

**POPPLETON COMMUNITY TRUST**

**Charity No. 1201611**

**BUSINESS PLAN**

**2025 to 2030**

**ADOPTED AT  
TRUST BOARD MEETING  
16 January 2025**

**NB** The Executive Committee is now referred to as the Trust Board

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<b>Contents</b>	<b>Page</b>
<b>1. Executive summary</b>	<b>3</b>
<b>2. Overview</b>	<b>3</b>
<b>3. Introduction</b>	<b>6</b>
3.1 Plan purpose	
3.2 Plan review	
3.3 Plan development	
<b>4. The Trust and its Management</b>	<b>7</b>
4.1 Organisational structure	
4.2 Management Structure	
4.3 Strategic Vision	
4.4 Mission statement	
4.5 Strategic Objectives	
4.6 Vision	
<b>5. The Poppleton Centre</b>	<b>12</b>
5.1 Facilities	
5.2 Staff	
5.3 Activities	
5.4 Utilisation	
5.5 Disability Access	
5.6 Sustainability and Environmental Impact	
5.7 Marketing and Promotion	
5.8 Poppleton Centre Key Objectives	
5.9 COVID-19	
<b>6. PCT Subsidiary Clubs and Poppleton Lawn Tennis Club</b>	<b>19</b>
6.1 Poppleton Junior Football Club	
6.2 The Poppleton Bowls Club	
6.3 Poppleton United Football Club	
6.4 Poppleton Lawn Tennis Club	
6.5 Poppleton Cricket Club	
<b>7. Financial Overview</b>	<b>25</b>
7.1 Financial Relationships within the Trust	
7.2 Key assets held by the PCT	
7.3 Financial Statements	
7.4 Key Financial Observations	
7.5 Financial Reserve	
<b>8. Risk Analysis</b>	<b>33</b>
8.1 Areas of risk	
8.1.1 Operational Management	
8.1.2 Governance	
8.1.3 Market Risks	
8.1.4 Financial Risks	
8.1.5 Community Engagement and Participation	
8.2 SWOT analysis	
8.3 What our users think	
<b>9. Development and Funding Strategy</b>	<b>40</b>
9.1 Repair and Maintenance Projects	
9.2 Capital Expenditure Projects	
<b>10. Appendix</b>	<b>43</b>

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## 1. Executive Summary

Over the five year period of this Plan the key ambitions are:

- 1.1. To ensure that the Centre continues to establish itself as the 'heart of the village'.
- 1.2. To boost the long term resilience of the Trust membership by recruiting additional younger Trustees with appropriate skillsets and time availability
- 1.3. To eliminate the need for fundraising for normal running costs
- 1.4. To continue to support additional sporting/leisure activities
- 1.5. To consolidate the developments currently underway and continually maintain and upgrade the facility, maximise the space available and give consideration to enlarging the site
- 1.6. To create youth provision
- 1.7. To further improve community engagement

## 2. Overview

Poppleton Community Trust is a charity based in the parishes of Upper and Nether Poppleton, on the outskirts of York.

The trust is responsible for a large community centre in Upper Poppleton, called The Poppleton Centre, as well as several subsidiary sporting clubs all with their own facilities. The Poppleton Junior Football club in particular is very successful, playing matches on an eleven acre site in Nether Poppleton with a new sports pavilion and changing rooms. Although not part of the Trust, The Poppleton Lawn Tennis Club, is also located at the Upper Poppleton site, and is an affiliate member.

The Centre facilities include a sports hall and meeting rooms available for hire and a café/bar. Those facilities have been significantly improved over recent years, including the upgrade of the changing rooms and toilet facilities, the creation of the Café/Bar area and the addition of a new larger foyer and office area.

This plan highlights the many challenges faced by the trust and provides a strategic pathway to ensure the long-term viability of the trust. It is a 5-year rolling plan and as such is a working document. When a course of action has been formulated and agreed upon by the Trust Board to achieve our strategic objectives, the plan will be updated.

The Poppleton Community Trust aims to engage further with the local community to ensure that their requirements are reflected in the provisions that the Trust provides.

A major Development Project has dominated the 2023/24 Agenda, and will do into 2025, prompted by a need for additional space to accommodate existing demand from local organisations and an influx of new residents from nearby housing developments. Known as the Out o' Space Project, planning permission was sought and approved to build over the Dodsworth and Maypole meeting rooms to create two additional multi-use rooms with sprung floors fully accessible by a lift; to relocate the Tennis Club to a new Pavilion and to add space for Explore Library (see next paragraph) and to enlarge the café/bar.

Discussions have been ongoing during 2023/2024 with Explore Library who are anxious to move the existing Poppleton Library to the Centre. Potential space was initially created for them within the Development Project but due to lack of progress with negotiations on this and the high costs of the whole project Trustees agreed to reallocate the ground floor space to become the new multi-use spaces with the upper floor extension being left on the plans for future development. The tennis pavilion and expansion of the café/bar are still ongoing.

At the time of writing fundraising continues for this Out o' Space Project and Trustees are confident that this new extension will be up and running early in 2025.

In late 2024 planning approval was sought and given for the Tennis Club to create a Padel Court and Pétanque rink which attracted S106 funding from CYC. This will be a major part of the development plan in early 2025.

In April 2023 the Trust registered for VAT partly because the threshold for registration was coming close but primarily to enable reclaim of VAT on the Development Project. The impact of this on our hirers/advertisers has yet to be assessed.

The fundamental objective of the Trust has not changed. It aims to continually improve the opportunities offered at the Centre and within the sporting clubs to the benefit of the Nether and Upper Poppleton and the local area.

### **3. Introduction**

This is a five-year rolling Strategic Business Plan developed by The Poppleton Community Trust (PCT) Board which illustrates how we will achieve our strategic objectives during the period January 2025 – December 2030.

#### **3.1 Plan Purpose**

The purpose of this plan is to:

- Provide an overview of the organisation, including its aims and objectives, illustrating how we intend to expand on these aims and objectives with the intention of providing better and additional services to our current and future users.
- Identify the financial implications and requirements of current services offered by the organisation.
- Identify potential funding and other income sources to develop a realistic programme for future development over the period of this plan.

#### **3.2 Plan Review**

This plan will be reviewed as an agenda item during each periodic Trust Meeting. It will be the responsibility of a nominated member/members of the Trust Board working with the Chairman, Treasurer and other Trustees. Future or changes in objectives will be agreed by:

- Effective monitoring and evaluation of the organisation's work by Trustees, at least every three months, and review and approval by the Trust Board thereafter at least annually.
- Regular input from the Trustees and all users/ members of the organisation via periodic forums or questionnaires to ensure that all needs are identified and satisfaction thereof are fully reflected in future developments.
- Feedback from other relevant organisations such as voluntary, statutory, commercial and potential users from within the community and beyond.
- The nature and amount of funding and other income available to underpin the proposed services at all times

#### **3.3 Plan Development**

This Plan was originally developed by the Trustees in the period November 2020 to February 2021. This update will be ratified by the Trustees at the next available meeting and then made available to the wider community and parish councils for consultation during the month of January 2025 and will be amended accordingly. This Plan provides a working document for the organisation for the next five years and it will be updated periodically following progress, outcomes and ongoing consultation.

## 4. The Trust and its management

The Poppleton Community Trust is a registered Charity no. 1201611 and runs from two locations within the Poppleton villages on the outskirts of York. The first and original site is on Main Street, Upper Poppleton and comprises the Poppleton Centre, the bowling green, tennis courts and the football field. The second, purchased in 2001 is on Millfield Lane, Nether Poppleton and is used by the newly merged junior and senior football clubs.

In late 2022 Trustees were advised to change the status of Poppleton Community Trust to a Charitable Incorporated Organisation, largely because of the growth in size of the business and the protection that such an entity provided for the Trustees. This was duly done and ratified by the Charity Commission as of 17 January 2023. All the assets of the old PCT (No. 523984) were formally transferred to the CIO with the approval of the Charity Commission.

Its objects, taken from its CIO Constitution Document are:

“The object of Poppleton Community Trust is the provision and maintenance of a community centre and recreation ground for the benefit of the inhabitants of the Parishes of Upper and Nether Poppleton and the surrounding area (without distinction of age, gender, political, religious or other opinions) and for other forms of education and leisure-time occupation in the interests of social welfare with the object of improving the conditions of life for the said inhabitants”.

