COMMITTEE ASSET TRANSFER REQUEST – QUEENS HALL & 10 HIGH ST PLACE

1 Purpose of report

Members are asked to consider a request to transfer the asset of the Queens Hall and part of 10 High Street Place to the Daylight Centre, in accordance with the approved community asset transfer policy.

2 Executive summary

The report outlines the application by the Daylight Centre for the transfer of the Queens Hall and part of 10 High Street Place Wellingborough which has been occupied under short leases by the Daylight Centre for some years.

3 Appendices
Appendix 1: Business case, feasibility study and responses to queries
Appendix 2: Valuations
Appendix 3: Financial information in support of the application (exempt)

4 Proposed action:

The committee is invited to RESOLVE

4.1 to transfer the Queens Hall and part of 10 High Street Place to the Daylight Centre on a long lease in accordance with the policy;

4.2 that agreement of the detailed terms of the leasehold transfer be delegated to the Assistant Director (Corporate Landlord) to ensure that the council’s interests are protected.

5 Background

5.1 The council has agreed to three community asset transfers since 2014. The most significant of these was the decision to transfer Glamis Hall to an organisation for community use on 19 November 2014. This decision was made following significant discussion about the potential closure of the facility by the council, and a submission by the newly formed charity: Glamis Hall for All.

5.2 A second application was made by The Castle Wellingborough Ltd, registered as a charity, for a transfer of the theatre to enable a redevelopment project. As
members will be aware, this application was not agreed because due diligence raised concerns about the financial sustainability of the organisation.

5.3 Two further requests were subsequently approved for the transfer of open space land to Finedon Town Council and open space land to Bozeat Parish Council.

5.4 The council received an application from the Daylight Centre in October 2019 and has been working with them to get further information to allow the application to be reviewed. The application is considered below, with further details in the appendices.

5.5 The council has also received an application from the Hemmingwell Skills and Community centre for the transfer of the lease of the centre to them. Officers are currently working with them to assess this application and a future report will be brought to resources committee.

6 Discussion

6.1 The Daylight Centre submitted an application in October 2019 requesting the transfer of the Queens Hall and 10 High Street Place to them. The business case, feasibility study and further information requested by officers in support of the application are set out in Appendix 1, the valuation is included in Appendix 2, with exempt information in Appendix 3.

6.2 The documents received were reviewed and feedback was provided on the application which was thorough and showed the positive work the Daylight Centre do, but further information was requested on how the property would be managed, how improvements would be funded and how the service would adapt and grow if the asset was transferred. This information is included in Appendix 1 with exempt information in Appendix 3.

6.3 The Daylight Centre have confirmed that they will seek to extend the services they offer including the foodbank, provide more access to partner services for the people they help and look at new initiatives. The impact of the COVID 19 pandemic on our communities is likely to be significant. The community and voluntary sector will be key partners in helping with the recovery phase. The Daylight Centre seek support for their bid as a social investment in the wellbeing of some of the borough’s most vulnerable residents.

6.4 The removal of the rent payments would provide funding to maintain the building in line with the conditions imposed on listed buildings. It would also help towards undertaking the improvements to the kitchen and toilets and showers alongside additional grant funding which they would apply for. It is proposed to spend £8,000 on the main hall floor, £30,000 on the toilets and showers and £60,000 on the kitchen facilities and equipment.

6.5 The current application suggests that one of the new service initiatives the Daylight Centre would seek to offer is the provision of overnight accommodation. This forms part of future plans as the premises in their current format are unsuitable for that purpose. Officers have considered the use of the facility at night and feel that this should be restricted to activities that support the operation of the centre during the day. It is not intended to use the premises as a night shelter at the present time.
6.6 The Daylight Centre have adapted their service and have been working with this council, NCC and other partners to provide food and hot meals to those in need throughout the borough during the Covid-19 lockdown. The Daylight Centre will also have a role to play in the future months as it is anticipated that there will be many people in poverty due to the closure of so many businesses. The Daylight Centre feels they will therefore have a greater role to play in supporting our local communities. The building of partnerships and businesses, focused and accelerated during the current crisis, will provide a sound base for stronger and more coherent delivery methods in the future.

6.7 The application seeks the transfer of 10 High Street Place in addition to the Queens Hall. This building is currently leased to the Daylight Centre and another tenant. It would be more appropriate to transfer a long lease of only that part of 10 High Street Place that the Daylight Centre currently occupies. Consideration could be given at a later date to extending the lease to the whole of 10 High Street Place should the existing tenant vacate.

6.8 Members will note that the request has been made for a freehold transfer which is not the default set out in the Community Asset Transfer policy. In accordance with the policy, the recommendation is to transfer the Queens Hall and part of 10 High Street Place on a long lease and to delegate the terms of this transfer to the Assistant Director (Corporate Landlord) to allow further agreement to be reached regarding the services to be offered and how this is monitored. However, the committee could agree to the disposal of the freehold. Any transfer will need to ensure that the Daylight Centre uses the land for the purpose intended in the longer term, and the transfer document will include provision for that. A leasehold transfer is the most effective means of protecting future long term use and monitoring service delivery in the short and medium term.

7 Legal powers

The council has full power to manage its property assets under the incidental powers in section 111 of the Local Government Act 1972. S123 of the Local Government Act 1972 requires the council to obtain best consideration for any interest in land disposed of. This asset has a nominal value, so the best consideration test would not prevent the transfer. Furthermore, the council has all the powers of an individual under section 1 of the Localism Act 2011. Accordingly, it has full power to carry out the proposed actions.

8 Financial and value for money implications

8.1 The Daylight Centre currently operate a service from the Queens Hall and pay £7500 rent p/a with a £2000 service charge p/a and 10 High Street Place and pay £5000 rent p/a. There is also another tenant in 10 Street Place who pays £3000 rent p/a

8.2 The total rent of £12,500 p/a (or £15,500 with other part of 10 High Street Place) is included in the council’s income budget for investment properties and therefore the council’s income would be reduced by a minimum of £12,500 p/a if part of 10 High Street Place is retained. In recent years other
unbudgeted income has compensated for losses of this magnitude. However, it is not possible to quantify the impact of COVID 19 pandemic on rent collection from commercial tenants who are affected.

8.3 10 High Street Place has been valued at £100,000 and Queens Hall at £175,000. The valuation is included at Appendix 2. A report on the social value of the proposals is expected to be received. Officers will consider this as part of the detailed negotiations at that stage.

9 Risk analysis

9.1 The main risk to the council is that the council’s income budget will be reduced, and the proposed service is not provided by the Daylight Centre.

10 Implications for resources

Officer resource will be required to complete the transfer.

11 Implications for equalities, and stronger and safer communities

There are no negative implications for equalities, or stronger and safer communities. The vulnerable users of both the current and proposed extended services provided by the Daylight Centre will benefit from them. This will have positive implications for stronger and safer communities.

12 Author and contact officer

Adrian Piper, Assistant Director

13 Consultees

Liz Elliott, Managing Director
Shaun Darcy, Director
Victoria Phillipson, Principal Property and Projects Manager
Vicki Jessop, Assistant Director
Karen Denton, Assistant Director
Eric Symons, Assistant Director

14 Background papers

In addition to the appendices further documentation was submitted with the application which includes:

- Ref 01 - Budget 2019 – included in Appendix 3 (exempt)
- Ref 02 - Cash flow 2019 – included in Appendix 3 (exempt)
- Ref 03 - Risk register
- Ref 04 - Health & safety statement
- Ref 05 - Privacy policy
- Ref06 - Volunteer Management policy
- Ref 07 – Financial Procedures and Reserves – included in Appendix 3
Ref 08 – Finance Report for Trustees Meeting - included in Appendix 3 (exempt)
Ref 09 - Extract from minutes
Ref 10 - Model Memorandum and Articles of Association for a Charitable Company
Ref 11 - Annual Report 2018
Ref 12 - Management Structure
Ref 13 - Staffing Structure
Ref 14 – Bank Statements
Ref 15a – Employers Liability
Ref 15b - Liability Insurance
Ref 15c – Policy Schedule
Ref 16 - Safeguarding Policy for Vulnerable Adults
Ref 17 - Expenses Policy

Further information submitted in February 2020:
- Budget 2020 - included in Appendix 3 (exempt)
- Cash flow 2020 - included in Appendix 3 (exempt)
- Forecast 2021-2023 - included in Appendix 3 (exempt)

Further information submitted in April 2020
- Information on Emergency Alliance service to provide hot meals
APPENDIX 1 - Business case, feasibility study and responses to queries
30 October 2019

Assistant Director (Corporate Landlord),
Borough Council Wellingborough,
Swanspool House,
Doddington Road,
Wellingborough,
NN8 1BP

Dear Sirs

**Queens Hall, Wellingborough**

We attach our application for a Community Asset Transfer for the property at
Queens Hall, 8 High Street, Wellingborough NN8 4JU. We look forward to receiving
your response as soon as possible.

Yours faithfully

Paul Adams
Manager
<table>
<thead>
<tr>
<th><strong>Name of organisation</strong></th>
<th>Daylight Centre Fellowship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Is your organisation a branch or part of a larger organisation?</strong></td>
<td>NO</td>
</tr>
</tbody>
</table>
| **Who is the main contact for this application? Please give name, address, email, telephone (including mobile)** | Rachel Mallows, MBE DL  
Chair of Daylight Centre Fellowship  
10 High Street Place  
Wellingborough, Northants. NN8 4HP  
Email: rachel@themallowscompany.com  
Mobile: 07855 755076  
Tel: 01933 664437 (office) |
| **Does your organisation have a governing document eg. Constitution, articles, memorandum of understanding or similar?** | YES  
Attached |
| **Does your organisation have an Annual General Meeting?** | YES  
15 May 2019 |
| **Does your organisation produce annual reports or returns for the Charity Commission or other governing bodies?** | YES  
Attached |
| **On a separate sheet please provide details of your organisation's management structure, with names, roles and responsibilities** | Attached: YES |
| **Does your organisation employ staff?** | YES  
Attached |
| **Does your organisation use volunteers?** | YES  
49 currently spread across:  
- Hosting team/Reception  
- Foodbank Serving  
- Foodbank support  
- Kitchen cooks  
- Kitchen assistants  
- DCF shop assistants  
- Management Team |
<p>| <strong>What is the main purpose of your organisation?</strong> | Daylight Centre Fellowship helps people to meet personal challenges that range from |</p>
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>homelessness, complex mental health issues, drug and alcohol abuse,</td>
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<td>learning difficulties or just feeling fragile, isolated or alone by</td>
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<td>providing a friendly place to be, eat and access advice and support and</td>
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<td>foodbank services.</td>
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<tr>
<td>Has your organisation got an audited or independently checked set of</td>
<td>YES</td>
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<tr>
<td>accounts for the last financial year?</td>
<td>Annual Report attached</td>
</tr>
<tr>
<td>Does your organisation have a bank account in its own name for which it</td>
<td>YES</td>
</tr>
<tr>
<td>receives statements?</td>
<td>Attached</td>
</tr>
<tr>
<td>Does your organisation currently own or lease a building (or has it</td>
<td>YES</td>
</tr>
<tr>
<td>previously done so)?</td>
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<tr>
<td>If yes, please provide details of all land or buildings owned or leased</td>
<td></td>
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<td>now or in the past seven years.</td>
<td></td>
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<tr>
<td>Queens Hall, 8 High Street, Wellingborough NN8 4 JU rented from the</td>
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<tr>
<td>Borough Council of Wellingborough</td>
<td></td>
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<tr>
<td>Rooms 1, 2 and 3 and 4, 10 High Street Place, Wellingborough NN8 4HP</td>
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<tr>
<td>rented from the Borough Council of Wellingborough</td>
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<tr>
<td>Daylight Shop</td>
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<tr>
<td>2 Cambridge Street</td>
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<td>Wellingborough</td>
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<td>NN8 1DJ</td>
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<td>Rented through Harwoods Letting Agents (private landlord)</td>
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<td>One of the responsibilities attached to managing an asset is ensuring</td>
<td>YES</td>
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<tr>
<td>you have the right insurance cover in place. Does your organisation</td>
<td>Annual Report attached</td>
</tr>
<tr>
<td>currently have any insurance policies in place?</td>
<td></td>
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<tr>
<td>Has your organisation ever been refused insurance?</td>
<td>NO</td>
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UNDEARTAKING

