



Business Plan 2017 – 2021

St Werburghs Community Association



**‘SWCA recognises that
it is in the best interest
of the communities it
serves to plan for a
financially
sustainable
future.’**

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1. Executive Summary

St Werburghs Centre is based in east-central Bristol. Our principal activity is to provide meeting spaces and facilities for individuals, community groups and voluntary organisations. The Centre is also available for hire by commercial business and public sector agencies.

The community centre has been operating on this site since 1971. In 1999 St Werburghs Community Association took over the management of the Centre and registered as a charity and company limited by guarantee. In 2010 St Werburghs Community Association successfully completed an Asset Transfer and a Capital Project of over £1m. The building is leased from Bristol City Council on a 35-year lease at a 'peppercorn' rent since 2009.

The Centre serves the communities of Ashley, Easton and Lawrence Hill wards, as well as communities of interest across the city. Ashley, Easton and Lawrence Hill have the highest percentage of black and minority ethnic residents in Bristol – 35.5%, 37.9% and 55.2% respectively¹. 11 LSOAs, which have been ranked in the 10% most deprived in terms of Multiple Deprivation in the UK, are within 10 minutes' walk from the Centre and a further 8 are within the 20% most deprived in terms of multiple deprivation: income, education, employment, health, housing, crime, skills and training².

Our main aim is to promote the benefit and social welfare of the local people in a common effort to advance health, education and good relationships by eliminating discrimination and encouraging equality of opportunity between different groups.

The Centre secured the Bristol City Council Impact Fund grant for 2017 - 2021 to deliver Community Support and Engagement Services for the local communities, focusing on:

- Improving access to information, services and opportunities
- Digital inclusion and unemployment
- Reducing social isolation and improving well-being

SWCA generates over 70% of its income through room hire and other services, with the remaining 30% accounted for by restricted project and event funds.

¹ Census data 2011.

² Indices of Deprivation 2015 – Ward Summary table.

This Business Plan is a strategic growth plan and it outlines the analysis of need and the strategy of achieving sustainability and financial independence in the long term.

Our principal aims for the period 2017 - 2021 are to:

1. Successfully complete the internal and external improvement works, including conversion of outdoor spaces into a community garden, play and events space.
 - 1.1 Accessible and durable raised beds for growing edible crops used by Raking & Baking.
 - 1.2 Fruit trees walled garden with a wood and insect themed mural.
 - 1.3 Sensory gardens emphasising smell and touch around the War Memorial.
 - 1.4 Colourful designs on tarmac to include Poppies Trail commemorating the names on the War Memorial.
 - 1.5 Sensory Play equipment stretched between the fruit containers.
 - 1.6 Hexagonal sunken play pit with a slide and seating area.
 - 1.7 Covered seating area for propagation and break outs.
 - 1.8 A play tunnel with planters and trellises.
 - 1.9 A bug hotel and a herb spiral.
2. Complete a feasibility and pilot projects providing family services and activities:
 - 2.1 Affordable holiday clubs.
 - 2.2 Afterschool clubs.
 - 2.3 Homework clubs.
 - 2.4 Family friendly evenings (cinema, supper, wellbeing).
3. Improve revenue generation, particularly through increasing use of the facilities and looking for new income generation opportunities
 - 3.1 Advertising and marketing.
 - 3.2 Incubation space – single desk rental.
 - 3.3 Soft play room.
 - 3.4 Children party packages.
 - 3.5 Art shop.
 - 3.6 Wellbeing events.
 - 3.7 Others
4. Improve administration and financial management systems
 - 4.1 Complete a research on available online database packages (UWE CAKE Project)
 - 4.1.1 their features,

- 4.1.2 pay plans,
- 4.1.3 support available;
- 4.2 Implement taking card payments.
- 4.3 Research service user monitoring systems (included in the database or on a separate system).
- 5. Improve service provision
 - 5.1 Install automated public computer sign software.
 - 5.2 Develop Job Search support service.
 - 5.3 Develop a comprehensive signposting guide for Ashley, Easton and Lawrence Hill and nearby areas in collaboration with other service providers.
 - 5.4 Work with partners to set up ESOL and Employability Courses at the community centre.
- 6. Promote community cohesion and engagement
 - 6.1 Inclusive projects, workshops, courses, classes.
 - 6.2 Community Events.
 - 6.3 Volunteering Opportunities.

2. Introduction: Our Vision, Mission, Values

Vision

The vision of St Werburghs Community Association (SWCA) is:

That all residents living in Bristol, and particularly in wards of Ashley, Easton and Lawrence Hill, and their neighbouring districts, enjoy a high quality of life, are able to achieve their economic, social and educational goals, and are part of a strong, prosperous and caring local community.

Mission

In order to achieve its vision, SWCA has as its mission:

- To manage a community building which provides high quality facilities and a range of activities, accessible to all sections of the community.
- To continue to develop and improve the building so as to meet the changing needs and expectations of the community, both now and in the future.
- To provide a range of spaces for local community groups, in order to enhance local services for residents, particularly for people who are

disadvantaged, vulnerable or who face difficulties accessing provision appropriate to their particular needs and circumstances.

- To develop activities at the Centre and in the local area that increase participation in civic life, including through providing opportunities for self-development, volunteering and involvement in local decision-making.

Values

SWCA operate within the following values:

Equal Opportunities - As both a service provider and employer, SWCA promotes equality of opportunity and believes in challenging discrimination of all kinds.

Community Cohesion – SWCA is committed to helping create a strong and prosperous community in which individuals from all cultures, backgrounds and beliefs are able to develop mutual understanding and respect.

Democracy and Accountability – SWCA is a membership organisation and its management committee is accountable to the community through open meetings and the annual election of its officers. It regularly communicates with and consults all sectors of the community to ensure that its planning and decision-making continues to reflect locally identified priorities.

Partnership Working - SWCA believes that collaboration with voluntary and community groups, public bodies and private sector organisations improves its ability to develop and deliver enhanced resources and services.

Independence and Financial Sustainability - SWCA recognises that it is in the best interest of the communities it serves for it to plan for a financially sustainable future based on sound management, cost effectiveness and increasing its own income generation.

Environmental Sustainability – SWCA recognises the need to meet the challenge of climate change through adopting good environmental practices and promoting all aspects of environmental sustainability throughout its operations.

3. Our Organisation - St Werburghs Community Association

SWCA was established in 1971 as a membership organisation to co-manage the community centre. It is governed by a Management Committee, whose members are all volunteers who live or have an interest in the locality and are elected annually from the Association's membership. SWCA was incorporated as a registered charity (no. 1074495) and a registered company limited by guarantee (no. 3713212) in 1999, when it took over responsibility for the management of the community centre.

