

Open Doors Consortium

Community Asset Transfer Financially Future-Proofing Your Community Centre

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EUROPEAN UNION
Investing in Your Future
European Regional
Development Fund 2007-13



Locality

Every community is a place of possibility.

Locality - merger of bassac and the Development Trusts Association

Nationwide network of settlements, development trusts, social action centres and community enterprises
- 700 members

Community enterprise, assets, social action

Sustainable Enterprise Strategies (SES)

SES: A Social Enterprise trading for more 3 decades within Tyneside, Wearside and North East.

Vision: To use enterprise in all its forms to challenge issues of poverty and inequality within the North East of England – underpinned by an evidence-based approach to our work.

Performance 2010 – 2012:

- Created **45** new Social Enterprises
- Support **235** + Social Enterprises within Wearside & Tyneside
- Combined turnover of **£23.3m**
- Employ **1,334** local staff
- **490** Traditional Business Starts created
- Development of 2 Business Centres to house **38** social enterprise

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Workshop Outline

- Maximising your Income
- Income and Expenditure budgets
- Outcomes and Community Benefit
- Questions

Session Objective

Maximising Income 5 Stages



Maximising Income

Stage One Thinking & Planning

- Assess where you are now!
 - Assess where you want to be
 - How do we get there?
 - How do we know we got there?
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- Draft a Business / Action Plan
 - Implementing The Business Plan
 - Tactical positioning, customer, offer, breakeven +
 - Monitor & Learn from the B Plan

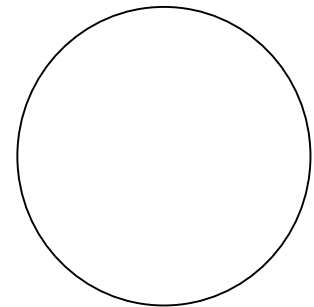
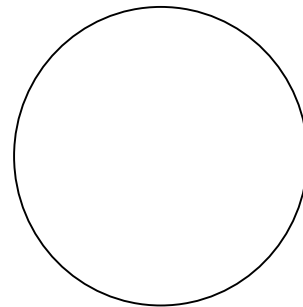
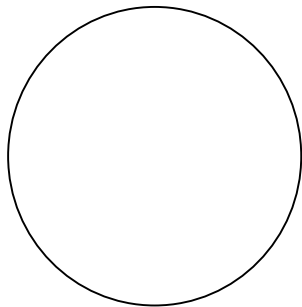
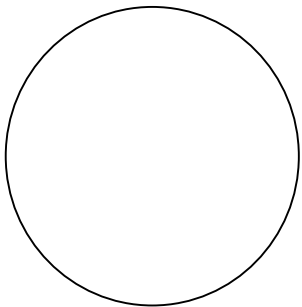
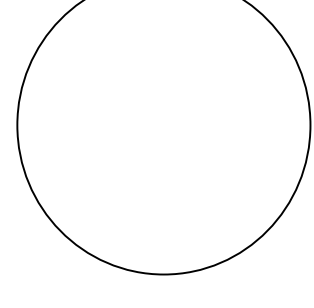
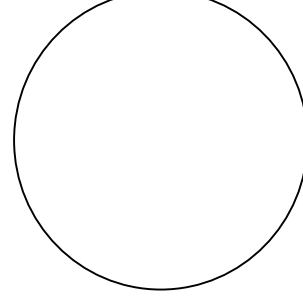
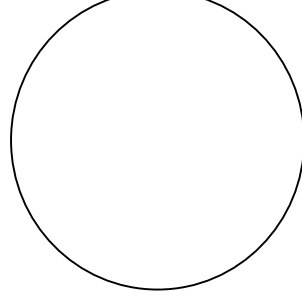
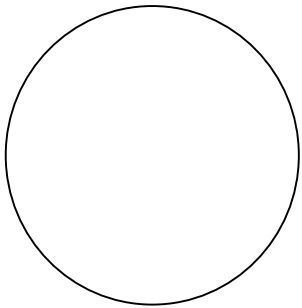
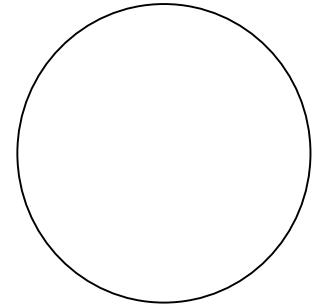
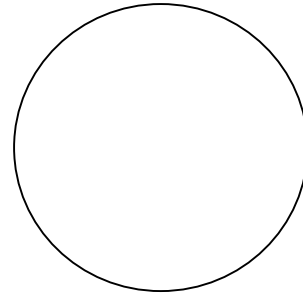
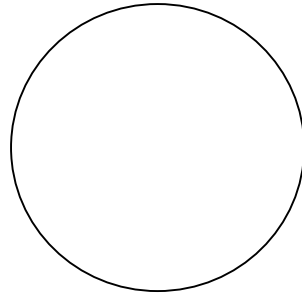
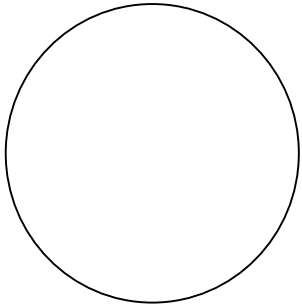
- Graffiti Wall

