

DRAFT REVISION

APPENDIX C

Beeston Community Resource

Business Plan 2015-2017

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Note: This Business Plan was originally dated 29th November 2015. The changes by way of revision are confined to Section 8.

1 Organisation details

1.1 Name

Beeston Community Resource [CIO]

1.2 Address

74 Middle Street, Beeston, Nottingham, NG9 2AR (prospective)

c/o 5 Barratt Lane, Attenborough, Nottingham, NG9 6AD (until 1/4/2015 or further notice)

1.3 Telephone number

0115 9252516 (prospective)

0115 9179025 (until 1/4/2015 and thereafter out of hours)

1.4 E-mail

To be advised; meanwhile and in the alternative
graham.machin@ntlworld.com

1.5 Website

To be advised

1.6 Legal status

An application for registration as a Charitable Incorporated Organisation remains outstanding.

1.7 Objects

See paragraph 3 in Proposed Constitution attached as Annex 1.

2 Background

In 2013 Nottinghamshire County Council (“the Council”) completed the comprehensive internal refurbishment of the building at 74 Middle Street (“the Centre”) with the intention that (apart from an office element) it would “continue to be used by people with mental ill health alongside other disabled people” with “plans to hire rooms for meetings and activities for community groups”. The Council has now decided to withdraw from the management of the Centre, and on 13th October 2014 made an outline proposal to the newly-

formed Beeston Community Resource steering group indicating a basis on which the Council might allow the new organisation, in course of formation, to take over the management of the centre.

We, (the BCR Steering Group) have therefore prepared this Business Plan as requested in the outline proposal in order to satisfy the Council that we can undertake the internal management of the centre on a provisional and transitional basis from April 2015, with a good prospect of demonstrating that the County can be confident in committing the management to BCR on a longer-term basis from April 2016.

We are continuing to investigate and discover allies, resources, opportunities and constraints and intend to keep this Plan under continuous review. We will keep the Council informed of progress.

3 What we intend to do

BCR will continue to make the Centre available for use by existing charities whose members mainly comprise mental health service users, and who provide and engage in a wide range of therapeutic activities including music, crafts and gardening. We will also continue to arrange the provision at the Centre of courses by Central College, Nottingham, and other educational and training bodies, designed to foster personal well-being and recovery.

We will provide, or arrange for the provision of, a widening range of support services for those suffering from mental ill-health, social exclusion or other social disadvantages. These will include peer-to-peer support, training in computer and internet skills, support in using the internet to access social benefits online, advice on social security benefits, advocacy and social and recreational activities.

Although BCR will be independent of statutory services, we will liaise closely with such services, and especially with the County Council as provider of adult social services and with the NHS at both primary and secondary levels. At the local level liaison with Broxtowe Borough Council is essential and Framework, Central College and Voluntary Action Beeston are very important allies.

Our vision for the Centre is that it will welcome and support anyone in our local communities who is suffering from mental illness or distress, is experiencing social exclusion for any reason or requires assistance in developing the capacity and skills to overcome social disadvantage. We intend to make the Centre available to serve a wide range of community activities and interests. This will not only maximise its usefulness for the local community in general, but will also provide additional opportunities for activities across a wide spectrum of participants, encouraging social

interaction and helping to dispel the stigma which often attaches to disability and social isolation.

Our aims are consistent with the County's Strategic Plan Priority 4, and with the proposed strategic priorities in the draft Nottinghamshire Mental Health Strategy 2014-2017 (May 2014).

4 MindSet

MindSet is an unincorporated association with about 300 members, registered as a charity. The great majority of its members are present or past users of mental healthcare services, and many were regular attenders at Middle Street when it was a fully staffed County Council day centre. MindSet has since then attracted new members, some of whom are not service users.

Some of the prospective BCR trustees are also members of and/or trustees of MindSet, but it is important to bear in mind that MindSet as an association, and its members as individuals, are not the only beneficiaries of the facilities and services presently available at the Centre, and the enjoyment and use of the building will also be more widely spread in future.