The Management Committee currently comprises eleven members whose depth and breadth of experience brings valuable leadership and skills to the association in addition to strong community knowledge, links and networks. The skills and expertise of the Management Committee include accountancy and financial management, business and organisational development, marketing, grants and funding, community engagement, energy management, knowledge of the local community, equalities, child protection, health & safety, human resources, public health and disability.

The Management Committee meets eight times a year to review the performance of the organisation and plan developments. It is informed by the more detailed work of its sub-committees, which meet as and when required.

SWCA has a good track record in effectively managing the community centre and delivering a range of services in line with its mission. It currently derives significant income from renting space to centre users. In addition to this, SWCA secures grant funding to provide services needed in the area and prioritised by the local authority. SWCA adheres to BCC quality baseline standards requirements for delivering excellent services, meeting targets, having policies and procedures in place to ensure that the Centre is well managed, and ensuring that good administrative and financial management systems are in place.

In 2010 SWCA successfully achieved the national VISIBLE Communities TM quality standard in recognition of its work to ensure that the Centre is managed effectively. In November 2013 we won the 'Community Venue of the Year' Award at 'Voscurs', Bristol's first Voluntary & Community Sector awards. In January 2016 we have been awarded Silver in the Green Tourism's 'Conference Venue' category as a recognition of our commitment to environmental sustainability.

SWCA currently employs Centre Director (32 hours), Finance & HR Coordinator (15 hours), Office Manager (30 hours), two part-time Administrators (30 hours in total), a part time Finance Worker (10 hours), two Cleaners (39 hours in total) and a team of part-time Community Centre Workers, who cover evening and weekend shifts (50 hours plus). We also involve volunteers, both local and from abroad on long-term work experience schemes through European Placement Network.

SWCA became a full member of Locality (formerly Development Trust Association) in 2002, underlining its wider responsibility to community development and regeneration in its neighbourhood. SWCA is also a long-standing member of Voscur, the umbrella organisation for Bristol's voluntary organisations.

SWCA is alert and responsive to opportunities to further its work within emerging initiatives and changing policies. Through its capital redevelopment project, it is already engaged in the asset transfer agenda and will be seeking to capitalise on longer-term service level agreements and other public sector commissioning opportunities as they arise over the coming period. Through the services and facilities it provides at St Werburghs Community Centre, SWCA is already

contributing to the priority targets agreed by the local authority (BCC) and Local Strategic Partnership (the Bristol Partnership), as set out in Bristol 20:20 Plan. SWCA will also continue to participate in the work of the local Neighbourhood Partnership and contribute to shaping the future structure once the NPs are dissolved.

4. Our Building - St Werburghs Community Centre

The community centre was originally built in 1902 as a school and comprises a central hall surrounded by a range of rooms with about 500 m² of usable floor space. It underwent a change of use to a community centre in 1971, run by Bristol City Council with an elected Community Association until January 1999, when full management of the Centre was offered to the St Werburghs Community Association in recognition of its sound management and vision for the future.

In 2009 the St Werburghs Community Centre was transformed by the Capital Project; a dilapidated and shabby building is now a welcoming community venue and some derelict outbuildings have been replaced by an energy-efficient annex offering an additional 200 m² of flexible space. With the support of Bristol City Council SWCA obtained a grant of £1,050,000 from the Community Assets Programme, funded by the Office of the Third Sector in the Cabinet Office, and delivered by Big Lottery. Bristol City Council installed a new roof and windows during the winter of 2008/2009 as their commitment to the Centre and in support of our Capital bid and the award of a 35-year lease, which was granted in 2009.

I am very pleased with the result and am still very impressed by the energy and drive that SWCA have demonstrated. They have succeeded in the face of adversity and have come out with a brilliant new facility and (hopefully) a more sustainable business for the next 35 years. I can honestly say that this was £1m well spent!

John Bos, Bristol City Council Community Assets Manager

In 2015 we maximised our income from lettings by converting two of our store rooms into offices to let and built an external store. The store is made of TPR – synthetic concrete which has a low carbon footprint, is produced from a cold manufacturing process that utilises size reduced mixed plastic waste products and minerals. All of the waste streams that are used in the TPR process have been diverted from landfill and it is 92% recyclable at the end of life.

In 2016 we created a café in the Centre lobby and let it to Neck of the Woods, which is a conscious café with permaculture and sustainability inspiring their core values. [Appendix 1: NOTW Community Vision and Plan]

The Centre now has the following range of facilities available for its users:

- A 100 m² main function hall with double height windows, wooden floors, full of character, used for conferences, private parties, dance or martial arts classes;

- A fully accessible, professionally equipped kitchen, suitable for range of activities, such as cookery classes or professional catering;
- A range of five modern rooms suitable for flexible community use, meetings and training, with internet access, flexible set-up options, with equipment and refreshments available;
- A large lobby hosting the community cafe available for local events and informal networking;
- Seven office spaces rented to local groups on easy terms at affordable rates;
- A free open access computer suite available for community use from 10 am to 8 pm with wireless access;
- A storage room for users;
- Fully accessible washroom facilities in both buildings.



5. The Need and Demand for our Services and Facilities

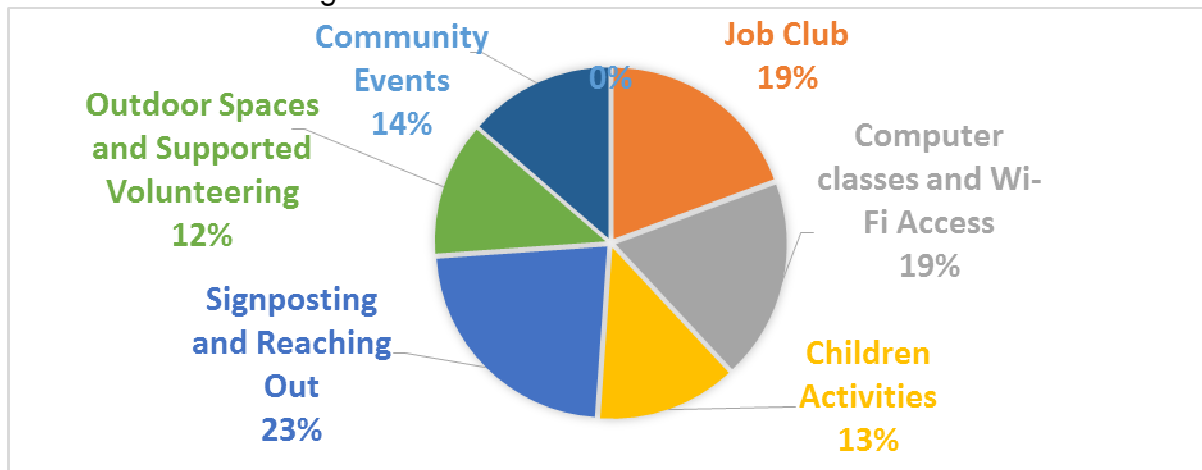
The Centre provides a safe, supportive, accessible and affordable environment within which the community's diverse population can enjoy a range of cultural, educational, leisure and social activities to nourish and develop their own aspirations, as well as providing a focal point for developing the cohesion and vitality of the community itself.