Maximising Income

Stage Two What is your Basic Offer?

- Your Community Expertise & Knowledge
- Your Reach to residents / groups
- Safe & Open Space
- Particular User's / residents / people
- Meeting & Training Rooms
- Halls / play / learning areas
- Kitchen / Catering
- Green Space
- Equipment / facilities
- Space!

Enterprise Ideas Generation!



Maximising Income

Stage three Refining Your Offer

- Consultation / Demand surveys.
- Purpose: Identify Gaps / Demand.
- Discounting / differential – H/L demand.
- Identify your audience / customers

Residents Users 3rd Parties

- Broker & Design 'package offers' to above targets.

Eg - FE: HE: Health: GP: LA : RSL: AM kitchen sub-let for mobile sandwich
Design & Deliver Activity Yourself

Eg – market garden, food processing and selling products, cooking for health,

Growing your own idea? Design & deliver therefore generate hire, labour & surplus – you take the risk

Maximising Income

- Light Bulb Promotion & Marketing - How?

Maximising Income

Stage Four Tactics Marketing/Promotion

- 2 A4 sheets demonstrating your offer, outcomes and Impact.
- Posters / newsletters
- Social Media Twitter, Facebook etc.
- Free PR – News stories
- Competitions
- Life stories – case study
- Networking events
- Presentations
- Proving & Improving (SA & SROI)
- Celebration of Community Impact
- Identify & Court relationships
- Match ‘package offers’ to courtships

Maximising Income

Stage Five Review, Monitor & Learn

- Know and Assess that you are getting there!
- Data Capture: - regular performance reports on occupancy levels, finance, feedback surveys, target / actual variances, issues, opportunities, identifying emerging ideas, evaluation reports, Impact of CA
- Produce Impact Reports that include evidence of IMPACT of your activities upon your users and community
- Feed data into the next cycle of Thinking & Planning in order to sustain and/or grow CA

Budget

- Sets out what you expect
- Income - how much and where from
- Expenditure - estimating your costs
- Record your assumptions
- Does income exceed expenditure

Expenditure

- What information do you already have?
 - Annual accounts
 - Recent costs from your management accounts
 - Information from the Council
- If you don't have the information
 - Speak to similar buildings
 - Get quotes

Example

- Typical example
- Use a figures for a couple of years if you can – spot anything unusual
- Any reason why specific figures might change – new boiler, better insulation, new phone system, water meter?
- Start with doing a budget for 2014-15 (if you don't already have one)