I confirm that I and the organisation’s managing group has read the Community Asset Transfer Policy and guidance notes, and understand the responsibilities and duties this entails.

I certify that the information supplied in this application form and accompanying documentation is accurate to the best of my knowledge and that I am authorised by the governing body of the organisation to submit this application on its behalf.

I understand it is a criminal offence to knowingly make a false statement, to give or offer any gift or consideration whatsoever as an inducement or reward to any council officer, councillor, partner or representative, and that any such action will empower the council to cancel this application for the transfer of the asset.

I confirm that the organisation will monitor the use of this asset and provide evidence that the objectives in the business case are being achieved if requested to do so by the council.

I understand that the council or its successor reserves the right to review the terms of the transfer if the organisation is failing to meet the social value elements of the agreement.

This application is accompanied by (tick if attached):

<table>
<thead>
<tr>
<th>Document Description</th>
<th>Attachment Ref.</th>
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<tbody>
<tr>
<td>Minute of meeting authorising application</td>
<td>File attached Ref 09</td>
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<tr>
<td>A business case</td>
<td>Within submission document</td>
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<tr>
<td>Governance documentation</td>
<td>File attached Ref 10</td>
</tr>
<tr>
<td>The most recent annual report/return</td>
<td>File attached Ref 11</td>
</tr>
<tr>
<td>Organisational structure</td>
<td>File attached Ref 12</td>
</tr>
<tr>
<td>Staffing structure</td>
<td>File attached Ref 13</td>
</tr>
<tr>
<td>Audited accounts for the previous financial year</td>
<td>File attached Ref 11</td>
</tr>
<tr>
<td>Most recent bank statement</td>
<td>File attached Ref 14</td>
</tr>
<tr>
<td>Relevant insurance policies</td>
<td>File attached Ref 15a, 15b, 15c</td>
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Signed:

Print Name: RACHEL MALLOWS

Position within the organisation: CHAIR OF TRUSTEES

Date: 31\textsuperscript{st} October 2019
THE BUSINESS CASE

The organisation and its management

• A statement of the aims and objectives of the organisation.
  Daylight Centre Fellowship helps people to meet personal challenges that range from homelessness, complex mental health issues, drug and alcohol abuse, learning difficulties or just feeling fragile, isolated or alone by providing a friendly place to be, eat and access advice and support and foodbank services.

• The legal structure of your organisation:
  Incorporated under Registered charity (1100809) Company Limited by Guarantee (4625186)

• How office holders are elected or appointed in accordance with your governing document.
  At the first Annual General Meeting all the trustees shall retire from office and at every subsequent annual general meeting one-third of the trustees who are subject to retirement by rotation or, if their number is not three or a multiple of three, the number nearest to one third shall retire from office: but if there is only one trustee who is subject to retirement by rotation, he shall retire. Subject to the provisions of the Act, trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment, but as between persons who became or were last reappointed trustees on the same day those to retire shall (unless they otherwise agree among themselves) to be determined by lot.
  If the charity at the meeting at which a trustee retires by rotation, does not fill the vacancy the retiring trustee shall, if willing to act, be deemed to have been reappointed unless a resolution for the reappointment of the trustee is put to the meeting and lost.
  No person other than a trustee retiring by rotation shall be appointed or reappointed at trustee at any general meeting unless:

  1) He/she is recommended by the trustees; or
  2) Not less than fourteen days nor more than thirty-five days before the date appointed for the meeting, notice executed by a member qualified to vote at the meeting has been given to the Charity of the intention to propose that person for appointment or reappointment stating the particulars which would if he were appointed or reappointed, be required to be included in the Charity’s register of trustees together with a notice executed by that person by that person of his willingness to be appointed or reappointed.

  No person may be appointed as a trustee if they are under the age of 18 years unless the charity is a registered company

  Not less than seven nor more than twenty-eight clear days before the date appointed for holding a general meeting notice shall be given to all persons who are entitled to receive a notice of the meeting of any person (other than a trustee retiring by rotation at the meeting) who is recommended by the trustees for appointment or reappointment as a trustee at the meeting or in respect of whom
notice has been duly given to the Charity of the intention to propose him at the meeting for appointment or reappointment as a trustee. The notice shall give the particulars of that person which would, if he were so appointed or reappointed be required to be included in the Charity’s register of trustees.

Subject as aforesaid, the Charity may by ordinary resolution appoint a person who is willing to act as a trustee either to fill a vacancy or as an additional trustee and may also determine the rotation in which any additional trustees are to retire. The trustees may appoint a person who is willing to act to be a trustee either to fill a vacancy or as an additional trustee provided that the appointment does not cause the number of trustees to exceed any fixed number by or in accordance with the articles as a maximum of trustees. A trustee so appointed shall hold office only until the next following annual general meeting and shall not be taken into account in determining the trustees who are required to retire by rotation at the meeting. If not reappointed at such annual general meeting, he shall vacate office at the conclusion thereof.

Subject as aforesaid, a trustee who retires at an annual general meeting may if willing to act be reappointed.

- **How often meetings of the managing group take place.**
  Bi-monthly

- **Whether meetings of the managing group are minuted, shared with all present, and how actions are followed up.**
  All meetings of the committee are minuted and emailed to each board member, actions are reviewed at the subsequent meeting. The same process is used for sub-committees, and the minutes are shared for noting at the next board meeting.

- **How conflicts of interest are recorded and managed.**
  At the start of each meeting Conflicts of Interest are noted and recorded on the Minutes. There is a list of all other interests that the Trustees are involved in which is updated each year. When a conflict of interest is noted the Trustee will be asked to leave the meeting at the time when the matter is being discussed and invited back into the meeting when a decision reached. The Trustees acknowledge that conflicts of interest will arise and manage these accordingly.

- **How the managing group is refreshed or replaced over time to ensure the right skills and knowledge are maintained.**
  DCF has a Governance Committee and recruitment of Trustees forms part of its remit. There is a review of skills and knowledge annually to identify any relevant gaps in the Trustee board in order to recruit accordingly. Trustees are appointed according to the Memorandum and Articles of Association based on the number of trustees in office at the date of the Annual General Meeting.

- **What checks are made to ensure that new members of the managing group have the correct skills and comply with any legal requirements.**
  When a new Trustee is identified they complete an application form as part of the interview with the chair, which provides details of their skills and makes an assessment of their understanding. All trustees are required to have a DBS check. New Trustees have a simple induction programme, usually undertaken by the Chair of Trustees. This covers aspects of their legal requirements as well as familiarisation with the charity and its operation. In addition, Trustees are
signed up to the ‘Governance and Leadership’ magazine edited by Civil Society Media which provides examples of good practice.

• **What training is provided for members of the managing group.**
As part of the Induction programme any training needs are identified for new Trustees. For existing Trustees, the Governance Committee reviews activities of the Board and the range of requirements placed upon them to determine and suggest appropriate and cost-effective training solutions to go to the main board. Each Committee reports into the Board at each meeting and such matters are raised at this stage and addressed as required.

• **Whether there are written role descriptions for the office holders of the organisation e.g. chair, secretary, treasurer, which set out their legal duties.**
There are role descriptions for the Chair, Treasurer, Secretary and Trustees which are reviewed by the HR committee on an annual basis. These set out the respective legal duties for each role.

• **A cash flow forecast and budget detailing financial viability and sustainability of the organisation.**
  File attached *Ref 01 DCF Budget 2019* and *Ref 02 DCF Cash Flow 2019*

• **A risk register for the organisation** (not simply relating to this project) and mitigations to include financial, statutory and statutory liability.
  File attached *Ref 03 Risk Register*

• **How you measure whether the objectives of the organisation have been achieved, and the quality and relevance of services.**
The objectives of the charity are reviewed annually at the charity’s strategy meeting. Agreed key statistics are monitored daily and entered on to the charity’s computerised database systems. The manager reports back to the Board of Trustees at each board meeting, identifying trends and how we are meeting the needs of our users.

• **What feedback is sought and how it is used, to ensure that services are fully accessible and appropriate to your community.**
Feedback is sought via our comments/complaints/suggestions cards which are available in the centre. We also canvas our clients via surveys. DCF also works in partnership with several consortia to address community issues. We also have a good working relationship with the police and the PCSO’s schedule time to come into the centre. We are also a partner with the Rough Sleepers Initiative. Using this information our services are reviewed to ensure they are fit for purpose and accessible to the community.

• **A description of the organisation’s client / users, and numbers of users.**
DCF clients are in the most part vulnerable adults. Around 70% have low level mental health needs, and 35% would be homeless. This includes people that are rough sleeping, sofa surfing and in temporary accommodation. DCF currently has 338 active clients that use the Daycentre. Since January 2019 to date 3,857
people have been supported through the Foodbank of which 1,132 are children. An average of 38 people a day attend the daycentre

- **What business planning you already do, and how the new asset will feature in that.**
  The trustees meet regularly during the year to discuss the strategy for the charity over three to five years. Part of that strategy includes a review of the space in Queens Hall in conjunction with our lease of 10 High Street Place in order to improve efficiency and service in our foodbank and kitchen facilities. The new asset will be a continuation of that process with a more focussed approach on interior capital improvements.

- **Whether you have considered the need for have a separate trading company with a clear legal relationship, for any part of the organisation’s functions.**
  At present we have not considered the creation of a separate trading company as our retail shop (Daylight Shop at 2 Cambridge Street, Wellingborough) has been trading for one year with a strong volunteer base and no employees. At present this is our only trading arm and works well under the umbrella of single registered company/charity structure.