Ashley, Easton and Lawrence Hill wards have the highest percentage of black and minority ethnic residents in Bristol, which has increased considerably in the last 10 years:

- 26% to 35.5% in Ashley,
- 25% to 37.9% in Easton,
- 32% to 55.2% in Lawrence Hill.

Also these wards have higher than average percentage of 'Other White' migrants, (e.g from Eastern Europe): 8.2% of in Easton, 6.7% in Ashley, 6.2% in Lawrence Hill in comparison to the 5.1% in the city³.

Our ongoing consultation and focus groups are a continuous source of local knowledge. The information collected via our focus groups in October 2016 evidences the following need:



Community Centre staff play a major role in improving access to information for local people and it was agreed that Support and Signposting services, to include computer access and job advice, are the most valued and necessary services.

One of the Centre's unique features is that it is a 'neutral' venue for the many different communities of interest within the local area, which makes it popular for people from all social and ethnic backgrounds. This is shown through the number and range of community groups, voluntary organisations and individuals that regularly use the Centre and has been proven in many local consultations.

Our current tenants include:

- **Khaas** is an organisation, which provides services to Asian families who have children with disabilities and special needs. Khaas seeks to improve the lives of South Asian disabled children, their carers and their families. Khaas provides Saturday respite care, holiday play scheme, health-related sessions, short courses, young carer's projects and information workshops.
- **Awaz Utaoh** aims to provide services to enable their users to feel valued, uplifted and empowered. As the literal translation of Awaz Utaoh, means 'raise your voice'. They have developed activities to meet the needs of local Asian communities.

³ Census 2001 & Census 2011 data. <http://www.bristol.gov.uk/page/census-2011>

- **Kingsway International Christian Centre** engages people in worship, Bible study and prayer. Young people may also hold their own services and perform songs and dramas.
- **Amicus Foster Care** is an independent fostering agency supporting families to care for children and young people who are looked after by local authorities. The agency is small, friendly and responsive.
- **The Green House** provides free counselling for anyone who has experienced sexual abuse at any point in their lives.
- **The Peony Project of One25 Charity** is a service for women who are doing well in their recovery journey from abuse, addictions and/or sex work.

St Werburghs Community Association currently has approximately 200 active member groups using the Centre on regular basis. Over the last few years we registered around 70,000 individual visits per annum, of which 40% were from black and other minority ethnic groups and 18% were people with a disability.

In addition to these tenants and members, St Werburghs Centre is the base for a wide range of local community services and public sector agencies which provide services to local communities, including Police surgeries, employment advice, debt advice, councillor surgeries, neighbourhood associations, fundraising events, as well as enquiries for housing, benefits, mental health and care.

SWCA also provides a number of services for Centre users including printing, photocopying, scanning and faxing, post box, AV equipment, marketing and publicity, funding advice, reception and collection point and internet access.

6. Our Key Objectives and Activities 2017 - 2021

SWCA have prioritised following key objectives and activities to be achieved by 2017:

Successfully complete the internal and external improvement works

During the last Business Plan period we carried out repairs and renewals to the external structure of the main Victorian building. The necessary works included renewal/overlaying of the flat roof of the main building, repairs to its eight gable ends, repointing of brick work and repairs to the bell tower.

Now that these works have been completed we began focusing on the interior on the main Victorian building, particularly the room available for hire and external works on woodwork, towers and skylights. The conversion of the outdoor spaces into a community garden, education, play and events space under Werbuzz project name focuses on the transformation of the existing car park and improvements and renewals to the perimeter gardens. It includes elements of landscaping, improving access, moving the recycling area and providing interactive play equipment, outdoor seating space, a sensory garden, art and educational displays. [Appendix 2: Werbuzz Werbuzz Project Brief]

Complete a feasibility on providing family services and activities

SWCA recognises the need for children's activities, which has been evidenced through our ongoing monitoring and feedback gathered via Focus Groups in October 2016. The Centre is situated within a walking distance from two primary schools St Werburghs Primary School and Millpond Primary School on the other side of M32. Our new café provides welcoming and attractive environment for parents/carers who would bring children to clubs. There is demand for ESOL classes for parents from BME communities. There is a potential for setting up activities simultaneously – afterschool clubs for children & ESOL classes/Employability courses for parents.

We have also identified a need for more social family friendly events, again this could be possible by running a children friendly film screening/messy play at the same time as well-being and complementary therapies for adults, followed up by a family supper club.

Improve revenue generation

SWCA will continue to work hard on increasing the income from room hire and market the underused spaces and time slots. SWCA recognises the importance of accessibility of these rooms to wider communities and will continue to seek new bookings on current terms rather than try to rent the spaces to one tenant exclusively. We will focus on building new partnerships with other community groups, social enterprises and businesses, which will involve increased room use and benefit local people.

The newly created garden facilities will enable 'growing & cooking' projects and stimulate the use of the Kitchen for cookery classes, and other activities, such as workshops making natural beauty products or herbal remedies. We believe that the Centre will also get used more for Children's Parties as it will gain the outdoor break out space. The gardens should attract more users in general.

SWCA will continue seeking funds and support from local and national businesses via their Corporate Social Responsibility schemes. We will put additional efforts to develop and implement online marketing strategy, utilising social media, free online advertising tools and training staff in meeting rooms' promotion. We are also investigating online advertising with Google and Facebook.

All new services provided (e.g. family support services) will be set up on full cost recovery principle and as a result support our running costs.

The identified income generating ideas include: setting up a soft play room, offering children's party packages, a gift shop selling art prints, postcards, craft, organising regular wellbeing events.

Improve administration and financial management systems

We recognise a need for a better database, possibly online booking system for our rooms. The costs of sourcing and building our own one are very high so the plan is to research available online database packages, their features, pay plans,

support available. We aim to carry this out with support from UWE CAKE Project students, final year from Business, Marketing and IT studies. Equally important is a new comprehensive system for our service user monitoring. This can be integral part of the booking system or a separate database.

