

TERMS OF REFERENCE OF THE ACTIVITY CENTRES MANAGEMENT BOARD

PREAMBLE

As a charity, Lonsdale District Scout Council has a valuable resource (and a significant investment) in two Activity Centres: Littledale and SilverHelme. It is imperative that these are maintained, operated and developed to provide a safe environment for all potential users.

It is acknowledged that the management and operation of the Activity Centres is heavily support by volunteers but this must be done in the best interests of the charity (adopting what is regarded as best practice, including compliance with both UK and Charity Law).

Purpose:

The Activity Centres Management Board is established with certain responsibilities as defined below - specifically to act on behalf of (and to advise) the District Executive Committee in relation to the management (and operation) of the District's Activity Centres.

It is the Trustees - the members of the District Executive Committee - who have overall responsibility for the effective management of the Charity and as such of the Activity Centres Management Board. Thus, the Management Board reports to the District Executive Committee and is to ensure that the latter is kept appraised of all relevant matters.

Activity Centres Operating Group:

In order to assist the functioning of the Management Board, an Activity Centres Operating Group is established, primarily to focus on the day-to-day operation of the Activity Centres.

ACTIVITY CENTRES MANAGEMENT BOARD

Membership:

The membership of the Management Board shall be:

- Chair (appointed annually by the District Executive Committee) and thus a Trustee of the Charity.
- Treasurer [of the Management Board].
- Secretary [of the Management Board]
- Chair of the Operating Group.
- Health and Safety Adviser.
- Grants Adviser.
- Marketing Adviser.
- A further Trustee appointed by the District Executive Committee.

Thus, at least two members of the Management Board (a sub-Committee of the District Executive Committee) shall be Trustees of the Charity. The membership of the Management Board will be confirmed annually by the District Executive Committee (at its first meeting after the Scout Council's Annual General Meeting).

Ex-officio Members:

The following are ex-officio members of the Board:

- District Chair.
- District Commissioner.

Co-opted Members:

Additional members may be co-opted annually, if they are leading (a) specific project(s) or have relevant knowledge to support the work of the Management Board (such as buildings, planning, project planning, etc).

Invited to Attend:

The Wardens of the Activity Centres are invited to attend meetings of the Management Board (as non-voting members) in order to provide an input into discussions in so far as they affect the work of the Management Board. When there is a specific item of the agenda, others from the Operating Group may be invited to attend, in order to provide a specialist input.

Note:

At least 50% of the members and co-opted members of the Management Board must be members of the District Scout Council.

Quorum:

The quorum for the Management Board will be determined by an Annual General Meeting of the District Scout Council (this is currently 50% of the members of the Management Board as listed above). In the event that attendance at a meeting does not constitute a quorum, then the meeting should continue but decisions of policy should be referred to the next meeting where a quorum can provide approval.

Voting:

In accordance with the Constitution of the District Scout Council, only the specified members of the Management Board, present at a meeting, may vote. Decisions are made by a simple majority of the votes cast; in the event of an equal number of votes being cast on either side, in any issue, the chair does not have a casting vote and the matter is to be taken as not having been carried.

Meetings:

The Board will normally meet at least four times a year to ensure it effectively discharges its duties. Additional meetings will be convened as may be required (provided adequate notice is given to members).

Agendas and Minutes:

The Board has a Secretary who must ensure that agendas, papers and minutes are recorded and properly archived (as directed by the District Secretary). In accordance with good practice, safety is to be a standing item on the agenda of all meetings of both the Management Board and the Operating Group. Agendas, supporting papers and minutes are to be circulated to all members of the Management Board (including ex-officio members).

Minutes of meetings of the Board (even if unconfirmed by the Board) are to be submitted to the District Secretary to be circulated to all Trustees in preparation for the next meeting of the District Executive Committee.

Remit:

The purpose of the Management Board is to ensure the safe operation, upkeep, maintenance and improvement of the sites owned by Lonsdale District Scout Council - whether this is indoor accommodation, camping areas, activity areas or any other land within the boundary of each site. This work will be undertaken on behalf of the District Executive Committee of Lonsdale District Scout Council.