**Statutory compliance**

- **How the organisation complies with equalities legislation to demonstrate that everyone has equal opportunity to participate, contribute to and benefit from the activities undertaken.**
  All facilities are open to everyone aged 18 or over. DCF facilities are disability compliant.

- **Evidence that an organisational health and safety policy is in place and shared with the managing group, any employees and users.**
  A comprehensive Health & Safety policy is in place, which is reviewed annually and actioned by the managing group, employees and users. File attached *Ref 04 Health & Safety Policy Statement*

- **Evidence of up to date safeguarding children and adults’ policies and procedures and details of how the organisation ensures the managing group understand their responsibilities for safeguarding.**
  Through our work with individuals and for companies, we come into contact with many people who may be vulnerable or who are in a period of change or a crisis in their lives. This contact may be in one-to-one sessions (e.g. Initial Advice and Guidance (IAG), mentoring or coaching), or in group sessions (workshops or training). To these people, we owe a duty of care to assist in their protection and well-being. By being aware of issues of abuse we, at DCF, can provide assistance to Statutory Agencies in their obligations to provide protection. Although the probability of finding a problem is low, everyone needs to be aware of the action needed and the correct response.

  We will follow the principles adopted by the Northamptonshire Inter-Agency Safeguarding Adults Committee in the Safeguarding Adults policy: *"If we know or suspect that a vulnerable adult is being abused, we will do something about it" and "It is a shared responsibility of everyone including statutory, independent*
and voluntary agencies as well as every citizen. We will work to alleviate it together. "DOING NOTHING IS NOT AN OPTION"

This policy is operated by the management group, members of staff and volunteers. File submitted is our Ref 16 Safeguarding Policy

- **How health and safety is a key part of the organisation's considerations and actions.**
  DCF takes its health and safety responsibilities seriously and this enables the charity to create an environment which is safe for all, including all workers, volunteers, users, contractors and guests.

- **How you comply with GDPR.**
  DCF has reviewed its data protection policy in line with GDPR, submitted is our latest policy Ref 05 DCF Privacy Policy

**Staff and volunteers**

- **Whether you will need to employ staff/volunteers (or more staff/volunteers) if the transfer takes place.**
  Our strategic plan foresees a growth in the number of employees in our advice and support centre. We do not see any immediate need to increase staff levels as a result of any transfer.

- **Evidence of a written policy and procedures for recruiting, inducting, training, supporting and dismissing volunteers.**
  Submitted is DCF’s policy Ref 06 Volunteer Management

- **Whether role descriptions for staff and volunteers exist.**
  Role descriptions are provided for all employees and volunteers and are available on request

- **Whether contracts of employment and written terms and conditions are provided for all staff.**
  Contracts of employment are given to all members of staff with written terms and conditions. A staff handbook is also available

- **Training arrangements for staff and volunteers.**
  Training requirements are identified at staff appraisals and in discussion with our volunteers.

**How the asset will be used**

- **An executive summary of why the proposed asset is needed, ie your objectives in applying for the transfer.**
  The Daylight Centre (DCF) was established in 1994 by the Mothers’ Union in response to escalating need in Wellingborough and has been operating out of Queens Hall since 2005. Initially the work centred on families who found themselves in difficult circumstances but changing needs has refocused attention on work with vulnerable adults. Daylight now works with those on the edges of society, from homeless to learning disabilities, mental health concerns to addiction issues. Wellingborough has areas of deprivation in the top 10 per cent
and DCF supports vulnerable adults experiencing economic and food poverty. It provides some services especially tailored for homeless and rough sleeping clients. The limited confines and low level of staffing at the Day Centre at Queens Hall supports provision only for adults. Increasingly, we are seeing whole families in need and we want to extend our work in partnership, connecting support measures, to help more families through their difficult journeys to regain independence.

In making the unique provision of a safe meeting place for clients which acts as a hub of service operations, the Daylight Centre has the ability to collect wide ranging information about the clients, their needs and the circumstances that have led to their current state of vulnerability. DCF is seeking closer working collaboration with the Borough Council of Wellingborough and partner agencies in order to provide more informed statistics about the needs of vulnerable people and how they can be supported to make their journey into better circumstances. Currently DCF leases the building from BCW, paying a rental charge that must be raised from local donations. A swathe of local support from individuals, businesses and charitable organisations increases month on month to underpin a steady income stream with donations ring-fenced for upgrading personal hygiene and kitchen facilities within the Centre. In taking ownership of the building, DCF would be able to divert rental payments to real improvements, apply for grant funding and build on the commitment of local people to invest in services for those less fortunate than themselves, through monetary donations and voluntary work. Working with partners and the community, with the ability to raise income to sustain service delivery, the building could be utilised more widely for longer periods of time.

- **A clear description of the services, activities or facilities that will be delivered through the proposed transfer.**
  Queens Hall accommodates a Day Centre which provides a warm, safe environment where clients can find a listening ear, support, advice and companionship. Affordable, and in a growing number of cases, free meals are provided each day. The site also houses the Wellingborough Foodbank that was established in 2013 to provide emergency parcels of food to people in need.

- **Key Services:**
  Warm safe environment to meet and establish friendships, gain support and advice
  - daily average of 38 people attend the Centre
  A listening ear
  - triage style advice service helps 6 clients a day (demand is greater)
  Clients are helped to unravel their problems and form an action plan that enables them to take control – 737 interactions recorded in first six months of 2019
  Affordable / free meal service
  - 2,512 meals in 2019 to date. 63% of clients take meals c/w 52% in 2018
  Free hot shower, toiletries and clean underwear
  - Average 55 per month c/w 44 in 2018
  Free internet access for information gathering
  Free c/o address service - average of 41 pieces collected each month
  Free locker service
  Free client phone access - for calling DWP, GP and referral agencies
Free / affordable clothing
Sleeping bags for rough sleepers
Bedding and crockery for newly housed clients
Risk assessment of client referral to night shelter
Foodbank provision of emergency food parcels
  o  Demand increases each year with the impact of changes to the benefit
  service in 2018 being a 44% increase.  Clients are referred to the
  Foodbank from over 30 agencies.  Jan-July 2019 (2018) demand has
  been: Adults 1959 (1394)  Children 1502 (1045)

- **The intended geographical extent of your service offer and your intended service users.**
  The town centre location of Queens Hall is accessible on foot and within easy
  reach of services to which clients may be referred or signposted.  Access by foot
  limits provision to people in Wellingborough.  The extension of services within
  the Centre would include Citizens Advice; Police advice; NHS and other health
  professionals having meeting arrangements with clients.  The creation of a
  community hub of services would give a public face to the care offered to all
  sectors of the local community and encourage more volunteers and donations to
  come forward.  Within the unitary framework, Wellingborough’s hub could identify
  with other centres in the other towns, providing models of best practice for client
  services, monitoring and progression.

- **A clear description of how you intend to use the asset and ensure that it is fully utilised and operated in the most effective way. Include details of how you intend using the asset to raise income or increase social enterprise.**
  DCF wants to provide a service that cares for the needs of vulnerable people by
day and helps them to sleep in a safe place at night in a programme of support
that can help them, where necessary, to move into more permanent
accommodation.  If applicable, individuals would be supported to reduce their
drug and alcohol dependency as well as be productive during the day, either
through volunteering, learning or working.  A relationship with the people
concerned needs to be developed which will require organisations working in the
town to work collaboratively, to identify appropriate support measures, and to
provide a rounded package of support over however many weeks it takes for the
individual to move to better circumstances and nearer to economic
independence.

  DCF’s work with clients with challenging behaviours makes a recognisable
contribution to reducing the level of disturbance and crime on the streets of
Wellingborough.  A grant from the Office of the Police and Fire Commissioner
has enabled an extension to the hours of opening of the Centre with increased
collaboration and the introduction of Police presence in the Centre.

  DCF services help maintain the mental and physical health of clients and reduce
the pressure on local health services.  Help is given to clients who fall between
the gaps of mainstream provision.  The safe, warm meeting place, food, clean
clothing and personal care facilities are unique to Wellingborough and highly
regarded by visitors, including HRH the Princess Royal.

  The outdated kitchen facilities are used by volunteers to provide nutritional meals
and local groups utilise this asset outside Centre opening hours for training and
social purposes.  If the building is transferred to DCF there are plans in place
with an intended fundraising campaign to bring the kitchen facility to modern standards. This will support more efficient and effective meal production for DCF and will be more attractive to groups looking to hire a kitchen facility. Ambitions to run a café style social enterprise in the Centre may also be realised. Any income raised will be put into budgets to ensure service bills are met with opportunity for development.

- **Demonstrate that there is a need and demand for the activities being proposed and that your proposals do not duplicate existing facilities in the community.**
  
  The Daylight Centre has been delivering services in the town centre for 25 years, meeting the emergency needs of thousands of people, and yet the demand for those services increase year on year. Work alongside other agencies, including the Borough Council, Glamis Hall and the Victoria Centre has improved the current circumstances of clients but a different, more collaborative model of working in partnership is needed in the future. There is an increase nationally in homelessness and poverty and we need to understand better the causes to manage any real reduction. Statistics from the Foodbank indicate increases in the number of families experiencing poverty which may later result in homelessness. More people are presenting as homeless and in need of night shelter but individual risk assessment by trained staff is crucial before attendance can be sanctioned. Closer working arrangements with Social Services would help individuals, particularly with mental health challenges, who currently fall through the gaps in mainstream provision and receive daily support at the Daylight Centre. The close working relationship with Police Community Support Officers already serves to reduce many challenging behaviours on the streets of Wellingborough and further development is welcomed. Discussions with the management of the new Prison in Wellingborough are already in hand to plan the support that can be given to rehabilitate prisoners, including pre-release training and follow up support with accommodation and employment.

- **Provide evidence of any community consultation that you have carried out (particularly with the residents and businesses close to the asset), and the outcome of that consultation.**
  
  DCF has consulted a range of partners and neighbours regarding its role within the community. It has strengthened its local engagement over the past twelve months with a focus on collaborative working. In the next few weeks we will be seeking additional consultation on this CAT application and will provide separate feedback on that.

- **Full details of the organisation’s intended use of the building and the managing group’s experience of running such a service.**
  
  Improvement and extension of the established Wellingborough Foodbank to provide a discreet but welcoming environment to receive essential food parcels, as well as receive donations. Key services of the Centre could be extended to more clients subject to the employment of more staff and recruitment of more volunteers.
Current donations and further fundraising would support the repair, redecoration and improvement of the toilet and shower facilities, to mirror the recent refurbishment of the main building, to provide more hygienic and respectable personal care arrangements.

Plans for refurbishment of the kitchen will allow more efficient service provision with the establishment of a social enterprise to provide café facilities, and potentially, a training and social facility for other local groups.

