

TRUSTS AND CHARITIES COMMITTEE – 29 NOVEMBER 2013

Title of paper:	CHARITY COMMISSION CHECKLIST FOR TRUSTEES – FINANCIAL HEALTH, GOVERNANCE AND MAKING BEST USE OF RESOURCES	
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Relevant Council Plan Strategic Priority:		
World Class Nottingham		
Work in Nottingham		
Safer Nottingham		
Neighbourhood Nottingham		
Family Nottingham		
Healthy Nottingham		
Leading Nottingham		✓
Summary of issues (including benefits to citizens/service users):		
This report provides details in relation to the Charity Commission checklist for Trustees for the sections “Financial Health”, “Governance” and “Making best use of resources”, which reflects a good practice approach to running charities.		
Recommendation(s):		
1	Trustees are asked to note the detail provided in relation to the Charity Commission’s Trustees checklist for the Bridge Estate Trust, Harvey Hadden Stadium Trust and Highfields Park Trust.	
2	Trustees are asked to consider their response to the questions raised under section C Governance – “Are we an effective trustee body”.	

1. BACKGROUND

The Charity Commission is the independent registrar and regulator of charities in England and Wales. Their mission is to ensure that charities know what they have to do, the public know what charities do and charities are held to account. The Commission has developed a checklist for each charity to use to regularly review the way it operates. The checklist, published in January 2013, has four broad areas:

- Strategy – opportunities and risks
- Financial health
- Governance
- Making best use of resources

There is no statutory requirement on the charities to respond to the publication. However, Strategic Finance colleagues advise that a review of the charities against the checklist would help assure the Trustees that they are meeting their responsibilities, and providing positive evidence for the external auditors.

2. REASONS FOR RECOMMENDATIONS

On 22 February, this Committee resolved to receive reports detailing the broad areas mentioned above. This report provides further details on the Financial Health, Governance and Making best use of resources, for the Bridge Estate Trust, Harvey Hadden Stadium Trust and Highfields Park Trust.

The Governance Section (Section C) asks certain questions under the heading “are we an effective trustee body?”, which are best answered by the Trustees themselves. However, within **Appendix A**, City Council colleagues have provided some background information to help Trustees to determine their response to the questions.

3. OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

None.

4. FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY)

An additional charge, estimated at £1,500 is to be made to each of the charities in relation to the completion of the Trustees’ checklist.

5. RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS, CRIME AND DISORDER ACT IMPLICATIONS AND EQUALITY AND DIVERSITY IMPLICATIONS)

Many of the generic risks to the Trust are managed by the Trust adopting The City Council’s financial and administrative arrangements. However, reviewing the Charity against the checklist will help to further minimise any risks the Charity is exposed to.

6. EQUALITY IMPACT ASSESSMENTS (EIAs)

An EIA is not required as this report does not include proposals for new or changing policies, services or functions.

7. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION

None

8. PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

Charity Commission guidance

Bridge Estate Trust –Trustee’s Checklist

B. Financial health

2. Are we financially strong enough to sustain our operations?

Yes, the sole activity of the Bridge Estate is investing, through property ownership, to generate income that is utilised for the objectives of the charity.

- Do we have up to date information about our charity’s finances, cash flow and debts/obligations?

Proper accounting records are kept up-to-date through NCC’s main accounting system. Quarterly monitoring reports and the Annual Report are approved at the Trusts and Charities Committee. Colleagues have established a separate bank account for the trust and are in the process of adapting existing processes to enable the Trust’s cash flow to be reported and monitored. Nevertheless arrangements are in place to report the impact on cash flow of significant sales or acquisitions.

- Do we have access to the right type of financial advice?

Bridge Estate is a charity of which NCC is the sole trustee. All transactions relating to the Bridge Estate are subject to the same Financial Regulations and procedures as those relating to NCC. The Strategic Finance section of the City Council provides financial advice to the Trustees of the Bridge Estate.

- Based on the information we have:

- do we know what might happen to our future income?

There is on going risk of rental voids and a key asset management role is managing that risk, as follows:

- 1. Diversification in terms of property type, location and tenure.*
- 2. Valuation and analysis of investments by reference to yield.*
- 3. Development and implementation of an asset management plan to identify potential options for disposal, acquisition and investment with a particular emphasis on sustaining and developing income and future capital value.*

- can we protect (or increase) our current income?

