its Clerk/RFO, or the CIO once established.

A4.5 Charitable Incorporated Organisation (CIO)

It is envisaged that an Association CIO would be established, to run/manage Holmfirth Civic Hall in the longer term. It would comprise of elected members, who would be representatives of the many community groups and organisations in the Holme Valley.

The CIO would be able to raise money and employ staff to do its work, e.g. to manage staff and carry out maintenance/repairs to the building, but would be established by and involve volunteers.

A4.6 Volunteers

Other members of the public would be involved, but these would be volunteers who are crucial to the financial sustainability of the Civic Hall; they would have a shared objective of making the Civic Hall a sustainable asset for the whole community to use and enjoy.

APPENDIX B - REVIEW OF COMMUNITY & LEISURE FACILITIES IN THE VALLEY

B1. Current levels of provision of community facilities in the Holme Valley

- Village Halls, including Honley Village Hall
- Churches and Meeting Halls, including Holmfirth Parish Church and Holmfirth Methodist Church
- Community and other centres, including Phoenix Centre on Dunford Road
- Many local schools have large halls which can be used for community events/activities. However, they often need permission of school governors to be available to hire, and have restrictions regarding purpose and time of use.
- Training centres, including Holmfirth Adult Education Centre
- Sports clubs, but may not have facilities for public hire/community use
- Libraries
- Day nurseries and creches
- Museums, art galleries and exhibition halls
- Public houses, where lettable rooms available (often free if bar used)
- Post offices
- Local shops (within both urban and rural areas)
- Indoor and outdoor sports facilities, including Holmfirth Sports Centre
- Scout/guide huts
- Libraries, but only if they have lettable space

Once established, the CIO will need to consider the positives and negatives of each building and the facilities/services offered, e.g. whether it complies with DDA legislation, availability of hire together with any restrictions, user groups, facilities available (e.g. bar, kitchen), hire costs and room sizes, uses that building could be put to in the future (e.g. meetings, sports or polling station) and how those facilities/services could complement/enhance those to be offered at the Civic Hall. This would help to highlight possible alternative uses for existing facilities.

It is evident from the public meeting, that a current user of the Civic Hall, who is from a church outside the area, uses the Civic Hall for fund-raising because of the Holmfirth footfall. The village in which the church is located has a very good village hall but there is still a need/demand for space in the Civic Hall from the outlying parishes.

There are other community facilities (e.g. nursery, playgroups and other types of school) in the various Wards making up the Holme Valley, but they may not offer dedicated facilities. Others may only have facilities available in the evenings and at weekends, depending on their primary use.

There is nothing in the Holme Valley that compares size-wise to the Holmfirth Civic Hall.

Once the Council has been confirmed as the successful bidder, a full market research project will be carried out to establish the scale of competition and other community facilities in the Valley.

B2. Strategy for directing future work towards meeting shortfalls

In considering the level of provision that would be appropriate for the Valley, reference has been made to 'best practice' guidance outlined in the publication "Neighbourhoods: A Guide

for Health, Sustainability and Vitality”¹ a handbook for planners, designers, developers and community groups.

Research studies in the guidance looked at how far people were prepared to travel to access indoor community facilities. There was a huge variation in travel time that people were prepared to make; those who were extremely local to a facility used it because it was handy and easily accessible. Others were prepared to travel over 30 miles to attend a specific dance class (in one example, because the teacher was excellent).

In terms of distance, that varied considerably as well; most people being prepared to walk 500m to a bus stop, whereas the Countryside Agency has determined that people should be within 4km of a bank or cashpoint, within 4km of a doctor’s surgery, within 2km of a primary school and within 4km of a secondary school.

The research indicates that for two types of indoor activities, i.e. youth clubs and playgroups, people prefer walking to them but want a maximum 15-minute walk time. For other indoor activities, up to 15-minutes’ drive time was found to be acceptable for smaller venues, and up to 20-minutes for larger venues.

In the ‘Shaping Neighbourhoods Guide’ the minimum accessibility standard suggests a community centre within an 800m ‘walkable area’ in an area where there are 40 persons per hectare (ppha).

Attendees of activities/classes at the Civic Hall may be predominantly local residents (of the Valley) whereas attendees for wedding exhibitions could come from far and wide. In the research studies referred to, it was also recognised that people in rural areas would be prepared to travel further, i.e. one or two miles to visit a community facility.

In any Wards where dedicated provision is seen as deficient, consultation with local community should be carried out to ensure that any additional facilities meet the needs of the residents, as well as meeting other standards e.g. quantity, size and quality of provision.

Also need to review “Village and Community Halls” by Sport England, which outlines best practice in the design of new community buildings, highlights the most effective layouts for a range of sizes of community facility and considers every important aspect of community hall development. Where improvements to local community meeting facilities are required, the report recommends that the minimum standard should be a building which can accommodate a range of activities and provide for many different community groups. The Sport England ‘Village and Community Halls’ design guide, the minimum size required in new developments is 575 square metres. Dividing this by the ‘Shaping Neighbourhoods’ Guidance of 1 centre per 4,000 population, this gives a standard of 0.14 square metres per person.

As the Holme Valley is predominantly rural, most people would expect to drive to a community facility. However, as evidenced earlier, users like the Civic Hall because of its size and footfall in the town – they are prepared to travel further to such a community facility.

¹ Shaping Neighbourhoods – A Guide for Health, Sustainability and Vitality – Hugh Barton, Marcus Grant and Richard Guise

APPENDIX C – PUBLIC CONSULTATION

C1. Consultation – 7th November 2015 - Wooldale Community Centre

A straw poll was taken of those present (approx. 100) and 21 were in favour of Holmfirth Civic Hall being retained for the benefit of the community for the long term.

Those present were also asked what activities, services and events they would be interested in seeing at the Civic Hall and the following were suggested:

Concerts, events, theatre GATS, Not TIC, cinema, arts venue for community hub, civic society meetings, weddings, parties, funeral teas, dances, tea dances, keep fit activities, youth services. Continue with arts festival, railway exhibition, brass band, night classes, regular ceilidhs, HoT desking/offices, art exhibitions.

C2. Public Meeting – Thursday, 14 January 2016 – Holmfirth Civic Hall

The public meeting was very well attended, by almost 100 members of the public, mostly local residents. Most provided their contact details to be kept informed.

The public meeting was facilitated by Ann Hindley, a consultant appointed by the Parish Council to provide advice and support on the Council's Community Asset Transfer bid. At the start of the public meeting, Mrs Hindley introduced herself and Members of the Council present, explained the format of the public meeting and the Council's aims and objectives in holding it (i.e. for the community to answer the five questions detailed below).

