



# Moira Replan

## 5 Year Business Plan 2026-2031

A warm, practical and sustainable plan to protect, develop and strengthen a long standing community asset at the heart of Moira.

**30+**

years of continuous  
community use

**-100+**

Structured weekly users  
plus drop ins

**5**

days open weekly with  
extra weekend events

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The following sections outline the structure of this business plan, including organisational information, community impact, future development plans and supporting evidence relating to Moira Replan Community Hub.

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# At a Glance

Moira Replan Community Hub is not a new or speculative project. It is a trusted, established and active community facility that has served Moira and the wider Ashby Woulds area for more than three decades.

## 30+ years

Continuous operation by Moira Replan since the early 1990s.

## 100 users

approx weekly structured footfall, excluding informal pop ins.

## 5 days

Used Monday to Friday, with evenings and occasional weekend events.

**Core message:** The building is actively used, centrally located, socially valuable, difficult to replace and capable of a sustainable future with the right support.

# Executive Summary

Moira Replan Community Hub is a long established charitable community organisation based at 17 Ashby Road, Moira, in the heart of the National Forest area of North West Leicestershire. For more than 30 years, Moira Replan has provided affordable, accessible and inclusive community space supporting creativity, education, wellbeing, heritage, social connection and community resilience across the Ashby Woulds area.

Originally established to support redundant miners and local residents following the decline of the coal industry, Replan has evolved into a trusted multi use community hub serving people of all ages and backgrounds from Moira and surrounding villages.

The organisation currently faces a significant challenge due to uncertainty surrounding the

Despite strong community support, formal recognition as an Asset of Community Value, and substantial evidence of social benefit, the future of the building remains uncertain.

This business plan outlines:

- the importance of Moira Replan to the local area
- the community need for the facility
- current and future activities
- organisational sustainability
- future development opportunities
- the social impact and long-term vision for the organisation

The plan demonstrates that Moira Replan is not simply a building based project, but a vital community anchor institution that supports wellbeing, inclusion, creativity and heritage preservation across a largely rural catchment area.

# Highlights

- Over 30 years of continuous community use (since early 1990s)
- Established and trusted community hub in Moira
- Minimum 100+ users per week, with additional daily drop-in use
- Active 5 days per week, with evening and occasional weekend sessions
- Supports multiple community groups across all adult age ranges
- Provides essential social, wellbeing, and creative services
- Preserves local heritage and community identity
- Demonstrates clear demand for expansion, including new services such as mother and baby groups
- Backed by an existing charity structure and experienced trustees
- Supported by a 5-year development vision and funding strategy

This is not a new or speculative project, it is a proven, active, and valued community asset with a clear future plan.

## Strategic Aim

**To retain and develop the Moira Replan building as a sustainable, inclusive and accessible community hub that continues to deliver social value, wellbeing, creativity, learning and connection for local residents.**

### **This Plan Demonstrates:**

- A clear and proven need for the building.
- More than three decades of continuous community use.
- A practical plan to increase services, strengthen income and improve sustainability.
- A strong case that the building's social and community value should be considered alongside any financial offer.
- A realistic future for the building, including phased energy efficiency and accessibility improvements.

# Description of the Business

Moira Replan Community Hub is a registered charity and long established community organisation based at 17 Ashby Road, Moira, North West Leicestershire.

Operating continuously for over 30 years, the organisation was originally established to provide opportunities for redundant miners and local residents to meet, socialise, retrain and rebuild community connections following industrial decline within the Ashby Woulds area. Over time, Moira Replan has evolved into a trusted multi use community hub that supports a wide range of social, creative, educational, heritage and wellbeing activities for local residents across Moira and the surrounding villages.

The organisation provides an inclusive, welcoming and affordable space for the community and is widely recognised as an important part of local life within the Ashby Woulds and National Forest area.

The hub functions as a central meeting point for the community, supporting both organised activities and informal day to day community use. Current and past activities include:

- creative arts and crafts
- pottery workshops
- social and wellbeing groups
- radio and media activities
- heritage and archive projects
- learning and skills opportunities
- volunteering programmes
- community events
- information access and informal support
- affordable room and workspace use
- photocopying and community services

The organisation serves a broad demographic, particularly adults and older residents, while also holding ambitions to expand provision for children, young people and families through future activities such as mother and baby groups, creative youth projects and family focused community services.

The building itself also contains important heritage materials, photography archives and specialist creative facilities, including a traditional photographic darkroom, which contribute to preserving the social and cultural history of the local area while creating opportunities for future community learning and creative engagement.

Moira Replan is more than a venue alone, it is a long standing community anchor organisation that supports connection, creativity, inclusion, heritage and wellbeing across a largely rural catchment area.