Yes – we do this by proactive and good property management – re letting vacated space, identifying properties for disposal and acquiring better quality investments.

- can we continue our programme of activities for the foreseeable future?

Yes – more proactive focused asset management is already having a significant effect.

- can we make our money go further, for example by identifying costs we can cut?

Yes; again this is part of our focused asset management.

- can we fulfil our contractual obligations?
Yes – contractual obligations are minimal, see section 6

- can we meet our financial commitments as they fall due
Yes – see below

- are we financially solvent?
Yes- The Trust generates an annual surplus of around £1.5 million, holds net assets worth more than £26.6m and a cash balance of £1.7m as at 31 March 2013

• Are we clear about the core activities we want to sustain under any circumstances?
Yes – to maximise return on investment, by improving portfolio asset value and net rental income.

• Are we clear about the prospects for the longer term?
The principal focus of managing the property investment portfolio, is to maximise income from existing properties, acquiring assets in favour of secondary stock and developing a mix of investments aimed at creating stability, secure income, capital and revenue growth and minimize risk.

3. Do we know what impact the economic climate is having on our donors and support for our charity?
Bridge Estate do not receive any donations.

4. Do we have any reserves?

• Do we have a reserves policy?
Policy – The Charity may hold reserves or funds to even out the financial impact of significant costs for any particular year.

• Do we know the level of our reserves?
The level of reserves is reported to the Trusts and Charities Committee within the quarterly budget monitoring reports and annual report.

• In what circumstances do we intend to use our reserves – is now the right time?

Treasury Management committee reports provide advice to Trustees on the options available regarding surplus cash.

Treasury Management Committee Report 26 April 2013, resolved the following:

- 1. not to prioritise the early repayment of the City Council loan at this time;*
- 2. to retain existing arrangements for short term investments, where funds generated from property sales remaining within the Bridge Estate's Cooperative Bank accounts;*
- 3. to request the Director of Strategic Asset and Property Management to identify longer term cash flow implications in regular reports on property portfolio activity, starting from September 2013.*

- Have we considered:
 - new priorities or needs which have arisen because of the economic downturn?
The economic downturn has resulted in falling values in many sectors of the property market, and the management of the property investment portfolio is taking measures to mitigate the risk as explained in no.2 above.
 - spending from our reserves in order to reduce the impact of the downturn on our beneficiaries?
Not applicable
 - a longer term strategy to replenish reserves, or spending them in their entirety?
The establishment of an unearmarked reserve in 2013/14 will allow the Trust some flexibility in responding to variability in future surpluses or other unforeseen events and take advantage of other opportunities that may arise.
 - using reserves to restructure our work?
Not applicable

5. Have we reviewed our banking arrangements and, where relevant, our investments?

Bridge Estate banking arrangements reviewed April 2013 and resolved the following:

- 1. to continue at present with existing banking arrangements for the Bridge Estate, utilising the banking facilities offered within the Council's existing Co-operative Bank contract;*
- 2. to request the Deputy Chief Executive/Corporate Director for Resources to submit a report to the Committee, highlighting revised options for banking arrangements, if there was a significant change in the economic climate and/or interest rates.*

- Have we recently reviewed our banking arrangements – for example, the willingness of our bank to lend money?
See above
- What can we do about any reductions in the level of income generated by our investments?
The main source of income for the Bridge Estate relates to rental income generated through property ownership, rather than investment income.
- Have we recently reviewed our investment policy to ensure that it is appropriate for current and future needs?
The Investment Policy is reviewed annually for the Bridge Estate. The policy is to seek to achieve an absolute return over the long term in order to meet increases in expenditure and maintain the Trust's fund in real terms. Any funds generated by the sale of property are temporarily invested until a new investment opportunity is identified by the property manager, in consultation with the Trustees.