We also aim to improve our banking and implement taking card payments.

Improve and continue our service provision

We will continue using our bespoke Impact Assessment Toolkit⁴, which enables us not only to identify the needs of local communities, but also to identify areas for improvement. We will continue to use the reports to recognise areas that are strong and those that need attention. The latest report from July 2017 indicated that 28% of visitors come to Keep Learning and 25% to Connect, 20% to Be Healthy/Keep Active, 11% to Give and 10% to Be Aware. Through that we have identified that we need to continue to create more volunteer opportunities and activities involving physical activity and addressing health improvements, particularly for older people.

Following recent staff feedback and a number of incidents taking place at the public computers' facility we will also seek to install automated public computer sign-in software, which will allow us to monitor it better.

We are entering Year 3 of 5 for our Raking & Baking project. We will be working on securing further funding to continue the project in the following years.

Our BCC Impact Grant for the next 4 years will fund Easy PC computer skills for older people and employability. We will also develop a comprehensive signposting guide for Ashley, Easton and Lawrence Hill and nearby areas in collaboration with other service providers. We will also work with partners to set up ESOL and Employability Courses at the community centre.

Promote environmental sustainability

During the last business plan period SWCA has achieved Silver award in Green Tourism's 'Conference Venue' Category. We hugely improved the Centre's energy efficiency via the Capital Project. The main Victorian building has been brought to the 21st century. It features new roof and windows; all external walls have been insulated and it now benefits from new heating, electrics and lighting throughout. The new annexe building has a bank of photovoltaic cells that convert sunlight into power. There is also a Sedum (grass) roof on the new annexe building, providing a high level of insulation and also reducing the volume of rainwater entering the drains. The walls are also well insulated with 'Warmcell', manufactured from 100% recycled waste paper. Ceiling lights in the annexe are also environmentally friendly, whilst sunlight tubes designed to capture and intensify natural daylight are also used.

SWCA will continue to contribute to Bristol's environmental sustainability by:

⁴ The Impact Assessment Core Indicators were drawn from the New Economics Foundation's 'Five Ways to Wellbeing' report. It reviewed a range of evidence and concluded that 'building the following five actions into our day-to-day lives is important for Wellbeing: Connect – Be Active – Be Aware – Keep Learning – Give'. <http://www.neweconomics.org/publications/five-ways-to-wellbeing>

- aiming to install additional and covered cycle parking facilities under outdoor CCTV, to encourage users to cycle to the Centre;
- continuing to improve our Outdoor Spaces using recycled materials and encouraging projects which involve growing edible crops and healthy cooking;
- improving recycling facilities on site and addressing waste issues at events;
- monitoring and decreasing energy use in the buildings and seeking lower electricity and gas rates through the Locality bulk buying scheme;

Promote community cohesion and engagement

- 1.1 Inclusive projects, workshops, courses, classes.
- 1.2 Community Events.
- 1.3 Volunteering Opportunities.

SWCA is committed to the development of community groups and will continue to support volunteers and activists in the following years to enable local communities to take an active part where they live. One of our trustees will continue support local Neighbourhood Partnership (or the new structure formed in place of it).

Our annual Picnic in the Park focuses on community cohesion and promoting community engagement. It attracts over 1,000 local residents each year and it is very inclusive. It is a truly community-led event, it brings together all groups which meet at the Centre, it is also free to attend and we put every effort into making it as accessible as possible. The programme of activities for Picnic in the Park varies every year depending on who gets involved. SWCA recognises the importance of this kind of event and will continue to organise it in future years. The event is a great platform for SWCA and other local groups to engage the wider community. Each year the event results in new partnerships, classes and projects in the community.

During the current Business Plan period we are aiming to host a number of supported volunteer opportunities as a part of the Werbuzz Werbuzz Project.

<https://www.youtube.com/watch?v=6MDLWd590F8>



7. Our Fundraising Strategy

In our current Fundraising Strategy we apply the following principles:

1. SWCA need to focus on generating maximum income from the buildings. The benefits include increased sustainability, and potentially the earmarking of funds each year to support community projects. We should therefore explore any potential sources of funds and investments to develop and implement an effective marketing strategy. We should utilise online advertising available for free for charities (such as Google Grants) and follow advice from trustees on the board with professional experience of online marketing. Any business development or capital funds should focus on improving our facilities with a view of generating additional income and making the Centre more sustainable in long term.
2. No funding applications should be done ad hoc, but should be part of a plan. Agreed priorities are a part of the Business Plan – Our Key Objectives and Activities, part 6. These need to take place step by step with two to three points maximum being executed at different development stage: 1. Research and community support surveying, 2. Project brief / business plan, 3. Bid development and fundraising, 4. Project delivery and monitoring, 5. Evaluation.
3. The Centre staff will target suitable funds and work on full cost recovery principles, where possible. SWCA aim to identify what the cost of funding applications is, and the proportion of staff time.

General

The Centre Director post currently has the capacity to develop projects according to the key objectives of the Business Plan, raise funds and project manage the project/service. Their focus and time needs to be spent wisely as their main responsibilities also include governance, health and safety, human resources and financial planning (joint responsibility with the Finance Coordinator), monitoring of projects, services and room hire, and building maintenance. Centre administrative staff may be able to prepare simple bids, and have done in the past with the Director's support. A budget must be provided for each project in conjunction with the Finance Coordinator.

8. Our Promotional Strategy

SWCA is a community-led organisation, which exists for and because of its users and clients. Therefore the promotional strategy will always focus on the needs of the local communities and benefits to local people.

In case of social enterprises, such as the St Werburghs Community Centre, the usual 'pull' or 'push' marketing practices do not work and can not be applied. Also as the focus is on the individual, the diseconomies of scale⁵ are also an important factor to be taken into account.

SWCA staff will continue to work hard to meet our objectives and increase room use through ensuring that we are operating within our core values:

Equal Opportunities - as a service provider SWCA promotes equality of opportunity and believes in challenging discrimination of all kinds. The rates and discounts are the same for all members and all members have the same access to the Centre facilities and services. The Centre staff will ensure that all users feel welcomed and fairly treated and that the Centre is affordable and accessible to all, regardless age, background, disability or income. Our PR practices will be individual-focused and respond to users' needs.

Community Cohesion – SWCA prides itself in being one of the most inclusive organisations in the city. The Centre staff recognises the inclusivity as a major factor in the Centre's success and will continue to build on that reputation. We largely rely on individual recommendations and 'word of mouth' is a main form of our advertising, therefore making sure that there is cultural understanding and mutual respect in our venue is so important. We will continue to educate, and build platforms for knowledge sharing and building stronger communities.

