

Appendix 1

Terms of reference

1. Purpose

The purpose of the Mill Hall Working Group (MHWG) in Rochford, is to inform the relevant committees or Full Council recommendations regarding the Mill Arts and Events Centre. The MHWG will review reports submitted by officers in line with the current objectives for the Mill Arts and Events Centre which are as follows:

- a) That the Mill Hall Arts and Events Centre's primary function is to support the Arts and Events sector.
- b) That the food and drink offering at the Mill Hall Arts & Events Centre supports the events and is a commercial, competitive offering (café).
- c) The operating model of the Mill Hall Arts & Events Centre must strive to be commercially viable reducing the level of subsidy the Council is required to provide.
- d) Ensure that the asset is environmentally sustainable.

The working group will consider an evidence based approach to the future operating model of the Mill Hall and any potential investment for the asset which will be informed by:

- Engagement with internal and external stakeholders and partners to understand local needs and aspirations for the facility.
- Assessment of supply and demand for similar facilities considered with the size and demographics profile of the identified catchment population.
- Assessment of potential asset investment options, which includes energy saving opportunities, budget cost estimates, project delivery and any procurement timeframes.
- Revenue and capital business plans based on robust assumptions and market insight, that details the recommended options for the future of the Mill Hall.
- Collation of all outputs into a report outlining key findings, conclusions and recommendations which will be presented to the relevant committee.

The working group may request further work or information to be provided to them to clarify any implications or issues that may affect the Council.

2. Responsibilities

The key responsibilities of the Working Group will be to examine the information presented to them regarding Mill Hall Arts and Events Centre.

To working group will ensure that all options regarding the future of the Mill Hall are fully examined and reviewed. The working group will collate key findings, conclusions and recommendations to the appropriate committee.

The MHWG will ensure that any reports remain confidential and are not shared beyond the group, as much of the information will be commercially sensitive.

3. Aim

The primary aim of the MHWG is to ensure that the future operating model for the Mill Hall achieves the primary objectives and that the future of the Mill Hall Arts and Events Centre strives to be financially sustainable and fit for purpose for the residents of Rochford.

The working group will identify options to reduce revenue and capital expenditure ensuring that the centre supports the arts, culture and events sector.

Activities

- Review engagement survey.
- Ensure meaningful market research is collated to inform options appraisals
- Development of an operating model for the Centre (remain an in house operation, consider a trust or CIC, or operated by a third party)
- Identify any areas requiring further investigation or clarification.
- Ensure that there is active participation and engagement with a wide range of stakeholders and partners.
- Identify any other external stakeholders who can be invited onto the working group for specific identified activities.
- Commercial operation of café including in partnership with outside organisations.

4. Accountability and decision making

The MHWG activities will form part of the monthly update reports into the Programme Board and will report directly to the appropriate committee.

Membership and frequency

The Cross-party working group will be made up of 5 members.

Meetings will take place every **quarter** and will be at times to enable effective coordination with Members, officers and any relevant Committee meetings. The group will also have the option to call additional meetings to address specific issues that require agreement, clarification or decision.

Agendas and supporting documents will be issued at least one working week before the meetings.

Cross party Working Group membership:

| |
|--|
| |
| |
| |
| |
| |

The MHWG will be supported by the Director of Assets and Investment as well as other Rochford District Council Officers.