# Mission, Vision & Values

## Mission Statement

To protect, develop and sustain a long-standing community hub that brings people together, reduces isolation and provides opportunities for wellbeing, creativity, learning and connection for the people of Moira and the surrounding area.

## Vision

To become a thriving, sustainable and inclusive community anchor for Moira - a place where people of all ages can access support, share skills, preserve local heritage and feel part of community life.

## Values

### Inclusive

Open and welcoming to all sections of the community

### Local

Rooted in Moira, easy to reach and shaped by local need

### Sustainable

Focused on long term resilience and responsible development

### Heritage

Protecting the area's mining and community history

### Wellbeing

Reducing isolation and supporting mental health

### Opportunity

Creating space for skills, creativity and growth

# Community Asset Importance

The building at 17 Ashby Road is recognised as a significant community asset.

The property has formally been nominated and recognised as an Asset of Community Value. The centre has continuously operated as a community facility for more than 30 years and plays a unique role within the local area.

Loss of the building would result in a major reduction in accessible community provision within the Ashby Woulds area.

The organisation believes that insufficient weight has been given to the building's established social value and long-term community importance within aspects of the decision making process to date.

This concern is reflected within council meeting minutes and related discussions, where references have reportedly been made suggesting limited information exists regarding the social value of the uses within the building despite:

- more than 30 years of continuous operation
- approximately 100 weekly users
- daily informal community use
- significant public support
- Asset of Community Value status
- extensive evidence of social, creative and wellbeing impact

The organisation believes these factors demonstrate that the building's significance as community infrastructure should form a central consideration in any decisions regarding its future.

Evidence, testimonials, petition data and supporting documentation relating to community impact can be found within the appendices of this business plan.

# Details of the local area

Moira Replan serves Moira and the wider Ashby Woulds and National Forest communities across North West Leicestershire.

The catchment area includes:

- Moira
- Donisthorpe
- Overseal
- Oakthorpe
- Measham
- Blackfordby
- Ashby-de-la-Zouch
- Swadlincote
- Coalville
- surrounding rural villages

The area is primarily rural and semi rural in character, made up of former mining communities and expanding residential villages.

While environmental regeneration through the National Forest has transformed the surrounding landscape, many communities continue to experience:

- rural isolation
- limited transport links
- social isolation
- reduced access to affordable community facilities
- limited youth provision
- mental health and wellbeing challenges

Public transport between villages is limited, particularly for elderly residents, disabled residents and low income households without access to private vehicles.

There are very few equivalent community facilities in the immediate area capable of supporting the range of activities currently hosted at Replan. The nearest comparable facility is located in Coalville, several miles away and inaccessible to some residents without transport.

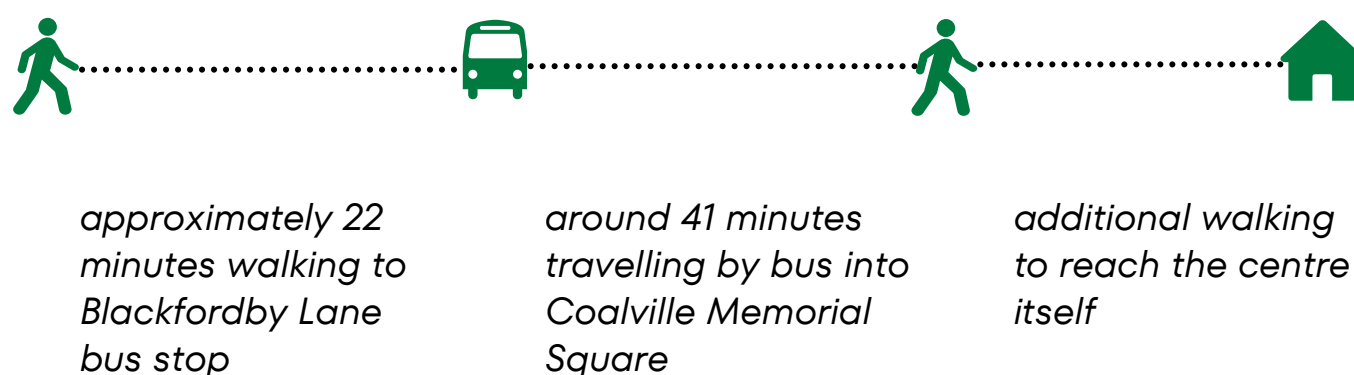
This makes Moira Replan a particularly important accessible community hub within the Ashby Woulds area.

# Accessibility and Lack of Equivalent Local Provision

Moira Replan occupies a highly accessible and central location within the village of Moira, allowing many residents to access the building on foot. This is particularly important for older residents, vulnerable individuals, people with limited mobility and those without access to private transport.