Work with local volunteers, businesses and training providers could enable the upgrade of facilities as part of a community project.

The managing group has proven competence in delivering the current level of service and the establishment of the Daylight Shop has extended the range of expertise and commercial understanding.

• **Provide details of how the service you provide as a result of this transfer will promote social, economic or environmental well-being and support the council’s aims and objectives.**

The recent co-ordination by the Borough Council of the Rough Sleepers Initiative Steering Group has highlighted the gains of working collaboratively with partner agencies to provide and develop quality services for people who are homeless or at risk of homelessness, in such a way as to address and reduce homelessness and homelessness related issues. The transfer of Queens Hall to DCF ownership will support the more transparent linking of services with other agencies, in a community hub of services, in a town centre location that local people will recognise as a joint venture

• **Describe your proposed timescales for achieving social value outcomes described above and how you will monitor these.**

Immediately upon transfer of the building, grants and donations that have been ring-fenced in budgets will be released for the refurbishment of the toilets and showers which will enhance the positive experience of clients and their sense of wellbeing.

Social value outcomes are well documented for the Rough Sleepers Initiative Steering Group and will be monitored in accordance with the reporting requirements of the Borough Council.

With the transfer of the building to DCF as a local charity of good standing in the community it is expected that within a year donations and volunteering will increase sufficiently to increase service delivery arrangements and meet the needs of more clients.

• **Evidence of appropriate research to demonstrate that the organisation has undertaken due diligence to ensure the viability of the transfer (e.g. by reviewing the market for this service and whether there is a gap to be filled; talking to people running similar projects; looking realistically at local “competition”)**

Engagement with other stakeholders at the Rough Sleepers Initiative (Borough Council of Wellingborough), Night Shelter and similar provision such as East Northants Faith Group, Hope Centre in Northampton and Accommodation Concern in Kettering indicate a strong need for the service. DCF has its own unique place within the local provision – testimony of this can be found from the broad range of provision which refer into us from local Police and Probation through to Community Law and CAB. DCF has operated successfully providing
a place for vulnerable adults, rough sleepers and homeless for over twenty years and has a reputation for providing a consistent, safe service which supports clients into other specialist provision and adapts in accordance with the changing needs of the client group.

- **Evidence that the organisation taking over the asset is feasible.** A feasibility study is described as “an analysis and evaluation of a proposed project to determine if it is (1) technically feasible; (2) feasible within the estimated cost”.
  
  A feasibility study will be completed by an external agency and available for the BCW to review.

- **What opportunities have been explored for working with other similar organisations to enhance the use of the asset and reduce costs?**
  
  Discussions have been held extensively with Glamis Hall, Victoria Centre and WACA particularly, to explore the common use of accommodation. In each case it was evident that client groups and service needs were too disparate to house together. Latterly, positive outcomes are the short-term delivery of meals to DCF clients at other sites when the Centre is closed and sometimes the operation of kitchen facilities at the Centre when DCF staff are on leave.

  As well as working with the Borough Council and other agencies in developing and providing services around the Rough Sleepers Initiative from central Government, DCF is a member of the Mental Health Northants Collaboration as 65% of clients would self-diagnose with low level mental health needs. Citizens Advice Bureau has a weekly drop-in clinic and The Mayday Trust worked with DCF for a recent study. DCF is also a member of Support Northants and Positive Pathways Alliance, two affiliations which bring together different agencies to support local needs. DCF has been a recipient of the Northamptonshire Community Foundation, highlighted in their recent “Hidden Needs” report.

### The asset

- **Detail any specific lease requirements you will require in order that the CAT might succeed.**
  
  The length of the lease is important to us and we would need to discuss any restrictions that might be put within the draft lease.

- **Give a reason for any minimum lease lengths required.**
  
  We would expect to negotiate a lease period of between 90 and 99 years. This stability would increase the strength of bids for grant funding and reassure donors of the return of benefits.

- **Describe your organisation's skills, knowledge and experience in managing a similar property.**
  
  As an organisation this would be our first experience of retaining a property on anything other than a short-term lease. Three of our current trustees and the current Daylight Centre manager have managed leasehold properties in their employed roles over many years. Daylight Centre Fellowship has also leased the
Queen Hall property since 2005 and therefore has considerable knowledge of the asset prior to any capital transfer.

- **Understanding of how to ensure that the asset is compliant with health and safety, and all other, legislative requirements.**
  Our approach to health and safety and other legislative requirements would not change from our current approach as a tenant of Wellingborough Borough Council. We review our policies on a regular basis, outsource advice and support if required and have a good understanding of our responsibilities.

- **What improvements, both physical and cosmetic will be made to the asset – including indicative costs and how these will be paid for.**
  The trustees have already plans and budget costs in place to refurbish the floor area in the main hall at a projected cost of £8,000. Plans are also in place for a full modernisation of the toilet and shower room facilities with a projected cost of £30,000 and of the kitchen facilities and equipment at a projected cost of £60,000. Funding is in place for the flooring project and applications are currently being made for funders to support the toilet and kitchen projects. We are optimistic that all these works will be completed in the next 12-18 months.

- **How the asset will be managed so that it is accessible to all sections of the community.**
  Daylight Centre Fellowship is now focussing on building relationships and partnering with other agencies and we will therefore build on these and invite more external organisations to work alongside us in the Queens Hall Building. We will also be able to offer other organisations working in our sector a location to hold meetings or events and other sections of the community who can benefit from the space and a modern kitchen facility. The management of these bookings would be covered initially by the current team.

- **Demonstrate a consistent charging and lettings policy that balances the needs of the organisation with the needs of local groups.**
  We currently allow organisations with the same ethos as ours to meet in the building without charge and we currently have one external organisation booking monthly for an evening meal event. A lettings policy is being drafted for board approval.

**Financial implications**

- **Demonstrate that the organisation has a written policy and systems in place to manage money including: budgeting, handling cash, payments, managing the risk of fraud, paying any authorised expenses, managing reserves and managing financial records.**
  File attached *Ref 07 PP09 Financial Procedures and Reserves*

- **Evidence that written policies are in place in relation to payment of members of the managing group, and authorised expenses to that group and volunteers.**
  File attached *Ref 17 Expenses Policy*
• Evidence that budgets and finances are discussed and scrutinised regularly at meetings of the managing group.  
File attached *Ref 08 Finance Report for Trustees Meeting 2019-09-23* showing typical financial report to Trustees at meetings.

• Evidence that a reserves policy is in place.  
File attached *Ref 09 PP09 Financial Procedures and Reserves*

• Evidence of procedures for paying or reclaiming the correct amounts of tax, NI and VAT.  
Payments to HMRC for tax and national insurance are paid according to HMRC rules by the required date in the month following payroll.  Daylight Centre Fellowship is not registered for VAT and submits no quarterly returns.  Gift Aid is recovered on qualifying donations to the charity.

• Evidence that the members of the managing group understand how the finances of the organisation work to the extent that they are able to scrutinise.
The Daylight Centre Manager has a good understanding of the organisation’s finances and is responsible for all double entry book-keeping.  He works closely with the trustee responsible for finance and is a member of the Finance Committee which reviews accounts, budgets and financial decisions and issues.  This allows the trustees to question and challenge the management figures submitted each two months and receive clear answers.  Trustees are recruited with the requisite skills to understand budgets and management accounts and, if necessary, finance training is provided.

• How the organisation will fund the ongoing maintenance and management of the property (for at least three years).  
The organisation is building up its reserves to meet Charity Commission recommendations and part of those reserves will include a sensible maintenance provision for the property and an annual maintenance budget that has been developed with the knowledge of historical costs.  Our fundraising goals will be geared towards meeting potential liabilities.

• The organisation’s sources of income.
The main sources of income are donations from churches, companies and individuals (25%), fundraising including Daylight Shop income (28%), grants (35%) and gift aid, PCT contract and other income (12%).

• The percentage of your income which is at risk (i.e. likely to be withdrawn, come to an end) in the next 12 months.  
The Primary Care Trust contract is currently at risk and is budgeted at .5% of total income to eliminate any material risk.  Applications for grants always carry some level of risk but we are comfortable that our existing funders and options for new funders provide us with a minimal risk.
• The percentage of your costs which is covered by your income. We cover 100% of our costs through our sources of income and always budget (and achieve) a surplus result in each financial year.

Insurance and licences

• Which insurances will the organisation have or put in place before the transfer takes place. Examples might include (but are not limited to) insurance for: public liability, employer’s liability, trustees’ liability, building and contents, vehicle, lift, events etc.
We currently have a full set of policies in place through our insurance brokers. With them we would need to review the level of cover due to a projected increase in external organisations utilising the facility. The property insurance which is currently managed by the landlord would become the responsibility of Daylight Centre Fellowship so an up to date valuation would be required.

• Which licences the organisation might need and put in place for the building. Examples depend on the activities which take place but might include: public entertainment, music, sale of alcohol, food hygiene, lottery etc.
We currently operate under food hygiene and lottery licences. We currently do not have any music but anticipate a need for a public entertainment licence as the building becomes more available to external lettings.

Risk assessment

• A risk assessment which details the risks that can be associated with a transfer.
We believe that by transferring the asset we would expect that the investment value of the asset and its sustainability would increase under new ownership. We would also need to understand and consider any risks that the Borough Council might identify in transferring ownership.

• A risk register which demonstrates how the organisation intends to reduce or remove them. The most common risks are listed below, but the organisation should consider carefully whether others need to be listed and managed:

  a. The organisation does not have the capacity or skills to take over and manage the asset;
  b. The project to take over the asset and incorporate it into the organisation’s “business as usual” is not adequately managed;
  c. The organisation does not have the human or financial resources to adequately maintain and run the asset;
  d. The organisation does not have sufficient funds to pay a market rent for the premises;
  e. The organisation does not meet the added social value requirements of the transfer (this only applies if the transfer is requested at less than best consideration);
  f. There is insufficient demand for the service provided;
g. Income streams reduce or stop;

h. There is confusion of roles and responsibilities between the organisation and the council;

i. The organisation misuses the asset, under-utilises it or allows it to fall into disrepair;

j. The organisation becomes insolvent or ceases to operate;

k. Key personnel leave and the use of the asset is no longer feasible.

The trustees have prepared a Risk Register which covers all foreseen areas of risk covered by the activities we undertake. The Risk Register needs constant review by the trustees and management. This is attached in a file *Ref 03 Risk Register* (this file is too large horizontally to print and should be only viewed on screen).