### 4.1 Organisational Structure

Until 2009 the direct activities of the charity, were primarily associated with the community hall named The Poppleton Centre. The bar and the sporting clubs (Poppleton Bowls Club, Poppleton Junior Football Club, Poppleton Lawn Tennis Club and Poppleton United Football Club) formed the Poppleton Social Club and, whilst an integral part of the working of the Trust, it was a separate body and did not have charitable status.

During 2009, it was resolved by the relevant parties to disband the Poppleton Social Club. In December 2009, the bar activity was transferred to Poppleton Centre Ltd, a newly formed limited company wholly owned by the Trust. The Poppleton Bowls Club and Poppleton Junior Football Club became subsidiary clubs within the Trust and with the Poppleton United Football Club following suit in June 2010.

The Poppleton Lawn Tennis Club operates under a licence agreement with the Trust and this was established in 2010. The Poppleton Lawn Tennis Club is therefore not part of the charity, but a close relationship is maintained.

Poppleton Cricket Club was formed in March 2017 at which time it was welcomed into the Trust as a subsidiary club.

In 2024 Poppleton United FC (the senior football club) and Poppleton Junior Football Club agreed to merge creating a single structure that would ease the financial burdens on the struggling senior club and provide a natural succession route from junior to senior football. The new entity, Poppleton Football Club, would be based at our Millfield Lane site but continue to utilize the Centre football field for training.

The administration of the Poppleton Community Trust is controlled by the Constitution supported by set of Standing Orders last amended in 2024 dealing with aspects of the

## 4.2 Management Structure

The Trust is run by the Trust Board of the Poppleton Community Trust which is attended by all the Trustees together with a representative of Poppleton Social plus each of the sports clubs (Poppleton Bowls Club, Poppleton Cricket Club and Poppleton Football Club).

Two observers, one from each of the Nether Poppleton and Upper Poppleton Parish Councils are entitled to attend the Trust Board meetings. However, plans for the two Parish Councils to merge in 2024 will change this. A representative from the Tennis Club as well as the Centre Manager, attend the executive meetings in a non-voting capacity.

Day-to-day operation of the Centre is delegated to the full-time employed Centre Manager and their team. The Centre Manager's line manager is the Chairman but for day-to-day they report to the Management Committee.

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The Trust Board currently comprises Trustees with a diverse range of skills and backgrounds. All Trustees are from the local community and as such have a feel for the organisation. Trustees believed they would benefit from recruiting other members to expand their skills and bring in younger members to ensure continuity. During 2024 several Trustees resigned due to other commitments and three were recruited. A recruitment campaign is ongoing.

The Trustees hold an Board Meeting every four to eight weeks. The agenda includes a financial report and a set of management accounts for the core centre activity - excluding the subsidiary clubs.

Each subsidiary club is run by its own autonomous committee, managing finances and day to day affairs. A Centre management committee also exists to oversee the day to day management of the Centre and the café/bar and consists of village Trustees and the Centre Manager.

Each subsidiary club and the Centre Management committee provide a report of relevant activities and issues at each Executive meeting.

At the start of each year, a month by month budget for the PCT is agreed by the Trustees, against which financial performance is measured. All meetings are covered by an agenda and minutes which are signed off and then issued.

## 4.3 Strategic Vision

The purpose of the Poppleton Community Trust was identified in the 2005 Business Plan and remains unchanged;

1. To manage the facilities of the Poppleton Community Trust in such a way that they are available for the whole community to use and enjoy.
  2. To promote the use of the facilities and ensure that they are clean, safe and available.
  3. To maintain and improve the facilities and ensure that the life of the asset is maximised so it will still be available for future generations
  4. To support local initiatives that improve the quality of life for Poppleton residents
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## **4.4 Mission statement**

We have identified our mission statement as follows:

*'To provide a Community Resource for the people of Upper and Nether Poppleton and neighbouring areas, through which individuals of all ages and community groups, will have access to leisure opportunities, meeting spaces, and the opportunity for social interaction.*

*We also aim to ensure the longer term viability of this valuable Community Resource by working to generate enough income to become as self-sustainable as possible and to also work with others to access community grants.'*

## 4.5 Strategic Objectives

The principle aims of the original 2005 business plan were to improve the Centre and make it more welcoming, increase the use of the facilities by the Community and to secure its financial future. Significant progress has been made. In the last 20 years most facilities have been significantly upgraded with ongoing maintenance and redecoration has taken place throughout. Most recently a new entrance hall and office has been created. Whilst loan financing has been used to enable some of the major developments, cash reserves have been increased to provide a financial stability for the Centre and the wider Trust.

The Centre has reached the position where its day to day activities are operating at roughly break-even with heavy maintenance and development being funded from grants and fund raising. Financial reserves are also close to the levels in the Trust's Reserves policy.

### Key Objectives

1. Continue to effectively financially manage the Trust, including a sensible reduction in loan balances to ensure that it has the ability to proactively develop improvement projects.
2. Continue to develop the Community Centre to meet the future needs of the community.
3. Continue to maintain the premises to an acceptable standard and ensure that they are clean, available and fit for purpose.
4. Implement and promote further fund raising activities to generate additional income for the trust.
5. Develop initiatives to help the Trust become more self-sustainable and support the development of the subsidiary clubs.

## 4.6 Vision

Trustees have a Vision for what they want to achieve over the next 5 years:

### 4.7 The Trust

- 4.7.1. To strengthen the membership of the Trust to bring additional skills and a younger profile to the Trust membership.
- 4.7.2. To add new Trustees capable of devoting time to specific projects.
- 4.7.3. To ensure that the Centre Manager and staff are managed, remunerated and supported to the greater benefit of themselves and the organization.
- 4.7.4. Create a succession plan for the appointment of a new Chairman in January 2026.
- 4.7.5. To consider how to keep this Plan on the agenda constantly and to monitor progress against objectives on an ongoing basis.

### 4.8 Finance

- 4.8.1. To establish a financial model where The Poppleton Centre is operating on an annual basis such that normal operating and regular maintenance costs are covered entirely by earned income and that fundraising and grant funding is used only for beneficial additional

projects.

## **4.9 The Centre Site**

- 4.9.1. To consolidate on the developments in 2024/2025 to fully integrate the new building into the Centre site
- 4.9.2. To increase the number of car parking spaces on the site and add electric charging points
- 4.9.3. To continue negotiations to integrate Explore Library within the site with any building work necessary financed by Explore/City of York Council
- 4.9.4. To support and enable the café/bar to develop and expand to ensure so that it remains a village hub and is able to satisfy demand.
- 4.9.5. To investigate the acquisition of additional adjacent land to the site to enable future expansion.
- 4.9.6. Review the use being made of the football field with possibility of making changes to release more of the field for general/car park use.
- 4.9.7. To continue efforts to make the site carbon free and initiate environmentally beneficial policies and initiatives when appropriate.

## **4.10 Community Engagement**

- 5.4.1. To consider how to establish close links with businesses with a view to sponsorship/financial support.
- 5.4.2. To keep up to date with social media/website technology and electronic communication such that we maintain a constant level of dialogue with the village.
- 5.4.3. To ensure that Centrepiece continues to achieve its objectives and, if it is to continue, establish a succession plan for its production.
- 5.4.4. To widen Centrepiece distribution to the two housing developments at the edge of the village.
- 5.4.5. Initiate an Annual Survey to invite community feedback conducted in the Autumn starting in 2025 to review response to new building and café/bar space and by so doing ensuring that we are aware of opportunities to enhance the facilities and the offering made by The Centre such that we provide facilities that exceed the needs and aspirations of the village.
- 5.4.6. To consider how to help create provision for more young peoples' activities at The Centre and to investigate how to provide space, if appropriate, for the Scouts and Youth Club.
- 5.4.7. Energise the recruitment and support of volunteers who are essential to the operation of the Centre, possibly by creating a Friends of Poppleton Centre group.
- 5.4.8. The 'brand' being 16 years old Trustees should consider updating the brand.

## **4.11 Sports Clubs**

- 4.11.1. To help establish and support a Poppleton Cricket Club.
- 4.11.2. To consolidate and fully integrate the tennis club pavilion and new padel courts/petanque rink into the Centre site.
- 4.11.3. Support Bowls Club in their desire for a new Pavilion and other initiatives.
- 4.11.4. Support the newly merged Poppleton Football Club.

## 5. The Poppleton Centre

### 5.1 Facilities

As at December 2024 The Centre has a range of facilities available for hire to the general community and businesses. The ongoing Development Project will add further facilities (see below)

#### **Main Hall:**

The Poppleton Centre Main Hall is at the core of the Centre. The overall size is 22.5m x 16.5m. and it is marked out for football, badminton, tennis and basketball courts.