Responsibility:

The Management Board is responsible to the District Executive Committee for:

1. Ensuring that the sites and facilities are operated and developed in the interest of the Scout Movement plus youth and education groups in general and for the members of Lonsdale Scouts in particular - so as to serve the needs of Lonsdale Scouts and to meet the objectives set by the District Executive Committee.
2. Both the strategic development and day-to-day running of the Activity Centres owned by Lonsdale District Scout Council:
 - a. By producing and regularly reviewing a medium/long term corporate plan to ensure a consistent co-ordinated approach is achieved in the long term.
 - b. By means of annual targets/budgets in the short term.
3. Ensuring that all activity centre property and equipment are adequately insured and that revaluation of such property and equipment takes place at agreed, regular intervals.
4. Submitting to the District Executive Committee, for approval, both revenue and capital budgets for the forthcoming financial year.
5. Submitting to the District Executive Committee, for their approval, recommendations for user rates for each Activity Centre, for the forthcoming financial year.
6. Generating sufficient funds from revenue to cover not only operating expenditure but also to contribute to future major repairs and/or capital projects.
7. Ensuring that a Strategic Plan is developed, approved by the District Executive Committee and then implemented by the management framework of the Activity Centres. This plan should be revised and reapproved by the District Executive Committee every three years.
8. Keeping under review the publicity of the Activity Centres and the booking system - so as to maximise both the use of sites and the income generated.
9. To maintain up-to-date:
 - a. Risk Assessments.
 - b. Fire Safety Management Plansfor each Activity Centre.
10. Maintaining such other documentation that is required to comply with legislation and/or the requirements of Policy, Organisation and Rules of The Scout Association.
11. Reviewing periodically the operation of both sites - implementing improvements (within agreed budgets) and/or drawing to the District Executive Committee's attention any matters which necessitate wider discussion/decision.
12. The Management Board is to provide a report, for the first meeting of the District Executive Committee in the new financial year, detailing the usage of each Activity Centre (for the previous year) by means of the agreed, various categories.
13. The maintenance of efficient and effective accounting and booking system which will amongst other things provide the Management Board with timely financial management information (especially in relation to the revenue budget for each site).

14. Progressing refurbishment schemes and all capital projects, until completion, within the budgets agreed by the District Executive Committee.
15. Ensuring that both sites are operated within current legislation, Policy, Organisation and Rules of The Scout Association plus any other guidelines that are applicable. The Chairman of the Management Board is appointed as the responsible person for safety (for both sites).
16. Approving and/or cancelling any customer contracts/agreements as may be necessary - within the budget agreed by the District Executive Committee.
17. To ensure that a maintenance schedule is compiled and kept up to date so that all plant and equipment is serviced/maintained at the correct time.
18. To strive to obtain grants-in-aid to assist with the operation and development of the site.
19. To sustain existing activity provision on the Activity Centres and to develop the provision of further activities (within agreed budgets).
20. Prepare a business plan for the Activity Centres and to keep this under annual review.
21. Monitoring the annual budget (as agreed by the District Executive Committee).

ACTIVITY CENTRES OPERATING GROUP

Membership:

The membership of the Operating Group shall be:

- Chair (appointed annually by the District Executive Committee in consultation with the Chair of the Management Board.
- Warden of Littledale Activity Centre.
- Warden to SilverHelme Activity Centre.
- Activity Centres Booking Secretary.
- Activity Adviser.
- One Leader to represent the users of Littledale
- One Leader to represent the users of SilverHelme Activity Centre.
- Other members as may be required (particularly in respect of specific projects).

Format of Meetings:

It is envisaged that the Operating Group has a less formal structure and that decisions will be taken by consensus.

Meetings:

The Operating Group will meet at least four times a year or more frequently as may be required. The timings [of meetings] is to be such that one meeting is held just prior to the next meeting of the Management Board (in order that the Chair of the Operating Group can provide a report to the Management Board).