The building's regular informal drop in use demonstrates that it functions not only as a booked activity venue, but as an everyday accessible community resource for local people. The nearest broadly comparable community facility offering a similar combination of social support, creative activity, wellbeing services and community use is the Marlene Reid Centre in Coalville.

However, this is not a realistic alternative for many existing users of Moira Replan. Accessing the Marlene Reid Centre via public transport from Moira involves:



This creates a journey approaching 1.8 hours in total travel time and presents a significant barrier for many users, particularly:

- older residents
- disabled residents
- low income households
- individuals experiencing social isolation
- residents without independent transport

The accessibility, familiarity and central village location of Moira Replan therefore form a critical part of its community value and cannot easily be replicated elsewhere within the local area.

# Community Need and Social Impact

Moira Replan addresses significant local social needs by providing affordable and accessible community opportunities in a largely rural area.

The organisation helps reduce:

- loneliness
- social isolation
- exclusion
- lack of creative opportunities
- barriers to learning
- loss of community identity

The centre currently supports structured weekly use by currently approximately 100 users, excluding informal drop-in activity and occasional events.

Activities help improve:

- mental wellbeing
- confidence
- social connection
- creativity
- skills development
- volunteering opportunities

The organisation particularly benefits:

- older residents
- isolated residents
- disabled residents
- people experiencing poor mental health
- low income households
- young people seeking creative opportunities

# Community Support

Community support for the organisation has been exceptionally strong. nearly 1,000 signatures have been collected through combined written and online petitions supporting the continuation of Moira Replan at its current site.

Local residents, community members, former users and supporters from the wider area have actively contributed donations towards the campaign to save Moira Replan and retain the building as a community asset.

This public willingness to financially support the future of the hub demonstrates:

- strong local attachment to the building
- recognition of its ongoing importance
- belief in the organisation's future potential
- community confidence in the value of the services provided
- 

The fundraising campaign has not only generated financial support, but has also helped demonstrate the depth of public feeling surrounding the future of Moira Replan.

## Local Residents Voice's

"I did a beginners course for learning about computers. It was really good, I hadn't got a clue. I couldn't even switch one on! It would be a shame to lose the Replan building. There won't be any community left soon."

**Debra**  
**Moira resident**

"I've been doing pottery for 7 years and it's something I really enjoy. The Replan supports several groups and it would be a great loss to the community if it were to close."

**Sam**  
**Moira resident**

"Moira Replan was originally a project set up to provide an opportunity for redundant miners to meet, socialise and re-skill. It is steeped in local social history and has enormous possibilities for providing a wide range of activities for all ages. Not only is it at the heart of the National Forest but it's at the heart of Moira too."

**Local resident**

# Current Activities and Services

Moira Replan currently provides or supports:

- pottery workshops
- arts and crafts activities
- community groups
- learning sessions
- social groups
- heritage preservation
- archive storage
- radio/media activities
- volunteering opportunities
- wellbeing focused activities
- affordable room hire
- community meetings

The organisation provides an affordable and welcoming environment where people can develop confidence, friendships and practical skills.

# Future ideas for Activities and services

Subject to securing the long term future of the building, Moira Replan has significant potential to expand and diversify its community provision in response to local need. The organisation aims to build upon its strong community foundations while introducing new opportunities that support creativity, wellbeing, learning, heritage preservation and social inclusion across all age groups.

## Potential future activities and services include:

### Creative Arts & Skills Development

- Expanded pottery and ceramics provision
- Arts and crafts workshops
- Sewing, textile and creative making sessions
- Photography groups and visual arts activities
- Film photography and darkroom workshops
- Printmaking and heritage craft sessions
- Community exhibitions and creative showcases

### Wellbeing & Social Support

- Community wellbeing sessions
- Coffee mornings and social groups
- Mental health and peer support activities
- Low-cost accessible creative wellbeing workshops
- Intergenerational projects connecting older and younger residents
- Social prescribing partnerships with local services

### Family & Youth Provision

- The organisation also aims to expand its provision for children, young people and families through:
- mother and baby groups
- family creative sessions
- youth arts and media projects
- after-school activities
- educational workshops
- holiday activities and community events

### Photographic Darkroom Restoration

One of the long-term aspirations for the building is the restoration of the existing photographic darkroom facilities into a fully functioning community darkroom.

This space could support:

- film photography workshops
- darkroom printing tuition
- analogue photography groups
- youth photography projects
- artist collaborations
- studio and darkroom hire opportunities
- 

With film photography experiencing renewed interest nationally, particularly among younger generations, this could provide a unique creative facility within the local area while preserving traditional photographic skills and techniques.