It can also be transformed into a stylish indoor marquee - making it perfect for social events, dances, parties, weddings, concerts, meetings, presentations. The Hall accommodates 200-250 people and up to 400 in theatre style. The Centre has ten 5ft circular tables which can accommodate between 6 and 10 people per table depending on place settings. The Hall itself can accommodate up to 20x6ft tables, again depending on floor plan

It is available for hire by the hour, morning, afternoon or evening on a one-off or regular basis. The Hall links to the rest of the Centre and can be hired in conjunction with the Maypole and Dodsworth Rooms which can include a fully licensed bar. These also make excellent seminar breakout rooms.

#### **Maypole Room :**

Maypole (size 10m x 6.5m=64 sq. metres, 2.9m high) can accommodate up to 60 people cinema style or 20 boardroom style. It is ideal for meetings, presentations and celebrations - and with the addition of its small dance floor makes it ideal also for children's parties.

#### **Dodsworth Room:**

Dodsworth (size 10m x 6.5m=64 sq. metres, 2.9m high) can accommodate up to 65 people cinema style, 31 boardroom style. It has access to a private bar which can be made available by arrangement. There is a high quality projector and screen for presentation use.

Maypole and Dodsworth Rooms can be linked by removing the dividing wall to create a large room 20m x 6.5m=128 sq. metres which will then comfortably hold 100 people. These rooms have an up to date sound system and a hearing loop facility and wifi.

#### **Poppleton Social at The Poppleton Centre**

In August 2019 the running of the café and bar were merged and a new licence at an annual fee established with Espresso Garden Ltd., operating as Poppleton Social. They provide a morning to evening offering of meals, sandwiches, cakes, teas and high quality coffees during the day, as well as a lovely evening bar environment to enjoy a wide selection of beer, wines and spirits. The on-site Pizza oven is a great evening addition to the bar.

Strategically, keeping a high-quality café and bar increases local usage of the Centre and it also provides an incentive for meeting room hire by providing refreshments for day time meetings.

### **Toilets and Changing Rooms**

The toilets and changing rooms were refurbished in 2011, providing improved facilities and the addition of a referees changing room. The changing rooms were originally used by Poppleton United Football Club during the season as well as by the badminton clubs, keep fit groups and other users of the sports hall. Baby changing facilities and disabled toilet are also provided. These facilities have been recently enhanced with new LED lighting completing the light replacement initiative throughout the Centre.

### **Conservatory**

Adjoining the café /bar area is a conservatory used by the Tennis Club as its clubhouse. Our ongoing plans include building a Pavilion for Poppleton Tennis Club alongside their planned padel court such that they are able to move away from the Conservatory, enabling access to the new development. This will be achieved in 2025

### **Car Park**

The Poppleton Centre has a large car park with 63 standard and 6 disabled spaces. Unless the community centre has a booking or function that requires use of the car park, due to its proximity directly next to Poppleton Ousebank Primary School, the trust allows parents free use of the car park for school drop off or collection. This is considered an additional community benefit. Trustees will consider extending the parking area to account for extra cars using the additional rooms.

### **Children's Playground**

In October 2018, a major refurbishment costing over £100,000 was undertaken to create a new and inclusive playground. This was the result of a huge fundraising effort organised by a Poppleton Playpark committee and a combined community grant of £75,000 from Wren and Yorventure. This playground outside of the Poppleton Centre, is the villages' only Children's playground. The operation and maintenance of the playground is under the control of City of York Council, and not the PCT as often assumed. As well as providing play facilities in the village, use of the playground results in increased footfall and café usage at the Poppleton Centre.

## 5.2 Staff

The Poppleton Centre currently employs a Centre Manager and one staff member working a total of up to 57.5 hours a week. In May 2024 a Weekend Facilities manager was employed to look after the Centre at weekends in order to reduce the pressure on the Centre Manager at weekends and to eliminate incidents of vandalism when the building was being used but not attended by any staff.

Trustees should remain aware of the possibility that by increasing the size and volume of hirings over the period additional staff may be required.

The Centre is supported by a range of volunteers. They are critical to the successful running of the PCT. Activities such as Fundraising initiatives including the bonfire, Centrepiece delivery, marquee erection and Centre maintenance simply could not be achieved without this gratefully received assistance.

As the Centre develops the need for more volunteers to be available on an occasional basis increases. Consideration should be given to establishing a Friends of The Poppleton Centre (Centre Friends) who sign up to being available for tasks such as marquee erection, joining ad hoc fundraising activity committees, helping at events and other occasional requirements. This would include Centrepiece distributors. Benefits would be attached to this (eg two free coffees at PS each month, discount on event tickets, two free Bonfire Night tickets, Friends area at events, get togethers) to encourage membership and cohesion.

## 5.3 Activities

The Centre is used throughout the week for a range of activities including;

Sports activities;

- Badminton
- 5 a-side football
- Junior tennis
- Football training
- Junior cricket

Other activities;

- Children's parties
- Wedding receptions
- Birthday and anniversary celebrations
- Lace making
- Yoga
- Men's keep fit
- Probus
- Ladies keep fit
- Pilates
- Bridge
- Poppleton Arts meetings
- Poppleton History Society
- York Photographic Society
- Parish Council meetings
- Gentle aerobics
- Walking netball
- Stretch mobility
- Community film nights
- Pickleball
- Rugby Tota

#### PCT Business plan

- Lisa Marie Performing Arts

The Centre has proved to be an excellent venue for

- Local authority training and seminars

### **5.4 Utilisation**

The peak times for meeting rooms are day time 9am to 12.00pm and 2pm to 4pm and evenings 7pm to 9pm.

A longterm hire from Lisa Marie Performing Arts is putting pressure on space both for the sports hall and adjoining rooms.

Community activities range from weekly to monthly and can provide a challenge when attempting to fit in commercial training courses where, for example, five consecutive Wednesday mornings might be required.

A key challenge is attracting commercial bookings into spare capacity whilst encouraging growth in activities involving the local community.

Over the past 3 years, the Centre Manager has significantly increased utilisation of the centre and taken opportunities to form stronger links with other local groups and is under constant pressure from new potential hirers such that a major Development Project, called the Out o' Space project was launched in 2024 to add two more multi-use rooms with sprung floors and to enlarge Poppleton Social. This project costing in the region of £400k will come to fruition early in 2025.

## **5.5 Disability Access**

The PCT is committed to providing an accessible environment for all, including persons with disabilities. There are six dedicated disabled parking spaces in the car park. The Poppleton Centre is on a single level with wheelchair access ramps, and in April 2019 a new sliding door entrance was installed using in part a grant from the Parish council. A specifically constructed wide corridor suitable for electric wheelchairs also provides easy access to the separate specialized disabled use toilet.

Whilst existing access arrangements and facilities are adequate, there will need to be a review of those facilities in the next few years particularly after the new development takes place.

## **5.6 Sustainability and Environmental Impact.**

The PCT and Poppleton Centre, operating as a community resource recognise that we have an obligation to operate in a sustainable manner, and implement green initiative where feasible. In April 2018, the trust obtained a grant from Wren's community action fund, together with grants from both Parish councils to install 20kW Solar panels. This provides electricity for the centre during daily use, but also provides any surplus back into the National Grid. Unfortunately, the rules of the grant provider prevented the Trust from future financial gain through this feedback.

In 2023 considerable tree planting was undertaken around the site to help offset our carbon footprint.

Further initiatives reviewing our Carbon footprint are ongoing, and ideas to reduce or offset are being considered. Steps to reduce our own carbon footprint include consideration for biomass boilers, air or ground source heat pumps, electric car charging points and energy saving initiatives.

## **5.7 Marketing and Promotion**

Marketing activity for 'The Poppleton Centre' is devoted to increasing bookings and in support of fundraising activities by emphasizing our role as the 'heart of the village.' The 'brand' has now been in existence since January 2008 and despite all our communications and promotion featuring the name of The Poppleton Centre many in the village still refer to the facility as 'the community centre'. We have almost accepted defeat on this and while maintaining the 'brand' also refer to ourselves as 'your community centre'. While this is not a major issue it is an aim to ensure that wherever the centre is referred to the correct title is used.



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The PCT currently publishes a quarterly newsletter called 'Centrepiece' that is distributed by volunteers to all 2,000 households in the two villages, as well as via electronic mailing.