As individuals, MindSet members' use of the centre varies widely. Many attend regularly, from one to several days every week, and rely on Middle Street as a mainstay of their social life and essential to maintain supportive friendships. Many attend courses and group activities at the centre, some of which (e.g. the Central College courses) are provided by outside organisations and others of which (e.g. the quilting group) are self-provided by MindSet members.

The position of MindSet and its members is particularly important when considering our charging structure for use of the Centre. BCR's underlying purpose is to provide or facilitate support and services to individuals in need, rather than to the organisations to which some of those individuals might belong. Such services need to be provided either free of charge, or for very modest charges which most beneficiaries can afford, with arrangements to subsidise those who can afford nothing.

The facilities at Middle Street fall into two parts. First, there are the common areas, notably the main central space and the garden, which are at the centre of the social life of the centre and which all who visit it can enjoy. Secondly, there are specific rooms, ranging in size from the smallest meeting room to the large activity space, which can be hired out by the hour. The existing "outside" providers of courses and activities at Middle Street are in general in a position to pay for room hire, even though the activities are free to users (e.g. College courses attended by people on benefits) or subject to a very

modest charge (e.g. Yoga, Pilates). The obvious general arrangement is for the enjoyment of the common areas to be available and free for all, but to make hire charges for specific rooms.

This approach is however not readily applicable to MindSet and its members. At present, they form the majority of those who use the centre, but for many of them most of this use is in the enjoyment of the common areas. Further, the imposition of standard charges for MindSet groups using specific rooms, to be borne by the members of those groups, would be likely to cause a reduction in these beneficial activities.

It is clear that the MindSet trustees, and active members, do recognise that from April 2015 MindSet as a whole needs to make a monetary contribution towards the expense of running the centre, and there are ongoing discussions between BCR and MindSet about how this can best be arranged. BCR has been concerned to know what safe assumptions it can make, for the purposes of this Business Plan, about contributions towards the costs of the centre by MindSet on behalf of its members. Two points are clear:

First, MindSet volunteers at present operate the coffee bar. This is an essential service, whose continuance BCR must secure; but it also yields profits assisted by the fact that it can trade entirely free of overheads. It is recognised that from April 2015 the profits of the coffee bar should be committed towards the overheads to be borne by BCR. They are therefore treated in our financial forecasts (below) as BCR income.

Secondly MindSet has committed itself to attempting to contribute, over the year April 2015 to March 2016, up to a further £15000 towards the expenses of the centre; which BCR regards as feasible. This is on the basis that, over this period, the music room will be managed and used by MindSet (or others with their permission) and that MindSet's own groups should be allowed to use other rooms free of separate charge at times when they are not required to be hired out to paying users.

This understanding between BCR and MindSet is reflected in our financial estimates (below).

5 Our goals

5.1 For the transitional year: 1/4/2015 – 31/3/2016

We intend to maintain all current activities for all who presently benefit from them; and to widen and improve activities and support services as quickly as is feasible. The BCR initiative has already begun to attract new initiatives, as

well as heartening those involved in current activities who are concerned about the availability of the Centre beyond next March.

For the first time the Centre will be made available for use by a wide range of community groups and organisations (including local government or other statutory bodies) whose purposes are consistent with the ethos of the Centre. The hire of space to such users will be an important addition to our income.

As regards the attraction of new users, we have already established that a Housing Association with strong representation in Broxtowe, but no direct connection with the Centre at present, is keen to hire space in future for a variety of purposes, including residents meetings, road shows addressing such developments as Universal Credit, and staff training.

We also intend to make the Centre available for use in the evening and at weekends, on a basis in which hire of space to third parties needs to be profitable and use by our “beneficiaries” needs at least to break even.

We intend as soon as possible to employ as manager of the Centre a person with appropriate skills in project management and preferably with experience in managing a similar type of centre. This would be a full-time post. We also intend to employ an administrative assistant, which is envisaged as part-time post (about 15 hours per week) at least initially.