# Future ideas for Activities and services continued

## Community Events & Partnerships

The organisation hopes to continue strengthening relationships with local groups, charities and organisations through:

- collaborative projects
- community celebrations and events
- volunteering opportunities
- training partnerships
- local enterprise and creative initiatives

These future activities demonstrate that Moira Replan is not simply seeking to preserve an existing facility, but to continue developing as a sustainable, forward-looking and responsive community hub serving the evolving needs of the Ashby Woulds area.

## Heritage & Community Learning

- Moira Replan also intends to continue developing its heritage and educational role through:
- local history and archive projects
- oral history recording
- community exhibitions
- photography and heritage preservation
- digital archiving initiatives
- educational partnerships and talks

## Digital Inclusion & Skills

- Potential future opportunities include:
- digital skills sessions
- beginner technology support
- creative media workshops
- podcasting and radio activities
- digital literacy support for older residents

# Community Infrastructure, Youth Provision & Preventative Support in North West Leicestershire

Like many former industrial and rural districts, parts of North West Leicestershire have experienced a gradual reduction in accessible community facilities, youth provision and affordable social spaces over time.

At the same time, increasing attention has been placed nationally and locally on the importance of preventative community support, mental wellbeing provision and positive opportunities for young people and vulnerable residents.

Within the Moira and wider Ashby Woulds area, residents have seen a decline in local community infrastructure and accessible youth focused spaces. The recent closure of the local youth club further reduces the number of safe, affordable and constructive environments available for young people within the immediate area.

This is particularly significant within rural communities where:

- public transport is limited
- opportunities for social connection may already be reduced
- access to affordable activities can be restricted
- isolation and disengagement can become more pronounced

Research consistently demonstrates that accessible community hubs, youth activities, creative opportunities and informal support networks play an important role in:

- improving mental wellbeing
- reducing loneliness and isolation
- increasing confidence and belonging
- supporting positive social engagement
- reducing disengagement among young people
- providing constructive creative and social outlets

North West Leicestershire itself has recognised ongoing challenges relating to mental health, loneliness, social isolation and community wellbeing within district health and wellbeing discussions.

Against this backdrop, the continued loss or reduction of community facilities risks further weakening the social infrastructure available to local residents.

Moira Replan therefore represents far more than a building alone. It forms part of the remaining accessible community infrastructure within the Ashby Woulds area, providing opportunities for creativity, learning, wellbeing, volunteering and positive social connection across generations.

As community provision continues to reduce elsewhere, the importance of protecting sustainable, locally accessible community hubs such as Moira Replan becomes increasingly significant for the long term wellbeing and resilience of the area.

# Community Engagement, Marketing & Digital Development

Moira Replan has recently strengthened its community engagement and marketing activity through the support of a dedicated volunteer assisting with social media, communications and public outreach.

As a result, the organisation's Facebook reach has grown significantly and now achieves over 43,000 views per month.

**This increased visibility has already resulted in:**

- greater public awareness of the organisation
- increased interest in the building and its future
- higher levels of community engagement
- growth in participation within existing groups and activities
- stronger fundraising and campaign support
- increased public interaction with community heritage and local projects

The organisation believes this demonstrates significant untapped potential for future growth and development if the long-term future of the building can be secured.

In addition, a new website has recently been developed with significantly improved functionality, helping modernise communication, improve accessibility of information and support future organisational growth.

Should the organisation secure long term ownership or stability within the building, it is intended that investment into marketing, digital development and community engagement will continue as part of the organisation's wider sustainability strategy.

Future plans include the implementation of an integrated online booking and management system that would allow:

- online class and workshop bookings
- room hire availability monitoring
- improved scheduling and administration
- easier public access to activities and services
- improved communication with users
- more accurate monitoring of building usage and participation levels

The organisation believes these developments would significantly improve operational efficiency, increase accessibility, strengthen community engagement and support long-term sustainability and growth.

These developments demonstrate that Moira Replan is actively modernising and evolving while continuing to build upon its strong community foundations.

# Current Challenges

The organisation currently faces significant uncertainty surrounding the future of its long-term premises due to lease and property matters involving North West Leicestershire District Council.

**Moira Replan believes that:**

- insufficient assessment has been undertaken regarding the long-term social value of the building
- the full community impact of losing the facility has not been adequately considered
- realistic opportunities for retaining the organisation within the building have not been fully explored collaboratively

**Concerns raised throughout the process include:**

- lack of transparency regarding aspects of the decision-making process
- changing explanations surrounding energy efficiency and EPC requirements
- limited practical support to enable compliance improvements
- uncertainty surrounding alternative solutions and future options
- limited exploration of Community Asset Transfer opportunities

The organisation understands that cavity wall insulation works costing approximately £8,000 had been identified as a potential route to significantly improving the building's EPC position and supporting continued use.