- Have we arranged for regular investment policy reviews, taking into account that sudden changes in the economic climate might mean they should take place more regularly?
The investment policy is reviewed annually.
 - Have we reviewed the diversity, suitability and risks associated with our spread of investments?
Not applicable
6. Have we reviewed our contractual commitments, for example office leases, rental agreements, equipment hire?
- Do we know what our contractual commitments are?
With regards to leases, the Bridge Estate only has one long lease interest which it is committed to; this has no liability other than commercial rates.
 - Do we understand the obligations of any existing or new contracts?
There are no obligations other than the payment of commercial rates on the lease interest mentioned above.
 - Are these obligations manageable in the current economic climate
Yes, they have very little impact on the Bridge Estate income.
 - Can we terminate any contracts we are party to if necessary?
The lease would have to be assigned if the adjacent site was sold.
 - Should we review any contracts we have with fundraisers?
We do not have any contracts with fundraisers.
 - If we cannot meet the terms of a contract, are we aware of the financial and reputational risks we could face?
Failure to comply with the above mentioned lease would have little financial and reputational risk associated with it.
7. Have we reviewed any contracts to deliver public services?
Not applicable.
8. If we have a pension scheme, have we reviewed it recently?
Not applicable.
9. How can we make best use of any permanent endowment investments we hold?
The capital of the Bridge Estate is held as permanent endowment fund. There is no power to convert the capital into income; the fund must generally be held indefinitely.

C. Governance

10. Are we an effective trustee body?
- Have we recently reviewed our performance as trustee body?

Councillors are appointed to membership of the Trust and Charities Committee by full council to fulfil the Council's responsibilities as Trustees.

Terms of reference were set out for the committee and colleagues of the Council continually review the terms of reference to ensure that the Trustees are provided with the necessary reports and information to fulfil their requirements. The terms of reference of the committee are as follows:

- 1.to exercise the administrative powers and duties of Full Council in relation to all trusts for which the Council is sole trustee;*
 - 2.to exercise the administrative powers of the “Council as Trustee” in accordance with the relevant governing documents of each trust and Charity Commission Scheme(s);*
 - 3.upon receipt from colleagues, to administer and approve annual reports and accounts;*
 - 4.approve Charity Commission returns and all other regulatory documents;*
 - 5.respond to enquiries from Auditors or Independent Examiners;*
 - 6.inquire of and respond to the Charity Commission and any other regulatory bodies;*
 - 7.day to day management of any City Trust or Charity with assistance from the Director of Strategic Finance, Director of Legal and Democratic Services and/or Director of Property and/or other relevant colleagues, as appropriate;*
 - 8.to act as manager for the Trusts and Charities, and be authorised to take all necessary administrative decisions;*
 - 9.to compile and maintain a comprehensive and up to date list of all City Trusts and Charities;*
 - 10.to take any other action deemed appropriate or necessary to ensure the proper management and administration of all City Trusts and Charities.*
- Have we recently reviewed the skills, knowledge and experience we have as a trustee body? Have our needs changed?
Following election, Councillors are invited to attend an induction which includes training on their role and responsibilities as trustees, with particular regard to the public benefit requirement. The historical background, policies and procedures of Bridge Estate are also covered and the trustees receive copies of Charity Commission published guidance. In addition the Trustees are able to rely on the extensive skills, knowledge and experience available from officers of Nottingham City Council
 - Are we aware of the importance of effective communication and negotiation with those with an interest in our charity, including our staff?
Trusts and Charities committee meetings are held every two months and the agendas, minutes and reports are available to view on line.

- Do we have the guidance we need to ensure that our decisions are made in the best interests of our charity and beneficiaries?
Guidance is provided from officers of Nottingham City Council, in the form of committee and verbal reports. External advice is always sought if in house expertise are unavailable.
- Do we need to monitor the charity's affairs more closely, for example by meeting more frequently?
The Trusts and Charities Committee meetings are held every two months. The frequency of meetings is kept under review by the Chair of the Trustees
- Do we feel able to take difficult or unpopular decisions if needed
The Trusts and Charities Committee make decisions, which are considered best for the Bridge Estate charity.

11. Do we have adequate safeguards in place to prevent fraud?

- Do we have proper financial controls and procedures in place to prevent fraud?
All transactions relating to the Bridge Estate are subject to the same Financial Regulations and procedures as those relating to land and property held by Nottingham City Council.
- Do they need reviewing and updating, to take account of potential increased risk of fraud as a result of the economic downturn?
Not applicable
- Are there controls and procedures in place to reduce the risk of misuse of personal data?
Not applicable