Democracy and Accountability – SWCA is a membership organisation and will continue to consult with all members regularly, to ensure that its planning and decision-making continues to reflect locally identified priorities. In the next few years we will aim to increase the understanding of the governance of the Centre amongst members, we will also ensure that all members agree with our vision, mission and values and actively contribute to it.

Partnership Working - SWCA will continue to seek new collaborations with other voluntary groups, public and private sector to improve its ability to develop and deliver enhanced resources and services, and to generate more income through room hire. The Centre will continue to develop the Corporate Social Responsibility work, which has recently contributed to the development of our Outdoor Spaces and improved security. We will also continue to work with existing partners, Bristol City Council, Locality and Business in the Community.

5 <http://locality.org.uk/wp-content/uploads/Public-Services-Civil-Society-and-Diseconomies-of-Scale.pdf>

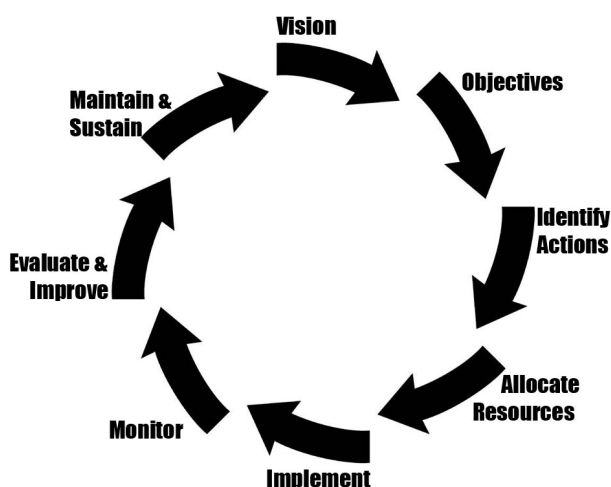
Independence and Financial Sustainability - SWCA will explore other ways of increasing the financial sustainability, such as setting up a community bulk buying scheme or a community fundraising committee. The main focus for the Centre staff in the next few years will be to increase the income from room hire considerably by accommodating more bookings. The secondary focus will be to find other ways of generating income, each to be planned with a feasibility study to generate at least £10k annually.

Environmental Sustainability – SWCA will continue to promote all aspects of environmental sustainability throughout all its operations, particularly where it results in costs savings, such as using environmentally friendly cleaning products or waste recycling services, which are more cost-effective than non-environmentally friendly alternatives. SWCA as a small energy generator will continue to seek funds to expand the existing PV array on the Annexe roof. SWCA will continue to strive to meet the objectives of its Travel Plan. SWCA will where possible engage local environmental groups in the community events. SWCA staff will increase the awareness of the Centre’s green credentials through the local press, blogs, social networks and its own website.

General

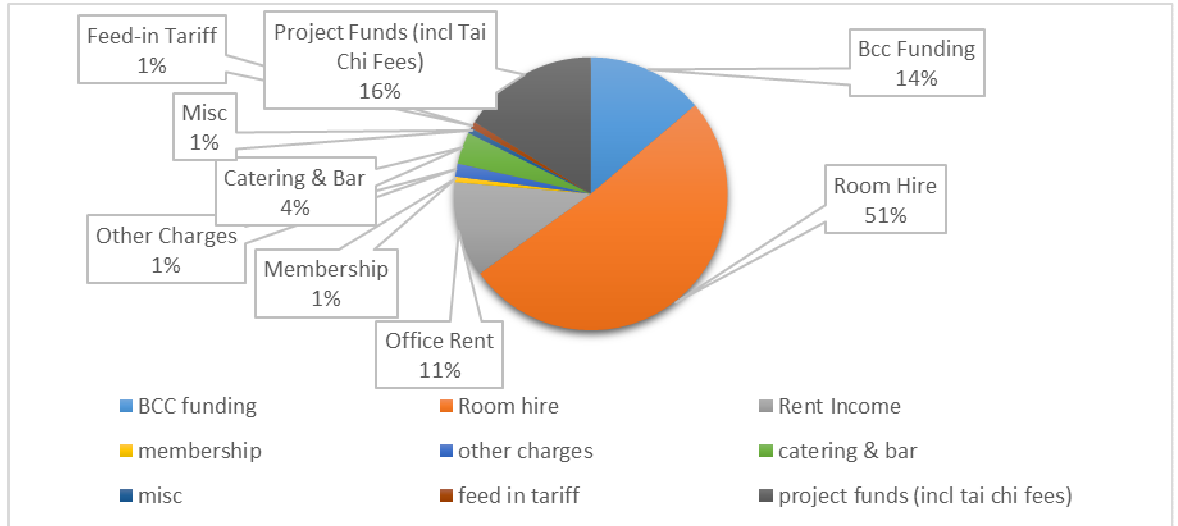
- SWCA staff will monitor the market in terms of other venues across Bristol, their progress and developments.
- SWCA will keep support other community groups and share resources and best practice, where possible.
- SWCA staff will continue to support its users and members, via guides, social networks and its website.
- SWCA staff and management committee will actively promote the awareness of its charitable status and funding structure.
- SWCA will continue to organise the annual Picnic in the Park and will increase the presence of our logo in the publicity and on the day.

The current promotional practice is reflected in the circular flow chart below:



9. Our Finances

Income Chart for 2015 - 2016



Income - Actual for 2015/2016

BCC funding	30000.00
Room hire	111566.00
Rent income	24500.00
Membership	1456.00
Other charges	3342.00
Catering & bar	8225.00
Misc	1448.00
Feed in tariff	1732.00
Project funds	35244.00
Total income	217513.00

Income Chart for 2016 - 2017

To follow

Income - Actual for 2016/2017

BCC funding	core funding
Room hire	earned income
Rent income	earned income
Membership	earned income
Other charges	earned income
Catering & bar	earned income
Misc	earned income
Feed in tariff	other income
Project funds	other funding
Total income	

St Werburghs Community Association

Reserves' Policy – At the year end 31 March 2016 unrestricted reserves were £137,855. Of this sum the charity holds three months' worth of general running costs in their deposit account; this money is set aside as a safeguard against any future loss of core income.

From 2013/14 the management committee agreed to set aside two designated funds. One for the provision of mandatory holiday pay and pension contributions during a period of statutory maternity leave, at current salary rates calculated to be a potential cost to the organisation of £12,391 and one for general building maintenance costs estimated at £11,832. Both figures will be reviewed regularly. The committee are also looking at setting aside sums for major building repairs and IT maintenance.