However, due to uncertainty surrounding lease continuation and long term security of tenure, these works could not reasonably be progressed by a volunteer led community organisation. The organisation also believes that additional opportunities relating to sustainability and energy improvements may not have been fully explored despite the building's existing electrical capability and potential for future modernisation measures.

Concerns have also been raised regarding accountability and public scrutiny throughout the process.

It has reportedly been stated within discussions that the matter should not be considered by a scrutiny committee because it is viewed as a landlord and tenant issue. However, the landlord in this case is North West Leicestershire District Council itself.

Given the building's recognised status as an Asset of Community Value, its more than 30 years of continuous community use, and its substantial social impact, the organisation believes that decisions regarding the future of the building warrant meaningful public scrutiny and transparent assessment.

# Current Challenges continued...

The organisation also believes that, given the building's established social value and importance to the local area, stronger consideration should be given to community-led retention options.

This could include:

- Community Asset Transfer opportunities
- reduced cost transfer arrangements
- long term community lease solutions
- partnership based approaches supporting continued community use

The organisation believes that the long term social, wellbeing and community value generated by the building should be considered alongside financial considerations when assessing its future.

As a recognised community asset with extensive public support, the organisation believes the building represents an opportunity for community investment and sustainable local ownership rather than simply disposal of a property asset.

In addition to widespread public engagement and fundraising support, substantial community concern regarding the future of Moira Replan has also been demonstrated through both online and written petitions.

At the time of writing:

- the online petition has received more than 550 signatures
- a further 200+ written signatures have been gathered from local residents and supporters

Collectively, this represents a significant level of public support for the continuation of Moira Replan within the building.

The organisation believes this level of community engagement demonstrates the importance of the building to local residents and reflects substantial public concern regarding the potential loss of the facility.

However, concerns remain that the strength of this public response and community support has not yet been meaningfully reflected within aspects of the decision-making process surrounding the future of the building.

This further reinforces the organisation's belief that the full social and community value of the asset warrants greater consideration within any future decisions relating to the property.

# Governance and Management

Moira Replan is managed by trustees and volunteers committed to maintaining, protecting and developing the organisation for long-term community benefit.

## **The organisation benefits from:**

- strong local support
- long standing community trust
- experienced volunteers and trustees
- partnerships with local groups and residents
- substantial community goodwill and engagement

The organisation is governed by a board of trustees who collectively bring a range of experience, local knowledge and commitment to supporting the continued development of Moira Replan and its role within the community.

## **Current Trustees**

- Usha Rogers
- Robert Dudley Johnson
- John Vickers
- Graham Sidney Knight
- Alan Parker
- Patricia Thomas
- Catherine Bale

The trustees are supported by volunteers and community supporters who contribute to the day to day running, development and promotion of the organisation.

Moira Replan also continues to strengthen its operational capacity through increased community engagement, improved digital presence, fundraising development and expanded public outreach.

## **The organisation aims to continue developing:**

- governance and organisational resilience
- fundraising capacity
- partnership working
- volunteer engagement
- digital systems and administration
- long term sustainability planning

This includes future ambitions to implement improved online booking, monitoring and communication systems to support efficient management of activities, improve accessibility for users and better demonstrate community usage and impact.

# Five-Year Strategic Development Plan

Moira Replan recognises the importance of long term planning, sustainability and continued growth in order to secure the future of the organisation and maximise its community impact. The organisation has therefore identified a phased development strategy focused on increasing participation, improving facilities, expanding services and strengthening long term financial resilience.

## Short-Term Objectives (0–12 Months)

- Secure the continued use, long-term lease, or community ownership of the building
- Maintain all existing user groups, workshops and community activities
- Increase weekly footfall from approximately 100 users to 120+ users
- Introduce at least one new community focused service, such as a mother and baby group
- Continue expanding community engagement and public awareness through marketing and digital development
- Develop and implement a structured online booking and usage monitoring system
- Begin minor building improvements including lighting, heating efficiency measures and essential repairs
- Strengthen partnerships with local organisations, charities and community services
- Continue growing fundraising efforts and community support campaigns

## Medium-Term Objectives (1–3 Years)

- Increase weekly engagement and participation to 150+ users
- Expand the programme of activities to include:
  - youth provision
  - wellbeing sessions
  - creative skills workshops
  - community learning opportunities
  - photography and darkroom activities
- Restore and reopen the photographic darkroom facilities as a community creative resource
- Establish a community café or informal social space within the building
- Improve building accessibility where possible
- Deliver phased sustainability and energy efficiency improvements
- Strengthen digital systems and operational efficiency
- Develop additional sustainable income streams through:
  - room hire
  - workshops
  - creative programmes
  - events and partnerships
- Secure ongoing grant funding and partnership support