D. Making best use of resources

12. Are we making the best use of the financial benefits we have as a charity?

- Do we understand how to make the most of Gift Aid?
Gift Aid is not applicable to the Bridge Estate, as it relates to the reclaim of basic rate tax on all gifts of monies from individuals. The Bridge Estate does not receive donations of monies.
- Are we making the most of our potential tax relief as a charity?
Guidance and advice provided from NCC Strategic Finance.
- Are we aware of government financial help available for charities during the recession? If yes, have we considered whether it is appropriate for our charity, and whether to apply for it?
Not applicable
- Have we considered whether any trading activities need to be hived off to a subsidiary trading company in order to avoid tax liabilities?
Not applicable

13. Are we making the best use of our staff and volunteers?
The Bridge Estate does not directly employ staff to run the charity. All staff involved in the Bridge Estate are employed by Nottingham City Council and relevant recharges are charged to the charity accounts on an annual basis.

14. Have we considered collaborating with other charities?
Not applicable

15. Are we making the best use we can of our property?

- Have we thought about how we use any assets, such as buildings or equipment we own or rent? Could we use them differently, share them with others, re-negotiate terms or sell them?

The Bridge Estate portfolio has recently been allocated to a new property management team within NCC, they are undertaking a comprehensive review of the current portfolio and looking at ways we can improve rental and capital values. Several opportunities for refurbishments have been identified along with potential purchase of investment properties to boost income into the portfolio.

The Estate Management Team will keep the portfolio under constant review to ensure all asset management opportunities are identified and acted upon.

- Is this a good time to buy property instead of renting it?
Given the current state of the property market this is a good time to purchase investments and vacant property at reasonable returns. Renting of property will not be ruled out altogether as there may be appropriate circumstances where this is the best option for the portfolio.
- Have we reviewed any insurance policies we hold – can we get a better deal?
Insurance policies are taken out with NCC's insurance section.
- What will any change in use of our property mean in terms of insurance?
The NCC insurance section would be consulted regarding 'change of use' and appropriate insurance would be issued.

Harvey Hadden Stadium Trust - Trustee's Checklist

B. Financial health

2. Are we financially strong enough to sustain our operations?

The Trust has the full support of the Parks service within Nottingham City Council, which has a commitment to meet any funding shortfalls. The trust accounts are ring fenced by the Parks service and development plans are in place, which will help to improve the infrastructure / assets on site and reduce operational costs / increase income.

- Based on the information we have:

-do we know what might happen to our future income?

As improvements to the site take place during 2014/15 we believe that income can be increased in line with the new / improved facilities on site. However, we do expect a decrease during 2014 because the Stadium will need to be closed for 3 months while track improvements are completed.

-can we protect (or increase) our current income?

Yearly reviews are carried out for our fees and charges to ensure we can maintain income and maximise income potential where demand is high.

-can we continue our programme of activities for the foreseeable future?

Yes.

-can we make our money go further, for example by identifying costs we can cut?

We are continually looking at different ways of working, this includes an option for Notts Athletics Club to take on the ongoing management of the Stadium.

-can we fulfil our contractual obligations?

Not applicable.

-can we meet our financial commitments as they fall due?

Yes. Income from the Council funds the net expenditure of the Harvey Hadden Stadium Trust.

-are we financially solvent?

As above.

- Are we clear about the core activities we want to sustain under any circumstances?

The primary objective of the charity is to provide public sports and recreation for the people of Nottingham, and to ensure maintenance standards are high and that the park remains a public benefit to all users / visitors.

- Are we clear about the prospects for the longer term?
Development plans are in progress and partnership opportunities are being developed as part of the Iconic bid.
3. Do we know what impact the economic climate is having on our donors and support for our charity?
NCC is the main donor and we are aware of the financial pressures.
- How secure is our funding, for example contracts from other bodies for service delivery, statutory funding or grants, for the foreseeable future?
We continue to collect income from site agreements. We are continually looking to develop partnerships with private organisations and concessions to deliver existing income / generate new income.
 - Is it possible to diversify or broaden our sources of income?
We are looking into opportunities for the trust to seek charitable donations from member of the publics / businesses.
 - Do we need to rethink our fundraising strategy?
Yes, we will be speaking to colleagues in legal to look at how we can start to seek charitable donations from members of the public / businesses.
 - Are there new opportunities for funding which we can explore? Have we considered organisations and charities that exist to provide loans and other support to charities?
Funding from the Inonic bid will help to deliver on site improvements such as an 8th lane for the athletics track, which will help to increase income.
4. Do we have any reserves?
The Council is a key partner in delivering the objectives of the Trust and has shown a continued commitment to meet any net expenditure in the year. It is therefore not felt appropriate for the trust to hold reserves.
5. Have we reviewed our banking arrangements and, where relevant, our investments?
*Harvey Hadden Stadium Trust's cash is held within the Council's bank account, and the benefit to the charity of having its own bank account would be minimal.
No investments are held by Harvey Hadden Stadium Trust.*
6. Have we reviewed our contractual commitments, for example office leases, rental agreements, equipment hire?
Not applicable.
7. Have we reviewed any contracts to deliver public services?
Not Applicable
8. If we have a pension scheme, have we reviewed it recently?
Not Applicable
9. How can we make best use of any permanent endowment investments we hold?
Not Applicable