The starting point for the cashflow figures to follow is the unrestricted reserves figure in the last set of audited accounts to date (2015/16) minus the reserves and designated funds. Actuals for the current year to date are included and projections thereon. Assumptions have been made for the subsequent years as follows:

Income

Bristol City Council funding is a known figure for the next four financial years, as our latest funding agreement began in July of this year.

Other funding for the current year includes funding for Werbuzz outside spaces project, which is due to be spent in the current year. We have reduced the figure in other funding for subsequent years accordingly. The figures for other funding include income for Raking & Baking, which has funding in place until 2019/20, beyond that we aim to maintain a similar level of funds to continue the project. We expect to maintain a similar level of funding for other projects such as Picnic in the Park and various smaller pots of money which we apply for each year to run various community activities.

For all our day to day earned income we have assumed the figures will remain static for the next three years – to allow for either an increase or fall in income. In 2020/21 an 8% increase has been added to room hire income and 5% to rental income, as this is when we next expect to review our hire charges.

Expenditure

Wages for the current year are based on current levels of staffing. An increase of 2% on all salaries has been allowed for each subsequent year anticipating the next decision on NJC rates from 2018/19. The salary figure for March each year is higher as it includes outstanding holiday pay.

In general a 5% increase has been applied to running costs expenditure year on year, with some specific exceptions.

The figures for casual and freelance workers is reduced after the current year, as in this year it includes fees paid in relation to our outside spaces project.

Sundry costs for the current year include a returned underspend on a feasibility project which has been taken out of subsequent years.

Travel and volunteer costs are not increased as they are variable according to what projects we have running.

Utilities and rates remain static as our utility bills are on fixed tariffs and we are currently assessing the levels of usage.

Building maintenance is reduced slightly after the current year, as it includes the costs of refurbishing office space in 2017/18.

Building depreciation charge is a fixed figure and the contribution to reserves is a nominal amount to allow for increases in costs, as we already have put aside an adequate sum to cover a loss in funding. This will however be reviewed regularly.

Overall the trend year on year is of an annual loss, however this includes the building depreciation charge - a considerable cost which skew the picture somewhat. Also, we have built up a healthy profit over past years which has enabled us to put aside reserves as recommended by the Charities Commission, set aside two designated funds and still maintain a margin of surplus to offset any losses.

We are acutely aware of the need to carefully monitor our finances and aim to maintain and increase our day to day business – through effective advertising, maintaining and improving where possible the facilities we provide, and pursuing alternative income streams.

April 2020 - March 2021	Fourth Year of New funding agreement - with additional 5.5% taper													
Date	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21		
Opening Balance	1,893.38	23,283.51	21,713.54	15,514.42	18,454.82	13,638.74	5,748.39	9,523.76	7,057.90	1,558.98	5,590.63	-3,222.59		
Income														
Bristol City Council core grant	8,801.00	0.00	0.00	7,556.00	0.00	0.00	7,556.00	0.00	0.00	7,557.00	0.00	0.00	31,470.00	
Other Funding	19,465.00	0.00	0.00	1,500.00	2,500.00	760.00	3,500.00	0.00	160.00	3,500.00	0.00	0.00	31,385.00	
Management Fees	0.00	0.00	0.00	275.00	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,275.00	
Membership Fees	335.00	40.00	610.00	105.00	180.25	133.90	56.65	721.00	154.50	180.25	159.65	344.02	3,020.22	
Room Hire	8,616.24	12,242.88	10,431.72	9,351.72	9,262.08	10,349.64	11,537.64	11,851.92	9,842.04	9,550.44	9,483.48	9,994.32	122,514.12	
Rental Income	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	3,470.25	41,643.00	
Office Services, Sundry (includes events income)	589.00	983.00	786.00	416.00	316.00	1,246.00	827.40	1,474.20	806.40	538.65	614.25	721.35	9,318.25	
Income from Classes (to support projects)	38.00	194.00	231.00	100.00	113.00	182.00	84.00	102.00	51.00	81.00	135.00	173.00	1,484.00	
Catering income	1,293.00	944.00	1,043.00	315.00	630.00	478.00	980.00	768.00	570.00	631.00	677.00	992.00	9,321.00	
Feed-in Tariff	0.00	0.00	516.00	0.00	0.00	537.00	0.00	0.00	0.00	0.00	0.00	790.00	1,843.00	
Interest received	17.00	4.00	4.00	18.00	10.00	8.00	7.35	7.35	6.30	65.10	6.30	6.30	159.70	
Total income	42,624.49	17,878.13	17,091.97	23,106.97	17,481.58	17,164.79	28,019.29	18,394.72	15,060.49	25,573.69	14,545.93	16,491.24	253,433.29	
Expenditure														
Wages (including IR,pensions)	11,391.01	11,317.78	12,314.26	12,085.04	12,203.89	12,203.89	12,203.89	12,203.89	12,203.89	12,203.89	12,203.89	13,530.40	146,065.73	
Casual & Freelance workers	1,101.00	1,592.00	849.00	975.00	1,585.00	2,557.00	1,315.80	780.30	408.00	591.60	805.80	1,126.08	13,686.58	
Training & Recruitment costs	25.00	275.00	153.00	0.00	252.00	240.00	1,365.00	0.00	212.10	0.00	1,365.00	55.00	3,942.10	
Office Costs (PPS, telephone, Internet, software)	1,513.02	527.00	634.00	871.00	354.00	342.00	1,072.05	711.90	303.45	1,356.60	988.05	1,024.80	9,697.87	
Sundry (includes prof fees)/development	150.00	78.00	10.00	58.00	224.00	180.00	0.00	12.60	392.70	663.60	133.23	256.00	2,158.13	
Utilities,rates, water rates	899.00	177.00	286.00	0.00	824.00	1,001.00	1,661.10	714.00	634.20	889.05	629.00	540.75	8,255.10	
Insurance (includes buildings insurance)	284.00	284.00	284.00	284.00	284.00	284.00	284.00	284.00	284.00	284.00	284.00	284.00	3,408.00	
Building Maintenance	56.00	40.00	1,311.00	837.00	451.46	1,490.00	614.25	753.90	421.55	434.70	347.25	252.35	7,009.46	
R & R, Cleaning, service agreements, security	310.24	945.00	546.00	223.00	1,316.00	2,296.00	850.50	330.75	739.20	1,161.30	2,335.20	493.50	11,546.69	
Advertising	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	378.00	28.35	426.35	
Project & Event Costs	347.00	58.00	2,298.00	758.00	649.00	315.00	329.70	105.00	166.95	59.85	67.20	0.00	5,153.70	
Catering expenses	970.09	450.32	725.83	400.54	24.31	75.25	495.93	89.95	1,051.41	301.45	190.83	196.91	4,972.81	
Travel, Volunteer expenses	436.00	74.00	144.00	49.00	356.00	474.00	323.40	153.30	0.00	4.20	36.75	0.00	2,050.65	
Accountancy & Audit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,122.90	0.00	0.00	0.00	0.00	1,122.90	
Licenses & subscriptions	150.00	35.00	118.00	21.00	180.00	0.00	131.25	0.00	150.15	0.00	0.00	0.00	785.40	
Bank charges	28.00	21.00	24.00	30.00	19.00	22.00	22.05	23.10	16.80	16.80	19.95	19.95	262.65	
Depreciation Charge	496.00	496.00	496.00	497.00	497.00	497.00	497.00	497.00	497.00	497.00	497.00	497.00	5,961.00	
Building Depreciation Charge	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	2,978.00	35,736.00	
Contribution to reserves	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	1,200.00	
Total Expenditure	21,234.36	19,448.10	23,291.09	20,166.57	22,297.66	25,055.14	24,243.92	20,860.59	20,559.40	21,542.04	23,359.16	21,383.09	263,441.12	
													-10,007.83	Surplus/deficit for year
													25,728.17	Surplus/deficit without building depreciation
Net income/expenditure	21,390.13	-1,569.97	-6,199.12	2,940.40	-4,816.08	-7,890.35	3,775.37	-2,465.87	-5,498.91	4,031.65	-8,813.23	-4,891.85		
Closing Balance	23,283.51	21,713.54	15,514.42	18,454.82	13,638.74	5,748.39	9,523.76	7,057.90	1,558.98	5,590.63	-3,222.59	-8,114.45		