Income - Estimating Room Hire

- Room hire is main source of income
 - also income from activities you run
- Three options:
 - Actuals for last year
 - Based on running costs and floor area
 - Building up a model

Actuals for Last Year

- Actuals for last year
 - Always important to consider this figure
 - Was that year typical – for example was it artificially high or low?
- Does income cover costs?
- If not, options to:
 - Increase prices
 - Increase bookings

Floor Space

- How much must each room earn to break even?
- Centre with a hall and three meeting rooms
 - £50k per annum in running costs
 - £10k income needed from each meeting room = around 20 hours per week at £10 per hour
 - £20k income needed from hall = 20 hours per week @ £20 per hour

Model

- Use mainly with relatively new organisations
- Useful if you need to:
 - Increase your room hire
 - Vary your charges

Room Hire Income

- Beware of double counting:
 - Popular times vs low demand
- Differential pricing
 - One rate for community organisations
 - Another for the rest?
- Marketing
 - How could you increase room usage

Other Income

- Grants
 - One-off or recurring?
 - Confirmed, expected or just a hope?
 - Be realistic – don't just fill the gap!
- Fundraising events
- Catering
- Other income?
- Last year actuals are a good guide

Outcomes & Community Benefit

Essential Ingredient of.....

- Income streams
- Investments
- Grants
- Expression of Interest
- Bids
- Contracts

What are outcomes?

‘Outcomes are the significant changes, benefits or other effects that happen as a result of your activities’

Need to Look at - What needs to change for the project to achieve it's aim?

What difference will the project make for the beneficiaries/users/community?

Outcomes can be:

- Short term or long term
- Intermediate steps as well as final intended outcomes
- Unexpected as well as expected
- Negative as well as positive.

SMART Outcomes

- Use words that indicate change like more, better, increased, reduced, improved
- Outcomes must be SMART: specific, measurable, achievable, realistic and time-based

Example

- 300 young people will have increased their fitness levels and have enjoyed improved physical health by 31 December 2014

Aims, Activities, Outputs, Outcomes

Aim:

‘The project aims to support Newcastle women out of poverty into enterprise’

Activities:

- Business start-up advice for disadvantaged women

Outputs:

- 100 women access the project
- 30 women start their own business

Outcomes:

- **Increased** business start up among disadvantaged women in Newcastle
- **Reduction** in welfare benefit dependency among women in Newcastle