C. Governance

See Section C above for Bridge Estate

D Making best use of resources

12. Are we making the best use of the financial benefits we have as a charity?

Will look to seek guidance from colleagues in Finance / Taxation to see what options are available.

- Do we understand how to make the most of Gift Aid?
Going to investigate options as part of the wider fundraising options i.e. individual donations and CSR donations.
- Are we making the most of our potential tax relief as a charity?
Will look to seek guidance from colleagues in Finance / Taxation to see what options are available.
- Are we aware of government financial help available for charities during the recession? If yes, have we considered whether it is appropriate for our charity, and whether to apply for it?
Will look to seek guidance from colleagues in Finance / Taxation to see what options are available.
- Have we considered whether any trading activities need to be hived off to a subsidiary trading company in order to avoid tax liabilities?
Will look to seek advice from colleagues in Finance / Taxation to see what options are available.

13. Are we making the best use of our staff and volunteers?

All the staff who work at the Harvey Hadden Stadium Trust are employed by Nottingham City Council and not the Trust.

- Are we aware of our obligations as employers and do we know where to go for further information?
Yes, all staff are employed by Nottingham City Council and therefore there are internal policies in place.
- Do our staff have the right mix of skills and experience that our charity needs to be effective?
Yes, Grounds staff undertake relevant training and this is reviewed annually as part of the NCC Performance Appraisal process.
- Could we introduce more flexible patterns of working in order to focus our resources where most needed?
A review of the whole service is currently being undertaken to see if different working patterns would be more effective.
- Do we need the same type and number of staff? Are there better opportunities to recruit in a more competitive job market?
Staff numbers are already at a minimum. Recruitment is carried out in line with NCC processes.

- Do we think that there is more potential to give people an opportunity to volunteer for our charity in the current circumstances?
Yes, this will be delivered in partnership with Notts Athletics Club.
- Are we proactive in attracting potential volunteers and have we reviewed the way we support and use them?
Yes, Notts Athletics Club have a good track record in engaging volunteers.

14. Have we considered collaborating with other charities?
Not Applicable

15. Are we making the best use we can of our property?

- Have we thought about how we use any assets, such as buildings or equipment we own or rent? Could we use them differently, share them with others, re-negotiate terms or sell them?
We are looking to review lease arrangements on site with the Notts Athletics Club.
- Is this a good time to buy property instead of renting it?
Not applicable.
- Have we reviewed any insurance policies we hold – can we get a better deal?
Insurance policies are taken out with NCC's insurance section.
- What will any change in use of our property mean in terms of insurance?
Not applicable.

Highfields Park Trust - Trustee's Checklist

B. Financial health

2. Are we financially strong enough to sustain our operations?

The Trust has the full support of the Parks service within Nottingham City Council, which has a commitment to meet any funding shortfalls. The trust accounts are ring fenced by the Parks service and development plans are in place, which will help to improve the infrastructure / assets on site and reduce operational costs / increase income.

- Based on the information we have:

- do we know what might happen to our future income?

We believe that income can be increased in line with the new facilities on site i.e. inflatables and additional boats for the lake.

- can we protect (or increase) our current income?

Yearly reviews are carried out for our fees and charges to ensure we can maintain income and maximise income potential where demand is high.

- can we continue our programme of activities for the foreseeable future?

Yes, the new lottery bid will create a new Park Ranger post as well as a pro-active partnership with the University. In line with lottery requirements, the Park Ranger and colleagues at the Lakeside Arts Centre will develop an activity plan that will focus on more extensive events.

- can we make our money go further, for example by identifying costs we can cut?