Considerable effort has gone into selling advertising in this publication such that the print cost is now always offset by advertising income and a profit of around £1,000 made each issue. The editing, design and digital artwork is provided free of charge by one of the Trustees. The aim of the newsletter is principally to promote and communicate all activities of the Poppleton Centre and the subsidiary sporting clubs, but it is increasingly also promoting other activities in the village, helping to reinforce our aim to become 'the heart of the village'. If this is to continue a succession plan for the production of Centrepiece needs to be formulated.

The PCT Website [www.poppletoncentre.org.uk](http://www.poppletoncentre.org.uk) carries details about the centre together with all the various activities available. It is widely used as communications tool and averages 100 hits per week, with significantly higher numbers accessing the site during fundraising periods such as Bonfire Night. This website was recreated in 2023. In July 2024 1,560 people viewed our Google Business profile, 338 seeking directions with 187 clicking through to the website.

On-line ticketing is being used very effectively enabling us to rebuild our email list and regenerate the ENews mailshots to further increase our communications 'arsenal'. This has been shared by Poppleton (Junior) Football Club for their annual Beer Festival Fundraiser to good effect.

Social media is being used very effectively both by the centre and Poppleton Social and will continue to be so. As of August 2024 there were 1,200 followers on facebook.

The Trust maintains an electronic mailing list of some 1,900 addresses with whom it communicates ENews on an irregular basis promoting activities within the Centre. This is maintained by an external management company, MailChimp, and conforms strictly to GDPR legislation. The newsletter, ENews mailings and the web site provide an excellent insight into the activities and usage of the Centre and of the activities of the Trust as a whole. Poppleton Junior Football Club also maintains its own very informative web site [www.poppletonjfc.co.uk](http://www.poppletonjfc.co.uk) as does Poppleton Bowls Club [www.poppletonbowlsclub.co.uk](http://www.poppletonbowlsclub.co.uk).

With the new development providing an opportunity and the fact that our existing logo has been in existence for 16 years consideration should be given to updating it.

## 5.8 Poppleton Centre Key Objectives

- Improve utilisation.
- To create a balanced maintenance programme to ensure the standard of the existing facility is maintained.
- Develop improvement strategies to meet the future demands and expectations of our users.
- Develop strategies to manage and maintain the facilities in a more sustainable / greener and cost effective manner.

## 5.9 COVID-19

The Trust and management team worked hard during the Covid-19 pandemic to ensure that the building was well maintained, that the staff were secure, that Poppleton Social was supported and that we fulfilled our role in the village.

To that end Trustees took advantage of appropriate government grants, including furlough. Poppleton Social licence fee was waived during the pandemic and by furloughing staff and

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providing takeaway pizzas they survived; the Centre became a hub for local food distribution; Centrepiece went on-line to maintain local communication and the Centre, particularly through unstinting work by Centre staff, continued to play a vital role in the community.

Staff also played a key role in co-ordinating the village effort to house Ukrainian refugees.

It would perhaps be foolhardy to say that Trustees and staff are confident that they are resilient enough to cope with a similar threat in the future but we learnt a lot about ourselves and our community role during Covid which may be put to good use in the future.

## 6. PCT Subsidiary Clubs and Poppleton Lawn Tennis Club

As well as being responsible for the running of the Poppleton Centre, the Poppleton Community Trust is also responsible for several subsidiary clubs (SC's) managed by their own autonomous committees. Each group or sports club manages its own facilities.

As previously stated, whilst the Poppleton Lawn Tennis Club is not part of the PCT, as an affiliated member, it does work closely with it.

### 6.1 Poppleton Junior Football Club

September 2011 saw the completion of the £500,000 Poppleton Junior Football Club Community Sports Pavilion project on their 11 acre site on Millfield Lane. This consists of four quality changing rooms, an office, large meeting room / hall and kitchen together with various storage facilities. The existing car park was extended to provide designated disabled car parking, and recently in 2020 some pitch side flood lights have been installed. In addition to offering much improved facilities for the club, the hall is used as a community hall for a number of community activities during the week.

#### **Ambitions:**

To provide a safe and positive environment for the continued growth and development of children's football within and surrounding the Poppleton village.

#### **Current membership:**

Is difficult to ascertain specifically today, as we have literally just opened up the Club application process for the 2024/25 season, we envisage circa 330 children from 6-18 and with mens football 30-50 number, although this latter number is fluid throughout the season. UK Population growth is increasing by 3.3% over the next 5 years, we would expect a similar growth within PFC, but this is heavily dependent on other clubs within a 15 mile radius continuing operation and our own coaching volunteers. A coach has just retired and if we cannot replace him we could potentially lose 30 children overnight (our priority is the safety of our children and the recruitment of the right manager/coaching volunteers to minimise any disruption. We have been actively seeking a replacement).

#### **Facilities:**

No functional change at present planned – we've recently redecorated the main meeting room, foyer and kitchen. The changing rooms are likely on the list next for a revamp. Floodlights, we already have them, with no immediate changes planned. 4G/5G pitch, the FA have several incentives presently available, which we hope to investigate over the next 12-24mths, to maintain/increase the standard of football in the closed season and further manage our grass/pitches.

At the time of writing Poppleton United and Poppleton Junior FCs have agreed the merge and to base themselves at the Millfield Lane site. The benefits accruing from this merger are anticipated to be financial as well as ensuring that there is a smooth transition from Junior to Senior football which has not been present in the past.

## 6.2 The Poppleton Bowls Club

### Introduction

Poppleton Bowls Club is a medium size flat green Bowls Club with paying membership. The age profile is elderly with the majority of the members in their seventies and eighties with some non-playing members in their nineties. The Club is not only a very important asset to the villages of Upper and Nether Poppleton, which make up 53% of its members, but is also important to the surrounding areas which make up the remainder of 47% of the members. The Club serves a very important function in maintaining the physical and mental health of the members. As well as the main purpose of the Club, i.e. bowling, the Club offers a full social programme e.g. evening quiz nights which run both within and outside the summer bowling season.

The Club relies heavily on its own efforts to raise funds and maintain the Club facilities. Other fund-raising events such as quiz nights also bring in much needed income

### The Future for PBC

There are 3 areas that make up a successful Bowls Club:

1. Good Finance
2. Good Governance
3. Investment in Club facilities

During the next 5 years the aim of the committee is to meet the demands of a growing membership and to continue to use every method to raise funds for future developments.

There are several issues that need to be addressed:

- The Bowls Clubhouse which is around circ 40 years old is life expired and is too small for its purpose and when member numbers increase this will exacerbate the problem. The main problems are:
- The lack of width of the Clubhouse, which cannot be extended due to its siting in its current location.
- Lack of accessible toilet facilities.
- The Clubhouse is poorly insulated which leads to energy loss, higher running costs and increased carbon emissions.

The solution would be to purchase a new Clubhouse which would be sited on the existing car park overlooking the E-S side of the Green. A first storey could be included for viewing of both bowls and tennis and other uses. The present site of the Clubhouse could be demolished with the area turned into car parking.

The new Clubhouse would need the following:

- Be able to accommodate up to 60 people
  - 2 storeys with a balcony
  - Toilets, including accessible toilet facilities
  - Storage facilities
  - Galley Kitchen
  - Changing areas
  - Flexible space for multiple purposes, such as meetings and social activities
  - More energy efficient
-

## PCT Business plan

The Club car park will need to be relocated and to include disabled bays and resurfaced with permeable material.

The steep bank on the east side needs to be reduced.

The tarmac paving around 3 sides of the Green will need replacing within 5 years.

### Target market

- The population within a 3 mile radius of Poppleton.
- This will increase by around 1,100 houses in the next few years.
- Adults and younger members who may wish to experience shorter games along the lines of 'Bowls Bash' as these can be completed in one hour.
- People with a disability.

### Competitors

- Our main Competitors are the seven Bowl Clubs in the York area.

### Marketing activities

- Promote free tuition evenings for all ages by:
- Develop a social media presence
- Update the PBC website
- Leaflet/flyer distributed to Poppleton and the surrounding areas
- Advertise in local publications and shops
- Word of mouth
- Sponsorship Promotion

### Revenue

- Grants
- Sponsorship
- Fund Raising Events
- Cash Funds

### Costs

- Marketing Cost, including a new website, are expected to be under £1,000
- Groundworks and parking £20,00
- New Clubhouse £80,000

### Milestone

- Distribution of leaflets/flyers – 2025
- Update website – 2025
- Develop Social Media presence – 2025
- Improve embankment and parking – 2027
- Tarmacing of area around the Green -2028
- New Clubhouse – 5 years 2029

Its main financial challenge is to continue to maintain the green to its current exceptionally high standard.