Tables had been set out in 'cabaret' style and attendees were encouraged to take a seat round one of the tables, to fill in each of five forms on each table. Each table had at least one Parish Councillor or Officer on it, to assist. Each form had one question on it:

C2.1 Would you be willing to pay a few extra pennies on your Council Tax for the Civic Hall?

Of the 51 people who completed the table questionnaires, only 1 person answered 'no'.

C2.2 What potential use would you have for space in the Civic Hall?

As well as the events already held there (e.g. Arts Festival, Art Week) suggestions included after-school/holiday/youth clubs, markets (arts, antiques, crafts, produce), amateur dramatics, arts and craft classes, auctions, beer festivals, blood donor sessions, a café/tea room (with wi-fi), business/trade meetings/conferences, music events/activities, local group meetings (e.g. event organisers), civil marriages, dances and Ceilidhs, dog obedience training, many more types of exercise/dance classes than already held there (e.g. pilates, yoga as well as Zumba), exhibitions (e.g. trade/lifestyle/wedding), festivals (faith, film and food), indoor sports (e.g. badminton, martial arts, bowling and boxing), office space/hot desking for business start-ups, local history museum, social events/activities for all ages (particularly elderly and youths), use of toilets for general public and full facilities as a voting station, and wedding receptions/exhibitions.

C2.3 What would you like to see changed?

Suggestions included:

Café/tea rooms

Central communication point for bookings etc.

Change the name - suggestions included Your Community Hall and Holme Valley Civic Hall

Charges need to be lower, more competitive/realistic, which in turn has the potential to increase usage and support community backed activities

Cleanliness - needs to be kept clean, well decorated and well maintained
Communications - need to be improved for users of Civic Hall.
Communications - need to improve e.g. website/regular newspaper to keep people informed of progress.
Communications - Publicise Business Plan (in the Library).
Décor to be upgraded.
Diary outside advertising all activities through the week and vacant periods.
Usage - Exhibitions - Art Gallery (to encourage individuals to come in to view/drink coffee).
Exterior needs making a bit more attractive - uplighters.
Facebook to be used to promote events.
Facilities - better for children, e.g. soft play area/café
Facilities - more and better, e.g. film, theatre.
Flooring - Uneven and sticky/slippery floor in main hall.
Hours - Needs to be open more, with lower charges.
HVPC to be based inside
Kitchen facilities need to be improved, to generate more income (meaning caterers could use).
Lighting.
Listen to the local residents/electorate - they generally know what's best.
Management - needs to be more effective to improve (increase) usage.
Marketing - Needs to be more effective, including better advertising, promotion and lower/more realistic pricing/hiring structure, with more flexible offerings.
Modernisation required, to bring building up to modern specification (over a limited time), yet preserving Victorian architecture.
Parking - consider designated parking area at Crown Bottom for users.
Repairs - need to be quicker e.g. lighting, toilets etc.
Usage - Table tennis, badminton, sport.
Toilets - Need to be accessible to visitors to Holmfirth (not just users of building)
Toilets - Condition to be improved!
Tourist Information to be re-located to Civic Hall (if Library building at risk in future) to encourage people to come in.
Usage - broader e.g. folk events lost their subsidy from Kirklees Council but were very popular events. A better internal environment.
Usage - extend range of activities and events at all times of day and weekends, e.g. for youth groups (e.g. snooker room, youth theatre)
Usage - Make more and better use of the building (flexibility of space available)
Usage - More dynamic approach to exhibitions, theatre etc., but space still available to encompass local meetings/groups/entertainment.
Wi-fi - fast broadband.

C2.4 Why is the Civic Hall important to you?

Responses included:

Play badminton here 3 times a week with a total of approximately 45 other people over the week. Centre for exhibitions/charity events.
Part of Holmfirth's history.
Important that it is a 'not for profit' venue.
Weekly over-50's Keep Fit Group.
A place for vocal activities by and for the local community.
A venue for arts and cultural events from 'outside' the area to broaden the 'cultural offer'.
A central hub, centre of the community, centre of culture/cultural activities.
Art Week. Wouldn't feel right if it wasn't here.
Reasonable, central and disabled access.
Good structure.

Part of the community and a focus point.

Hold Art Week every year, which brings people to the town.

To have a local facility for meetings, clubs, activities, concerts, exhibitions etc.

The Civic Hall is an important facility in Holmfirth - it is needed for the functioning of many activities. I currently attend a weekly class plus Civic Society meetings.

No other venue has the capacity.

It is very important, if not essential, for Holmfirth Art Week. We always attend Art Week and have friends who visit from all over the country to attend.

Weekly badminton - central location, good price.

Annual Art Festival and Ceilidh venue.

Central venue, easy parking and good price.

An essential function hub, providing social and entertainment services.

It is a solid building, demonstrating a strong community. Community - communication. A great need of a place to meet.

The building is important because it is a community led concern - not private enterprise. It is important that it stays as a community facility.

The only venue in the area capable of holding large scale events.

To have a meeting place in Holmfirth that is capable of being a centre that is big enough and available at a reasonable price for the people of Holmfirth.

Focal point for the community - especially if HVPC are located here.

Should have combined plan for Adult Education/Library/Tourist Information - currently Kirklees buildings.

Only venue for large events e.g. Art Week, pantomime, brass band contest etc.

C2.5 Why is the Civic Hall important to Holmfirth?

Responses included:

Landmark building.

Unusually large venue.

Part of the history of Holmfirth.

Central hub of information.

Provides cost-effective venue.

Flexible usage e.g. for bands.

Disabled access.

Allows many festivals to take place e.g. music festivals, art.

Allows culture to flourish in the area.

The Civic Hall is a large space with adequate facilities.

Stages concerts promoted by Holmfirth Choral Society.

Holmfirth Music Festival held for the last 70 years.

Stages musical talent from this area and beyond.

Holmfirth Brass Band Contest - 90 years.

No other venue in the area is suitable for our needs.

The Civic Hall is a real asset to the town.

Without its large hall and supporting halls/rooms, such events as the Model Rail Exhibition, Art Week, various theatrical and musical events could not be run.

In short, the economy of Holmfirth would take a hit.

It's key that a town the size of Holmfirth should be able to support a central hall for the benefit of the local people.

Spaces large and smaller for a wide range of events - social, entertainment, educational, fitness etc.

Largest central venue able to hold large events.

Possible venue for public and private events (e.g. dinners and dances).

Community venue.

Venue for school productions.