**Relevant Comments**

**How the transfer can support the council's objectives**
The Borough Council of Wellingborough has determined its vision as “Making Wellingborough a place to be proud of”. There is acknowledgement in the Council’s Business Plan for 2019/20 relating to the requirements for social housing. “We are seeing significant demand pressures from increases in homelessness applications and this has had a drastic effect on the Council’s revenue budget, as it is required to provide temporary accommodation or help to find alternative accommodation to prevent homelessness. In 2018-19 the council purchased a number of houses to provide for the temporary accommodation needs. This need, whilst being managed, will continue into the future. This is why in 2019-20 the Borough Council will be actively progressing its solutions to address the growing need for more affordable and social rented properties in the borough. It will continue to work with key housing partners as well as delivering its own assets to provide this much needed additional housing.” Interventions by the Daylight Centre will help to support this housing policy and strengthen links between the two organisations. This work has already started with a team member from Housing having ‘drop ins’ at the Centre. Daylight can promote the Borough’s messages and encourage appropriate behaviours with new clients who access the Centre and the Foodbank. Additionally the Council is committed to ‘making the Borough more prosperous, safe and secure for the future’ and DCF’s work with individuals, supported by the police, has helped and will continue to help make the town and in particular the town centre a safer place for all residents and visitors in the future.

**Three year Financial Forecast**
The trustees are currently preparing budgets for 2020 which will include a three year projection. This information should be available by 30 November 2019

**Milestones have been provided for the achievement of objectives, with reasonable timescales given the length of any intended lease.**
This is probably part of a ‘feasibility study’ which is in progress and subject to a good initial response to our application.
The organisation has confirmed that they will provide a progress and achievements report to the council if requested to do so.
The Daylight Centre agrees to provide a progress and achievements report to the Council as required. In addition we will undertake to promote the Council's support for this hub, having cleared any press release that relates to this CAT.
RESPONSES TO QUERIES RAISED ON THE INITIAL CAT APPLICATION
DAYLIGHT CENTRE FELLOWSHIP
5 February 2020

1. There are a number of good improvement projects including the kitchen and toilet refurbishment proposed which would be positive and improve the property, however it looks like there is currently no funding for this, can you please confirm this?

There is currently no funding in place for these projects and they have not been included in our financial budgets for 2020 and 2021. However, applications are currently being made to local Rotary and Masonic groups as well as charitable trusts with whom we have longstanding relationships. It is a priority for 2020 to secure funding for both the kitchen and toilet areas.

2. There is reference to the building being transferred and then reference to the request to transfer the 99 year lease. Could you confirm if it is the transfer of the lease that is requested?

We are looking for a transfer of the freehold for both buildings – Queen’s Hall and High Street Place. The latter is not a listed building but would require a complete survey to ascertain its condition. However, we recognise that there is currently a short-term lease arrangement with a Taxi company which we would be happy to fulfil if it were possible to transfer the freehold of this building to Daylight at the same time.

High Street Place gives us appropriate access across the whole site. This is absolutely vital to our Foodbank Service (much of the building is used for storage) and, we believe, to our wishes to provide a ‘hub’ for people of the Borough of Wellingborough around our key themes of reducing poverty, homelessness and loneliness/isolation. Working with the Borough Council we would seek to utilise the site to ensure we can demonstrate preventative measures and outcomes to assist our clients into housing and a healthy and constructive lifestyle.

3. Could you provide further information on the financial forecast, I understand that you would have further information on this at the end of November.

We have now completed Draft Management Accounts for the year ended 31 December 2019 and these show a surplus of £25k against a break-even budget for the year. We can provide these figures if required.

4. In the budget paperwork (document Ref 1) there is an estimated income increase from £86,987 to £111,759 for Donations and Grants could you provide further information on why this has increased. Also does this affect the movement on the other Income line, is there a relationship between the two?
We have revised the budget for the year ended 31 December 2020 to take into account the actual draft financial position at 31 December 2019. We have attached the revised budget which includes more details and comparisons which should answer any questions you have.

5. **The overhead in the same document increases by £10k – has this factored in the costs to run the building, what is the planned preventative maintenance work needed for the building as this will help to identify a management cost going forward. Also are there any interdependencies between the income and expenditure? Are any grants or donations conditional on spending on something particular or doing something particular?**

The budget does not take into account the CAT at this point but we have agreed that the savings through rent not being payable would be allocated to a Maintenance Fund against which we would carry out a programme of maintenance work. Due to the recent work on the roof and internal decoration together with our regular maintenance work there are no major maintenance issues to concern us at the current time on the basis that all outstanding remedial work (such as the removal of the extraneous ventilation shaft etc) be completed. We would wish to have a full survey of High Street Place to understand the requirements.

6. **The net surplus has slipped to almost zero for 2019. Whilst that is not a deficit what is the prediction forwards?**

The 2020 budget gives an indication of the level of surplus £2k we are budgeting for this financial year. With the success of our fundraising and grant applications improving we would hope to increase this surplus as the year progresses.

7. **Could you provide an explanation as to why the 2017 actual net income of £3,638 when added to the 2016 cash at bank and in hand of £30,826 makes a figure of £32,700 on the Income and Expenditure when they add up to £34,464? Similarly, 2018 actual net income of £18,453 when added to the 2017 cash at bank and in hand of £32,700 makes a figure of £45,243 on the Income and Expenditure but they add up to £51,153.**

These figures are for information to trustees and are intended to give management information on the surplus/deficit for that period and separately the Cash at Bank and in hand is to give them an overview of funds held in current and deposit accounts. These do not actually reconcile as other Balance Sheet information on debtors and creditors (which are not material) are not included or highlighted in the financial reports.

8. **Could you provide a cashflow forecast for 2020 along with the three year financial forecast that is mentioned?**

The cashflow, budget and forecast are attached.
9. There is no mention of bringing in skilled people to manage the building or how this will be undertaken and lack of property management skills does not seem to be included as a risk in the Risk Register. Could you provide some more information on this?

We have occupied this building under lease for the past 15 years and maintained the internal fixtures and fittings to a satisfactory standard. We are fortunate to have secured free skilled labour from the strong band of supporters for the Daylight Centre in the community. Where necessary we have paid for local services. The external fabric of the building has been recently refurbished by the Borough Council with grant funding.

In taking ownership of the full maintenance and repair of the building we would request a survey report of the building to determine the need for further repair and refurbishment of the building over time. We would seek a costed analysis of the potential works over a 5-10 year period and create a property management budget funded by the monies hitherto used to pay rent for the building.

Reference is made elsewhere to the intention to refurbish the toilet, shower and kitchen facilities which were omitted in the Borough Council’s improvement plan due to overspend incurred by additional work to the roof which was not specified in the original estimate made by the Council. Fundraising plans are already in place for these works which could only progress once DCF takes ownership of the building.

Additionally, the Centre Manager is on site 5 days a week and would bring early notice to the Board of Trustees of any depreciation of the state of the building. Skilled advice will be procured as required.

The Risk Register will be amended to cover the need to maintain a budget for property management and maintenance.

Basic property management skills would be addressed in the annual training plan for the Centre Manager.

10. The insurance documents are out of date and new ones would need to be provided.

These are attached.

11. There is a reference in the application to the additional lease cost of £4500 being agreed and that this has not been included in the 2019 budget – Can you clarify why this hasn’t been included?

It has now been agreed and included in the revised 2020 budget attached.
12. The current objectives of the centre are set out, one of those is to enable those in need to access the support they need. It would help to understand more about how service users are referred on and their contact with other organisations monitored.

Clients attending the Daylight Centre can meet with volunteers and staff who will befriend them and assist them in completing a registration form to assess needs. A client can meet individually with the DCF Client Adviser who can make referrals to other agencies including the Wellingborough Night Shelter, CAB and Community Law. Client information is stored on the DCF database but currently there is no monitoring of the impact of referral. That is the subject of the proposal to further develop a shared database within the Rough Sleepers Initiative Steering Group. Referrals can often require advocacy or introduction from our staff, so we are confident of a good relationship with many organisations into which we refer. Immediately, we are looking to develop compliant Service Level Agreements, Information Sharing Agreements and or Memorandum of Understanding with partners, including the Borough Council of Wellingborough, to track the progress and outcomes of clients.

13. There is a clear aspiration to work more closely with the council and partners to do more for those in need of the services.

More information is needed on how the available services will broaden and expand, what the new targets will be and how this will positively impact on those who use the services.

The aspiration, as stated in the application, is to forge a community hub of services enabled by the more transparent linking of services with other agencies. The plan is to extend the current offer in the Centre to include health and wellbeing services, access to a health practitioner, nurse, hairdresser and so forth to better care for the daily needs of clients and achieve collective impacts. Veterinary services and kennels will be explored too.

Indications of help have been received from some local businesses which can be taken up with more flexible opening hours of the Centre. Use of external structures can be utilised as outside lockers for rough sleepers. The Foodbank service will be governed by DCF and may develop outreach centres in supermarkets and village halls. It is hoped to redesign the main Foodbank to make access to it a more ‘self-worthy’ experience and provide additional choices in keeping with different nutritional needs. We are currently undertaking a board supported review of the Foodbank service using co-production methodology with diverse stakeholders in order to scope and scale local food poverty future demand and respond proactively.

The stated proposals to refurbish the kitchen area may be completed in stages to comply with regulatory conditions and available funds. It is intended that the facility can be used for training purposes in the hospitality sector and support a café service provided by a local business and weekend meal provision.
Advice, benefits, employment and education providers would be encouraged to use space in the Centre to meet with clients and respond directly to changing circumstances. An example of current service broadening is our partnership with Street Church where physical and spiritual needs are addressed on a Sunday. Street Church volunteers use the Centre to welcome people in for a time of fellowship, food and awareness of other services they could benefit from. Also, Citizens Advice Bureau operate a drop-in service each week to advise on issues around Universal Credit. Support Northants have a presence in the Centre two or three days a week to provide support and advocacy to clients who are currently rough sleeping. Working with partners in the Rough Sleepers Initiative Steering Group and local businesses, this hub of community services would provide more holistic daily care for vulnerable people. Individual needs would be better assessed with information shared to enable appropriate access to temporary and longer-term accommodation and realistic employment opportunities.

Opportunities for new horticultural projects including food growth, harvest and sales are being explored with corporate partner, Scott Bader Commonwealth Limited, and a growing number of partners utilising substantial land assets in Northamptonshire. Such projects and partnerships will enable supported outdoor beneficiary activity, improve health, well-being and increase life and employability skills. In time, these projects could evolve into entrepreneurial opportunities achieving a new independent income pipeline within the local food and drink industry and potentially the Made in Northamptonshire brand to support our future sustainability and social impact.

14. Outputs from the work of the centre are measured and reported; this largely appears to be numbers of people helped. More information is needed about how positive outcomes for service users are measured or will be measured in the future.

DCF are moving towards a theory of change informed model which will focus on impact reporting.

As the Rough Sleepers Initiative Steering Group develops, enabling DCF to forge stronger working links with the Borough Council, we hope to establish a shared database that will allow partners to input information on the status of client support from multi agencies. Clients would ‘tell it once’ and progress with the programme of support could be monitored at intervals to assure a positive journey with adjustments made by the appropriate agency where needed. Agencies working together to provide short and longer term homes would use the data to ensure the client has every support to reduce their personal challenges of alcohol or drug addiction, improve their chances of income through education, training and employment opportunities, with access to home provisions and maintenance services to develop an improving life style.
The means of allocating performance measures to each partner would be addressed in the specification of the database. We are also commissioning a Social Impact review report through the University of Northampton’s Institute for Social Innovation and Impact which will underpin and direct our measurement metrics.