The proposed BCR trustees are all involved in supporting present activities in the Centre, and have between them wide life experience in the sphere of mental health (including experience as carers and service users) as well as in business and the professions. In the event of any delay in the engagement of staff at the start of the project, on-site management will be provided by a co-ordinated management team comprising one or more of the proposed trustees and other volunteers, for as long as necessary.

5.2 From 1/4/2016

We hope to earn the right to continue to manage the Centre in the manner described above for the indefinite future, on the leasehold basis contemplated in the outline proposal. We would aim to continue to deepen, strengthen and extend the services and facilities provided by the Centre, consistently with our charitable objectives.

6 Managing Risks

We have identified two particular risks which need to be managed.

First, we applied to the Charity Commission for CIO registration on 21 October, the advertised expectation being that a decision would be forthcoming within 40 days. On 13 November we received an email from a

case officer informing us that the Registration Division is currently experiencing exceptionally high volumes of work, that she aims to be in touch with us again by 30 December, and that when she is there might be a need for further correspondence. We have no reason to think that registration might be refused, but there is clearly a considerable risk that a decision might be delayed into 2015.

A CIO does not come into existence until registered, one consequence being that bank accounts cannot be established until then. If registration has not been effected by 5 January 2015 the BCR steering group will form an unincorporated association with the same objectives and similar constitutional arrangements to the draft CIO constitution, in order to be able to open bank accounts and proceed with our plans. We would then hand over the corporate entity when it has come into existence.

Secondly, we have to contemplate the possibility the BCR takes over the internal management of the Centre before it is possible to employ paid staff. In that event a voluntary management team will operate, which will ensure at least one person able to discharge management functions is present in the Centre throughout opening hours. The team will be led by the Chair of the working group, who from April 2015 will be able to attend the Centre almost without restriction, and other volunteers (including members of the steering group) some of whom have already been identified. We are therefore satisfied that the Centre will be effectively run even if the recruitment of staff is delayed.

7 Running BCR

7.1 Members/trustees

Under the “Foundation Model” Constitution (Annex I) BCR will be under the direction and control of a body of up to 15 members all of whom will also be trustees. As at 1/12/2014 the proposed member/trustees are:

Graham Machin: Barrister, MindSet member and trustee, Treasurer of the Carers’ Council – Allies in Adult Mental Health.

Mike Baldry: MindSet Co-Chair, a social inclusion worker with extensive experience of supporting people with mental health difficulties.

Karen Medd: Secretary of Capacity, trained in peer-to-peer support for mental health service users

Paul Walsh: Community Development Officer, Central College Nottingham

Mark Lambert: Framework Team Leader, Moving Forward - Steps 2 Independence (South)

Judith Machin, Secretary of the Carers' Council - Allies in Adult Mental Health, trained in peer-to-peer support for carers

7.2 Policies and Procedures

The following policies and procedures have been agreed ready for adoption on registration:

Diversity and Equalities Policy
Safeguarding Vulnerable Adults Policy and Procedure

The following policies and procedures will be adopted before 1/4/2014:

Financial Management
Health and Safety
Complaints Procedure
Data Protection
Confidentiality

8 Income and expenditure forecast

Current forecasts for income and expenditure during the proposed transitional year (2015-16) and "Year 1" (2016-17) are below, with additional notes to explain the figures. Possible grant support is not included in the forecast for 2015-2016, but a modest allowance is made in Year 1. BCR has made an application to the County Council under the 2015-18 round of grants, and will make other applications as necessary after registration as a CIO. We believe that the case to be made for grant-aid to support this project in its early years is exceptionally strong, and that the main question is when, rather than if, it can be secured. We are confident that the allowance made in 2016-2017 is realistic.

