



MANNA COMMUNITY CIC

Bentley Pavilion Tender January 2019 (Outline for Public Information)

Background

During August 2018, Doncaster Council asked Manna Community CIC to act as interim tenants of Bentley Pavilion while the council assets team prepared the building ready to go out to public tender. During the interim tenancy, Manna Community CIC agreed to work with individuals, churches, community groups and businesses (based in the Bentley area) for the purpose of preparing and submitting a collaborative tender. The collaborative tender was submitted on 14th January 2019, and successfully awarded to Manna Community CIC on February 11th 2019.

Introduction

With a focus on families and communities, we will provide a range of support; services, events and projects based around four community themes. These themes are *hospitality, health, heritage and hope*. Following on from our 6 month community engagement consultation, our business plan is fully reflective of community need. We will include the Park area and surrounding Bentley assets within our long term planning and involve every dimension reflected within the Bentley community in a cohesive and immersive way.

Leadership

As with any other company, the directors of Manna Community CIC occupy an important position of trust and general company law imposes on them a range of duties to the company and other responsibilities. The directors are also responsible for ensuring that the company meets its statutory and other obligations. The current **Directors and Advisors** of Manna Community CIC are as follows:

Manna Community CIC Leadership Team (Board of Directors)

Alyson Mayer
Community Engagement Director
alyson.mayer@manna.me.uk

Dorian Harris
Operations Director
dorian.harris@manna.me.uk

Grace Harris
Creative Director
grace.harris@manna.me.uk

Ian Mayer
Chief Executive
ian.mayer@manna.me.uk

John Sutcliffe
Chairman
john.sutcliffe@manna.me.uk

Jo Fisher
Counsellor
gethelp@manna.me.uk

Sue Sutcliffe
Director
sue.sutcliffe@manna.me.uk

Manna Community CIC Non-Executive Directors (Board of Advisors)

The Right Reverend Peter Burrows
Bishop of Doncaster
Diocese of Sheffield

So Him Fong
Managing Director
King Asia Foods

David King
Managing Director
Kingdom Voice Ltd

Jonathan Templeman
Former Chief Executive Officer
Bridon International

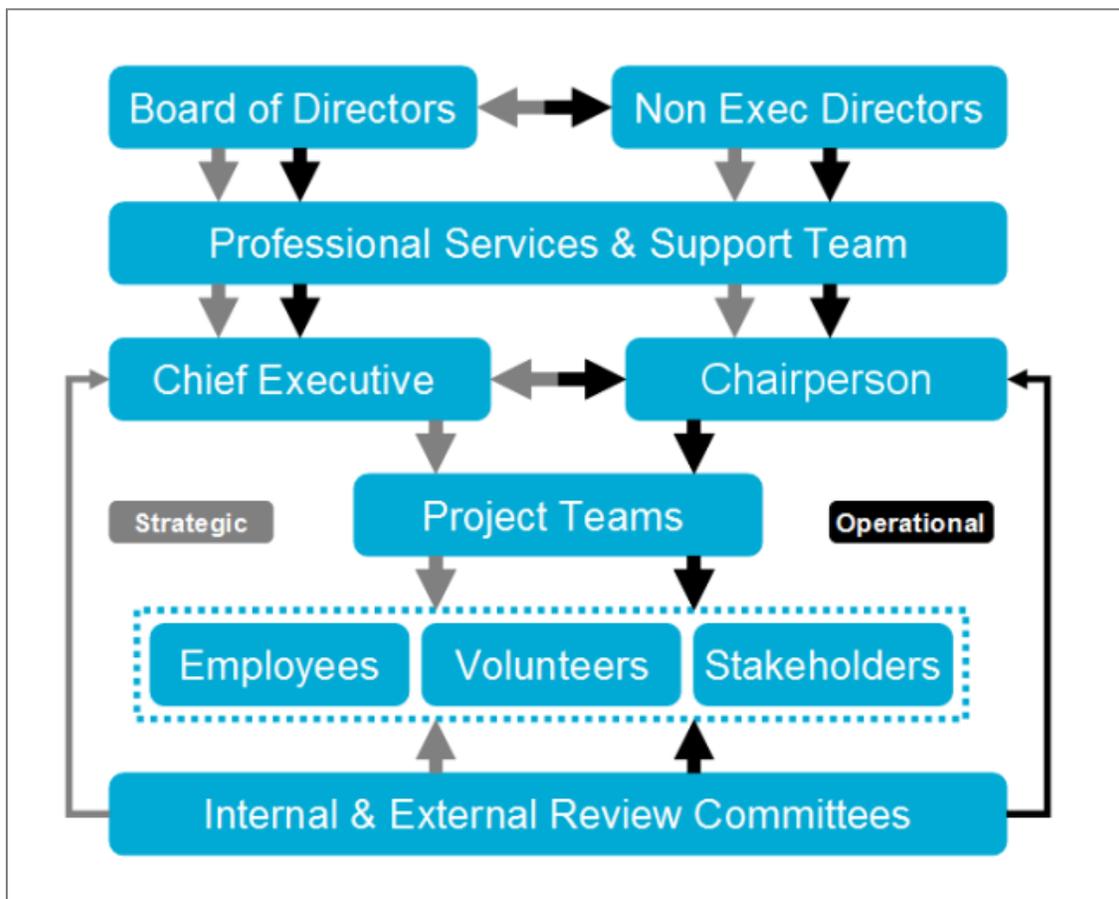
Dr Chris Williams
Professor of Psychosocial Psychiatry (Mental Health & Wellbeing)
University of Glasgow