15. It is stated that many service users are referred from other organisations. More information is needed on how the needs of individuals are assessed, or will be assessed for the extended services, ensuring that those in greatest need receive help and support.

DCF accepts referrals from many organisations including the Job Centre, Street Meals, Probation Service and Police. More than 30 agencies refer people directly to the Foodbank service managed by DCF. Completion of the DCF registration form enables the collection of data to understand what has happened to them and its impact to agree the best action plan with them using a needs-led approach. All clients are important to DCF and there is not a perception of hierarchy of need but there are circumstances where we may prioritise high level need for urgent action. As examples, priority arrangements may be made for beneficiaries who are distressed in public groups or who have particular communication difficulties such as an autistic condition to a second language. Essentially we ensure that all beneficiaries receive the best possible care. This may require one to one assistance, the use of computer assisted programmes and referral to specialist partners such as the language team at the Victoria Centre.

Referral routes in to and out of the Daylight Centre are constantly changing as charities and organisations contract and expand in the current climate. Trustees are clear that our priority is around our key themes of Reducing Poverty, Loneliness and Effects of Homelessness as well as Increasing Preventative Measures. We recognise that a priority is for those who live or work in the Borough of Wellingborough, but we do not determine need by geographical area. However, we do not promote our services beyond the BCW’s area and work with complementary partners based in Northampton, Kettering, East Northants and Corby. The lack of transport is usually the key to locational support, but we are aware that we serve this community in the Borough of Wellingborough.

16. Social value is mentioned, but needs to be quantified. An understanding is needed of how the social value of the services provided is measured currently, and how the new expanded services will grow social value. The increase needs to exceed the value of the current rent and show real prospects of outgrowing the rental or capital value of the property it is sought to transfer in the medium term.

We are commissioning the Institute for Social Innovation and Impact at the University of Northampton to assist with a Social Impact Report which will enable us to set a baseline for our data and to revisit this in three to five years’ time. We have asked for specific support to measure impact and build this in to our delivery, relationships and reporting. This requires good communication and feedback with
partner organisations which is why we are seeking to secure appropriate SLA’s or MoU’s to develop an appropriate database. Professor Richard Hazenberg from the ISII has also suggested we review the Outcome Star platform. We recognise that this will require some funding and are seeking to secure the most appropriate route to move forward to demonstrate the growth of our social, economic and environmental values.

17. The application refers to a feasibility report being drafted could you please provide this or let us know when this can be provided

This is in process and we would expect to have a feasibility report to you within one week of this communication.
The GJ Consultancy

Feasibility Study

Community Asset Transfer

Graham Jackson
10th February 2020
Independent Feasibility Study

My Background:

I am a retail and business consultant with over 25 years board level experience gained in companies such as Virgin, Ikea, Heals and latterly as MD of Bell of Northampton. I have a good understanding of property, finance and business planning. Over the last 3 years I have applied these in the charitable sector as a board member with Hope Enterprises and currently the Crysyls Foundation.

www.thegjconsultancy.com  Tel 07968 476779

This study is not intended to be a business plan, simply an evaluation of the need for the CAT and a clear understanding of whether the CAT is feasible and the financial plan included is practical and achievable.

Executive Summary

This Study finds that that the proposed CAT of the 2 buildings is both feasible and pragmatic.

The initial financial assumptions indicate that the project is viable subject to Wellingborough Borough Council agreeing to transfer the assets to the Daylight Centre Fellowship (DCF).

This report contains only initial financial assumptions. Whilst I have endeavoured to interrogate all the business case and data, I have only used the information in the public domain and not undertaken detailed due diligence.

The proposed budget for 2020 appears sensible and pragmatic.

The level of capital outlined to refurbish the kitchen, toilets and shower room is sufficient provided labour costs can be controlled.

There is a clear pressing need to ensure that the DCF can better meet the growing proportion of the population in Wellingborough (and nationally) that face hardship, trauma and poverty. The transfer enables DCF to focus on delivering better service in key areas such as the Foodbank, provision of meals and better long-term support for issues such as substance addiction/abuse.
About the Daylight Centre Fellowship

Located 10, High Street Place Wellingborough and Queens Hall 8, High Street Wellingborough and Daylight Shop located at 2 Cambridge Street, Wellingborough (commercial landlord).

DCF’s current activities cover a range of social/wellbeing-based services.

Overall the charitable objective is to reduce poverty, homelessness and isolation.

- Offering, time, safe space and practical guidance to enable individuals to tackle problems which inhibit the quality of life.
- Making individuals feel welcome whoever they are and whatever their problems may be.
- To provide a place where an affordable meal and a cup of tea is available and the opportunity to meet and interact with other people.
- By offering help and advice, providing a listening ear, then signposting or referring to the most appropriate agency to address the issue
- Completing referrals to the Wellingborough District Foodbank
- Giving warm clothing and bedding to anyone who is homeless and rough sleeping
- Providing a hot shower for anyone rough sleeping.

In order to achieve these goals, the charity requires an environment that is warm, secure, safe and has adequate services to meet the number of individuals who are affected. The aim of the charity is to ensure that the premises they occupy is fit for future purpose.

Current Statistics 2019/2018

- In 2019 the average number of people using the centre on a daily basis was 42; this is an increase of 10% on 2018. This is expected to increase proportionately in the next 5 years.
- Approximately 30 meals were prepared per day; this has not increased but is proportionate to the high level of growth in the people using the Foodbank.
- The Foodbank showed a 49% increase in usage over 2018.
- The Foodbank has shown an increase of 35% January 2020 compared to 2019. It is reasonable to expect this rising usage to continue throughout 2020.
- There has been a 27% increase in the number of children being helped by the Foodbank in 2019, this represents over 1300 individuals.
- The provision of basic hygiene standards and use of showers has increased by 13%.

It is against the background of these statistics that I have undertaken the feasibility study into the Community Asset Transfer Request made by the charity.
About the Buildings

Queens Hall: A Grade II Listed Building.

Built in 1887 the building was originally public halls, then a library and now occupied by the Daylight Centre Fellowship. The building has 1 hall and an office/shower/storage area at the front and is made primarily from Ironstone. The building has a brick rear wall and slate roof which appears in good condition. There are a series of vestibules and ancillary rooms. The main hall is set up for dining, internet and various desks. This space can be used more effectively and indeed the building has potential to offer further service provision.

The kitchen space is adequate however equipment is very old and hygiene standards suffer because of this.

There are 4 toilets on site, 2 used for customers and 2 for staff. The toilets are in reasonable condition with missing tiling in the disabled/staff toilet; however, lighting is poor and provision of hot water needs to be improved.

The single staff toilet is in poor condition with missing tiles and poor-quality flooring.

The shower facility contains a single shower cubicle with curtain. The shower is only 700mm wide and is extremely old. It is a purpose-built plastic unit with a 300mm step.

The building is located on the high street and has vehicular access to the side.

The Foodbank is contained at the rear of the hall with a separate entrance.

High Street Place

This is an end terrace building made from red brick with wooden door. The building is primarily an office and storage at the moment. This is located directly opposite that rear of Queens Hall and accessed by High Street Place. DCF lease one office on the ground floor and the first floor. A tenant occupies the remaining offices on the ground floor. The toilet is a shared facility.
**Description of the Site**

The site is located centrally in the town, to the north of the town centre but in a highly visible location. Access is through double doors at the front. The site is accessible on foot and within easy reach of the majority of Wellingborough population.

The Hall has vehicular access via High Street Place which runs alongside and leads to the offices. There is a small amount of land at the rear of the hall.

This report looks primarily at the Queens Hall but also considers the benefits of having the High Street Place building also.
Current Usage

The Daylight Centre currently occupies the Queens Hall and 10 High Street Place. Taxi company shares 10 High Street Place, DCF rents the upper floor and one downstairs room, with shared toilet facilities.

The Daylight Centre (DCF) was established in 1994 by the Mothers’ Union in response to escalating need in Wellingborough and has been operating out of Queens Hall since 2005. Initially the work centred on families who found themselves in difficult circumstances but changing needs has refocused attention on work with vulnerable adults. Daylight now works with those on the edges of society, from homeless to learning disabilities, mental health concerns to addiction issues. Wellingborough has areas of deprivation in the top 10 per cent and the DCF supports vulnerable adults experiencing economic and food poverty. It provides some services especially tailored for homeless and rough sleeping clients. The limited confines and low level of staffing at the Day Centre at Queens Hall supports provision only for adults. DCF are seeing whole families in need and want to extend their work in partnership, connecting support measures, to help more families through their difficult journeys to regain independence.

The Daylight Centre is the primary source of care for those individuals suffering from homelessness, substance abuse or poverty in the town.

The Need and Demand in the Local Community.

National statistics show and increase in poverty and homelessness across the UK. The centres statistics 2019/18 show a significant increase in the number of people visiting the day centre and significantly the number using the Foodbank.

The age and mix of people requiring support has also changed with many more families and children requiring support than in previous years. This requires a different approach as previously the centre catered mainly for adults.

This information is in line with trends outside Wellingborough such as Hope Centre in Northampton.
The Proposal
Scope of Works: Capital

To create a facility more able to handle the forecast increase in demand.

Specifically, the proposal includes.

1. **New kitchen facility**

   Refurbishment of the existing kitchen to create a much more functional space, this would require replacement of dishwasher, cooking appliances and extraction hoods as well as stainless steel units at a cost of £60k.

   Key Elements will be:

   1. Commercial cooker /double oven approx. £4k
   2. New extraction above dishwasher and potential replacement of existing extraction hood approx. £10-15k, this will need to check grease traps in the flue system and be suitable for purpose.
   3. New stainless-steel benches/work surfaces where required approx. £5k
   4. Sinks for hand washing/food preparation and cleaning all separate in the plan approx. £5k
   5. Wash tray platforms for commercial dishwasher. £3k
   6. Labour £20k+

   The kitchen needs to be capable of handling not only the increased visitation on a daily basis, but also potentially a Social Enterprise Café which is an option in the CAT proposal. **The budgeted cost of this is £60,000**

2. **Refurbishment to the Queen’s Hall toilet and shower facilities at a cost of £30k**

   Refurbishment of the two public toilets and staff toilet to provide a more modern and hygienic environment.

   Removal of the existing shower unit and replacement with a modern environmentally friendly enclosure that caters for the potential users better but is far more economical to use.

   **The total cost budgeted for both works is £30,000**

Extension of the existing Foodbank space which is cramped and inefficient. There is a project underway to review the Foodbank structure and space.

The business plan includes the potential to house other services in fallow space, with collaboration with Citizens Advice, Police, NHS all offering regular support on a one to one basis.