### **6.3 Poppleton United Football Club**

At the time of writing Poppleton United and Poppleton Junior FCs have agreed the merge and to base themselves at the Millfield Lane site. The benefits accruing from this merger are anticipated to be financial as well as ensuring that there is a smooth transition from Junior to Senior football which has not been present in the past.

The club now operates on the Millfield Lane site and has two teams in the York Football League, its first team being in the Premier League. It currently takes on most of the responsibility for maintaining the sports field with periodic support from the main Trust funds for the boundary areas of the field. The pitch has been significantly improved over recent years. It is also used by the Poppleton Veterans football team and on occasions to the junior football club for training and matches.

### **6.4 Poppleton Lawn Tennis Club**

Poppleton Lawn Tennis Club encourage informal and organised social play and offer competitive club and league matches. They offer a comprehensive range of adult and junior coaching programmes delivered by a team of LTA-qualified coaches to give all players opportunities to improve their tennis and gain greater enjoyment from the game. The club has excellent facilities with all 6 courts floodlit, 3 courts are macadam and 3 with clay. There is also a conservatory club house overlooking the courts and a storage unit for housing maintenance machinery. Members also benefit from a bar-café, changing rooms with toilets and showers provided by the Community Trust in the adjacent Poppleton Centre. The Tennis club has the following on-line presence with their website, twitter and facebook accounts:

<https://clubspark.lta.org.uk/PoppletonLawnTennisClub/News>

<https://www.facebook.com/PoppletonTennisClub>

<https://twitter.com/PoppletonTennis>

The club have made significant investment in the club facilities over the last few years with over £150,000 spent on resurfacing and adding floodlights to Courts 1-3. This year (2024) it is planned to re-paint Courts 4-6 and, as part of the repainting, will create 1 or 2 Pickleball Courts.

Current membership of the club stands at around 200 adult and junior members plus around 60 under 10s. It is hoped, given the improved Tennis surfaces plus the Pickleball option, membership will increase over the next 3 years though note membership has been pretty stable at the current levels since 2020.

The coaching team will, of course, remain core to the Tennis Club's proposition as will Team and Social Tennis.

Subject to obtaining part funding from the LTA the plan is to build the Padel Court for which planning permission was granted for in the Autumn 2024. Should funding from the LTA not come through as envisaged then the development would likely be delayed until 2025. Once developed, and based on LTA advice, Padel is expected to be very popular and the Court being used up to 8 hours a day, 7 days a week. Should that be the case the club would look to re-apply for a second Padel Court as originally envisaged.

At this point it is very difficult to predict whether or not Padel will increase membership of the Tennis Club. What is expected is that usage of the cafe/centre would increase as a result of the additional "footfall".

#### PCT Business plan

Finally, and subject to sufficient funding, the club would expect to move from the conservatory to the new clubhouse alongside Court 6.

#### **Finances**

Finances for the club are sound. Annual operating profit is positive and contributes to a “sinking fund” to cover anticipated expenditure in the future for example, floodlight renewal, court resurfacing / renewal.

#### **Teams and Matches**

Our teams encompass a wide range of skill levels, so there are always opportunities for members to get involved whatever their standard of play. We have three ladies' teams, three men's teams and five mixed teams competing in local summer leagues.

## **6.5 Poppleton Cricket Club**

The Poppleton Cricket Club is under the umbrella of the Poppleton Community Trust. At this time the cricket club is mothballed whilst it awaits its new home to be made ready. This will happen in conjunction with the development of the new housing at the old British Sugar site. Monies from this development are to be allocated to new cricket facilities in Poppleton. A site has been identified by CYC for this purpose on Millfield Lane. It is hoped that CYC will commit the funding for this project in the next five years. Junior and senior cricket teams will be able to use this new facility.



## 7. Financial Overview

### 7.1 Financial relationships within the Trust

#### 7.1.1. The Poppleton Centre

The Centre is the largest element of the Trust and its accounts include activities specific to the Centre, a range of activities and costs which cover the Trust as a whole e.g. ground rent for the Main Street site and insurance. Some of those costs are passed on to the sporting clubs via an annual levy.

The centre is self-financing and does not receive support from the local authority other than grant support from the two Poppleton Parish Councils for specific capital and upgrade projects

#### 7.1.2. Subsidiary Clubs

The subsidiary clubs manage their own financial affairs and, in Charity accounting terms, their assets are Restricted which means they cannot be used to finance other sections of the Trust.

The subsidiary clubs, including the Tennis club, pay an annual levy (based on a levy per member) to the Trust to cover administration, joint and specific costs and use of the land and premises.

#### 7.1.3. Poppleton Centre Ltd

Poppleton Centre Ltd, is a wholly owned limited company owned by the Trust. In August 2019 the running of the café and bar were merged and outsourced to Espresso Garden, under a franchise agreement to operate as Poppleton Social. This Contract was renewed in 2024 for a ten year period.

As of 31<sup>st</sup> March, 2024 the balance sheet of the Poppleton Centre Ltd. was clear other than the £1 share capital. The company will remain in a dormant state until it is liquidated at an appropriate time.

### 7.2 Key Assets held by the PCT

#### 6.2.1 Main Street site

The Main Street site is owned by the City of York Council (COYC) and leased to the Poppleton Community Trust for a period of 99 years from February 1979. A nine year rental agreement ran from 1 November 2016 until 1 December 2025, starting at an annual rent of £1,700 rising progressively to £2,400 in the final year. As part of that agreement the COYC was responsible for some grass cutting and boundary hedge maintenance. It also is responsible for all aspects of the day to day operation of the children's playground.

The COYC is the Custodian Trustee for the Poppleton Community Trust and landlord of the Main Street site and as such, its consent is required for any changes to the site or structural changes affecting the Trust.

The actual lease of the Main Street site had never been updated from Harrogate District Council and the original Poppleton Sports and Social club, although the current owner is CYC and tenant PCT. In 2019 COYC approached the PCT regarding an asset transfer of the site

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#### PCT Business plan

to the PCT who would save the rental charges but assume all maintenance responsibility. In March 2020, the PCT Trustees agreed in principle, with certain conditions that COYC verbally agreed. This was finally signed in October 2022 for 99 years at a peppercorn rent with all maintenance to be carried out by the Trust.

As part of the Lease Agreement a number of maintenance works were agreed to be Undertaken by CYC which at the time of writing have still not been undertaken despite continuous requests.

The primary assets on the main street site are

***Poppleton Centre***

Centre building constructed in 1991; the main additions since then being:

- Car Park
- Conservatory
- Upgrade to toilets and changing rooms
- Insulation of sports hall roof
- Café/bar conversion and kitchen upgrade
- Reception/office space.
- Refurbishment of outside area front of building.
- Fire exit door upgrade
- Extension undertaken early 2025

The majority of the recent additions were funded by grants, fundraising or own funds of the PCT or sporting sections.

The project to upgrade the changing rooms and toilets was made possible by a £50k loan from the Charity Bank, guaranteed by the City of York Council (supported by a £15k grant from the Football Foundation). The loan was repayable over 11 years, repayments starting at the end of year one with an interest rate of 6% p.a. At 31 March 2020, the balance of this loan was £9,000 and will be repaid fully in September 2021.

A further loan of £25,000 (unsecured) was taken out with the Charity Bank on March 2017 at an interest rate of 6.5% to help fund the entrance hall project, and this loan was fully repaid early during 2020.

The Football Foundation have a right, for a period of 10 years to recover their grant should the changing rooms cease to be used for their current purpose.

***The Bowls Club***

***The Bowls club has the following assets;***

- Bowls Club Pavilion
- Storage units
- Bowls Club car park
- Bowling green plus irrigation plant and maintenance equipment i.e. mowers, scarifiers etc.

***Football Field***

The sports field is set up for one football pitch with crowd barriers and dug outs and container storage for equipment.

***Tennis Club***

The 6 floodlit Tennis courts are all owned by the Tennis Club. Three courts are macadam and three recently converted from artificial grass to clay. There is also a conservatory used by the Tennis club as a club house overlooking the courts and a storage unit for housing maintenance machinery.