We are continually looking at different ways of working; this includes an option for external partners to take on the ongoing management of the site.

- can we fulfil our contractual obligations?

Not applicable.

- can we meet our financial commitments as they fall due?

Yes. Income from the Council funds the net expenditure of the Highfields Trust.

- are we financially solvent?

As above.

- Are we clear about the core activities we want to sustain under any circumstances?

The primary objective of the charity is to provide public recreation and pleasure grounds for the people of Nottingham, and to ensure maintenance standards are high and that the park remains a public benefit to all users / visitors.

- Are we clear about the prospects for the longer term?
Development plans are in progress and partnership opportunities are being developed as part of the lottery bid.
3. Do we know what impact the economic climate is having on our donors and support for our charity?
NCC is the main donor and we are aware of the financial pressures.
- How secure is our funding, for example contracts from other bodies for service delivery, statutory funding or grants, for the foreseeable future?
We continue to collect rents from site concessions / agreements. We are continually looking to develop partnerships with private organisations and concessions to deliver existing income / generate new income.
 - Is it possible to diversify or broaden our sources of income?
We are looking into opportunities for the trust to seek charitable donations from member of the publics / businesses. We are also looking to develop the onsite concessions to offer more facilities / activities.
 - Do we need to rethink our fundraising strategy?
Yes, we will be speaking to colleagues in legal to look at how we can start to seek charitable donations from members of the public / businesses.
 - Are there new opportunities for funding which we can explore? Have we considered organisations and charities that exist to provide loans and other support to charities?
We are currently having advanced discussions with the lottery regarding capital investment for on site infrastructure and revenue funding for the Park Ranger post and maintenance. We are also looking for a social enterprise to deliver the concessions on site, which will reduce our operational costs / increase income.
4. Do we have any reserves?
The Council is a key partner in delivering the objectives of the Trust and has shown a continued commitment to meet any net expenditure in the year. It is therefore not felt appropriate for the trust to hold reserves.
5. Have we reviewed our banking arrangements and, where relevant, our investments?
Highfields Leisure Park Trust's cash is held within the Council's bank account and the benefit to the charity of having its own bank account would be minimal.
No investments are held by Highfields Leisure Park Trust.
6. Have we reviewed our contractual commitments, for example office leases, rental agreements, equipment hire?
Not applicable.

7. Have we reviewed any contracts to deliver public services?
Not Applicable
8. If we have a pension scheme, have we reviewed it recently?
Not Applicable
9. How can we make best use of any permanent endowment investments we hold?
Not Applicable

C. Governance

See Section C above for Bridge Estate

D. Making best use of resources

12. Are we making the best use of the financial benefits we have as a charity?
Will look to seek guidance from colleagues in Finance / Taxation to see what options are available.
 - Do we understand how to make the most of Gift Aid?
Going to investigate options as part of the wider fundraising options i.e. individual donations and CSR donations.
 - Are we making the most of our potential tax relief as a charity?
Will look to seek guidance from colleagues in Finance / Taxation to see what options are available.
 - Are we aware of government financial help available for charities during the recession? If yes, have we considered whether it is appropriate for our charity, and whether to apply for it?
Will look to seek guidance from colleagues in Finance / Taxation to see what options are available.
 - Have we considered whether any trading activities need to be hived off to a subsidiary trading company in order to avoid tax liabilities?
The Sports Club was transferred to the voluntary sector. Will look to seek advice from colleagues in Finance / Taxation to see what options are available.
13. Are we making the best use of our staff and volunteers?
All the staff who work at the Highfields Leisure Park Trust are employed by Nottingham City Council and not the Trust.
14. Have we considered collaborating with other charities?
Not applicable
15. Are we making the best use we can of our property?
We are looking to review lease arrangements on site with Beeston Hockey Club, Notts County Football Club and the University.

- Have we thought about how we use any assets, such as buildings or equipment we own or rent? Could we use them differently, share them with others, re-negotiate terms or sell them?
We are looking to review lease arrangements on site with Beeston Hockey Club, Notts County Football Club and the University.
- Is this a good time to buy property instead of renting it?
Not applicable.
- Have we reviewed any insurance policies we hold – can we get a better deal?
Insurance policies are taken out with NCC's insurance section.
- What will any change in use of our property mean in terms of insurance?
Not applicable.