Werbuzz Werbuzz Community Garden Project 2017



Risk Management

SWCA risk management for the next 4 years (April 2017 – March 2021):

Key staff leave, or are on lengthy leave

Contingency – SWCA has recently completed a comprehensive restructuring strategy and implemented Induction, Appraisal and Supervision procedures which allow for regular staff review. Committed members of staff who prove themselves are always offered opportunities for advancement within the organisation, where possible. Staff work as a team, managed by the Centre Director who is responsible for reporting to the Management Committee and identifying risks. Up to date procedures for operational running of the Centre are written down and in place. There are a number of trained part time staff who can cover each others roles in case of a long term illness. Board members have the skills and knowledge required to take on the responsibilities, if necessary.

Income from 4-year Impact Grant funding is reduced

Contingency – SWCA is aiming to increase its self generated income over the next four years to increase its financial sustainability and work towards independence from grant funding. It will continue to seek contracts for services and other ways of generating income. There are three rooms at the Centre, which are underused at present and SWCA will increase its efforts in maximising income from them.

Main tenants / member groups leave

Contingency – SWCA has six tenant organisations (7 office spaces) at present, which occupy our office spaces. The majority of them are depended on external funding to provide their services. There is a risk of some of them leaving due to lack of funds to continue their work. SWCA will work actively with Voscur and BCC to identify potential tenants and/or clients and ensure that any vacant offices are let as soon as possible. Also, the Centre administrative staff will continue to focus its efforts to replace the regular bookings with new ones as soon as possible.

Deterioration of the building's condition

Contingency – SWCA is aware of the fact that the main community centre building being over 110 years old may deteriorate even with the recent high level of investment. It is hoped that implementation of maintenance schedule developed with the assistance of UWE will counteract any unforeseen deterioration in the condition of the building's fabric. SWCA is planning to set aside a designated fund to cover maintenance budget. The amount needed will be determined by the maintenance schedule which is being implemented this year.

Werbuzz Werbuzz - Project Brief

This document focuses on the transformation of the existing car park and improvements and renewals to the perimeter gardens at St Werburghs Community Centre. It includes elements of landscaping, improving access, moving the recycling area and providing interactive play equipment, outdoor seating space, a sensory garden, and educational displays.

Background

St Werburghs Community Centre is situated in the Bristol's inner city on the border of Easton and St Werburghs, directly adjacent to the M32 motorway. Although the community centre is extremely well attended (over 77,000 individual visits per year) our outdoor spaces are distinctly lacking in seating, play and educational facilities. We would like to change that, by expanding and improving our community gardens, and converting our underused and inaccessible car park into a community garden, play and event space.

In 2010 we completed £1m Capital Project – refurbishment of the main Victorian former school building and construction of a new eco-friendly four-room annexe. Following the launch we undertook extensive community consultations, which to date have involved over 500 service users and local residents. One of the areas identified by the community was the lack of accessible, safe outdoor space. The perimeter gardens were designed as a part of facilitated focus group activity and during 2011-12 we developed gardens with incorporated seating as a result.

Those gardens have been used since by our Raking & Baking Project – free 8-week cooking and gardening courses for adults of all backgrounds, socioeconomic status and mental and physical abilities. Our current raised beds made of recycled wood lasted only between three to five years; currently they are falling apart and are as such unusable.

We have evaluated the project, looked into long lasting alternatives and created a comprehensive plan for the outdoor spaces, which also includes the transformation of the car park into a garden, play, events and seating space.

Aim

Our aim is to create an accessible, welcoming and interactive outdoor community space, which provides meaningful volunteering opportunities for local people, encourages community engagement, and can be used by local people as an outdoor recreational and educational space.

Ambition

Car Park (south-facing) the transformation will include:

- enclosed and safe gardens with incorporated seating
- relocating the recycling area to north-facing side of the buildings
- centred and sunken hexagonal play pit, which could double up as a performance space for activities such as story-telling and drama
- picnic-style tables with benches at each end of the hexagon surrounding the play pit
- on the left side: walled-garden-style fruit tree area with interactive insect-themed and sensory displays between the trees
- a spiral loose brick herb garden
- four triangular raised plant beds surrounding the seating with vertical trellises which will create a screen from the M32 motorway
- the right side walled garden: a smaller covered seating area which can be used for propagation during the gardening courses

Gatton Road (south-facing adjacent to the car park)

- accessible raised beds (two heights) with edible crops for education purposes, including root and leafy vegetables, edible flower garden
- sunken border on the railing side with fruit bushes and shrubs, climbing bean and pumpkin displays
- accessible footpath in the middle with three-side access to all raised beds
- a water butt with an integrated rainwater-harvesting and irrigation system
- a water feature to mask traffic noise
- bug boxes
- an arch with shaded seating

Merstham Road (east-facing)

- a dedicated meditation and wellbeing garden emphasising senses, with herbs and wildflowers focused around the First World War memorial
- bee hives
- information boards and educational displays – insect-themed with interactive tools
- composting zone surrounded by fruit bushes, such as redcurrant and blackcurrant
- mosaic path

Horley Road (north-facing)

- main entrance gate to the community centre via a ramp decorated with small window boxes, flower baskets and herb displays
- vibrant, colourful, year-round planting
- secure, covered cycle parking
- improved recycling area accessed by a separate double gate down the road

Existing



Our Vision





A Community Vision and Plan

NECK of the WOODS is a conscious café with permaculture and sustainability inspiring our core values. Situated at the heart of St Werburghs Community Centre in its bright and airy space serving fresh and local food for breakfast, lunch and events.