The Trust has planning permission to add a padel courts and a petanque rink with a new tennis pavilion, enabling the club to move from their present 'home' in the conservatory. This courts will be part funded by a S106 grant, related to the Miller Homes development on Boroughbridge Road, which was approved by CYC in November 2024.

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### **6.2.2 Millfield Lane site**

The Millfield Lane site is owned by the Trust, purchased principally with grants in 2001 to accommodate junior football and potentially cricket. The COYC only have a direct interest as Custodian Trustee of the PCT. It is included in the accounts as a restricted asset within the Poppleton Junior Football Club section. In 2007, the site was enlarged, at cost of £3,000, in

the then expectation that a cricket square would be created, but that initiative did not materialise.

Prior to 2011, in addition to the football pitches, the site had a car park and Portakabins used for storage, café and changing / toilets. In 2011 a new Community Sports Pavilion was completed. The new facilities included a four-changing room clubhouse with meeting and training areas, as well as official's changing rooms and catering facilities.

Within that project, a wind turbine was added, part of the original planning proposal providing a sustainable aspect to the initiative and a source of income to the club. This was supported by a grant of £15,000 from the Community Sustainable Energy Programme (CSEP).

Together with the upgrading of the car park and the installation of a wind turbine; the total project cost slightly over £500k.

The project was made possible by grant funding from, in particular, the Football Foundation which provided £375,000 and the City of York Council, a further £42,000. The City of York Council also provided a further £10,000 five year interest free loan (since repaid). Numerous smaller grants and donations were obtained along with finance generated from four years of fund raising.

## 7.3 Financial Statements

### 6.3.1 Poppleton Community Trust

At the time of updating the full financial statements of the trust for the year ended 31 March 2024 had not been completed and as such following figures relating to the year ended 31 March 2024 have not undertaken an independent financial review. Those relating to 31 March 2023 have been reviewed and filed with the charities commission.

#### PCT – Cash Income and expenditure summary Year ending 2023/24 (excluding subsidiary clubs)

	2024 £'000	2023 £'000
<b>Income</b>		
Hire Income and levies	106	112
Fund raising	41	26
Centrepiece income	7	6
Poppleton Social	26	25
Grants	13	12
	<b>193</b>	<b>181</b>
<b>Expenditure</b>		
Employment costs	49	44
Utilities	33	32
Property costs	32	27
Legal & Professional fees	6	12
Administration	15	11
	<b>136</b>	<b>126</b>
<b>Development (net)</b>	<b>1</b>	<b>0</b>
<b>Capital</b>	<b>14</b>	<b>30</b>
<b>Net surplus</b>	<b>42</b>	<b>25</b>

The trust continues to gain the majority of its income through a combination of venue hire income, levies and licence fees from associated clubs and the 3<sup>rd</sup> Party Café operator and via fundraising events.

Support is also provided by the 2 local parish councils who continue to grant up to £5,000 each per year to be used towards development of the centre and its facilities.

Part of the promotion of the centre is conducted via its quarterly newsletter, Centrepiece, in which advertising space is sold to cover the costs of the production and make a small return for the centre.

Costs to run the centre relate primarily to employment costs for the centre staff, utility costs (electric/gas) some of which are recharged to the Café and Football Club based on usage, and property maintenance and cleaning costs

Other administrative costs are incurred relating to licensing, software and professional fees associated with the day to day running of the centre.

As always the intention of the centre when setting budgets and hire income charges is to manage the centre such that with prudent fundraising estimates the centre generates a small surplus which can be reinvested in its future development.

The financial activities of the centre are monitored at each Trust meeting with reference to the budget for the financial year set out at the start of the year.

### **PCT - Balance Sheet Summary** **As of 31.3.24**

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
<b>Fixed Assets</b>	221	232
<b>Current Assets</b>		
Cash at bank	217	174
Debtor and prepayments	14	14
	231	188
<b>Liabilities</b>		
Creditors and accruals	-6	-6
Deferred grants and donations	-98	-115
	-104	-120
<b>NET ASSETS</b>	<b>347</b>	<b>300</b>

### **PCT – Cash reserves**

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
<b>Analysis of reserves</b>		
Current Account	24	18
Reserves Account	51	56
Development Account	141	100
<b>Closing Reserves</b>	<b>216</b>	<b>174</b>

At the end of March 2024 the Centre held £216,000 of cash reserves in the following accounts;

**Current accounts** - £24,000 held for use in the day to day running of the centre

**Reserves account** - £51,000 held in line with the Trust reserve policy under Charity Commission guidelines to provide protection against identified risks to income or expenditure of the trust.

**Development account** - £141,000 held as part of the expansion development plans of the centre for the forthcoming year

### 6.3.2 Subsidiary Clubs

#### P&L Account summary Year to 31.3.24

	Centre £'000	Poppleton Utd £'000	PJFC £'000	Poppleton Bowls £'000	TOTAL £'000
Opening Bank & Cash balances	174	6	19	17	217
Cash surplus / Deficit in the year	42	1	20	-8	56
<b>Closing Bank &amp; Cash balance</b>	<b>216</b>	<b>7</b>	<b>39</b>	<b>9</b>	<b>273</b>

Each of the trust associated clubs held acceptable levels of funding at the end of the year with the PJFC holding £20,000 in a reserves account under the reserves policy of the Trust.

Each club maintains their own financial governance and control and aim to manage finance to keep appropriate levels of funds for future requirements. In the past year the Bowls club undertook a number of one time improvements to the bowling green but continued to manage finances to hold a suitable year end balance.

NOTE: The Poppleton Lawn Tennis Club maintains separate accounts.

### 6.3.2 Poppleton Centre Ltd.

Poppleton Centre Ltd, is a wholly owned limited company owned by the Trust. As of 31<sup>st</sup> March, 2024 the balance sheet of the Poppleton Centre Ltd. was clear other than the £1 share capital. The company will remain in a dormant state until is it liquidated at an appropriate time.

## 7.4 Key Financial Observations

Every aspect of the Trust's finances represents a challenge. Hire income, whilst the major source of income is only able to cover wages and utilities costs. Therefore, other forms of income including cafe and bar rent and levy charges on the sporting clubs are all equally important to balance the books.

The overall aim is to run the Centre day to day operations against a budget for the year with the intention of making a small surplus which is re invested into the development of the Centre.

Large one off items of expenditure, whether capital or heavy maintenance are currently funded from grants or fund raising. Grants, particularly from the two Parish Councils have proved to be vital to the long term viability of the PCT.

The Trust has managed to improve its facilities and increase its cash reserves through a mix of excellent fund raising, a successful Centre and grants, such that it is has now achieved full compliance with its reserves policy. That positions means it has the flexibility to embark on development projects with confidence that unexpected risks to income or costs can be mitigated without overall risk to the ongoing operation.

### Financial Positions

As already indicated it is the intention of the centre and associated clubs to manage their finances in such a manner as to meet annual costs or development requirements whilst maintaining appropriate levels of reserves so as to protect the ongoing operation of the facility or club.

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## 7.5 Financial Reserves

The Charity Commission has indicated on a number of occasions (source: The Charity Treasurer's Handbook) that a Charity should not hold cash for the sake of it; i.e. it should maximise the benefit from any income it obtains. However, it also recognises that to operate effectively and responsibly it must have an adequate level of reserves to meet for example sudden high maintenance costs or sudden losses of income. The recent COVID-19 Pandemic is an example and reminder why such cash reserves are necessary.

The following is the Trusts policy on financial reserves;

### **Poppleton Community Trust Reserves Policy February 2024**

#### **The Trust needs reserves for the following reasons,**

To cover,

- loss of income for whatever reason and sudden large day to day expenditure requirements.
- Provide funding for on-going heavy maintenance and asset replacement and provide the financial flexibility to take advantage of opportunities to be proactive in improving the facilities offered by the Centre and the wider Trust.

#### **The level of reserves required**

The overall level of cash reserves is set at £70,000 consisting of;

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## PCT Business plan

- £50,000 for the Trust excluding the Poppleton Junior Football Club but including Poppleton Bowls Club and Poppleton United Football Club
- £20,000 for Poppleton Football Club.

Both sums represent approximately six months day to day expenditure.

### Investment policy

Cash will be held in either a current or deposit account. Any change to this will be the subject of review by the Trustees.

### Policy adopted February 2024

As of 31 March 2024 (and at present) the Trust is fully compliant with the requirements of its reserves policy with both the centre and the Football club holding the appropriate set out funds in reserve.