The **Board of Advisors** are independent and contribute to the development of vision and strategy.

Governance

Formed on 1st May 2014, Manna Community CIC is all about supporting people on life's journey. **Our vision is to create opportunities in and around the Doncaster area, that can act as a context for meeting the broad range of physical, intellectual, emotional, social, and spiritual needs within local communities.**

Manna Community CIC is passionate about exploring how we can best support and develop community transformation across our city. We have established a clear structure for both our governance and the involvement of our stakeholders.



Manna Community CIC Articles of Association contain detailed governance requirements, however, compliance with the regulatory codes, (suitably adapted to Manna Community CIC particular circumstances) is also seen as good practice; For example, the appointment of independent non-executive directors, a professional services & support team, internal and external review committees and the clarity of roles such as Chief Executive and Managing Director, all contribute to the transparency of Manna Community CIC and improved stakeholder confidence.

Director Responsibilities

As with any other company, the directors of Manna Community CIC occupy an important position of trust and general company law imposes on them a range of duties to the company and other responsibilities. The directors are also responsible for ensuring that the company meets its statutory and other obligations.

In addition to these general responsibilities Manna Community CIC directors are also responsible for ensuring that the company is run in such a way that it will continue to satisfy the community interest test. **In practice, this will mean having regard to the interests of members of the local community, and in some cases giving more weight to those interests than to generating financial returns.**

In most companies the day to day management of the company is in the hands of the board of directors although certain functions may be delegated to specific directors, such as the Chief Executive, Managing Director and other delegated roles. It is essential to good governance that the directors clearly establish the lines of delegation. The authority and responsibility of those given delegated power need to be established and systems of control, including where appropriate internal audit, must be set up.

It must be remembered that the term director includes anyone who performs the role of a director whether formally appointed or not. A person who directs the policy and makes major decisions with regard to Manna Community CIC may therefore be regarded as a de facto director or a person upon whose instructions the appointed directors act (excluding those giving professional advice as part of the professional services & support team) may be regarded as a shadow director. It is therefore particularly important with Community Interest Companies, where stakeholders are encouraged to participate in running the organisation, to clearly establish respective roles and responsibilities.

Bentley Pavilion Leadership Team

During the last 6 months we have been operating an interim leadership team made up of Manna Community CIC directors, local Ward members, significant individuals and stakeholder representatives. The group was created in consultation with the local community. Going forward this group will be developed to form the Project Management Group for the Pavilion.

Good Governance Code

The Board of Manna Community CIC have adopted the **Good Governance Code**. This Code was first published in 2005, in response to demand from the voluntary and community sector. It was written by representatives of the sector, with support from the Charity Commission, and was championed and promoted by the Governance Hub.

The 6 key principles of the **Good Governance Code** are:

- Principle 1: Understanding the Board's Role
- Principle 2: Doing what the organisation was set up to do
- Principle 3: Working Effectively
- Principle 4: Control
- Principle 5: Behaving with Integrity
- Principle 6: Openness and Accountability

The Code sets out the six Code principles, with an explanation of why each principle is important, key legal requirements that an organisation must meet, and examples of how to put the principle into practice.