# Five Year Strategic Development Plan continued...

## Long-Term Objectives (3–5 Years)

- Achieve improved long term financial sustainability through diversified mixed income streams
- Increase overall usage of the building to 200+ weekly users
- Establish Moira Replan as a recognised community anchor organisation within the Ashby Woulds and wider North West Leicestershire area
- Deliver larger scale building improvements and improved EPC performance
- Expand services to include:
  - family support initiatives
  - wellbeing and mental health focused provision
  - skills development and learning opportunities
  - employment and volunteering support
  - intergenerational and youth focused programmes
- Continue strengthening community partnerships and preventative wellbeing support
- Develop the organisation as a recognised example of successful community led regeneration and sustainable community asset management
- The organisation believes these objectives are realistic, achievable and evidence-based, building upon the strong existing foundations of community support, growing engagement, established trust and demonstrated local need already present within Moira Replan.

## Future Financial Sustainability

**Moving forward, the organisation intends to strengthen financial sustainability through:**

- increased room hire and workshop income
- expanded membership and attendance
- fundraising and grant applications
- digital booking systems and operational efficiencies
- community events and partnerships
- targeted marketing and social media growth
- development of new wellbeing, creative and heritage-based services

**The organisation believes that secure ownership or long term stability of the building would significantly improve its ability to attract future investment, grants and partnership opportunities.**

# Financial Position and Organisational Stability

Moira Replan has demonstrated prudent financial management and organisational resilience despite increasing pressures faced by small charities and community organisations.

**The organisation's 2023/24 financial records show:**

- Total income of approximately £38,456
- Total expenditure of approximately £20,213
- An operating surplus of approximately £18,243
- A year-end bank balance of approximately £25,832

This reflects careful financial oversight by trustees and volunteers alongside a commitment to maintaining long term sustainability.

**The charity has successfully secured grant funding and external financial support to improve the building and reduce operational costs, including:**

- installation of a new condensing boiler
- replacement LED lighting throughout the building
- loft insulation improvements
- ongoing energy efficiency measures

These improvements were funded through grants, charitable support and community contributions, demonstrating both proactive management and the organisation's ability to attract external investment.

**The Trustees Annual Report also highlights that:**

- all spending is carefully reviewed
- policies and governance procedures are regularly updated
- financial oversight is undertaken consistently by trustees
- volunteers now undertake significant operational responsibilities to reduce staffing costs and improve sustainability

The organisation's independent internal audit for the 2023–2024 financial year concluded that: *"There are no issues to which I need to draw your attention."*

This provides additional evidence of appropriate governance, financial control and responsible management.

Moira Replan also continues to benefit from strong community support and volunteer involvement, enabling the organisation to operate efficiently while continuing to expand its reach and activities.

The organisation believes this demonstrates that Moira Replan is not only socially valuable, but also financially responsible and capable of long-term sustainable operation should security over the building be achieved.

# Risk Assessment

Moira Replan recognises that long-term sustainability depends upon identifying potential risks early and implementing realistic mitigation strategies.

The organisation has continued to operate successfully for over 30 years through periods of economic change, funding uncertainty and increasing pressures on the voluntary sector. Trustees remain committed to proactive planning and responsible management to ensure the organisation can continue serving the community long term.

## **Risk: Loss of Building Premises**

The most significant current risk facing the organisation is the potential loss of its long term premises at 17 Ashby Road, Moira.

### **Loss of the building would:**

- displace existing user groups and activities
- reduce accessible community provision within the Ashby Wolds area
- place pressure on already limited alternative facilities
- result in loss of heritage resources and creative spaces
- negatively impact vulnerable and isolated residents who rely upon the centre
- reduce volunteering and community engagement opportunities

The organisation believes there are currently very limited equivalent facilities within the immediate local area capable of replacing the scale, accessibility and affordability of services currently provided by Moira Replan.

The nearest broadly comparable community facility is the Marlene Reid Centre in Coalville, which is significantly further away and less accessible for many residents in Moira and surrounding villages, particularly:

- older residents
- individuals without private transport
- low income households
- people experiencing social isolation

### **Mitigation Measures**

To reduce this risk, the organisation is actively:

- pursuing community fundraising initiatives
- applying for grants and external funding
- developing a long-term business plan
- seeking community asset transfer opportunities
- strengthening public engagement and awareness campaigns
- gathering evidence of community value and social impact
- developing partnerships with local organisations and stakeholders
- increasing public and political awareness through petitions and consultation

# Risk Assessment continued...

## **The organisation has also successfully achieved:**

- formal Asset of Community Value recognition
- substantial public support through petitions and campaigns
- growing community engagement across social media and local networks

## **Risk: Rising Operational and Energy Costs**

Like many charities and community organisations, Moira Replan faces increasing pressure from:

- rising utility costs
- inflation
- maintenance expenses
- insurance and compliance costs
- general operational expenditure

The age and nature of the building also create additional challenges regarding energy efficiency and long term maintenance.