From April 2024 the Trust has registered for VAT which will allow it to recover input tax associated with the future development as well as appropriate running costs. Output tax is payable on a proportion of the Trust income as appropriate under VAT legislation. The centre has engaged with professional advisors to support the centre manager and associated clubs in completing VAT returns.

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## 8. Risk Analysis

The Trustees have a duty to identify and review the risks to which the charity is exposed and have ensured appropriate controls are in place to provide reasonable assurance against fraud and error. The risk analysis is also supported by a SWOT analysis.

### 8.1 Areas of risk

The Trustees identified the following areas of risk: Operational Management, Governance, Market Risks, Community Engagement and Participation. An analysis was performed on primary key aspects of each area. The Trustees acknowledge that the review is not exhaustive.

#### Operational Management

Description	Impact (High / Medium / Low)	Probability (High / Medium / Low)	Existing Controls	Actions Required	Lead Responsibility
Another Global pandemic	High	Low	PCT holds a reserves policy to cover 6 months of normal operation. During covid-19 the centre was closed reducing operating costs to a minimum	Vigilance	Chair / Treasurer
Failure to retain experienced Trustees and to recruit new Trustees with additional skills	High	Medium	Ongoing	Continual awareness and action	Chair
Failure to retain / recruit suitable Staff	High	Low	PCT operates recruitment processes in line with best practice guidelines	To conduct staff appraisals ensure roles and responsibilities are clear	Chair delegated to Remuneration Committee

### PCT Business plan

Lack of ability to attract, secure and effectively manage volunteers as a means of supporting delivery of Community Centre operations	High	Low	PCT currently utilise a number of local volunteers	Ensure volunteer list is maintained	Centre Manager + Trustees
Failure of Centre staff to continually monitor and evolve in line with changes in the Community needs / demand	Medium	Low	Centre currently has effective feedback processes in place to ascertain community needs	Request community comments at Annual Village meeting when reporting of relevant findings and provision plans.	Exec Committee
General Building and Maintenance Risks	Medium	Medium	Ongoing building and maintenance management procedures are in place	Continuation and implementation all of relevant policy and procedures	Centre Manager Exec Committee

### Governance

Description	Impact (High / Medium / Low)	Probability (High / Medium / Low)	Existing Controls	Actions Required	Lead Responsibility
Committee Members or Trustees withdrawing from their Voluntary Positions	High	Low / Medium	Committee Members currently agree to a term of office when accepting a position.	Trustee role, responsibilities must be presented and agreed by each member when joining	Chair

Conflict emerging within the Committee as a result of differing stakeholder interests / agendas	High	Low / Medium	Decisions are currently discussed and agreed at Committee Meetings between Committee members	Chair to mediate to seek a resolution.	Chair
The capacity for the Trust Board to successfully deliver their proposed outcomes for the PCT	High	Medium	Key Committee members to assume responsibility for overseeing specific elements of the Centre delivery through subcommittee structures	PCT has an experienced Staff complement and Trustees and will look to add more skills through additional Trustee involvement	Exec committee

### **Market Risks**

Description	Impact (High / Medium / Low)	Probability (High / Medium / Low)	Existing Controls	Actions Required	Lead Responsibility
Not enough community groups / individuals using the Centre	Medium	Low	A varied range of community and voluntary sector groups currently use the Centre	Continued promotion of the Centre's resources through Social media, website and Centrepiece	EC
Centre provides inadequate facilities to accommodate demand	High	High	Centre Manager feedback	Out o' Space project working to enlarge accommodation	EC
Provision not reflective of the ever changing needs of local community	Low	Low	Centre Manager feedback, and word of mouth to Trustees.	PCT currently undertake a community consultation to assess demand and need in the area. Current user feedback review	EC
Another village Café/Bar opens.	Low	Low	None	Build customer base and support PS initiatives	Trustees
'Poppleton Social' relocates / closes	High	Low	PCT to offer development support	Promotion and growth of customer base.	Trustees
Competition	Medium	Medium	Competitive pricing Quality of services	Undertake market analysis of competitors	Trustees

### **Financial Risks**

Description	Impact (High / Medium / Low)	Probability (High / Medium / Low)	Existing Controls	Actions Required	Lead Responsibility
Failure for PCT secure the necessary funding to support delivery projects / heavy maintenance	High	Medium	Both Parish councils have been supportive and provided grants.	Business plans written to support funding applications.	EC

## PCT Business plan

Failure of PCT to generate sufficient income to sustain the delivery from the Centre	High	Low	A community friendly pricing policy that allows it to generate income, provide a value for money community focused service, based on benchmarking analysis of similar facilities in the locality	Ensure regular competitive analysis is completed.	EC
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Large unforeseen rises in overhead costs (such as heat and light)	Medium	Medium	Annual review of energy supplier contracts.	Analysis of Energy saving initiatives. Electricity generation via Photovoltaic Solar panels. Zonal heating control	EC Centre Manager
Failure of PCT to have enough financial reserves in line with charity commission guidelines	High	Medium	Experience of individuals on Committee ensure robust business planning and financial controlling	Continual review of financial requirements as a result of usage in the building and application of these changes to annual budgets and financial controls	Chair Treasurer EC

### **Community Engagement and Participation**

Description	Impact (High / Medium / Low)	Probability (High / Medium / Low)	Existing Controls	Actions Required	Lead Responsibility
Lack of representation of community on the PCT Committee	Low	Low	PCT is working hard to establish a fully representative Committee in recent times	To review representation of community on the Committee on annual basis. Allow appropriate opportunity and actively encourage for new members to be elected onto the committee	Chair EC
Centre provision not reflective of the Needs of Community resulting from lack of ongoing representational consultation	Low	Low	Centre Manager feedback, and word of mouth to Trustees.	Development of annual consultation exercises conducted to quantify community need in the area. Current user feedback reviews.	EC
Unrealistic expectations of community	Low	Low	The Trust currently has no formal mechanism in place to manage expectations of delivery	To develop formal communication processes with the local community regarding Centre provision	EC

## 8.2 SWOT analysis

The Trustees have undertaken a SWOT Analysis. The following table summarises the identified Strengths, Weaknesses, Opportunities and Threats for the Poppleton Community Trust.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• There is a strong community spirit in Poppleton.</li> <li>• Experience and mix of Committee members.</li> <li>• A fully representative Committee established and operational.</li> <li>• An extraordinary and dedicated staffing complement that is fully committed to the provision of quality services and activities to the local community.</li> <li>• The ability of the Trust to coordinate provision across the area through a number of projects and programmes.</li> <li>• The Trust has awareness and knowledge of community needs in the area.</li> <li>• Volunteer resource to enable Community Centre operations.</li> <li>• Good utilisation of provision.</li> <li>• Successful annual fundraising events.</li> <li>• Bar and Café serving the community.</li> <li>• Community newsletter 'Centrepiece' and website highlighting activities.</li> <li>• Location next to Library and School.</li> <li>• Financial reserves in place to take advantage of upgrade opportunities</li> <li>• Experience of the Trustees</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• The utilisation of Community Centre is close to capacity, hence Out o' Space project.</li> <li>• Potential Venturesome bank loan to help fund Oo'S</li> <li>• Consultation programme to keep abreast of community needs further development.</li> <li>• Not attracting additional committee members and wider involvement of the community.</li> <li>• Energy usage is difficult to control.</li> <li>• No formal communication process with the local community regarding Centre provision.</li> <li>• The Poppleton Centre is still not seen by many in the village as 'the heart of the community'.</li> <li>• Development spend dependent on bonfire</li> <li>• Level of financial reserves insufficient to react to major development opportunities</li> <li>• Age profile of the Trustees</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Further increase in Centre utilisation possible.</li> <li>• Untapped resource of specialist skills and experience in the wider community.</li> <li>• Work with Community partners (school / playgroups) for Joint fundraising activities.</li> <li>• Work with local businesses for sponsorship.</li> <li>• Potential for development of additional space.</li> <li>• To provide a greater flexibility of provision to the local community.</li> <li>• Potential to become truly community focused Centre delivered by members of the community.</li> <li>• Environmentally friendly and self-sufficient energy generation initiatives.</li> <li>• Long term income from solar electricity generation.</li> <li>• Broadening of communication channels to further 'embrace the community' and offer a provision for everyone.</li> <li>• Acquisition of additional land adjacent to the</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Increases in Community Centre energy costs and overhead.</li> <li>• Maintaining Café rental income.</li> <li>• Reduced funding from Parish councils and other donor organisations.</li> <li>• Reduced support for fund raising events compared with previous years.</li> <li>• Continued employment of excellent staff and management.</li> <li>•</li> </ul>

PCT Business plan

existing site to facilitate growth

- Expand the breadth of skills and lower age profile of Trustees

## 8.3 What do our users think?

Trustees recognise the importance of ensuring that the Poppleton Community Trust represents the needs of the community. User and resident surveys were conducted in 2017, 2018 and most recently March and May 2020, where we asked users what they thought was good and bad about the Centre. It is planned to undertake further survey work in late 2025 to assess reaction to and satisfaction levels following the completion of the Out o' Space Project.