Regulation of Community Interest Companies

The Office of the Regulator of Community Interest Companies decides whether an organisation is eligible to trade as a Community Interest Company (CIC). It is responsible for investigating complaints – taking action if necessary – and it provides guidance and assistance to help in the management of CICs. Because Manna Community CIC exists to provide benefit to members of the local community, its Directors have taken the decision to facilitate Freedom of Information requests via this website. The **Freedom of Information Act** creates a statutory right for access to information in relation to bodies that exercise functions of a public nature, three different kinds of bodies are covered under the act. Public Authorities, publicly owned companies and designated bodies performing public functions.

For more information about Manna Community CIC governance please visit:

www.manna.me.uk/cic/governance

Creating a cohesive relationship between the Pavilion and Park.

There is enormous potential for the Pavilion and Park to operate in a cohesive way by sharing resources, growing relationships and managing events and projects together. The Bentley Bonanza and annual Fireworks display are examples of how this has worked historically. During 2018 Manna Community CIC supported the Fireworks display with food and refreshment via the Pavilion, and HiViz stewarding during the event. Manna Community CIC has already begun some work during our interim tenancy, including working with the DMBC Park Rangers, SMILE (volunteering within the Park), Bentley Urban Farm and other groups by creating a range of indoor and outdoor opportunities that are linked in to the Park. Some of Manna Community's future plans include:

- Working with DMBC Park Rangers in developing a series of visitor attractions within the park, such as wetlands areas, outdoor multi gym areas, outdoor family games areas, tree and bench adoption opportunities, raised bed development

- Working with DMBC Park Rangers in developing a series of all age outdoor workshops which will look at land management, outdoor survival skills and environmental projects
- Working with DMBC Park Rangers and the local community in developing volunteering opportunities such as litter picks, community picnics, arts festivals, classic car events, cultural food events
- Setting up of a radio system linking the Park Rangers, Safer Communities Team with the Pavilion team which will support the reaching out of Manna Community teams to those who are detached from society, often finding themselves within the park area
- Working with 'BACuP' to increase the commercial and community potential of Bentley Bonanza (and the annual Fireworks display) by involving local business, the wider community through creating sponsorship opportunities
- Developing the links that Manna Community CIC have already established with the Bowling club by creating opportunities for all generations to be involved in outdoor bowling and associated activities
- Developing the relationship between the Youth Hub and the Pavilion so as to develop synergy across the Park, Pavilion and surrounding area

Creating a sustainable community café within the Pavilion



Operating the 'Tenancy at Will' for 6 months has given Manna Community CIC first hand experience of the issues relating to managing a sustainable community café within the Pavilion and Park. Using our strong links within the local community has meant that **Manna Community CIC was able to open both the toilets and a café within 5 days of our initial occupancy.** This is indicative of our 'lean start-up' approach and active leadership team.

Managed and operated by Manna Community CIC, the "PIT STOP" name was developed in consultation with the community and directly reflects the Pavilions strong links with the mining community in Bentley. The logo and branding was developed as a gift to the local community by a commercial partner.

The café is currently staffed by a husband and wife team who are local to Bentley, have a story to tell in terms of how Manna Community CIC has been able to wrap support around their family, through employment and hope as part of the "PIT STOP" social enterprise. Bentley is made up of many families who are in the same position, and it is an aspiration of Manna Community CIC to support local people through projects such as this.

Our opening times are currently Tuesday to Friday: 9.00 – 16.00, Saturday: 9.00 – 14.00 and Sunday: 12.00 – 16.00. Going forward, the "PIT STOP" café will develop further links with the local community by offering a full range of hospitality services.

Using volunteers and combined with special events, plus a daily service, the café is sustainable. **During the interim tenancy the café has been rated 5 stars by DMBC Food Hygiene.**

There is more information available at: www.bentleypavilion.org/the-pit-stop

Creating opportunities for members of the local community to hire the Pavilion space

It is clear from both public record, and from our **community connections events**, that there has been an extremely complex and interwoven relationships of both individuals, and business entities, associated with the Pavilion in Bentley. These relationships connect in ways that make it very difficult to ensure there are clear lines drawn between the interests of the Pavilion (along with the Bentley community) and the individuals, and business operating in the Pavilion (either as clients or suppliers).