Brass band competitions.
Model train exhibition.
Job fairs (J. McCartney).
Leisure facilities e.g. badminton, zumba, tumble tots, yoga.
Turn again theatre.
Art Week.
Iconic building.
Focal point.
Culturally important to the community.
Long running events have been held for many years i.e. Art Week 50th year.
Holmfirth has active community in arts etc. and needs somewhere to display these talents.
To encourage people of all ages to join various activities.
Very few facilities in Holmfirth that can accommodate arts, theatre, music events.
A centre and focus for community cultural activities.
The community in Holmfirth needs these facilities. Not enough at the moment!
Music (Holme Valley Singers and Music Festival etc) and Art Week are part of Holmfirth culture. Meetings like this! Where else is big enough?
Flexible meeting rooms for varying sizes.
Essential to the community on all sides.
A focal point for the town.
Heart of the community.
Without such assets the town becomes an empty shell given over to charity shops and pubs.
A community needs somewhere to share to continue to be a community.
It provides a large meeting space - where would this meeting tonight have taken place without this hall?
It is important to have a building like the Civic Hall to be a focus for community events. Open for community groups.
A Civic Hall would also act as a symbol of the town's importance and status.
It needs to have a town centre meeting place.
To host numerous functions - drama, classes etc.
Focal point of activities.
It is essential that the hall remains in the ownership of the people of Holmfirth and does not become privately owned or owned by a Limited Company i.e. it should be put in the hands of the Parish Council.

C3. Market Survey

An online (SurveyMonkey) questionnaire was uploaded in January 2016 and, as at 15 April 2016, there had been 129 responses. The Council has not yet set a deadline for closure of the online survey.

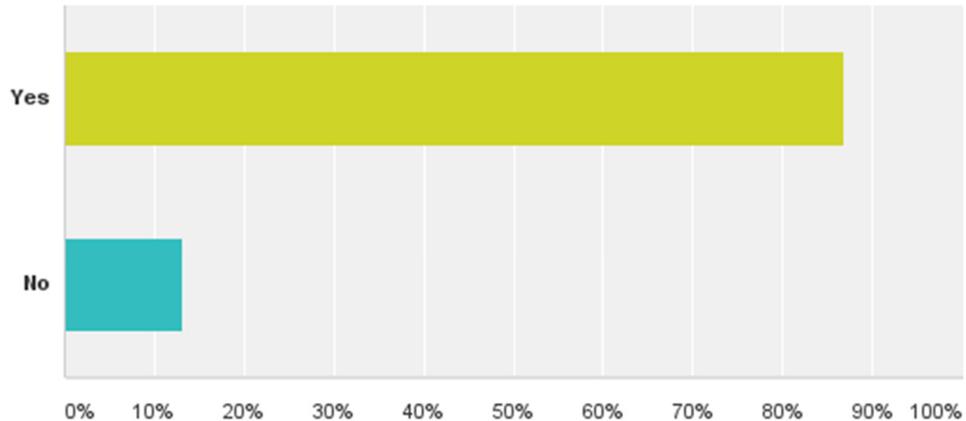
A hard copy questionnaire was also provided, aimed at those without internet access or those who may not have seen any publicity for the online survey. The hard copy questionnaire posed exactly the same questions as the online survey. Copies were distributed throughout the Valley (at Libraries, Post Offices, Doctors' Surgeries and local shops) with collection boxes to keep responses confidential. Boxes have now been collected and the data from the completed hard copy questionnaires (13) has been fed into the online survey data, so that it could all be analysed as one dataset.

There were 12 different questions but the main aim of the questionnaire was to gauge the level of support for the Civic Hall being returned to the ownership of Holme Valley Parish Council and for the building to be developed into a thriving community facility. The questionnaire gave residents the opportunity to put forward their own ideas on how usage could be increased and how the space within it could be made more flexible to cater for those uses, as well as their input/ideas on how it should be operated and managed.

144 questionnaires were completed and analysed, although not all questions were answered on every completed questionnaire. Extracts from the survey results so far are detailed below:

Q1 Are you in favour of Holme Valley Parish Council taking over the ownership of Holmfirth Civic Hall?

Answered: 136 Skipped: 8



Of the 144 respondents, 136 answered this first question with 118 (86.76%) in favour of HVPC taking over the ownership of Holmfirth Civic Hall and 18 (13.24%) not in favour.

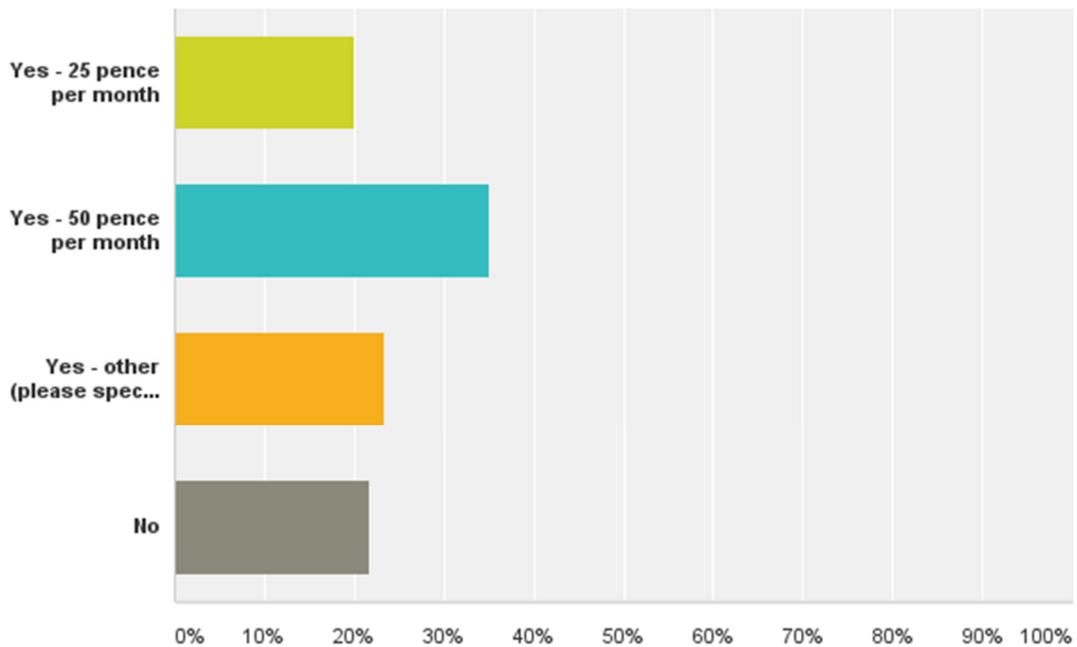
142 of the 144 respondents answered the second question ‘Do you live in the Valley?’ and only 11 (7.75%) did not.