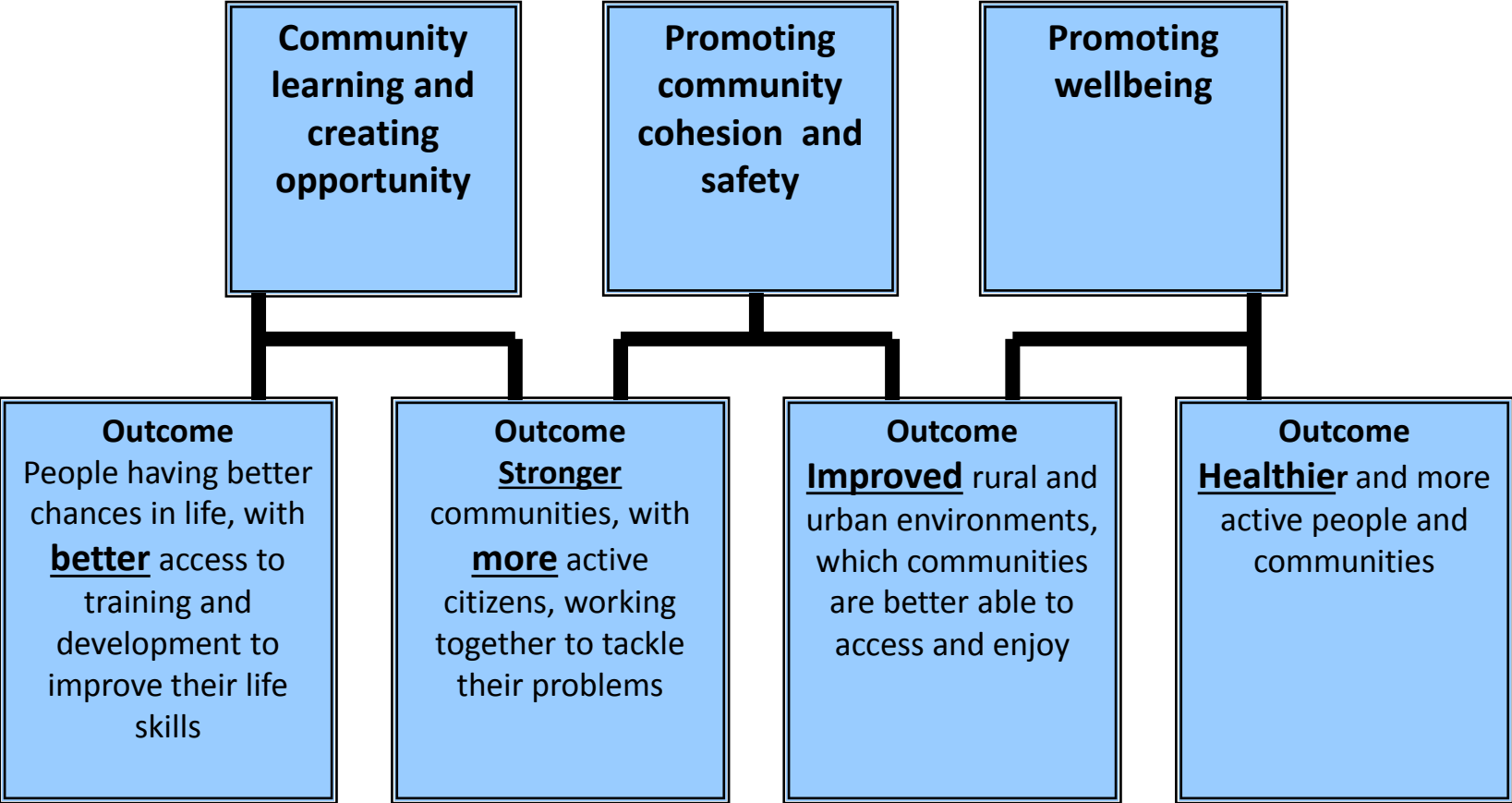
Where outcomes occur

Level	Examples of outcomes
Individual	Improved attendance at school Increased independent living
Family	Reduced debt More positive relationships/ reduced family conflict
Community	Greater participation in local initiatives – secure / happiness Reduced fear of crime
Organisation	More financial stability Increased lobbying voice
Environment	Increased use of a park by local residents Increased local growing
Policy	Improved partnership between Public Sector and Social Enterprise / voluntary sector

Outcomes in individuals

	Examples of outcomes in Individuals
Health	<p>Reduced obesity/changes in diet</p> <p>Improved self-care</p> <p>Reduction in emotional or mental health issues</p>
Behaviour	<p>Increased use of green energy</p> <p>Reduced drug / alcohol use</p> <p>Reduction in offending behaviour</p>
Attitude and self-perception	<p>Increased co-operation and self-help</p> <p>Increased motivation to find work</p> <p>Increased self-confidence</p>
Knowledge or skills	<p>Increased knowledge of benefits entitlements</p> <p>Improved literacy</p> <p>Increased community participation</p>
Circumstance	<p>Increased disposable Income</p> <p>Improved living conditions</p> <p>Back at school after a period of exclusion</p>

Examples of Lottery Outcomes



Questions

Resources

- Open Doors Consortium websites:
- Locality website www.locality.org.uk
 - To Have and To Hold
- SES www.ses.coop
- Newcastle CVS www.cvsnewcastle.org.uk
- My Community Rights
 - www.mycommunityrights.org.uk