Come park your buggy, your laptop or your backpack in our friendly, cheerful environment. We believe that it is really important to give back and are always looking at new ways to invest into our community and with your support hope to make a lasting effect.

Friendly service, colourful salads, loaded sandwiches, speciality coffee and home baked goodies are prepared daily.

Come find us in your neck of the woods.

Vision

Our vision is for a Community Café in St Werburghs showcasing and utilising the best of local food to produce high quality dishes and beverages whilst bringing together all members of our community, providing a focus point for community events, and offering volunteering and work experience opportunities for all sections of the community.

We will do this through:

1. Producing high quality food using local produce
2. Running and encouraging a range of social activities to include and integrate all sections of our community
3. Providing volunteering and work experience
4. Running and supporting local events
5. Providing space for meetings and for people to sell arts and crafts and produce
6. Offering a pay it forward scheme
7. A commitment to reinvesting into the Centre and nominated community projects

We aim to deliver our vision through:

1. Producing high quality food using local produce

Our menus will be designed to appeal to the different sections of the community. We will source as much of our produce from local suppliers and other providers. Food will be freshly cooked and prepared on the premises with options on the menu for vegetarians, vegans, coeliac, and those with allergies/intolerances etc. We will develop the menu over time, some examples of the types of food we would like to do are below:

- **Breakfast, lunch, cakes and snacks:** A full range of breakfast items to cater to all wallets and bellies. A delicious range of sandwiches, salads, soups and seasonal items, some simpler meals for quick visits whilst providing slightly more indulgent lunches for those wanting to sit in and enjoy the atmosphere. Homemade cakes and pastries, changing daily, will be available throughout the day, you may even discover some Brazilian inspired treats on the counter.
- **Drinks:** we will provide a full range of beautifully crafted coffees and teas, soft drinks, juices and smoothies.
- **Events:** We aim to offer a range of evening and pop up events tailored to the needs and requests of our community.
- **Catering:** We will offer a full and flexible catering menu to local businesses and Centre users.

2. Running and encouraging a range of social activities to include and integrate all sections of our community

The environment that we create in the café is just as important as our food and drinks, we want to encourage community involvement, mindfulness, inclusion, creativity and a sense of ownership.

- **Social and leisure groups:** We are committed to consulting and encouraging individuals within our community to set up a range of groups, with an overall aim focused on integrating everyone around with common interests to improve community cohesion.
- **Knowledge sharing:** Learning and sharing knowledge is one of the keys to community success and bringing together isolated groups.
- **Pay it forward:** We will have a pay it forward scheme which enables a customer to buy an extra item and donate it to the next person coming in needing it, we know that

poverty is one of the causes of social isolation and we hope this scheme will encourage people out who couldn't otherwise afford it.

3. Providing volunteering and work experience for people

We would like to create a space for volunteering opportunities for different members of the community to gain skills, experience and confidence to move onto employment, education or training.

4. Running and supporting local events

We would like our community to nominate local projects and organisation for whom we will focus fundraising projects and profit share.

5. Providing space for meetings and for people to sell arts and crafts, produce

We want to create a buzz and harness the knowledge and creativity of our local community and inspire others to be part of our venture. In addition to this, St Werburghs Community Centre has a range of [function rooms available to hire](#).

How we have got to this point

We have been overwhelmed by the generosity and support of local businesses and individuals that have donated their time, expertise and equipment.

- St Werburghs Community Centre
- Boston Tea Party
- Extract Coffee Roasters
- Earthborn Paint
- Hill Ash Designs

All of whom have made this possible with an incredibly tight budget – THANK YOU from the bottom of our hearts for helping us create something which we hope our community can really feel part of and make positive changes for generations to come.

Developing a community vision

We want Neck of the Woods to be a valuable, useful and inclusive resource for the community. We will consult with local residents, centre users and customer base to ensure we retain and develop what is valuable and needed. To promote the social outcomes that we are aiming for we will build partnerships with local groups and organisation and individuals.

Publicity and promotion

We aim to use a range of marketing methods

➤ Leaflets and posters – Using 100% recycled materials
➤ We will use local media to create an interest in our venture
➤ Social media, including Facebook, Twitter & Instagram using @NOTWCAFE
➤ Face to face contact, food stall at the Picnic in the Park and talking to people to raise awareness about the café (initially to seek opinions about what they would like to see)
➤ Promotion through St Werburghs Community Centre

Meet the team



Jess: Born and raised here in Bristol, loves this incredible city and is passionate about bringing people together through delicious and sustainable food. Having just completed the SHIFT Bristol Permaculture course in St Werburghs. Jess is loaded with amazing insight on how to incorporate those principles into NECK of the WOODS. Previously a volunteer as Community Manager at Foodcycle and with heaps of experience with charity fundraising, pop-up food events and youth work.



Murilo: Originally from Brazil (but having lived and worked in St Werburghs) where his family still live in the coffee growing mountains of Minas Gerais. With this coffee grounding (pun intended!) and nearly 10 years of experience working at Boston Tea Party ignited a passion for a well-crafted cup of the good stuff and of course prioritising great customer service and delicious produce. Community practice has always been a focus in Murilo's work, he trained as a dancer, runs two youth dance companies and has undertaken national tours.

Volunteers

We will create various volunteering roles, and develop policies and procedures in line with the Investing in Volunteers framework.

- **Café volunteers**
- **Social group coordinators**
- **Publicity and promotion volunteers**
- **Fundraising volunteers**

In the longer term we will look at how we can target some of these roles to people who want to gain skills and confidence for work and learn valuable skills the café can offer.

Grants and donations

[St Werburghs Community Centre](#) received £10k funding from Quartet Community Foundation's Step Change Programme. This enabled us to redesign the space and buy equipment for the Café. St Werburghs Community Association which runs the Centre has also invested its own resources to make the project happen. The opportunity was advertised widely and the appointment of the Neck of the Woods was made via an open tender process.



Contact us and follow us on social media

We would love to hear your views and suggestions

team@neckofthewoodcafe.co.uk

@notwcafe