Of the 132 respondents who completed question 4, 28 (23.53%) were interested in participating in the future management of Holmfirth Civic Hall. Of the 130 respondents who completed question 5, 60 (46.15%) were interested in joining a ‘Friends of’ group.

Question 7 asked what people would like to see at Holmfirth Civic Hall and there were lots of interesting suggestions from 71 of the respondents. Most of the suggestions were in accordance with those suggested at the public meeting, but U3A events was a recurring theme as well as more activities for the 65+ age range. All suggestions will be referred to the CIO in due course.

Q3 As a Holme Valley Parish Council taxpayer, are you prepared to pay a small additional contribution on your household Council Tax, ring-fenced to help fund the Parish Council's plans to develop Holmfirth Civic Hall into a thriving local community facility, to be owned by the Parish Council but run by the community for the community?

Answered: 120 Skipped: 24



From the above, it can be seen that there is certainly a willingness to contribute to the Civic Hall through the precept. Only 26 respondents (21.67% of the 120 who completed this section of the questionnaire) were not prepared to pay a small contribution on their Council Tax to support the plans to develop the Civic Hall into a thriving local community facility.

24 respondents (20.00%) were willing to pay 25p per month more, 42 (35.0%) were willing to pay 50p per month more and a further 28 (23.33%) were willing to pay more than that, with a range of suggestions from £1 to £5 per month (latter suggested by 3 respondents).

Just over 78% of respondents, therefore, were willing to contribute financially towards the development of the Civic Hall into a thriving local community facility which was the overarching theme of many respondents' overall comments that it should be run by the community, for the community. This is what HVPC hopes will be achieved.

C4. Communications with key community groups and stakeholders

Meetings have been held with representatives of Macmillan Cancer/Holmfirth ArtWeek (being one of the key users) and Holmfirth Civic Hall CLG (third party interested in running the Civic Hall).

A letter of support from Holmfirth ArtWeek is enclosed as part of the Appendices.

The CIO will be encouraged to hold further meetings with other groups, e.g. brass bands, HEAD, Honley Business Association, etc. to encourage them to get involved in the future running/management of the Civic Hall.

In the meantime, communication has been established with all of those who attended the Public Meeting on 14 January 2016 and completed the SurveyMonkey and hard copy questionnaires, to follow up any offers of support and to thank them for their interest.

Where possible, communication has also been established with existing and potential users to update them on the progress and potential future use of Holmfirth Civic Hall.

APPENDIX D – SWOT ANALYSIS

During a Business Planning Session facilitated by the Council’s appointed consultant, those present produced a SWOT analysis. It was further refined by the Civic Hall Working Group on 11 January 2016 ahead of the public meeting. Details as follows:

D1. Strengths

D1.1 HVPC

- HVPC is an elected public body, providing a democratic and representational voice for the community. Councillors represent the whole electorate and not just those who voted for them, so they are acting in the best interests of the whole of the Holme Valley.
- In line with Local Government legislation, HVPC has all the necessary governance structures in place.
- HVPC is open and transparent in conducting its business and is open to public scrutiny through the Local Government Audit process.
- HVPC has been accredited as a Quality Council since 2007 and although the structure of the quality scheme has been changed, HVPC aims to achieve Quality Gold accreditation of the new Local Council Award Scheme.
- HVPC has all the necessary policies and procedures in place to ensure effective governance.
- HVPC has the ability to precept.
- HVPC has existed since the Local Government reorganisation in 1972 and has credibility in the community as an elected body.
- HVPC is financially stable, has a healthy balance sheet, with significant reserves.
- Services already provided by HVPC are managed to a good quality standard, in an efficient, effective and responsive way, at an affordable cost.
- Where services are provided by others (e.g. KC) HVPC endeavours to ensure that they are dealt with effectively and in accordance with the wishes of the community.
- HVPC already works with its residents, the district authority (KC) and other service providers (e.g. WYCA/Metro), businesses and community organisations with the aim of achieving a safe, healthy, prosperous and sustainable community. HVPC is therefore well placed to take over the ownership of HCH, to ensure it remains a sustainable community asset.

D1.2 HVPC Members and Officers

- All Councillors sign up to the Code of Conduct when they become a Councillor; the seven Nolan principles forming the Code of Conduct apply to the conduct of people in public life.
- The Clerk is seen as the lynch pin of the Parish Council; she supports 23 councillors, providing advice and administrative support, and takes action to implement the Council’s decisions. The Clerk often has to act as Project Manager, Personnel Manager, Public Relations Officer or Finance Administrator. This involves dealing with the accounts, audit, budget, VAT returns, insurance, risk management and meeting arrangements (agendas and minutes).
- HVPC has a natural team leader in its Chairman, to ensure the effective running of meetings, and to represent the Council at civic events.
- The Clerk and all Councillors work effectively as a team, to provide a service to the community.
- Through the Clerk, HVPC has access to a network of additional administrative facilities.

- Commitment of Members and diversity of skills they bring to the Council, because of their different backgrounds, enthusiasms and interests. Their different skills and attitudes mean that some work with ideas, while others are more practical. Some like accounts, while others prefer reports. HVPC uses a range of skills, to work as a team.
- Consensus as a Parish Council; it was agreed unanimously to proceed with the Community Asset Transfer of Holmfirth Civic Hall.
- HVPC is closer to the people, so is in a position to make a unique response to the needs of the community with a sensitivity that is easier for HVPC to achieve than Kirklees Council, for example, because of 'local knowledge'.
- HVPC has a range of strengths which are completely transferrable to HCH when referring to the needs of the community and future uses of the building.

D1.3 HCH

- HCH has a raised public profile and support within the community is considerable.
- Demand for shared space in the area is high.
- HCH is located in a prominent position in the centre of Holmfirth and there are reasonable transport links and nearby parking.
- HCH has a good mix of space and is serviceable but decorations are tired.
comment re tired but serviceable
- KC would want HCH to succeed.
- Professional help and guidance has been offered and individuals with in-depth experience of similar projects are already involved.

D2. Weaknesses

D2.1 HVPC

- Taking on the administration of HCH will present HVPC with funding challenges; the current structure of HVPC, as a public body, precludes it from being eligible for some funding sources.
- Lack of experience on the specifics of running a Community Asset.
- Potential lack of time and other resources available through HVPC to effectively run HCH directly.