During our interim tenancy, we have become aware that two particular businesses have perceived the Pavilion as an integrated part of their businesses, including the Pavilion Facebook Page. This is evidenced by, feedback from many of the current Pavilion stakeholders, members of the local park community, local neighbours to the Pavilion, associated user groups and information from the Ward Members and other significant individuals. It is evident that the stewardship of the Pavilion over the last 10 years has drifted adversely, due to lack of oversight or monitoring. It is also clear that self interest along with a complex web of business relationships have hindered both the viability of the Pavilion and its potential as a community hub.

Notwithstanding the historical issues identified above it is important that opportunities are developed for the commercial hire of the Pavilion, but this has to be balanced with the Pavilions primary use as a community asset.

Although it has not been easy, we have successfully addressed the conflicts of interest identified above.

Manna Community CIC has set in place a secure booking work-flow as an interim step to manage community bookings and commercial hiring opportunities going forward. This process will continue to be developed and will include new opportunities such as:

- We will develop a number of small community hire packages that will be available on a fixed cost (or pro-bono) basis tailored specifically for community organisations, charities and non-profit groups.
- For larger community organisations we will develop off the shelf conferencing packages suited to various sizes of gathering

- We will create a range of family party packages that will fit a range of budgets and purposes, ensuring that local children and families are able to enjoy celebrations in a cost effective way
- Working with a local 3rd party commercial partners, will provide an event service that will include wedding celebrations and receptions which will provide an appropriate revenue stream to the Pavilion
- We will create a range of celebration, seasonal, and themed community events that can be attended by all members of the community
- Using an ethics lock test, we will ensure that any regular bookings are made on the basis of suitability to the vision and values of the Pavilion, rather than on potential financial prospects

The Pavilion is especially suited for community engagement activities, and as such is often occupied by multiple stakeholders. It is important that clients (especially regular users) are able to be flexible and accommodate occasional changes to venue access times and venue spaces when required to do so.

We are passionate about multi-generational communities and we will be encouraging young people to become actively involved in the leadership and usage of the Pavilion.

Creating opportunities for the Pavilion to service local community need.

With a focus on families and communities, we will provide a range of support; services, events and projects based around **4 community themes**. These themes are *hospitality, health, heritage and hope*.

- **Hospitality:**
This area will use food as a catalyst for gathering and growing, and showing the value of caring for each other.
- **Health:**
This area will use physical and mental wellbeing as a catalyst to show the value of living well and looking after ourselves.
- **Heritage:**
This area will use history as a resource and as a catalyst for understanding more about our society and how we can learn together.
- **Hope:**
This area will focus on dreams and aspirations and help people understand more about themselves, each other and the world around us.

Following on from our 6 month community engagement consultation, our business plan is fully reflective of community need, and will involve every dimension reflected within the Bentley community in a cohesive and immersive way.

Providing community access to toilet facilities within the Pavilion.

The creation of The PIT STOP Café along with a strong relationship with the Bowling Community and Park Rangers has been instrumental in enabling Manna Community CIC to open the Pavilion toilets to the public.

The toilets are open 6 days per week during the winter season, and 7 days per week during the summer season. The toilets are supported by The PIT STOP Café and also (during the summer season) by the Bowling group. Both groups support the cleaning and servicing of the toilets as well as working alongside the Park Rangers to monitor security. The key to providing this service is joint community ownership, managed and governed by Manna Community CIC.

Our current operation of the toilets has worked well and will remain unchanged.

What does the Community want?