## **Mitigation Measures**

The organisation has already undertaken significant energy improvement works including:

- installation of a new condensing boiler
- replacement LED lighting throughout the building
- loft insulation improvements

## **Future plans include:**

- phased energy efficiency improvements
- exploration of renewable technologies where viable
- investigation of further insulation improvements
- improved monitoring of building usage and energy consumption
- digital booking systems to improve operational efficiency

The organisation also intends to further diversify income streams to reduce reliance on any single funding source.

## **Risk: Funding Uncertainty**

As a community-based charitable organisation, Moira Replan relies upon a combination of:

- grants
- donations
- fundraising
- room hire income
- workshop and activity income
- community support

# Risk Assessment continued...

Changes to grant availability or economic pressures may affect future income generation.

## **Mitigation Measures**

To strengthen financial resilience, the organisation is:

- expanding fundraising activity
- developing a stronger online presence
- increasing public awareness and community engagement
- introducing new income-generating activities
- improving marketing and promotion
- seeking partnership working opportunities
- developing commercially sustainable activities alongside charitable provision

The organisation's growing social media reach, now exceeding 43,000 monthly Facebook views, is already helping increase awareness, attendance and community support.

## **Future plans include:**

- online booking systems
- expanded workshops and classes
- heritage and creative projects
- wellbeing services
- community events
- photography and darkroom facilities
- café and social space development

These initiatives are intended to strengthen long-term sustainability while maintaining affordable community access.

## **Risk: Volunteer Capacity and Burnout**

Moira Replan relies heavily upon volunteers and trustees to maintain services and operations.

Like many community organisations, there is a risk of:

- volunteer fatigue
- limited volunteer availability
- skills shortages
- increasing operational pressures on a small number of individuals

## **Mitigation Measures**

The organisation is actively working to:

- recruit new volunteers and trustees
- broaden community involvement
- develop younger volunteer participation
- improve role-sharing and delegation
- increase organisational visibility to attract support
- strengthen partnerships with local groups and services

# Risk Assessment continued...

## **The organisation also intends to:**

- develop structured volunteer programmes
- improve digital systems and administration
- create clearer operational processes
- increase community participation in events and activities

This will help reduce pressure on individual volunteers while improving organisational resilience.

## **Risk: Declining Community Infrastructure and Social Isolation**

The wider Ashby Woulds and North West Leicestershire area has experienced ongoing reduction in accessible community infrastructure, including closure or reduction of local facilities and youth provision.

## **The closure of spaces such as Moira Youth Club has increased concern regarding:**

- social isolation
- reduced creative opportunities
- lack of affordable youth activities
- reduced intergenerational spaces
- worsening mental health pressures
- increasing disengagement among young people

The organisation believes that loss of further community facilities would contribute to these wider social challenges.

## **Mitigation Measures**

Moira Replan aims to directly address these risks through:

- expansion of wellbeing and mental health focused activities
- development of youth and family provision
- creative arts and skills based workshops
- volunteering opportunities
- heritage and community identity projects
- inclusive social spaces
- affordable and accessible activities for all ages

The organisation's long term vision is to strengthen community cohesion, reduce isolation and provide positive opportunities for residents across the area.

# Marketing and Community Engagement Strategy

## A Roadmap to the Future

Moira Replan recognises the importance of effective communication, visibility and community engagement in ensuring the long term sustainability and growth of the organisation.

Historically, much of the organisation's promotion relied upon word of mouth and established community relationships. However, recent volunteer-led marketing activity has significantly increased the organisation's online visibility and public engagement.

## The organisation now benefits from:

- a dedicated volunteer supporting marketing and digital engagement
- increased social media activity and regular content creation
- growing community interaction online
- improved public awareness of the organisation and its activities

## As a result of these efforts:

- the organisation's Facebook reach now exceeds 43,000 views per month
- public engagement surrounding the future of the building has increased significantly
- community awareness of activities and services has expanded
- enquiries and interest in groups and projects have increased
- fundraising and petition engagement has strengthened

This demonstrates both the strong public interest in Moira Replan and the organisation's ability to expand its reach through improved communication and digital engagement.