D2.2 HCH

- There currently is a cashflow deficit on running the building, but the full extent of this cannot be completely ascertained due to the absence of definitive financial history (i.e. final year accounts from previous years).
- Too many unknown, e.g. lack of Premises Pack.
- A full Building Survey has been commissioned by HVPC which has revealed a number of repairs and remedial works required in the short/longer term. Some of these are likely to be out of the financial scope of HVPC. Some areas of the building were inaccessible to the Building Surveyor, due to false ceilings etc. thus leading to further unknowns and potential issues out of HVPC's control.
- HCH is a Grade 2 Listed Building, which brings limitations to any future re-ordering of the buildings and the space it can offer.
- A perceived maintenance deficit on the building, as KC has undertaken the minimum works required in the last few years.
- Although KC has agreed to continue taking bookings until 30 September 2016, there is no indication of what would happen thereafter, if a CAT has not been completed in the meantime. This leads to uncertainty about the future sustainability of HCH and may restrict ambitions. HVPC is aware that business has already been lost to other venues.

- Current under-use of the building, due to a lack of promotion, means it is unsustainable.
- Expensive reputation of HCH; it is understood that its current pricing structure may be one of the contributing factors that have limited its usage. As part of a market research project, once the Parish Council has been successful in its bid process, current pricing will be reviewed.

D3. Opportunities

D3.1 HCH

- Set up Responsible Managing Organisation (CIO) to solely take charge of the future running of the building; it is anticipated that this, in turn, will encourage more community involvement and give more access to funding.
- Recognising the contribution that HCH will make to the community, volunteers may take an active role in reducing running costs – keeping the premises clean and tidy, providing operational cover etc.
- As HCH will be vested in a local body (HVPC) who, in turn, will hand its management to the CIO (made up of community representatives) this presents the opportunity for the local community to gain a sense of pride and ownership – in its truest sense ‘run by the community, for the community’.
- To work jointly, in partnership or otherwise, with community groups and/or voluntary bodies, businesses and individuals, to ensure an improving standard of services and facilities offered by HCH to meet the needs and expectations of Holme Valley’s residents.
- The fact that HCH is a Listed Building may attract specialist funding.
- Revised pricing structure, to provide cost-effective services and facilities at HCH, to a high standard to better meet the needs and wishes of the community.
- The current under-use is seen as an advantage, because it allows scope to increase the usage, extend the range of facilities, services and events, which will help to grow the building, ensuring it becomes more sustainable.
- The Holme Valley has a wealth of cultural history and benefits vastly from the tourism industry; ownership of HCH will provide the space and facilities to promote that cultural and industrial heritage in the longer term.

D3.2 HVPC

- Despite the building being funded by public subscription/community contribution originally, its ownership transferred to KC following the Local Government Reorganisation in 1972. There is still a sense of community ownership within the Valley that HVPC is its rightful owner and the CAT therefore gives HVPC the opportunity to return the ownership of HCH to the Valley community.
- HVPC has access to some sources of funding, e.g. Public Works Loan Board.
- Running HCH will enable HVPC to appreciably increase the range of services which it provides to its tax payers and to the Holme Valley. HCH will become the major service within HVPC’s portfolio and will significantly improve its public profile.
- The successful operation of HCH will mean that HVPC would be well placed for managing any community facility resulting from any further asset disposals planned by KC.
- The Localism Act 2011 puts HVPC in a good position to take on the devolution of services and facilities in the foreseeable future; those services can be delivered more effectively and efficiently, and ideally at no additional cost to the tax payer.
- The impact of the ‘Northern Powerhouse’ on our region, with three of the core cities (Leeds, Sheffield and Manchester) being in close proximity, should mean a

better connected North and may present opportunities for project funding, improved transport links and further devolved powers.

D4. Threats

- Potential lack of demand, thus resulting in HCH not attracting sufficient income to cover its costs. Increasing a more cost-effective usage may be slower than hoped.
- Local competition, e.g. community venues, church hall, pubs and hotels in the vicinity may limit bookings and income.
- Start-up costs may prove higher than anticipated.
- Rate payers may prove unwilling to fund HCH through the precept.
- The Department for Communities & Local Government may implement 'referendum principles' to protect taxpayers from excessive precept increases. This could limit HVPC's ability to increase the precept by more than 2% (the figure mooted for 2016/17 but not carried forward) to fund any cashflow shortfalls in running costs.
- Negative impact on environmental issues out of HVPC's control (e.g. the weather and potential for flooding, landslips etc).
- The impact of any future Community Governance Review and its effect on the existence of HVPC and the civil parish it currently covers.
- Any impact on regional governance changes e.g. Leeds City Region.
- Not a foregone conclusion that HVPC will be successful in its CAT bid, which may not be accepted by KC.

APPENDIX E - RISK MANAGEMENT

During the Business Planning Session facilitated by the Council’s consultant, the group considered the risks involved in this process.

Risk/Impact	Level	Mitigating Action
Lack of funding/eligibility – no funds to meet shortfall in running costs and expansion plans	High	Putting structure (CIO) into place to maximise opportunities (e.g. increasing fund sources). Raising the precept. Fund raising plan.
Lack of experience – inefficient running of the facility	High	(1) Establishment of CIO, bringing in skills, experience and local knowledge of members of the community. (2) Training/shadowing/sharing experiences of other community facilities. (3) Membership of Rural Action Yorkshire to tap into advice from its Community Buildings Adviser.
Lack of time and other resources – insufficient commitment to running the facility, leading to a loss of income	Medium	(1) CIO and community involvement and commitment. (2) Appropriate Staffing levels. (3) Sharing of resources wherever possible to reduce operating costs and provide best value.
Absence of financial history (from KC) – puts HVPC at risk of taking on a facility that we know very little about, in terms of usage, income and condition of building	High	(1) Putting pressure on KC to provide Premises Pack, as referred to in its own Asset Advancement Policy. (2) Developing a realistic financial forecast, based on that history and HVPC’s projections on future plans for the building.
Outcome of Building Survey – extent of repairs and/or remedial works required may be greater than anticipated	Medium	Maintenance Plan to be put in place, prioritising repairs/remedial works and improvements, with associated costs.
Under-usage of Building, lack of future demand and current perception that HCH is expensive to hire – all have detrimental impact on financial viability	Medium	(1) Marketing Plan. (2) Revised pricing structure to provide more realistic and affordable hire rates. (3) Implementation of a Letting Policy, to clarify different rates and any block booking discounts.
Kirklees Council have indicated they will stop taking bookings after September 2016.	High	CAT process needs to be completed as swiftly as possible and back-up plan (e.g. short-term lease) may be required in interim, to ensure bookings can continue to be taken, if CAT not completed by 30 September 2016. Experience tells HVPC that process will take much longer than that.
It is understood that Kirklees Council has already issued redundancy notices to existing staff (e.g. caretaker).	High	Confirmation required of employment matters (e.g. effective dates) and any TUPE implications, then legal advice must be sought.
Expensive reputation of Kirklees Council.	Medium	Lower/more competitive/more realistic pricing structure to be put in place by CIO.