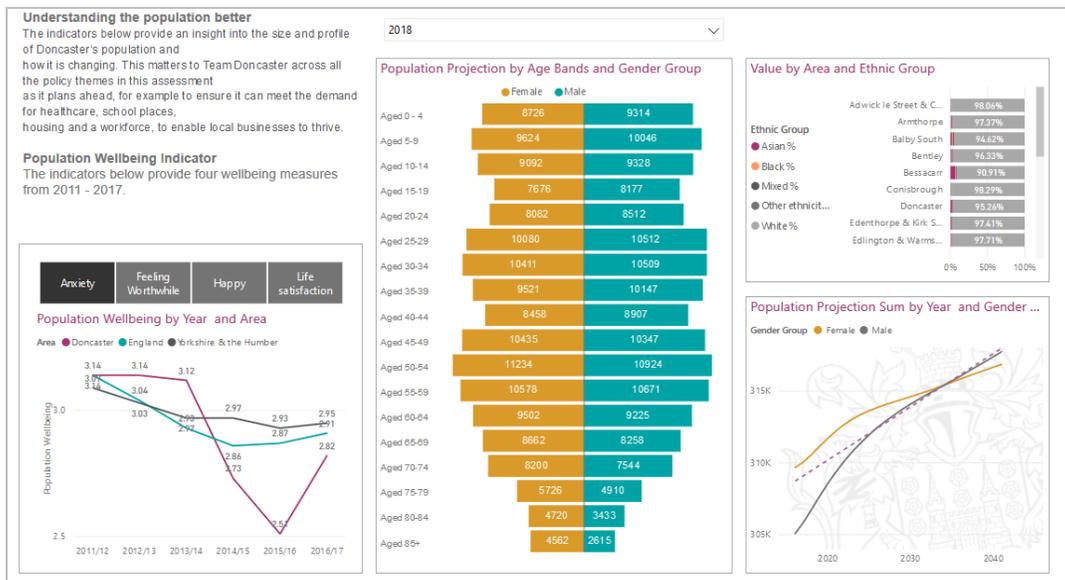
Our recent **Community Audit for the Pavilion and Park** revealed that Cafe facilities, Public toilets, Drinks, snacks and Ice cream vendor (in descending order) were the top desirables from members of the community, with Public WiFi access, Outdoor shelter and access to Pavilion team members being less important. Going forward Manna Community CIC will undertake a number of additional focus groups and audits to supplement our current findings.

The complete results to our **Community Audit** for the Pavilion and Park are available from bentleypavilion@manna.me.uk

Community Engagement

The Team Doncaster plan, **Doncaster Growing Together (DGT)**, includes a set of immediate plans as well as big ideas for the future. These are intended to bring out the best in all of us. The DGT themes are learning, working, living and caring and are reflected in the 4 Community Themes that Manna Community CIC is proposing to use as a framework for a balanced delivery of Pavilion activities, events and projects.

September 2018 marked one year on from the launch of the Doncaster Growing Together plan and we have much to celebrate and reflect on. The State of the Borough report demonstrates the impact of joint reforms across Team Doncaster and how with our communities, we can now take stock of the work done so far.



See this link for further data:

<http://www.doncaster.gov.uk/services/the-council-democracy/state-of-the-borough>

A former mining village, Bentley is a suburb of Doncaster, but is very much rooted in its own identity. The population of the ward within the Doncaster MBC borough at the 2011 Census was 14,191, however, the current population of the complete greater Bentley area is currently upwards of 25,000.

Working as part of **Team Doncaster** and **DGT**, Manna Community CIC vision is to create opportunities in Bentley that can act as a context for meeting the broad range of physical, intellectual, emotional, social, and spiritual needs within local communities.

Through disruptive innovation along with a lean start-up approach, we are able to develop active and sustainable relationships that ultimately make things happen. This is evidenced through our range of existing projects, services, events and connections.

Manna Community CIC works in partnership with a broad range of individuals, groups and organisations. With more opportunities being created for partnership, there is recognition that there can be increasing benefits including wider collaboration, additional funding, mutual advantage and resources accessed through partnerships.

Current local and national strategic partners (active as of Jan 2019):

- Adult Family & Community Learning
- Bentley Area Community Partnership
- Bentley Community Library
- Bentley Family Hub
- Bentley Pavilion

- Bentley Urban Farm
- Bentley Youth Hub
- Big Picture Learning
- CAST Doncaster
- Citadel Associates
- Doncaster Carers Reach Out Service
- Doncaster Chamber of Commerce
- Doncaster Metropolitan Borough Council
- Doncaster Rotary Club
- Doncaster Wellbeing
- Evolving People Ltd
- FairShare
- FSB
- Good Food Doncaster
- Groundlevel Network
- HMP & YOI Marshgate Doncaster
- Ignition Training Ltd
- J&D Activities
- Life Stories at Lunch
- Macmillan
- Mirata Ltd
- North Doncaster Development Trust
- One Heart One Voice
- Paradigm Impact Network Ltd
- Peoples Powerhouse
- Platform (Balby)
- Right Honorable Ed Miliband Constituency Office
- St Leger Homes
- Sheffield Diocese
- South Yorkshire Housing Association (Social Prescribing Team)
- Sustainable Food Cities
- Team Doncaster
- The Jubilee Trust
- The Ridge Employability College
- The Sand House Project
- The Well Bentley
- Well Doncaster
- Well North

For more information please visit www.manna.me.uk/cic/partners/

This project is also supported by Ian & Alyson Mayer, who are innovative entrepreneurs, who combine church, commercial, civic and community leadership, to see influence and transformation.