# Marketing and Community Engagement Strategy Continued...

## Community Storytelling and Public Engagement

A key part of the organisation's recent success has been the use of community storytelling and public participation. There have been Campaigns highlighting:

- local memories
- user experiences
- heritage
- personal stories
- creative activities
- photographs and archives

This has generated strong positive public response and strengthened community connection to the organisation. The organisation believes this type of authentic community engagement is essential in maintaining long term public support and ensuring the centre remains relevant, accessible and community-led.

# Conclusion

Moira Replan Community Hub is far more than simply a building. It is an established, trusted and deeply valued part of community life within Moira and the wider Ashby Woulds area.

For more than 30 years, the organisation has provided affordable, inclusive and accessible opportunities for local people to connect, learn, create, volunteer and support one another. The centre has evolved from its original purpose of supporting redundant miners and local residents following industrial decline into a broad community hub serving people of all ages and backgrounds.

## **Today, the organisation supports:**

- creative and heritage activities
- pottery and arts groups
- wellbeing initiatives
- volunteering opportunities
- community support networks
- learning and skills development
- social connection and inclusion
- preservation of local history and identity

At a time when many community facilities and youth provisions across North West Leicestershire have reduced or disappeared, the importance of maintaining accessible community infrastructure has become increasingly significant. The organisation believes that insufficient weight has been given to the long term social value of Moira Replan throughout recent discussions surrounding the future of the building.

## **Despite the property being formally recognised as an Asset of Community Value, the organisation believes:**

- the full community impact of potential closure has not been adequately assessed
- realistic and achievable alternatives were not fully explored
- opportunities for phased compliance improvements were not properly supported
- insufficient transparency has existed throughout the process
- the community voice has not been meaningfully acknowledged despite significant public support

## **This concern is strengthened by:**

- over 550 online petition signatures
- more than 200 written signatures collected locally
- substantial public engagement and community campaigning
- increasing membership and public involvement
- growing social media reach exceeding 43,000 monthly Facebook views

The organisation also believes it was placed in an extremely difficult position regarding building compliance and lease security. Significant improvement works had already been undertaken through grants, donations and volunteer effort, including:

- a new condensing boiler
- LED lighting upgrades
- loft insulation improvements
- broader energy-saving measures

However, uncertainty surrounding continuation of the lease made further investment increasingly unrealistic. The organisation understands that cavity wall insulation estimated at approximately £8,000 may have been capable of improving the building's EPC position sufficiently to support continued use, yet the lack of lease certainty prevented this from being viably progressed.

The organisation further believes that additional opportunities surrounding sustainability and future energy improvements were not fully explored despite the building possessing strong existing electrical infrastructure and long term development potential.

Concerns have also been raised regarding statements made within council discussions suggesting the matter should not be fully scrutinised because it represented a landlord and tenant issue, despite the landlord being North West Leicestershire District Council itself and the building functioning as a long established community asset with substantial public value.

Moira Replan believes community assets of this nature should not be viewed solely through the lens of property disposal or short term financial considerations. The long term social, mental health, educational, cultural and preventative value delivered by community hubs is far harder to quantify financially, yet increasingly important within modern communities facing growing isolation, reduced services and rising wellbeing pressures.

The organisation remains committed to working positively and constructively toward a sustainable future for the building and believes community asset transfer or supported community ownership represents a realistic and beneficial long term solution.

With continued community support, strengthened governance, growing public engagement and a clear long term development strategy, Moira Replan believes it can continue evolving into a thriving, financially sustainable and socially valuable community anchor organisation for future generations.

The organisation's vision is not simply to preserve a building, but to protect and grow an essential piece of community infrastructure that continues to bring opportunity, creativity, connection and identity to the people of Moira and the surrounding area.

# Appendices / Supporting Evidence

The following appendices provide supporting documentation, evidence and reference material relating to the operation, community impact and future development of Moira Replan Community Hub.

## **Online Petition**

<https://www.change.org/p/extend-the-lease-for-moira-replan-to-preserve-community-hub>

## **Council Meeting Minutes Referencing Grant Funding Which Has Not Yet Been Received**

<https://www.ashbywouldstowncouncil.gov.uk/uploads/minutes-awtc-2026-01-12.pdf?v=1770110242>

## **Council Meeting Minutes Referencing Landlord has no information on the social value of the Buildings use, also statmentes regarding having no information to determine whether improvements within the building will meet the Government's 7 year test.**

<https://minutes-1.nwleics.gov.uk/mgAi.aspx?ID=15302>

## **Moira Replan on Register of Charities**

<https://register-of-charities.charitycommission.gov.uk/en/charity-search/-/charity-details/1014661/full-print>