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Listed Building status – restrictions on external and internal works limit offer of more flexible space and have detrimental impact on financial viability	Low	Professional advice (e.g. Historic England and/or KC Listed Building Officer) to be sought on any restrictions on works to outdoor space/fabric of the building and re-ordering the internal space to suit future usage requirements.
Local competition – creates a downturn in facility use and has a detrimental impact on financial viability	Medium	(1) Widely communicate HVPC’s vision for HCH. (2) Implement a Marketing Plan to communicate that vision locally, regionally and nationally. (3) Become the venue of choice, due to quality of space, affordability and excellent customer service. (4) Potential partnerships and collaboration with other venues, to share facilities to ensure all venues in the Valley remain financially viable.
DCLG ‘referendum principles’ could be implemented from 2017 onwards - potentially restricting precept increase and could eliminate a possible funding source all together	Low	Lobbying DCLG by commenting on consultations from YLCA/NALC and SLCC.
KC not passing on the Council Tax Support Grant – no guarantee from 2017 onwards – would have detrimental impact on HVPC’s income and ability to afford its own office premises	Low	Continue to press KC to pass on CTSG (and reminding them of Parish Charter and all it stands for).
Long term future of HVPC – re-shaping of Civil Parish (e.g. taking out some Wards to set up separate Local Council) – would have detrimental effect on HVPC’s income and how that income is used to provide its services and facilities	Low	Effective responses to consultations on any future Community Governance Reviews.
Environmental Issues, e.g. flooding, subsidence – could cause major damage and loss of building; could also affect business continuity	Medium	(1) Recommendations of Building Surveyor to be implemented. (2) Appropriate insurance arranged. (3) Risk assessments to be carried out. (4) Emergency planning and business continuity policies and procedures implemented.
Kirklees not accepting HVPC’s bid – HVPC lose the asset again and, potentially, becomes homeless once Council Offices disposed of	Medium	(1) HVPC to ensure submission of robust business case. (2) Seek Judicial Review, if appropriate.

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Although the CIO will be responsible for the future management and operation of HCH, HVPC must take no unacceptable risks with public money. Risk management is not just about protecting the assets (e.g. buildings) themselves; it's about taking care of the people. HVPC would expect the CIO to establish a risk management scheme for HCH to highlight every known significant risk in terms of activities carried out and facilities provided, to make it clear how such risks will be managed. This would include ensuring that proper insurance is in place to protect employees, the contents, fixtures and fittings, cash and members of the public. HVPC would be responsible for insuring the buildings.

As a local council, HVPC must operate an overall system of internal control appropriate to its expenditure and activities. As part of its system of internal control, HVPC arranges for an internal/external audit where someone (other than the RFO) independently scrutinises the Parish Council's financial systems. HVPC would expect the CIO to operate in line with such management and financial controls as appropriate to its structure (e.g. Charity Commission guidelines).

HVPC produces an annual budget, to control its finances. The budget demonstrates that HVPC will have sufficient income to carry out its activities and policies. By checking actual spending against the budget on a regular basis (by full Council normally every other month) HVPC controls its finances during the year to progress its aims and objectives in the confidence that it has sufficient funds to do so. HVPC would encourage the CIO to operate a similar budgeting process.

All internal controls currently used would be expanded to include all the financial activities of HCH, until such time as the not-for-profit CIO is established to run/manage the Hall in the longer term.

APPENDIX F – HEADS OF TERMS FOR A LEASE AND MANAGEMENT AGREEMENT

Awaiting draft and further details from Kirklees Council.

HVPC has appointed a legal advisor who will be instructed to review the Heads of Terms once details are received.

APPENDIX G – FUNDRAISING STRATEGY

Once the Parish Council has been informed it has been successful in its CAT bid, the CIO will be established. Fundraising will then be required, from day one.

Successful fundraising will depend on a fundraising strategy, to be produced and implemented by the CIO (with the Parish Council's support) which will serve to identify what resources will be required in order to reach the fundraising goals. This fundraising strategy will not simply focus on just raising money, but will help the CIO meet its other charitable aims.

The CIO will need clear fundraising plans and will need to consider three main elements:

- Where are we now?
- Where do we want to get to?
- How are we going to get there?

The fundraising strategy will help to provide clarity on short, medium and long term actions that need to be taken to successfully raise the funds needed to achieve the proposed outcomes of the Council and CIO.

The fundraising will also help to divide responsibility between the board of trustees of the CIO, its staff and volunteers.

It will also help the Council to ensure that the CIO does not run out of money or that there are steps in place to ensure that decisions are taken in a timely manner, e.g. regarding any funding shortfalls.

The fundraising strategy will provide a clearer and realistic direction for the CIO that can be communicated to its stakeholders, but will also be useful in supporting funding applications and reporting to the Charity Commission (e.g. SORP).

G1. Where are we now?

The main aims and objectives of the Parish Council (regarding its bid to take over ownership of Holmfirth Civic Hall) and the proposed CIO (regarding future running/maintenance of Holmfirth Civic Hall) are detailed in the Business Plan.

Intensive fundraising will be required to pay for immediate and ongoing repairs/maintenance to the building, but also to cover the ongoing running costs.

A SWOT analysis has been completed and is detailed previously.

G2. Where do we want to get to?

As indicated in the Business Plan, the CIO will need to raise approx. £25,000 of revenue funding to cover core costs (i.e. money required for day to day costs, including administration and management costs) for the next 2 years. There are funds available for revenue, but very few; fund raising activity will therefore be required from day one (once confirmation has been received that the ownership of the building is to be transferred) because the CIO will need to show future sustainability to potential funders.

Funds earmarked by HVPC and Holme Valley Land Charity will be flexible and may be used for running costs. This is an important factor as many grant funders are more likely to support capital costs.

It is difficult to be precise on costs because of a lack of detailed past actual running costs. If running costs are understated financial problems will be encountered and overstating costs may lead funders to reject the CIO's application, so figures need to be as accurate as possible.

G3. How are we going to get there?

This is the overall fundraising strategy and the Parish Council will encourage the CIO to be realistic and to set targets that are achievable.

A detailed cashflow forecast is provided in the main Business Plan.

On 21 March 2016 (Minute No. 15 309 refers), HVPC decided that although it was in support of a precept increase of up to £10 per household, if necessary, for 2017-18, it could not support an application for external loan finance at this time.

Nevertheless, the Holme Valley Land Charity has offered financial support by way of a loan of up to £50,000 if required, with no timescale defined for paying back the loan.