The safe, warm meeting place, food, clean clothing and personal care facilities are unique to Wellingborough and it is aimed will contribute towards other social benefits such as reduced disturbance and crime in Wellingborough.
My experience at the Hope Centre and with Crysalys Foundation indicates that a fresh collaborative approach between support services, councils and charities is essential if the increasing social wellbeing challenges are to be addressed.

Daylight Centre Fellowship

Proposed Budget for year ending 2020 December 31st

<table>
<thead>
<tr>
<th>General Income /Costs</th>
<th>Actual 2019 £ (Draft)</th>
<th>Total £</th>
<th>Change £</th>
<th>Change %</th>
<th>Comment</th>
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### Proposed Expenditure Budget 2020 December 31st

<table>
<thead>
<tr>
<th>General Expenditure</th>
<th>Actual 2019 £ (Draft)</th>
<th>Total £</th>
<th>Change £</th>
<th>Change %</th>
<th>Comment</th>
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<tr>
<td>Sundry HSP</td>
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<td>Comms shop</td>
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<td>General Expenditure</td>
<td>Actual 2019 £ (Draft)</td>
<td>Total £</td>
<td>Change £</td>
<td>Change %</td>
<td>Comment</td>
</tr>
<tr>
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<td>Travel</td>
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<tr>
<th>Summary</th>
<th>Income</th>
<th>Expenditure</th>
<th>Diff</th>
<th>%</th>
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<tr>
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<td>182,322</td>
<td>173,014</td>
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**Projects Not Included Detailed from Capital Expenditure**

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<tr>
<th>Project</th>
<th>Amount</th>
<th>Type</th>
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<tbody>
<tr>
<td>Kitchen refurbishment</td>
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<tr>
<td>Toilet/shower refurbishment</td>
<td>£30,000</td>
<td>capital</td>
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<tr>
<td>Main hall floor</td>
<td>£8,000</td>
<td>grant received for this work; to be undertaken spring 2020</td>
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**Other possible Recruitment not in P/L for 2020 but only recruited when Income rises to cover costs**

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<tr>
<th>Recruitment</th>
<th>Amount</th>
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<td>New employee support</td>
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<td>New employee kitchen PT</td>
<td>£13,000</td>
<td>revenue</td>
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**Review of the draft P/L and budget for 2019/20**

- Income lines look realistic and are not exaggerated. Indeed, there is probably scope for further retail and online growth not included in these numbers.
- I am satisfied after discussion with trustees that the level of income from companies and private individuals as well as grants is realistic and poses no significant risk.
- Proposed expenditure shows budgeted increases in the areas expected particularly maintenance and HLP. It is difficult to ascertain if these are budgeted correctly as refurbished equipment etc. is likely to be significantly more efficient than existing appliances. I am satisfied that the proposed budgets are prudent.
- I have visited the Daylight Centre and am satisfied that sufficient routines and procedures are in place and that the maintenance of the building is within the competence of the centre manager.
• Capital budgets for the refurbishment of the kitchen are suitable and sufficient. The equipment is relatively freely available; however, attention will need to be paid to labour costs as these can be excessive. In my opinion the £60k is sufficient to create a kitchen which will meet the needs of the centre for the foreseeable future.

• The £30k capital allocated to refurbish the toilets and shower unit is enough to introduce high efficiency low water usage toilets, remove the old shower unit and introduce an enclosure that will be far more user friendly and significantly more efficient.

Overall, I am confident that the budget represents a fair and reasonable reflection of the business operation and that it is achievable. This should mean that the DCF with the support of its charity shop generates a surplus (profit) for the year. This will be reinvested in the further development of the centre and its use as a community hub.
DCF Responses to further questions concerning the CAT application.  March 2020

Who the current clients are, what are their needs; are they street homeless, homeless, families and what makes them vulnerable and needing support from Daylight Centre Services.

Our clients are vulnerable because they are only one or two life changes away from needing statutory help. The services provided through the work of the Daylight Centre helps people to stay fed and well with support to find housing and to find a job which in turn helps them to maintain a home and to start paying taxes. The organisation Crisis report the Social Return on Investment (SROI) as the financial saving society makes because of the work we do with people. The investment not only saves society money; it also helps someone take the next step to leave homelessness behind for good. DCF has commissioned the University of Northampton to produce a Social Impact Assessment report which we expect in May 2020. During April the researchers will consult with DCF clients, volunteers and staff to collate real time data. This valuable report will also demonstrate the impact of not meeting the needs of vulnerable people with food parcels, lack of guidance and referral to state support agencies.

Our current data provides the following insight into the diverse challenges met by the client group and their reasons for seeking support from the Daylight Centre.

Client Analysis - Period 1 December 2019 to 29 February 2020

- 250 unique clients used DCF, 23 were street sleepers, 15 sofa surfers, 10 in temp accommodation, 5 living in caravans and 2 in a tent
- Of the 250, 225 were single people, 11 were in a two-person relationship and 13 were part of families.
- Average number of people a day using the centre is 41
- 33 new clients in January and February,
- 956 free meals served in first two months of this year.
- The majority are unemployed, many of which are on long term benefits
- Approximately 65 % of the clients have mental health issues.

Why people seek access to Daylight Centre services

- Access to Food support,
- Access to free shower, IT, phone, locker storage and c/o address
- Diversity of clients, mainly white UK, but Polish, Hungarian, Lithuania, Romania, travelers and Kurds have used the centre this year.
- To access drop-in services such as CAN-Universal Credit claims and Rough Sleeper Initiative.
- To meet their friends
- To access the referral and signposting advice service.
- Help with completing forms
- Reduction in other agency service offerings
- Holistic approach to finding solutions
- Cross agency working
- Referrals into the Night shelter
- Referrals into European Settlement Services.
What the assessment criteria is for access to the food bank, what are the reasons for the use of the food bank, what are the needs of the people using the food bank, how is this provision and assessment monitored?

Each year for the last 5 years has shown growth on foodbank demand. This has been met through generous donations from individuals, groups, churches and local businesses. We have been able to attract some funding to buy in essential items, but there is a distinct likelihood that this level of growth will be unsustainable during 2020, without further investment in Stock, Storage space, Volunteer time and Management and Supervision.

The Foodbank has become a vital resource for Wellingborough with over 30 different referring agencies. 33% of these referrals are generated by the Borough Council of Wellingborough, the next highest being DCF at 26%. People accessing the Foodbank come from a far wider section of the community than just the registered clients of the Centre. The following data charts provide more detail.
During 2019 the number of parcels increased by 49% on 2018
The number of people helped increased by 38%
The first two months of 2020 are showing an increase of 30% on 2019
This is our best indicator of vulnerability and many of these people are at risk not being able to sustain their tenancies and are only a few steps from becoming homeless.
2020 Tables as of 9 March 2020

<table>
<thead>
<tr>
<th>Cause of Hardship</th>
<th>180</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
<td>180</td>
<td>28%</td>
</tr>
<tr>
<td>Benefit New claim</td>
<td>36</td>
<td>6%</td>
</tr>
<tr>
<td>Sanction</td>
<td>32</td>
<td>5%</td>
</tr>
<tr>
<td>Wage Delay</td>
<td>6</td>
<td>1%</td>
</tr>
<tr>
<td>Debt</td>
<td>65</td>
<td>10%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>41</td>
<td>6%</td>
</tr>
<tr>
<td>Run out of Money</td>
<td>205</td>
<td>31%</td>
</tr>
<tr>
<td>Sickness</td>
<td>6</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>51</td>
<td>8%</td>
</tr>
<tr>
<td>Unexpected bills</td>
<td>5</td>
<td>1%</td>
</tr>
</tbody>
</table>

This table shows that 39% of the causes of hardship are down to benefit related issues. 31% of the people cannot make the money stretch between payments.

<table>
<thead>
<tr>
<th>Family Group</th>
<th>76</th>
<th>26%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single people</td>
<td>76</td>
<td>26%</td>
</tr>
<tr>
<td>Couples</td>
<td>28</td>
<td>10%</td>
</tr>
<tr>
<td>Single parent family</td>
<td>132</td>
<td>46%</td>
</tr>
<tr>
<td>Two parent family</td>
<td>43</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>289</td>
<td></td>
</tr>
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</table>

Households helped by ward

<table>
<thead>
<tr>
<th>Ward</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Addlestone</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Crossley</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Hatton</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Heswall</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Hopwood</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Old Town</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Rising</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>St Mary's</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>St Peter's</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Victoria</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Ethnic Group</td>
<td>Count</td>
<td>Percentage</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------</td>
<td>------------</td>
</tr>
<tr>
<td>White</td>
<td>470</td>
<td>83.5%</td>
</tr>
<tr>
<td>Black</td>
<td>46</td>
<td>8.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>2</td>
<td>0.4%</td>
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<tr>
<td>Mixed Race</td>
<td>15</td>
<td>2.7%</td>
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<tr>
<td>Other &amp; Not Known</td>
<td>30</td>
<td>5.3%</td>
</tr>
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<table>
<thead>
<tr>
<th>Unique Clients</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>331</td>
<td>59%</td>
</tr>
<tr>
<td>Female</td>
<td>232</td>
<td>41%</td>
</tr>
<tr>
<td>Male 0-16</td>
<td>84</td>
<td>15%</td>
</tr>
<tr>
<td>Male 17-21</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>Male 22-34</td>
<td>52</td>
<td>9%</td>
</tr>
<tr>
<td>Male 35-65</td>
<td>164</td>
<td>29%</td>
</tr>
<tr>
<td>Male 65+</td>
<td>6</td>
<td>1%</td>
</tr>
<tr>
<td>Female 0-16</td>
<td>78</td>
<td>14%</td>
</tr>
<tr>
<td>Female 17-21</td>
<td>20</td>
<td>4%</td>
</tr>
<tr>
<td>Female 22-34</td>
<td>46</td>
<td>8%</td>
</tr>
<tr>
<td>Female 35-65</td>
<td>86</td>
<td>15%</td>
</tr>
<tr>
<td>Female 65+</td>
<td>2</td>
<td>0%</td>
</tr>
</tbody>
</table>
What additional services would you provide to benefit the residents of Wellingborough if this CAT was successful, how would the reduce in rent help you to deliver this, how you will move from the current model to the new proposed model and work with partners to ensure the wider community needs are met and the timescales for this?

Initially we need to expand our services to meet the growing demand for food, shelter and support. We want to focus, with partners, on the causes of vulnerability to reduce the need for our emergency support services and to strengthen our hub of coordinated provision to monitor and ensure the further, positive pathway of our clients to diminish their state of vulnerability and lead improved lives with less dependence on state support. Access to the Foodbank is a first indicator of the growing state of vulnerability in our local community. People, and particularly families, who cannot afford to buy food are not always homeless at the start but can soon become so, with increasing demand on health and social care services, if their plight is not assessed at an early stage with relevant support services on hand to help them regain financial independence.