For more information about Ian & Alyson please visit www.ianmayer.com

For more information about Manna Community CIC please visit www.manna.me.uk/cic

Community Connections via Social Media

It is now generally recognised that when using sites like Facebook and Twitter, people seem much less likely to feel empathy, patience or compassion towards others. They are also significantly quicker to judge and become angry, far more so than they ever would in a real life situation. To keep all our social media accounts healthy, we've established a strategy and some simple rules that have helped us manage the following social media channels effectively for the maximum community benefit:

- **Bentley Pavilion (Facebook):** used by a number of businesses for self promotion, Manna Community CIC was able to reclaim this page for community use in August 2018. With 2,500 likes at the out set, this page now has over 3,500 likes
<https://www.facebook.com/bentleypavilion>
- **Bentley Pavilion (Twitter):** created by Manna Community CIC in August 2018, this account now has over 120 followers and is growing daily. Going forward this account will be paired with the Facebook page.
<https://twitter.com/bentleypavilion>
- **The PIT STOP Café (Facebook):** created by Manna Community CIC in August 2018 this account now has over 230 likes and is growing daily.
<https://www.facebook.com/thepitstopcafebentley>
- **The PIT STOP Café (Twitter):** created by Manna Community CIC in August 2018 this account now has over 1400 followers and is growing daily. This account is paired with a dedicated the Facebook page.
<https://twitter.com/pitstopbentley>

Posts across the above social media channels can regular gain over 20,000 interactions, which given the population of Greater Bentley at around 25,000 provides significant community traction.

Promoting Bentley using “Bentley is Great” (#bentleyisgreat)

Bentley is Great is a new initiative, launched in December 2018, and is managed by Manna Community CIC supported by our partners. Inspired by the ‘Doncaster is Great’ idea, we shout about everything that's great about Bentley, and we also re-Tweet the hashtag #bentleyisgreat to a Facebook page

The Facebook page <https://www.facebook.com/bentleydonc> and Twitter account <https://twitter.com/bentleydonc> have over 700 followers, and are gaining momentum daily.

By using local technology partners we have been able to grow our social media presence as well as develop the Bentley Pavilion website www.bentleypavilion.org

Sustainability

Over the last 6 months, Manna Community CIC has been able to work in partnership with a number of key stakeholders in assessing the viability of the Pavilion.

Although significant time has been taken managing the fabric concerns along with historical conflicts of interest, Manna Community CIC is confident that the Pavilion is sustainable going forward. This is based on the following factors.

Sustainability has been evidenced through our pilot project, Manna pop-up café. This space has been utilised across a 7 day week, allowing for not just the development of a community hub but also the development of the following:

- Business lunch clubs
- Open access lunches and gatherings
- Community forum and discussion events
- Mentoring and leadership events
- Bereavement support lunches
- Community lunches
- Counselling services
- Faith based devotional events
- Food and health awareness events
- Social prescribing events
- Volunteering opportunities

Events have been supported by either sponsorship, revenue or ticketed costs.

The Manna Community leadership have experience in business development and business growth, and as such have been able to use transferable skills to promote sustainability across all areas of the Pavilion project.

During the interim tenancy, Manna Community CIC have addressed the following strategic priorities:

- Create Pavilion Leadership Team
- Engage current and new stakeholders with community collaboration proposal
- Engage foundational partnerships around 4 key community themes

- Identify any historical and current strategic and operational conflicts
- Identify and implement HLF Priorities
- Identify opportunities for ongoing funding and sustainability

The entire Pavilion space, along with its potential strong links with the park, is able to provide an income that will maintain not only the assets expense requirements, but also a contingency for community development and growth.

This is evidenced primarily by the demand for café facilities and the demand for hire services, but also by the potential for large scale revenue generating events.

Property Management

Manna Community CIC has a clear understanding of health and safety issues and understands its compliance obligations with statutory requirements. This is evidenced by our current work with DMBC, and our appointment of an Operations Director for the Bentley, High Street site, who oversees the site assets and is the first point of contact for issues relating to the management of the physical assets.

Our advisory board has the facility to call upon an experienced property consultant and developer, who is committed to providing support to our projects and wider governance. Manna Community CIC will also work in partnership with Doncaster Council in ensuring that the premises are managed effectively on a day to day basis.