The CIO will be encouraged to establish a fundraising group immediately, who can support each other and provide a range of skills (as detailed below) to complement each other and work effectively as a team to ensure the fundraising strategy is implemented efficiently.

Because funds will not be readily available immediately, the fundraising group will need to prioritise planned expenditure (similar to a Budget). This may include:

- Business rates
- Insurance
- Utilities (electricity, gas, water)
- Telephone and internet
- Employee wages and volunteer expenses
- Sub-contracted supplies (e.g. cleaning)
- Cost of publicity
- Cost of equipment
- Oncosts, stationery, postage etc.

HVPC has agreed that the immediate remedial repairs already identified in the Building Condition Survey should be the main priority, with any restructuring works prioritised over the next five years.

G4. Proposed new sources of funding

There are many ways of raising money and the CIO will be encouraged to limit its approaches to a few that it can do well, rather than spreading its efforts too widely.

The fundraising strategy must take account of the CIO's abilities, resources and the scale of the financial need (as detailed in the Business Plan). By doing this, the CIO will concentrate its efforts on where it is most likely to be successful.

Appropriate funding sources must be exploited to their fullest extent and it will therefore be vital to know where to find out about funds, e.g. <http://www.members.community-matters.org.uk/>

The CIO will need to take advantage of all appropriate sources of funding and resources, to meet its objectives. It will be discouraged from pursuing any funding which takes it away from its objectives as this may weaken the organisation.

Some funding opportunities will be time-sensitive and may have tight deadlines; constant monitoring of potential funding sources, their application processes and deadlines will be the responsibility of the fundraising group/co-ordinator, together with consideration of the resources/skills required to complete the funding applications.

Making applications to other charitable bodies/trust funds may be appropriate and the CIO will be responsible for completing the applications to the grant-making body, to ensure it is prepared professionally, clearly and concisely, but that the appropriate donor's policies and practice match with the CIO's appeal.

Funders will want to see that the CIO has credibility and that it can confidently complete the project for which funding is being applied. They will also want to be convinced that the CIO is the best organisation to tackle the project.

All funding bodies get more applications than they can respond to, so are more interested in schemes which will make the money go further, e.g. match funding can be evidenced, and that the effect of any funding will be greater than the actual sum of money suggests.

The CIO will need to show that it cares about the efficient use of money and whether they are well-meaning. A clear, comprehensive budget will help to provide such evidence.

On the whole, funding from grants will be for capital, although there are some funds such as Lloyds Foundation that can offer funding for core running costs (revenue) and may be worth investigation by the CIO.

G5. Proposed methods to meet fundraising targets

G5.1 Income diversity

Currently, all income raised by the Civic Hall comes from hirings. In future, it will come from hirings by user groups, but also the anchor tenant(s).

Although the primary aim will be to maintain the Civic Hall as a community building, available to the whole community to use, other opportunities will have to be investigated to make the building more financially sustainable. This may involve re-structuring parts of the building internally, to make them more suitable for other uses, e.g. rentable office space, hot desking.

G5.2 Planning fundraising targets

Fundraising events will bring some immediate money, but the fundraising strategy will be developed to contain timelines for when funds are going to be required and targets as to how much funding will be required.

Some targets may not be financial, e.g. the CIO needs to identify new grant funders to be approached, it needs to build relationships with corporates, it needs to consider systems to be put in place to manage on-line giving and use of all platforms (including online and social media) to raise the profile of the CIO to encourage donations.

G5.3 A case for support

From the Council's research to date, it is evident that residents of the Holme Valley, but particularly those in Holmfirth, want the Civic Hall to remain a community building and they are in support of the Parish Council's bid to take over ownership.

The Parish Council is keen to ensure that the Civic Hall remains a community building and that it remains open for business in the longer term, run by the community, for the community.

It will be the responsibility of the CIO to provide a case for support, i.e. a convincing and persuasive argument as to why the CIO (made up of community representatives) should be supported to run the Civic Hall for the community and to meet the needs of the various user groups and tenants.

Funding will be available to make improvements or pay for running costs, but the CIO will be responsible for convincing the potential funders that a need has been identified to keep the Civic Hall open. Evidence will be required to support funding applications and this will come from consultation with the people who use the Civic Hall and the wider community who could use it if they know what facilities/services are already or could be available. The CIO will be encouraged to implement various research/consultation exercises including:

- Online surveys e.g. SurveyMonkey
- Face-to-face surveys
- Telephone surveys
- Focus groups
- Feedback forms
- Consultation with users

The evidential data will need to be provided in a social, economic and environmental context, to show that the CIO will be providing a benefit that will be appreciated by the community.

G5.4 Full cost recovery

The CIO will be encouraged to ensure that all costs involved in running and maintaining the Civic Hall are recovered, from one or more sources. This may be through secured funding or charging at a level which includes a relevant proportion of organisational costs.

G6. Resources required

The CIO will need to consider what specific resources and skills will be required for fundraising, e.g. extra volunteers and training, but also whether it needs to sign up to Gift Aid, for example. The CIO will need people who can:

- Write well and complete applications effectively
- Prepare budgets
- Speak to funders
- Persuade others (e.g. funders, District Authority, banks) of the value/importance of the project
- Keep accurate records/files
- Organise events, raffles etc.

The CIO will be encouraged to establish a fundraising group of volunteers who can support each other and provide a range of skills (as detailed above) to complement each other and work effectively as a team to ensure the fundraising strategy is implemented efficiently. Training of volunteers will be required, where necessary. Co-ordination of the fundraising activities will be paramount and it is envisaged that this will be the responsibility of the Civic Hall Manager (or similar) who will be a key part of the fundraising group.

Additional support could also be accessed from Rural Action Yorkshire and other outside bodies e.g. SYFAB (re training).

G7. Monitoring and measuring progress

As the CIO works at fulfilling this strategy, it will be important to constantly monitor progression. Each fundraising activity will be analysed, to compare the effectiveness of the different activities and to provide a better understanding of what does and doesn't work. This will enable success to be measured, but further steps also to be put in place, if necessary, if the plan does not turn out as predicted.

Monitoring, measuring and reviewing progress every 6 months or so will help to control the costs involved and will help to assess how support is generated and maintained, the testing of new ideas and keeping an awareness of the external and internal factors affecting the CIO's fundraising.

If the fundraising strategy is too ambitious, it will be revised and/or additional resources considered, with any additional training as considered necessary. Additional support may also be required e.g. from Community Matters (Yorkshire), the local Council for Voluntary Service (CVS) or Voluntary Action.