	<u>2015-16</u>	<u>2016-17</u>
<u>Projected income</u>	££	££
Weekday room rental (1)	20000	40000
Coffee bar profit (2)	5000	10000
MindSet contribution (3)	15000	15000
Room/Centre hire evenings/weekends (net) (4)	2000	5000

Fund-raising events and activities	2000	5000
Gift Aid from individuals	1000	2000
Grants	NIL	40000
	—————	—————
Total (excluding possible grants)	45000	117000

Projected outgoings

Rent	NIL	NIL
Contribution to NCC overheads (5)	NIL	70000
Employment of manager (6)	22500	30000
Employment of administrative assistant (6)	7500	10000
New equipment	5000	NIL
Consumables, insurance, sundries	5000	5000
	—————	—————
Total	40000	115000

Notes

- (1) This assumes for 15/16 the continuance of present levels of use by those able to pay room hire – 27 hours per week at say £13 per hour for 50 weeks = £17550 rounded to £20000. On the basis of new interest shown this is likely to prove conservative. The assumed doubling in 16/17 still only represents 60 hours per week. Excluding the music room (assumed to be allocated to MindSet through both years) there are 7 rooms x 7 hours x 5 days = 245 room/hours per week, so the 16/17 projection still assumes only 25% occupancy.
- (2) The coffee bar “profit” – representing takings less purchases of stock with “all found” – averages at present £46, say £50 per week. Currently the coffee bar operates at a very basic level and is unattended for long periods. Assuming increased efficiency but still a basic service, the 15/16 year assumption is that the “profit” can be doubled. Given the scope for improvement, still consistent with operation by volunteers, and increasing numbers of visitors, it is considered reasonable to expect a further doubling in 16/17.
- (3) See Section 4 above. Although MindSet will benefit from having a secure future at Middle street, and the wider range of activities which BCR will

develop, it has now to adapt from the situation in which its members have the use of the centre free of charge, to one in which the members, collectively, need to join with other users in making a contribution to the expenses incurred by BCR for the common good. Given that most MindSet members are service users on low incomes, it may well be that the contribution could be partly reliant on grant support; which MindSet will no doubt explore. Pending experience over the transitional year (15/16), the MindSet figure has been retained unchanged for 16/17.

- (4) We believe that there is considerable potential to extend the use of the Centre into evenings and weekends, but have adopted very modest projections for both years until we have been able fully to test the market.
- (5) The outline proposal says that the County will manage and pay for the running costs of the building up to 1/4/16 (point 4) subject to the request in point 9 for BCR to indicate what financial contributions we could make towards the running costs of the building in the period up to that date; the purpose being to demonstrate that BCR can continue in the medium term on a sound financial footing. We are not averse to this suggestion in principle, and if we secure, from whatever source, funding for staff salaries it is clear that a significant contribution would be possible. If not, it may be necessary to strike a balance between using the identified sources of income to enable the early engagement of staff, and applying them to reducing the County's expenditure on running costs; and we would expect this to be a matter for discussion with the County.
- (6) The difference between these figures reflects the recognition that it is very unlikely that paid staff will be in place until at least July 2015.

9 The whole building?

The outline proposal requests (point 9) that we indicate how BCR could take on full responsibility for the management and all running costs of the whole building after 1/4/16 in the event that no part is occupied by the County Council. We understand from subsequent clarification that this is a preliminary exploration of the possibility, but it is assumed that the rent for the whole building would be a peppercorn.

In principle, we would welcome the opportunity to take responsibility for the entire building, and believe that it could be put to good use to serve the whole community. In that event, we would wish to be able to sub-let the office area unless and until it were required for community use; or indeed to a separate community enterprise which would complement our aims. Provided that we

have reasonable notice, and have the ability to sublet if necessary or desirable, we regard this possibility as entirely feasible.

10 Conclusion

Although we have prepared and submitted this Business Plan by the date requested, it will inevitably continue to evolve as we work towards the projected takeover date. However, we do not foresee any circumstances which would materially affect the contents of this Plan in an adverse way.

We stand ready to discuss the contents of this Plan, and to clarify any uncertainties or remedy any perceived omissions.

We hope that the County is able to give an early indication that it will prepared to commit the internal management of the Centre to us for the transitional year 2015/16, in order that we can make the necessary preparations over the next four months.