Remit:

The purpose of the Activity Centre Operating Group is to focus on the day-to-day safe operation of the Activity Centres and to provide support to the Activity Centre Wardens in undertaking their responsibilities.

Responsibilities:

The Operating Group is responsible to the Management Board for:

1. The day-to-day safe operation of the Activity Centres.
2. Monitoring Health and Safety aspects in the use of the Activity Centres and allied facilities.
3. Ensuring that visitors' expectations are met and deal with any complaints there may be.
4. The routine maintenance of the estate and facilities (within budgets agreed by the District Executive Committee).
5. Apply delegated budgets to ensure that value-for-money is achieved.
6. Monitor the use of utilities.
7. Proactively monitor health and safety aspects in the use of the Activity Centres and raise any concerns, which cannot be immediately resolved, with the Management Board.
8. Have an input into the annual budget preparation cycle.
9. Prepare costed proposals for submission to the Management Board, in respect of:
 - a. Refurbishments.
 - b. Capital projects.
 - c. Development of the Activity Centres.
10. Undertaking those responsibilities delegated to the Operating Group by the Management Board.
11. Developing the team of Voluntary Wardens plus others to assist with the maintenance and operation of the Activity Centres.
12. Ensuring that all such volunteers, on site, receive training appropriate to the tasks being undertaken.
13. Maintain a register of annual/periodic safety/servicing checks that are required and ensure that these are undertaken by suitably qualified people at the appropriate time.

FINANCE

For the avoidance of doubt:

1. Once the revenue budget for any financial year (1 January to 31 December) have been approved by the District Executive Committee, no further authorisation is needed for monies to be expended on items included in this aspect of the budget.
2. Virement between approved budget heads within the revenue budget can only be approved with the agreement of the Chair of the Management Board. Such virements will be recorded within the accounting records.

3. Recognising that priorities may change within the year, no refurbishment or capital project (even as included in the approved budget for the year) is to be commenced without prior approval of the District Executive (upon submission of the Chair of the Management Board).
4. At any stage, if the costs of a refurbishment or capital project are re-calculated to exceed the approved budget provision then this should be referred back to the District Executive Committee by the Chair of the Management Board.
5. If any item of revenue, refurbishment or capital expenditure cannot be met from the approved budget then the matter is to be referred to a meeting of the District Executive. In the event of an emergency requirement the Chair of the Management Board is to consult with the District Chair (who in turn will discuss the requirement with other Trustees). Any such actions/agreement reached will be reported to the next meeting of the District Executive Committee.

Note:

All Management Board and Operating Group members are responsible for adhering to the financial procedures contained in this document and others as determined, from time to time, by the District Scout Council.

PROJECT MANAGEMENT

For the avoidance of doubt:

1. For each refurbishment or capital project, a project manager (or managers) is to be appointed by the Management Board.
2. The project manager is responsible for:
 - a. Preparing detailed proposals for the project.
 - b. Obtaining written quotations from reputable suppliers/craftsmen/contractors.
 - c. Preparing costed proposals (including a contingency budget).
 - d. Assisting the Chair of the Management Board in preparing the submission to the District Executive.
 - e. Ensuring compliance with planning and statutory safety requirements.
 - f. If appropriate, cause a contract to be prepared and agreed with suppliers/craftsmen/contractors.
 - g. Once authorised to proceed, maintain regular contact with suppliers/craftsmen/contractors.
 - h. Report any concerns, including financial ones, promptly to the Chair of the Management Board.
 - i. Ensure that the project is completed satisfactorily and that final payment is not made until the Management Board is satisfied that safety requirements and compliance with the requirements of the planning authority have been met.
3. The Chair of the Management Board will:
 - a. Submit costed proposals for the refurbishment/capital project to the District Executive (as part of the report of the work of the Management Board).
 - b. Keep the District Executive fully apprised of progress in relation to the agreed refurbishment/capital project.

REVIEW

These terms of reference will next be reviewed in May 2021.