Written records of funding applications will be kept, detailing what funding has been asked for, when and what their response was. These records will help the CIO to decide who to ask for funding in the future and what may have been a waste of time and effort. However, if an organisation funds once, it is likely to do so again (unless the funding pot is exhausted and/or application deadline time-sensitive). The CIO will be encouraged to provide regular feedback to funders, to increase communication and build up a relationship with the funders, as appropriate, particularly if their funding is likely to be required again in the future.

G8. Timeline for implementation of Fundraising Strategy

It will be the responsibility of the CIO to specify the timeline for implementation of the fundraising strategy. The CIO will be encouraged by the Parish Council to ensure that every application meets the criteria of the funder (the primary reason why most applications fail!) but care will need to be exercised by the CIO to also ensure the following on each project application:

- The project clearly demonstrates the need.
- The project is well planned.
- The project is presented clearly and concisely.
- The budget adds up.
- Evaluation and monitoring of the project is clearly explained.
- The application is completed clearly and legibly, with all questions answered and all supporting documentation provided.
- The deadline is met.

APPENDIX H – FUNDING OPPORTUNITIES

Funding opportunities are changing all the time, but the list below is a starting point for the CIO to pursue, when necessary.

Name	What for	Amount	Further information
Awards for All	Pilot project/feasibility study.	Up to £10,000	https://www.biglotteryfund.org.uk/global-content/programmes/england/awards-for-all-england
Big Lottery Reaching Communities	Revenue and equipment costs for a multi-year project, including salaries, running costs, a contribution towards core costs and equipment.	From £10,000 upwards	https://www.biglotteryfund.org.uk/prog_reaching_communities although may not be eligible, as not in deprived enough area.
Big Lottery Reaching Communities	Building works – refurbishment or improvement.	Between £10,000 and £100,000	https://www.biglotteryfund.org.uk/prog_reaching_communities
Garfield Weston Foundation	Capital grants for restoration of community buildings. Only registered charities. Would also pay for core costs but not salaries.	Up to £100,000	https://www.google.co.uk/search?q=Garfield+Weston+Foundation&ie=utf-8&oe=utf-8&gws_rd=cr&ei=lbV6VtjIM4nmUqvwq9AP
Bernard Sunley Foundation	Capital projects only including refurbishment and improvement. Support for work in isolated rural areas. Must be a registered charity.	Small, medium and large grants. Large grants over £25,000	http://www.bernardsunley.org/funding-policy.html
Power to Change	Grants programme now open (capital and revenue). Blended funding available, i.e. a mixture of grant and loan Community shares matched funding programme.	Up to £500,000 Aimed at community businesses so may well be better to be a Community Benefit Society for this one.	http://www.thepowertochange.org.uk/stories/
Heritage Lottery Fund	Repair costs of historic buildings. Will also fund local authorities and provide start up grants.	£100,000.00 - £5million	file:///C:/Users/PCUSER~1/AppData/Local/Temp/he_application_guidance.pdf
One Community	Comic Relief Local Communities Programme Longley Farm Fund covers Holmfirth. Opens 23 rd June.	Small amounts up to £1,000	www.huddersfieldpartnership.co.uk <i>Worth watching for new grant programmes</i>

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	<p>Kirklees Community Fund. Opens July 2016.</p> <p>Kirklees General Fund. Opens March 2016.</p> <p>Kirklees Police Fund. Opens March 2016.</p>		<p><i>opening.</i></p> <p>Email: info@one-community.org.uk</p>
Architectural Heritage Fund	Provides advice and information and grants and loans where a building is listed, scheduled or within a conservation area, of acknowledged historic merit and ideally involves a change of ownership.	Up to £25,000	<p>http://www.ahfund.org.uk/</p> <p>020 7925 0199 to talk about project eligibility.</p>
Triodos Renewables Fund	Energy improvements to community buildings following an energy audit	Up to £4,000	https://www.triodosrenewables.co.uk/en/investment-approach/case-studies/
Crowd funding	Reward based crowd funding. Equity based crowd funding. Credit based crowd funding. (peer to peer lending)		
Community shares	You will need to register as a Community Benefit Society.	Further info from Community Shares Unit Plunkett Foundation can help with developing a prospectus.	<p>http://communityshares.org.uk/</p> <p>www.plunkett.co.uk</p>
Loans	Look at Charity Bank, Triodos, Key Fund, Social Investment Business, High Street banks.		
Social Investment Business	Big Potential Community Investment Fund First Steps Enterprise Fund Third Sector Loan Fund	Support	http://www.sibgroup.org.uk/our-funds/
Triodos			https://www.triodos.com/
The Key Fund		One off £10,000 grants available to projects in Yorkshire and the Humber alongside a £20,000 loan.	http://www.thekeyfund.co.uk/

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Charity Bank		Makes loans to charities	http://charitybank.org/charity-loans
Sponsorship	Local businesses.		
George A Moore Foundation	Registered charity undertaking general charitable activities in Yorkshire	£500 to £5,000 for local area projects (preferably not revenue)	info@gamf.org.uk
Lloyds Foundation	<p>Invest grants available to fund core organisation costs – grants accepted in three annual rounds.</p> <p>Enable grants available to fund clear development areas, e.g. to put CIO in stronger position to better deliver services and attract other funding. Grants accepted on ongoing basis.</p> <p>Enhance is a grants plus model offering a range of flexible ‘in kind’ support to strengthen effectiveness of those Lloyds fund in reaching disadvantaged people. Cannot be applied for, but Lloyds will identify whether this further support programme is right for the Invest and Enable grant recipients.</p>	<p>£10,000 to £25,000 for 2 or 3 years for continuation funding for a further period of up to 6 years in total.</p> <p>Up to £15,000 over 1 or 2 years.</p> <p>Non-financial, tailored support provided by Lloyds partners.</p>	www.lloydsbankfoundation.org.uk

The Funding Central website may be a useful source to the CIO of other funding opportunities (including 4000 grants, contracts and loans): <http://www.fundingcentral.org.uk/default.aspx>

APPENDIX I – BUILDING STRUCTURAL SURVEY

The Parish Council has commissioned a building structural survey which indicates that the building is in reasonable condition, given its age.

It does require some structural repairs and replacements immediately, and refurbishment/maintenance will then be ongoing.

Appendix I1 provides a summary of building repairs and maintenance costs.

The full report of the survey is attached at Appendix I2.

This Business Plan is submitted by Holme Valley Parish Council, Council Chamber, Council Offices, 49-51 Huddersfield Road, Holmfirth HD9 3JP.

For more information, please contact the Clerk and Responsible Financial Officer, Mrs Sally Barber, on 01484 822491 or by email on clerk@holmevalleyparishcouncil.gov.uk