The March 2020 Survey was conducted using Survey Monkey. It was communicated by email to people who book the Centre to run activities, promoted on Facebook to 900+ 'followers' and emailed to the 1,124 subscribers to Poppleton Centre 'ENews' emails.

Overall 326 people responded, roughly 50% from ENews, 50% from Facebook and the email to 'bookers'. As some 92% of respondents came from less than 3 miles away from the Centre it would not be unreasonable to say that our sample represented around 6% of the 5000 residents of the two villages.

Key points:

1. Almost 70% of our respondents use the Centre at least once a week
2. Our age profile is skewed towards the 35+ age groups
3. Over 40% of users mention the Café as their prime reason to visit
4. Only 5.7% mentioned the Bar
5. Over 90% of our users live within 3 miles of the Centre
6. Yet only 60% walk to it
7. The average rating of the Centre was 4.6 out of 5.
8. The average family group is 2.95

During May 2020 we emailed our total database of 1,213 email addresses with a copy of the June issue of Centrepiece (only available on-line) together with a Readership Survey. In total 73 people completed the Readership Survey - a fairly high sample for a piece of research at around 1.6% of the population (over 18) of the two villages.

Key Points:

1. It is evident from both this and the previous survey that The Centre has a loyal following.
2. Centrepiece has a positive influence on its readers.
3. 97% of respondents regularly received Centrepiece through their door or picked one up at the Centre.
4. 85% said they always read it, a further 15% usually did.
5. Average number of readers per copy is a little under two (1.8).
6. Generally people who obtained a copy tended to read it rather than not
7. There was a high level of satisfaction with the magazine.
8. Readers regarded it as a good way of keeping up with what's happening at The Centre.

## 9. Development and Funding Strategy

This plan has highlighted and outlined the path forward in order to remain financially viable. The following key initiatives will be investigated and undertaken to secure the future of the PCT.

- Ensure that the services and facilities offered are what the community desires through anecdotal reporting and the planned 2025 survey.
- To establish a financial model where The Poppleton Centre is operating on an annual basis such that operating and maintenance costs are covered entirely by earned income.



#### PCT Business plan

- Improve hire income by maximising utilisation during the week, particularly of the enlarged facility.
- Through marketing activity undertaken by Poppleton Social, increasing events and parties at the weekend when space availability allows.
- Support the success of The Poppleton Social.
- To ensure that if a loan is required for the Development Project income is maintained at a sufficient level to service the loan.
- Maximise fundraising to enable major improvements/additions as well protecting reserves.

- Maximise the opportunities for grants for both heavy maintenance and capital works.
- Adopt improvements in utility consumption through reducing waste and investment.
- Review how staff resources are best used.
- Maintain cash reserves in line with Reserves Policy

The following lists of projects have been identified by the Trustees to be undertaken over the next five year period.

Each project will be assessed independently with a separate cost analysis and funding proposal that can be requested separately and reviewed in conjunction with this Business plan.

Projects will be funded either by cash reserves, surplus income, fundraising events or by grants and donations

## 9.1 Repair and Maintenance projects

Item	Potential Funding Source	Target Deadline
Pathway between Tennis courts and bowling green	Surplus income Fund Raising Activities	As Funds Available
Bowling club car park resurface	Fund Raising Activities	As Funds Available
Upgrading of Electricity systems	Surplus income Fund Raising Activities	2022– As funds Available

## 9.2 Capital expenditure projects

Item	Potential Funding Source	Target Deadline
Continue Out o' Space development as appropriate, building 1 <sup>st</sup> floor extension above Dodsworth / Maypole and integrating library	Grants Community fundraising	2028
Consider reconfiguring the sports field to reduce the space used for football to release space for other use	Grants Fundraising	2026
Purchase additional land to improve car parking and provide space for additional facilities	Grants Community fundraising	If opportunity arises
Introduction of further sporting facilities in addition to padel courts and petanque e.g. squash, skateboarding	Grants Community fundraising	2028
To consider aiding the Bowls Club to acquire a modular building to replace the existing pavilion.	Grants	2029

## **10. APPENDIX**

### **10.1 Appendix 1 - PCT Standing Orders**

#### **Poppleton Community Trust Standing orders (Revised March 2023 accepted at April trustee meeting)**

1. These standing orders are to be read in conjunction with the constitution for the Poppleton Community Trust CIO1201611. These orders control the administration of the trust.
2. The administration of the trust shall be the responsibility of the executive committee the trustees. Whose functions and composition are set out in clause three below.
3. Meetings of the trustees.  
The trustees will meet approximately every six weeks throughout the year.  
The main function of the trustees are to :-
  1. Be directly responsible for the day-to-day running of the Poppleton Centre and of Any related communal areas which are not the direct responsibility of an individual Sporting club.
  2. Be indirectly responsible for the overall administration of other facilities which are the Direct responsibility of individual clubs.
  3. Determine hire charges for the Poppleton Centre facilities.
  4. Determine any central levy for the purpose of administering the trust in consultation With those subsidiary and licensed clubs which pay the levy, or any other organisation.
  5. Determine license fees for and in consultation with, the clubs with license to use Land under the control or ownership of the trust.
  6. Prepare audited accounts and a financial report which shall be presented to the trustees And submitted to the charity commission annually.
  7. Consider and promote future developments of the trust.
  8. Trustees are authorised to enter into loan arrangements when specifically agreed by a Properly constituted meeting of the trustees.

#### **Committee.**

1. The committee shall consist of trustees.  
The chief officers of the trust shall be a chairperson - vice chairperson and treasurer to be appointed by a quorate meeting of the trust on the anniversary of the registration of the CIO.  
There is no limit to the number of trustees, each of which must be elected by a quorate meeting of the trust.  
Each trustee will agree to serve for a specified number of years and must retire or be re-elected on the anniversary of their appointment
2. Each subsidiary club and licensed clubs may nominate one member to be observers at Trustee meetings. These members will not hold trustee status or voting rights.
3. Each organisation entitled to be represented shall notify the name of the person Appointed to the minute's secretary of the committee.
4. Nether and Upper Poppleton parish councils may each appoint an observer to attend executive trust meetings. They shall not hold trustee status or voting rights.

## 5. Centre Management team.

A centre management team, with composition agreed by the trustees, will be responsible for the day-to-day administration and running of the centre on behalf of the trust. The centre management team will work within the framework of procurement and financial procedures as laid down by the trustees including levels of authorised expenditure that may be made by the management team between meetings of the trust.

## 6. Responsibilities of individual clubs.

The individual clubs shall make an annual contribution to the running costs of the trust which shall be determined by the executive committee in consultation with the appropriate clubs.

Within the general provisions of the trust, each subsidiary shall:-

1. Manage its own day-to-day affairs.
2. Fix its own subscriptions to be levied on its own club members.
3. Promote its own club activities.
4. Identify and put into effect schemes of development and expansion, subject to the approval of the trustees.
5. Incorporate its accounts into the accounts of the trust but such accounts will be separate and restricted to the control and administration of the finances of the individual subsidiary club.
6. Prepare its own set of annual accounts and annual report and submit them to the trust's treasurer within 60 days of the financial year's end and make available to the trust's auditor/examiner all documentation supporting those accounts.
7. Provide copies of committee meeting minutes to the minutes secretary of the trust.

## 8. Previous agreements.

The trust will honour any previous written agreements entered into by the Poppleton Community Trust.

## 14. New Developments.

All new developments are subject to the approval of the executive committee. Approval will normally be given provided that :-

The trustees accept that the development enhances in general the facilities that are offered by the trust.

A development proposed by one group or sports section does not adversely affect the facilities offered by another group or section.

## Millfield lane site.

Whilst it is recognised that the trust is the legal owner of the site, whose purchase has been funded by the junior football club, all matters relating to the day-to-day management and future development of the site are delegated to the Poppleton Junior football club. Which shall set up a committee of management for that purpose and report regularly via the provision of minutes to the executive committee.