Our policies and procedures can be found on our website <http://www.manna.me.uk/cic> and include:

- Branding Policy
- Business Guidelines
- Confidentiality Policy
- Equal Opportunities Policy
- Privacy Policy
- Safeguarding Policy
- Social Media Policy

Manna Community CIC has access to a number of premises in the Doncaster area. We seek to encourage appropriate organisations to use the premises for meetings and activities, where such meetings are complementary to Manna Community CIC regular activities.

In short, Manna Community CIC cannot accept bookings that:

- conflict with the aims and values of Manna Community CIC
- prevent regular activities from functioning effectively
- reduce the opportunities for other organisations within a particular venue
- require significant storage facilities or equipment use
- cause undue wear and tear on venues
- are made at short notice

Our policies and procedures can be found on our website:

<http://www.manna.me.uk/cic/business-guidelines/>

Premises under the management of Manna Community CIC are especially suited for community engagement activities, and as such are often occupied by multiple stakeholders. It is important that clients (especially regular users) are able to be flexible and accommodate occasional changes to venue access times and venue spaces when required to do so.

We may request references from a user group before agreeing a booking. Prior to booking, organisations should ensure that they are able to provide the appropriate public liability insurance and risk assessment information.

Where any users of our premises cause Manna Community CIC additional costs to be incurred (or create any inconvenience, for example in relation to support services, cleaning services, security services, alarm call outs, fire service stand down requests or otherwise), then these will be charged in addition to any agreed hire charges.

How do we embrace diversity?

Manna Community CIC is committed to implementing and promoting equal opportunities in its activities, services and practice. It realises that discrimination exists in society (whether protected by law or not), and believes that this prevents both potential and ability from being fully realised.

As a provider of a service to the community, Manna Community CIC accepts the responsibility to promote equal opportunities and challenge discrimination wherever it occurs.

It is our policy that all decisions are based on merit and the legitimate business needs of the organisation. Manna Community CIC does not discriminate on the basis of race, colour or nationality, ethnic or national origins, sex, gender reassignment, sexual orientation, marital or civil partner status, pregnancy or maternity, disability, religion or belief, age or any other ground.

The following document sets out the main consequences of this commitment and the action to be taken in order to achieve equal opportunities.

<http://www.manna.me.uk/cic/equal-opportunities-policy>

When working with us, we expect all clients, associates, partners, volunteers and staff, to carry out their work in a manner which authenticates the aims and values of Manna Community CIC. In both word and action we expect that the conduct of everyone using Manna Community CIC premises, services and resources do not conflict in any way with our core values.

Contact

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United Kingdom

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Web: www.manna.me.uk

THE FOLLOWING DATA WAS SUBMITTED AS PART OF THE TENDER BUT IS NOT INCLUDED IN THIS PUBLIC DOCUMENT.

Section 4 – Financial information

Rent payable

Commercial Lettings

The open market rent for the property (excluding outgoings and full repairing and insuring liabilities) has been assessed at £12,750 per annum. Tenders should be submitted with this baseline figure in mind

Community Lettings

Lease agreements shall be negotiated from a starting point of full market rental value. A discounting framework may be applied* based upon key areas that will include:

- Expectation of the group to be responsible for all running costs including repairs, maintenance and insurance
- Requirement for the group to invest in the building during the term of the lease
- The turnover being generated by the registered charity.
- Evidence of the benefits that the applicant will bring to the local community.

* Heritage Lottery funding of £2.4m was received for the Pavilion and Park renovation project. In addition to the requirement to apply for and achieve a Green Flag award for a minimum period of 7 years, the grant conditions state that any letting should be for approved purposes and at a full market rent. Any concessionary rental applied for will therefore be subject to HLF approval.

All applicants must provide financial information to support their submission including the following key elements:-

Budget

What money do you need to achieve your objectives

Major equipment

What money do you need for one-off items

Revenue Costs

What money do you need for people, administration, service provision, promotion, fundraising, stock, premises running costs

Income generation strategy

Have you considered the commercial potential of the building, including wider use of the pavilion, its licenced bar area, potential concessions, and any potential sponsorship opportunities.

Any charging proposals you might have for the hire of space at the pavilion by external organisations should be included as part of this section of your plan in order that the Council can assess their appropriateness as part of the assessment of tenders.

Financial prospect

Are your income generation ideas tried and tested or subject to risk