With long term control of the site we can bring forward plans to re-order and extend the Foodbank. Our signalled stability at the Centre will strengthen our work in building partnerships with other agencies and to develop information systems to allow the appropriate sharing of data so that vulnerable clients ‘tell their story once’ and co-ordinated services ensure a more ‘wrap-around’ support for them. This will not only benefit the client but should lead to more efficient, cost effective service provision. We are aiming to arrange the provision of a basic level of emergency healthcare, working with local practitioners to provide first aid, triage, nutrition advice, hair cuts and maybe even veterinary attention. There is capacity within the mental health collaboration of Wellbeing Education Network and we will be bidding for money to train a member of staff to deliver courses.

Removal of the rent payments would provide funding to maintain the building, cognisant of the conditions imposed on listed buildings. This money would be ring-fenced in DCF budgets to utilise in applications to other trusts as match funding. Future developments in our strategic plan include further improvements in the kitchen, shower and toilet facilities, not only to benefit clients directly but also to provide wider access to the Centre for training and the development of a service hub. All these measures are needed now and will be developed as quickly as funding allows. There is significant and increasing public support for the work of DCF which not only serves the moral purpose of helping people in need but also seeks to reduce the all too visible plight of individuals on the streets and the consequent control of public order offences.

There is reference to the CAB providing a presence at the Daylight Centre however as they are unable to provide this for BCW we have concerns that this may not be able to be provided due to lack of resources at CAB. Could you confirm that this could be provided as well as any other services that would be provided by other agencies.

DCF currently has several external agencies who support clients with a range of matters. CAB assist clients in the Centre on a Monday each week, particularly with Universal Credit issues. We provide space and client access for this service. BCW support workers on the Rough Sleeper Initiative meet clients in the Centre on a Tuesday. NCS have a presence to progress return to work initiatives. DCF wish to use the Centre more widely, with increased hours of access, to enable the further development of a hub of services from this established Centre in Wellingborough. Its heightened profile will serve to demonstrate good practice in co-ordinated support for people in need.
Finally on the areas that could be changed/improved to recognise the need of local residents, how would this service be monitored and how would work with us to identify the need.

There is a strong signal of support from the local community for the services of DCF. We have just started work with a local company, Cummins, to look at food poverty and the Foodbank service. Our work with the Police and the Crime Commissioner is recognised as contributing to the control and reduction of damage and public order offences on the street. The house developer, Bovis, have demonstrated support to DCF, recognising the value of our services to promoting the town as a safe, welcoming and supportive place to live. Discussions are well advanced with the new Prison in Wellingborough to carry out work in partnership to prepare offenders for their future life after confinement and to resist the need for re-offending.

DCF has developed strong partnerships with local agencies and particularly with the Borough Council in the Rough Sleeper Initiative. We take advice and seek support from an increasing number of local charities to develop a hub of co-ordinated services in the Centre. Monitoring measures are being developed in line with the ambition for a shared data system to allow more seamless and cost effective progression for clients. The Board of Trustees of DCF has increased its membership to include professionals from the appropriate sectors of health, finance, law, business management and governance. The Board is informed by the work of its sub-committees and management supervision to ensure it has tight control over the effectiveness and further development of DCF services.

The Borough Council of Wellingborough would have a high public profile in granting the transfer of this asset to DCF. BCW are key partners in the provision of DCF services, referring clients in need, aligning housing developments and as an advocate in informing the development of Government policies that affect the well-being and living conditions of our local communities. DCF would have stability in its location; stability in its appeal to volunteers and importantly, stability for users of the Centre, signalling hope for better times.
**PROPERTY SUMMARY**

**Location:**
The property is located close to the centre of Wellingborough to the north of the main pedestrian area. The hall is situated on the west side of High Street directly opposite Queen Street.

**Description:**
The property, constructed in 1887 is currently used as a day care centre and has a central high ceilinged hall with ancillary office, plant room, WC, kitchen and storage accommodation. There is also a basement beneath part of the hall.

The property is for the most part constructed of load bearing brickwork construction with internal piers supporting the timber frame of the main roof pitch. The front elevation is of iron stone masonry with feature stonework to window reveals and other feature stonework.

**Type:**
Day care/community hall. Listed building.

**Age:**
Approx. 130 years

**Remaining Economic Life:**
65 years

**Total Economic Life:**
195 years

**Accommodation:**
The property, including the basement, extends to approximately 3,707 sq ft.

**Site Area:**
0.079 acres (0.032 hectares)

**Development Scheme:**

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**VALUATION**

**Investment Property**

- **Passing Rent:** £6,000 pa
- **Fair Value:** £175,000
- **Apportionment – land:** £100,000
- **Apportionment – buildings:** £75,000
- **Residual Value:** £100,000

**Valuation Commentary:**
Listed Building let for community purposes and rent not indicative of fair value. Valuation based on VP value at £50.00 per sq ft in terms of main space, with adjustments made for existing occupation. The property is identified along with adjacent land and buildings to form part of a Phase 2 of the High Street Development Site which will be planned by the Council.

The property is situated adjacent to the large Keepmoat development site, which has recently secured planning consent for a residential led scheme, although negotiations continue in respect of the purchase price of the land the developer requires from the Council and a Section 106 Agreement. The second phase will inevitably include the directly neighbouring properties, and a car park is proposed adjacent to the neighbouring property Leighton Coach House, but as the property is listed, significant redevelopment is considered unlikely.

Terms now agreed for lease renewal for 10 years at £7,500 pa plus £2,000 contribution to service charge. Provision made for rolling mutual break option after 5 years, which ties in with proposed redevelopment of surrounding area. The property offers potential for a wide variety of uses, including residential and various commercial uses.
MARKET COMMENTARY

2019 was a year marred by political uncertainty as a result of Brexit and the General Election. It is widely acknowledged by market commentators, and indeed was our experience, that the macroeconomic forecast held back property markets to a large extent. As we enter 2020 there is however renewed optimism across both residential and commercial sectors following the result of the December 2019 General Election, which has positioned the Conservative party with a strong majority, allowing the uncertainty of Brexit to be put behind us.

Whilst at a headline level the commercial property market appears to be proving robust to date there is an extreme divergence in sector performance. This is demonstrated by an unprecedented flight from ‘prime’ retail following the swathe of administrations on the High Street in the first half of 2018. Conditions do not appear to have improved since for retailers with physical store estates. That being said, secondary and tertiary locations have maintained a comparatively strong foothold characterised by what would be considered a natural turnover of occupiers. In contrast, the industrial markets continue to outperform across all types of freehold and leasehold property. Offices, both prime and secondary, remain relatively flat.

Residential values have locally shown a mild softening with a decrease in transactional volumes feeding nominal price reductions.

Wellingborough is not regarded as a strong commercial location and residential prices are lower than those experienced in the south of the county. The opening of Rushden Lakes in 2017 has had a negative impact on the local retail sector but does offer a contrasting experience to that of Wellingborough town centre. The town is set for significant growth over the coming years as ‘Wellingborough North’ and ‘Stanton Cross’ move closer to fruition.

Our opinion of value has been informed by the evidence set out on the Schedule of Comparables provided. In accordance with IRFS 13, the level of inputs relating to this valuation fall within Level 2.

Liquidity:
Moderate / Poor

LEGAL SUMMARY

Tenure: Freehold

Tenancy Information:
Tenant holding over. Passing rent £6,000 pa.
Terms agreed for lease renewal for 10 year term at increased rent of £7,500 pa, plus service charge of £2,000 pa. Rent review and mutual rolling break option (subject to 3 months’ notice) after 5th year.
Queens Hall
High Street, Wellingborough
**PROPERTY REF:** HSP10  
**VALUATION DATE:** 31.12.2019

10 High Street Place, Wellingborough

### PROPERTY SUMMARY

**Location:**
High Street Place is a small cul de sac with a surfaced parking area off the High Street. To the south is the Leighton Place car park and to the north the Drill Hall (former TA Centre) which is now closed, pending disposal.

**Description:**
A two storey Victorian building on a site of approximately 0.17 acres standing to the rear of the Queens Hall Community Centre with vehicular access to High Street. The parking area provides space for approximately 10 cars.

Brick and stone walls, pitched slated roofs. Original timber framed sash windows. Central heating on first floor, no fixed heating on ground floor.

**Type:**
Offices (part let).

**Age:**
150 years

**Remaining Economic Life:**
45 years

**Total Economic Life:**
195 years

**Accommodation:** (NIA)
- Ground Floor: 568 sq ft (52.81 sq m)
- First Floor: 470 sq ft (43.68 sq m)
- **TOTAL:** 1038 sq ft (96.48 sq m)

**Site Area:**
0.17 acres (0.07 ha)

### VALUATION

**Investment Property**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passing Rent</td>
<td>£5,500 pa</td>
</tr>
<tr>
<td>Fair Value</td>
<td>£100,000</td>
</tr>
<tr>
<td>Apportionment – land</td>
<td>£60,000</td>
</tr>
<tr>
<td>Apportionment – buildings</td>
<td>£40,000</td>
</tr>
<tr>
<td>Residual Value</td>
<td>£60,000</td>
</tr>
</tbody>
</table>

**Valuation Commentary:**

Current income £5,500 per annum but will shortly increase to a total of £8,000 per annum when lease renewal of the first floor is completed. Valuation assessed by adopting a yield of 8% applicable to the current market rent, as evidenced by the two recent new leases.

The property is identified along with adjacent land and buildings to form part of the Keepmoat development, which has now successfully secured the appropriate planning consent, although negotiations continue in relation to the purchase price of the land the developer requires from the Council, and the relevant requirements of the Section 106 Agreement.
2019 was a year marred by political uncertainty as a result of Brexit and the General Election. It is widely acknowledged by market commentators, and indeed was our experience, that the macroeconomic forecast held back property markets to a large extent. As we enter 2020 there is however renewed optimism across both residential and commercial sectors following the result of the December 2019 General Election, which has positioned the Conservative party with a strong majority, giving genuine hope that Brexit can be executed in the early part of the year.

Whilst at a headline level the commercial property market appears to be proving robust to date there is an extreme divergence in sector performance. This is demonstrated by an unprecedented flight from ‘prime’ retail following the swathes of administrations on the High Street in the first half of 2018. Conditions do not appear to have improved since for retailers with physical store estates. That being said, secondary and tertiary locations have maintained a comparatively strong foothold characterised by what would be considered a natural turnover of occupiers. In contrast, the industrial markets continue to outperform across all types of freehold and leasehold property. Offices, both prime and secondary, remain relatively flat.

Residential values have locally shown a mild softening with a decrease in transactional volumes feeding nominal price reductions.

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Our opinion of value has been informed by the evidence set out on the Schedule of Comparables provided. In accordance with IRFS 13, the level of inputs relating to this valuation fall within Level 2.

Liquidity: Moderate
10 High Street Place, Wellingborough